

Sport & Active Recreation Strategy

2023-2033

Have Your Say Draft



Our Vision

The Tweed Shire is a grassroots sports and active recreation powerhouse with strong clubs and opportunities for all residents to participate in sports and nature based recreation.

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PART 1: A NEW SPORT AND ACTIVE RECREATION STRATEGY

Introduction

Sport and active recreation are essential for our physical and mental health and central to bringing communities together. The way we participate in sport and recreation has fundamentally changed alongside our populations who are moving less and have higher rates of obesity and weight related disease. This directly impacts both the economy and community wellbeing.

Whilst structured sport is entrenched in our community, there is strong support for unstructured sport (walking, skateboarding, surfing, running etc) and for building on the strength of nature-based activities. Enhancing the opportunities for people to utilise our natural assets in a way that best suits individual lifestyles will be beneficial for our entire community.

This Tweed Shire Council Sport and Active Recreation Strategy has been developed throughout 2023 to inform Council's and its partners strategic focus over the next ten years. Most notably to determine resource allocation in relation to services and infrastructure. As human and financial resources are limited, this strategy exists to transparently define and protect our ability to meet critical objectives.

The Shire values the importance of sport and recreation as evidenced by strong responses to all engagement activities undertaken in the development of the strategy. The engagement process has been informed through structured interviews, online surveys, pop-ups and the inaugural Tweed Shire Council Sport and Active Recreation Summit.

Understanding what our population will look like over the next ten years is pivotal to determining what infrastructure is required and how our services should be tailored. Population forecasts indicate that the Tweed will experience moderate population growth during the life of the strategy and that the majority of this growth (including young families) will occur in the northern parts of the Shire, being Tweed Heads, South Tweed and Kingscliff.

However, it also highlights the population is rapidly ageing and the strategy and the future resource allocation should consider what this means in terms of facilities and services. It is likely that the traditional approach to sports fields will need to be amended with a view to providing more services and facilities attractive to an ageing population.

Review of existing facilities indicate a historical gap in facility provision in the northern part of the Shire. This gap is unlikely to get worse and may in fact improve as new developments are delivered in the short term (although a deficit will still remain).

Assessment of demand and local government benchmarking highlights a gap in indoor multipurpose sports facility provision. The delivery of such a facility should be a priority during the timeframe of this strategy. New infrastructure should be considered for the northern end of the Shire to accommodate the projected population growth and respond to the current gap in sports fields.

Facilities across the Shire require a strategic refurbishment program. In some cases significant new facility elements are required such as accessible change rooms (confirmed by engagement and audit). Sports fields and areas of competition are largely satisfactory although concerted efforts should be made to make fields of play flood resilient, multi-purpose and incorporate elements such as drainage and lighting to maximise usage so people can safely participate later into the evening as well as all-year-round. Utilising all our available facilities including community halls, schools and potentially private business in non-traditional ways could create a greater offering to our community.



Community sports clubs are at the heart of our community and at the forefront of delivering a successful strategy. There is no one-size-fits-all for our clubs and they require different support structures to thrive. Efforts should be made to support club capability growth and development whilst decreasing the burden placed on volunteers. Volunteering is a fundamental element in clubs and association operations and needs to be actively recognised and supported.

With technological advances rapidly increasing, this strategy should be regularly reviewed to ensure we are making best use of our available resources to achieve our objectives.



Purpose of the Sport & Active Recreation Strategy

The Sport and Active Recreation Strategy 2023-2033 is the overarching document that will provide direction for the planning, development, and management of Tweed Shire's sport and recreation facilities for the next 10 years.

Given the importance of sport and recreation to the Tweed Shire community and the significant pressures anticipated by residential growth and visitor use, it is a priority that a strategic and integrated approach to active open space planning is undertaken.

Supporting this strategy, but presented as a separate document is the Appendices, which contains the community engagement outcomes, and the research and analysis which informed the development of the strategy.

The Sport and Active Recreation Strategy 2023-2033 seeks to:

- Understand and predict future sport and active recreation needs in the Shire generally and for the identified (both existing and newly identified) sports and activities, and to identify gaps or surpluses in the existing and anticipated new facilities.
- Identify broad community trends throughout Tweed, NSW (and consider QLD) and Australia with respect to sport and active recreation participation and facility provision, i.e. emerging sports and activities, changes in participation levels for existing sports and relevant activities, changes in the way sports and recreational activities are being played or participated in, and how this impacts on Council's planning for facilities.
- Guide and inform planning for future development and allocation of existing sports and active recreation facilities, and in the provision of new facilities from both new residential subdivisions or as developed by Council.
- Guide and inform Council's future management and processes of sport and active recreation land and facilities including: tenure options, fees and charges, cost recovery, signage, facility maintenance and improvements.
- Guide and inform Council's existing program and service provision in the sport and active recreation space and identify opportunities to expand and enhance.

What do we mean by sport and active recreation in the Tweed

Sport and active recreation are physical activities that involve movement and exercise. They can be competitive or non-competitive, and can be done individually or in groups. Sport and active recreation can include activities such as running, swimming, cycling, hiking, dancing, and team sports like soccer, basketball, and cricket.

Local governments play a critical role in supporting sport and active recreation in their communities. They provide vital community assets such as parks, playgrounds, and sports facilities, along with grants and opportunities that support local communities to participate in sport and active recreation.

Within Tweed Shire Council sport and active recreation can refer to structured sports as well as nature based activities such as surfing and mountain biking.

Tweed Shire Council currently provides around 42 sporting facilities covering 111Ha and accommodating various sports including but not limited to:

- AFL
- Athletics
- Baseball
- Basketball
- Bowls
- Cricket
- Cycling
- Dancing
- Equestrian
- Fishing
- Football (soccer)
- Golf
- Gymnastics
- Hockey
- Netball
- Pickleball
- Rowing
- Rugby league
- Rugby union
- Skateboarding
- Surf lifesaving / Nippers
- Surfing
- Swimming
- Tennis
- Touch football/Oztag/TRL
- Triathlon
- Volleyball/ beach volleyball
- Walking/ hiking
- Yoga/Pilates/Tai Chi



The Value of Sport & Recreation

- Sport and recreation has immense value to individuals and communities. At an individual level, participation in sport and recreation activities can provide physical and mental health benefits, improve self-esteem, reduce stress, and foster a sense of belonging. At the community level, sport and recreation can help to build social cohesion and promote inclusion.
- Regionally, sport and recreation can contribute to economic development through job creation, tourism promotion, infrastructure development, and increased consumer spending.
- The concept of sport and recreation is evolving with a growing focus on the importance of health outcomes and informal activities to complement traditionally formalised sport and recreation. This is an aligned view at all levels of government and is now entrenched in policy settings in both sports and health institutions.
- Sport and recreation includes a range of activities from the community level through to those involving elite sports people at national and international levels. Sport and recreation are key to the physical and mental health of individuals and communities. Planning to ensure everyone in the community can easily access affordable places and programs to participate is essential to stop the declining health and well being of our communities.



Methodology

To determine future need of the Shire, the strategy included the following activities:



Demand

Demand analysis for future sport and active recreation has been calculated through population and demographic projections. Data projections from the Department of Planning and Environment highlights the following:

- Tweed Shire population is projected to increase by 7,624 in the period 2023-2033
- Apart from Kingscliff-Fingal Head, the only other regions to increase by over 1,000 people are Murwillumbah (1,116) and Pottsville (1,030)
- The other regions expected to increase by less than 350 include Tweed Heads South (333), Banora Point (284) and Terranora-North Tumbulgum (219)
- Apart from the increase in total population in Kingscliff-Fingal Head and to a lesser degree in Murwillumbah and Pottsville, the most significant drivers of demand for sport and recreation facilities and space arise from the changes to the age structure
- Across the Shire, the population of over 75's increases substantially
- Increases in the population under 15 are found only in Kingscliff-Fingal Head, Terranora - North Tumbulgum and Murwillumbah
- In the sports activity age group, 15-35, most growth is in Kingscliff-Fingal Head, Terranora-North Tumbulgum, Murwillumbah and Pottsville with Kingscliff-Fingal Head contributing by far the greatest component
- Tweed Heads SLA2 grows by only 748 people in the period 2023-2033 and on current planning standards of provision little more sport and recreation space is needed, but in the same period the number of people 65 and over grows by 2,193.

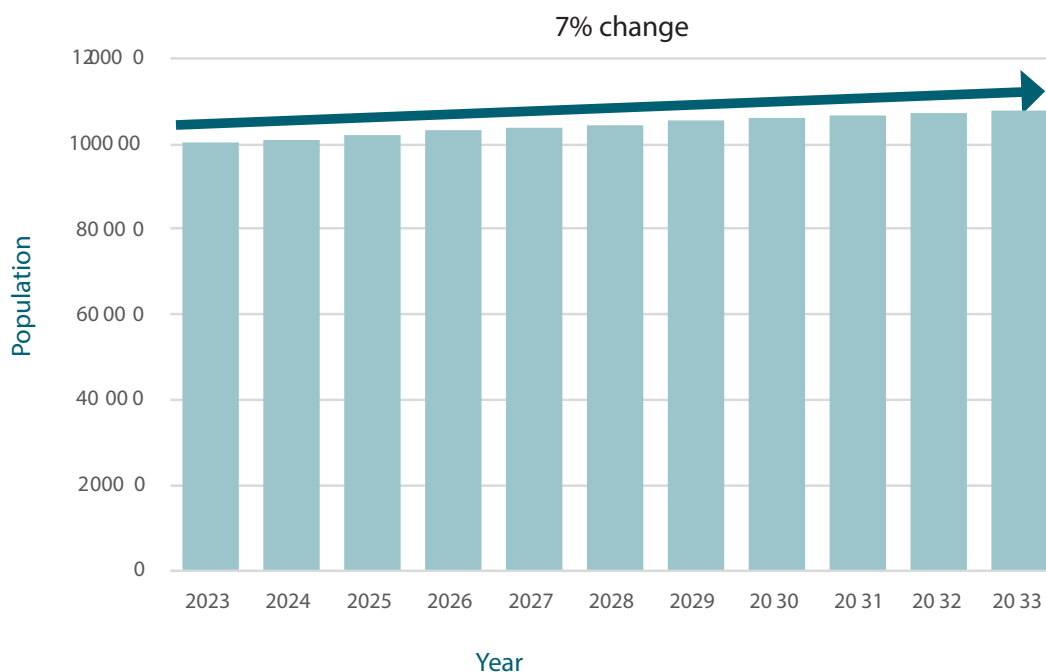


Figure 1. Tweed Shire Population 2023-2033
Source: Department of Planning and Environment

For Tweed Heads Shire there is a marked contrast in the changes in age structure and hence the underlying demand for sport and recreation space and facilities. There is significant increase in those aged over 70, that account for 6911 (96.2%) of the projected population change in Tweed Shire from 2023 to 2033. The population in all age cohorts under 15, declined and there are mixed growth and decline rates in the other age groups to age 69.

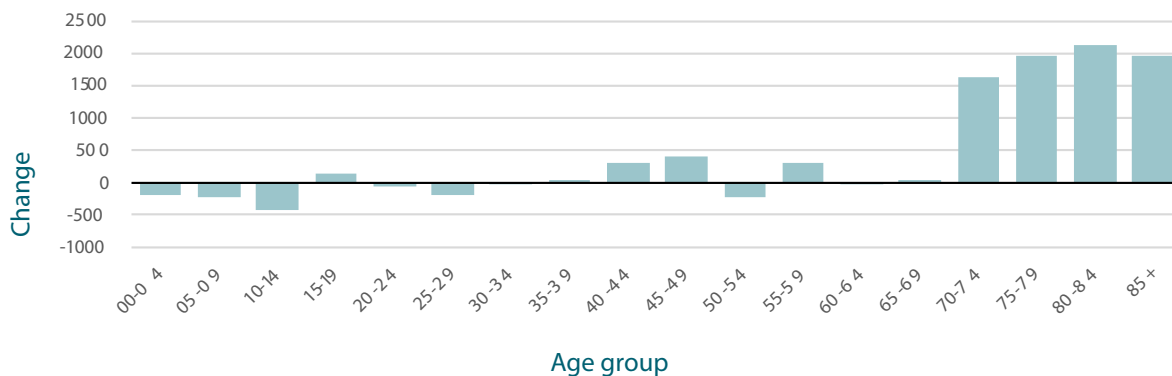


Figure 2. Population Age structure change Tweed Heads Shire 2023-2033

Source: Department of Planning and Environment

Tweed Shire Council applies a planning standard of 1.7ha/1000 per additional population for sports fields. When applied across the next ten years against the Shire’s region’s the field requirements can be seen as detailed in the table below.

Table 1. Additional sport and recreation space 2023-2033, Tweed Shire

Area	2023	2033	Change 2023-2033	Additional space at 1.7ha/1000
Kingscliff - Fingal Head	16,710	20,686	3,976	6.8
Murwillumbah	9,758	10,874	1,116	1.9
Pottsville	14,732	15,762	1,030	1.8
Tweed Heads	20,862	21,610	748	1.3
Tweed Heads South	8,496	8,829	333	0.6
Banora Point	16,327	16,611	284	0.5
Terranora - North Tumbulgum	3,456	3,675	219	0.4
Murwillumbah Surrounds	9,988	9,907	-82	-0.1
Tweed Shire	100,330	107,954	7,624	13.0

This means that the Shire will need an additional 13 hectares (at a minimum) to accommodate the expected population growth. This does not take into account the current deficit in sports field infrastructure that currently exists in the northern parts of the Shire. It also means that as the median age of the Shire increases we should consider the types of facilities and programs that we deliver.

Strategic context and relevant legislation and policy

Strategic planning documents under the Environmental Planning and Assessment Act 1979:

- State and Regional Strategic Plans (NSW State Plan 2021 and North Coast Regional Plan 2036)
- Tweed Urban and Employment Lands Release Strategy (2009)
- Tweed Local Environmental Plans
- Tweed Development Control Plan (DCP) 2008

Operational documents under the Local Government Act 1993 and Council planning documents:

- Integrated Planning and Reporting Framework including the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan
- Council policies or plans related to sustainability, biodiversity and heritage protection and conservation
- Council policies or plans related to community services and economic development
- Council sport and recreation strategies

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Federal and State legislation and planning documents:

- Disability Discrimination Act 1992
- Native Title Act 1993
- Heritage Act 1977
- National Parks and Wildlife Act 1974
- Australian Standards
- Federal Government National Sport Plan

Future strategic planning documents:

- Development Control Plans and Locality Plans and Section 7.11 Developer Contribution Plans (previously Section 94) under the EP & A Act
- Plans of Management prepared under the Crown Lands Management Act 2016 and the Local Government Act 1993
- Coastal Management Programs prepared under the Coastal Management Act 2016
- TSC Open Space Strategy 2019-2029

Sport and active recreation trends

The following trends have been identified which have impacts on sport and active recreation in the Tweed.

Key Macro Factors



COVID impacts
– technology and
participation impacts



Changing cultural profile.



Population growth



Sedentary lifestyles



Motor vehicle reliance



Inflation & Cost of living



Natural disasters –
floods, bushfires



Technology in sport such
as personalised devices,
AI & Virtual coaching



Active space land
requirements



Climate resilience and
nature based activities



2032 Olympics and
Paralympics planning,
delivery and legacy

Australian Sport and Physical Activity Trends

Continued rise of modified sports and adventure sports such as surfing, climbing and mountain bike etc.

- Tech-driven sport activities such as e-sports, augmented reality, virtual reality and mixed reality.
- Continued growth in Lifestyle Sports such as yoga, swimming, walking, paddling and hiking.
- Women's sports has grown substantially in profile in the past decade and is predicted to grow further in the years ahead.

AusPlay Data

AusPlay data (2022) highlights the current trends:

General sport and recreation trends

- The latest AusPlay data for the period shows little change in participation rates across all levels of participation over a 5-year period.
- 41% of adults and 62% of children participated in sport-related activities. With sport club participation remaining steady over a 5-year period at 21%.
- Running and Swimming are the top two physical activities for women across all age groups above 15 years while for men football, cycling and golf rank just above swimming.
- Top barriers to participation in sport cited were poor health/injury 27%, lack of time 24%, not a priority 11%, increasing

age 9% and having a physical job 8%.

