

Consultation
Report
Spectator Precinct



Royal
Randwick
Racecourse

20 September 2010

urbis

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Urbis Social Planning and Social Research team has received ISO 20252 certification, the new international quality standard for Market and Social Research, for the provision of social policy research and evaluation, social planning, community consultation, market and communications research.

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Executive Summary

The Australian Jockey Club Ltd (AJC) is submitting a Part 3A proposal to redevelop its Spectator Precinct at the Royal Randwick Racecourse, Alison Rd Randwick. The AJC commissioned Urbis Social Policy to conduct independent stakeholder and community consultation to inform the development process.

This document

This document is a report on Urbis Social Policy's process and findings. It is a preliminary version of the consultation report, as the consultation process is still underway. The final report will be submitted before the conclusion of the Environmental Assessment Application's (EA's) exhibition period. Randwick City Council has agreed to this timing and approach, and it has the support of the NSW Department of Planning project contact.

This report provides an outline of the research and analysis that underpins the consultation strategy; identification of key stakeholders; a description of the process that the AJC has committed to; a timeline for engagement; and initial findings.

Consultation process

The figure on the following page provides an outline of the consultation process for the Spectator Precinct. It is noted that the AJC has concurrently prepared and submitted an EA for a new Stables Precinct at the Racecourse. Urbis has been engaged to conduct consultation for both Proposals. While there is some variation in priority stakeholders for each Precinct, there is considerable overlap and value in communicating simultaneously about both proposals – to promote community trust and understanding of the broader context. As such, the diagram describes the consultation being undertaken for both.

Key findings

The consultation findings will be recorded in the subsequent version of this document. However, the background research and stakeholder analysis findings are recorded in this Report.

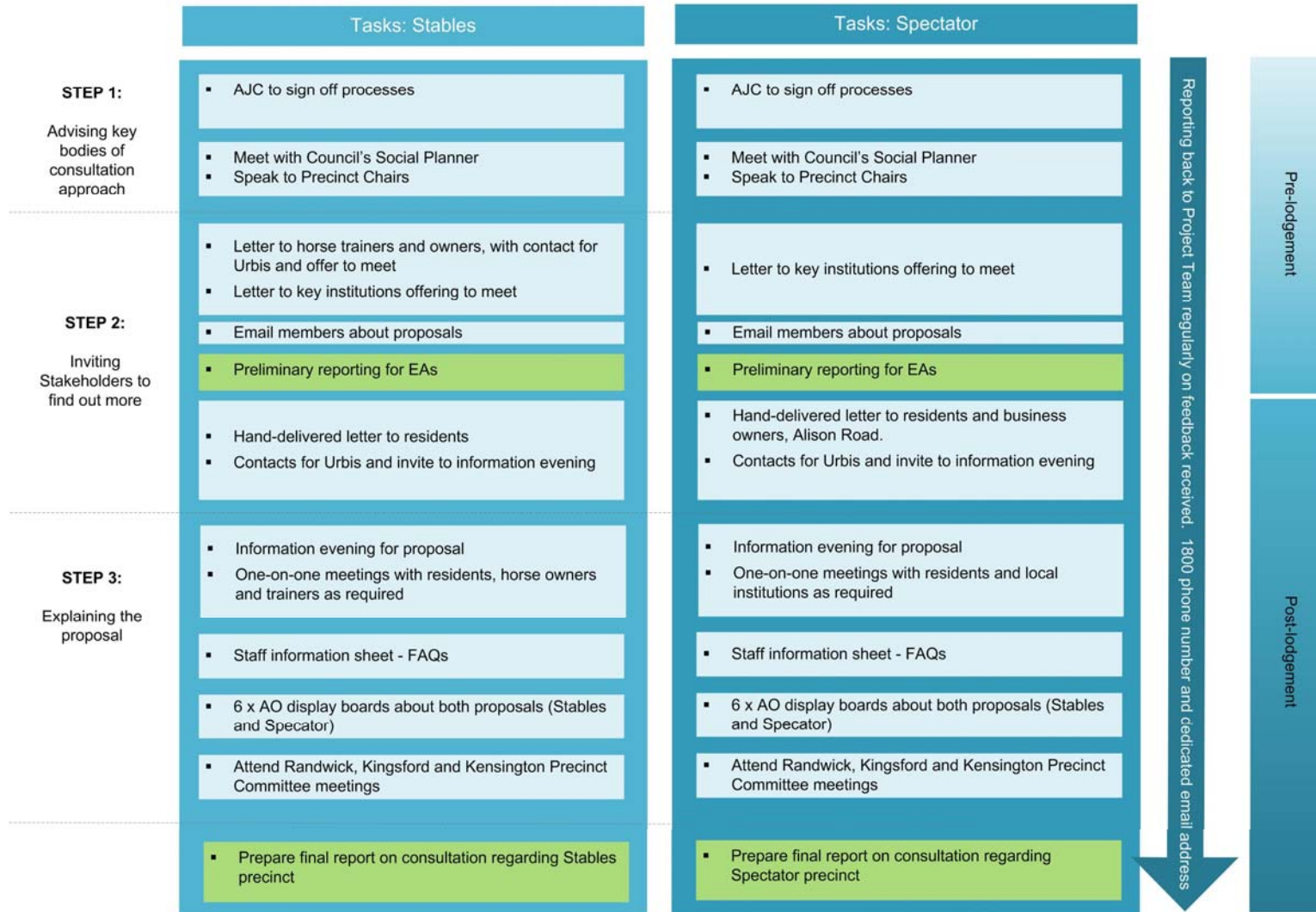
Next steps

As the process diagram indicates, the next steps for the consultation process are to:

- Engage with residents, local business and the broader public through letters, community information evenings and display boards at the Racecourse.
- Issue invitation to provide feedback or gain further information about the Proposal through the dedicated 1800 phone number and email address.
- Meet with horse trainers and owners, local institutions and special use facilities, and concerned residents or business owners one-on-one, as requested.
- Invite feedback on the plans through completion of an online or hard-copy feedback form.
- Distribution of information sheet for AJC Staff and invitation to use the 1800 phone number and email address.
- Present to local Precinct Committees.

