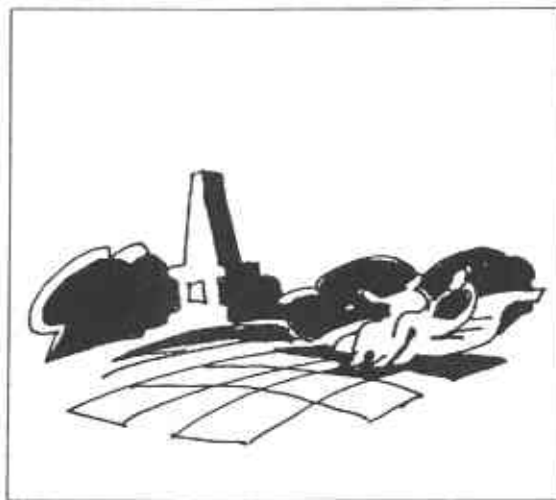


# **CIVIC PARKS GENERIC PLAN OF MANAGEMENT**



RANDWICK **R** 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.

Civic parks are areas of open space in which a sense of 'civic pride' is portayed. They are places of communal gathering and important commemorative events while also being used as places for relaxation from the busy commercial areas. Many civic parks have important heritage features which have been identified in the recent 'Sculpture, Monuments and Outdoor Cultural Material' (SMOCM) study which should be read in conjunction with this plan.

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**

# **CIVIC 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 civic 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 civic open space 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 civic parks'*

The primary purpose of civic parks is for relaxation - a temporary escape from the urban environment although located immediately adjacent to it. They vary in size and function; from Alison park which offers a range of formal and informal recreation activities, to small passive parks such as Maroubra Junction civic park on Anzac Parade. They are often the only source of open space within commercial shopping centres and at major road junctions.

Attention to detail and aesthetics is promoted and is seen to be of greater relevance than for any other open space type regardless of visitation and use. Vegetation and landscape design details are essential considerations in creating and maintaining this important setting and avoiding inappropriate activities from occurring. Maintenance programs are more appropriate for individual civic parks than are site specific plans of management. Alison Park however will require a more comprehensive review through the 'concept plan' process.

Permits that are subject to booking and specific conditions are the appropriate form of agreement in certain circumstances such as small scale social activities. Civic parks are also important commemorative locations and places for public social gatherings.

The major recommendations of this plan are as follows:

- \* Formal and informal, passive settings are to be created by the use of high quality landscape design features and planted vegetation
- \* Recreation activities within civic parks are to be in harmony with the created setting - structured sports activities are generally not catered for
- \* Commemorative and social events offering a community focus are encouraged
- \* Maintenance within civic parks is to be of a standard that reflects their high profile status and importance within the public arena
- \* Access to and within civic parks is to be carefully assessed and have regard for the elderly and others with mobility difficulties

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 civic 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

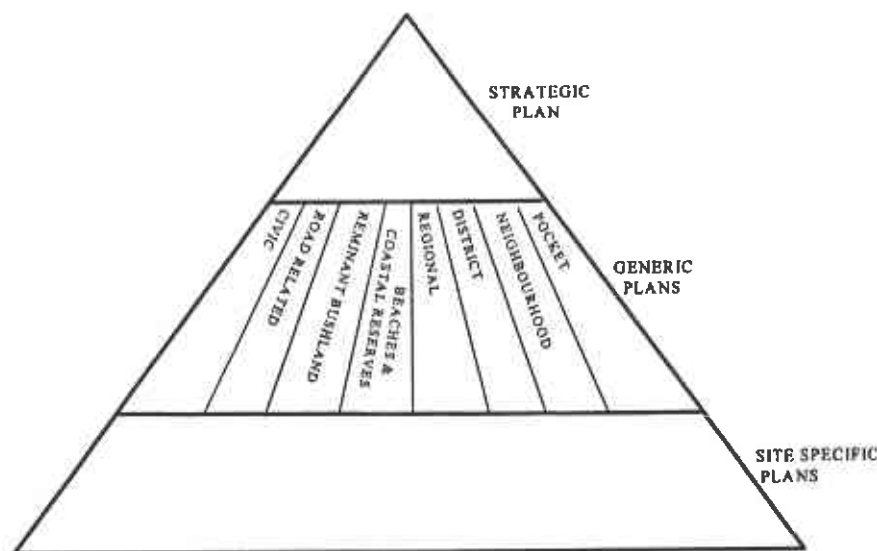
## 1.1 Aim and Background

### *Aim of the Civic Parks 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 civic parks within the City of Randwick.'