- While sport remains an important form of activity throughout a person's life stages, non-sport related physical activity becomes more important as we age. There is an increased preference for low impact activities such as walking, cycling, opportunities to relax, connect with nature and socialise for people over 60 years.
- Associated with an emerging preference for participation in informal activities is an increasing demand for local, low-cost participation opportunities. There is increasing demand for informal nature-based recreation activities such as bushwalking, cycling, orienteering and river based aquatic sports.
- The re-emergence of community gardening has reinvigorated interest in food production in open spaces and in the public domain. This is a trend that is likely to increase in higher density urban areas where there is less private open space.
- Research reveals that living within close proximity to green spaces is associated with reduced depression, anxiety and other health problems. The relationship has been shown to be strongest for people with low incomes and children. Research also demonstrates that people are more likely to engage in active lifestyles in attractive and accessible open spaces.
- Programming and activation of open spaces through activities such as group exercise, educational programs, trails and walkways has been shown to increase physical activity levels. Activation of open spaces can also help to target and engage specific community groups such as seniors, youth, mothers and babies and Indigenous communities.

Sport and recreation trends of children and young people

- The AusPlay data details the most popular sport and non-sport related activities for 15-19 years in Australia and young people 0-14.
- For children 0-14 16% participate in physical activity 3 times per week while 43% of children in this age group participate in club sport more than once in the year as shown below.
- Obesity is a global issue that contributes to physical, psychological and metabolic health problems. Australia has one of the highest rates of obesity in the world. In 2017-19 Australia ranked fifth among OECD countries with one third (31%) of Australian adults living with obesity. About 14 million Australians are overweight or living with obesity - that's 2 in every 3 adults and 1 in 4 children .
- Regular physical activity during childhood and adolescence helps to regulate body weight and establish health promoting lifestyle behaviours that reduce risk factors associated with obesity and chronic diseases.

Trends in open space, sport and recreation facility planning

- There is a trend toward encouraging the co-location of open spaces, sport and recreation facilities close to other community assets such as community centres/halls, retail precincts and cultural precincts. This encourages integrated service provision and provides greater access to recreation and social opportunities for a broader audience.
- For Councils, there is a shift to planning and designing open spaces, sport and recreation facilities that can be

configured to meet a variety of different needs and uses. The benefits include shared use of infrastructure, a more efficient maintenance approach and enhanced ability to attract funding given the range of uses.

- Councils are increasingly adopting a hierarchical approach to facility and infrastructure provision which reflects different service levels, usage and standards of provision.
- There is growing evidence of effective public-private partnerships between developers, government and sports clubs to develop sports facilities, including the design of joint-use facilities at schools which allow educational use during daytime periods (weekdays) and community use during evenings and on weekends.
- There is an emergence of new playing surface technologies which allow Councils to maximise the use of existing assets (e.g. synthetic playing surfaces). Although this provides a year-round surface, it is a relatively expensive option for grass replacement. The value of artificial turf needs to be weighed up with issues of high temperatures emanating from the surface, maintenance costs, change in types of injuries and the loss of the environmental benefits.

Community Engagement

Who we engaged with

The engagement process was conducted over an eight month period and included the following stakeholder groups:

- Residents
- Clubs
- Associations
- Elected representatives
- State Government representatives
- Local Government representatives
- State Sporting Organisations.



How we engaged

Throughout 2023 the following community engagement activities occurred.

53

sports clubs surveyed online



826

responses to community online survey (Have Your Say Tweed)

2

Council staff workshops



100+

attendees at Tweed Shire Sport and Active Recreation Summit

25

interviews with key stakeholders



2

Councillors round table



6

public pop-ups

- a. Arkinstall Park
- b. Kingscliffe Sports Precinct
- c. Pottsville Markets
- d. Kingscliff Markets
- e. Tweed Markets
- f. Murwillumbah Rail Trail



SETTING THE SCENE

Demand and Consultation Outcomes

Online Clubs & Associations Survey

The online club survey ran for 6 weeks and received 53 responses which represented over 60% of all the clubs and associations it was provided to. A summary of results are included below, with the full report and the raw data contained in appendix H.



86% of clubs stated that they had been affected by rain events over the last 18 months;



80% of clubs had no paid staff;



60% of clubs stated that their facilities were substandard;



90% of clubs claim to be completely reliant on volunteers;



66% of clubs stated that their sports fields and areas of competition were fit for purpose or excellent;



40% of clubs state that their members travel 20 minutes plus to reach their club; and



Nearly 80% clubs use Council owned facilities;



Over 50% of the clubs state that they have a strategy to guide future growth.

Online Community Survey

The online community survey ran for 6 weeks with 826 responses received. A summary of results are included below, with the full report and the raw data contained in appendix I.



96% respondents stated that being physically active was always or usually a priority in their life;



Over 50% of respondents stated that a lack of facilities/places stops them being as active and healthy as they would like



Nearly 80% of respondents stated that they exercised more than 2.5 hours per week;



Nearly 85% of respondents confirmed that they stay informed of local sports and physical activity opportunities through social media.



67% of respondents stated that they sometimes, usually or always travel outside the Tweed Shire to play sport;

Tweed Shire Sport and Recreation Summit

The stakeholder summit was an opportunity for the Tweed Council to connect with over 50 people from various sports and clubs in the Tweed community. The Mayor, guest speakers, and breakfast created a collaborative and enthusiastic environment to discuss the vision for sport and recreation in the Tweed.

Each sporting club raised sport-specific topics as they rightly advocated for the development of their own sports. It is clear that there are dedicated, passionate volunteers across a number of sports in the district, providing valuable opportunities for residents to participate in physical activity and enjoy the community created.



What is important to the community

Across all engagement methods, clear themes emerged. We have grouped these themes under the three themes:

- 1 People
- 2 Place, and
- 3 Participation.

The themes are interconnected and they all play a role in creating a community where everyone has the opportunity to be active.

By addressing these themes through the next steps in the development of the strategy, a real difference can be made in the health and well-being of the community.



People



Place



Participation



People – Key Findings

- Community is strong in the Tweed and at the heart of all clubs.
- A decline in volunteers was cited as impacting many sports which is reflected nationally in the challenges for sport. With a decline in volunteers it places more burden on the volunteers that remain and is not sustainable with many sports relying on the passion of a single individual volunteer over decades.
- An opportunity was identified to implement technology innovation to support sport and physical activity administration particularly for club sport. Accurate data is key to implementing and monitoring key performance indicators with more specific focus to the Tweed and greater granularity across demographics.
- Sports recognised the pressure on Council to be “everything to everybody” without the resources to support the expectations. Adopting a collaborative whole of region approach to clarify roles and determine deliverables will enable more to collectively be achieved.
- Inclusion and accessibility to sport and physical activity is seen as key to achieving greater levels of physically active people who are currently inactive. Accessibility and affordability were two key factors concerning stakeholders with the increasing cost of living impacting families abilities to participate in organised sport. They indicated the importance for the city to build in mechanisms to allow greater participation for disadvantaged groups including Aboriginal and Torres Strait Islanders.
- The benefits of physical activity for social connection, mental wellbeing as well as preventative health were emphasised along with the need to measure these intangible benefits.

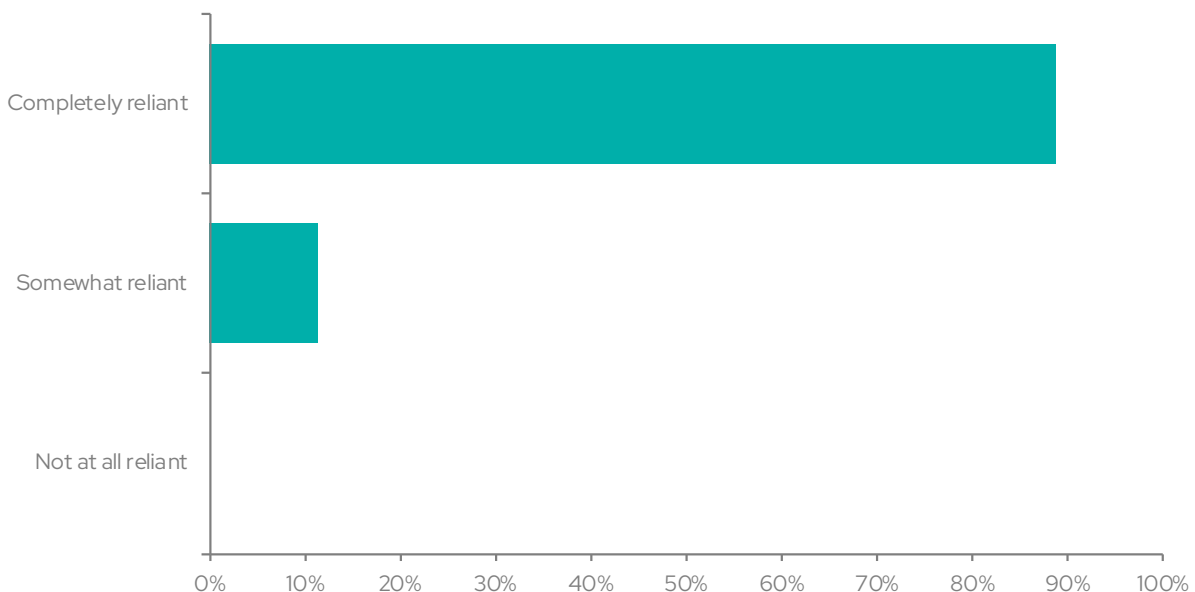


Figure 3. Club survey response to question “How reliant is your organisation on volunteers?”



Place

- Key Findings

- Maintenance issues across almost all club facilities. Feedback on grounds maintenance is generally positive however the club facilities are very basic and most require significant maintenance as well as some upgrades to meet basic club needs.
- The impact of climate change requires increased facility design consideration for the majority of sport fields in flood plains.
- Locals appreciate the beauty of their location and believe this could be a drawcard for sports / teams to visit the region.
- An indoor multi-purpose community venue identified as a major gap with clubs all positive about the enormous benefit this would be for the Tweed.
- Having accessible venues for people with a disability was important to stakeholders. Whilst this is almost a given with any new-build venues, there is still much that can be done outside of meeting accessibility building code requirements to develop a city with accessibility as a key priority.
- Sport tourism opportunities particularly for schools aren't maximised. Clubs keen for Council to explore the broader economic opportunities to bring carnivals/ camps / events to the Tweed that generate visitor expenditure and positive economic impact for the community.
- Some sports/clubs have enough outdoor spaces to meet their needs and others don't. Decisions on use of space appear historical rather than what is needed now.
- Facilities for organised club sport was important to many stakeholders with feedback that current models of management need to be reviewed with greater consideration to multi-sport and multipurpose facilities.
- Innovation in usage and design with the utilisation of new technologies for sports surfaces and a flexible approach to the spaces required for training versus the spaces required for competition suggested by many people. Sports are open to considering new surfaces e.g., Hockey spoke to the benefit of multi-use games area (MUGA's) whereby multiple sports could utilise an agreed synthetic surface.
 - Utilisation of non-traditional sports spaces for sports activities to be identified and promoted e.g parks, town halls and community centres.
 - Maximising the unique and natural assets of the Tweed was seen as important and aligns with data from Sport Australia which shows the increase in popularity of unstructured sport toward walking, bushwalking, swimming, cycling etc.
- Asset management of green field spaces was considered to be well managed by Council with a balanced approach to participation and perfection.
- Maximising the usage of existing assets through investment in communication and marketing improving awareness e.g. hinterland trails with accessible information online and improved signage within parks and improved bike and walking paths.
- A number of more developed clubs would prefer a lease arrangement instead of a licensee arrangement. This would allow them to maintain the clubhouse facilities and decrease this burden on Council.

Figure 4. Club survey response to question “How would you rate your organisation’s facilities such as clubhouse, toilets, change rooms, fencing etc?”

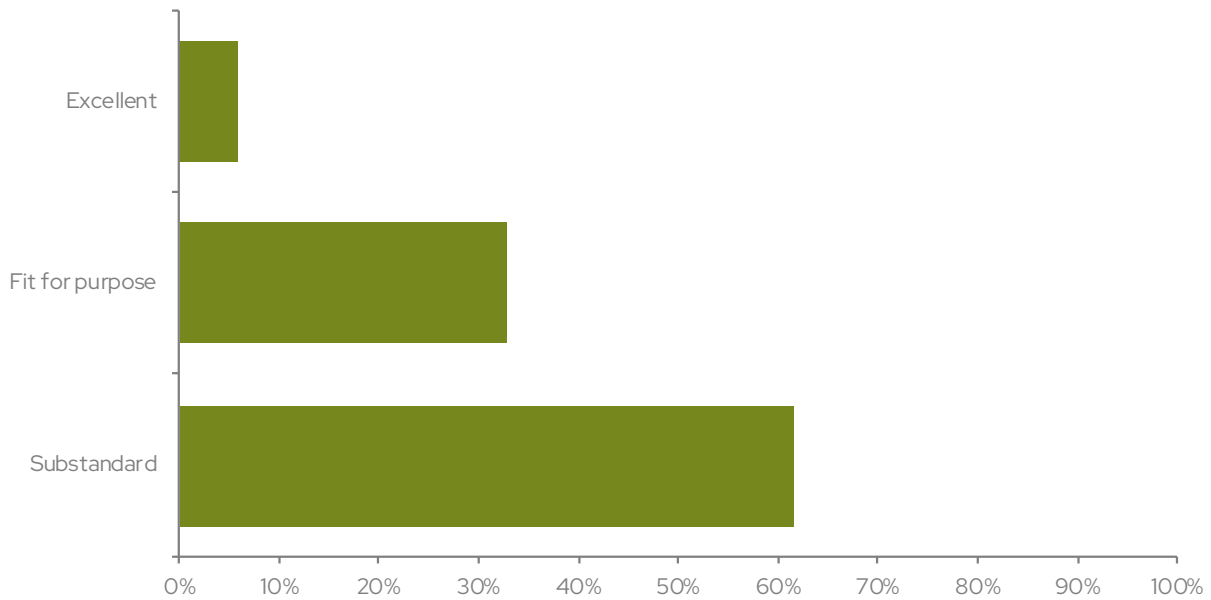
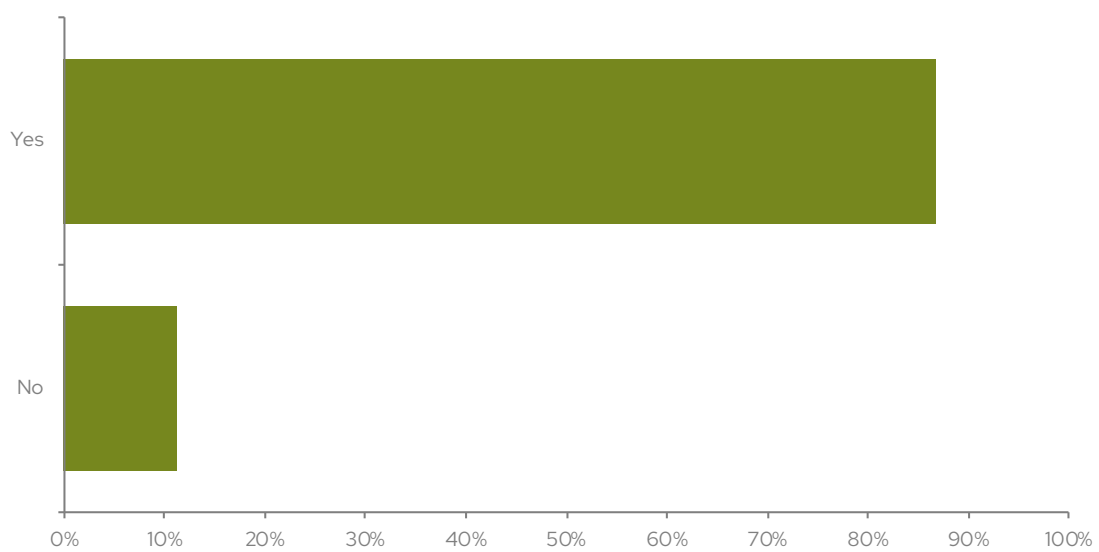


Figure 5. Club survey response to question “Have weather events over the last 18 months impacted your facilities, causing cancellation of activities or the need to relocate?”