The findings will be faithfully recorded and submitted to the Council prior to the conclusion of the exhibition period, for consideration during assessment.

Figure 1 – Consultation: Stables and Spectator Precincts



1 Introduction

The Australian Jockey Club Ltd is submitting a Part 3A proposal to redevelop its Spectator Precinct at the Royal Randwick Racecourse, Alison Rd, Randwick. The AJC commissioned Urbis Social Policy to conduct independent stakeholder and community consultation to inform the development process.

1.1 This document

This document is a report on Urbis Social Policy's process and findings. It is a preliminary version of the consultation report, as the consultation process is still underway. The final report will be submitted before the conclusion of the Environmental Assessment's exhibition period. Randwick City Council has agreed to this timing and approach, and it has the support of the NSW Department of Planning project contact.

This report provides an outline of the research and analysis that underpins the consultation strategy; stakeholder identification; a description of the process that the AJC has committed to; a timeline for engagement; and initial findings.

1.2 Independent consultation: Urbis Social Policy

Consultation and stakeholder engagement requires a robust and evidence based approach. Urbis Social Policy work is conducted independently of the AJC. Our approach seeks to genuinely solicit community and stakeholder views through a well managed and articulated process.

Good stakeholder consultation and management significantly improves the outcomes of development through gauging community support for a proposal and providing insights into community needs and expectations for a site. Genuine consultation enables problem areas to be identified and proactively resolved and can therefore be a valuable risk management tool.

Rigorous and independent processes make stakeholder engagement more effective. We work independently of the Urbis Planning Team in undertaking consultation to encourage equitable participation, and elicit honest input from the community and stakeholders regarding the development.

Regardless of the scale and nature of consultation, our approach to consultation is always based on the following principles:

- One size does not fit all.
- Focusing on interests and issues, not positions, based on evidence.
- Articulating options for mutual gain for the organisations and individuals who will potentially gain from the project as well as those who see themselves as being negatively affected. A key strategy is to find areas of shared interest and to work from there.
- Building consensus around shared values and goals. Where consensus cannot be achieved, issues of difference and impediments to reaching consensus are identified, described and acknowledged.
- Building understanding and collaboration through good process and quality information inputs.
- Ensuring all key stakeholders are identified and the outcomes from meetings are recorded and achievable.
- Adequate time, staff support and resources should be made available to support the processes.
- Participants must be aware of how their inputs will be used and given feedback on the outcomes.
- Thorough and transparent review of the consultation process should occur at critical points throughout the engagement and at its conclusion.

2 Context

2.1 The proposed development

The AJC is proposing to undertake significant works at the Royal Randwick Racecourse (RRR) to revitalise the existing facilities and maximise the potential of the currently underutilised site.

Randwick City Council will be the consent authority for the Stables Precinct Environmental Assessment Application (EA) and the Spectator Precinct Development Application. The NSW State Government Minister for Planning is the consent authority for the Concept Plan. The two EA's will be lodged first, in late September 2010 while the Concept Plan will be submitted in late 2010. The three precincts will not operate in isolation, but rather form three parts of a large mixed use precinct.

2.1.1 Spectator Precinct Development Application

The Spectator Precinct development addresses the area currently occupied by three grandstands, the Pavilion building and the Swab building. The proposal is focused on initial upgrades of the core of the Spectator Precinct facilities as well as the construction of new spectator facilities and landscaping works.

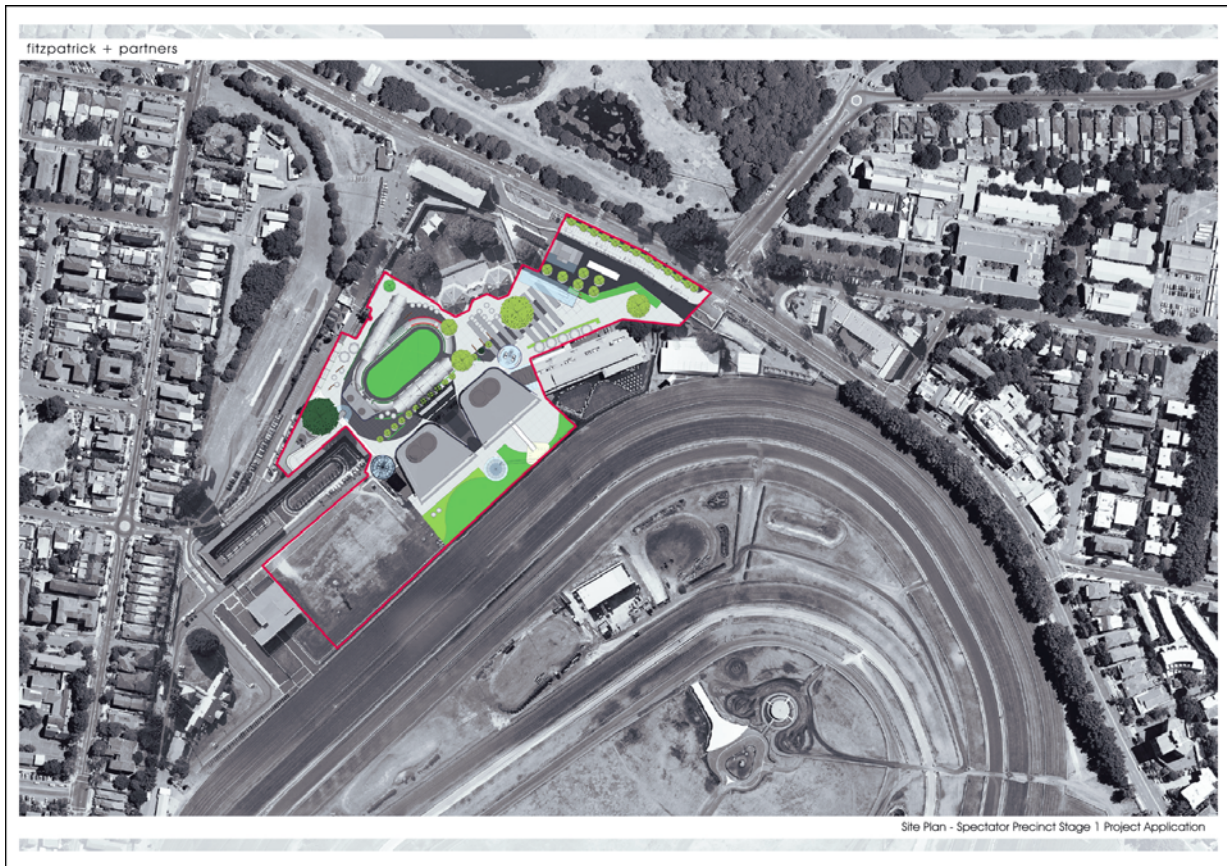
The proposed works within the Spectator Precinct include:

