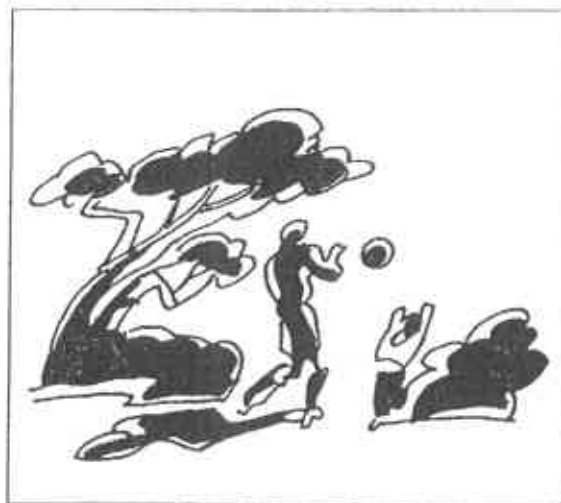


**NEIGHBOURHOOD
PARKS
GENERIC PLAN OF
MANAGEMENT**



RANDWICK  CITY COUNCIL

MESSAGE FROM THE MAYOR

Dear Readers,

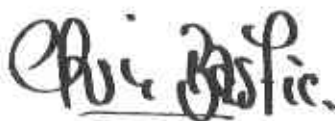
In June 1994, Randwick City Council began a major program developing open space Plans of Management for all parks, beaches and reserves under its management.

Open space comprises the second largest land use in the City of Randwick and is a public area for which Council has an important responsibility. Our parks and other recreation areas include some of the most valuable assets we have to offer, including large areas of natural vegetation and coastal reserves, a number of sports orientated parks and ovals, informal roadside reserves, pocket and neighbourhood parks. Within these areas you may find rare native vegetation species and even some wildlife.

Neighbourhood Parks are scattered throughout the City of Randwick and are generally used by people who live within walking distance of the parks. This plan emphasises that neighbourhood parks should offer a broad range of recreational pursuits that are not common to the larger and more structured 'district' and 'regional' parks. Particular attention is given to the needs of our young people and community groups in recommending appropriate facilities for these parks.

Public participation featured strongly in the development of this and other generic plans within the COSRPOM due to the public ownership of these areas. This communication and input has enabled meaningful strategies and actions to be developed with the collaborative support of the community and Council. It is hoped that such collaboration will continue in the future.

Thanks go to all those who were involved in the development of this plan. I commend it to you.



Councillor Chris Bastic
MAYOR

NEIGHBOURHOOD PARKS GENERIC PLAN OF MANAGEMENT

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GLOSSARY

CR Act	Crown Lands Act, 1989
DLWC	Department of Land and Water Conservation
DUAP	Department of Urban Affairs and Planning
EPA	Environment Protection Agency
EP&A Act	Environmental Planning and Assessment Act, 1979
LG Act	Local Government Act (NSW), 1993



EXECUTIVE SUMMARY

This plan of management is one in a set of eight *generic* plans of management which, along with a City-wide *Strategic* Plan for open space and recreation, comprise the City Open Space and Recreation Plan of Management (COSRPOM). The neighbourhood parks plan addresses issues raised by community representatives, local experts, government authorities and Council's internal steering committee for the COSRPOM.

The plan covers all parks that provide 'neighbourhood scale' recreation facilities within the City of Randwick. This includes both Council owned 'community land' under the Local Government Act (1993) (LG Act) and Crown Land. The principal goal of the plan is stated below:

'The provision of safe, diverse and quality recreational opportunities for the residents of and visitors to Randwick City's neighbourhood parks'

Neighbourhood parks are a sub-category under the 'Park' category as defined within the LG Act, 1993. They predominantly serve the informal recreational needs of the local residential areas, in particular the young people who live in the local neighbourhoods and others who may casually use the parks. Playgrounds, hard court and grassed surfaces, available buildings and landscaped areas which provide shade and help to define the various settings in which different activities take place, are particular features of this plan. Licensing facilities under the LG Act and the provision of permits for regular and occasional activities are described and recommended where appropriate.

The size, proximity to residential areas and the presently unclear identity that neighbourhood parks experience, all point to this park type being able to serve the diverse and changing recreational needs of the community. The major recommendations of this plan are as follows:

- * Increase recreational opportunities for young people within neighbourhood parks
- * Provide a diverse range of recreational opportunities and settings such as hard court areas, grassed areas, shaded areas and where possible indoor areas, for community individuals and groups
- * Draw up licence and permit agreements for community recreational groups depending on their ability to maintain or improve neighbourhood park facilities and recreational opportunities
- * Improve communication and co-operation with local schools in the aim of increasing the diversity of recreational opportunities available at the neighbourhood recreation level
- * Utilise buildings, where available, for alternative recreation activities such as arts and crafts, creative themes and school holiday activities

A twenty year time frame is recommended for this plan with annual reviews for recommendations that have cost implications and five year reviews of the entire plan.



COMMUNITY FEEDBACK

The community of the City of Randwick and others who have an interest in Council's future plans for its open space and recreation opportunities throughout the City, are invited to comment upon this draft generic plan of management. This plan will affect the management of district parks over the next two decades and it is important that members of the community are aware of, and have the opportunity to express their opinion on the strategies recommended.

Any comments that you would like to make in relation to this plan should be put in writing, referring where appropriate, to the specific section concerned, and addressed to:

**The General Manager
Randwick City Council
Administrative Centre
30 Frances Street
RANDWICK NSW 2031**

marking it to the attention of:

Ms Adrienne Jeuda
Strategic Planner - Works Division



1. INTRODUCTION

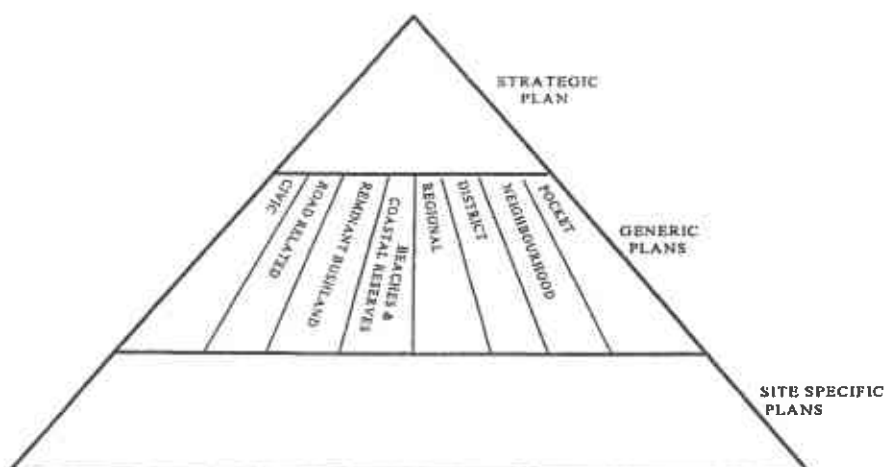
1.1 Aims and Background

Aim of the Neighbourhood Park Generic Plan of Management

'To provide a practical framework and timetable for achieving short, medium and long term management objectives in accordance with the guiding principles for the neighbourhood parks within the City of Randwick.'

This generic plan of management for district parks is one in a series of eight, twenty year generic plans that comprise the Randwick City Open Space and Recreation Plan of Management (COSRPOM). It has been prepared in compliance with the LG Act (1993) and is categorised a 'Sports Ground' under the LG Act and sub-categorised into the 'District Park Generic Plan of Management for the COSRPOM. 'Generic' plans are those that incorporate the management of a number of areas comprising the same values and characteristics, in this case district parks. A Strategic Plan for all open space and recreation opportunities within the City of Randwick links with, and provides direction to the Generic Plans which then feed directly into the site specific plans of management. Together, these provide a comprehensive management approach for open space and recreation in the City of Randwick for the next two decades. Figure 1 demonstrates how the generic plans of management relate to the overall structure of the COSRPOM.

Figure 1: *The COSRPOM Plans of Management*



Neighbourhood parks provide a mix of recreation opportunities, relying less on the formal sporting activities that are promoted in district and regional parks and more on alternative recreation activities. The concept of a neighbourhood park relates to the size of a local neighbourhood, it is the main area of open space that serves a number of streets surrounding the park up to a radius of approximately three kilometres. A typical size of a neighbourhood park is the area of two football fields (approximately 400 metres square) although this area may not be on a flat gradient or have a square shape they are therefore generally unsuitable for use as sports fields.

Neighbourhood parks within the City of Randwick are not evenly distributed and are generally found around the north eastern and south eastern parts of the local government area. Uses of neighbourhood parks include casual ball games, jogging, picnicking, exercising the dog, utilising a playground area, or simply enjoying the green space. Facilities for local young people, such as basketball courts, skateboard areas and baseball diamonds are increasingly appropriate alternatives within a number of neighbourhood parks. Another area that distinguishes neighbourhood parks from other open space types is their use as *community recreation areas*. A number of community recreation activities are therefore more common such as creative arts, after schools clubs and youth clubs within this open space type. Such uses may utilise existing buildings and are one of the few park types where one building for community indoor recreation purposes is appropriate. This community focus enables neighbourhood parks to provide opportunities for innovative recreation activities and community events.

1.2 Requirements of the Local Government Act 1993 (the Act)

The Act sets out Council's duty in respect to preparing plans of management for 'community land'. By July 1993 Council had undertaken an extensive assessment of its public land (land vested in or owned by Council) and classified such land as either 'community' or 'operational'.