Participation – Key Findings

- The majority of stakeholders agreed with the Tweed’s approach to focus on grass roots sport and participation given its resources, but many believed there was an opportunity for the region to host large junior level events that would be great for clubs and economic activity in the region.
- Stakeholders emphasised that the return on investment in physical activity and fitness is broader than a simple measurement of monetary return and the need to use a clear methodology to show social value of physical activity and sport. e.g. Prevention and using physical activity as an intervention in chronic disease has a significant economic return with Australian Sports Commission research putting the figure at \$7 return on every \$1 invested in sport.
- Clubs indicate current model whereby Council maintains bookings diary for any club accessing facilities isn’t working well and there are gaps in arrangements between multiple clubs accessing the same facility.
- Clubs would like to see greater communication across departments within Council with a vision for the Tweed more broadly instead of silo budgets and thinking.
- Many clubs and people in the region described Tweed as a “black hole” for State sport funding due to its proximity to the QLD border with many people participating in Gold Coast clubs and QLD talent pathways while the Tweed area was generally not considered by QLD State sporting organisations as an area of focus or investment.
- Sports indicated there is a need to continually innovate what they offer, (e.g. competition formats, age appropriate and accessible appropriate variations on the traditional sport offering) to meet demand.
- There appears to be a strong agreement amongst stakeholders for the need to develop further cross agency partnerships and collaboration with Government agencies and business to create healthier places to live with a longer term view on positive economic returns. e.g stakeholders see the opportunity for the Tweed to maximise its natural assets connecting e.g. bike trails, hiking, surf, paddle tourism in a more coordinated way for benefit to both health and tourism economic returns.

Active Space Planning Framework

To assist with categorisation, maintenance and future planning a hierarchy of sports fields of local, district and regional has been adopted. Tweed Shire Council adopts the quantity standard of 1.7 hectares per 1,000 population for active open space. The following describes the function of each:

Local sports fields

- Serve the local catchment and are provided within walking distance to residents.
- Provide for structured sport, training and competition, social sport and active recreation
- Provide for winter and summer sports
- Are smaller in size and have fewer facilities
- Encourage physical activity and socialisation
- Generally provide for one or two sports
- Investment and embellishments (eg facilities and lighting) will be less than district and regional sports fields

District sports fields

- Serve both a local and district catchment and attracts participants from neighbouring suburbs, towns, rural villages and visitors
- Provide for structured sport, training and competition, social sport and active recreation
- Provide for winter and summer sports
- Are higher-level multi-functional sports fields and provide the opportunity to diversify open space functions or settings providing an active and passive open space for everyone to enjoy
- Encourage physical activity and socialisation
- Generally provide for two to three sports
- Investment and embellishments (eg facilities and lighting) will be less than regional sports fields
- Generally not located in flood prone areas

Regional sports fields

- Serve a regional catchment and attracts participants from within and outside the Shire due to their standard of facilities, specialisation or multi-purpose function
- Provide for structured sport, training and competition, social sport and other active and passive recreation activities
- Provide for winter and summer sports
- Are higher-level multi-functional sports fields and provide the opportunity to diversify open space functions or settings providing an active and passive open space for everyone to enjoy
- Encourage physical activity and socialisation
- Generally provide for multiple sports
- Generally not located in flood prone areas

Accessibility Standard

Tweed Shire Council adopts the following accessibility standards for the provision of structured sports fields:

Sports field Hierarchy	Accessibility Standard	Minimum Area	Catchment served (approximate only)
Local sports field	Within 5kms	4 hectares	Approximately 1 per residential development between 2,000 and 3,500 people
District sport field	Within 5kms	6.5 hectares	Approximately 1 per residential development greater than 3,500 people
Regional sports field	Not defined	Note defined	Not defined. Demand for regional active open space is generally opportunistic (depending on available land) because of the amount of land required and level of embellishment

Table 2. Sports field hierarchy and access requirements

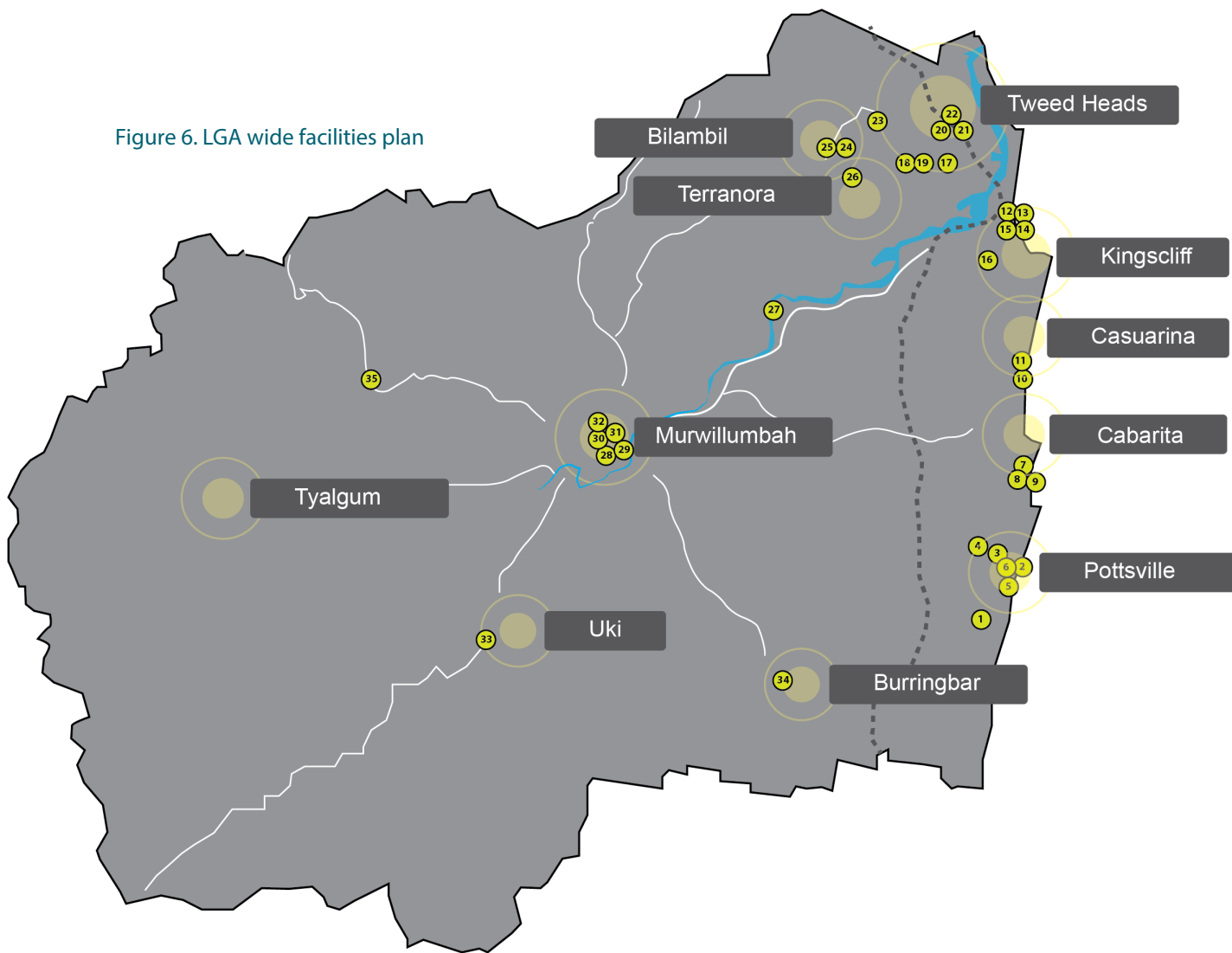
Active Open Space Supply

Tweed Shire Council currently provides around 42 sporting facilities covering 111Ha and accommodating various sports. Review of selected facilities highlighted the following:

- Sports fields are relatively well maintained;
- A facilities refurbishment program is required; and
- Sports fields and facilities are highly susceptible to wet weather events and flood impacts.

Facility audit outcomes with specific actions are detailed in Appendix C.

Figure 6. LGA wide facilities plan



- | | | |
|--|---|--|
| 1. Blackrocks Sportsfield | 15. Merve Edwards Field | 28. Stan Sercombe Field |
| 2. Pottsville Memorial Oval | 16. Cudgen Recreation Ground | 29. Les Cave Sports field & John Rabjones Oval |
| 3. Seabreeze Sportsfields | 17. Greenway Drive Sports field | 30. Murwillumbah Football Complex (Jim Devine, Queens Park, Nathan Bewes Park) |
| 4. Koala Beach Sportsfields | 18. Dave Burns Field | 31. Barrie Smith Hockey Centre |
| 5. Hardy Park - Basketball and Netball Court | 19. Ron Wilkinson Field | 33. Knox Park Netball Courts & Basketball Court |
| 6. Pottsville Tennis Courts | 20. Arkinstall Park Fields | 33. Uki Sports Fields (Vic Bianchetti) |
| 7. Les Burger Field | 21. Arkinstall Park Netball | 34. Burringbar Sports Complex (Not Council owned) |
| 8. Barry Sheppard Field | 22. Arkinstall Park Tennis Centre | 35. Chillingham Tennis Courts |
| 9. Cabarita Pony Club Grounds | 23. Piggabeen Sports Complex | |
| 10. Casuarina South Hockey Fields | 24. Bilambil East Sports fields & Equestrian Centre | |
| 11. Casuarina North Sportsfields | 25. Bilambil West Sports fields | |
| 12. Kingscliff Regional Sports Complex | 26. Terranora Tennis Centre | |
| 13. Ned Byrne Field | 27. Brian Breckinridge Field | |
| 14. Reg Dalton Oval | | |

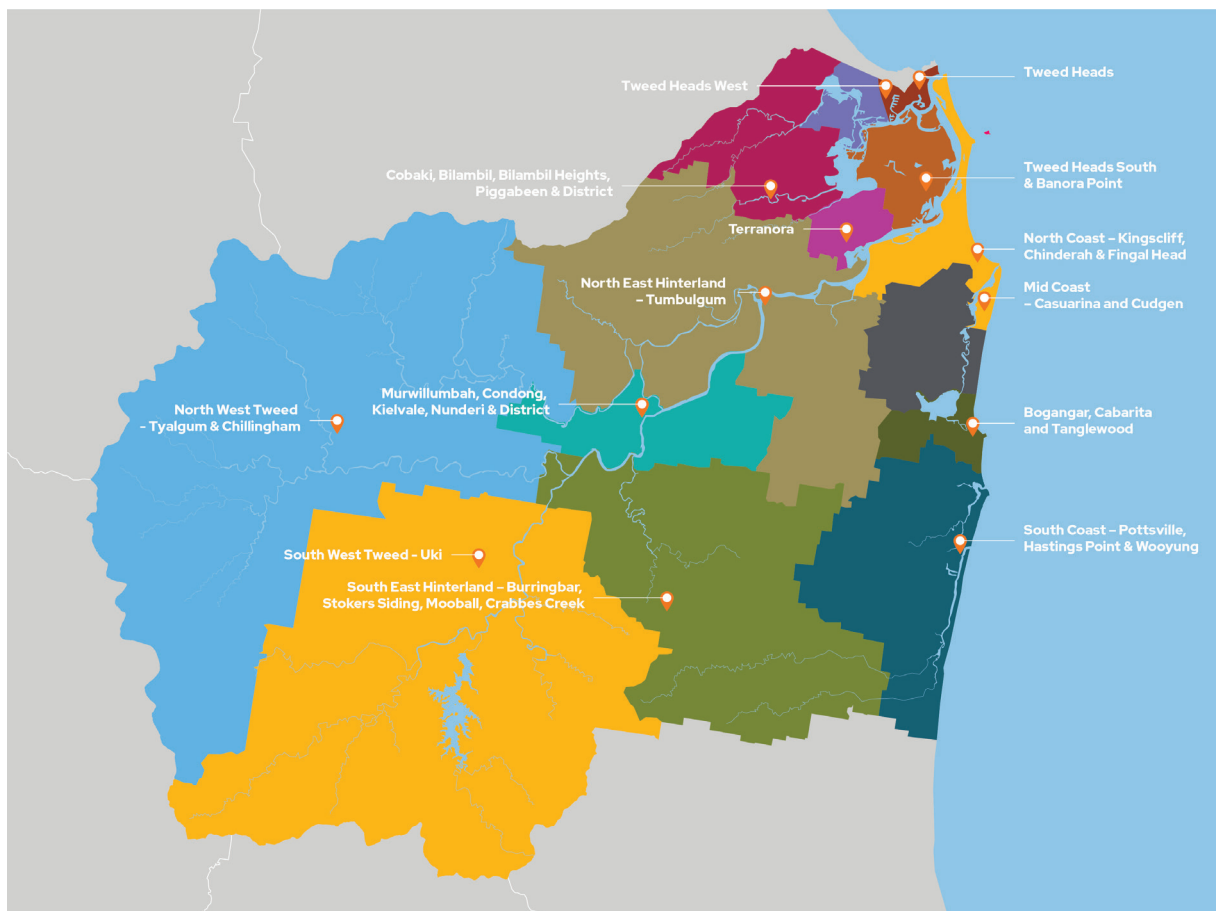
Active open space audit

A detailed audit of Council managed sport and recreation facilities was conducted to review both the quantity and quality of active space provided across the Tweed Shire.

Active space audits and assessments were conducted on a regional (shire-wide), district and local level. For more detailed planning the Tweed Shire was divided into 14 local profile areas.

The quantity of open space in each local profile area is presented in Table 4. The active open space provision standard of 1.7 per 1,000 for active space was applied to each local profile area to determine any gaps in the provision of active space across the Shire (up to 2033).

Figure 7: Local profile areas



Profile Area	Facility (Local, District, Regional)	Clubs	Sports	Facilities
Cabarita	Les Burger Field (local)	Tweed Coast Touch & Sports Association Tweed Coast Raiders Junior Rugby League Club	Touch football Rugby league	1 x rugby league field
	Barry Sheppard Field (local)	Tweed Coast Football Club (AFL) Tweed Coast Junior Football Club (Tigers)	AFL	1 x AFL oval
	Cabarita Pony Club Grounds (regional)	Cabarita Beach Pony Club	Equestrian	1 x main arena
Cobaki, Bilambil & District	Bilambil East Sports fields & Equestrian Centre (local)	Terranora Lakes Equestrian Club Bilambil Jets Rugby League (Jets Snr) Bilambil Terranora Junior Rugby League (Jets Jnr)	Equestrian Rugby league	1 x rugby league field 1 x cricket oval 1 x equestrian facilities
	Bilambil West Sports fields (local)	Bilambil Touch Football Terranora Lakes Cricket Club Bilambil Terranora Football Club Inc	Touch football Cricket Soccer	1 x cricket oval 3 x cricket net 1 x soccer field 1 x tennis court
Mid Coast Casuarina (& Cudgen)	Casuarina South Hockey Fields (local)	Casuarina Beach Rugby Club	Hockey	1 x hockey field
	Casuarina North Sports fields (local)	Queensland Oztag Association Inc	Rugby union Oztag	2 x rugby union field
	Cudgen Recreation Ground (local)	Nil	Nil	Unstructured space
Murwillumbah & District	Stan Sercombe Field (district)	Murwillumbah Rugby League (Mustangs)	Rugby league	1 x rugby league field
	Les Cave Sports fields & John Rabjones Oval (district)	Murwillumbah Cricket Club Murwillumbah Vulcans AFL Club	Cricket AFL	2 x cricket/AFL oval

