

SCENIC RIM



REGIONAL COUNCIL



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SPORT AND RECREATION PLAN 2024-2034

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We acknowledge the traditional custodians of the lands on which our company is located and where we conduct our business. We pay our respects to ancestors and to Elders, past, present and emerging.

Otium is committed to national reconciliation and respect for Indigenous peoples' unique cultural and spiritual relationships to the land, waters and seas, and their rich contribution to society.

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1. EXECUTIVE SUMMARY

Introduction and Purpose

The Sport and Recreation Plan 2024-2034 is a comprehensive, modernised strategy designed to provide clear directives for Council and the broader community over the forthcoming decade. The objectives encompass the formulation of a visionary framework, infrastructure enhancements, fostering of sports diversity, stakeholder collaboration, and financial and environmental sustainability.

The Scenic Rim

With a population older than Queensland's average, there is an increased focus on casual sports, recreational activities, and social wellbeing. The region is projected to grow at an annual rate of 2%, reaching an estimated population of 64,679 by 2041, experiencing significant growth, particularly around Beaudesert.

Sport and Recreation Trends

Addressing the evolving landscape of sport and recreation activities, adults in the Scenic Rim prefer non-sport-related activities. In contrast, children are more inclined to participate in sports via clubs or associations. Given the region's aging demographic and the benefits of low-impact indoor activities, this is particularly relevant in evaluating the necessity for a multi-use indoor sports facility. Whilst the activities adults prefer align with national trends, the participation rate is 7.4% for adults and 4.4% for children below national averages.

Engagement and Consultation

As community participation in sport and recreation continues to rise, there is a need for gender-inclusive and accessible facilities and solutions such as additional floodlighting and improved trails. Participation was highlighted by rising concerns around youth mental health issues attributed to limited engaging local activities. Despite the limited availability of representative sports, the Scenic Rim holds potential as an elite hub for niche sports such as equestrian, campdrafting, and rowing.

Sport clubs have articulated a desire for enhanced transparency with the future capital works program, with the potential for a sports advisory committee being a mechanism for this feedback. Volunteers now focus more on facility maintenance than membership and participation growth, exacerbated by an aging volunteer base and diminished parent participation, largely attributed to increased work commitments.

Infrastructure Demand

The analysis forecasts a significant shortfall of twelve to fourteen outdoor fields by 2041, primarily driven by an increasing demand for football (soccer). In this regard, the construction of a future multi-sport precinct in Beaudesert would be a pivotal asset for alleviating these demands, especially in the Beaudesert area, which is experiencing significant population growth. As part of a comprehensive strategy to meet this anticipated demand, optimising existing sports field assets and fostering partnerships to leverage existing facilities have been identified as priority initiatives.

A pressing concern arises with indoor court facilities, as projections indicate a shortage expected to escalate to five indoor courts by 2041. A strategic solution entails the development of a multi-court indoor facility, initially comprising three courts, followed by a phased expansion, adding two more courts to reach a total of five whilst also incorporating a community gym and specialised indoor spaces.

Future Direction

The Sport and Recreation Plan offers a comprehensive strategic analysis anchored in four key pillars: Infrastructure, Participation, Governance, and Events and Programs. These pillars serve as a roadmap for actionable strategies, which are segmented into various implementation. The plan is designed to guide Council's efforts in delivering sustainable, inclusive sport and active recreation programs, ensuring that actions are strategic, prioritised, data-driven, and fortified by an appropriate policy framework.

To bring the vision to fruition, Council will exhibit outstanding leadership, be fiscally responsible, and unite the community under a shared belief in the transformative potential of well-planned sport and recreation initiatives. These strategic efforts will undoubtedly elevate the health and wellbeing of the Scenic Rim community, underlining the region's commitment to excellence and inclusivity in sport and recreation.

2. INTRODUCTION

Council values sport and recreation's essential role in fostering health and overall wellbeing. The Scenic Rim Sport and Recreation Strategy 2024-2034 elaborates on the Sports Facilities Strategic Review 2023 - 2032 to deliver a holistic vision for sport and recreation in the region over the next 10 years.

The Sport and Recreation Plan will play a crucial role in shaping the sport and recreation landscape up to 2034, aligning Council's investment and service strategy with community needs and providing a sustainable solution for sport and recreation and activities. The Plan will be an important resource to leverage future funding opportunities and to support positioning within community priorities.

Figure 1: Strategic Positioning of Sport and Recreation Plan



2.1. OBJECTIVES

The objectives of the Plan include the following:



Vision

Formulate a collective vision and pathway for sport and recreation in the Scenic Rim region for the coming ten (10) years, amplifying the quality of life for residents and visitors through improved health, wellbeing, and physical activity outcomes.



Collaboration

Advocate for various and equitable sport and recreation opportunities and support Council and clubs in informing the community about the range of sport and recreation options available within the region.



Infrastructure

Develop strategies for maximising the utility of current infrastructure and determine opportunities and demand for infrastructure conducive to current and future population trends.



