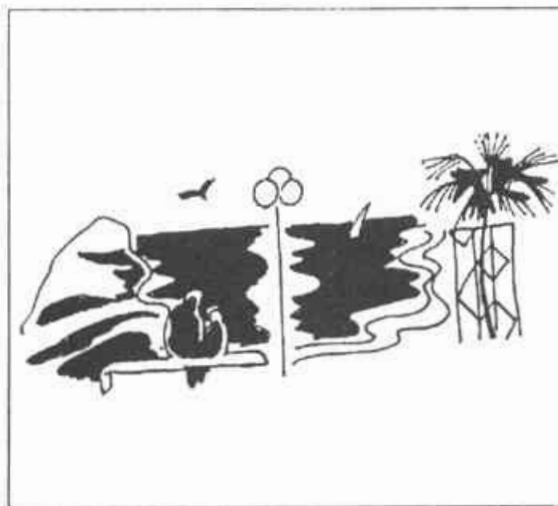


# BEACH AND COASTAL RESERVES GENERIC PLAN OF MANAGEMENT



RANDWICK  CITY COUNCIL

## MESSAGE FROM THE MAYOR

Dear Readers,

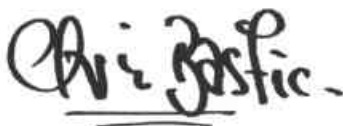
In June 1994, Randwick City Council began a major program developing open space Plans of Management for all parks, beaches and reserves under its management.

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.

The City's beaches are among its greatest natural resources and Council has developed this comprehensive plan which will direct any necessary improvements in these reserves over the next twenty years. This plan recommends that our coastal open space areas are available to all, offer a range of informal recreational pursuits and provide people who use them with an opportunity of experiencing nature and positive experience of its natural beauty.

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**

# BEACH AND COASTAL RESERVES 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, the other seven being: regional parks, district parks, neighbourhood parks, pocket parks, remnant bushland areas, civic parks and roadside reserves generic plans of management. These, along with a City-wide *Strategic Plan* for open space and recreation, comprise the City Open Space and Recreation Plans of Management (COSRPOM). The beach/coastal reserves plan addresses issues raised by community representatives, local experts, government authorities and Council's internal steering committee for the COSRPOM.

The plan covers all Council managed public open space land along Randwick City's coastal fringe including coastal hinterland reserves and public beaches. This includes Crown Land which comprises a substantially larger area than that which is owned by Council and classified 'community land' under the Local Government Act, 1993 (LG Act). This plan is sub-categorised 'beach and coastal reserves' under the 'Natural Area' category defined within the LG Act. The principal goal of the plan is as stated below:

*'The provision of safe, sustainable, diverse and quality recreational opportunities for the residents of and visitors to Randwick City's beaches and coastal reserves'*

The very nature of beach and coastal reserve settings determines, to a large extent, the type of recreational activities that are appropriate. Research also shows that there is an increasingly popular requirement for unstructured, informal recreation experiences within these semi-natural public environments. This plan addresses the management of these environments and the pressures upon them to serve an increasing variety of recreational opportunities and experiences.

Each beach and related coastal hinterland within the City of Randwick has its own distinct character from which visitors seek a variety of different experiences. This generic plan therefore provides objectives that are common to all areas and points to the specific plans of management to address each beach and its associated hinterland on a site specific level. Presently, 60% of the coastal reserves are covered under adopted or draft site specific plans of management and it is envisaged that the remaining 40% will have site specific plans by the end of 1997. This plan will guide those specific plans of management that are still to be developed and will be used in the review of existing plans of management when appropriate. The major recommendations of this plan are as follows:

- \* Increase the recreational opportunities for families, young children and young people through the provision of appropriate facilities
- \* Increase community awareness of human impacts on the coastal reserve environment with particular emphasis on interpretive education
- \* Improve the efficiency and effectiveness of existing maintenance resources via improved maintenance methods
- \* Increase communication levels and understanding between Council and the community regarding recreational requirements, particularly in regard to balancing the need for trees and shrubs and grassed open areas through consultation and participation techniques
- \* Buildings to be sensitively designed and new ones/additions to be located only when a strong need has been demonstrated
- \* Access to these open space areas to be available to all by use of non-alienating boundary design, signage and facilities

A twenty year time frame is set out 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 on this draft generic plan of management. This plan will affect the management of beach and coastal reserves for 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**

*marked to the attention of:*

**Ms Adrienne Jeuda**  
*Strategic Planner - Works Section*



# 1. INTRODUCTION

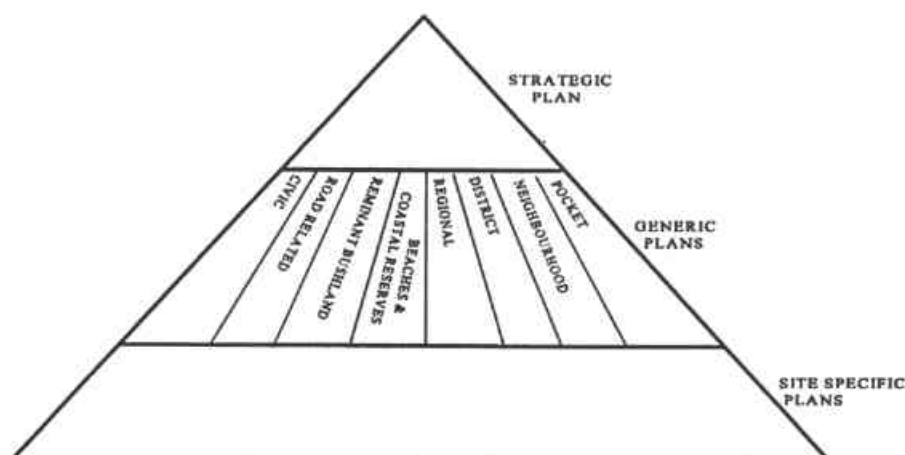
## 1.1 Aim and Background

*Aim of the Beach and Coastal Reserves 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 beach and coastal reserves under Council's control within the City of Randwick.'

This generic plan of management for beaches and coastal reserves is one in a series of eight twenty year generic plans that under the Randwick City Open Space and Recreation Plan of Management (COSRPOM). It has been prepared in compliance with the Local Government Act (1993). 'Generic' plans are those that incorporate the management of a number of areas that offer the same values and characteristics, in this case beach and coastal reserve areas. These areas of open space are categorised as 'Natural Areas' under the Local Government Act (LG Act) and sub-categorised into the 'Beaches and Coastal Reserves Generic Plan of Management for the COSRPOM'. A Strategic Plan encompassing the management of 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**





The eastern boundary and southern boundary of Randwick City is comprised of the coastal beaches and headlands of part of the Pacific Ocean and the northern headland of Botany Bay. Together the Bay, the coast and the associated coastal reserves play a significant role in the overall provision of open space and recreational opportunities for the residents of and visitors to the City of Randwick. There is a significant wealth of archaeological heritage depicting indigenous tribes living along the coastline particularly in the southern area of the City of Randwick depicting the importance of the beach and coastal area prior to European settlement.

Publicly accessible beach and coastal reserves are the main areas of consideration within this plan. This includes land from the low water mark up to and including the beach and all coastal hinterland reserves that are associated with the beaches.

Conflicts over the free provision of recreation for the general public and those for which fees are charged, are reviewed within this plan of management. Non-permissible activities and facilities as indicated via community consultation are also presented. Figure 2 shows where public beach and coastal reserves are located, Council and Crown Reserves, throughout the City of Randwick.

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

The LG 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 or list of those areas covered by the plan. (See Appendix A).



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. 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 Beach and Coastal Reserves within the City of Randwick

The following table lists all open space land within the beach/coastal reserves and sub-categorises it into various ownership groups: (see Figure 2 for location points)

**Table 1: Beach and Coastal Reserves under Randwick City Council's Management**

Parcel of Land	*Recreation Inventory No.	Ownership	Management Body	Reference No. on Fig.2
Gordons Bay	A/5-494-01	Council	Council	1
The Snake Pit	A/1-031-18	Council	Council	2
Donnellan Circuit	A/5-242-01	Council	Council	3
Endeavour Ave #2	A/1-272-01	Council	Council	4
Game Reserve	A/5-191-02	Council	Council	5
Arthur Bryne Reserve	B/4-120-01	Crown	Council	6
Bundock Park	B/5-259-01	Crown	Council	7
Burrows Park	B/5-583-01	Crown	Council	8
Clovelly Bay	B/5-744-01	Crown	Council	9
Coogee Beach	B/5-068-03	Crown	Council	10
Coogee Plaza; Goldstein Reserve	B/5-038-01	Crown	Council	11
Cromwell Park South	B/3-214-02	Crown	Council	12
Dunningham Reserve	B/5-068-01	Crown	Council	13



Parcel of Land	*Recreation Inventory No.	Ownership	Management Body	Reference No. on Fig.2
Frenchmans Bay and Reserve	B/1-272-03	Crown	Council	14
Grant Reserve	B/5-068-03	Crown	Council	15
Jack Vanny Memorial Park	B/4-500-01	Crown	Council	16
Lurline Bay and Reserve	B/4-761-01	Crown	Council	17
Malabar Beach (Long Bay)	B/3-066-02	Crown	Council	18
Maroubra Beach	B/4-500-02	Crown	Council	19
Trenerry Reserve	B/5-783-01	Crown	Council	20
Anzac Pde #20	B/1-031-20	Crown	Council	21
Bay Pde	B/3-066-01	Crown	Council	22
Endeavour Ave	B/1-272-01	Crown	Council	23
Wylies Baths	B/5-563-02	Crown	Council	24
Yarra Bay Beach and Reserve	B/1-449-01	Crown	Council	25
Blenheim Park	B/4-365-02	Crown	Council	26
Broadarrow Reserve	B/4-294-01	Crown	Council	27
Cromwell Park - North	B/3-214-01	Crown	Council	28
Neptune Park	B/5-563-01	Crown	Council	29
Bloomfield St	B/4-093-01	Crown	Council	30
Cairo St	B/4-145-01	Crown	Council	31
Goorawhal Ave	B/1-337-01	Crown	Council	32
Koorinal Ave	B/1-449-02	Crown	Council	33
John Shore Park	B/4-537-01	Crown	Council	34
Wisdom St	B/4-781-01	Crown	Council	35