Profile Area	Facility (Local, District, Regional)	Clubs	Sports	Facilities
	Murwillumbah Football Complex (district)	Murwillumbah Football Club	Soccer	2 x soccer field
	Barrie Smith Hockey Centre (district)	Hockey Tweed	Hockey	2 x hockey pitch
	Knox Park Netball Courts & Basketball Court (regional)	Murwillumbah Netball Association	Netball Basketball	6 x tennis court 8 x pickleball court 6 x netball court 1 x basketball court 1 x croquet lawn
	Willward Park (local)	Murwillumbah Touch Association Murwillumbah Colts Junior Rugby League Football Club	Touch football Rugby league	
North Coast (Kingscliff)	Kingscliff Regional Sports Complex (regional)	Kingscliff District Football Club Tweed Little Athletics Centre Cudgen Junior RLFC	Soccer Athletics Rugby league	2 x soccer field 1 x rugby league field 4 x multi-sport field 1 x athletic track
	Ned Byrne Field (local)	Cudgen Rugby League Football Club	Rugby league	1 x rugby league field 2 x bowling green
	Reg Dalton Oval (local)	Cudgen Cricket Club Kingscliff Hockey Club	Cricket Hockey	1 x cricket/AFL oval 3 x cricket net
	Merve Edwards Field (local)	Kingscliff Junior Australian Football Club	AFL	1 x rectangular field
North East Hinterland (Tumbulgum)	Brian Breckinridge Field (local)	Tumbulgum Rangers Soccer Club Inc	Soccer	1 x soccer field
North West (Tyalgum & Chillingham)	Chillingham Tennis Courts (local)	Nil	Tennis	1 x tennis court 1 x basketball half-court

Profile Area	Facility (Local, District, Regional)	Clubs	Sports	Facilities
South Coast (Pottsville & Hastings Point)	Blackrocks Sportsfields (district)	Pottsville Cricket Club Pottsville Fun Croquet Club	Cricket Croquet Soccer	2 x soccer field 1 x cricket oval 2 x croquet field
	Pottsville Memorial Oval (local)	• Tweed Coast Junior Football Club (Tigers)	AFL	1 x cricket oval
	Seabreeze Sports-fields (local)	• Pottsville Cricket Club	Cricket	2 x cricket oval 3 x cricket nets
	Koala Beach Sports fields (local)	• Pottsville Beach Football Club	Soccer	2 x soccer field
	Hardy Park Basketball and Netball Court (local)	• Nil	Netball Basketball	1 x netball court 1 x half-court basketball court
	Pottsville Tennis Courts (local)	• Pottsville Beach Tennis Club	Tennis Pickleball	4 x tennis court
South East Hinterland (Burringbar, Stokers Siding & Crabbes Creek)	Burringbar Sports Complex (local)	• Burringbar Sports Club	Soccer Cricket	1 x soccer/ hockey field 1 x cricket oval
South West (Uki)	Uki Sports Fields (local)	• Uki Sport & Recreation Club Inc	Soccer Tennis	1 x soccer field 2 x tennis court
Terranora	Terranora Tennis Centre (district)	• Tennis Terranora	Tennis	8 x tennis court
Tweed Heads	Nil	• Nil	Nil	
Tweed Heads South (Banora Point)	Greenway Drive Sportsfield (local)	• Tweed Coolangatta Junior AFL Club	AFL	1 x AFL oval (not regulation)

Profile Area	Facility (Local, District, Regional)	Clubs	Sports	Facilities
	Ron Wilkinson Field (district)	<ul style="list-style-type: none"> Thirstiers Cricket Club Tweed Banora Colts Cricket Club Inc Coolangatta Tweed Barbarians RUFC South Tweed Junior Rugby League 	Cricket Rugby union Rugby league	9 x touch football field 2 x cricket oval 3 x cricket net
	Dave Burns Field (local)	South Tweed Touch Association Tweed Banora Colts Cricket Club Inc South Tweed Junior Rugby League Football Club	Touch football Cricket Rugby league	1 x cricket oval 4 x touch football field
	Arkinstall Park Fields (regional)	Northern Rivers Baseball Association Tweed United Football Club	Baseball Soccer	3 x soccer field
	Arkinstall Park Netball (regional)	Tweed Netball Association	Netball	22 x netball court
	Arikininstall Park Tennis Centre (regional)	Tweed Tennis Club Pro One Tennis	Tennis	18 x tennis court
Tweed Heads West	Piggabeen Sports Complex Recreation Ground (district)	Tweed Heads Seagulls RLFC Tweed Heads Seagulls Junior RLFC	Rugby league	2 x rugby league field

Table 3. Profile Area Club & Sport Audit

Demand and gap assessment

Active open space (sports field/court) demand and gap assessment for Tweed Shire Council's local profile areas.

Profile Area	2023				2033		
	Population (2022)	Total Active Open Space	Demand	Gap	Population	Demand	Gap
Cabarita	3,516	7.62	5.98	1.64+	3631	6.17	1.45+
Cobaki, Bilambil & District	4593	19.37	7.81	11.56+	5857	9.96	9.41+
Mid Coast Casuarina (& Cudgen)	4,531	15.13	7.70	7.43+	6861	11.66	3.47+
Murwillumbah & District & District	10,891	22.23	18.52	3.71+	11371	19.33	2.9+
North Coast (Kingscliff)	10,622	12.98	18.10	5.12-	10986	18.52	5.54-
North East Hinterland (Tumbulgum)	3,067	1.85	5.21	3.36-	2931	4.98	3.13-
North West (Tyalgum & Chillingham)	2,979	1.75	5.10	3.35-	3056	5.20	3.45-
South Coast (Pottsville & Hastings Point)	8,732	12.29	14.84	2.55-	8612	14.64	2.35-
South East Hinterland (Burringbar, Stokers Siding & Crabbes Creek)	3,379	Nil	5.74	5.74-	3290	5.59	5.59-
South West (Uki)	2,379	2.11	4.04	1.93-	2269	3.86	1.75-
Terranora	3,039	1.94	5.17	3.23-	4889	8.31	6.37-
Tweed Heads	9,185	0.31	15.62	15.31-	11517	19.63	19.32-
Tweed Heads South (Banora Point)	24,796	21.08	42.15	21.07-	26141	44.44	23.36-
Tweed Heads West	6,260	6.03	10.64	4.61-	6384	10.85	4.82-

Table 4. Demand and Gap Assessment

Proposed Development

It is critical that sports fields and the facilities provided from new developments meets the needs of the community and is fit for purpose. Review of relevant guidelines (such as the Tweed Development Control Plan Section A5 - under review at time of writing) which govern the design and quality accepted needs to be reviewed to maximise these sites for community benefit.

There are a number of significant developments in the planning stages which will contribute to sports field and open space infrastructure for the Tweed Shire. These contributions will provide for the needs of the populations they will eventually house, however, they present opportunities to strategically deliver the types of facilities most needed based on demand and projected demographics.

The following developments are in mature stages of planning and negotiation with Council:

- Cobaki Lakes
- Kings Forest
- West Kingscliff
- Dunloe Park Urban Release Area

There is also Council owned land on Depot Road adjacent to Kings Forest which offers opportunity for new sports fields. A review of each development and the proposed sports field requirements is shown in table 5.

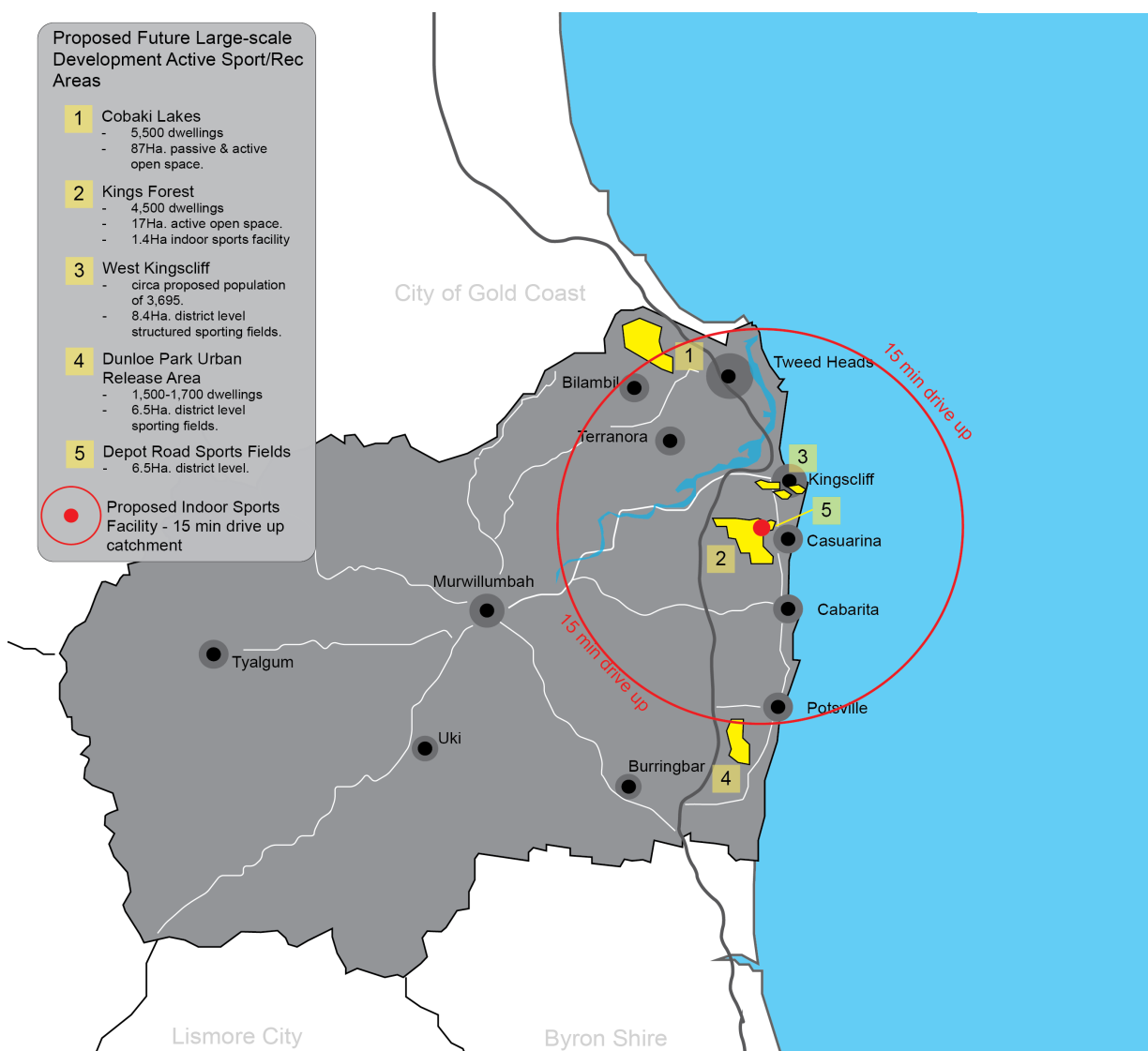


Figure 8. Proposed large scale developments



Proposed	Active Open Space (Ha)	Profile Area	Developer Proposed Facilities	Strategy Requirement	Rationale
Cobaki Lakes	8.9Ha	Cobaki, Bilambil & District 6 x	<p>Southern Part</p> <p>6 x full-sized fields (overlapping 3 ovals). It is noted some junior fields may also fit in this space</p> <p>4 x smaller ovals</p> <p>Northern Part</p> <p>4 x courts</p>	<p>1 x AFL/cricket oval</p> <p>4 x overlapping oztag/ touch fields</p> <p>2 x football/rugby league playing field</p> <p>4 x pickleball courts</p> <p>1 x multi-purpose courts (basketball/ netball)</p> <p>Car parking</p> <p>District Clubhouse (male and female changerooms, officials change room, canteen, toilets)</p>	General provision to mitigate the general gap in the Tweed Heads and Tweed Heads West Profile Areas
Kings Forest	19.11Ha	Mid Coast Casuarina (& Cudgen)	Undefined	<p>1 x dedicated AFL field (4Ha) – including pavilion, car parking and circulation space</p> <p>1x Indoor sports facility (pending)</p> <p>1 x open/domestic cricket sized playing field (4Ha)</p> <p>4 x football/rugby league playing field (6Ha)</p> <p>4 x pickleball courts</p> <p>2 x multi-purpose courts (basketball/ netball)</p> <p>Car parking</p> <p>2 x Regional Clubhouse facility (oval and rectangular Sports fields) (male and female changerooms, officials change room, canteen, toilets, office space, meeting rooms, catering)</p>	<p>To accommodate the growth of Kingscliff Junior AFL Club and other AFL clubs</p> <p>To meet the demand for indoor based sports</p> <p>Accommodate population based sports participation growth</p>

Proposed	Active Open Space (Ha)	Profile Area	Developer Proposed Facilities	Strategy Requirement	Rationale
West Kingscliff	8.4Ha	North Coast (Kingscliff)	1x cricket/AFL 2x soccer 1x clubhouse and amenities 3 x multi-purpose courts (basketball/netball)	1x AFL 2x soccer 2 x beach volleyball 3 x multi-purpose courts (basketball/netball) Car parking District Clubhouse (male and female changerooms, officials change room, canteen, toilets)	Accommodate population based sports participation growth
Dunloe Park Urban Release Area	6.5Ha	South Coast (Pottsville & Hastings Point)	Undefined	1 x dedicated AFL oval 4 x overlapping oztag/touch fields 1 x full-sized football fields 3 x multi-purpose courts (basketball/netball) Car parking District Clubhouse (male and female changerooms, officials change room, canteen, toilets)	To accommodate the growth of Tweed Tigers Junior AFL Club currently playing at Pottsville Memorial Park Accommodate population based sports participation growth
Depot Road sports field plans	6.5Ha	Mid Coast Casuarina (& Cudgen)	Stage 1 2 x full-sized football fields 1 x half-field 2 x quarter-fields Stage 2 1 x full-sized 1 x half-sized 1 x quarter-sized fields	1 x dedicated AFL/cricket oval 4 x overlapping oztag/touch fields 1 x full-sized football fields 3 x multi-purpose courts (basketball/netball) District Clubhouse (male and female changerooms, officials change room, canteen, toilets)	To accommodate the growth of Kingscliff Junior AFL Club and other AFL clubs Accommodate population based sports participation growth

Table 5. Proposed large scale developments contribution requirements



Supply Analysis – Key Findings

- The following profile areas have a current surplus of active space in terms of land area and this is likely to remain the case through to 2033: Cabarita, Cobaki, Bilambil & District; Mid Coast Casuarina (& Cudgen); Murwillumbah & District
- The following profile areas have a current deficit of active space and this is likely to remain the case through to 2033: North Coast (Kingscliff); North East Hinterland (Tumbulgum); North West (Tyalgum & Chillingham); South Coast (Pottsville & Hastings Point); South East Hinterland (Burringbar, Stokers Siding & Crabbes Creek); South West (Uki); Terranora; Tweed Heads; Tweed Heads South (Banora Point) and Tweed Heads West.
- The deficit is significant in Tweed Heads and Tweed Heads South. It is noted that there would be significant movement across the border both ways.
- Future development in Cobaki, Bilambil & District; Mid Coast Casuarina (& Cudgen); North Coast (Kingscliff); South Coast (Pottsville & Hastings Point) and Mid Coast Casuarina (& Cudgen) will meet the needs of the populations these developments serve but will not reduce the deficit.
- Efforts to source additional active space to counter the active open space deficit should be focused on the northern end of the Shire where the current deficit is worst and where population growth is likely to occur.
- Based on current deficits and participation rates the proposed developments should deliver the defined embellishments to best meet the needs of their growing populations:
 - Cobaki Lakes
 - Kings Forest
 - West Kingscliff
 - Dunloe Park Urban Release Area
 - Depot Road sports fields plans

Bogangar, Cabarita and Tanglewood

Description

- Cabarita area is bounded by the locality of Durambah and the northern edge of Cudgen Nature Reserve in the north, the Coral Sea in the east, the locality of Hastings Point, Tweed Coast Road, Round Mountain Road and the locality of Round Mountain in the south, and the localities of Reserve Creek and Clothiers Creek in the west.
- The 2022 Estimated Resident Population for Cabarita area is 3,516, with a population density of 250.0 persons per square km.

Supply analysis – key findings

- This Local Profile Area has the following active open space infrastructure:
 - Les Burger Field (local)
 - Barry Sheppard Field (local)
 - Cabarita Pony Club Grounds (regional)
- The following clubs are active in the area:
 - Tweed Coast Touch & Sports Association
 - Tweed Coast Raiders Junior Rugby League Club
 - Tweed Coast Football Club (AFL)
 - Tweed Coast Junior Football Club (Tigers)
 - Cabarita Beach Pony Club
 - Tweed Byron Trail Horse Riders Club
- Based on the requirement for 1.7Ha of active open space for every 1000 people, the area is considered to have the active open space it needs now and will need through to 2033 based on population projections.