The following definition of 'community land' has been summarised from clause 6 (2) of schedule 7 of the Act:

Community Land is land that is owned by Council, and all land, other than Crown and commons, which has been placed, or falls under its care and control (vested in) and may comprise: a public reserve; land subject to a trust for a public reserve; land dedicated as a condition of development consent under Section 94 of the EP & A Act 1979; land reserved, zoned or dedicated for use as open space under a planning instrument; or land that is owned by the Minister for Urban Affairs and Planning.

All land that Council resolved to be 'community' must, by July 1st 1996, be used and managed in accordance with plans of management (PoM's). It is intended that these PoM's will aid the effective co-ordination and management of community land within the Council area. Where Council holds a number of community land areas that have similar values and characteristics, 'generic' PoM's may be adopted to provide one comprehensive plan of management. Generic plans must contain a schedule (list) of those areas included.



The Act requires the following information to be contained within each plan of management:

1. the category or categories of land;
2. objectives and performance targets of the plan with respect to the land;
3. the means by which Council proposes to achieve the plan's objectives;
4. the manner in which Council proposed to assess its performance with respect to the plan's objectives and performance targets;
5. for land categorised as natural area, further categorisation;
6. express authorisation for leasing or licensing (specifying whether or not limited to public purposes), and any other provisions; and
7. provisions applying to the grant of a lease or license or other estate in land.

Community land cannot be sold or otherwise disposed of by councils and there are restrictions on community land use and on the granting of leases and licenses. Where appropriate, Environmental Planning Instruments under the EP&A Act (1979) may impose additional restrictions. There are also additional matters that are required to be addressed where the land is not owned by Council.

1.3 Neighbourhood Parks within the City of Randwick

The following lists all open space land within the neighbourhood park category and sub-categorises it into the various ownership groups: (see Figure 2)

Table 1: Regional Parks under Randwick City Council's Management

Parcel of Land	*Recreation Inventory No.	Ownership	Management Body	Reference No. on Fig.2
Paine Reserve	A/7-635-01	Council	Council	1
Botany Road	A/2-100-01	Council	Council	2
Burnie Park	A/5-134-01	Council	Council	3
Dr. Walters Park	B/3-508-01	Crown	Council	4
Emily Mc Carthy Park	B/4-270-02	Crown	Council	5
Gollan Park	B/4-490-01	Crown	Council	6
J V Dick Reserve	B/5-113-0	Crown	Council	7
Popplewell Park	B/4-345-01	Crown	Council	8
Quarry Reserve	B/4-154-04	Crown	Council	9
Ella Reserve	C/3-085-01	Dept. of Housing	Council	10



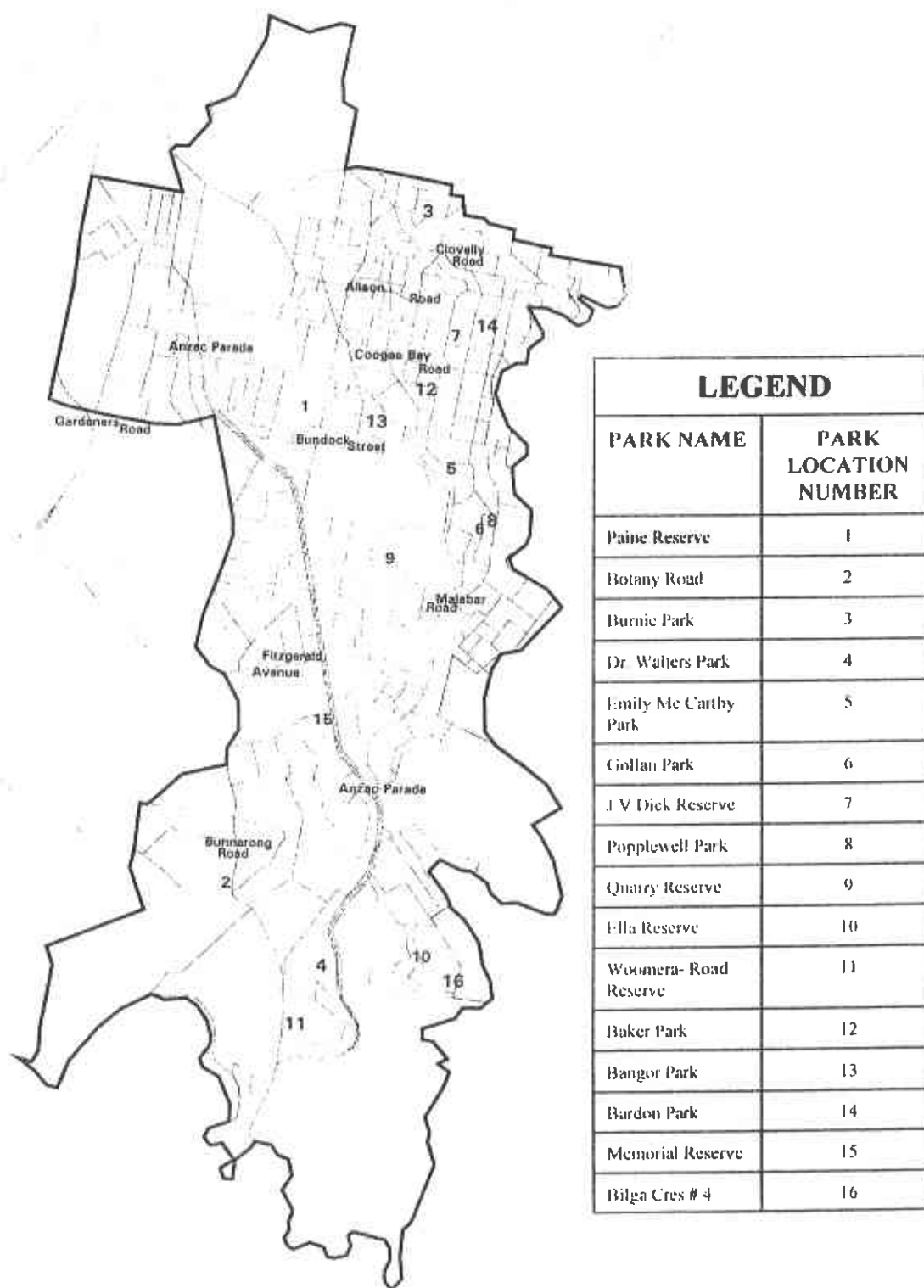
Parcel of Land	*Recreation Inventory No.	Ownership	Management Body	Reference No. on Fig.2
Woomera- Road Reserve	B/1-130-02	Crown	Council	11
Baker Park	B/5-249-02	Crown	Council	12
Bangor Park	B/4-269-01	Crown	Council	13
Bardon Park	B/5-113-02	Crown	Council	14
**Memorial Reserve	C/3-071-01	Dept. of Housing	Council	15
Bilga Cres # 4	B/3-085-04	Crown	Council	16

* the recreation inventory is a data base of parks and reserves information and lists all parks and reserves within the City of Randwick using reference numbers such as those shown

** Memorial Reserve has important heritage significance and is also known as the 'Soldiers Settlement Reserve'. Its management should include recommendations found within the Civic Parks generic plan of management which aims to retain and improve open space areas that are of a commemorative community and historic focus.



Figure 2: *Distribution of District Parks within the City of Randwick (including Commuinity and Crown land)*



1.4 Using this Plan of Management

As described in Section 1.1, this generic plan is one of a series of eight. All generic plans follow the same format which is derived from the strategic plan. This plan comprises the following sections:

1. *Introduction:*

This component explains the background to the development of the plan of management, the history and function of neighbourhood parks in the City of Randwick, how the plan works, community participation and the distribution of this open space type throughout the City.

2. *Management Philosophy and Context:*

This component provides the foundation of management within the plan and its recommendations, including the vision and mission statements, the guiding principles for the management of neighbourhood parks in the City of Randwick, the aim of the plan and its relationship with other relevant Council documents.

3. *Issues, Priorities and Implementation:*

The objectives are derived from major issues identified via the management philosophy section and a range of internal and external information sources. The means of implementing the objectives include: statements on priority; proposed year of completion; the department or division within Council that is responsible for implementation; and the performance measures. These are presented in a tabular format. This section also addresses *how* the objectives and performance targets will be achieved and assessed. This is the main way by which the implementation of the plan may be monitored.

4. *Indicative Time Frame for Implementation:*

This determines when the required development works should take place and therefore when funds are required. It is based on the information contained in Section 3 'Management Objectives and Priorities' and will help to link this plan with Council's Management Plan and Section 94 Contributions Plan.