\* 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



***Public and Private Coastal Land***

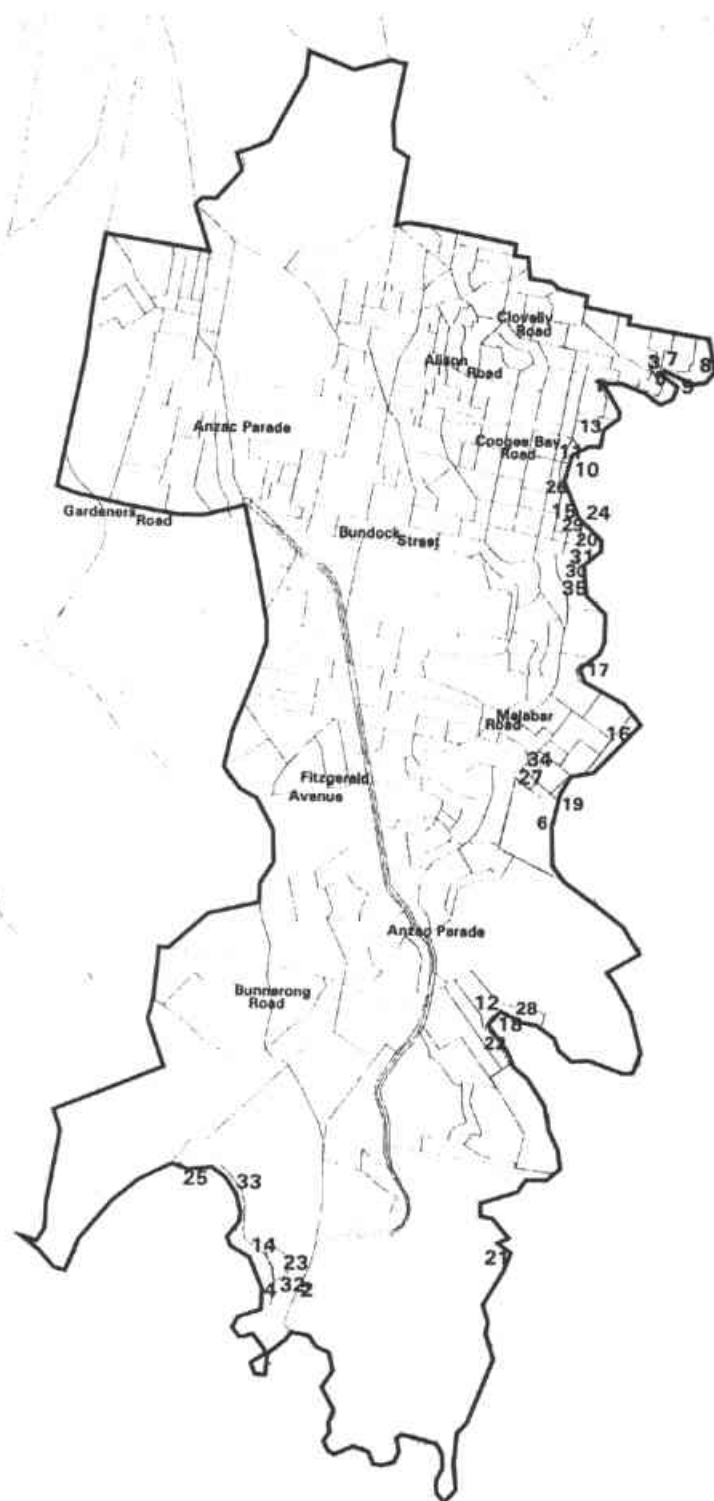
The total area of Council - managed beach and coastal reserve open space land that is presented in Figure 2 is approximately 100 hectares of which only 2 hectares are Council owned 'community land'. Publicly accessible land that is not included within this plan yet is within the City's boundaries includes:

- (i) land owned by the National Parks and Wildlife Service (NPWS) at the northern headland of Botany Bay;
- (ii) land owned by the Commonwealth Government, significantly at Malabar Headland;
- (iii) land leased from the Department of Land and Water Conservation as private golf courses;
- (iv) Prince Henry Hospital land at Little Bay;
- (v) land under the ownership of the La Perouse Aboriginal Lands Council;
- (vi) Sydney Ports Authority;
- (vii) the RTA; and
- (viii) land in private residential ownership.

It is estimated that 30% of the coastline is accessible to the public.



**Figure 2: Distribution of Beaches and Coastal Reserves relating to this plan (Crown and Community land that is managed by Council)**



LEGEND	
PARK NAME	PARK LOCATION
Gordons Bay	1
The Snake Pit	2
Donnellan Circuit	3
Endeavour Ave #2	4
Game Reserve	5
Arthur Bryne Reserve	6
Bundock Park	7
Burrows Park	8
Clovelly Bay	9
Coogee Beach	10
Coogee Plaza; Goldstein Reserve	11
Cromwell Park South	12
Dunningham Reserve	13
Frenchmans Bay and Reserve	14
Grant Reserve	15
Jack Vanny Memorial Park	16
Lurline Bay and Reserve	17
Malabar Beach (Long Bay)	18
Manubra Beach	19
Trenerry Reserve	20
Anzac Pde #20	21
Bay Pde	22
Endeavour Ave	23
Wyllies Baths	24
Yarra Bay Beach and Reserve	25
Blenheim Park	26
Broadarrow Reserve	27
Cromwell Park - North	28
Neptune Park	29
Bloomfield St	30
Cairo St	31
Gourawhal Ave	32
Koorringal Ave	33
John Shore Park	34
Wisdom St	35



## 1.4 Using this Plan of Management

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

1. *Introduction:*

This component explains the background to the development of the plan of management, the history and function of beaches and coastal reserves 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 beaches and coastal reserves in the City of Randwick, the aim of the plan and its relationship with other relevant Council documents.

3. *Objectives, 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 costs involved. These are presented in a tabular format. This section also addresses *how* the objectives and performance targets will be achieved and assessed. They are also the main means 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.

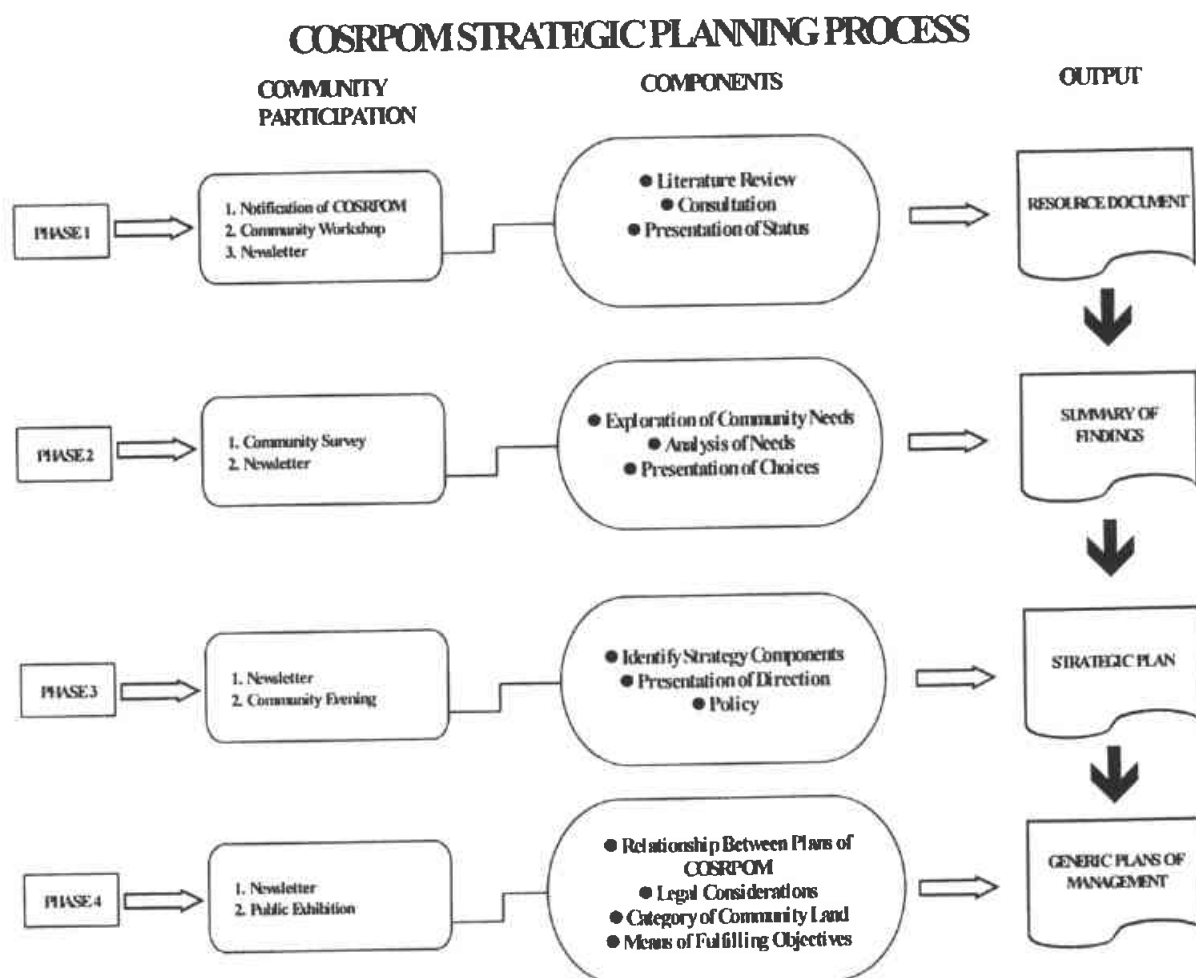


## 1.5 Community Participation

### *Community Participation Process*

A comprehensive consultative process was undertaken throughout the preparation of the City Open Space and Recreation Plan of Management (COSRPOM). Figure 4 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 each generic plan, their 'values' and also those activities that were considered to be inappropriate when taking into account the 'values' of each generic type of open space. The community goal for beach and coastal hinterlands which was proposed during the July 1995 community evening is set out in Section 2 - the 'Management Philosophy' and the 'values' and non-permissible activities for this generic plan as preferred by the community representatives are presented in Section 3 - 'Management Objectives, Priorities and Performance Measures'.