- Alterations and additions to the existing QEII and Paddock Grandstands to incorporate augmented and improved seating options.
- Construction of the 'Theatre of the Horse' – a new parade ring to the rear of the Grandstands.
- Upgrade of the old Swab Building alongside the recently completed bus plaza to accommodate a racing museum and other uses such as a member's customer service area, café and bar facilities.
- Construction of a building for Stewards, Owners, Trainers and Jockeys adjacent to the new parade ring.
- Landscaping of the precinct.
- Demolition of the existing Pavilion and Tea House buildings.
- New betting facilities underneath the upgraded QEII to replace the demolished Betting Pavilion.

In addition to descriptions of the key facets of the Proposal, consultation materials also note:

- The rationale for the proposed works is that current facilities are worn and poorly planned.
- The proposed works are intended to enhance and refurbish what is already there; making the Racecourse an attractive and functional venue into the future.
- The recently upgraded bus and taxi zone on Alison Rd have already improved road and pedestrian safety in the area and enable patrons to leave the locality more quickly and easily after events and race days.
- While the Tea House has historical merit, it is not considered possible for the building to be effectively adapted for intended uses.
- The AJC has endeavoured to recognise the need to promote privacy for adjoining residences.
- Plans of Management and security measures are in place. They set out clear procedures and protocols for the operation of the site.
- The timing of construction is subject to approval of the Development Application. If approved, the proposed works will be undertaken in stages, in such a way as to minimise impacts on site operation and surrounding residents and businesses.

Figure 2 – Proposed Spectator Precinct plan



2.2 The site

The Royal Randwick Racecourse (RRR) is a 79 hectare site located in the Sydney Suburb of Randwick. The site falls within the Randwick City Council Local Government Area (LGA). The site has 15 indoor and outdoor event areas and is accessible by public and private transport. As a thoroughbred racing, training and spectator facility the RRR is of Regional, State and National significance. The site borders Doncaster Avenue in the West, Alison Road in the North, High Street in the South and Wansey Road in the East. The site is Crown Land and the AJC have a 99 year lease which was granted in October 2008.

2.2.1 History of Royal Randwick Racecourse site

On the 28 January 1833, His Excellency the Governor sanctioned the reserve of a piece of land on Botany Road for the purpose of a horse racecourse.¹ The first horse race at Randwick Racecourse was held in June 1833, and was a private match between two horses. According to the AJC, there was regular racing at the course until 1838, when the track was so deteriorated that it was used for training purposes only. From this time onwards, the Homebush Course was the headquarters of racing in NSW until 1860².

¹ Australian Jockey Club 2010, retrieved from <http://www.ajc.org.au/about-us/page.aspx?p=21>

² Ibid, <http://www.ajc.org.au/about-us/page.aspx?p=21>

Racing commenced again at Randwick in 1860 and seated 700 people. In 1873 the AJC Act confirmed the Clubs tenure of Randwick Racecourse, and in 1922 the AJC purchased the Warwick Farm site. An Act of Parliament was passed in 1948 confirming the power of the AJC to hear appeals in public. The Queen Elizabeth Stand was first used in 1969, and in 1977 a computerized totalisator was introduced to the site (turn over rose sharply during this period). Queen Elizabeth II opened the \$30 million Paddock Grandstand in 1992³.

A masterplan for the Randwick Racecourse was commissioned by AJC in 2006. According to the AJC, the aim of the masterplan is to improve facilities, increase spectator numbers, improve human, equine and vehicle movement, and diversify the AJC's revenue streams. The masterplan also aims to secure the AJC's long term tenancy of the Royal Randwick site. The AJC's current lease on the land expires in 2042. The Racecourse is considered to be of state heritage significance.

2.2.2 Australian Jockey Club and Sydney Turf Club

The Australian Racing Committee formed in to the Australian Jockey Club in 1842. The Australian Jockey Club Ltd (AJC) holds 60 race meetings each year at two racecourses- Royal Randwick and Warwick Farm. In 1961 the AJC (Amendment) Act altered the AJC lease of Randwick Racecourse from a 21-year to a 90-year term⁴. There are 10 members on the Board of Directors, who are appointed by election and meet about once a month. The AJC also has an executive team who are responsible for the operation and implementation of the Club's business strategies.

The AJC are currently undergoing a merge with the Sydney Turf Club. Sydney Turf Club holds over 60 race meetings each year at their key venues Rosehill Gardens and Canterbury Park. The Club has 9 directors, around 7000 members and 160 full time staff.

2.3 The locality

2.3.1 Regional context

The suburb of Randwick is located approximately 6km South East of the Sydney Central Business District (CBD), within the Randwick City Council LGA. Anzac Parade is the major Road travelling through the South Eastern suburbs of Sydney. It is serviced by many State Transit Government bus services. There is no train line through the area.

2.3.2 Randwick Local Government Area

Randwick LGA is bordered by Waverley and Woollahra LGAs in the North, City of Sydney LGA in the North West, and Botany Bay LGA in the South West. The LGA is bordered by the Pacific Ocean in the East, and covers approximately 25 km of coastline. It is one of the largest LGAs in NSW, covering an area of 36.5km with over 120,000 residents. The LGA is divided into 5 Wards- Central, North, East, South and West.