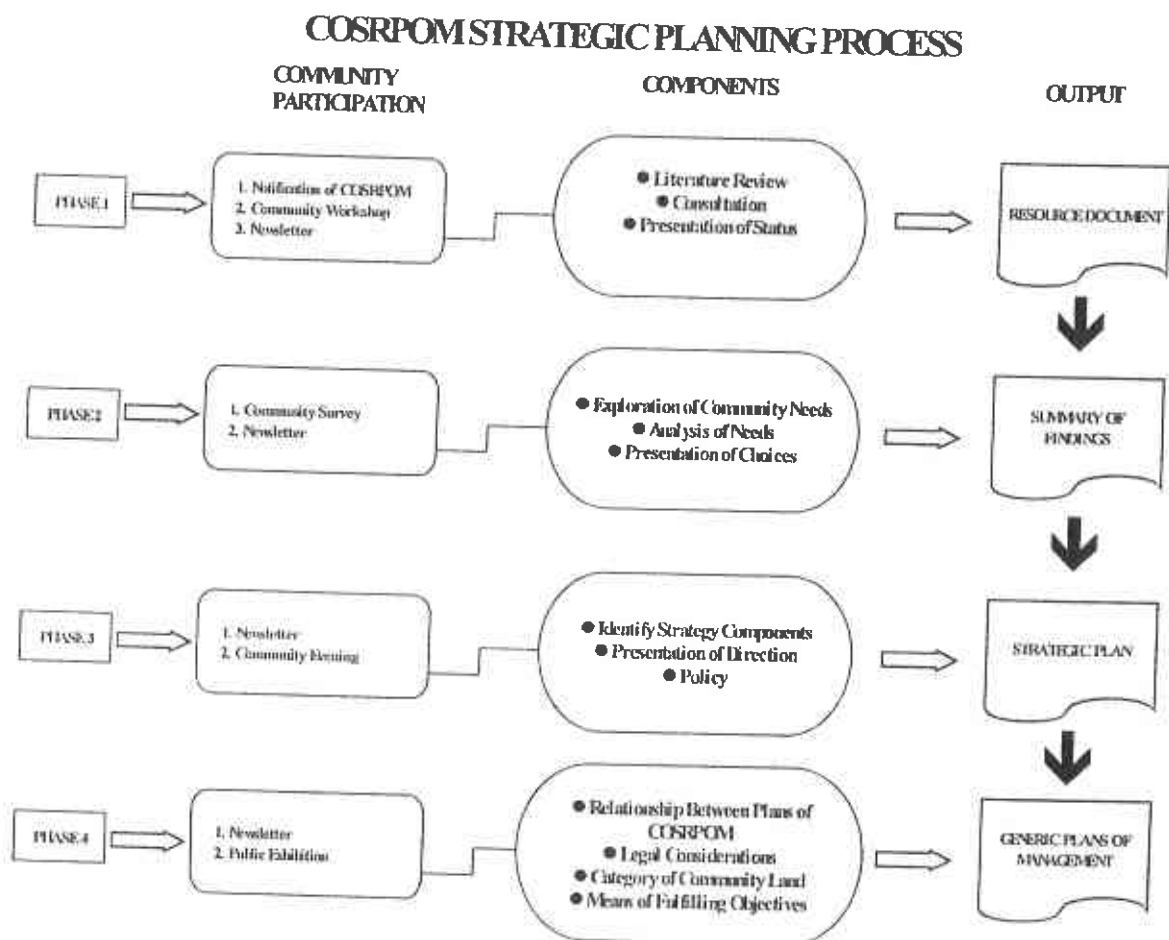


1.5 Community Participation

Community Participation Process

A comprehensive consultative process was undertaken throughout the preparation of the City Open Space and Recreation Plan of Management (COSRPOM). Figure 3 outlines the components of the community participation and consultation process and how it relates to the production of the plans that comprise the COSRPOM.

Figure 3: Community Participation and the COSRPOM Planning Process



Community Participation Components

The COSRPOM *Guiding Principles* which are set out in Section 2 have been derived primarily from the community consultative and participative process. In addition to a survey questionnaire which was completed by over seven hundred residents throughout the City of Randwick. Two rounds of evening participative meetings were held between Council and community members.

The first round of community participation was held between September and October 1994. It addressed open space and recreation provision on a City wide basis via a series of eight workshops which were attended by a total of sixty people. Within these workshops the strengths, weaknesses and opportunities were determined by community representatives. The second round of participation was held in July 1995 and attended by nearly seventy people. It comprised both a community forum and small group discussion evening, whereby community representatives addressed the goals for various open space areas.

Many of the *objectives* that are presented within Section 3 are derived from both the first round of community participation and the *COSRPOM Community Survey*. The survey was distributed to 8,000 residents throughout the City. Refer to Appendix B for the questions and results of the survey.



2. MANAGEMENT PHILOSOPHY AND CONTEXT

2.1 Vision Statement

Vision:

To enhance the quality of life of those residents and visitors who engage in recreation within the district parks of the City of Randwick

2.2 Corporate and Community Goals

Corporate Goals:

1. To provide appropriate and equitable recreational and open space opportunities as identified through community needs.
2. To provide safe, diverse and quality recreation opportunities for Randwick residents.
3. To ensure access for all including actual and perceived access to recreational resources.

Community Goal:

'To provide a safe, attractive venue for multi-purpose, informal recreation which may be easily accessible by local residents including those with a physical disability.'

2.3 Guiding Principles

1. A focus for neighbourhood recreational activity, particularly for young people
2. Equal focus on grass, landscape and hard surface settings
3. Opportunities for non traditional recreation activities to be available within this park type
4. Offers a medium between passive pocket parks and structured sporting parks
5. A community focus for a number of local recreation activities such as social gatherings and continuing education activities

2.4 Management Context

A number of plans form the context for this generic plan of management. These plans are in addition to the statutory Acts described in Section 1 and include Council and other relevant documents.

COSRPOM Strategic Plan

This document was compiled to provide a 'Strategic Direction' for the open space available for public



recreational use throughout the City of Randwick. It therefore covers all different open space types such as the district parks, remnant bushland and civic open space. The strategic plan also addresses the need for rationalisation of open space in certain areas and the acquisition of open space in others and addresses the methods by which this may be undertaken. Recommendations outlined in the Strategic Plan that relate specifically to this plan of management include the requirement for both sporting and informal recreational opportunities to be provided throughout the City and details of a revised 'user pays' pricing strategy.

The generic plans of management address specific management objectives only and not those issues that are of a strategic nature. As described in section 1, the Strategic Plan policy recommendations and individual strategies direct the objectives that have been provided within this generic plan of management.

Randwick City Council Management Plan

The Local Government Act, 1993 requires that each council must prepare a Management Plan for at least a three year period, in Randwick City Council's case it is from 1994 to 1997 and aims to make Council more accountable to its residents and sets out how it will achieve a high level of service. Council's Management Plan also contains information of a similar nature so that the community is able to identify what, how and when changes and undertakings will take occur. This generic plan of management is an important component in the overall land management undertakings of Council. It provides clear objectives and means of achieving those objectives over a twenty year period and also includes decisions on priority and costing implications.

Objectives and priorities that are presented in Section 3 of this plan must be reflected in the Management Plan so that funds can be allocated and the recommended works can be implemented. Each relevant department must therefore address the areas of responsibility that are allocated to them within Section 3.2 and convey these responsibilities into the overall management plan beginning in the 1996/97 financial year. It is the Management Plan that will effectively give force to the recommendations and actions within this plan as it is the principle mechanism by which Council priorities are set and resources allocated.

Works programs will be particularly influenced by this and other generic plans of management whereby relevant Council officers will incorporate recommended actions into the financial planning section of the report on an annual basis - this will also provide Council with the opportunity to review targets as time goes on. Council departments and divisions other than the Works - Recreation and Parks and Recreation divisions that have responsibility for particular aspects of the COSRPOM such as Council's Planning Department, Corporate Services, the Plant Nursery, Works Department and Community Services, must incorporate within their divisional/departmental budgets and works programs, the necessary undertakings.



It is recommended that the Management Plan is incorporated under the table; Principal Activity - 'Improvements Recreation Facilities' is as follows:

Table 2: *Management Plan Principle Activity 'Improvements - Recreation Facilities'*

OBJECTIVES	PERFORMANCE TARGETS	MEANS OF ACHIEVING TARGETS	MEANS OF MEASURING PERFORMANCE
To provide and manage a system of safe, high quality parks and facilities offering a diversity of recreational opportunities suitable for and readily accessible to a wide range of users, in accordance with the City Open Space and Recreation Plan of Management.	Implementation of annual works programs for improvements recommended within the City Open Space and Recreation Generic Plans of Management and associated site specific plans of management	a) Council Staff to prepare and annually review improvements works and programs b) Council staff/consultants to prepare designs, documentation and estimates for the adopted programs	a) recommended works/improvements reviewed or completed by target dates and within budget b) designs prepared with adequate lead time for works to commence on target c) community satisfaction



3. ISSUES, PRIORITIES AND IMPLEMENTATION

3.1 Major Issues

Issue 1: Management Planning

Management planning systems that are required for this generic plan include the updating of and improvements to Council's Recreation Inventory which lists all neighbourhood and other open space areas, categorises their type and documents any other notable features for each site. It requires a comprehensive review in light of the recommendations within this and the other generic plans of management. The appropriateness of certain activities and facilities is also considered within this key area and is linked closely to *recreation* below.

The following table presents those characteristics that community representatives identify as common and specific to neighbourhood parks. These may also be interpreted as 'values' that this open space category possesses.