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 2 for the questions and results of the survey.





## 2. MANAGEMENT PHILOSOPHY AND CONTEXT

### 2.1 Vision Statement

***Vision:***

*To improve the range of informal recreational opportunities for residents and visitors within beach and coastal reserves, while at the same time maintaining the natural beauty and environmental values that are integral to these open space areas*

### 2.2 Corporate and Community Goals

***Corporate Goals:***

1. To provide 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 to recreational resources.

***Community Goal:***

To enhance the natural environment and at the same time sympathetically and efficiently maintain and manage beach and coastal reserves for the use and enjoyment of individuals and groups.

### 2.3 Guiding Principles

1. Public open space Linking all coastal reserves
2. Comprehensive Community Consultation and Participation
3. Increased Access and Equity
4. Enhanced Visual Character
5. Improved Maintenance and Safety
6. Environmental Sustainability
7. Continuous Improvement and Flexibility



## 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 documents and documents that have been produced as guidance for beach and coastal areas by other government authorities.

### *Sydney Regional Environment Plan 14: Eastern Beaches (SREP 14)*

SREP 14 provides a framework for the management of the coastal open space areas from Cape Banks, the northern headland of Botany Bay up to South Head, the southern headland of Sydney Harbour. Its recommendations include the need to improve the coastal open space landscape through tree planting and vegetation programs, to upgrade recreational facilities, maintain and enhance the coastal walkway and respond to user desires for clean beaches and water, more open space areas and linkages between them, protection from climatic elements and for more facilities and amenities. The plan also offers 'Design Guidelines' which may be used for the implementation of improvement works and as a building block for ideas during community consultation processes. While the Design Guidelines are indicative only, the Environmental Plan itself must be complied with when re-developing or altering beach and coastal open space reserves.

### *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 creation of a continuous coastal path to extend public access along the entire coast and the investigation of a bicycle path following a similar route to that of the coastal path.

### *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 to 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

#### **Existing Plans of Management**

A number of site specific plans of management have already been prepared for beach and coastal reserves within the City of Randwick. Within these plans, specific issues are addressed and management recommendations made. A brief summary of the recommendations of each of these plans of management follows, helping to provide an understanding of some of the issues that re-occur and require the strategic approach that this generic plan provides.

#### **South Coogee Beach Recreation Reserves, 1985**

The study area takes in the Ross Jones rock pool and Coogee Surf Life Saving Club at the southern end of Coogee Beach, Grant Reserve, the McIver Ladies Baths, Wylies Baths, Neptune Park and Trenerry Reserve. This ten year plan which has reached the end of its lifespan recommends that most activities that take place within the study area are unstructured, while several water related clubs and schools utilise the area regularly for structured sport and recreation. Main issues addressed within the plan include access to and fencing of facilities that are under licence agreements with Council, payment for facilities, car parking, aesthetic appearance, soil erosion, vandalism, management groups and the funding and operations of the available facilities.

#### **Coogee Beach and Foreshore Plan of Management, 1996**

Following on from the South Coogee plan of management, a comprehensive plan to cover the entire Coogee beach and associated coastal reserves is now required. Its aim is to provide recommendations for more effective and efficient management practices throughout the Coogee coastal area. Consultants have been engaged by Council to undertake this project and it is anticipated that this significant plan of management will be completed by June 1996. The Coogee Beach and Foreshore plan will be consistent with the objectives set out within this beach/coastal generic plan of management during the process of



its preparation.

*Gordons Bay, 1994*

This plan addresses the existing physical, ecological and cultural resources of the bay as well as being a source of guidance for the future rehabilitation of the remnant vegetation heath area. It was the deteriorating environmental quality of the bay that prompted the preparation of the plan. The main issues therefore relate to the need for ecological conservation, the management of increased visitor numbers within the bay and formalising the management of the SCUBA diving trail. The amateur fishing club is the only facility that has a license with Council within the bay and the POM addresses the need to monitor of its licence agreement with Council.

*Malabar Headland Plan of Management, 1990*

This plan of management recommends that the eastern section of the headland be re-zoned and managed as a National Park. This is also reflected in the Sydney Regional Environment Plan No.14 (SREP 14) - Eastern Beaches (1987). The land is owned by the Commonwealth Government and is presently inaccessible to the general public. It comprises the Anzac Rifle Range and a pistol club. Additionally, Sydney Water own the Malabar Sewerage Treatment Plant which is located on the southern side of the headland. Significant remnant bushland areas located on the headland's perimeter and on an inland portion of the headland are of great scientific, heritage and educational value.

*Malabar Beach and Foreshore, 1994*

The beach and foreshore area of Malabar has experienced problems concerning quality of the ocean water for swimming purposes and a negative image associated with the adjacent location of the Malabar Sewage Treatment plant and ocean outfall. The driving force and source of the main issues in developing this plan of management was the need for the restoration of the beach and foreshore areas of Long Bay (Malabar bay). In addition to environmental restoration, the restoration of the rock pool is a focus of the plan as is the upgrading of the beach amenities. A five year time frame has been recommended for the works to take place. Progress since the plan has included detailed design drawings in preparation for landscape works throughout the bay area in accordance with the recommendations of the plan.

*Maroubra Beach, 1995*

The primary aim of this plan of management was to revise the 1978 plan of management for Maroubra beach and to achieve a balanced relationship between the conservation value of the beach and the recreational needs of the local community. The most significant issues still involve the poor aesthetics and design within the plan area in addition visitor safety and environmental pollution from stormwater outlets. Funding has been committed from Council and the State Government for implementation of major works recommended within the plan of management. The plan is still to be finally adopted.

*Clovelly Beach, 1996*

Issues within the Bay have included; viewing lines, vegetation and landscape planning, water quality, the car park aesthetics, location and design of the kiosk and the surf club, safety and lighting. The plan recommends the opening up of some of the previous planting works particularly on the south side of the bay and demolition of the kiosk building to increase the area of grassed open space and maximise visual amenity. Improved disabled access and facilities are also considered in addition to improving maintenance practices within the bay. Randwick Council's section of the Eastern Beaches coastal walkway begins at the northern side of Burrows Park and will be upgraded, linked to the rest of the Bay and Gordon's Bay and complemented with interpretive and directional signage.



### ***Proposed Plan of Management***

#### ***Frenchmans and Yarra Bay beaches***

A plan of management has not yet been prepared for the Botany Bay beaches. The recommendations within this generic plan of management will ensure that a comprehensive PoM for these beaches has a clear strategic direction while also retaining the diverse character of the area. A PoM for this area should be undertaken as a matter of priority to complete the above series of site specific plans for beach and coastal reserves under Council's management.

#### ***Relationship between the Site Specific Plans of Management and this Generic Plan***

The above plans that have already been prepared will be reviewed at the date indicated within each individual plan, having regard to the direction and emphasis set out within this generic plan of management. Review and development of all coastal plans must also have regard for the recommendations within the Department of Urban Affairs and Planning publication; 'Sydney Regional Environmental Plan No.14 - Eastern Beaches'. The objectives within Section 3 of this document relate closely to the development and review of site specific plans of management. Having made such a positive start on the coastal area, it is now necessary to complete the final plans that provide clear and specific management recommendations for the remaining coastal open space areas. It is intended that this generic plan will provide the first fully comprehensive plan for beach/coastal reserves. This is supported by the COSRPOM Strategic Plan, providing a direct link into the future plans and reviews of those existing plans of management, as depicted in Figure 1.

#### ***Section 94 Contributions Plan***

The Section 94 (of the Environmental Planning and Assessment Act, 1979) Contributions Plan which permits Council to levy developers for funds to improve or *embellish* existing open space or for the dedication of new open space. The contributions plan will relate to the overall strategy of this generic plan and will provide some funding for a number set out in Section 3. The current contributions plan allows for contributions to be used to embellish 'regional open space facilities', of which beach and coastal reserves are included along with those open space areas that are now called 'regional' and 'district' parks under the COSRPOM.



### 3. ISSUES, PRIORITIES AND IMPLEMENTATION

#### 3.1 Major Issues

##### *Issue 1: Management Planning*

In order to ensure recommendations are fulfilled, Council must first provide appropriate systems within which implementation can occur. For beach and coastal areas, a requirement for site specific plans of management has set the precedent and now all major works within these areas occur only after a comprehensive plan of management process comprising community consultation and participation has been undertaken. Other management planning systems that are necessary include the updating and improvements to Council's Recreation Inventory which lists all open space areas and categorises their type as well as documents any other notable features for each site. This requires a comprehensive review in light of the recommendations within this and the other generic plans of management. Links with the other existing management systems as described in Section 2.5 are also an important part of ensuring that plans of management contain realistic recommendations and are properly resourced. Other items such as the rationalisation of boat storage areas, licensing and leasing, the consideration of alternative but ancillary recreational uses and performance measuring have also been included within this key issue area.