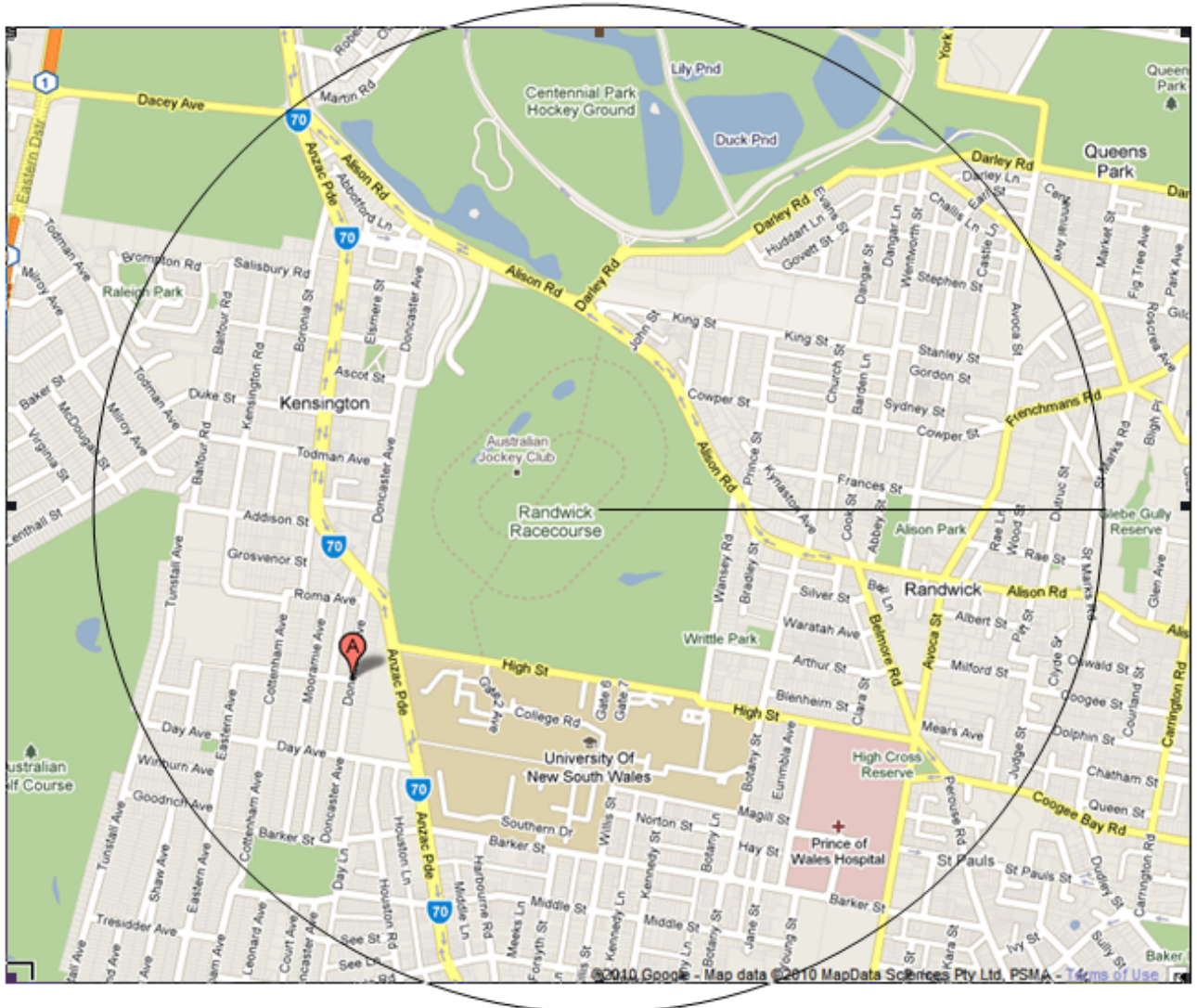
Randwick City Council incorporates the University of NSW, the National Institute of Dramatic Art, the Prince of Wales Hospital, and the Royal Hospital for Women. It is also bounded by Centennial Park in the North, and Botany Bay National Park in the South. The character of the LGA is influenced by its coastal geography and whilst is predominantly residential, it is well serviced by commercial, recreation and open space areas. Nearly 30% of the land in Randwick City comprises some form of open space. The Royal Randwick Racecourse is a valuable open space and recreation facility within the LGA.

³ Ibid, <http://www.ajc.org.au/about-us/page.aspx?p=21>

⁴ Australian Jockey Club 2010, retrieved from <http://www.ajc.org.au/about-us/page.aspx?p=22>

2.4 Study area

Figure 3 – Study area for consultation



Due to the diversification and increase in intensity of use on the RRR site, residents, businesses and key organisations within a 1km radius may experience some degree of impact. The nature and degree of impact will be different for the various stakeholders due to their physical proximity and relationship to the stables and spectator precincts, or to the five Concept Plan precincts.

2.5 Demographic profile

This section provides a brief summary of the key social and demographic characteristics of the study area including the Randwick, Kingsford and Kensington suburbs as defined by the Australian Bureau of Statistics (ABS)⁵. These figures are taken from 2006 ABS Census statistics and assessed in comparison to the Randwick LGA and larger Sydney Statistical Division (Sydney SD).

⁵ Australian Bureau of Statistics 2006, QuickStats, retrieved from <http://betaworks.abs.gov.au/betaworks/betaworks.nsf/projects/CensusRedesign2011/QuickStats.htm>

2.5.1 Population and age profile

The study area has a resident population of 50,899 with the largest portion of those residents being 25-54 years (47.8%). The study area accounts for 1.24% of the total population of the Sydney SD.

As seen below, the study area has a comparatively higher median age than that of the Sydney SD. A smaller share of residents aged 0-14 years contributes substantially to this disparity. The largest difference between the study and area and the Sydney SD is the greater proportion of residents aged 15-24 years.

Table 1 – Population distribution for the Randwick LGA, study area and Sydney SD

Age	Study area	Randwick LGA	Sydney SD
Population	50,899	119,884	4,119,191
Median Age	36.9	35	35
0-4 years	5.2%	5.4%	6.6%
5-14 years	8.0%	9.1%	13.0%
15-24 years	19.2%	16.0%	13.8%
25-54 years	47.8%	46.7%	44.1%
55-64 years	8.2%	9.5%	10.2%
65 years and over	11.7%	13.2%	12.3%

It is noted that in comparison to the Sydney SD, the Study area has:

- An older population.
- More 15-25 year old residents.