Table 3: Neighbourhood Parks Generic Characteristics determined by Community Representatives

Setting	Vegetation	Furniture	Size	Buildings	No. of People	User type	Distance to travel
mixed	perimeter - grass and trees central area - grass and an area for hard court games	playground bench seating basketball hoop perimeter cycle track bubbler	2 x football fields	none (Where buildings already exist, ensure community access for recreation)	several family groups	families with children dogs and their owners young people elderly	10 - 15 minutes walk

Permissible uses and activities within neighbourhood parks are set out in Table 4. Although playing fields were not found to be appropriate by the community representatives as represented by information provided in Table 4, informal sport is accepted as appropriate on neighbourhood parks - this usually means that playing fields do exist but are not of a standard size, nor would they have lighting, permanent posts or be used solely for the purpose of team sports. Dogs were also not seen as appropriate by the community members participating in the COSRPOM community evening. However, they will be allowed in certain locations within neighbourhood parks where specific facilities will eventually be provided for them - banning dogs totally from these local parks is not a viable option.

Unlike district, regional and beach/coastal open space areas, it is not necessarily appropriate for neighbourhood parks to have site specific plans of management covering their future management and purpose. The management issues within neighbourhood parks are less complex than the above open space types having less emphasis on leased or licensed facilities and more on the community role and



responsibility of *stewardship* of neighbourhood parks. The development of 'concept plans' is therefore recommended for all neighbourhood parks. These parks are for everyone to enjoy and *exclusive* activities or use is not appropriate. Therefore, any proposed improvements within these parks will be instigated directly by Council and referred to local residents for further ideas and information, rather than undergoing a lengthy plan of management consultative process.

Issue 2: Recreation

Within neighbourhood parks, a wide variety of informal recreational activities are encouraged. Structured sport may also take place although facilities and maintenance within these parks are more centred around the provision of a general mix of recreational activities rather than providing high grade sports fields as is the case for district and regional parks. Neighbourhood parks have been identified as open space areas where the needs of young people in particular should be met. This group generally has limited access to transport, are located in the residential areas where neighbourhood parks are usually sited and experience a considerable amount of unmet recreational needs.

Facilities identified as necessary by young people and others who recognise their needs include: basketball hoops and courts; rollerblading/skateboarding/stunt bike facilities; and baseball, mini soccer and five a side football facilities. Other activities such as creative arts, dancing, playgrounds and simply having a place to relax and socialise in were also high on the list of community recreation needs. Neighbourhood parks should help to create a 'sense of community' through the provision of recreational opportunities within walking distance from the residential areas.

Table 4: Suitable and Unsuitable Activities and Facilities within Neighbourhood Parks

Activity/Facility	Score	Assessment
telephones	2	suitable
dogs	1	suitable
leased sports fields	6	unsuitable
leased indoor sports	6	unsuitable
playing fields	5	unsuitable
cafe's	6	unsuitable
indoor public centre	5	unsuitable
playgrounds	0	suitable
bike tracks/lanes	0	suitable
parking	4	unsuitable
kiosks	6	unsuitable
basketball/court games	1	suitable
walking tracks	2	suitable



Activity/Facility	Score	Assessment
roller/skateboard area	1	suitable
picnic/BBQ facilities	1	suitable
outdoor performance	4	unsuitable
toilets	2	suitable
special events	3	borderline
markets	5	unsuitable
guided tours	5	unsuitable
signage	0	suitable

legend: 0 = there were no objections to the facility within this open space typ, 6 = all six groups during the COSRPOM community evening (26/7/95) considered the facility to be inappropriate

Issue 3: Visitor Management

Regular use of these parks for specific purposes must be carefully managed ensuring that no one group is allowed to feel they have any *ownership* of part of the park. User pays fees and charges will be used to ensure that groups taking over part of the park for a short period of time pay for the benefit of its guaranteed availability. An upgraded booking system will allow groups this privilege and will ensure that any necessary permits are provided and fees collected. School groups and low grade sports groups may wish to use the available facilities on a regular basis and will require a permit to do so. Theatre practising groups, creative writing or arts and crafts community groups may also take out permits at the appropriate cost and book facilities on a seasonal basis. This replaces the old 'seasonal licence' system.

Licenses on the other hand may be considered for groups who undertake to improve indoor or outdoor areas or help to maintain these areas. Their charges will be based on the 'user pays' fees but may be reduced according to the level of assistance to maintenance or according to the level of benefit to the community, ie. if it is the only recreational opportunity of its type in the City of Randwick. This matter will be carefully assessed when individual licence agreements are drawn up. Service providers themselves will be permitted to make nominal profits only from activities provided within neighbourhood parks and audited accounts will be required as a condition of the licence agreement.

Issue 4: Communication

The involvement of the local community is important in ensuring that the correct provision of facilities is proposed. To date a significant number of community members have been involved in the parks improvement process and have helped to effect change in these areas. Neighbourhood parks, as the name suggests are parks that local people use and therefore parks that should primarily serve the local needs. Research has shown that young people are in particular need of increased recreational facilities and it is young people that are generally living in the residential suburbs where neighbourhood parks are located. Further consultation such as inviting comments from residents in the adjacent neighbourhoods should however be undertaken prior to finalising decisions on the facilities and



amenities that are to be provided within these parks.

Communication with local schools is also an important opportunity in heightening the recreational experience offered within neighbourhood parks. Arrangements to provide access to school classrooms and hard court facilities may make up for any shortfalls that the neighbourhood parks cannot provide for. In return, the school's use of the neighbourhood park may be provided cost free for example or other benefits such as exchanged maintenance works may be arranged.

Issue 5: Design and Vegetation

Design incorporates a large number of considerations including the design of landscape works, park furniture and fittings, other structures including art works, to name but a few. Neighbourhood parks will require a variety of settings to enable the required diverse recreational activities to take place. A combination of hard surfaces, grassed areas, shade and landscaped areas, playgrounds and, where available, buildings with suitable rooms, will enable a broad mix of community recreational activities to take place.

Any available buildings will require careful improvements in order to prevent aesthetic disharmony within the parks, although the issue of aesthetics in neighbourhood parks is less of a priority than the provision of a broad mix of recreational opportunities. Moreover, landscape finishes such as footpath delineation, planting edges and entry points should be thoughtfully designed to help the user determine the type of recreational settings and therefore opportunities that are available within neighbourhood parks.

Issue 5: Maintenance, Safety and Risk Management

Although maintenance and risk within neighbourhood parks is not as costly or intensive as it may be within district, regional or beach/coastal open space areas, it is still an important issue for both Council and the community alike. Maintenance practices should run hand in glove with safety and risk management and should incorporate measures which have respect for the protection of our environment as well as the community's wellbeing. The efficient use of water and appropriate use of chemicals are just two examples of responsible maintenance practice. Regular monitoring of revised maintenance and safety practices is necessary in order to check any unexpected occurrences that create potentially dangerous situations. The installation and use of signage is also beneficial in portraying information to users such as the appropriateness or otherwise of particular activities.

Issue 6: Funding

Recommendations contained within this generic plan of management must have regard to existing and estimated funding sources in order for the objectives to be fulfilled. There are a number of grants available each year. Careful planning for the use of the existing and potential funds is crucial in keeping the plan's performance targets on track and the priorities in the initially agreed order. However, grants are usually tied to specific projects which may from time to time necessitate the review of priorities and performance targets. A twenty year lifespan for this plan should aid the need for flexibility. Essentially, any recommendations that have cost implications may begin at the earliest convenience if funds do become available.



User Pays

A pricing strategy for the use of facilities at open space locations has been adopted within the COSRPOM due to rising costs and budget cuts. The 'user pays' system will supplement revenue from traditional sources. These charges are based on the cost of maintaining the areas used in an exclusive way for recreational purposes. Profits are not derived from this strategy. Fees will enable Council to more readily carry out improvement works to the areas where charges are incurred by users. The Strategic Plan for Randwick City's Open Space and Recreation provides a detailed section on funding and User Pays and should be referred to in relation to charging methodology. As described earlier, permit users will be charged the standard user pays rates, while licence holders may be offered concessions depending on the nature of the activity and/or the level of maintenance or improvements works the licensee agrees to undertake. The user pays pricing system covers the following types of recreation all of which are permissible within neighbourhood parks.

- (i) *Sports playing fields and community recreation*
- (ii) *Private social functions*
- (iii) *Private commercial activities*
- (iv) *Charity and Community Events:* A nominal flat rate covering a percentage of maintenance costs only should be charged for any charity or community event such as a hospital fund raising event or community arts. Each event should be assessed on its merits and nominally charged accordingly.

Further details of the new 'user pays' pricing system are provided in Appendix C.



3.2 Action Plan

The key issues that have been presented in Section 3.1 act as an introduction and background to the objectives that have been set out in the following tables and their associated means of achievement, priority level, target implementation date, Council section responsibilities and finally, the means of assessment.