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: Beach and Coastal Reserves Generic Characteristics determined by Community Representatives**

Setting	Vegetation	Furniture	Size	Buildings	No. of People	User type	Distance to travel
natural	native	seating	large	amenities	capacity for large No.'s	users of water and land	from short and long distances
tranquil	provides shelter	BBQ's	open	must blend with surrounds	varied	active	
active	maintainable	Bins				passive	

##### *Public Access*

Most of the coastal land within Randwick's boundaries is publicly accessible Crown land which is administered by the Department of Land and Water Conservation and managed by Council, small parcels of Council owned land, golf courses and the Botany Bay National Park. (refer to Figure 2 for all open space areas within the beach and coastal reserves category.)

The Aboriginal Lands Act (1983) enables indigenous Aboriginal communities to lay claim to coastal foreshores as has been the case with Yarra Bay at La Perouse. Any successful claim may affect public access to foreshore areas.

Residential housing comprises a small area of the coastal cliff edge along the northern Lurline Bay area at Cuzco Street. This land is not suited to its present residential use and is incompatible with Council's aim to improve and expand public access along the coastal walkway. It is also incompatible with the SREP 'Design Guidelines' which specify the need to provide a continuous access along the eastern beaches in the form of a 'Coastal Walk' stretching from South Head at Sydney Harbour, to the northern



head of Botany Bay. A number of golf courses: Randwick; Coast; St Michael's; and NSW golf clubs lease land from the Crown and Council. To some degree, these facilities restrict public access, particularly in relation to a continuous coastal walking route from the North Head of Sydney Harbour to the North Head of Botany Bay.

#### *Permissible Use*

A number of community representatives were invited to identify those activities and facilities that are seen as appropriate within beach and coastal reserves. Within these open space areas, formal or organised sports were generally considered as inappropriate, whereas the less formal activities of picnicking, walking, jogging, surfing and casually playing with a ball in small groups were considered appropriate. A minimum number of buildings is also seen as appropriate in certain beach and coastal reserve locations and the occasional hire of sections of these open space areas for carnivals, film or outdoor theatre, special events and social gatherings is generally acceptable, depending on the scale and location of the activity. Table 1 shows what activities and uses were considered to be suitable/unsuitable in beach and coastal reserves.

**Table 4:        *Suitable and Unsuitable Activities and Facilities Within Beach and Coastal Reserve Open Space Areas***

Activity/Facility	Score	Assessment
telephones	0	suitable
dogs	3	unsuitable
leased sports fields	6	unsuitable
leased indoor sports	6	unsuitable
playing fields	5	unsuitable
cafe's	0	suitable
indoor public centre	3	unsuitable
playgrounds	0	suitable
bike tracks/lanes	0	suitable
parking	1	suitable
kiosks	0	suitable
basketball/court games	4	unsuitable
walking tracks	0	suitable
roller/skateboard area	2	suitable
picnic/BBQ facilities	0	suitable
outdoor performance	0	suitable
toilets	0	suitable
special events	0	suitable
markets	2	suitable
guided tours	2	suitable
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.*

#### *Leases, Licenses and Permits*

A number of facilities within these open space areas are commonly under lease arrangements with Council including the Surf Life Saving Clubs and kiosks. Other existing lease facilities within coastal reserves include a bowling club, ocean rock pool, fishing clubs, boat storage areas and boat ramps. There are two Acts which govern the leasing of facilities on these open space areas: the Crown Lands Act (1989) for all Crown Land; and the Local Government Act (1993) for community land. Different provisions exist for the LG Act than those for the Crown Lands Act. The Crown Lands Act does not allow revenue from the leased or licensed facility to be provided purely as a source of profit whereas the LG Act does not specify on this matter. All leases and licenses however are also now subject to the objectives set out in this plan which are determined by the values of the beach and coastal reserve open space areas as identified by community representatives.

Licenses rather than leases are appropriate within beach and coastal areas and will be detailed within site specific plans of management. No sub-licensing will be acceptable within new licence agreements. Further details regarding lease, licence and permit agreements are set out in Appendix D. Permits will be issued for activities that are proposed by community members for short term periods or as one off events. These will replace the existing 'seasonal licence' arrangement and one off development approvals for activities such as film shows, concerts, etc. in which the applicant must fulfill specific conditions and user pays costs as set out in the City Open Space and Recreation Strategic Plan.

#### **Issue 2:           Recreational Provision**

A wealth of recreational opportunities throughout the coastal zone. Both land and water-based pursuits can be undertaken and each coastal area within Randwick has its unique character and facilities to enhance the experience. Maroubra is renowned for its surf and exposed dunes, while Coogee has been recently upgraded and is established as one of Australia's premier resorts where people enjoy walking along the promenade, sunbathing and surfing and just taking in the scenery. Clovelly is a haven for families who enjoy its safe swimming and intimate environment, whereas Gordon's Bay is popular for walking, jogging and taking in the tranquillity of wild flowers and serene waters. The rocky platforms at the base of the coastal cliffs are popular for recreational fishing while the headlands are well utilised areas for walking, jogging, viewing and relaxation.

Structured sport is not generally encouraged within the coastal reserves due to these areas having been maintained in a semi-natural manner and enjoyed as informal recreation areas. The COSRPOM survey results and community feedback generally has expressed needs such as extending the coastal walking track, installing board walks which act as viewing platforms and improving facilities for families. It is anticipated that popularity for informal pursuits will increase (Veal, 1990). Therefore provision for these needs must be met in a sensitive manner so that the 'value' of the beach and coastal reserves are not compromised but also so that the facilities provided are of a standard that can cope with the anticipated increase in the numbers of users. Demand for recreation related facilities has also included shade structures on beaches and within coastal reserves, fitness trails, areas for ball games and areas for flying kites and small model aircraft.

#### **Issue 3:           Visitor Management**

Access to beach and coastal reserves should ideally be non motorised or by public transport. However, it is recognised that people have varying degrees of mobility and often travel long distances from areas that are not well served by public transport. Council is however able to provide alternative opportunities that are enjoyable and reasonably convenient for the larger proportion of the local population. Bicycle routes and accessible walking trails are necessary throughout the length of these reserves and are also required to link them to one another. Previous research has been undertaken into the development of





cycle routes along the coast and this now requires follow up feasibility work and co-operation with other relevant authorities (Roads and Traffic Authority, State Transit Authority and Department of Urban Affairs and Planning) as well as adjoining council areas. Funding is an important aspect of this development and should be carefully explored.

Visitor management also entails the enforcement of open space etiquette including people exercising dogs in beach and coastal reserves, the collection of invertebrates where it is banned by the NSW Department of Fisheries, minimising other forms of vandalism and damage to the environment, ensuring that there is the minimum conflict of use by various recreation activities and charging for the occasional *exclusive* use of sections of these reserves where and when appropriate.

#### *Environmental Protection*

The beach and coastal reserves are very often the closest many people get to 'nature'. Appreciation of these semi-natural areas which are relaxing and the non-urban environmental settings may be reduced by the visible evidence of stormwater pollution, the loss of native vegetation and the presence of dog excrement, dumped or misplaced garbage. These locations are therefore prime places in which people may be made aware of threats and damage to the environment through a constructive interpretive manner. Signage and well informed beach inspectors will aid the education process and Council's good environmental practice will help to set an example. Council has a duty to mitigate its stormwater problems and funding for State Government dollar for dollar grants to help alleviate these problems must be set aside following identification of specific needs within the plan of management process.

#### **Issue 4:           Communication**

Participation in the plan process of the community whether they are comprised of residents, large or small organisations represented within the LGA or visitors to the plan areas is important. Sharing the responsibility of caring for these resources, exchanging valuable information concerning their management and the requirements of people who use these areas, are just some of the ways the community may be more involved in the way Council manages beach and coastal reserves. To date a significant number of community members have been involved in the planning process throughout the development of plans of management and the COSRPOM where they have helped to effect change in these areas.

#### **Issues 5 and 6:           Design, Heritage 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. Design and vegetation choice within the beach and coastal reserves has been one of the principal causes of complaint in recent years.

Any building may be seen as an intrusion in this semi-natural landscape and therefore the need for facilities and amenities is constantly in competition with the need to retain open areas, trees and views. High costs are also incurred where building/structure design detail and durability must be of a particularly high standard. The constraints and character of the site as well as the community will determine what is suitable, although it has been clear that within a number of Randwick City's coastal reserves, it is not until at least a decade later that the true successes or failures of a design scheme become apparent. Careful assessment of site and attitudes must be undertaken at each specific location prior development of a design Masterplan which must be prepared following the preparation or review of a plan of management. General principles have been presented in the objectives for this key issue.

#### **Issue 7:           Maintenance, Safety and Risk Management**

Concentrated levels of use by large numbers of people at these open space areas increase the pressure on facilities and equipment. Additionally, adverse weather conditions also mean that wear and natural



degradation is more common at beach and coastal reserves than at other open space types. The level of maintenance is often closely correlated to safety levels; safety levels are dependent on the level of maintenance which is also related to the degree to which Council is at risk from liability claims. Maintenance and associated risk management programs are therefore essential pre-requisites for the efficient and safe management of open spaces. These should include regular assessment of equipment and amenities located within the beach and coastal reserves as well as those natural features and danger points that are common to these open space areas. Cliff edges, rock pools, sea swimming/surfing and playground areas are key considerations in the overall safety assessment practices which Council has a duty of care and management.

#### ***Issue 8: 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 available grants in addition to Section 94 funds that are released each year for the embellishment of 'regional open space'. 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. If site specific or project specific funding becomes available for an action within this plan, existing priorities should be revised in order to take advantage of the funds. Therefore, any recommendations that have cost implications may begin at the earliest convenience if funds do become available.

The plan's review process each year, within the context of a works program, will enable implementation priorities to be adjusted, depending on work already underway or completed. In general terms, the annual maintenance costs will be met by the works budget maintenance funds for beaches/coastal reserves and their associated rock pools which is currently in the region of \$1,600,000 per year. Capital works will be funded by grants, specific loans, Section 94 funds and donations.