2.5.2 Place of birth, language spoken

Country of birth

The ethnic makeup of the study area differs to that of the whole Sydney SD. All three suburbs in the study area have a substantially lower percentage of residents that were born in Australia. Within the local area, Kingsford has the highest rate of foreign residency with 51.3% of residents born in a country other than Australia, in contrast to the 34.5% across the Sydney SD.

Table 2 – Country of birth

Country	Study area	Randwick LGA	Sydney SD
Australia	55.1%	60.5%	65.5%
United Kingdom	5.1%	5.6%	4.6%
China	4.7%	3.2%	2.9%
New Zealand	2.6%	2.6%	2.1%
Indonesia	3.2%	2.5%	0.5%

It is noted that:

- Kingsford and Kensington have a comparatively large presence of residents that stated Indonesia as their country of birth. 6.5% of residents in Kingsford and 4.6% of residents in Kensington were born in Indonesia, compared with 0.5% of residents in the Sydney SD.
- Randwick has a comparatively high presence of residents that were born in the United Kingdom. 4.6% of Sydney SD residents, compared with 7.1% of Randwick residents were born in the United Kingdom.
- Kingsford and Kensington have a comparatively high presence of residents born in China. 7.4% and 5.3% of residents in Kingsford and Kensington respectively were born in China whereas 2.9% of residents in the Sydney SD were born in China.

Language spoken

Table 3 – Languages spoken

Language	Study area	Sydney SD
Speaks English only	36.4%	35.1%
Speaks other language and speaks English very well or well	55.3%	50.8%
Speaks other language and speaks English not well or not at all	8.3%	14.1%

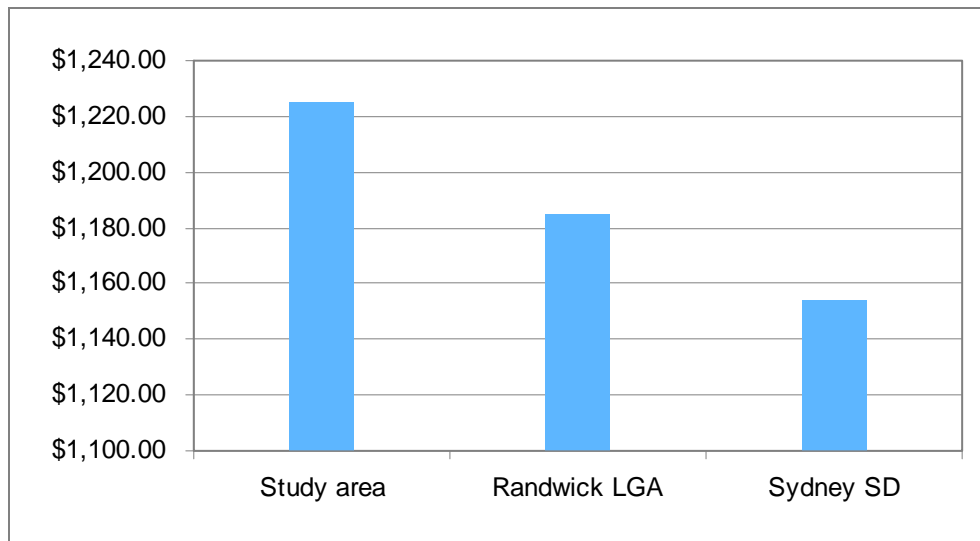
It is noted that:

- The level of residents that speak English only is well in line with total Sydney SD figures.
- 91.7% of residents speak English, or speak English well or very well.
- The study area has a comparatively higher level of residents that speak a language other than English, but still speak English well or very well, than the Sydney SD.
- The dominant language spoken at home in the Study area other than English is Greek. This is followed by Cantonese, Mandarin and Indonesian.

2.5.3 Income and affluence

The income profile of the study area indicates that it is an area of economic advantage in comparison to both the Randwick LGA and the Sydney SD.

Figure 4 – Median weekly household income



Source: ABS Census data 2006

It is noted that:

- Income is comparatively higher on both an individual and household basis.
- Median household income for the study area exceeds that of the Sydney SD by approximately \$71 weekly.
- Overall the share of residents in the study area earning \$1,600 or more on a weekly basis is higher (16.3%) than the Sydney SD share earning \$1,600 (14.2%)
- The portion of residents earning less than \$600 a week does not differ between the Study area and the Sydney SD.

2.5.4 Employment

At the time of the 2006 Census, 5% of the workforce in the study area was classified as unemployed compared with 5.3% of the Sydney SD. Notably, Randwick had a comparatively higher rate of full time employment with 67.3% of the workforce employed on a full time basis.

Table 4 – Employment by industry

Industry	Study area	Randwick LGA	Sydney SD
Health care & social assistance	12.5%	12.0%	9.9%
Professional, scientific & technical services	11.6%	10.9%	8.9%
Education & training	9.9%	9.5%	7.2%
Retail	8.6%	8.6%	10.5%
Financial & insurance services	7.9%	7.3%	6.4%

It is noted that:

- The occupation profile of the Study area indicates that there are a higher proportion of white collar workers than both the Randwick LGA and the Sydney SD as a whole.
- There is a comparatively higher participation rate in the health care and social assistance industry. This could be attributed to the presence of several hospitals and health services in the area. The

study area has total of 12.5% of the total workforce involved with the health care and social assistance industries.