The objectives and related information is presented in a series of tables which are placed under the same headings as those presented in Section 3.1. The table columns are explained as follows:

Table 5: Explanation of Objectives, Priorities and Performance Tables

OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
A specific aim that Council will strive towards in order to address each area of the key issue identified in Section 3.1	<p>The way or ways in which the objective may be achieved.</p> <p>Each method will have a separate performance target</p>	<p>the financial year period in which this method is to be completed.</p> <p><i>Short term</i> = 1996-2000 <i>Medium term</i> = 2000-2006 and <i>Long Term</i> = 2006-2015 <i>Ongoing</i> = action being carried out throughout the life of this plan of management <i>Undertaken</i> = action already undertaken</p> <p>If funds become available at a time earlier than anticipated eg through specific grants, performance target dates may be altered via annual budget reviews</p>	The section or department within Council that has the final responsibility for the achievement of this objective by the target dates	<p>The measure by which Council may be accountable to the community - a list of achievements that are ticked as each is fulfilled by its target date.</p> <p>Where targets are not achieved, an explanation should be provided within this column</p>



Issue 1 : Management Planning

OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To update the neighbourhood park category within Council's Recreation Inventory	1. Delete the following from the neighbourhood park category: Coogee Oval Coral Sea Park JV Dick Reserve Southern Cross Drive Reserve	short term	Recreation Assets Manager	* inventory updated
B) To permit recreation facilities and opportunities within neighbourhood parks that are appropriate to identified community needs and values	1. Adopt facilities and activities identified within Section 3.1: <i>suitable/unsuitable</i> uses as appropriate	short	Recreation Assets Manager	<ul style="list-style-type: none"> * appropriate facilities installed in suitable locations * concept plans developed for all neighbourhood parks * monitoring of use undertaken and appropriate changes made to definition of neighbourhood parks
	2. Develop design 'concept plans' for all neighbourhood parks and where appropriate, adopt recreation developments zones in each park.	medium		
	3. Continue to monitor uses, trends and needs and their relevance to neighbourhood parks.	ongoing		



Issue 2 : Recreation

OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To permit a diverse range of community recreational activities suitable to the parks identified values, meeting local informal and formal recreational needs	1. Direct suitable new recreational pursuits towards neighbourhood parks	short term	Recreation Assets Manager	<ul style="list-style-type: none"> * systems in place to inform potential users of available activities within neighbourhood parks * activities introduced as appropriate
	2. Where appropriate, neighbourhood parks should seek to include provisions for the following activities; basketball; baseball; roller blading/skateboarding in specific locations; arts and crafts activities; and playgrounds	ongoing		
B) To provide recreation facilities that are particularly suited to the needs of young people	1. Refer to local, regional and national youth needs and reflect these within all parks	ongoing	Recreation Assets Manager	<ul style="list-style-type: none"> * other recreation trends reviewed * appropriateness of existing facilities assessed
	2. Explore the appropriateness of current licensed facilities (eg. netball and tennis in Baker Park) and long term uses of these parks in relation to this objective	short term	Manager - Community Services	



OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
C) To utilise existing buildings for a diverse range of community recreation activities	1. Monitor a booking system to ensure that an equitable mix of uses are being undertaken	ongoing	Recreation Assets Manager	<ul style="list-style-type: none"> * booking system effectively used * appropriate activities are being housed in the buildings * leasing and licensing of buildings is minimised
	2. Ensure indoor facilities are suitably designed for the activity and user types	ongoing		
	3. Leasing and licensing of buildings within neighbourhood parks are generally inappropriate	ongoing		
D) To provide an appropriate mix of amenities within neighbourhood parks	1. Where specific needs have been determined, provide the following amenities: bubblers; litter bins; pooper scoopers and dog waste bins; shade; seating;	long term	Recreation Assets Manager	<ul style="list-style-type: none"> * suitable amenities provided



Issue 3 : Visitor Management

OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To allow community groups, schools and sports organisations to have access to an area of or building within neighbourhood parks for a specified time period	1. Develop and implement a 'permit' system to replace the current seasonal licence arrangement	short term	Recreation Assets Manager	<ul style="list-style-type: none"> * permit system introduced * licences taken out where appropriate * equitable charging system in place * visitor satisfaction increased as measured by permit holder, licensee and user feedback * dog facilities made available
	2. Enter into licence agreements with groups or organisations who are prepared to maintain or improve facilities or can provide a benefit to the community that is not provided elsewhere	ongoing		
	3. Standard user pays fees to be charged for permit holder and licence fees to be adjusted according to the maintenance/works or benefits provided	ongoing		
	4. Set aside a small area for dogs and provide dog bins - dogs not to be let off leashes	long term		



Issue 4 : Communication

OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To improve opportunities for recreation through co-operative agreements with neighbouring schools	1. Invite schools that are adjacent or close to neighbourhood parks to discuss shared community use of school and Council facilities	short term	Recreation Assets Manager Director - Corporate Services	<ul style="list-style-type: none"> increased access for community members to schools for after hours recreational activities agreement of arrangement by the Dept. of Education increased access for adjacent schools of neighbourhood parks in return for use of school buildings
	2. Liaison with the Department of Education to discuss mutual use	medium term		
	3. promote additional school based community recreation facilities if negotiations are successful	long term		
B) To install appropriate signage and information	1. signs to portray positive and prohibitive information including appropriate activities, Council, security and emergency contact numbers	ongoing	Recreation Assets Manager Manager - Parks and Recreation	<ul style="list-style-type: none"> suitable signage installed at appropriate locations co-ordination of signage in compliance with Manual
	2. signs to be co-ordinated with overall setting within the park and to comply with the Draft Urban Design Manual	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
C) To consult local residents when planning improvements to neighbourhood parks	1. Ensure local residents are notified of Council's plans to improve the park, funds available and an indication of the type of works to take place	as appropriate	Recreation Assets Manager	<ul style="list-style-type: none"> * residents notified of imminent improvements * residents consulted and where appropriate ideas incorporated
	2. Invite local residents to comment on their requirements and vision for the park in question and incorporate comments where appropriate	as appropriate		



Issue 5 : Design and Vegetation

OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To provide suitable vegetation and landscape planting	1. To provide a grass type that enables a range of activities to take place ie., sitting, walking, playing on etc.	ongoing	Manager - Parks and Recreation Nursery Manager	<ul style="list-style-type: none"> correct grass type and trees identified and suitably located appropriate balance and location of grassed and landscaped areas has been achieved user satisfaction of appropriate balance of vegetated and open areas for recreation measured through positive feedback
	2. To provide shade areas in a number of locations throughout neighbourhood park	medium term		
	3. Ensure sufficient grassed space is available for social team sports and other social activities	ongoing		
	4. Vegetation suitably located to help encourage a range of activities to enjoy the park in close proximity to each other while avoiding potential conflict	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
B) To provide suitable landscape finishes for each neighbourhood park	1. Walkways to be installed as required and suitable for those with mobility difficulties	long term	Manager - Parks and Recreation	<ul style="list-style-type: none"> * suitable and interesting finishes installed * visitor satisfaction enhanced as a result of this as measured through positive community feedback
	2. Playground areas to be designed with childrens preferences in mind	long term		
	3. Ensure that all garbage bins and any facilities for dogs are of a suitable design and comply with the Draft Urban Design Manual where appropriate	medium term		



Issue 6 : Maintenance, Safety and Risk

OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To maintain neighbourhood parks in an environmentally and economically responsible condition	1. Demonstrate the efficient use of water through the implementation of Department of Land and Water guidelines: 'WaterWise Program'	ongoing	Works Division Manager	<ul style="list-style-type: none"> reduced maintenance costs reduced water usage
B) To minimise the risk to public health and safety	1. Undertake comprehensive safety checks of all recreation facilities on a regular basis	ongoing	Works Division Manager	<ul style="list-style-type: none"> reduced use of chemicals increased user satisfaction
	2. Minimise the use of chemicals and adhere to EPA standards and guidance as to the use of new alternatives	ongoing	Manager - Parks and Recreation	
	3. Provide signage and associated reasoning that portrays inappropriate activities or inappropriate locations of certain activities that may create a conflict between various park users	ongoing	Recreation Assets Manager	



OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
C) To minimise Council's public risk liability at neighbourhood parks	1. Give consideration to the recommendations provided within the 'PREMSURE' risk audit when implementing risk prevention systems	short term	Works Division Manager	<ul style="list-style-type: none"> * reduced litigation * reduced costs resulting from above * increased user satisfaction as identified visitor feedback
	2. Prioritise and program works, maintenance and safety inspections that will minimise public risk in neighbourhood parks	ongoing	Director- Corporate Services	

Issue 7 : Funding

OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To ensure that recommendations within this plan are allocated funds within the annual works program	1. Works to be allocated within the relevant annual works program	ongoing	Recreation Assets Manager Manager - Parks and Recreation	<ul style="list-style-type: none"> * funds allocated as appropriate within the annual works programs * alternative funding sources explored and funding applications submitted
	2. Explore available alternative sources of funding and appropriately allocate to specific works	ongoing		
	3. Prepare quality funding submissions based on this plan of management	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
B) To develop and implement an equitable fees and charges pricing policy based on a User Pays system for a diverse number of activities (as presented in appendix C)	1. Implement the fees and charges for all hired facilities as set out in Appendix C	ongoing	Recreation Assets Manager Director - Corporate Services	* user pays system implemented within specified time frame

3.3 Indicative Time Frame For Implementation

Issue 1 : Management Planning

WORKS	COMMENTS	FINANCIAL YEAR			
		SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING (annual review)
		1996 - 2000	2000 - 2006	2006 - 2015	
A1		Remove the following from the neighbourhood park category: Coogee Oval Coral Sea Park J V Dick Reserve Southern Cross Drive Reserve			
B1		Adopt facilities and activities identified within Section 3.1, suitable/unsuitable uses as appropriate			
B2		Determine the locations within each neighbourhood park for which those suitable facilities should be placed/acceptable			
B3		Determine the locations within each neighbourhood park for which those suitable facilities should be placed/acceptable			