#### ***User pays***

A pricing strategy for the use of facilities at open space locations has been developed due to rising costs and budget cuts and is reflected within the COSRPOM Strategic Plan. 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 following provides the rationale behind specific charges for beach and coastal reserve facilities:

- (i) Sports playing fields and community recreation*
- (ii) Private social functions*
- (iii) Private commercial activities*
- (iv) Charity and Community Events:* A nominal flat rate of \$100 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. A condition of use should be included within the approval letter stating that the site should be left clean and undamaged and that Council has the right to recover costs where this has not been complied with.



### 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	PRIORITY	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>High Medium or Low</p> <p>depending on the importance the community and Council representatives have expressed for this objective to be fulfilled</p> <p>If performance targets are altered during the life of this plan, the level of priority must be taken into account</p>	<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</p> <p>- 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**

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To develop site specific plans of management for public beach and coastal reserves	1. Engage consultants to undertake a comprehensive plan of management for the Coogee Bay beach and coastal reserve area	short term	Manager - Parks and Recreation	* Plans of management completed by target date * existing plans of management reviewed in light of this plan when appropriate
	2. Undertake a plan(s) of management for Frenchmans and Yarra Bays	medium term	Recreation Assets Manager	
	3. Review existing plans of management when specified within each plan in light of this generic plan of management	ongoing		
	4. Address the need for 'recreation activity zones' to help identify preferred recreational opportunities within each plan of management	medium term		
	5. Site specific plans of management to nominate appropriate year of application for Capital Assistant grants	ongoing		
B) To ensure that funds and other resources are allocated to plans of management prior to their implementation	1. Ensure funding to cover the development of the written plan and funds to enable priority works to take place immediately	medium term	Recreation Assets Manager	* appropriate funds allocation prior to plan development * recommendations incorporated into annual works programs
	2. Allocate works according to their target date, within the respective annual works programs	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
C) To update beach/coastal reserve categorisations within the recreation inventory	1. The two categories within the inventory; 'beach/foreshore' and 'coastal hinterland' to become 'Beach and Coastal Reserves'	short term	Recreation Assets Manager	* recreation inventory updated
	2. Change the following open space areas that are presently categorised beach/coastal reserves as follows: * Botany Bay National Park (C/1-031-14) to Remnant Bushland * Jennifer Street (C/1-415-02) to Remnant Bushland * Fred Hollows Reserve (A\5-330-01) to Remnant Bushland * The Boulevarde (B/3-716-01) to Pocket Park * remove Mons Ave #2 and #3 (C/4-537-02) and (D/4-537-03) from the Recreation inventory * Remove Yarra Reserve (B/1-792-01) from inventory * change Mons Ave (B/4-537-01) to 'John Shore Park'	short term		
	3. Add the following to the beach/coastal reserves inventory: Marine Reserve, Gordons Bay * Goldstein Reserve to become a beach/coastal reserve from a civic park and form part of the new 'Coogee Plaza; Goldstein Reserve' site	short term		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
D) To provide an effective way of monitoring performance targets for each plan of management	1. Identify key, flexible performance indicators for plans of management which can be used to monitor change	ongoing	Recreation Assets Manager	* review of the evaluation system on an annual basis * changes/ additions made to the means of assessment where appropriate
	2. Annual review of performance indicators via annual works programs. Any significant changes must be formally assessed by Council	ongoing		
E) To permit facilities and recreation opportunities within beach and coastal reserves as appropriate	1. Implement those facilities and amenities identified within Section 3.1 'suitable/unsuitable uses' as permissible in district parks	medium term	Recreation Assets Manager	* permissible facilities to be included in specific plans of management * non permissible facilities to be gradually phased out * review items listed as prohibited after 5 years
	2. Prohibit the following facilities: a. leased sports fields b. leased indoor sports buildings	short term	Manager - Strategic Planning	
	3. Re-assess those uses not considered appropriate after 5 years of the plan implementation date	long term		
F) To link this generic plan of management with Council's Management Plan, Section 94 Plan and State of the Environment Report	1. Draw on information held in these documents in implementing the objectives of this plan	ongoing	all relevant departments	* linkages made between appropriate Council documents and this plan * documents revised in accordance with this plan
	2. Ensure recommendations in this plan are fed into revised versions of the appropriate Council documents	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
G) To comply with statutory provisions within the Local Government Act (1993), the Crown Lands Act (1989), the Environmental Planning and Assessment Act (1979) and the Native Title Act (1984)	1. Consider beach and coastal open space development applications against the appropriate statutory instruments and the objectives identified within this plan	ongoing	Recreation Assets Manager  Director - Corporate Services	* plan approval by appropriate Minister * number of court challenges * legal costs
H) To ensure that all leases and licences are in accordance with the objectives of this plan of management and any relevant Acts	1. Compliance with Schedule 7 Clause 6(2) of the Local Government Act (1993)	ongoing	Manager - Corporate Services and Recreation Assets Manager	* increased public access to leased/licensed facilities * increased equity of public open space land * compliance with this generic plan of management
	2. Ensure the three principal legal tests for leases/licences on Crown Lands are adhered to: that the public have access as of right, that the lease should not in itself be a source of profit and that the land is used for purposes to which it was intended when dedication took place	ongoing		
	3. Base the renewal of lease/licence agreements on existing demand, trends and recreation types that are suitable to each location	ongoing		



**Issue 2: Recreation**

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To provide a range of recreational activities for families in accordance with identified needs	1. Install picnic, seating, tables and other relevant equipment in those areas where plans of management have stipulated	as appropriate	Manager - Parks and Recreation and  Recreation Assets Manager	* provision of additional facilities * visitor survey satisfaction of 75% * few letters of complaint
B) To provide a range of recreational activities for young people (12-22 years) in accordance with identified needs	1. Install skateboard/ rollerblade facilities where plans of management stipulate	as appropriate	Manager -Parks and Recreation and  Recreation Assets Manager	* provision of additional facilities * visitor survey satisfaction of 75% * few letters of complaint





OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
C) To provide a range of recreational opportunities for young children (3- 12 years) in accordance with identified needs	1. Install playgrounds and related equipment in those areas where plans of management have stipulated	as appropriate	Manager - Parks and Recreation and	<ul style="list-style-type: none"> <li>* provision of additional and</li> <li>* number of improved playground facilities</li> <li>* visitor survey satisfaction of 75%</li> <li>* few letters of complaint</li> <li>* feedback on well designed, creative play areas</li> </ul>
	2. Playgrounds to be incorporated into careful landscape and setting design and not be solely comprised of play equipment to increase both the childs' and the supervisors' enjoyment	ongoing	Recreation Assets Manager	
	3. Playground equipment designed to cater for all age ranges (3-12 years) among the City's beaches	ongoing		
	4. Playground areas to provide the following opportunities: creative play; social interaction; physical development; user safety; and separation of 3-7 year olds and 7-13 year olds	ongoing		
D) To increase the opportunities for cultural and social events within the City's beach/coastal reserves	1. Develop a program of events to be publicly exhibited and used as a tender document for the performance of theatre, music, film and other social/cultural events	medium term	Recreation Assets Manager	<ul style="list-style-type: none"> <li>* number, variety and frequency of cultural events</li> <li>* success of meeting identified target audience</li> <li>* attendance figures</li> <li>* target audience figures</li> <li>* media coverage</li> <li>* reported level of damage or disturbances</li> <li>* bond rates and conditions prepared</li> </ul>



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
E) To improve public boat access to Botany Bay	1. Construct a boat ramp to be free from any lease agreement and maintained directly by Council	long term	Recreation Assets Manager	<ul style="list-style-type: none"> <li>* local survey undertaken</li> <li>* additional public boat ramp installed</li> <li>* increased access to Botany Bay by non-affiliated boat club members</li> </ul>
	2. Improve existing public boat ramp access, safety and amenity	ongoing		
F) To permit where appropriate, activities that are ancillary to the recreational purpose of these open space areas	1. Seasonally tender for appropriate beach hire/sales services for peak seasons at Coogee and Maroubra Beaches and at Yarra Bay if permitted by a plan of management	ongoing	Manager - Parks and Recreation and	<ul style="list-style-type: none"> <li>* visitor survey satisfaction of 75% regarding service</li> <li>* income derived from service</li> <li>* assessment of service performance</li> </ul>
	2. Restrict the number of ancillary services provided at any one location and ensure they do not detract from the overall defined recreational purpose	ongoing	Recreation Assets Manager	