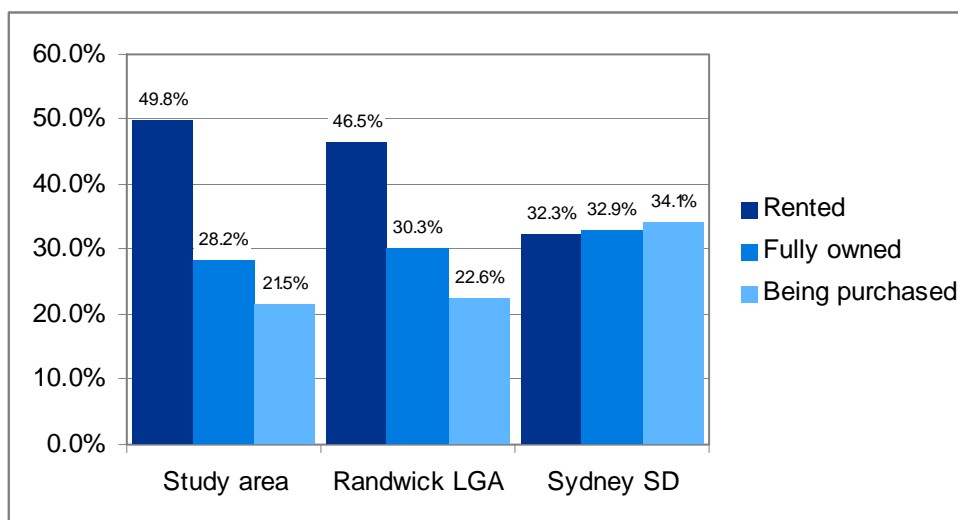
- A high proportion (13.7%) of the total workforce in the suburb of Randwick is involved with the health care and social assistance industries.
- Education and training has a much higher employment rate than the Sydney SD. This could be attributed to the presence of several educational institutions such as the University of NSW, and the TAFE.

2.5.5 Housing Tenure and Family Structure

Housing tenure

Proportions of tenure type in the study area show vastly different results to that of the Sydney SD. The primary form of tenure in the local area is renting. The figure below demonstrates this difference, revealing that Randwick, Kingsford and Kensington all have much higher levels of occupation of rental dwellings than the Sydney SD. Additionally; the suburbs in the study area all have much lower rates of mortgage than that of the Sydney SD.

Figure 5 - Tenure type (private occupied dwellings)



It is noted that:

- Kensington has a 22.5% higher proportion of dwellings classified as being rented than the Sydney SD (32.3%).
- All three suburbs have a much lower share of dwellings classified as being purchased. Kensington has 17.6% compared to Sydney SD's 34.1%.

Mortgage expenses

All three suburbs within the study are have a higher median housing loan repayment than the Sydney SD. Randwick experience the highest rate with the median at \$2,117.

Table 5 – Median housing loan repayment (monthly)

	Study area	Randwick LGA	Sydney SD
Repayment amount	\$2,076	\$2,150	\$1,800

Family structure

There are a total of 1,063,383 household families living in the Sydney SD, compared with 11,584 in the study area. Excluding Kingsford, there is a higher prevalence of couple families with no children in the local study area compared to the Sydney SD. There is a relatively low share of couples with children living in Randwick and Kensington.

Table 6 - Family structures

Family structure	Randwick	Kingsford	Kensington	Randwick LGA	Sydney SD
Couple family with no children	43.7%	32.1%	39.6%	39.3%	33.2%
Couple family with children under 15	27.8%	28.5%	27.5%	29.3%	32.8%
Couple family with no children under 15	10.1%	17.6%	12.6%	15.2%	16.4%
One parent family with children under 15	5.9%	5.6%	4.9%	6.9%	7.8%
One parent family with no children under 15	7.9%	8.8%	7.9%	9.3%	7.8%
Total families	6,089	3,312	2,183	27,160	1,063,383

2.5.6 Implications of demographic profile

The demographic profile of the study area has implications for the consultation process, as follows.

- As a result of the study area having an older population, mail outs are preferred over e-mails as a method of communication with the community. Reply paid envelopes will be offered at the information evenings, and a 1800 telephone number is offered as well as an e-mail address for community feedback.
- Most of the residents in the study area speak English (91.7 %), however it is recognised that Greek, Cantonese, Mandarin and Indonesian language is commonly spoken and if required, Urbis will endeavour to provide interpreters.
- The occupation profile of the study area indicates that there are a higher proportion of white collar workers, and residents working in the health care and education industries. There is also a slightly lower unemployment rate compared with the Sydney SD. Information evenings will be held after business hours, preferably mid-week. If residents are unable to attend the sessions due to work or family commitments, Urbis will offer to meet with residents at a time that is convenient for them.
- The study area has a greater proportion of rental dwellings when compared to the Sydney SD. This may result in less interest in the proposals due to the transient nature of rental tenants.

2.6 Planning considerations

There are a number of local and state government planning controls, strategies and policies that influence future development of the Randwick Racecourse site. These documents offer a strategic long term vision for the suburb of Randwick and its wider regional area.

2.6.1 NSW Government

NSW Governments Metropolitan Strategy (2005)

The Sydney Metropolitan Strategy *City of Cities: A Plan for Sydney's Future* was released in December 2005 by the NSW Government. The Strategy comprises of seven sub-strategies and a number of key actions, aiming to secure Sydney's place in the global economy by promoting and managing growth.

Within the 25 year strategic vision for Sydney, Randwick is identified as 'a Specialised Centre'⁶ in the Centres Hierarchy, for its high value economic activity in regards to health and education. The NSW Government Centres Policy is concerned with concentrating a greater range of activities near to each other, resulting in improved access and greater use of existing infrastructure.

Randwick is unique in that it is a precinct for educational institutions with the University of NSW, NIDA and the Sydney Institute TAFE. It is also a significant health precinct, accommodating the Prince of Wales Hospital, The Royal Hospital for Women, and various other public and private health services. The Metropolitan Strategy suggests that planning in and around specialised centres needs to support their specialised function. It also suggests that transport planning needs to focus on connectivity to these centres, especially rail transport.

One aim of the Strategic Centres Policy is to improve economic competitiveness by clustering a range of business and knowledge based activities in one area. The Policy also aims to increase the use of public transport to centres and achieve employment targets. The Strategy sets out employment capacity targets for each of the existing centres, with Randwick targeted to increase employment by 22.6% by 2031.

The Randwick Racecourse is identified in the Metropolitan Strategy as part of Sydney's 'regional open space system', contributing to 'recreation, social interaction and quality of life, and playing a role in protecting Sydney's natural environment, including water catchment management'⁷.

Local planning controls such as Local Environmental Plans (LEPs) and Development Control Plans (DCPs) should reflect the employment and housing targets as well as the aims outlined in the Metropolitan Strategy.

2.6.2 Randwick City Council

Strategic Plan - Randwick City Plan (2010)

Randwick City Plan is Randwick City Council's 20 year strategic vision for the LGA, which reflects the aspirations and needs of the community. The plan aims to manage environmental, social and economic changes across the city. It also guides the review of the Randwick City Council LEP.