Issue 2 : Recreation

WORKS	COMMENTS	FINANCIAL YEAR			
		SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING (annual review)
		1996 - 2000	2000 - 2006	2006 - 2015	
A1		Direct suitable new recreational pursuits towards neighbourhood parks			
A2		Where appropriate, neighbourhood parks should seek to include provisions for the following activities: basketball; baseball; roller blading/skateboarding in specific locations; arts and crafts activities; and playgrounds			
B1		Refer to local, regional and national youth needs and reflect these within all parks			
B2		Explore the appropriateness of current licensed facilities (eg netball and tennis in Baker Park) and long term uses of these parks in relation to this objective			



Neighbourhood Parks Generic Plan of Management

WORKS	COMMENTS	FINANCIAL YEAR				
		SHORT TERM	MEDIUM TERM	LONG TERM		ONGOING (annual review)
		1996 - 2000	2000 - 2006	2006 - 2015		
C1		Monitor a booking system to ensure that an equitable mix of uses are being undertaken				
C2		Ensure indoor facilities are suitably designed for the activity and user types				
C3		Leasing and licensing of buildings within neighbourhood parks are generally inappropriate				
D1		Where specific needs have been determined, provide the following amenities: bubblers, litter bins, pooper scoopers and dog waste bins, shade, seating				



Issue 3 : Visitor Management

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (annual review)
		SHORT TERM	MEDIUM TERM	LONG TERM	
		1996 - 2000	2000 - 2006	2006 - 2015	
A1		Develop and implement a 'permit' system to replace the current seasonal licence arrangement			
A2		Enter into licence agreements with groups or organisations who are prepared to maintain or improve facilities or can provide a benefit to the community that is not provided elsewhere			
A3		Standard user pays fees to be charged for permit holder and licence fees to be adjusted according to the maintenance/works or benefits provided			
A4		Set aside a small area for dogs and provide dog bins - dogs not to be let off leashes			



Issue 4: Communication

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (annual review)
		SHORT TERM	MEDIUM TERM	LONG TERM	
		1996 - 2000	2000 - 2006	2006 - 2015	
A1		1. Invite schools that are adjacent to neighbourhood parks to discuss shared community use of school and Council facilities			
A2		Meet with the Department of Education to discuss mutual use further			
A3		Promote additional schools based community recreation facilities if negotiations are successful			
B1		Signs to portray positive and prohibitive information including appropriate activities, Council and security contact numbers			
B2		Signs to be co-ordinated with overall setting within the park and to comply with the Draft Urban Design Manual			
B3	as appropriate 1. Ensure local residents are notified of Council's plans to improve the park, funds available and an indication of the type of works to take place				



WORKS	COMMENTS	FINANCIAL YEAR			
		SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING (annual review)
		1996 - 2000	2000 - 2006	2006 - 2015	
B4	as appropriate Invite local residents to comment on their requirements and vision for the park in question and incorporate comments where appropriate				

Issue 5: Design and Vegetation

Issue 5: Design and Vegetation		COMMENTS	FINANCIAL YEAR			ONGOING (annual review)
WORKS	SHORT TERM		MEDIUM TERM	LONG TERM		
	1996 - 2000		2000 - 2006	2006-2015		
A1		To provide a grass type that enables a range of activities to take place i.e. sitting, walking, playing on etc.				
A2		To provide shade areas in a number of locations throughout each neighbourhood park				
A3		Ensure sufficient grassed space is available for ball games and small team activities				
A4		Vegetation suitably located to help encourage a range of activities to enjoy the park safely and yet within close proximity to each other				



WORKS	COMMENTS	FINANCIAL YEAR				ONGOING (annual review)
		SHORT TERM	MEDIUM TERM	LONG TERM		
		1996 - 2000	2000 - 2006	2006-2015		
B1		Footpaths to be installed across neighbourhood parks at appropriate locations				
B2		Playground areas to be designed with interesting finishes and themes that are suited to the particular park location				



Issue 6: Maintenance, Safety and Risk

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (ANNUAL REVIEW)
		SHORT TERM 1996-2000	MEDIUM TERM 2000-2006	LONG TERM 2006-20	
A1		Demonstrate the efficient use of water through the implementation of Department of Land and Water guidelines. WaterWise Program			
B1		Undertake comprehensive safety checks of all recreation facilities on a regular basis			
B2		Minimise the use of chemicals and adhere to EPA standards and guidance as to the use of new alternatives			
B3		Provide signage and associated reasoning that portrays inappropriate activities or inappropriate locations of certain activities that may create a conflict between various park users			
C1		Give consideration to the recommendations provided within the PREMSURE risk audit when implementing risk prevention systems			
C2		Prioritise and program works, maintenance and safety inspections that will minimise public risk in neighbourhood parks			



Issue 7: Funding

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (ANNUAL REVIEW)
		SHORT TERM 1996-2000	MEDIUM TERM 2000-2006	LONG TERM 2006-20	
A1		Works to be allocated within the relevant annual works program			
A2		Explore available alternative sources of funding and appropriately allocate to specific works			
A3		Prepare quality funding submissions based on this plan of management			
B1		Implement the fees and charges for all hired facilities as set out in Appendix 2			



4. REFERENCES

COSRPOM Community Survey (1995) RCC

Randwick Community Needs Survey (1986) McNair and Anderson



5. APPENDICES

Appendix A

Schedule of Neighbourhood Parks Land Under Randwick Council's Ownership

NAME	REFERENCE No.	LOCATION	DEDICATION	COMMENTS
Paine Reserve	A/7-635-01	Rainbow street Randwick	G.G. notices: 25/2/77(vesting in fee simple by sect. 37AAA crown lands consol. act) R.M.C.own 16/6/33 for recreation	DEED No.79
Botany Rd Park	A/2-100-01	Botany Rd Port Area	G.G notices: Acquired 2/11/83	Undeveloped block of land on the corner of Botany Rd. and Bunnerong Rd.
Meagher Avenue Park	A/4-510-01	Meagher Avenue Maroubra	G.G. notices: acquisition date 21/2/68,for public recreation	DEED No. 66



Appendix B

Results of the COSRPOM Community Survey

A total of 8,000 surveys were distributed throughout the Randwick City LGA. The delivery team used the census collector district boundaries (CCD's) within which there are an average of 200 dwellings. By delivering an average of 37 survey forms within each of the 216 collector districts, the 8,000 household deliveries were achieved. For the survey results to be significant, a return of 600 was required although 800, or 10% was aimed for. In the event, the return used in the calculations below was from 640 people, although surveys were still being returned almost a month after the close date.

(Respondents were required to respond to three of up to eleven statements within each of questions 1-8. If, for example, 640 people addressed a question, the statistics will show the percentage of that total number of people who responded positively to each of the three most popular statements.)

Question 1:

When asked *which facilities or amenities did people require more of*, 282 people out of 611 who responded to the question, (46.2%) indicated that shade structures were necessary, followed by the provision of coastal walking trails at 44.6% and bike lanes at 37% of respondents

Question 2:

The 1986 recreation needs study indicated that 70% of the 600 respondents were in favour of additional landscaped parklands being provided. In 1995 we asked the question slightly differently: *'If Council were to buy more land for open space purposes, what type of open space should it be for?'* A significant 71.7% of respondents indicated that land to extend the coastal walkway was necessary and 51.9% of respondents indicated that land containing threatened plants and/or wildlife should be purchased.

Question 3:

When asked *which three options will best improve the general appearance of the City's open space area*, of the 622 people that answered this question, the highest response was to provide native plants (53.3%), followed closely by demolishing/refurbishing unsightly buildings and designing new buildings to be in keeping with the open space location (54.2%) and providing attractive park furniture (49.2%) indicating that a reasonably equal aesthetic emphasis should be placed on all elements: the natural; built; and 'comfort' values of the City's open spaces.

Question 4:

When asked *what people consider to be the most effective ways that Council can raise people's awareness of the natural environment* a significant 57% of the 622 respondents saw interpretive signage as the best way, followed by the provision of school kits (54.5%) and the provision of an environment centre (41.6%). Clearly, the most favoured method is not necessarily the most expensive method of raising environmental awareness.

Question 5:

The most favoured areas of open space where maintenance practices seen as necessary to be increased include beach areas where a tremendous 90.7% of the 623 respondents for the question saw this area as important for maintenance, followed by playgrounds indicated by 51.0% and sports parks at 37%.



Question 6:

When asked *which type of maintenance required more attention within open space areas* the removal of litter was the most popular at 66.3%, followed by the removal of graffiti (56.5%) and the maintenance of amenities buildings (44.0%) of the 623 respondents.

Question 7:

A health and safety question requiring people to indicate *which areas of health and safety should have the highest priority* found that out of the 612 respondents, 70.9% saw glass and needles removal as a priority, 61.6% saw rubbish removal as a priority and 49.2% saw policing of open space areas against anti-social activity as a priority.

Question 8:

Addressed the question of *how Council may best inform residents of improvements or plans to improve open space areas*. Of the 626 respondents, 74.6% considered notifications in newspapers was one of the best ways, the next popular being notification through a newsletter delivered to people's homes (51.0%), followed by display of posters and brochures in public areas at 43.1%.

(Questions 9-11 use the Likert Scale technique whereby respondents grade their answers according to whether they agree or disagree, with 1= strongly disagree, 2=disagree, 3= not sure, 4= agree and 5= strongly agree.)

Question 9:

This question asked whether respondents agreed that a joint venture between Randwick City Council and its neighbouring councils to provide a multi-recreational indoor facility- from the total 617 people who responded to this question 45.2% strongly agreed, while 5.0% disagreed indicating fairly strong support for this concept although further investigation as to community perceptions will be necessary.