What you told us

- There is opportunity to grow the sport of equestrian and leverage off existing facilities
- AFL participation is growing quickly and additional access to AFL grounds is required. Improved drainage could offset this shortage.
- Facility and lighting upgrades are required at all facilities.

Cobaki, Bilambil, Bilambil Heights, Piggabeen & District

Description

- Cobaki - Bilambil and District is bounded by the Queensland border in the north and west, the locality of Tweed Heads West, the Cobaki Breakwater, Cobaki Creek and the localities of Tweed Heads West and Banora Point in the east, and Duroby Creek, Beltana Drive and the localities of Bungalora, Duroby, Carool and Glengarrie in the south.
- The 2022 Estimated Resident Population for Cobaki - Bilambil and District is 4,593, with a population density of 101.5 persons per square km.

Supply analysis – key findings

- This Local Profile Area has the following active open space infrastructure:
 - Bilambil East Sportsfields & Equestrian Centre (local)
 - Bilambil West Sports fields (local)
- The following clubs are active in the area:
 - Terranora Lakes Equestrian Club
 - Bilambil Jets Rugby League (Jets Snr)
 - Bilambil Terranora Junior Rugby League (Jets Jnr)
 - Bilambil Touch Football
 - Terranora Lakes Cricket Club
 - Bilambil Terranora Football Club Inc
- Based on the requirement for 1.7Ha of active open space for every 1000 people, the area is considered to have the active open space it needs now and will need through to 2033 based on population projections.
- The proposed Cobaki Lakes development will provide an additional 5500 homes and contribute 8.9Ha of active open space for this population growth.

What you told us

- Bilambil East facilities need upgrade due to flood impacts

Mid Coast – Casuarina and Cudgen

Description

- Mid Coast - Casuarina is bounded by the locality of Chinderah, Crescent Street and the locality of Kingscliff in the north, Cudgen Road, and the Coral Sea in the east, the northern edge of Cudgen Nature Reserve and the localities of Tanglewood and Clothiers Creek in the south, and the locality of Eviron, the Pacific Highway, Duranbah Road and the locality of Stotts Creek in the west.
- The 2022 Estimated Resident Population for Mid Coast - Casuarina is 4,531, with a population density of 132.7 persons per square km.

Supply analysis – key findings

- This Local Profile Area has the following active open space infrastructure:
 - Casuarina South Hockey Fields (local)
 - Casuarina North Sportsfields (local)
- The following clubs are active in the area:
 - Casuarina Hockey Club
 - Casuarina Beach Rugby Club
 - Queensland Oztag Association Inc
- Based on the requirement for 1.7Ha of active open space for every 1000 people, the area is considered to have the open space it needs now and will need through to 2033 based on population projections.
- The proposed Kings Forest development will provide an additional 4500 homes and contribute 19.1Ha of active open space for this population growth. Depot Road Sportsfields would provide an additional 6.5ha of active open space.

What you told us

- Casuarina North Sportsfields need upgraded facilities, canteen and additional women's change rooms
- Consideration should be given to longer leases and opportunity to clubs to have additional commercialisation

Murwillumbah, Condong, Kielvale, Nunderi & District

Description

- Murwillumbah and District is bounded by the Rous River, the locality of Tyalgah, Mayal Creek, the Tweed River and the locality of Eviron in the north, the localities of Farrants Hill, Clothiers Creek and Reserve Creek in the east, the localities of Wardrop Valley and Fernvale, Dunbible Creek, the Tweed River and Tyalgum Road in the south, and the localities of Eungella and Crystal Creek in the west.
- The 2022 Estimated Resident Population for Murwillumbah and District is 10,891, with a population density of 241.6 persons per square km.

Supply analysis – key findings

- This Local Profile Area has the following active open space infrastructure:
 - Stan Sercombe Field (district)
 - Les Cave Sportsfield & John Rabjones Oval (district)
 - Murwillumbah Football Complex (district)
 - Barrie Smith Hockey Centre (district)
 - Knox Park Netball Courts & Basketball Court (regional)
 - Willward Park (local)
 - Murwillumbah Tennis Club (district)
- The following clubs are active in the area:
 - Murwillumbah Rugby League (Mustangs)
 - Murwillumbah Cricket Club
 - Murwillumbah Vulcans AFL Club
 - Murwillumbah Football Club
 - Hockey Tweed
 - Murwillumbah Netball Association
 - Murwillumbah Touch Association
 - Murwillumbah Colts Junior Rugby League Football Club
 - Murwillumbah Tennis Club
- Based on the requirement for 1.7Ha of active open space for every 1000 people, the area is considered to have the active open space it needs now and will need through to 2033 based on population projections.

What you told us

- Floods heavily impacted facilities
- COVID and floods have impacted volunteering with considerable knock on affects to managing clubs
- Facility upgrades required and in some cases such as the Murwillumbah Cricket Club grand stand needs to be completely replaced
- Hockey field and facilities refurbishment required. Floods have required some uses such as canteen be moved upstairs which has impacted disability access

North Coast – Kingscliff, Chinderah & Fingal Head

Description

- North Coast - Kingscliff is bounded by the Tweed River in the north and west, the Coral Sea in the east, and the locality of Casuarina, Cudgen Creek and the localities of Cudgen and Stotts Creek in the south.
- The 2022 Estimated Resident Population for North Coast - Kingscliff is 10,622, with a population density of 434.9 persons per square km.

Supply analysis – key findings

- This Local Profile Area has the following active open space infrastructure:
 - Kingscliff Regional Sports Complex (regional)
 - Ned Byrne Field (local)
 - Reg Dalton Oval (local)
 - Merve Edwards Field (local)
 - Kingscliff Tennis Club (local)
- The following clubs are active in the area:
 - Kingscliff District Football Club
 - Tweed Little Athletics Centre
 - Cudgen Junior RLFC
 - Cudgen Rugby League Football Club
 - Cudgen Cricket Club
 - Kingscliff Hockey Club
 - Kingscliff Junior Australian Football Club
 - Kingscliff Tennis Club
- Based on the requirement for 1.7Ha of active open space for every 1000 people, the area is considered to have a gap in the active open space it needs now and this infrastructure gap will increase through to 2033 based on population projections.
- The proposed West Kingscliff development will provide around an additional 1800 homes and contribute 8.4Ha of active open space for this population growth.

What you told us

- Recent investment in Kingscliff Regional Sports Complex has improved capacity issues
- Junior AFL does not have the fields and facilities it needs
- A synthetic athletics track should be considered

North East Hinterland – Tumbulgum

Description

- North East Hinterland - Tumbulgum is bounded by the localities of Piggabeen, Cobaki, Bilambil and Terranora in the north, the Tweed River and the localities of Chinderah, Cudgen, Duranbah, Tanglewood and Round Mountain in the east, the localities of Cudgera Creek, Palmvale, Wardrop Valley, Kielvale, Nunderi and Condong, the Tweed River, Mayal Creek, the locality of Murwillumbah and the Rous River in the south, and the localities of Nobbys Creek and Upper Crystal Creek in the west.
- The 2022 Estimated Resident Population for North East Hinterland - Tumbulgum is 3,067, with a population density of 17.25 persons per square km.

Supply analysis – key findings

- This Local Profile Area has the following active open space infrastructure:
 - Brian Breckinridge Field (local)
- The following clubs are active in the area:
 - Tumbulgum Rangers Soccer Club Inc
- Based on the requirement for 1.7Ha of active open space for every 1000 people, the area is considered to have a gap in the active open space it needs now and this infrastructure gap will continue through to 2033 based on population projections.

What you told us

- Poor drainage impacts the ability for games to be played and training to occur
- Facility improvements such as toilets and waste management required



North West Tweed - Tyalgum & Chillingham

Description

- North West Tweed - Tyalgum is bounded by the Queensland border in the north, the localities of Dungay and Kynnumboon, the Rous River and the localities of North Arm, Murwillumbah and Byangum in the east, the localities of Mount Warning, Byrrill Creek, Kunghur and Mount Burrell in the south, and Tweed Range Road and the Kyogle Council area in the west.
- The 2022 Estimated Resident Population for North West Tweed - Tyalgum is 2,979, with a population density of 8.09 persons per square km.

Supply analysis – key findings

- This Local Profile Area has the following active open space infrastructure:
 - Chillingham Tennis Courts (local)
- Based on the requirement for 1.7Ha of active open space for every 1000 people, the area is considered to have a gap in the active open space it needs now and this infrastructure gap will continue through to 2033 based on population projections



South Coast – Pottsville, Hastings Point & Wooyung

Description

- South Coast - Pottsville is bounded by the localities of Tanglewood and Bogangar, Round Mountain Road, Tweed Coast Road and the locality of Cabarita Beach in the north, the Coral Sea in the east, the localities of Wooyung and Crabbes Creek in the south, and the localities of Mooball, Burringbar, Palmvale and Reserve Creek in the west.
- The 2022 Estimated Resident Population for South Coast - Pottsville is 8,732, with a population density of 107.8 persons per square km.

Supply analysis – key findings

- This Local Profile Area has the following active open space infrastructure:
 - Blackrocks Sportsfields (district)
 - Pottsville Memorial Oval (local)
 - Seabreeze Sportsfields (local)
 - Koala Beach Sports fields (local)
 - Hardy Park Basketball and Netball Court (local)
 - Pottsville Tennis Courts (local)
- The following clubs are active in the area:
 - Pottsville Cricket Club
 - Pottsville Fun Croquet Club
 - Tweed Coast Junior Football Club (Tigers)
 - Pottsville Cricket Club
 - Pottsville Beach Football Club
 - Pottsville Beach Tennis Club
 - Pottsville Basketball Club
- Based on the requirement for 1.7Ha of active open space for every 1000 people, the area is considered to have a gap in the active open space it needs now and this infrastructure gap will continue through to 2033 based on population projections.
- The proposed Dunloe Park Urban Release Area development will provide around an additional 1600 homes and contribute 6.5Ha of active open space for this population growth.

What you told us

- There is a need for a indoor sports facility. People have to travel to Byron Bay or the Gold Coast for indoor sports like basketball, netball, futsal etc.
- The Pottsville Tennis Club needs the facilities upgraded and pathway network fixed.

South East Hinterland – Burringbar, Stokers Siding, Mooball, Crabbes Creek

Description

- South East Hinterland - Burringbar is bounded by the locality of Murwillumbah, the Tweed River, Dunbible Creek and the localities of South Murwillumbah, Kielvale and Reserve Creek in the north, the localities of Cudgera Creek, Sleepy Hollow and Wooyung in the east, the localities of Yelgun, Middle Pocket, Main Arm and Chowan Creek in the south, and the localities of Smiths Creek, Dum Dum and Eungella and the Oxley River in the west.
- The 2022 Estimated Resident Population for South East Hinterland - Burringbar is 3,379, with a population density of 21.44 persons per square km.

Supply analysis – key findings

- This Local Profile Area has the following active open space infrastructure:
 - Burringbar Sports Complex (local)
- The following clubs are active in the area:
 - Burringbar Sports Club
- Based on the requirement for 1.7Ha of active open space for every 1000 people, the area is considered to have a gap in the open space it needs now and this infrastructure gap will continue through to 2033 based on population projections.

South West Tweed – Uki

Description

- South West Tweed - Uki is bounded by the localities of Tyalgum, Eungella and Byangum in the north, the localities of Dunbible, Stokers Siding, Upper Burringbar, Main Arm, Upper Main Arm, Upper Wilsons Creek and Huonbrook in the east, Lismore City in the south, and the Kyogle Council area and the localities of Mebbin and Brays Creek in the west.
- The 2022 Estimated Resident Population for South West Tweed - Uki is 2,379, with a population density of 7.48 persons per square km.

Supply analysis – key findings

- This Local Profile Area has the following active open space infrastructure:
 - Uki Sports Fields (local)
- The following clubs are active in the area:
 - Uki Sport & Recreation Club Inc
- Based on the requirement for 1.7Ha of active open space for every 1000 people, the area is considered to have a gap in the open space it needs now and this infrastructure gap will continue through to 2033 based on population projections.



Terranora

Description

- Terranora is bounded generally by Terranora Broadwater in the north, the locality of Banora Point in the east, the Tweed River and the locality of North Tumbulgum in the south, and the locality of Bungalora and Duroby Creek in the west.
- The 2022 Estimated Resident Population for Terranora is 3,039, with a population density of 257.9 persons per square km.

Supply analysis – key findings

- This Local Profile Area has the following active open space infrastructure:
 - Terranora Tennis Centre (district)
- The following clubs are active in the area:
 - Tennis Terranora
- Based on the requirement for 1.7Ha of active open space for every 1000 people, the area is considered to have a gap in the open space it needs now and this infrastructure gap will increase through to 2033 based on population projections.

Tweed Heads

Description

- Tweed Heads is bounded by the Queensland border, Thomson Street and Boundary Street in the north, the Coral Sea and the Tweed River in the east, the Terranora Inlet and Terranora Creek in the south, and the Pacific Highway in the west.
- The 2022 Estimated Resident Population for Tweed Heads is 9,185, with a population density of 2,463 persons per square km.

Supply analysis – key findings

- This Local Profile Area has no active open space infrastructure and no active in the area:
- Based on the requirement for 1.7Ha of active open space for every 1000 people, the area is considered to have a significant gap in the open space it needs now and this infrastructure gap will increase through to 2033 based on population projections.

Tweed Heads South & Banora Point

Description

Tweed Heads South - Banora Point is bounded by Terranora Creek and the Terranora Inlet in the north, the Tweed River in the east, the locality of Terranora in the south, and generally by the Terranora Broadwater and the locality of Bilambil Heights in the west.

The 2022 Estimated Resident Population for Tweed Heads South - Banora Point is 24,796, with a population density of 1,383 persons per square km.

Supply analysis – key findings

- This Local Profile Area has the following active open space infrastructure:
 - Greenway Drive Sportsfield (local)
 - Ron Wilkinson Field (district)
 - Dave Burns Field (local)
 - Arkinstall Park Fields (regional)
 - Arkinstall Park Netball (regional)
 - Arkinstall Park Tennis Centre (regional)
- The following clubs are active in the area:
 - Thirstiers Cricket Club
 - Tweed Banora Colts Cricket Club Inc
 - Coolangatta Tweed Barbarians RUFC
 - South Tweed Junior Rugby League Football Club
 - South Tweed Touch Association
 - Tweed Banora Colts Cricket Club Inc
 - South Tweed Junior Rugby League Football Club
 - Northern Rivers Baseball Association
 - Tweed United Football Club
 - Tweed Netball Association
 - Tweed Tennis Club
 - Pro One Tennis
- Based on the requirement for 1.7Ha of active open space for every 1000 people, the area is considered to have a significant gap in the open space it needs now and this infrastructure gap will increase through to 2033 based on population projections.

Tweed Heads West

Description

- Tweed Heads West is bounded by the Queensland border in the north, the Pacific Highway in the east, Terranora Creek and the locality of Bilambil Heights in the south, and Cobaki Creek, the Cobaki Breakwater and the locality of Cobaki Lakes in the west.
- The 2022 Estimated Resident Population for Tweed Heads West is 6,260, with a population density of 625.6 persons per square km.

Supply analysis – key findings

- This Local Profile Area has the following active open space infrastructure:
 - Piggabeen Sports Complex Recreation Ground (district)
- The following clubs are active in the area:
 - Tweed Heads Seagulls RLFC
- Based on the requirement for 1.7Ha of active open space for every 1000 people, the area is considered to have a significant gap in the active open space it needs now and this infrastructure gap will increase through to 2033 based on population projections.



Sports Analysis

Review of the many different sports across the Shire highlights the current context, participation, structured clubs and proposed steps to support the sport in the life of this strategy. More detail is available in the Implementation Plan.