This generic plan of management for civic 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 'General Use' under the LG Act and sub-categorised into the 'Civic 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 civic 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 site specific plans of management, concept plans or maintenance programs. 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*





Civic parks offer a degree of solitude from the adjoining urban environment. As such the type of recreation promoted within this park type is generally of a low key, informal nature and may include the provision for people to enjoy sitting on benches, reading, watching the surrounding activity or participating in a commemorative event.

Civic parks also provide a focus of public activity within commercial areas and are therefore utilised as places for social occasions and gathering. Public events such as Anzac Memorial Day and Australia Day commemorations are ideal uses for civic parks in addition to those described above. Their importance as places of community gathering necessitates high quality design and maintenance treatment by Council. This will present civic parks as public areas that reflect a sense of pride within the City of Randwick.

Facilities within civic parks must cater for these informal recreational activities and include seating, landscape works, paving, monuments in some civic parks and artworks such as statues in others. The role of art works and monuments is integral in portraying the localised history of the area and the status of the City of Randwick within its broader state and national setting.

Civic parks within Randwick City are generally located within the commercial centres of the City of Randwick including the suburbs of Randwick, Maroubra Junction, South Maroubra and Malabar Junction. At this stage, the Randwick civic parks and the Maroubra Junction civic open space on Anzac Parade are the only places that are accurately described as civic open space within the Recreation Inventory. A review of the parks within this category requires undertaking whereby the South Maroubra Village Green and the median strip at Malabar where the monument is located within Anzac Parade, would be incorporated into this category for the purposes of the Recreation Inventory. Figure 2 shows where all civic parks that are managed by Council including those under Crown ownership are located.

## **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 Civic Parks within the City of Randwick

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

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

Parcel of Land	*Recreation Inventory No.	Ownership	Management Body	Reference No. on Fig.2
Captain Cook's Statue	A/7-079-01	Council	Council	1
High Cross Park	A/5-079-02	Council	Council	2
South Maroubra Village Green	A/4-510-01 (incl. Meagher Ave (A/4-510-01) and Malabar Rd (A/4-495-01) reserves)	Council	Council	3
Alison Park	B/7-715-01	Crown	Council	4
Anzac Parade # 9	B/4-031-09	Crown	Council	5
Anzac Parade # 11	B/4-031-11	Crown	Council	6