Question 10:

The statement offered in this question was *Council should look at re-designing road space in low volume traffic areas to provide safer play areas for local children* both the 'strongly disagree' result (9.5%) and the 'disagree' result (9.4%) showed quite a high resistance to this idea, while the 'strongly agree' result of 42.6% also means there is reasonable community support for this concept. Again, this will need to be researched further on an specific basis.

Question 11:

The question of whether *park users should share buildings in order to minimise the loss of open space* (by not needing to provide more buildings) was strongly agreed with by 44.1% of the total 610 respondents while only 3.6% strongly disagreed with the statement.

Question 12:

When asked *which one group of people required more open space facilities suitable to their needs*, out of the 10 choices respondents were offered, the most popular response at 24.5% was for 'families' to be provided with more facilities followed by 'young people' at 23.3% and people with disabilities at 20.0%.

Question 13:

This provides Council and the community with interesting results of the *appropriate (non traditional)*



facilities in well used parks. People were able to tick any activity they wanted and therefore were not restricted to any number of answers. Responses offered showed the following to be appropriate from a total of 623 respondents:

Occasional concerts	62.0%	of people responded positively to this option
Outdoor plays/cinema	47.5%	
Coffee Shops	44.5%	
Kiosks	43.2%	
Arts & Crafts fairs	41.4%	

Question 14:

Respondents were asked *which one area aimed at protecting the environment of the City of Randwick, should be given the highest priority* - pollution control was a convincing first place at 62.4% of the 604 respondents for this question. Further assessment and information derived from other community consultative methods has shown that the community considers stormwater pollution control should feature heavily in the area of Council's pollution control efforts.

Question 15:

Of the 352 people who said they *would like to be involved in helping to improve parks, beaches and recreation in the City of Randwick*, an encouraging 51.7% responded that they would get involved in the 'Community Street Tree Planting Project', 50% said they would notify Council of any problems or necessary maintenance and 31.4% said they would join a consultative group that would recommend improvements to a specific open space area close to their home.

Question 16:

This was an open ended question that asked *which presently unavailable leisure/sporting activities and/or open space facilities would you like to see provided in the City of Randwick* - 29 different categories were derived from the many responses with the most popular being bike lanes and a cycleway at 21.5% of respondents, the coastal walk link and walking tracks associated with it at 14.2%, basketball facilities and an indoor pool each representing 12.4% of respondents and an indoor sports centre that was identified as necessary by 10.7% of respondents.

Question 17:

In terms of who actually responded to the survey, not all people filled in the five elements of this question, but for those who did; 55.2% were female, reflecting reasonably balanced gender mix (Randwick LGA comprises 50.2% female and 49.8% males).

The age of respondents was dominated by young to middle aged adults; 41.1% and 30.7% respectively (actual Randwick total of these age groups; 52.5%), full-time employed and retired people made up a total of 65.4% of respondents with representation from the unemployed being the lowest at 2.5%.

The \$20,000 - \$40,000 income bracket was most highly represented at 33% followed by those earning \$40,000 - \$70,000 at 21.7% and a reasonably even representation from all income earners in the brackets below these, while full time workers dominated the occupation type at 44.9% of the 602 respondents.

The highest response rate was from those who reside in the Coogee postcode area 28.5% followed closely by the Randwick/Clovelly and Maroubra postcode areas respectively at 24.8% and 20.4% which can be said to reflect the population densities within the City of Randwick.



Appendix C

User Pays

Parks, ovals and reserves, medium strips and beaches are high maintenance areas that cost Council in the order of \$5 million per annum. These costs are to a small extent offset by groups and individuals paying for the use of some facilities eg., playing fields, pools, beach hire for commercial gain etc. to the order of \$300,000 (1994/95 cost estimates). In addition to maintenance costs, grants and developer contributions provide funding for new facilities for the 'embellishment' of existing facilities. Open space funding is however one of many other services provided by Council and one which must be looked at in priority terms along with community centres, garbage collection, local enforcement, upkeep of roads, etc.

Council's goal is to fund the improved provision of open space and its associated facilities. Innovative methods require investigation and piloting eg., selling advertising within a Recreation Directory; charging for social gatherings/events such as weddings and parties and investigating further income producing activities associated with the Community Nursery. Lease and licence agreements and associated charges must be based on the user pays principles set out below. However, regular booking of facilities for the exclusive use of playing fields may incur an increased cost and conversely, clubs involved in a lease agreement whereby improve of facilities at their own cost is necessary, will see reduced user charges than those identified within the user pays formula.

Sports ovals (District and Regional parks) take up a substantial proportion of the maintenance budget for open space. Some of these costs should be offset by users paying for their exclusive use of these areas. As well as grants, developer contributions and a maintenance fund, 'user pays' charges are levied to regular users of sports fields, commercial photographers and filming crews at the beaches and license and lease fees are charged to those with a stronger commitment to the consistent use for club purposes of open space facilities. This plan provides methods of measuring user pays that are based on maintenance, administrative and on site staff costs for the following:

- * *Public sporting uses* such as football, netball, cricket, basketball whereby a percentage of the upkeep and maintenance of the area will be charged to the hiring club/organisation in relation to their time using the defined area (see formula below);
- * *Public Cultural uses* such as carnivals, theatre, film shows and community performance will incur a flat rate as follows which is based on current charges:

Cultural and Social Events Proposed Charges

Location	Day(\$)	Half Day(\$)	Hour Rate(\$)
Coogee Beach (and Grant Reserve)	160.00	90.00	30.00
Maroubra Beach (and Byrne Reserve)	140.00	70.00	23.00
Yarra Bay Beach (and Bicentennial Park)	140.00	70.00	23.00



Location	Day(\$)	Half Day(\$)	Hour Rate(\$)
Clovelly Beach (and Bundock Park)	110.00	55.00	17.00
Malabar Beach (and Cromwell Park)	110.00	55.00	17.00
Frenchmans Beach (and reserve)	110.00	55.00	17.00

- * *Private Social uses* such as weddings, parties and gatherings which are not profit oriented will be charged the full cost of upkeep and maintenance of the area used in relation to the pre-arranged time spent using the area.
- * *Commercial uses* such as filming, photography and promotions which are profit oriented to be charged the full rate of upkeep and maintenance of the area in relation to the pre-arranged period of use. The following revised charges are recommended:

Filming - Proposed Charges

Filming Type (per day)	Charge (\$)
Feature film	600.00
Commercials and non- Feature films	450.00
Still photography	160.00

For the sporting fields charges, four different classes of fields will be used, standardising user pays fees among those within each classification. The premiere class, Coogee Oval, is the top venue for sport within the City of Randwick, Class A comprises excellent quality playing fields, Class B include those that are in good quality and Class C are those that are in need of repair, are not full size or are in areas where use is low because of low population numbers or an inconvenient location.

Currently hired playing fields by their Class grouping are as follows:

Class *Park/Reserve*

Premiere Class: Coogee Oval

Coogee Oval has a maintenance cost of \$172,800 per annum

Class A: Snape Main Ground
Kensington Oval

Class A playing fields are averaged to cost Council \$109,100 per annum



Class B:

- Snape Outer Ground
- Burrows Park
- Paine Reserve
- Latham Park
- Coral Sea Park
- Nagle Park
- Pioneers Park
- Heffron Park #1
- Heffron Park Hockey Field #1
- Heffron Park Hockey Field #2
- Heffron Park Hockey Field #3
- Heffron Park Hockey Field #4
- Heffron Park #3
- Heffron Park #4
- Heffron Park Mini Soccer Fields

Class B playing fields are averaged to cost Council \$18,871 per annum

Class C:

- Bardon Park
- Broadarrow Reserve
- Trenerry Reserve
- Byrne Reserve
- Woomera Reserve
- Heffron Park #2

Class C playing fields are averaged to cost Council \$8,800 per annum

The following formula has been developed for determining the cost of maintaining playing fields within each class type per hour:

(The premiere class (Coogee Oval) is used within this example)

- a) cost of annual maintenance of playing field (\$172,800)
- b) divided by 48 - the number of potential playing weeks (\$3600 per week)
- c) multiplied by eg., 26 - the summer season weeks (\$93600)
- d) divided by 424 - the number of hours used in the summer season (\$220)
- e) add the total season hours across the periods and divide by the number of periods within the year to reach cost per hour (\$135) (see Table 5)

$$(a / b \times c / d / e = N)$$

NOTE:

* Weeks Per Season

Winter Season	=	22 (April through to August)
Summer Season	=	26 (October through to March)



Maintenance Costs, Hours of Use and Recouping Charges for Sporting Venue Classes within the City of Randwick

Park/Reserve classification	hours of use				sum hours of use	maintenance cost (\$)	user charge per hour (\$) (maint cost / 48 playing weeks x weeks in season / user hours)				average users charge per hour (\$)
	wint w/e	wint w/d	sum w/e	sum w/d			wint w/e	wint w/d	sum w/e	sum w/d	
Premiere Class	747.0	97.0	424.0	-	1,268	172,800	106.0	81.0	220.0	-	135.6
Class A	998.0	2260.5	1057.0	834.0	5,149	109,100	50.0	22.0	55.0	70.0	49.1
Class B	3064.5	8967.0	696.5	3316.0	16,043	18,871	2.8	0.9	14.6	3.0	5.3
Class C	157.5	760.5	314.0	453.0	1,685	8,800	25.6	5.3	15.0	10.5	14.1
TOTAL	4,966.5	12,085	2,491.5	4,603		338,300	170.5	106.1	101.0	77.7	

If the costs of maintenance for each classification are incurred in full by the user, those costs for users of the Premiere and the Class A sports fields would be significantly greater than those set out in the current Management Plan for Randwick City Council (1994/97). The class B fields on the other hand show a significantly reduced user fee from that within the Management Plan.