Financial

Identify potential funding opportunities and quantify and prioritise financial resources that will be critical to support sport and recreation provision.



Sport Diversity

Advocate for various and equitable sport and recreation opportunities and support Council and clubs in informing the community about the range of sport and recreation options available within the region.



Environment

Recommend environmentally sustainable solutions where feasible.



Brisbane 2032

Identify opportunities associated with the 2032 Brisbane Olympic and Paralympic games.



3. SCENIC RIM SPORT AND RECREATION

The previous Scenic Rim Regional Council Sport and Recreation Plan 2010-2020 effectively facilitated a range of beneficial outcomes within the realms of sport and recreation for the region. As we transition into a new era, Council has discerned the necessity for a strategic approach to serve as a reliable compass for Council and the community over the forthcoming decade.

3.1. SCENIC RIM REGION



Location

Situated in South East Queensland, the Scenic Rim Regional Council area enjoys a strategic location, approximately **50km south of Brisbane, 20km west of the Gold Coast and 18km south of Ipswich**. The Scenic Rim Local Government Area spans an extensive geographical expanse totalling 4,251 square kilometres.



Older population

The population of Scenic Rim has a higher proportion of people above 45 years old compared to Queensland. This suggests a focus on casual sport, recreation activities and social wellbeing, with **most residents (63.4%) aged 35 or older**. As this population segment grows, there will be an increased demand for low-impact physical activities, requiring community sport and recreation programs and services to adapt.



Low-income households

Scenic Rim residents have a smaller proportion of high-income households and a **higher proportion of low-income households than Queensland**. This may affect access to recreation facilities, highlighting the need to provide affordable options.

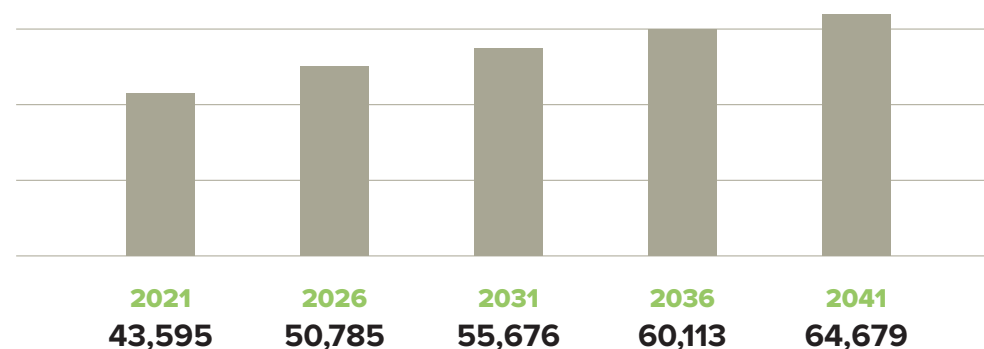


2% annual increase

The population of the Scenic Rim is expected to reach 64,679 by 2041, indicating an annual 2% increase, year on year. The population growth between 2021 and 2041 is projected to be most significant in the Beaudesert SA2 Region.

The projected population in 2041 is expected to have a higher median age, with a significant increase to the proportion of people aged 65 years and above. Additionally, there will be a notable decrease in the population of 10-14 year-olds.

Forecast Population Growth



The Sports Facilities Strategic Review 2023 - 2032 recommends a **need for high-quality indoor court facilities** within the regional sport network and for a detailed indoor sport feasibility study to be conducted to evaluate viability further.

The Review mentions that **Kooralbyn** is the largest location without a Council-owned or managed, formal sport facility.

A detailed facility hierarchy is provided to guide the network's appropriate use and identify the size, scale, and requirements of facilities to align with the Council's standard of service.

The Corporate Plan 2026 includes goals, outcomes, and strategic actions, focusing on **'Healthy, Engaged and Resourceful Communities.'** The main emphasis is on enhancing community health and wellness through various programs and ensuring access to recreation infrastructure and opportunities that contribute to improved wellbeing. This health and wellbeing outcome is further embedded through the Growth Management Strategy and Health and Wellbeing Plan.