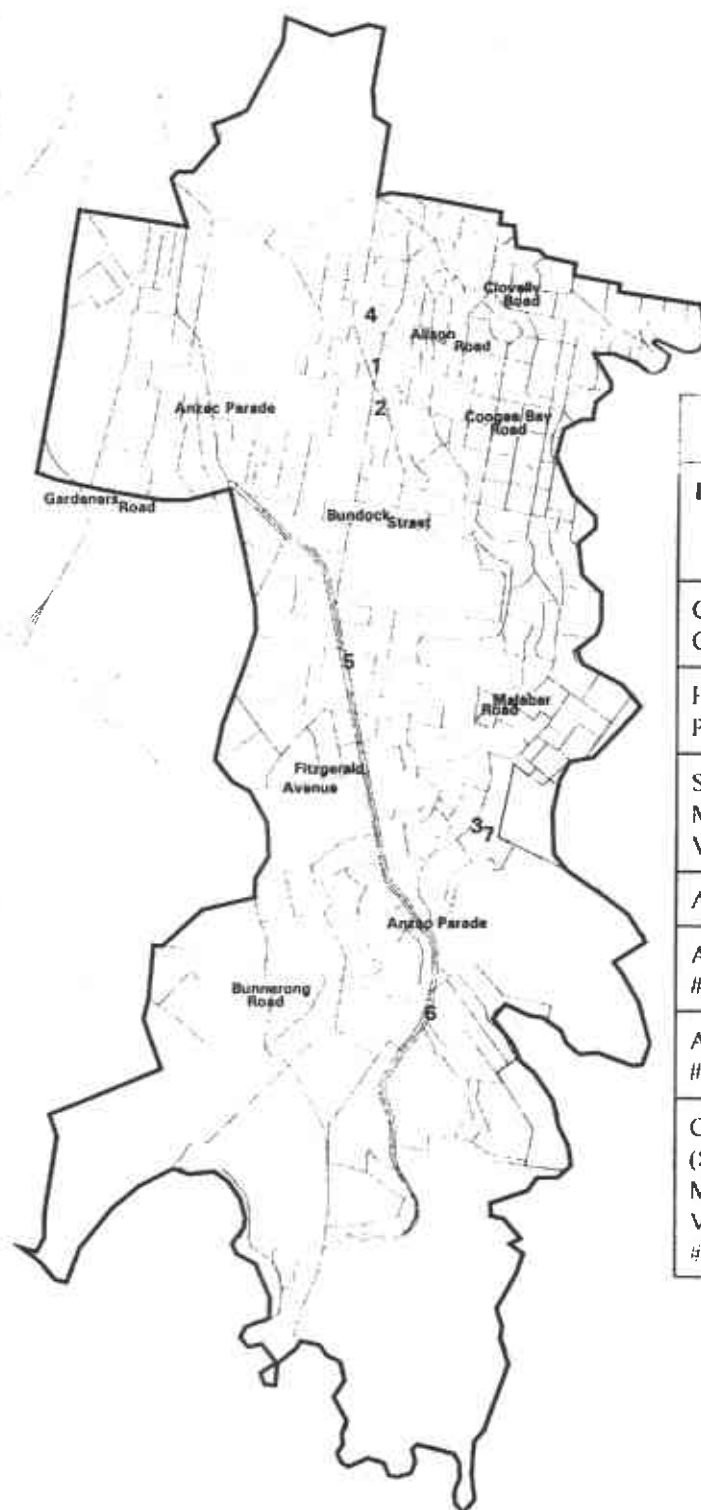
Parcel of Land	*Recreation Inventory No.	Ownership	Management Body	Reference No. on Fig.2
Curtin Cr (South Maroubra Village Green #2)	B/4-211-01	Crown	Council	7

\* 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

Yarra Bay landing site and Goldstein Memorial Reserve are located within the Beach and Coastal reserves generic areas of Yarra Bay and Coogee Beach. Each beach will address the civic function of these reserves and until these site specific plans have been finalised, this plan will cover the management of Yarra Bay landing site and Goldstein Reserve. The Memorial Reserve park at Matraville also has a significant civic heritage component. Its location within the neighbourhood parks generic plan of management does not preclude the recommendations within this plan of management on its heritage and civic function components. This plan is referred to within the neighbourhood parks plan and both should be cross referenced with it in regard to this site.



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



LEGEND	
PARK NAME	PARK LOCATION NUMBER
Captain Cook's Statue	1
High Cross Park	2
South Maroubra Village Green	3
Alison Park	4
Anzac Parade # 9	5
Anzac Parade # 11	6
Curtin Cr (South Maroubra Village Green #2)	7



## 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 civic 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:*

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 civic parks in the City of Randwick, the aim of the plan and its relationship with other relevant Council documents.

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 civic 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.