Class B fields are used far more intensively than the other classes. This additional use brings the user price down according to the above equation. However, both as a benefit to the higher grade fields and to those who enjoy watching sport at this premiere level, a subsidy towards these classes will be partly provided from the B Class field players and largely from Council's funds. Additionally, all B Class fields and/or associated facilities will be experiencing capital improvements within the life of this plan and funds from users will help to contribute towards this.

It is also expected that for the A Class and Premiere Class fields, leases will be taken out with Council and all lessees are expected to undertake capital works as part of the agreement (see Leases and Licenses) therefore reducing further cost to Council.

The following increases are proposed in order to bring user charges more closely in line with maintenance costs:

Current and Proposed User Charges for Sports Venues

Class	Current Charge (adult weekday) (\$/ hour)	Charge to re-coup costs (\$/ hour)	Proposed charge (\$/ hour)	% increase (\$/ hour)
Premiere Class	25.00 (presently Class A)	135.60	40.00	62.5%
Class A	25.00	49.10	32.50	50.0%
Class B	17.00	5.30	25.50	50.0%
Class C	10.50	14.10	14.25	37.5%

NOTES:

1. All proposed increases are to be introduced within a five year period with 20% annual increments until then.
2. Lease and license tender documents to be based on these costs but will incur appropriate deductions or increases as determined by Council
3. Fees to vary from those above for turf wicket use, public holidays, Sundays and Weekends at the same percentage difference as those currently set out within the Management Plan.
4. Schools use after school hours and certain community events to be charged at 20% of the above rates.
5. Night lighting is in addition to the charges identified above.
6. Any additional services required, including maintenance, will incur additional costs.

Heffron Park netball courts will be considered in the C Class and therefore incur a 37.5% increase above current charges over a five year period.

All other charges set out in Council's Management Plan are recommended as continuing to increase at the CPI rate.



Appendix D

Lease, Licence and Permit Arrangements

The principle characteristics of licence or lease agreements include the following: a licensee should not have the legal right to exclusive possession of public land and conversely, a lease agreement provides exclusive or concurrent rights of possession, occupancy and access to the premises. Council is able to enter into either a licence or lease agreement with a third party for the use of public land either through the provisions of the Crown Land Act, 1989 or the Local Government Act, 1993. The former Act being applicable to Crown Reserves for which Council has been appointed Trustee. In either case, certain requirements and conditions peculiar to each Act are imposed on Council to ensure that the land being subject to a licence or lease agreement will be put to a use that is ancillary to the purpose for which the reserve or parkland has been set aside, that is, for the purpose of public recreation and enjoyment.

The Environmental Planning and Assessment Act, 1979 further ensure that any development proposal put forward by an existing or potential licensee or lessee wishing to develop public land, meets the criteria outlined within the planning instrument. Together these Acts effectively protect the land from inappropriate development or use such as excessive commercialisation and alienation of public land.

It is proposed that *permits* will be issued for activities such as: carnivals; festivals; busking and other similar events. Activities subject to a permit will be permissible in all but remnant bushland areas where such activities are deemed inappropriate. Permits will replace the current 'seasonal licence' agreement system. Permits, unlike the standard lease and licence agreements will not require the holders to undertake any maintenance or repair works on the area they have received permission for. Furthermore, applicants may be required to submit a Local Approvals Application unless for a standard sporting use.

The various activities deemed appropriate and inappropriate by Council and a significant number of the community representatives who were consulted in the preparation of the plan, are reflected in the generic park types, each of which have their own specific goals. In accordance with these goals and appropriate uses, the following table identifies the type of arrangement and permissive use that is suited to each park type. This distribution amongst the park types ensures an equitable balance of facilities and preserves the purpose for which the park was set aside.

Management by Legal Agreement of Open Space Facilities

PARK TYPE	LEGAL ARRANGEMENT TYPE	PERMISSIBLE USE
REGIONAL	LEASE	Major Sports Events
DISTRICT	LEASE, LICENCE, PERMIT	Regional and local sports, social and cultural events
NEIGHBOURHOOD	LICENCE, PERMIT	Local team sports, social and cultural events
BEACH/FORESHORE	LICENCE, PERMIT	Promotional, social and cultural events



REMNAANT BUSHLAND	NONE	Low key passive use
POCKET	PERMIT	Social activities
CIVIC	PERMIT	Social and cultural events
ROADSIDE RESERVE	PERMIT	Promotional, social and cultural events

Leases and licenses also provide a source of income for Council. In the case of Crown land, income derived must be returned to the land and utilised for further improvements or maintenance works in the reserve. This should also be the case for Council freehold community land where substantial income can be attained through licensing or leasing agreements. Alternatively, these agreements should place the obligation of maintenance and improvements on the licensee or lessee. Permit holders will pay the full 'user pays' fees outlined in Appendix C, while lease and licence holders will be based on user pays charges and adjusted according to maintenance and/or capital works programs that the lessee/licensee has agreed to undertake.

Where licences and leases are to be considered, the following conditions, besides those standard conditions imposed by Council, should apply:

- (a) Licenses and leases should meet the requirements of the respective Act under which they are issued as well as Council's town planning controls.
- (b) The agreement should clearly define the rights to occupy and avoid rights to *exclusive* occupancy, access or concurrent posse.
- (c) New and renewable licence and lease agreements with a rental return value, or established potential commercial value as determined by an independent valuation of over \$10,000 pa (Consumer Price Indexed from 1995 onwards) are to be offered by public tender in accordance with the Local Government Act, 1993.
- (d) The alienation of extensive tracks of public land by commercially orientated development at a single site should be avoided where:
 - a development proposal displaces a high number of existing user groups
 - the total area of land to be alienated represents a substantial proportion of the sites available open space.
 - the proposal contravenes the outcomes of public consultation and the requirements of the respective governing Acts for that land.

In addition, where tenderers are the existing lease or holders, consideration should be given to that party's past contribution to the community through their previous improvements or services. However, this factor should not be the determining factor in assessing tender applications. Council should strive to achieve a reasonable return that reflects accountability in the management of recreational resources.



For lease agreements the following additional conditions should apply:

- (a) Lease agreements should only be entered into where the applicant proposes to expend \$ 1.2 million on new development works (CPI adjusted from 1995). These works should not include maintenance works. Other conditions relative to Development and Building Application submissions should also apply.
- (b) Lease agreements should not be extended by the provision of an option.
- © To preserve a diversity of recreational opportunities the proposed development must be ancillary to the purpose of the park and must not duplicate other nearby facilities such as golf driving ranges, gymnasiums etc. In addition, they must avoid duplicating facilities were there already exist a significant number of nearby similar facilities such as particular types of sports playing fields.

In addition, the following condition should be applicable to licence agreements:

- licence agreements should not exceed five (5) years with an option of an additional five years being offered only if Council agrees that the licensee's expenditure and the nature of the type of development warrants such a condition. Assessment of the development proposal should be as outlined in this plan and the relevant legislation.

Leasing and Licensing of Open Space Facilities

GOAL	STRATEGY	PRIORITY	RESPONSIBILITY
To ensure accountability in the management of legal agreements for the use of public land	1. Ensure compliance as per this plan. 2. Ensure terms and conditions are equitable and achievable for all parties 3. Ensure a reasonable or market return on all recreational assets subject to licence, lease or permit agreements	high	Corporate Services Engineering Services
To ensure that any lease, licence or permit arrangement benefits the community through the introduction of improved recreational opportunities	1. Ensure that there is a demand for the lease/licence/permit activity as per this plan and associated generic plans of management. 2. Monitor the use and facility under the legal agreement 3. Ensure that all agreements result in fulfilling a range of identifiable benefits to the community	high	



GOAL	STRATEGY	PRIORITY	RESPONSIBILITY
To control the amount of open space land that is leased or licensed to private and community organisations	<ol style="list-style-type: none"> 1. Wherever possible avoid the fencing of leased or licensed facilities 2. Provide licensees and permits where applicable that avoid the <i>exclusive</i> use of open space 3. Leases and licences to be entered into only in certain open space locations as per this plan 	high	
To decrease Councils day to day management and maintenance role within district and regional parks through the provision of lease/license agreements	<ol style="list-style-type: none"> 1. lease arrangements to be made available for all district and regional parks 2. lessees must undertake capital improvements to a minimum sum of \$1.2 over a 20 year lease period 3. Ensure that maintenance and management matters set out in the license/lease agreements are being upheld through a consistent review process 	medium	
To provide a set of standard conditions for all lease and license agreements	<ol style="list-style-type: none"> 1. all leases and licenses to comply with the Local Government Act (1993) and the Crown Lands Act (1989) as appropriate 2. licenses to avoid any rights to exclusive occupancy 3. Agreements to be unambiguous in their intent and purpose 4. No licence agreement is to exceed a five year period, with an additional five year option being offered on the compliance of specific conditions 5. All other conditions to be complied with as per this plan 	high	