**Issue 3: Visitor Management**

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To improve physical and perceived access to beach and coastal reserves	1. Provide improved opportunities for access; bicycle routes, walking tracks, bus routes and private vehicles	medium term	Manager - Parks and Recreation	* bicycle routes implemented * signs erected * walking tracks improved and extended * visitor survey undertaken * Sydney Buses consulted
	2. Promote the various modes of transport, particularly non-motorised ones	ongoing	Recreation Assets Manager	
	3. liaise with Sydney Buses to address the feasibility of improving the frequency of weekend bus services to beaches	short term	Planning Department	
	4. Provide inviting signage depicting a clear distinction of the boundaries of the public recreation area	short term		
B) To significantly reduce anti-social behaviour and illegal activities	1. Improve co-operation between the community, the police and Council's rangers	ongoing	Works - Rangers	* a decrease in the number of complaints * a decrease in problems with dogs and use of installed 'doggy bins' * decrease in level of invertebrate collection * user survey satisfaction level of 75% * residents' increased involvement - acting as 'stewards' and notifying Council of problem areas/periods of illegal activities
	2. Information provision (including signage) on such topics as invertebrate collecting in protected areas, dog defecation problems, rubbish dumping and other destructive activities to be prominently displayed	ongoing		
	3. Heavy fines for those who break the law	ongoing		
	4. Alter Rangers' working shifts so that they more available when illegal activities take place	undertaken		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
C) To provide services and sensitively locate amenities that are associated with recreational use	1. Install amenities such as bubblers, showers, toilets, shade areas, etc. where existing plans of management stipulate	as appropriate	Manager -Parks and Recreation and	<ul style="list-style-type: none"> <li>* installation of additional appropriate amenities</li> <li>* visitor survey satisfaction of 75%</li> <li>* regular site inspections undertaken</li> </ul>
	2. Identify the need for the above during new plan of management developments	ongoing	Recreation Assets Manager	
	3. Undertake regular site inspections to ensure that installed amenities are in good working order	ongoing		
	4. Toilets and showers to be accessible during weekends and other peak periods	ongoing		
D) To prohibit the use of rollerblades, skateboards and bicycles along beach promenades	1. Install co-ordinated signage (see design) prohibiting these activities including stencils and above ground signs	ongoing	Manager - Parks and Recreation and	<ul style="list-style-type: none"> <li>* a reduction in complaints regarding people undertaking these activities</li> <li>* user survey satisfaction of 75%</li> </ul>
	2. Where feasible, provide signage depicting where these activities are permitted	ongoing	Works - Rangers	
	3. Survey user satisfaction	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
E) To minimise the effects of activities that are known to dominate the use of certain areas	1. Restrict <i>exclusive</i> use of all beach and coastal reserves through compliance with the objectives of this plan of management	ongoing	Manager - Parks and Recreation and	<ul style="list-style-type: none"> <li>* user survey satisfaction of 75%</li> <li>* a reduction in reported disputes</li> <li>* signage review undertaken</li> </ul>
	2. Stencil walkways to inform people of restrictions and potentially hazardous activities within the beach/coastal areas	ongoing	Rangers/Beach inspectors	
	3. A booking system to be implemented so that no one group is able to claim 'ownership' of the area through their dominant use of it and to ensure that activity frequency complies with the objectives of this plan of management	short term		
	4. Review signage and other means of notification within the risk assessment program	as appropriate		



**Issue 4:        Communication**

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A)        To improve visitor interpretation of beach and coastal reserves	1. Prepare with local consultation and in some cases local sponsorship, interpretive signs and other visual material for locations along the coastal walkway	medium term	Manager - Environmental Services and	<ul style="list-style-type: none"> <li>* installation of signs along the coast</li> <li>* poster displays within shopping centres, schools and other public centres</li> <li>* information package developed and implemented</li> <li>* number of schools involved in programs</li> </ul>
	2. Promote environmental awareness in schools/prepare an information package on coastal processes and environmental protection and promote site based education by qualified environment staff at beaches and coastal reserves	medium term	Recreation Assets Manager	
	3. Promote schools environment competitions including poster design, innovative pollution control methods, 'save water/remnants/wildlife' campaigns, etc.	long term		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
B) To utilise people other than Council staff on a voluntary and paid basis for research, as sources of information and for assistance in maintenance and education	1. Maintain regular contact with local experts, university contacts and local enthusiasts through a newsletter informing of future plans, works, necessary research	ongoing	Manager - Parks and Recreation,  Recreation Assets Manager	<ul style="list-style-type: none"> <li>* numbers of active participants</li> <li>* number of successes and failures measured by planting successes, effectiveness of project and budget constraints</li> <li>* evaluation of methodology and practices</li> <li>* responses to the newsletter and regular features by specific groups</li> <li>* number of projects that have been completed almost entirely by community participation</li> </ul>
	2. Utilise university/ school students to undertake annual monitoring of some aspects included in this PoM such as traffic counts and assessment and visitor surveys	ongoing	Manager - Community Services,	
	3. Set up a beach volunteers program and provide volunteers/ interested participants with appropriate training and resources and supervise work undertaken on Council - specified projects	long term	Director - Corporate Services and  Public Relations Officer	



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
C) To maintain effective levels of communication and co-operation with all major public land owners along the coast	1. Maintain contact and occasional meetings to discuss specific issues or problems	ongoing	Director - Engineering Services	<ul style="list-style-type: none"> <li>* improved awareness of management and practices being undertaken by other public landowners along the coast</li> <li>* Council representation at relevant forums held by other public landowners</li> </ul>
	2. A two way referral of PoM's and other appropriate documents and advice for comment by all public landowners along the coast	ongoing	Director - Corporate Services,	
	3. Landowners adjacent to the coast to be made more aware of Council activities and vice-versa	ongoing	Manager - Community Services and  Director - Planning Department	





**Issue 5 :      *Design And Heritage***

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A)      to create a series of settings that reflect expressed community needs, site constraints and a high standard of design integrity	1. Clear assessment of community requirements, site characteristics and heritage values of sites	short term	Manager - Parks and Recreation	<ul style="list-style-type: none"> <li>* visitor survey satisfaction of 75% in relation to enjoyment of environmental setting</li> <li>* longevity of original design intent</li> <li>* increased use and minimal impact on site</li> <li>* innovative design methods and styles incorporated</li> <li>* heritage items and themes incorporated</li> </ul>
	2. Seek and encourage innovation and creativity in design and technology and utilise methods from other sources eg.; Public Works, Councils, NPWS, overseas examples	ongoing	Recreation Assets Manager	
	3. Create the best quality result with limited funding constraints	ongoing		
	4. Where feasible, design new beach/coastal open space developments for minimal maintenance without compromising the integrity of the design intent	ongoing		
	5. Sensitively utilise heritage to provide an enriched experience rather than one that has been re-created	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
B) To ensure pathways and access routes within beach and coastal reserves are of a suitable design and standard for use by all of the community	1. Undertake detailed assessment of those areas where physical access improvements are required within this plan of management process	as appropriate	Manager - Parks and Recreation	* user survey satisfaction of 75% in relation to access * a reduction of complaints and litigation
	2. Conform with Australian Standards and consult with local Access Groups on specific need issues	ongoing	Recreation Assets Manager	
C) To ensure that buildings in beach and coastal reserves have minimum impact on the setting and visitor experience	1. Provide architectural design criteria for use in forthcoming plans of management and reviews of existing ones	medium term	Manager - Parks and Recreation	* demolition or refurbishment of unsightly buildings * increased use of appropriate buildings by a wider variety of people * user survey satisfaction of 75% in relation to buildings
	2. Assess reserve for its appropriate design style and reflect that style in the buildings and other man-made beach/coastal reserve structures	as appropriate	Recreation Assets Manager	
	3. Rationalise existing buildings and encourage the multi-use of those remaining	long term	Manager - Statutory Planning	
	4. Where buildings detract from the natural setting of beach and coastal reserves, the structures should be demolished when their present purpose is no longer relevant to the general community	long term		
	5. Encourage surf clubs to permit greater community access to their facilities and amenities	short term		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
D) To demolish buildings on coastal headlands when existing needs change	1. Bowling clubs, gymnasiums and golf club houses should be demolished when their popularity no longer requires their location in such prominent coastal locations	as appropriate	Recreation Assets Manager	* demolition of coastal headland buildings when use is no longer required at the location * land returned to condition similar to pre-European settlement
	2. Demolition of such buildings should only be following consultation during the site specific plan of management process and following a statement of significance and records being held within Council	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
E) To acknowledge heritage items and re-assess these within the specific plan of management process	1. Investigate features/settings that are of potential heritage significance and not presently listed by the National Trust or Council	as appropriate	Manager - Parks and Recreation  Recreation Assets Manager	<ul style="list-style-type: none"> <li>• heritage potential assessed</li> <li>• heritage listing re-assessed</li> </ul>
	2. Re-assess current listings in light of management objectives and practicalities for specific areas	ongoing	and  Manager - Strategic Planning	



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
F) To reduce the impact from vehicles at beach and coastal reserves	1. Assess use of car parking facilities in and around the reserves as part of the plan of management process	as appropriate	Manager - Parks and Recreation	<ul style="list-style-type: none"> <li>* a gradual decrease in numbers driving to beach/coastal reserves</li> <li>* an introduction of parking fees and restrictions for certain reserves during peak periods</li> <li>* multi-use of car parking areas</li> </ul>
	2. Make appropriate amendments to existing car parking facilities, such as altering the surface of overflow parking spaces, increasing planted areas and re-aligning spaces to maximise area available. No additional open space area should be used for car parking except on a one off temporary basis	as appropriate	Recreation Assets Manager	
	3. Provision should be made for special events on a temporary basis and court sports such as basketball within car parking areas during off peak seasons	as appropriate	and Manager - Strategic Planning Department	
	4. Car drivers to be charged to use car parks at these locations during peak periods and local streets within a kilometre radius to have resident parking permits	medium term	Manager - Design and Traffic	



**Issue 6:      *Vegetation***

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A)      To provide a mix of shaded and open grassed areas to enable a variety of recreation experiences	1. Determine the most appropriate locations for open areas and those that provide or have potential to provide shaded and intimate spaces	as appropriate	Manager - Parks and Recreation	* grass and shade areas provided as required * increase visitor survey satisfaction to 75% concerning a variety of settings
	2. Gauge needs via visitor surveys	ongoing	Recreation Assets Manager	
B)      To enhance and reflect the visual, environmental and cultural quality of the beach and coastal reserves	1. Landscape masterplans to determine appropriate setting and to be undertaken for new and reviewed landscape planting works.	as appropriate	Manager - Parks and Recreation and	* increase in visitor survey satisfaction to 75% concerning planted material * success of vegetation growth * success of the masterplan * review of the Masterplan after 5 years
	2. Implementation of planting recommendations to be gradual (a ten year implementation program) and to be supported by planting guidelines	ongoing	Community Nursery Manager	
	3. Review planting works and original masterplan on a five yearly basis or during plan of management reviews	as appropriate		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
C) To minimise the contrast between the streetscape and the semi-natural environment of the coastal reserves	1. Undertake a visual assessment and analysis within the context of a plan of management	as appropriate	Manager - Parks and Recreation	<ul style="list-style-type: none"> <li>* visual assessment and analysis undertaken</li> <li>* increased resident and park user satisfaction concerning visual amenity</li> <li>* appropriate species chosen</li> </ul>
	2. Careful species choice and planting plans for those plants which are to be located within the reserve perimeter taking into consideration crown height and width	ongoing		
	3. On the street, choose tree species that will provide a 'softening' of the buildings that overlook the reserves without adversely affecting light and visual amenity	ongoing		
D) To protect existing dunes and minimise their instability	1. Fence off dunes and minimise public access to them when undergoing stabilisation and other protective works	as appropriate	Manager - Parks and Recreation	<ul style="list-style-type: none"> <li>* dunes stabilised</li> <li>* absence of structures on dunes</li> </ul>
	2. Prohibit structural development on dunes	ongoing		