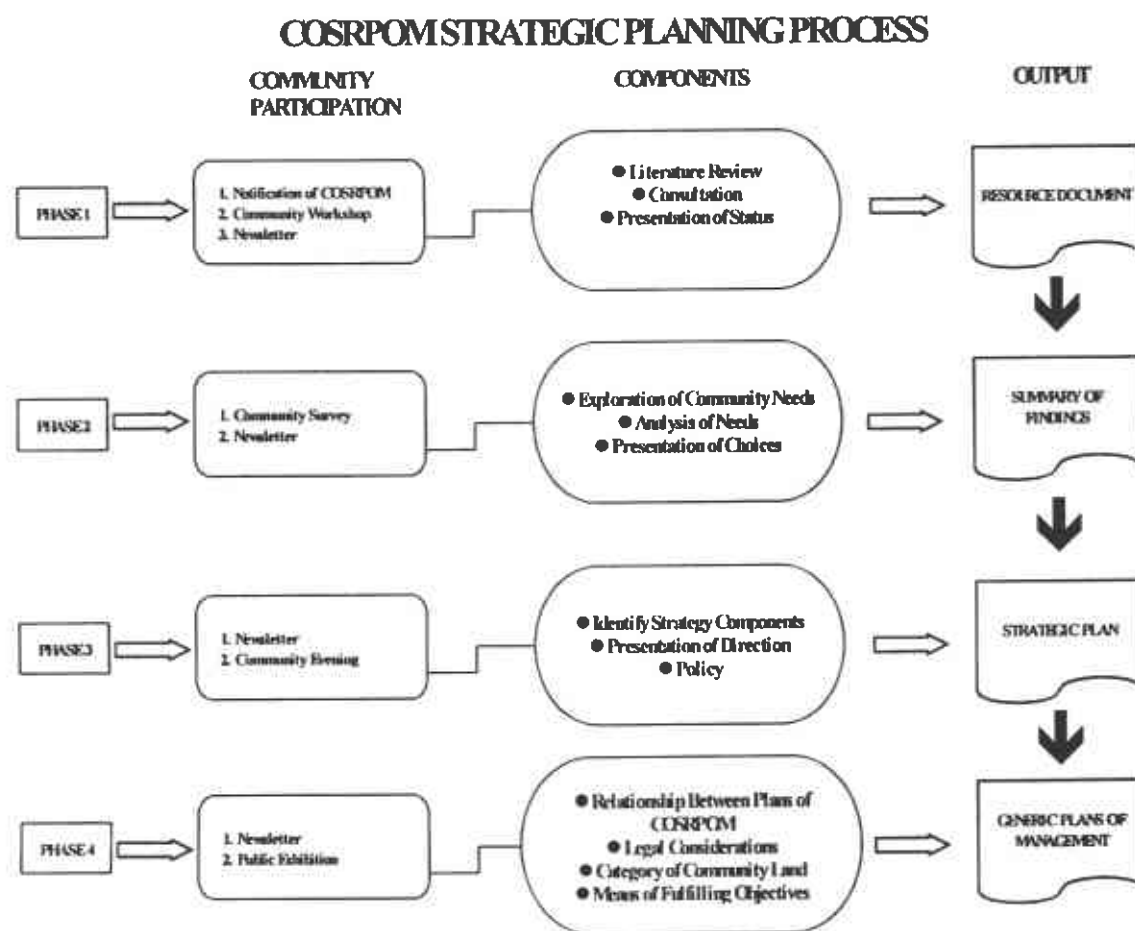


## 1.5 Community Participation

### *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**

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

### **2.2 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.

### **2.3 Guiding Principles**

1. Informal and formal passive settings through careful landscape design techniques
2. A focus for the community through gatherings, commemorations and other community activities
3. Easily accessed, non-alienating parks for all members of the community regardless of disability
4. Visual character to be of a high standard and reflect the local natural and cultural heritage
5. High maintenance and safety standards

### **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 pocket parks 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. A recommendation within the Strategic Plan that relates to this generic plan includes increasing the number of civic parks throughout the City of Randwick which will make use of current open space areas that are categorised as either roadside reserves or pocket parks but are more suited to civic park functions and use.





***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: Maintenance**

The high profile locations in which civic parks are found usually determine the appropriate type and frequency of maintenance practice required. Maintenance programs should be individual to each civic park due to their specific site constraints, features and use levels - assessment on a site by site basis is therefore necessary. Civic parks may best be suited to one or more mobile gangs maintaining solely this park type. Each of the maintenance needs within these locations are also subject to funding limitations and staff availability.

In general however, high profile locations require consistent and high intensity maintenance. Litter, graffiti and damaged park furniture should receive immediate attention where feasible. Civic parks are usually the pride of the commercial area and therefore may attract additional planting, detail on finishes and ornate parks furniture, all of which must be maintained efficiently. Moreover, maintenance practice must be in harmony with the overall design intent of the civic parks. Both design and maintenance practice will require regular evaluation.

##### **Issue 2: Design**

Civic landscape design is usually at its most prominent within the civic parks of local government areas - Randwick City is no exception. Design should be suitable to the site and should feature high quality, creative and attractive passive settings. Alison Park is able to provide room informal sports activities also but is not designed for high intensity sports use.