Sport	Tweed Context	Strategy Actions
AFL	<p>Affiliated to AFL QLD with paid development staff in the region.</p> <p>Tweed Shire have four community clubs: Tweed Coolangatta, Tweed Coast, Kingscliff and Murwillumbah. Registered participants have grown 28% year-on-year signalling high demand.</p> <p>AFL QLD have a focus on increasing their school presence for recruitment with a focus on increasing female participation, umpires to future proof and sustain football across the Shire.</p>	<p>Support the Kingscliff Dolphins Junior AFL Club to access a new ground in future proposed development. Consider dedicated use for AFL.</p> <p>Ensure AFL QLD or an AFL technical representative have input into design of any new development with oval fields. If an AFL club moves to a new development ensure they are consulted on clubhouse design and multipurpose considerations.</p> <p>Consider the sport tourism opportunities AFL events can deliver, particularly around schools and Masters competitions.</p>
Athletics	<p>Tweed Little Athletics has seen significant growth in the last few years with Under 9s – U13s strong then tapering off. The new athletics club in Kingscliff is experiencing growth with potential for further growth if recreational athletics participants are engaged.</p> <p>There are challenges for athletes on the high- performance pathway who must travel to the northern part of the Gold Coast to access a synthetic track. The numbers of athletes this represents and the distance required to travel doesn't currently provide a compelling argument for the cost benefit of a synthetic track.</p>	<p>The sport tourism opportunity to host large school carnivals is already being realised by the club however there is potential for more growth in this area.</p> <p>Ensure the club are consulted on any new facility upgrades particularly where technical elements are required e.g. jump boards.</p> <p>Consider a pilot with the club to trial management of the grounds booking directly through the club instead of Council and for the Club to be consulted on the maintenance program and timing surface maintenance to ensure it supports competitions and events.</p>
Baseball	<p>Northern Rivers Baseball Association is growing with a focus on youth development. Relatively new club and connected with Gold Coast Baseball League.</p>	<p>Continue to support the Northern Rivers Baseball Association with access to fields. Recent facility development at Arkinstall due for completion March 2024 - one senior and one junior diamond.</p>
Basketball	<p>Basketball is affiliated to Basketball NSW who have a paid Development Officer in the region. Murwillumbah Basketball are currently playing on an indoor court at a local church with other local competitions in Pottsville and the Tweed PCYC. Also have local clubs in Banora/Tweed and with the Lindisfarne School - who both participate in the Gold Coast competition.</p>	<p>Engage with Basketball NSW for any new development opportunity as they may be able to assist in lobbying for NSW infrastructure grants for a new Indoor Sport Facility.</p> <p>Minimum of 6 courts to operate many local competitions is ideal. Consider the opportunities of bringing basketball events to the Tweed and the minimum courts required for competition.</p>

Sport	Tweed Context	Strategy Actions
Bowls	<p>Tweed Heads Bowls Club hosts a number of major national Bowls events annually.</p> <p>Whilst the pathway for bowls athletes from grassroots to high performance is typically for younger athletes, the age demographic generally for Bowls participation is geared toward an older population. This is important with Tweed's ageing population.</p>	<p>Continue to provide support as required.</p>
Cricket	<p>A professional sport with development staff in the region. Cricket has seen growth and is supported by a professional team.</p> <p>Cricket NSW are engaged with the clubs and there is early discussions of bringing a WBBL game to Tweed subject to adequate facilities for broadcast.</p>	<p>Consider the maintenance of established facilities including flood affected areas if they continue to be operational. Facilitate discussion with Cricket NSW to look at what maintenance is required and what enhancements can be made that might facilitate sport tourism opportunities.</p> <p>Consider the provision of new cricket ovals in proposed developments.</p> <p>Work with Cricket NSW to discuss future turf wicket requirements and scheduling options.</p>
Cycling/ MTB/ BMX	<p>Road, Mountain bike and BMX are all cycling disciplines that are well suited to the Tweed. Several mountain bike events are held in the district and 48 cycle routes are mapped for visitors to explore in the area.</p> <p>The Uki Mountain Bike Park and Pump Track and the Tweed section of the Rail Trail were recently completed. Murwillumbah BMX track is listed by the open space strategy as not fit for purpose while there is a skate park redevelopment at Knox Park that caters for advanced riders.</p> <p>Skate parks that can be used for cycling are at Murwillumbah, Cabarita and Tweed Heads. In addition, the council has 100km of shared bike/walking paths under management with a 10 year plan to deliver walking and cycling infrastructure.</p>	<p>Tweed has established two major cycling projects; Uki Mountain Bike Park and the Rail Trail across 4 regions with the Tweed section 24km from Crabbes Creek to Murwillumbah. It will be important to promote, maintain and evaluate their success and continue with experience tourism and local cycling clubs to encourage activity and visitors.</p> <p>Strategy to encourage cycling in the community is covered in detail in a separate plan, "https://www.yoursaytweed.com.au/pedestrian-and-bike-plan".</p> <p>The Tweed Youth Outdoor Recreation Action Plan will also address these opportunities.</p> <p>Continue to investigate a suitable facility in Pottsville as part of the draft Pottsville Open Space Masterplan.</p>
Equestrian	<p>The Tweed Valley Equestrian Group, Cabarita Pony Club and associated clubs are very active with passionate volunteers competing in competitions and wanting to grow the membership and improve facilities to cater for competitions. The area also hosts several equestrian businesses that provide riding lessons and experiences across the Tweed. Tweed Shire and Destination Tweed in conjunction with the Tweed Byron Trail Horse Riders Club developed a series of horse trails in the region.</p>	<p>Further promotion and development of equestrian businesses/tourism in conjunction with equestrian clubs is encouraged.</p> <p>Consider the masterplan requirements for the Cabarita Pony Club as detailed in the Implementation Plan.</p>

Sport	Tweed Context	Strategy Actions
Fishing	There are 4 fishing clubs in the Tweed Heads with some providing equipment and instruction. The club is popular with older members and in one case part of a multi-sport environment.	Seek out opportunities to enhance access and support structures for nature based sport and physical activity.
Football (soccer)	A professional sport with 5 clubs including paid staff. Aligned to Football QLD, there is high demand for the sport with Kingscliff Wolves at capacity and at times turning teams away.	<p>Ensure the green field spaces in any new development have someone with Football field design knowledge.</p> <p>When there is a focus on getting people active Football has a number of hybrid products that meet changing demands. An opportunity to build on what is already working and meet demand.</p> <p>Consider opportunity for Kingscliff Wolves to also use southern side of Wommin Bay Road after new developments provide new home for Kingscliff Dolphins.</p>
Golf	The Coolangatta Tweed Heads Golf Club provides 2 championship level courses and another handful of courses across the Shire. Golf is an accessible sport in the Shire, popular with older age groups.	Renew appropriate leases where required to enable existing golf clubs to thrive. Explore uses of facilities and grounds for multi-sport activities where and when applicable.
Gymnastics	Gymnastics clubs are concentrated in Tweed Heads and rarely available in the smaller towns with the lack of qualified coaches and numbers required for a viable club. Gymnastics requires highly trained coaches considering the safety requirements of the sport.	For beginner gymnastics activities in the smaller towns it is recommended to encourage activity play groups using existing facilities/schools where demand exists.
Hockey	<p>Affiliated to Hockey QLD which allows better access to training and competition opportunities.</p> <p>Hockey participation has declined since COVID and floods. Rising costs of insurances for players and the rising cost of living will most likely be impacting the development of the sport.</p> <p>Paid development officer (Olympic Gold medallist) who raises the profile and opportunity for Hockey players.</p>	<p>Engage hockey clubs with any new development that could incorporate a synthetic pitch that could potentially be used across a number of sports.</p> <p>Consider the whole of life of synthetic pitches and the asset renewal approach with a view to incorporating multi-purpose usage.</p>
Netball	<p>Tweed Netball is a strong club with affiliation to Netball QLD.</p> <p>Large membership of 1100+ that has grown since Covid when indoor netball wasn't available. Strong participation sport with U12-U18 rep teams.</p> <p>Athletes currently travelling to Tallebudgera to train and Logan to play EPL. Interest from Grafton, Ballina, Lismore to play in a competition in the region.</p>	<p>Current hard courts at Arkinstall Park may require maintenance with drop-off on the side of the courts to be reviewed.</p> <p>Consider netball in any indoor multipurpose facility and ensure a netball technical person is involved in design particularly around court size, run off requirements and change room design.</p>

Sport	Tweed Context	Strategy Actions
Rowing	<p>Tweed Heads and Coolangatta Rowing Club is an established club with a long history of Rowing in the region. There are approximately 50 members with 30 juniors. Affiliated to Rowing QLD for competition and the club have produced a number of elite level world champions and currently a couple of juniors are rowing for Australia. Regular competition used to take place approximately 8 times per year from Murwillumbah Rowing Club, however this stopped since the floods when a rock wall was built which prohibited access. Likely to have a new ramp built which will support regattas. There is no lease for the Tweed Club which has been an ongoing issue as they cannot expand.</p>	<p>Council to investigate position from NSW Government regarding the Crown Land use to bring this to an outcome so Tweed Rowing club / Council can look at alternate options if their current space is not possible to use on a longer term basis.</p>
Rugby league	<p>Professional sport with Tweed Seagulls having paid staff. Still reliant on volunteers.</p> <p>Significant presence of junior and senior clubs throughout the Shire with a strong history of Tweed producing strong teams and elite players. Currently the Seagulls are a feeder club to the NRL Gold Coast Titans.</p>	<p>The delivery of the Piggabeen Sports Complex Masterplan.</p> <p>Consider working with Seagulls and the Junior Rugby League Club to draft an MoU that could be used by multiple clubs utilising the same spaces. The MoU to define club responsibilities, financial obligations, access and maintenance and provide a platform to recognise shared opportunities that can be leveraged for the development of the sport.</p> <p>Support all rugby league clubs to access funding sources to upgrade existing clubhouse and amenities for unisex changerooms and associated facilities.</p>
Rugby union	<p>Casuarina Beach Rugby Union and Coolangatta Tweed Barbarians are active clubs in the Shire with juniors, women and men. The clubs are run by volunteers and fundraising to improve the sustainability of their operations.</p>	<p>No additional fields or facilities planned.</p> <p>Review the facilities at Casuarina Beach Rugby club with consideration to womens change spaces, canteen amenities, lighting, club admin and the opportunities to enhance a facility that could be multi-purpose in the community.</p>
Skateboarding	<p>A popular sport with growing participation, particularly after its Olympic debut in Tokyo.</p> <p>There are Skateboarding Coaches that are part of the North Coast Academy of Sport (NCAS) Skate Program</p>	<p>Skate facilities to be considered as part of sporting precincts and park redesigns.</p> <p>The Tweed Youth Outdoor Recreation Action Plan will also address these opportunities.</p>
Surf lifesaving / Nippers	<p>There are 4 surf lifesaving clubs on the Tweed; Salt, Fingal Head, Cabarita and Kingscliff.</p>	<p>Clubs are typically self sufficient in fundraising and developing their facilities. Council to work with surf clubs regarding increasing accessibility for PWD to increase access for all to beaches.</p> <p>Council to create more engagement with surf clubs so they are aware of challenges and opportunities particularly around event tourism and licensing.</p>

Sport	Tweed Context	Strategy Actions
Surfing	Surfing is a popular pastime on the Tweed Coast with the Surfing Australia High performance facility located in the Tweed. The local club, Kingscliff Boardriders provides opportunities for all ages with 90 members.	<p>Opportunity to “own” and profile the high performance area with Surfing on the Olympic program and the high performance centre in the Shire.</p> <p>Consider a green zone pilot project to enable emerging surfers to learn safely.</p> <p>Consider investigation of facilities for surf clubs in casual open space where feasible.</p> <p>Council to work with Surfing Australia and Surfing NSW on an annual calendar of events for Tweed Beaches with a focus on sustainable use of the region’s beaches for surf events and competitions.</p>
Tennis	Several tennis centres with multiple surface types and courts across the Shire (e.g Pro-One Tennis Academy Tweed Heads with 20 courts) with single courts at various locations. Clubs operate with volunteer committees and professional coaches while larger facilities are run by contract operators.	<p>Maintain existing courts and allow for growth of pickle ball at existing centres when renegotiating new leases. Opportunities to use other facilities such as halls for yoga etc.</p> <p>Council to develop a Tennis Management and Development Strategy that streamlines Council’s management of Council owned facilities and other Tennis club facilities within the region. A whole of Shire development and prioritisation plan should be incorporated into this process.</p>
Touch football/ Oztag/TRL	South Tweed Touch plays in the QLD competitions based at the Dave Burns Fields with Rugby, Cricket. There are other touch clubs in the Tweed that utilise other facilities such as Les Burger Field, Casuarina Rugby and Walter Peate fields.	Continue to support access and maintenance of suitable green spaces and club facilities.
Triathlon	Two clubs with strong membership including the elite Kingscliff Triathlon.	Support where needed, including the facilitation of competition and events e.g. road closures.
Volleyball/ beach volleyball	Information from NSW and QLD Volleyball indicate that while Volleyball is popular when they run activities in the Shire, the lack of suitable indoor and beach facilities are restricting growth.	Beach volleyball courts are inexpensive and simple addition near existing facilities to enable the sport to be enjoyed by the community while indoor volleyball can be incorporated as part of the sport mix of a multi-sport facility.
Yoga/Pilates/ Tai Chi	Recreational sport with a focus on wellness	Trial a free or subsidised program for people to increase their physical activity.

Table 6. Sports Analysis



ADDITIONAL CONSIDERATIONS

Maintenance & Operations

Council currently services the Shire’s sport and active recreation space through the provision, maintenance and upgrade of facilities, relevant tenure arrangements and club liaison services, including facility planning and management to help relevant sporting and other organisations provide services to the community.

The audit process, previous research and stakeholder engagement confirm that the quality of sports fields meets expectations and the current level of funding should remain. Increased funding is required for refurbishment and maintenance of facilities as identified in the facility audit and engagement.

The TSC 2021 Asset Management Plan (Community Facilities and Environmental Assets) confirms that there are 42 sports parks with 53 clubhouse and change room buildings, 323 sports field lights and various sports seating, grandstands, furniture and irrigation valued over \$36M. Level of service includes building insurance, asset maintenance and repairs, grass mowing, herbicide, fertilizer, playing surface renovations, and litter removal.

Average annual maintenance cost per sports facility is around \$25,000. Sports field asset maintenance is currently \$429,208 and sports fields maintenance is \$664,638. Sports field asset maintenance should be increased during the life of this strategy. More detailed line item maintenance budgets should be considered in the future.

In regards to the seasonal use of the fields consideration should be given to the highest use throughout the year – meaning that seasonal use be supported with winter sports getting priority in winter and summer sports being given priority during summer. This will make the most of the Shire’s existing assets enabling it to be focused on the refurbishment of facilities rather than seeking to deliver new assets.

It is acknowledged that exclusive use of sports fields is becoming more prevalent as seasons run longer, pre season training start earlier and hybrid versions of the sport are played in the off season.

This is articulated by comparable Council’s using the following demarcation:

Winter Season	Summer Season
The period from the last Saturday in March to the first Saturday in September.	The period from the third Saturday in September to the last Saturday in March.

Types and length of tenure agreement is an important consideration, especially in the context of growing club capacity. Longer tenure agreements such as leases can allow the user greater certainty in their use of the facility while reducing the administration for both parties. Whilst it is recognised that there can be risks the success of its delivery should be trialled to define the value for Tweed Shire.

Indoor Multi Purpose Sports Facility

Current Status

There is currently only two single indoor multi purpose sports facility within the Tweed Shire which is the indoor facility at Seventh Day Adventist Church in Murwillumbah and the Tweed PCYC in Tweed Heads - more information on this facility is provided on the next page. Both of these are privately owned, and whilst able to be used by the general public via hire fees are not Council owned facilities. There are several school owned facilities which are either not to the appropriate standard and/or are not available generally for community use, or if so in a very limited capacity.

A feasibility assessment has been conducted over the last decade with most analysis being centred around the Arkinstall Park precinct which currently hosts tennis, netball and football in the northern part of the Shire.

Since that time, the Gold Coast Recreation Precinct at Tallebudgera has been upgraded with 5 courts and the Gold Coast Sports and Leisure Centre with 15 multi-sports courts has been delivered. To the south the Cavanbah Centre in Byron Shire Council has two full sized multipurpose courts.

Trends

The following provides a review of the trends in sport and recreation planning and facility provision that are relevant to indoor sports.