The strategic plan is separated into six interrelated themes:

- Responsible management
- A sense of community
- Places for people
- A prospering city
- Moving around
- Looking after our environment.

⁶ NSW Government 2005, Sydney Metropolitan Strategy City of cities: A Plan for Sydney's Future, p.92, retrieved from <http://www.metrostrategy.nsw.gov.au/TheStrategy/tabid/38/language/en-US/Default.aspx>

⁷ NSW Government 2006, Sydney Metropolitan Strategy City of Cities: A Plan for Sydney's Future, p. , retrieved from <http://www.metrostrategy.nsw.gov.au/TheStrategy/tabid/38/language/en-US/Default.aspx>

Key points of relevance to the Royal Randwick Racecourse include identification of:

- The need to ‘provide multi-purpose community facilities and opportunities for recreation to meet the community’s diverse needs’⁸
- The need to upgrade existing facilities and provide new ones.
- The importance of strong community engagement that aligns with international best practice⁹
- Intent to increase and renew housing in the area surrounding UNSW and the Randwick Hospitals Complex - due to the accessibility by public transport, provision of employment, retail and service offer.
- The need for public space and recreation areas such as Randwick Racecourse to be ‘well designed, multi purpose, safe, attractive and easily maintained’¹⁰
- The importance of affordable housing provision, especially for key workers in the area such as nurses and police¹¹
- The need to encourage local and regional economic development¹².

Randwick Council’s *Economic Development Strategy (2009)*¹³ further emphasises the importance of improved public transport and better links to key employment areas. Sustainable transport choices are a priority for Council. High quality pedestrian and cycle links are being established between town centres and key locations¹⁴.

LEP- Randwick Local Environmental Plan 1998 (Consolidation)

Randwick LEP 1998 was gazetted on the 15th January 2010 and provides the statutory planning framework for all development within the LGA. Land is designated for certain uses through zoning and planning controls.

Randwick Racecourse falls within the *Zone number 6A (Open Space Zone)* in the Randwick LEP 1998 Zoning Map and is identified as a ‘heritage conservation area’.

Objectives for this Zone as outlined in Clause (18)(1) include:

- (a) ‘to identify publicly owned land used or capable of being used for public recreational purposes, and
- (b) to allow development that promotes, or is related to, the use and enjoyment of open space, and
- (c) to identify and protect land intended to be acquired for public open space, and
- (d) to identify and protect natural features that contribute to the character of the land, and
- (e) to enable the sustainable management of the land.’¹⁵

⁸ Randwick City Plan 2010, *A sense of community*, p.18, retrieved from http://www.randwick.nsw.gov.au/Your_Council/How_Council_operates/Council_documents/Plans/

⁹ The council’s community engagement process uses a range of consultation methods. There are 12 resident precinct committees in the area that meet regularly and give feedback to the Council

¹⁰ ¹⁰ Randwick City Plan 2010, *Places for people*, p.26, retrieved from http://www.randwick.nsw.gov.au/Your_Council/How_Council_operates/Council_documents/Plans/

¹¹ Randwick City Plan 2010, *Places for people*, p.26, retrieved from http://www.randwick.nsw.gov.au/Your_Council/How_Council_operates/Council_documents/Plans/

¹² Randwick City Plan 2010, *A prospering city*, p.38, retrieved from http://www.randwick.nsw.gov.au/Your_Council/How_Council_operates/Council_documents/Plans/

¹³ The *Randwick Economic Development Strategy 2009* identifies key strategies and actions to develop and support local businesses and tourism and promote economic activity across town centres and retail, commercial and industrial sectors.

¹⁴ Randwick City Plan 2010, *Moving around*, p.44, retrieved from http://www.randwick.nsw.gov.au/Your_Council/How_Council_operates/Council_documents/Plans/

¹⁵ Randwick City Council 1998, Randwick Local Environment Plan, retrieved from <http://www.legislation.nsw.gov.au/>

Other Clauses within the LEP that apply to the site also include *Clause 43 Heritage Conservation*, as the site is identified as being in a heritage conservation area in the zoning map. Objectives for the Heritage Conservation zone, as specified in Clause 43(1) include:

- (a) 'to conserve the environmental heritage of Randwick City, and
- (b) to conserve the heritage significance of heritage items and heritage conservation areas including associated fabric, settings and views, and
- (c) to conserve known or potential archaeological sites, and
- (d) to conserve places of Aboriginal heritage significance.¹⁶

The Spectator and Stables Precinct Development Applications are seeking development consent for permissible uses under the LEP.

DCP- Randwick Racecourse Development Control Plan

Commenced in June 2007, the DCP was written in accordance with the *NSW Environmental Planning and Assessment Act 1979*, and Clause 40A of the Randwick LEP 1998. It contains more detailed provisions for development of the Racecourse to support the Randwick LEP 1998. The Royal Randwick Racecourse DCP aims to provide planning and design objectives as well as performance criteria for the development of the racecourse. It seeks to realise:

- 'Royal Randwick Racecourse as a thoroughbred racing, training and spectator facility of highest quality
- Royal Randwick Racecourse as an economic and tourism destination
- The physical, recreational and environmental quality of the Racecourse, particularly
- The site's capacity and the spectator experience while respecting its heritage significance and landscape character
- The role of the Racecourse within its metropolitan and Randwick City context and its compatibility with adjoining land
- The Racecourse's role as an open space recreation facility.¹⁷

2.6.3 Implications of planning considerations for consultation

The planning framework for the EA has implications for the consultation process. The proposed development within the Spectator Precinct of Royal Randwick Racecourse is a Major Project under the State Environmental Planning Policy (Major Development). The NSW Minister for Planning has issued Director General Requirements for the development. These Guidelines stipulate that the Environmental Assessment must demonstrate an appropriate level of consultation in accordance with the *Departments Major Project Community Consultation Guidelines October 2007* is to be undertaken and a Community Consultation Strategy provided.

¹⁶ Ibid, <http://www.legislation.nsw.gov.au/>

¹⁷ Randwick City Council 2007, Randwick Racecourse Development Control Plan, p.1, <http://www.randwick.nsw.gov.au/>

3 Consultation

3.1 This section

This section identifies key stakeholders and their potential stake in the proposal to upgrade the AJC's Spectator Precinct. It also outlines the consultation strategy committed to by the AJC, to be undertaken by Urbis, and proposed timeline for implementation.