**Issue 7: Maintenance and Safety**

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To develop maintenance programs that are cost effective, appropriate to the site and acceptable to the community	1. Allocate a staff member to develop an appropriate software maintenance program and modify this program for each beach/coast area	short term	Recreation Assets Manager	<ul style="list-style-type: none"> <li>* staff training undertaken</li> <li>* new pilot schemes introduced and new technologies tested</li> <li>* decrease in number of complaints from the public</li> <li>* positive feedback from maintenance staff</li> <li>* program is within all budget estimates</li> <li>* carrying capacity for each site evaluated</li> </ul>
	2. Provide staff training in the beach/coastal reserve maintenance program	ongoing	Manager - Parks and Recreation	
	3. Ensure that the site's carrying capacity is recognised and utilise this information within the maintenance program	ongoing		
	4. Seek to improve beach cleaning technology and methods	short term		





OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
B) To promote personal responsibility and awareness in achieving a pollution-free environment	1. On an information board, clearly identify where litter and recycle bins are located	short term	Manager - Environmental Services	* less litter on the beach and coastal reserves for Council staff to remove * increased numbers of people taking part in 'clean up days'
	2. Encourage people to take their litter home when bins are full	ongoing		
	3. Site litter and recycle bins in accessible locations	ongoing		
	4. Provide separate recycling garbage containers at one central area on each beach/coastal reserve interface	ongoing		
	5. Promote national 'clean up days' and undertake to provide resources for local ones which are supported by information and schools participation on peak use days	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
C) To minimise the negative affects of exposure to the sun and other adverse weather conditions	1. Tree planting in appropriate locations (see vegetation) and of an appropriate species to provide shade for visitors	short term	Manager - Parks and Recreation	<ul style="list-style-type: none"> <li>* health indicators</li> <li>* increase in the number of shaded areas</li> <li>* the presence of signage and sun related information within Council notices and media information</li> </ul>
	2. Specific plans of management to address locating new equipment such as a playground, picnic table or seating, in areas that are already provided with shade	as appropriate		
	3. Provide public information on the effects of too much sun exposure and 'slip, slop, slap' advice	ongoing		
D) To reduce nuisances and potentially dangerous situations arising from conflicting uses	1. Where obvious recreation conflicts exist permissible hours of use should be clearly sign posted for each different activity	ongoing	Manager - Parks and Recreation and	<ul style="list-style-type: none"> <li>* number of accidents occurring through</li> <li>* level of complaints or satisfaction expressed by users</li> </ul>
	2. Surf craft and swimmers should also be separated by means of the use of flags and signs- penalties should be charged if people do not adhere to these rules or repeated warning from the beach inspectors	ongoing	Beach inspectors and Rangers	



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
E) To minimise the risk to public health and safety	1. Provide first aid rooms at all patrolled beaches where inspectors can administer first aid	ongoing	Director - Corporate Services	* appropriate safety facilities to be provided at all publicly accessed beaches * increased numbers of people participating in First Aid program and surf life saving activities * fewer reported accidents * increased awareness of marine life and its affects on humans
	2. Provide emergency vehicular access at all publicly accessed beaches	ongoing		
	3. Provide quick and efficient access to coastal waters for surf craft	ongoing	Manager - Works	
	4. Develop a community first aid administration program to be taught by the beach inspectors	ongoing	Beach Inspectors	
	5. Support surf clubs surf safety education and skills development programs	ongoing		
	6. Develop a section in the maintenance program (introduced as described above) that assesses areas for safety on a defined regular basis	short term		
	7. Increase awareness of marine life and treatment of its harmful affects eg. treatment of bluebottle stings through information brochures and informative programs	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
F) To minimise Council's Public Risk Liability at beach and coastal reserves	1. Give consideration to the recommendations provided within the PREMSURE risk audit when implementing risk prevention systems	short term	Manager - Administration	<ul style="list-style-type: none"> <li>* reduced litigation</li> <li>* safety maintenance program in operation</li> <li>* reduced costs paid by Council in court claims</li> <li>* increased user satisfaction as identified through visitor surveys</li> <li>* reduction in Council's insurance costs</li> </ul>
	2. Prioritise and program works to be done in order to minimise public risk and ensure public safety	ongoing	Manager - Works	
G) To minimise stormwater pollution	1. Undertake stormwater catchment management plans for all beach catchments	medium term	Manager - Design & Traffic	<ul style="list-style-type: none"> <li>* improved water quality at Randwick's beaches as monitored by Beachwatch</li> <li>* installation of gross pollutant traps and other mitigation methods</li> <li>* assistance received from other government sources</li> <li>* number of people involved in education campaigns and programs relating to this matter</li> </ul>
	2. Program the implementation of stormwater pollution mitigation measures	long term		
	3. Seek funding to resource stormwater mitigation works	ongoing		
	4. Use educational media to help residents identify with pollutant sources	ongoing		
	5. Promote community involvement relating to this issue within precinct committees, schools and other community forums	ongoing		
	6. Stencilling of stormwater drains at beach areas and up stream to help reduce littering and other forms of pollution	medium term		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
H) To minimise or if feasible, eradicate and carefully monitor the use of chemicals	1. Ensure EPA standards of chemical concentrations are being adhered to	ongoing	Manager - Works	<ul style="list-style-type: none"> <li>* EPA standards adhered to</li> <li>* better water as measured by Beachwatch</li> <li>* lower levels of chemicals being used and in some cases the eradication of chemicals as a maintenance method</li> <li>* alternative methods trialed</li> </ul>
	2. Trial new methods as they become available such as the 'gurney gun' pressure method of cleaning green algae from rock pools	as appropriate		
	3. When designing new landscape features and recreation facilities, ensure wherever possible that they are low maintenance and do not require chemical cleaning or, in the case of vegetation, help from herbicides to establish	ongoing		



**Issue 8 :      *Funding***

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To ensure that recommendations within this plan of management that have cost implications are incorporated in the Management Plans' annual works program	1. Allocate funds according to level of priority and target implementation year	ongoing	all involved Departments	<ul style="list-style-type: none"> <li>* timely implementation of objectives</li> <li>* implementation works fulfilled within estimated budget</li> <li>* securing of further funding as a result of part implemented works</li> </ul>
	2. Priorities to be included within the specified target year's annual works program	ongoing		
	3. Consider available alternative fund sources such as grants and loans from government authorities and those for which Section 94 contribution funds are appropriate	ongoing		
	4. Prepare quality funding submissions based on existing plan of management recommendations	ongoing		
	5. Secure ongoing funding to ensure the completion of works	ongoing		
B) To develop and implement an equitable fees and charges pricing policy based on a 'User Pays' fees system for a diverse number of activities (as presented in Appendix 2) for a number of activity types:  public, private social and commercial	1. Implementation of 'user pays' fees and charges as set out in the COSRPOM Strategic Plan	short term	Manager - Parks and Recreation Division	* increased revenue for these open space areas



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
C) To explore the opportunities for sponsorship of information or improvements within beach and coastal reserves	1. Ensure any sponsorship agreements adhere to the draft ICAC sponsorship guidelines	ongoing	Director - Corporate Services and Public Relations Officer	* increased revenue or resources through sponsorship
	2. Maintain a positive association with current sponsors	ongoing		



### 3.3 Indicative Time Frame

#### Issue 1: *Management*

WORKS	COMMENTS	FINANCIAL YEAR			
		SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING (annual review)
		1996 - 2000	2000 - 2006	2006 - 2015	
A1	underway	undertake a plan of management for the Coogee Bay beach and coastal reserve area			
A2		undertake plan(s) of management for Frenchmans and Yarra Bays			
A3		review existing plans of management when specified within each plan in regard to this generic plan of management			
A4		address the need for 'recreation activity zones'			
A5		nominate appropriate year of application for capital assistance grants			
B1		ensure funding to cover the plan requirements and immediate funding of priority works			
B2		allocate works according to their target date, within the respective annual works programs			
C1		incorporate 'beach/foreshore' and 'coastal hinterland' categories of recreation inventory			
C2		change a number of reserves from the 'beach/coastal' category to other more appropriate categories			





WORKS	COMMENTS	FINANCIAL YEAR			
		SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING (annual review)
		1996 - 2000	2000 - 2006	2006 - 2015	
C3		add a number of reserves from other categories to the more relevant 'beach/coastal' category			
D1		identify key, flexible indicators			
D2		annual review of indicators through annual works programs			
E1		build permissible facilities			
E2		prohibit certain facilities			
E3		re-assess those uses that are presently considered inappropriate			
F1		draw on all appropriate documents in implementing objectives			
F2		feed recommendations into revised versions of appropriate Council documents			
G1		consider development proposals for beach and coastal areas in relation to this plan and other statutory instruments			
H1		compliance with appropriate Section of the Local Government Act, 1993			
H2		compliance with legal tests for leases/licenses under the Crown Lands Act			
H3		renewal of lease/license agreement to relate to existing recreation demand in relation to each location			