- Multipurpose - There is a strong trend towards multi-purpose facilities.
- Urban planning - Best practice planning creates community hubs for sport and recreation. Accessibility to facilities, particularly via walking and cycling is increasingly important.
- Flexible design - Sport facility designs are increasingly required to cater for different levels and hybrid competition.
- Social integration - Provision for meeting spaces.
- ESD - Environmentally sustainable design of facilities.
- Toilets and change rooms are expected to be adequate in size, accessible to playing areas and PWD compliant.
- Commercial opportunities - incorporation of commercial facility components such as canteens and offices.
- Disaster management - a future centre could also be utilised as a Disaster Management Centre for the community during significant weather events and natural disasters.

Current Supply and Engagement

The Tweed PCYC has 1 court (not regulatuion size), sprung wooden floor . At peak times the facility is at capacity and cannot meet demand during wet weather. The PCYC run their own competitions. Scheduling supports the following activities:

- basketball
- judo
- tae kwondo
- pickleball
- boxing
- badminton.

Discussion with clubs confirms the demand for an indoor multi sports facility with a number of clubs confirming they would seek to run competitions in such a facility. This would also mitigate the impacts of poor weather and reduce impacts on sports fields.

A new facility would continue to allow the growth of high participation sports such as netball, basketball, futsal and pickleball and minimise the requirement of residents to having to travel to the Gold Coast for their sport.



Benchmarking

There is no single adopted industry standard for the provision of indoor facilities. A number of considerations have been taken into account to estimate demand. These include analysis of the current operations of the facilities and benchmarking against neighbouring Councils.

Benchmarking highlights a range of servicing from 1 indoor multi-purpose court to every 15,000 residents (well serviced) to around 1 every 30,000. Based on this benchmark of neighbouring Councils and Tweed's Shire population being around 100,000, this LGA would be considered under serviced in terms of multipurpose indoor sports facilities.

Location Options

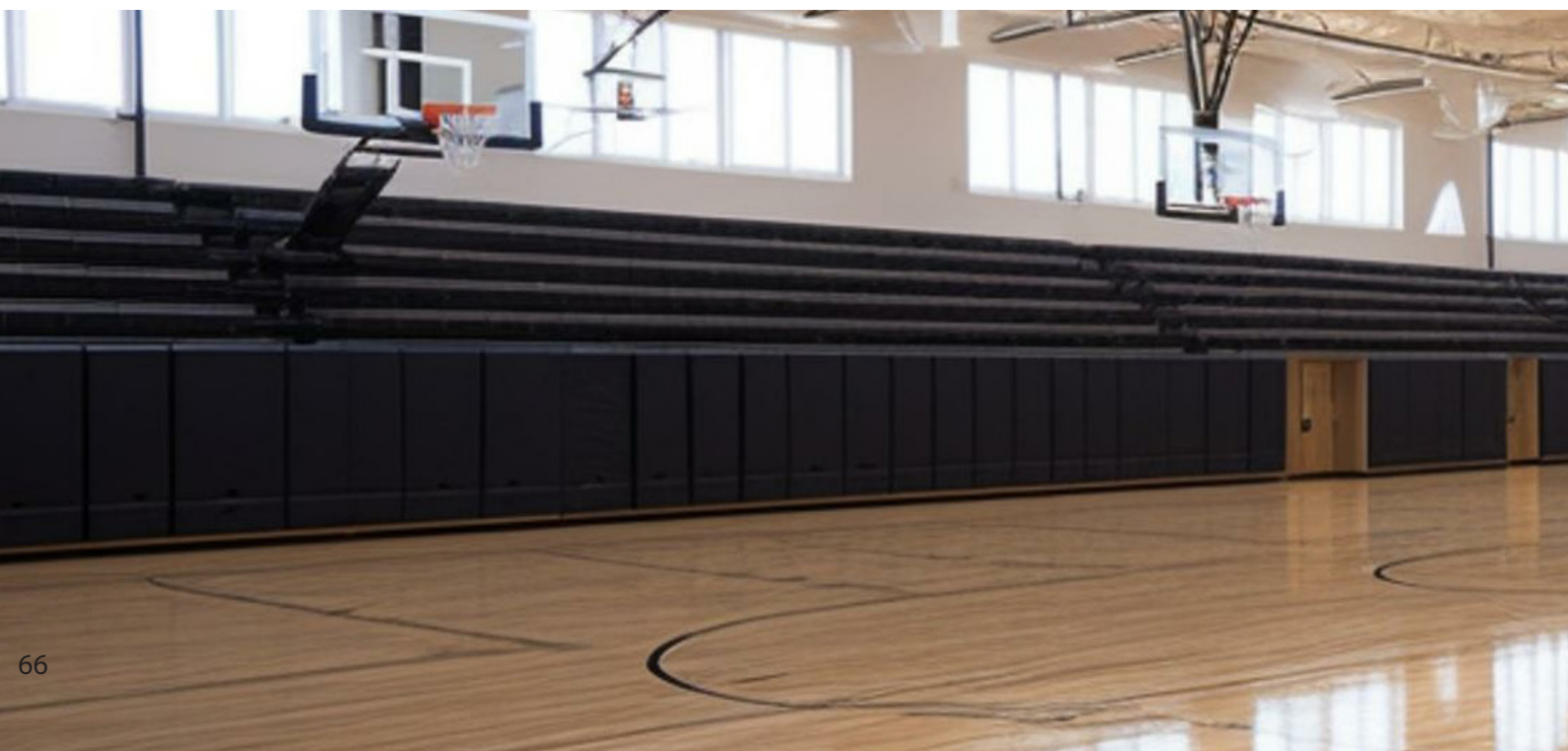
Location review based on site availability and demand highlights the following locations for further analysis:

- Tweed Regional Aquatic Centre – South Tweed Heads / Tweed Shire Community Services Site
- Arkinstall Park – South Tweed Heads
- Depot Road Sports fields – Kingsforest
- Kings Forest Subdivision

This would have due consideration of the current facilities in Tweed Heads and Murwillumbah.

LGA	Courts	Population	Rate
City of Gold Coast	39	633,764	1:16,250
Ballina Shire Council	2	46,760	1:23,380
Byron Shire Council	2	36,398	1:18,199
Ipswich City Council	7	229,208	1:32,744

Table 7. Indoor Court Benchmarking



Potential User Groups

The delivery of an Indoor Sports Facilities would support the following activities:

- basketball
- netball
- volleyball
- gymnastics
- futsal
- pickeball
- yoga and
- pilates.

An indoor facility would respond to the growing requirements for the Tweed's ageing population especially in the north of the Shire.

Considering the impacts that flooding can have on the Shire's sports fields and the impact this has on the ability to play, indoor sports facilities would mitigate the impacts of closed sports fields.

There are mature clubs with strong participation numbers in the north of the Shire who would be able to grow membership should a new facility be delivered.

Design Considerations

The overall development of an indoor sports facility is recommended to consider the following as a minimum:

- 6-8 full sized sports court (6 basketball courts minimum)
- retractable/grandstand seating to accommodate 1000 + people
- engineered sprung timber floor
- electronic scoreboards
- dividing curtain wall
- change rooms and amenities
- foyer/reception area
- first aid room
- modern air-conditioned meeting rooms suitable for 2 to 48 people.



Occupancy Agreements

To enable clubs, associations and individuals to use and activate Council fields and facilities a range of occupancy agreements are adopted to provide tenure for a certain timeframe under described conditions. The type of agreements below are currently in use by TSC: Permit – one off regular short term use; Licence – seasonal use; Management agreement (MOU) – term management contract and a lease - 5 or more years.

Each type of agreement has its strengths and weaknesses, depending on the situation. There is opportunity to consider lease agreements to provide more certainty and enable clubs to seek increased grants funding. Lessees are responsible for the maintenance, renewal and upgrade of all assets within the leased area. This is part of the standard lease terms and conditions.

If managed correctly there are benefits for the community, clubs and Council. For this reason, a pilot project will be conducted to test the value of a lease over a building footprint with right of use access for the sports fields. If successful this type of model could be expanded over time for organisations that meet the following criteria:

- being an incorporated association or equivalent
- being a not-for-profit, community-based organisation
- maintaining \$20 million public liability insurance
- being able to show how the organisation can meet the financial, management and maintenance obligations of a lease.

To continue to provide and maintain facilities and sports fields Council collects fees and charges for the above agreements. Council currently provides a flat fee for short term use of sports fields and associated facilities (club house, canteen storage etc). There is an opportunity to be more specific and consider elements such as liquor licenses, canteen access etc.

This will provide a more equitable and sustainable approach to collecting fees and charges and better reflect what clubs are actually using. For this reason, we will review the fees and charges schedule and demarcate key elements.



2032 Olympics and Paralympic Opportunity

The Brisbane 2032 Olympic and Paralympic Games are scheduled to take place and will feature a range of sports competitions, including traditional Olympic events like athletics, swimming, and gymnastics, as well as emerging sports.

The hosting of the Olympic Games presents several opportunities for Tweed Shire Council, including:

- **Infrastructure Development:** Hosting the Olympic Games requires significant investment in infrastructure. Local governments can seize the opportunity to build new stadiums, arenas, transportation systems, and other facilities. These developments can have long-term benefits for the region, such as improved transportation networks and modern sports venues.
- **Economic Growth:** The influx of athletes, officials, spectators, and media during the Olympic Games can have a substantial economic impact on the host city and region. Local governments can capitalize on this by promoting tourism, attracting business investment, and supporting local businesses, such as hotels, restaurants, and retail establishments. The increased economic activity can lead to job creation and overall economic growth. This includes any aspirations to grow new industries or consolidate existing sectors.
- **Urban Regeneration:** Hosting the Olympics often involves urban regeneration projects, where rundown or underutilized areas are revitalized. Local governments can use the opportunity to transform and improve neighbourhoods, enhance public spaces, and create a lasting legacy for the community. This can include the development of parks, recreational areas,

and cultural infrastructure. The Gold Coast Health and Knowledge Precinct and HOTA on the Gold Coast are good examples of a major multi-sports event achieving this.

- **Community Engagement:** The Olympic Games provide a platform for fostering community engagement and participation. Local governments can organize events, volunteer programs, and cultural activities that involve the local population. This can enhance community pride, create a sense of unity, and promote a healthy and active lifestyle. Sunshine Coast Council convene the Sunshine Coast Legacy Plan Community Reference Group to optimise this process.
- **International Exposure:** Hosting the Olympics puts the host city and region in the global spotlight. Local governments can utilize this exposure to promote their destination as a tourist, business, and investment hub. It provides an opportunity to showcase the region's cultural heritage, natural attractions, and economic potential to a worldwide audience.

It would be appropriate for Tweed Shire Council to consider developing a 2032 Roadmap which strategically confirms the Shire's ambitions associated with the events delivery and includes a stakeholder engagement element as well to understand community and business aspirations.

This will include the development of a prospectus which highlights the Shire's facilities and opportunities for training camps in the lead up to the Games. Development of these documents will be guided by the Northern Rivers – 2032 Olympic Opportunities Working Group.

Capacity Building

Building community capacity and social capital is crucial for the growth and success of sport and recreation in the Tweed Shire. This includes programs associated with volunteering; coach and official development; women and girls in sport; indigenous participation pathways to high performance and club governance. This is described further below:

Volunteering:

- Establish a volunteer management system to recruit, train, and recognise volunteers effectively.
- Provide ongoing support, training, and networking opportunities for volunteers.
- Recognize and celebrate the contributions of volunteers through awards or events.

Coach and Official Development and Support:

- Develop a comprehensive coach and official development program, including training workshops, mentoring, and certifications.
- Foster partnerships with sports organisations, clubs, and educational institutions to provide resources and expertise.
- Create a supportive network for coaches and officials to exchange knowledge and experiences.
- Offer incentives or scholarships to encourage coaches and officials to further their education and professional development.

Women and Girls in Sport:

- Implement targeted programs and initiatives to encourage female participation in sports at all levels.
- Provide safe and inclusive spaces for women and girls to participate and excel in sports.
- Offer mentorship programs and role models to inspire and support women and girls in sports.
- Address barriers such as cultural norms, stereotypes, and lack of access to facilities or equipment.

Indigenous Participation:

- Collaborate with local Indigenous communities to understand needs, priorities, and aspirations in sports.
- Develop culturally appropriate sports programs that reflect Indigenous traditions, values, and knowledge.
- Create pathways for Indigenous athletes, coaches, and officials to access training, development, and leadership opportunities.
- Respect and incorporate Indigenous protocols and practices in sports events and activities.
- Promote traditional indigenous games

Pathways for Participation through to High Performance:

- Establish clear and accessible pathways for individuals to progress from grassroots participation to high-performance sports.
- Provide talent identification programs, development camps, and specialized training for promising athletes.
- Foster partnerships with sports organizations, schools, and clubs to create seamless transitions between levels of competition.
- Offer scholarships, grants, or sponsorships to support athletes on their journey to high performance.

Club Governance and Financial Sustainability:

- Provide governance training and resources to club administrators to enhance their organizational capacity.
- Offer financial management workshops and support to ensure clubs' long-term sustainability.
- Encourage clubs to diversify their funding sources through sponsorships, grants, and fundraising initiatives.
- Facilitate networking and knowledge-sharing opportunities among clubs to learn from successful models and practices.

To facilitate these capacity building initiatives we will do the following:

- Develop a sports and recreation volunteer strategy that considers a city-wide volunteer thank-you program, tools for clubs to celebrate, reduced fees and thank sport volunteers. This should align with national frameworks such as the Australian Sport Commission's Sport Coalition Volunteer Action Plan. It could include workshops focused on creating a culture of volunteering and recruiting and retaining officials and coaches.
- Provide opportunities for clubs to meet, learn and share knowledge with a focus on how they are decreasing the burden of volunteering, nurturing coaches and referees, improving governance etc. The Tweed Sports Summit is an appropriate vehicle to do this. This could include a quarterly newsletter that includes funding opportunities, club of the month, annual forum, club blogs etc.
- Continue to deliver the Tweed Sports Summit on a biannual basis
- We build on our existing strengths such as profiling the surfing high performance facility with the aim of being the leaders in Australia for nurturing surfing's pathway from juniors to elite - supporting through marketing, approvals, reduced fees.

Climate Resilience

Making sports facilities more resilient to a changing climate involves a combination of mitigation strategies to reduce their environmental impact and adaptation measures to withstand the effects of climate change.

The following considerations are offered:

- **Design for climate resilience:** Incorporate climate resilience into the design and construction of sports fields and facilities. This may involve features such as elevated foundations to address flooding, improved insulation and ventilation systems to manage heat, and the use of sustainable materials with lower carbon footprints.
- **Sustainable energy and water management:** Implement energy-efficient practices and renewable energy technologies to reduce greenhouse gas emissions. Consider using solar panels, LED lighting, and energy-efficient HVAC systems. Additionally, promote water conservation by using efficient irrigation systems and collecting rainwater for non-potable uses like field irrigation and toilet flushing.
- **Natural landscaping and green infrastructure:** Integrate green spaces, trees, and vegetation around the facility to provide shade, reduce heat island effects, and manage stormwater runoff. These elements can improve the microclimate and provide additional environmental benefits.
- **Adequate drainage systems:** Design and maintain effective drainage systems to manage increased rainfall and prevent flooding. Ensure that stormwater management infrastructure can handle higher volumes and intensity of precipitation.



- **Adaptable sports surfaces:** Use adaptable sports surfaces that can withstand a changing climate. For example, choose materials that can handle temperature fluctuations, are resistant to cracking, minimise pollution (eg microplastics) and provide optimal performance even in extreme weather conditions.
- **Emergency preparedness:** Develop emergency response plans to address extreme weather events and prioritise the safety of athletes, spectators, and staff. This includes communication systems, evacuation plans, and emergency supplies.
- **Regular monitoring and adaptation:** Continuously monitor the facility's performance and adapt strategies as needed. Stay updated on climate projections and research to proactively address emerging challenges.

This means we will do the following:

- Develop a plan to define the proportion of sport facilities that can be built within flood prone land. This will be guided by the facility hierarchy and likely mean certain uses be allowed and others not.
- Review of existing guidelines such as the Tweed Development Control Plan Section A5 and the Sports field Construction Guidelines to incorporate appropriate flood impact requirements.