Obviously, such public areas are expected to reflect the civic pride of the suburb and should be treated accordingly. Attention to detail and aesthetics is more relevant in these locations than any other open space type whether or not the use is intensive or minimal. Boundaries, parks furniture and paths have a particularly important place within civic parks and the use of planted vegetation is of equal significance. The Draft Urban Design Guidelines, Street Tree Masterplan and other useful documents such as townscape plans should be utilised when improving or reviewing civic park design.

##### **Issue 3: Recreation**

Recreational use within civic parks is similar to that of pocket parks: informal; unstructured; and a place primarily for the purpose of relaxation and solace from the surrounding urban environment. This type of recreation is complemented by occasional commemorative events such as Anzac Day, Australia Day and Captain Cook's landing at Botany Bay. Private functions such as weddings, parties and barbecues may be permissible subject to booking arrangements and permit compliance. Formal or structured recreation of any type is inappropriate within these parks. The design of the parks should be such that inappropriate activities would be difficult to perform. An exception to this rule is Alison Park where there is space for both inactive and formal or structured activities.

##### **Issue 4: User Management and Safety**

User access to civic parks may be considered on many levels, including physical access, safety and perceived access. Physical access should comply with appropriate standards and Council should consult the Randwick Access Committee prior to making any changes or improvements. The safety of civic



park users is also an important consideration and maintenance practices should run hand in glove with safety and risk management. This will incorporate measures which have respect for the protection of our environment as well as the community's wellbeing. Civic parks should have clear boundaries such as screen planting, low level fences, etc. which protect users from the surrounding roads. Regular monitoring of revised maintenance and safety practices is necessary in order to check any unexpected occurrences that create potentially dangerous situations. In regard to perceived access, civic parks although more formal in their appearance than other open space areas, should be inviting to the user which may mean the use of pedestrian crossings into the parks, clear 'gateway' entrances and a good provision of seating including benches, walls and other informal types of furniture.

An upgraded booking system will allow community groups undertaking activities appropriate to the purpose of this park such as small family gatherings, events and civic functions to book a time slot for the use of any particular civic park and will ensure that any necessary permits are provided and fees collected.



### 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 3: 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>



## Action Plan

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To review and revise the 'civic parks' category within the Recreation Inventory	1. Add the following to the civic parks category: Meagher Ave (A/4-510-01) and Un-Malabar Road - both to be consolidated and take on the Meagher Ave No. Un-Curtin Cres to become a civic park along with the above (all three to comprise South Maroubra Village Green)	short term	Recreation Assets Manager	<ul style="list-style-type: none"> <li>inventory updated as required</li> </ul>
	2. Delete the following from the civic parks category: Alison Road #2 to a pocket park Randwick Plaza to 'operational' land Boyce Rd Closure to 'roadside reserve'	short term		
	3. Update the following names on the civic parks category: Meagher Ave and Malabar Rd to South Maroubra Village Green and Curtin Cr to South Maroubra Village Green #2 (due to its Crown ownership)	short term		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
B) To develop maintenance programs for each civic park	1. Community feedback concerning litter, graffiti and the additional provision of seating to be considered in drawing up a maintenance program	ongoing	Manager - Parks and Recreation Works - Maintenance	<ul style="list-style-type: none"> <li>* community needs incorporated into maintenance program</li> <li>* review of maintenance practices undertaken</li> </ul>
	2. Assess existing maintenance practices and determine necessary changes	short term		
	3. Maintain historic and other features to a high standard within civic parks	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
C) To provide a focus within each civic park around which all planting and other design works are associated	1. Determine the type of vegetation appropriate to the focus of the park area having regard to any townscape/urban design plans and the Draft Street Tree Masterplan	medium term	Manager - Parks and Recreation	<ul style="list-style-type: none"> <li>* appropriate vegetation selected</li> <li>* feature or focus and associated finishes determined and installed</li> </ul>
	2. Determine the appropriateness of a 'dynamic' or static vegetation setting for each location through the use of annuals and perennials	medium term		
	3. A specific feature is to form the focus of the park whether it is a monument or a fountain or place of two paths meeting - planting and finishes to provide symmetry around this focus	medium term		
D) To provide suitable facilities and amenities for each civic park	1. Seating and associated shade to be available around the perimeter of each civic park	medium term	Manager - Parks and Recreation	<ul style="list-style-type: none"> <li>* appropriate facilities identified and installed</li> </ul>
	2. A bubbler to be installed for each civic park	medium term		
	3. A combination of vegetation and other finishes such as brickwork/paving and stone to be incorporated into the overall design	long term		





OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
E) To introduce a booking system for the use of all civic parks for functions and commemorations	1. To be based on the same information as for the sports playing fields	ongoing	Recreation Assets Manager	* booking system set up and implemented
F) To ensure that access to civic parks is of suitable for all potential users	1. Consult with Randwick Access Committee prior to any re-design of civic parks	as appropriate	Works Division Manager - Parks and Recreation	* access committee consulted * access appropriate for people with mobility difficulties
	2. Ensure appropriate access links with park, road and footpath	ongoing		
	3. Access within the civic park to allow for wheelchairs and strollers and other people with mobility difficulties	ongoing		
	4. Facilities such as seating and bubblers to complement improved levels of access	medium term		
G) To ensure access to civic parks is safe and regularly assessed	1. Install pedestrian crossings to civic parks where appropriate	long term	Manager - Design and Traffic	* access improved to civic parks * safety improved within civic parks
	2. Implement traffic management measures as necessary to ensure the safety of park users	long term	Manager - Parks and Recreation	



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
H) To ensure the aesthetic quality of civic parks is of a standard that reflects their high profile location	1. All design works to be of the highest possible aesthetic standard	ongoing	Works Division Manager - Parks and Recreation	<ul style="list-style-type: none"> <li>* increased user satisfaction as measured through a recreation needs survey</li> <li>* improved maintenance and visual aesthetic standards</li> <li>* park boundaries clearly delineated</li> </ul>
	2. Associated maintenance to be of a superior standard	ongoing		
	3. Design work to be co-ordinated and interesting ensuring a high level of use and durability	ongoing		
	4. Suitable (safety) perimeter fencing or edging to determine clearly the park boundary	medium term		
I) To prohibit ball games and other non-passive activities within civic parks	1. Signage demonstrating appropriate use of park to be suitably located at park entrances	ongoing	Recreation Assets Manager Works - Rangers	<ul style="list-style-type: none"> <li>* rules complied with to a greater extent</li> <li>* few complaints regarding the use of civic parks</li> </ul>
	2. Suitable location and dominance of seating and landscape works that does not encourage any inappropriate activity to emphasise park values and purpose	ongoing		
	3. Rangers to enforce Bylaws and restrictions within civic parks	ongoing		



## 3.3 Indicative Time Frame

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (ANNUAL REVIEW)
		SHORT TERM	MEDIUM TERM	LONG TERM	
		1996-2000	2000-2006	2006-20	
A1		Add the following to the civic parks category: Meagher Ave (A/4-510-01) and Un- Malabar Road - both to be consolidated and take on the Meagher Ave No. Un-Curtin Cres to become a civic park along with the above (all three to comprise South Maroubra Village Green)			
A2		Delete the following from the civic parks category: Alison Road #2 to a pocket park Randwick Plaza to "operational" land Boyce Rd Closure to roadside reserve			
A3		Update the following names on the civic parks category: Meagher Ave and Malabar Rd to South Maroubra Village Green and Curtin Ct to South Maroubra Village Green #2 (due to its Crown ownership)			
B1		Community feedback concerning litter, graffiti and the additional provision of seating to be considered in drawing up a maintenance program			



WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (ANNUAL REVIEW)
		SHORT TERM	MEDIUM TERM	LONG TERM	
		1996-2000	2000-2006	2006-20	
B2		Assess existing maintenance practices and determine necessary changes			
B3		Maintain historic and other features to a high standard within civic parks			
C1		Determine the type of vegetation appropriate to the focus of the park area having regard to any townscape/urban design plans and the Draft Street Tree Masterplan			
C2		Determine the appropriateness of a 'dynamic' or static vegetation setting for each location through the use of annuals and perennials			
C3		A specific feature is to form the focus of the park whether it is a monument or a fountain or place of two paths meeting - planting and finishes to provide symmetry around this focus			
D1		Sealing and associated shade to be available around the perimeter of each civic park			
D2		A bubbler to be installed for each civic park			
D3		A combination of vegetation and other finishes such as brickwork/paving and stone to be incorporated into the overall design			
F1		To be based on the same information as for the sports playing fields			
F1	Consult with Randwick Access Committee prior to any re-design of civic parks as appropriate				
G2		Ensure appropriate access links with park, road and footpath			



WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (ANNUAL REVIEW)
		SHORT TERM 1996-2000	MEDIUM TERM 2000-2006	LONG TERM 2006-20	
G3		Access within the civic park to allow for wheelchairs and strollers and other people with mobility difficulties			
G4		Facilities such as seating and bunnies to complement improved levels of access			
H1		Install pedestrian crossings to civic parks where appropriate			
H2		Implement traffic management measures as necessary to ensure the safety of park users			
H1		All design works to be of the highest possible aesthetic standard			
H2		Associated maintenance to be of a superior standard			
H3		Design work to be co-ordinated and interesting ensuring a high level of use and durability			
H4		Suitable (safety) perimeter fencing or edging to determine clearly the park boundary			
I1		Signage demonstrating appropriate use of park to be suitably located at park entrances			
I2		Suitable location and dominance of seating and landscape works that does not encourage any inappropriate activity to emphasise park values and purpose			
I3		Rangers to enforce Bylaws and restrictions within civic parks			



## 4. REFERENCES

Manidis Roberts Consultants and Department of Conservation and Land Management *Local Governemtn Act 1993 - Land Management Manual* (1993)

McNair and Anderson *Randwick Community Needs Survey* (1986)

RCC *COSRPOM Community Survey* (1995)

Veal. AJ, *Leisure Research Case Studies* (1990)



## 5. APPENDICES

### Appendix A

#### *Schedule of Civic Parks Under Randwick Council's Ownership*

NAME	REFERENCE No.	LOCATION	DEDICATION	COMMENTS
Captain Cooks Statue	A/-079-01	Belmore Rd. Randwick	G.G notices: acquisition date 17/10/10	Stone monument and wrought iron fence on the corner of Avoca street and Belmore Rd.
High Cross Park	A/5-079-02	Belmore Rd. Coogee	G.G. notices: 248, 15/7/1859	Landscaped park/garden, civic space-historic: Memorial to WWI Soldiers, used for Anzac Day Service
South Maroubra Village Green	A/4-510-01 (incl. Meagher Ave (A/4-510-01) and Malabar Rd (A/4-495-01) reserves)	Meagher Avenue, Maroubra	acquisition date 21/2/68	Landscaped park. Deed number 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:

**Table 9: 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(\$)
<b>Clovelly Beach (and Bundock Park)</b>	110.00	55.00	17.00
<b>Malabar Beach (and Cromwell Park)</b>	110.00	55.00	17.00
<b>Frenchmans Beach (and reserve)</b>	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 (\$)
<b>Feature film</b>	600.00
<b>Commercials and non- Feature films</b>	450.00
<b>Still photography</b>	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	maintenanc e 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
REMNANT 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 tracts 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.
- (c) 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"> <li>1. Wherever possible avoid the fencing of leased or licensed facilities</li> <li>2. Provide licensees and permits where applicable that avoid the <i>exclusive</i> use of open space</li> <li>3. Leases and licences to be entered into only in certain open space locations as per this plan</li> </ol>	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"> <li>1. lease arrangements to be made available for all district and regional parks</li> <li>2. lessees must undertake capital improvements to a minimum sum of \$1.2 over a 20 year lease period</li> <li>3. Ensure that maintenance and management matters set out in the license/lease agreements are being upheld through a consistent review process</li> </ol>	medium	
To provide a set of standard conditions for all lease and license agreements	<ol style="list-style-type: none"> <li>1. all leases and licenses to comply with the Local Government Act (1993) and the Crown Lands Act (1989) as appropriate</li> <li>2. licenses to avoid any rights to exclusive occupancy</li> <li>3. Agreements to be unambiguous in their intent and purpose</li> <li>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</li> <li>5. All other conditions to be complied with as per this plan</li> </ol>	high	