3.2 Stakeholder identification and analysis

3.2.1 Stakeholder identification, prioritised by impact or interest

- Tier 1
- Tier 2
- Tier 3

Table 7 identifies individuals and organisations that have been identified through detailed stakeholder analysis. It recognises potential benefit and/or impact, and prioritises stakeholders by the likely level of impact or interest. The consultation process focuses on the Tier 1 stakeholders. However, display boards that explain the Proposal and provide opportunity for feedback will be accessible by a wider audience.

Table 7 – Stakeholder identification and needs analysis

Stakeholder	Potential stake / relationship to Spectator precinct
AJC Board	Concerned with profitability and viability of AJC.
AJC members (8000)	Highest quality spectator facilities, increased spectator capacity, attracting major international equestrian events, disruption/closure during construction phase.
AJC staff	Visual amenity. Noise and disruption during construction phase.
Horse Trainers/owners	Spectator capacity and high quality facilities. Noise disturbing horses during construction.
Randwick City Council	Development assessment authority. Concerned with protecting heritage of site and consulting sufficiently.
Residents - Wansey Rd	Minimal impact South end due to residents distance from the precinct, parking used by residents in North end may be impacted.
Residents - Doncaster Ave	Noise, pollution, traffic during construction phase. Increased vehicular movement. Visual amenity.
Residents- Alison Rd	Residents close to the Doncaster Rd intersection (NE end) may be effected. Noise, pollution, traffic during construction phase. Increased vehicular movement on carnival and race days.

Stakeholder	Potential stake / relationship to Spectator precinct
Business owners- Alison Rd	Noise, pollution increased vehicular movement during construction phase. Parking for customers.
Kensington, Kingsford, Randwick Precinct Committees	Representing residents and property owners concerns, especially those most effected on Alison Rd and Doncaster Ave.
UNSW/NIDA- board, staff, students	Parking around Alison Rd. Increased traffic flows.
Randwick TAFE- staff and students	Parking for students around Alison and Darley Rd.
Doncaster Hotel	Patronage on race days, carnival days and music festivals.
Prince of Wales Hospital- staff and clients	Alison Rd Northern access. Traffic, parking, emergency vehicles using Alison Rd.
Kensington Public School- staff, students, parents	Parking, traffic flows and pedestrian safety on week days on Doncaster Ave and Anzac Pde.
Randwick, Kensington, Kingsford wider community	Interest in broader community issues and development.

3.3 Consultation

3.3.1 Consultation process

The following figure provides an outline of the consultation process for the Spectator Precinct. It is noted that the AJC has concurrently prepared and submitted an EA for a new Stables Precinct at the Racecourse. Urbis has been engaged to conduct consultation for both EA's. While there is some variation in priority stakeholders for each Precinct, there is considerable overlap and value in communicating simultaneously about both proposals – to promote community trust and understanding of the broader context. As such, the diagram describes the consultation being undertaken for both.

Figure 6 – Consultation process: Stables and Spectator Precincts



3.3.2 The process to date

Project inception; review of policy and project documentation; stakeholder analysis and preparation of consultation strategies have been completed, as follows.

Stage 1 – Contextual research, review and analysis

- Project inception processes including briefings and ongoing discussions with key members of the project team. Meetings were conducted with the Head of Security and Head of Properties at the AJC. Relevant state and local government policies, controls and strategies were reviewed. An analysis of site history and context was also conducted.
- Identification and analysis of key stakeholders and interest groups. Particular consideration was given to the varying levels of interest and concern held by different stakeholders in order to inform and tailor the nature of consultation. Methods to identify key stakeholders included a review of the proposal, local context and demographic information, and a couple of interviews with AJC stakeholders. A formal analysis was conducted, to articulate the needs, interests and appropriate engagement method for each stakeholder group.

Stage 2 – Preparation of consultation strategy

- Consultation and stakeholder management strategies were prepared describing the consultation process, roles, responsibilities, techniques, timetable, and key participants.
- The strategies draw directly upon the stakeholder analysis, and position of the AJC and the Project Team.

Stage 3 - Consultation

- Sign-off received from the AJC on consultation process.
- Provided Council and Department of Planning with an outline of the consultation process, for comment.
- Letters sent to key institutions in the local area, advising them of the proposal and offering to meet one-on-one to discuss the plans.
- Phone conversations with Precinct Chairs (Kensington, Kingsford and Randwick), followed by letters offering to meet one-on-one and to present to their next meetings.
- Email and mail-out to AJC Membership (approximately 7000 people) advising them of the proposal and inviting them to feedback via 1800 phone number or dedicated email address.
- Letter to the Racehorse Owners Association, with suggestion to forward information to its members. The letter included information about the proposal, and an offer to meet one-on-one to discuss plans and provide feedback.
- Letters emailed to Trainers at RRR, and the Trainer's Association, advising them of the proposal and offering to meet one-on-one to discuss the plans and provide feedback.

Note: the AJC conducted two AJC Member briefings in September, which covered a number of news items, including presentation of the AJC's EA proposals. Urbis' contact details were offered in the instance where Members wished to provide feedback.

4 Next steps

4.1.1 Next steps for consultation

The next steps for the consultation process are to:

- Engage with residents, local business and the broader public through letters, community information evenings and display boards at the Racecourse.
- Issue invitation to provide feedback or gain further information about the Proposal through the dedicated 1800 phone number and email address.
- Meet with horse trainers and owners, local institutions and special use facilities, and concerned residents or business owners one-on-one, as requested.
- Invite feedback on the plans through completion of an online or hard-copy feedback form.
- Distribution of information sheet for AJC Staff and invitation to use the 1800 phone number and email address.
- Present to local Precinct Committees.

The findings will be faithfully recorded and submitted to the Council prior to the conclusion of the exhibition period, for consideration during assessment.

4.1.2 Final consultation report

The Final Consultation Report will include:

- Outline of research and analysis undertaken
- Description of the consultation process
- Copies of all communication and consultation materials
- Consultation log
- Summary of perceived issues and benefits.

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