PART 2: STRATEGY TO ACTION

Our Vision

The Tweed Shire is a grassroots sports and active recreation powerhouse with strong clubs and opportunities for all residents to participate in sports and nature based recreation.

Guiding Principles

Key criteria for sports assessment must include strategic, economic and social strategic measurement metrics including:



PEOPLE

Meeting Demand to Participate

- We focus our funds and time to find solutions for clubs that have members wanting to participate that can't access suitable fields of play and supporting facilities.



PLACE

Existing Fields of Play and Club Facilities - Fit for Purpose

- We allocate funds to existing assets that present the highest risks to continue being fit for purpose for our community to be healthy and active.
- When allocating funds we consider flood zones. If the asset is in a flood zone with no plans or options to move the club / facility we would still invest in making it fit-for-purpose, however, enhancements or upgrades are not prioritised unless there is a compelling return on the investment.
- Connecting club facilities for sports and community activities.
- Fit for purpose includes but is not limited to:
 - Safe fields of play surfaces and adequate lighting
 - Adequate and suitable change spaces and storage
 - Functioning canteen space with running water and refrigeration options
 - Functioning space to manage club admin and operations

Existing Fields of Play and Club Facilities - Enhancements/Event Opportunities

- We allocate funds to existing assets that present an opportunity to encourage more of our community to be active.
- When allocating funds for upgrades and enhancements we prioritise return on investment opportunity. A simple business case is needed for each upgrade which could consider potential opportunities to get more people active, bring more money into the community or enhance the profile of the Tweed (depending on budget required a larger more complex business case / design specifications might be required which Council could facilitate. Guidance for events/over night stays return on investment required).



PARTICIPATION

Existing or Upgraded Fields of Play and Club Facilities - Utilisation

- We don't automatically replace existing assets if they have reached their end of life and are not utilized to full capacity.
- We prioritise community sport over high performance sport.

Pillars | Outcomes



People

We build the capacity of people who make sport and recreation possible and empower individuals to make healthy choices.

Outcomes

- We have clarity around how physically active our residents are through valid health data. We target our programs toward the least active and most vulnerable in our city
- Our sports clubs are thriving and well-resourced, capable of servicing the demand for delivering community sport, events and programs that increase physical activity



Place

We deliver and protect the places that enable us to play sport and be active.

Outcomes

- Our sport and recreation facilities are maintained to a safe standard for the conduct of community sports competition. We have a ten-year plan to improve our sport and recreation facilities through refurbishments with a focus on climate resilient design and materials that 'build back better'
- We maximise the use of our available assets and include other opportunities such as schools, community halls etc
- Clubs have efficient operating models with clubs supported to become more independent and less reliant on Council support
- An indoor multi purpose sports facility is delivered within the Shire
- We build on our strengths of the natural beauty of the region and prioritise nature based experiences



Participation

More people, more active, more often

Outcomes

- We have a plan to continue to improve our physical activity levels alongside our projected population growth with a focus on providing opportunities for people to incorporate more physical activity into their lives and participate in a way that suits their lifestyle
- We support clubs to attract sport and physical activity events, carnivals and training camps that provides a positive economic injection into our community and provide a platform for Tweed residents to participate in more sporting events on their doorstep
- We promote and leverage our existing strengths in high performance to inspire more of the community to get active as well as positioning Tweed in high performance areas

People



We build the capacity of people who make sport and recreation possible and empower individuals to make healthy choices.

Outcome	Action
<p>We have clarity around how physically active our residents are through valid health data. We target our programs toward the least active and most vulnerable in our city.</p>	<ol style="list-style-type: none"> 1 Develop a Tweed Health Data Working Group in partnership with Healthy North Coast and NSW Health to lobby for Tweed-specific health data regarding physical activity levels of residents in the Tweed. 2 Council to capture health data sets to support future decision making and investment in sport and recreation. This could include the development of a working group with key stakeholder organisations. This could include participation, volunteering and membership data. 3 Benchmark other Council's who capture health data sets. 4 Investigate existing data sets from sports data organisations. 5 Seek funding to provide improved services for vulnerable cohorts. 6 Develop repeatable methodology for the Tweed Sport and recreation data set and consider the use of a dashboard. This needs to be easily evaluated and repeatable at little cost.
<p>Our sports clubs are thriving and well-resourced capable of servicing the demand for delivering community sport, events and programs that increase physical activity. There is no one-size-fits all approach in our community which is reflected and celebrated in our unique clubs. Strong relationships are backed by great Governance and support for clubs to increase their professionalism and independence.</p>	<ol style="list-style-type: none"> 7 Formalise club capacity building through an program which includes guidance on strategy development, business planning, MoUs between clubs, optional lease arrangements, implementation of technology etc. This could be delivered by sport club governance consultants or via an expert on staff. 8 Develop a pilot project which supports clubs to have commercial activities that can support clubs to manage their facilities, employ staff and grow membership. This may require review of current planning policies. Eligibility criteria would include: being able to show how the organisation can meet the financial, management and maintenance obligations of a lease 9 Review the fees and charges schedule to consider elements such as leasing, right of use, canteens, liquor licensing etc. 10 Identify ways to minimise documentation requirements to streamline Council operations, volunteer management and revenue generation. 11 Develop a sports and recreation volunteer strategy that considers a city-wide volunteer thank-you program, tools for clubs to celebrate, reduced fees and thank sport volunteers. This should align with national frameworks such as the Australian Sport Commission's Sport Coalition Volunteer Action Plan. It could include workshops focused on creating a culture of volunteering and recruiting and retaining officials and coaches. 12 Provide opportunities for clubs to meet, learn and share knowledge with a focus on how they are decreasing the burden of volunteering, nurturing coaches and referees, improving governance etc. The Tweed Sports Summit is an appropriate vehicle to do this. This could include a quarterly newsletter that includes funding opportunities, club of the month, annual forum, club blogs etc. 13 Continue to deliver the Tweed Sports Summit on a biannual basis 14 Council to develop LGA wide tennis management plan to formalise tenure, management, and maintenance.

Table 8. People - Outcomes & Actions



We deliver and protect the places that enable us to play sport and be active.

Outcome	Action
<p>Our sport and leisure facilities are maintained to a safe and suitable standard for the conduct of regular community sports competition. We have a ten-year plan to improve our sport and leisure facilities through refurbishments with a focus on climate resilient design and materials that 'build back better'.</p>	<ol style="list-style-type: none"> 1 Have a deliberate strategy to seek partner and grant funding to deliver sport and active recreation infrastructure and services in accordance with the Strategy. Projects that arise that are not on this program will not be prioritised. 2 Ensure developer contributed (sports fields, embellishments and facilities) assets meet minimum standards outlined in the section 7.11 of the EPA Act. 3 Investigate the appropriate legislative tool to enable better design outcomes from developer contributed assets. 4 Deliver the NSW government funded Community Assets Program funding program. 5 Source and adopt a guideline which defines how facilities can be designed to meet Cool Towns objectives and built to be climate resilient - examples include wash down materials, hose out floors, higher electrical fittings, fire resistance, water etc 6 Develop a plan to define the proportion of sport facilities that can be built within flood prone land. This will be guided by the facility hierarchy and likely mean certain uses be allowed and others not. 7 Provide developers with direction on required contributed asset requirements (sports fields, facilities and embellishments) based on this strategy.
<p>We maximise the use of our available assets and include other opportunities such as schools, community halls etc</p>	<ol style="list-style-type: none"> 8 Audit usage of existing sports fields against the demand and determine if there are opportunities to allow more people to be active more often 9 Partner with Education NSW (through the establishment of community use agreements) and other key stakeholders to enable non council sports facilities and recreational spaces to be made available to the community e.g., schools, community halls etc. 10 Deliver a pilot project which demonstrates best practice multipurpose – the pilot site could be based in the north of the Shire and consider multiple sports, infrastructure requirements, surface impacts and timing. 11 Review of existing guidelines such as the Tweed Development Control Plan 12 Section A5 and the Sports field Construction Guidelines to incorporate appropriate flood impact requirements. 13 Development of a Tweed Shire Council 2032 Roadmap and associated prospectus. This will be developed under the governance of the Northern Rivers – 2032 Olympic Opportunities Working Group.

Outcome	Action
Clubs have efficient operating models with clubs supported to become more independent and less reliant on Council support	<p>14 Develop and trial an agreed lease arrangement with a club that has strong demonstrated governance.</p> <p>15 Consider lease arrangements whereby the tenant must maintain the club facilities and if there are times whereby a club house could be utilised for community purposes incorporate the requirement to support local community use into the tenancy agreement.</p> <p>16 Develop a lessons learnt process to capture learnings and continue to revise and improve lease and licensee agreements.</p>
An indoor multi purpose sports hall is delivered within the Shire.	<p>17 Develop the business case (scale, location and operations) for the indoor sports facility that considers sites such as:</p> <ul style="list-style-type: none"> • South Tweed Community Centre/Aquatic Centre Site • Arkinstall Park – South Tweed • Depot Road Sports field Site – Kings Forest • Kings Forest Subdivision <p>18 Confirm private sector funding partnership opportunities (eg PCYC) this may include operational and management models.</p> <p>19 Consider developing an internal Project/Facility – Community Reference Group to drive design, procurement and asset management issues.</p>
We build on our strengths of the natural beauty of the region and prioritise nature based experiences	<p>20 Develop a Tweed Nature Based Experience Strategy which specifies how to best make use of the Shires natural assets for tourism and recreation. Consider MTB, hiking, horse trails, natural swimming etc. This would need to be developed in partnership with other government organisations and the private sector and would be governed by an internal working group.</p>

Table 9. Place - Outcomes & Actions

Participation



More people, more active, more often

Outcome	Action
<p>We have a plan to continue to improve our physical activity levels alongside our projected population growth with a focus on providing opportunities for people to incorporate more physical activity into their lives and participate in a way that suits their lifestyle best.</p>	<ol style="list-style-type: none"> 1 Pilot a Council subsidised activity program with existing Tweed service providers. Investigate the feasibility of this type of program, the resource requirements for Council and local law implications. 2 Identify the groups that are most at-risk of physical inactivity and identify targeted opportunities to get them more physically active and socially connected. 3 Deliver sports and infrastructure requirements that will meet the needs of our ageing population – this will include delivery of an indoor sports facility, multi-purpose facilities and support for emerging sports such as pickleball. This could include considering how we use other community assets such as community centres and men’s sheds. Social interaction needs to be considered in this approach.
<p>We support clubs to attract sport and physical activity events, carnivals and training camps that provides a positive economic injection into our community and provide a platform for Tweed residents to participate in more sporting events on their doorstep</p>	<ol style="list-style-type: none"> 4 Develop a sports events attraction strategy to enable regional, State and National events to be attracted to the Shire that reflects community expectations. Develop this based on a benchmark analysis of comparable Councils. Target niche specific events, carnivals and camps that bring a substantial economic injection into the Tweed Shire (e.g. a minimum of 1:3 ratio, for every \$1 spent \$3 is injected into the local economy). 5 Work with each sport to review what infrastructure requirements are required for sports to host state and national level events and determine if these requirements will bring a viable return on investment within the ten-year period. 6 Connect Tourism and Business to sport planning in an intentional way looking for opportunities 2-4 years in advance that drive economic and liveability benefits to the community.
<p>We promote and leverage our existing strengths in high performance to inspire more of the community to get active as well as positioning Tweed in high performance areas</p>	<ol style="list-style-type: none"> 7 We build on our existing strengths such as profiling the surfing high performance facility with the aim of being the leaders in Australia for nurturing surfing’s pathway from juniors to elite - supporting through marketing, approvals, reduced fees. 8 Develop a Surf Management Plan which could consider events, abilities, access, commercial, schools, competitions etc.

Table 10. Participation - Outcomes & Actions



IMPLEMENTING THE STRATEGY

Implementation

The Sport and Active Recreation Strategy 2023-2033 and Implementation Plan identifies the strategic actions and key active open space infrastructure that will enable Council to achieve its vision and outcomes for the shire's sport and recreation network and respond to the community's needs and desires identified during the community engagement process.

The Implementation Plan is in two sections:

- Section 1 includes regional and district actions; and
- Section 2 includes local actions for Council's 14 local profile areas.

Regional and district actions, including strategic directions and major projects that will impact on the broader shire were prioritised by Council. This is to ensure we develop an sport and recreation network that offers diversity and equity in the full range of functions and settings across the Shire.

The key aim of the community prioritisation process was to ensure local residents had input into sport and recreation network decision making for their local area and to address the needs and desires of each local community.

The community prioritisation process enabled Council to address the following key challenges:

- Delivering actions that align with community needs and aspirations that are realistic to achieve and enable council to achieve its vision and outcomes.
- Limited financial resources, staffing resources and time to implement all the projects;
- More local actions were proposed than Council can implement;

With community's priorities identified for each local profile area, the Sport and Recreation Network Prioritisation Matrix was developed. The matrix contains a set of criteria to consolidate and prioritise the local actions across the Shire's 14 local profile areas. The criteria was developed with consideration of the following:

- Community priorities and needs;
- Population and future growth;
- The sport and recreation network findings presented in the local action plans;
- Sport and recreation network provision standards;
- Asset management and risk management;
- Alignment with Council's strategic documents and priorities; and
- Alignment with the vision, guiding principles and outcomes of the Sport and Active Recreation Strategy 2023-2033.

Each matrix criteria was defined and weighted. Each action was evaluated and scored against the criteria. The total score determined the ranking of the local actions in the Implementation Plan. An overview of the matrix criteria and weighting is presented in Appendix O.

The Implementation Plan identifies the priority allocated to each sport and recreation network action including indicative timeframes, the project description, the Council Unit or Units who will lead the project, other partners and the status of funding for the project.

Funding

Implementation of the strategy will require a commitment of funding and resources as well as the establishment of partnerships and attainment of grant funding to be achieved. Funding opportunities include:

- Council revenue – operational and capital budgets. Priorities and actions will need to align with Council’s annual budgets, Council’s Long Term Financial Plan and Asset Management Plan;
- Developer contributions in accordance with Section 7.11 of the Environmental Planning and Assessment Act 1979 which can be monetary contributions, land dedication or agreed embellishments/works of material public benefit in lieu, in accordance with adopted Section 7.11 Plans;
- Government grants and subsidies which can be related to sport and recreation, health promotion, arts and culture, biodiversity, tree management, streetscape initiatives, climate change or infrastructure development;
- Community grants;
- Landowner and partnership agreements. For example, facility sharing with NSW Department of Education, private land agreements for biodiversity conservation or voluntary planning agreements; and
- Philanthropic sources.

The implementation of actions within the strategy will also be influenced by:

- The availability of State and Federal Government grants and subsidies;
- The prescriptive nature of various grants and subsidies and aligning the grant funding directive with the strategy’s recommendations and outcomes;
- The availability and capacity of staff;
- Council’s capacity annually to fund the desired levels of service, considering both capital investment and ongoing operational and maintenance demands; and
- Council’s wider budgetary priorities.

Accordingly, as work programs and budgets are developed, some prioritised actions may be delayed or others brought forward. Some actions may be reconsidered as circumstances change, new information is uncovered and experience is gained following implementation.

It will also be necessary to allocate additional maintenance funding and resources to respond to new sport and recreation facilities when obtained through residential developments and State and Federal Government grants.

Monitoring and reporting

The adopted Sport and Active Recreation Strategy 2023-2033 and Implementation Plan will be reviewed in-line with the Council's Integrated Planning and Reporting Framework, including the budgeting cycle.

The Sport and Active Recreation Strategy 2023-2033 is a long term planning document with a 10 year horizon. Monitoring and reviewing its implementation is essential for the strategy's success. The Implementation Plan will be reviewed annually and include a status report on the strategy's progress, achievements and challenges. It is recommended that a full review of the strategic priorities and the desired levels of service is undertaken every four years.

Ongoing communication with residents and community organisations on the strategy and its implementation is recommended. Key to measuring the success of the implementation of the Sport and Active Recreation Strategy 2023-2033 will be the community's satisfaction with programs and sport and recreation asset provision. This will be measured by undertaking customer satisfaction surveys on a regular basis over the strategy's 10 year life span.





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