**Issue 2 : Recreation**

WORKS	COMMENTS	FINANCIAL YEAR			
		SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING (annual review)
		1996 - 2000	2000 - 2006	2006 - 2015	
A1	install facilities in those areas as stipulated by plans of management - <i>as appropriate</i>				
B1	install skate board/roller blade facilities where PoM stipulates - <i>as appropriate</i>				
C1	install playgrounds and related equipment as stipulated by PoM - <i>as appropriate</i>				
C2		playgrounds to be incorporated into broader landscape setting			
C3		playground equipment to cater for a range of age groups throughout the City beaches			
C4		playground areas to provide a number of recreation opportunities			
D1		develop a program of events			
E1		construct a boat ramp that is free from any lease agreement			
E2		improve existing public boat access, safety and amenity			
F1		seasonal tender documents prepared for a Coogee beach			
F2		restrict No. of ancillary services within these areas			



**Issue3 : Visitor Management**

WORKS	COMMENTS	FINANCIAL YEAR			
		SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING (annual review)
		1996 - 2000	2000 - 2006	2006 - 2015	
A1		improved bike access, walking tracks, bus routes access for vehicles			
A2		promote a range of non-motorised transport modes			
A3		liaise with Sydney Buses			
A4		provide inviting signage depicting public recreation area boundaries			
B1		improve community, police and rangers' co-operation			
B2		provide appropriate informative information			
B3		fine those who break the law			
B4	alter rangers working shifts - undertaken				
C1	install amenities where existing PoM stipulated as appropriate				
C2		identify the need for new amenities during new site specific PoM preparation			
C3		regular site inspections			
C4		accessible toilets and showers during weekends			
D1		install co-ordinated signage			
D2		provide signage depicting where prohibited activities are permitted			
D3		survey user satisfaction			



WORKS	COMMENTS	FINANCIAL YEAR			
		SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING (annual review)
		1996 - 2000	2000 - 2006	2006 - 2015	
E1		restrict <i>exclusive</i> use			
E2		stencil walkways			
E3		implement booking system			
E4	review signage and other notification within the risk assessment program <i>as appropriate</i>				



**Issue 4 : Communication**

WORKS	COMMENTS	FINANCIAL YEAR			
		SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING (annual review)
		1996 - 2000	2000 - 2006	2006 - 2015	
A1		prepare signage and other informative material for the coastal walkway			
A2		promote environment awareness in schools			
A3		promote schools' environment competitions and poster material for use within the City of Randwick			
B1		produce a newsletter for local contacts, volunteers and local experts that have been involved in PoM preparation and ideas			
B2		utilise university and school students for monitoring projects, traffic counts, etc.			
B3		set up a beach volunteers program			
C1		maintain contact and occasional meetings with adjoining land owners			
C2		set up a two way referral system in commenting and feeding back on PoM's and their outcomes			
C3		landowners adjacent to the coastal reserves to be made more aware of Council plans and activities			



**Issue 5 :      *Design and Heritage***

WORKS	COMMENTS	FINANCIAL YEAR			
		SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING (annual review)
		1996 - 2000	2000 - 2006	2006 - 2015	
A1		assessment of community requirements, site characteristics and heritage values			
A2		innovation and creativity			
A3		quality designs within budget			
A4		design for low maintenance			
A5		sensitive utilisation of heritage			
B1	assessment of where physical access requires improvement - <i>as appropriate</i>				
B2		conform with Australian Standards and consults with access groups			
C1		architectural design criteria incorporated as appropriate			
C2	assess reserve for appropriate design style <i>as appropriate</i>				
C3		rationalise existing buildings			
C4		demolish buildings where appropriate			
C5		improved public access to surf clubs			
D1	demolish buildings when there is no longer a need for its existence <i>as appropriate</i>				
D2		building demolition to be preceded by consultation and careful assessment			



WORKS	COMMENTS	FINANCIAL YEAR			
		SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING (annual review)
		1996 - 2000	2000 - 2006	2006 - 2015	
E1	investigate features and settings that are of potential heritage value <i>as appropriate</i>				
E2		re-assess current listings in light of new findings			
F1	assess car parking use in and around coastal reserves <i>as appropriate</i>				
F2	make appropriate amendments to existing car parking arrangements <i>as appropriate</i>				
F3	provision to be made for special events on an annual or 'one off' basis <i>as appropriate</i>				
F4		car parking charges to be introduced during peak periods			



**Issue 6 :      *Vegetation***

WORKS	COMMENTS	FINANCIAL YEAR			
		SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING (annual review)
		1996 - 2000	2000 - 2006	2006 - 2015	
A1	determine appropriate 'open area' spaces and areas where shade is required <i>as appropriate</i>				
A2		gauge needs via visitor surveys			
B1	undertake landscape master plans <i>as appropriate</i>				
B2		gradual implementation of planting programs			
B3	review planting works on a five year basis <i>as appropriate</i>				
C1	undertake visual assessment analysis <i>as appropriate</i>				
C2		careful choice and location of plantings on the perimeter of coastal reserves			
C3		choose tree species that 'soften' the adjacent houses or buildings			
D1	minimise public access to dunes if they become unstable and when stabilisation works are taking place <i>as appropriate</i>				
D2		prohibit structures and development on dunes			





**Issue 7 :        Maintenance and Safety**

WORKS	COMMENTS	FINANCIAL YEAR			
		SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING (annual review)
		1996 - 2000	2000 - 2006	2006 - 2015	
A1		specific staff member to run computer maintenance program			
A2		provide staff maintenance training for beach and coastal reserves			
A3		recognise site carrying capacity within maintenance program			
A4		continually improve beach cleaning technology and methods			
B1		identify on signs where litter and/or recycling bins are located			
B2		encourage people to rake their litter home			
B3		site litter and recycle bins in accessible locations			
B4		provide separate recycling garbage containers			
B5		promote National Clean Up days			
C1		provide trees for shade			
C2	locate new equipment in areas that already have shade as appropriate				
C3		provide public information on the effects of too much sun			
D1		sign post permissible hours of use for conflicting recreational activities			
D2		use flags for safety within the water and fine those who ignore beach inspectors			



WORKS	COMMENTS	FINANCIAL YEAR			
		SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING (annual review)
		1996 - 2000	2000 - 2006	2006 - 2015	
E1		provide first aid rooms at all patrolled beaches			
E2		provide emergency vehicular access			
E3		provide quick and efficient access to water for surf craft			
E4		develop a first aid community administration program			
E5		Council to support surf life save clubs and their programs			
E6		assess areas for safety issues on a regular basis and write into plan of management			
E7		increase awareness of marine life and its ecosystems			
F1		consider PREMSURE information in risk prevention systems			
F2		prioritise and program works that will minimise public risk			



WORKS	COMMENTS	FINANCIAL YEAR			
		SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING (annual review)
		1996 - 2000	2000 - 2006	2006 - 2015	
G1		undertake stormwater catchment management plans			
G2		program the implementation of stormwater pollution mitigation measures			
G3		seek funding to resource stormwater mitigation works			
G4		use of educational material			
G5		promote community involvement			
G6		stencilling of stormwater drains			
H1		ensure EPA chemical standards are adhered to			
H2	trial new non- chemical methods as they become available <i>as appropriate</i>				
H3		ensure new landscape features are low maintenance and do not require the use of chemicals			



**Issue 8 :        Funding**

WORKS	COMMENTS	FINANCIAL YEAR			
		SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING (annual review)
		1996 - 2000	2000 - 2006	2006 - 2015	
A1		allocate funds according to the target implementation period			
A2		priorities to be included within the appropriate annual works program			
A3		consider alternative funding sources			
A4		prepare quality funding submissions			
A5		secure ongoing funding to ensure the completion of works			
B1		implementation of 'User Pays' fees and charges			
C1		ensure sponsorship agreements adhere to ICAC guidelines			
C2		maintain a positive association with current sponsors			



#### 4. REFERENCES

Department of Planning *Sydney Regional Environmental Plan No.14 and Design Guidelines - Eastern Beaches* (1987)

RCC and Manidis Roberts Consultants *Mulabar Headland Plan of Management* (1987)

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 Beach and Coastal Land which is in Trust to Randwick Council or Land that Council Owns*

NAME	REFERENCE No.	LOCATION	DEDICATION	COMMENTS
Gordons Bay	A/5-494-01	off Major Street, South of Clovelly Bay	<i>Deed No.31</i>	0.993 hectare Lease to fishing club No.90
The Snake Pit	A/1-031-18			0.200 hectare Cann Park- enclosed area for snake displays and an informal parking area
Un- Donnellan Circuit	A/5-242-01		initially acquired for tramway purposes same as Game Reserve - 25/09/59	0.540 hectare
Un- Endeavour Ave #2	A/1-272-01	single parcel on the corner of Endeavour Avenue and Anzac Pde- adjacent to beach and boat ramp	<i>Deed No.60</i>	0.265 hectare see LEP 16
Game Reserve	A/5-191-02	Corner Clovelly Rd and Melrose Pde	<i>Deeds Mun. Property 33 and Deeds 24, 25, 60</i> Acquired from Commissioner for Government Transport - same as Un Donnellan Circuit	0.078 hectare not zoned



## 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
Clovelly Beach (and Bundock Park)	110.00	55.00	17.00
Malabar Beach (and Cromwell Park)	110.00	55.00	17.00



Location	Day(\$)	Half Day(\$)	Hour Rate(\$)
<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*

<i>Winter Season</i>	=	<i>22 (April through to August)</i>
<i>Summer Season</i>	=	<i>26 (October through to March)</i>



**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

### Leases, Licenses and Permits

#### Leasing and Licensing of Open Space Facilities

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.
- © 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	
To control the amount of open space land that is leased or licensed to private and community organisations	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	



GOAL	STRATEGY	PRIORITY	RESPONSIBILITY
To decrease Council's 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	