3.2. STRATEGIC ALIGNMENT

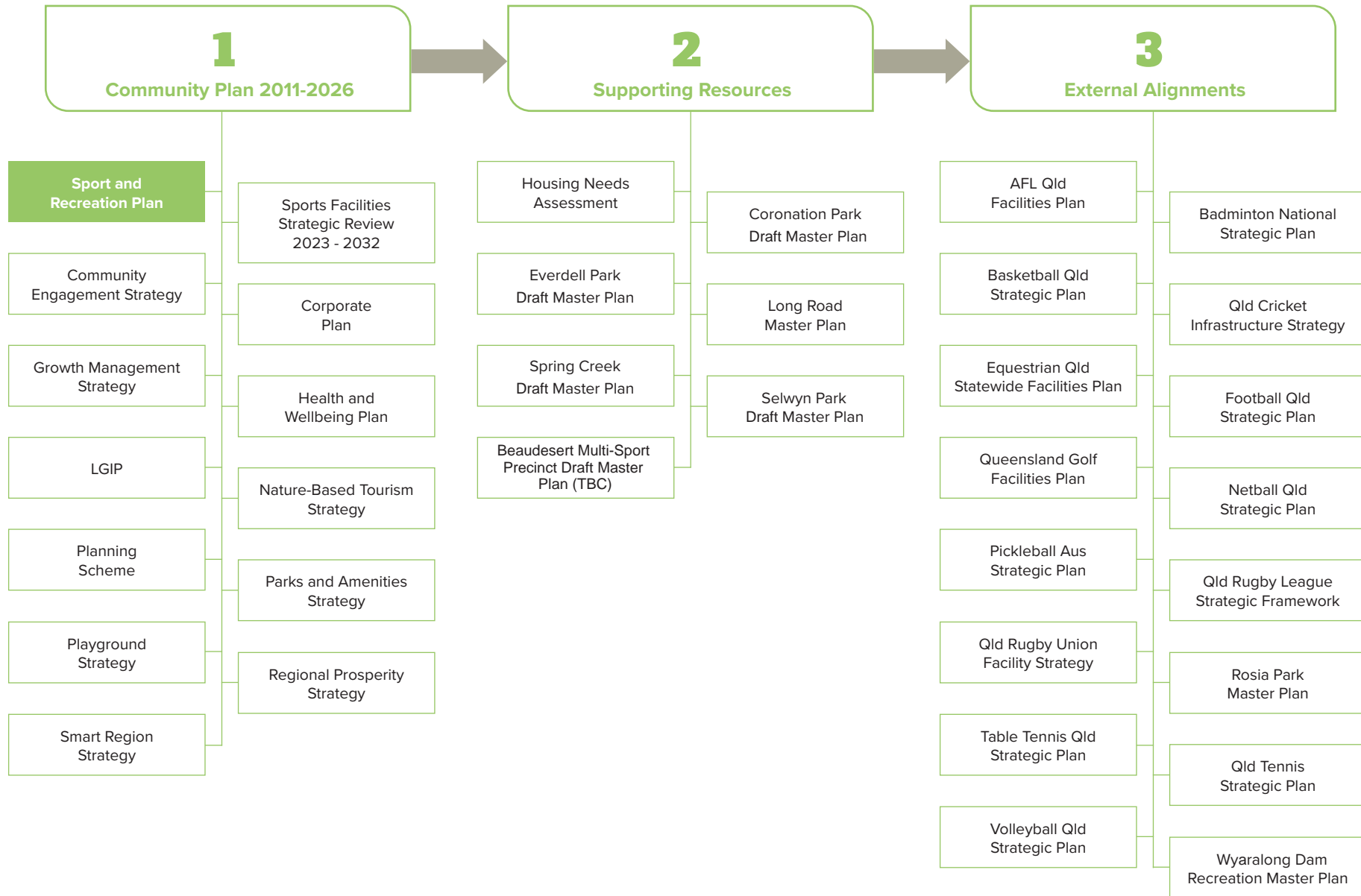
Developing the Plan has involved a thorough review and strategic alignment of various documents. This includes internal strategies, plans, resources from Council, and external organisational strategies.

The strategic themes for State Sporting Organisations in Queensland emphasise increased participation, skill development and strategic facility access and development. The aim is to **encourage more individuals to engage in sport**, with a continuous focus on enhancing the skills of everyone, with efforts being made to ensure quality venues are readily accessible, future venues are planned for and the development of indoor training facilities is being explored, to accommodate growing participation and membership.

The Scenic Rim currently has **multiple sport facility master plans** (Coronation Park, Everdell Park, Long Road, Selwyn Park and Spring Creek) in varying stages of development and implementation.

The Nature-Based Tourism Strategy outlines the **diverse recreation activities** within the region. The Strategy details strategic actions to review the demand for various recreation activities, including day walks, multi-day walks, mountain biking, rail trails, horse riding, cycling trails, rock climbing, 4WD and trail bike riding, water sport and other recreation pursuits to identify opportunities to increase the commercialisation of the activities, without compromising the region's natural environment and water quality.

Figure 2: Strategic Alignment Planning Framework



3.3. FACILITIES

Table 1: Summary of Sport and Recreation Supply

Outdoor Fields	28
Outdoor Specialty	31
Outdoor Courts	44
Golf Course	3.5
Gyms	5
Indoor Courts	2
Indoor Specialty	11
Swimming Pools	7

Some of the facility based initiatives that are already underway include:

1. Establishment of a future multi-sport precinct in Beaudesert.
2. The Sports Facilities Strategic Review 2023 - 2032 has highlighted a considerable deficit in asset maintenance, which aims to be corrected throughout the action plan.
3. Upgrades for facilities to become more female-friendly.
4. Additional lighting on sport fields.
5. The inception of several sport facility master plans, such as the Long Road Sport Complex at Tamborine Mountain.

The Scenic Rim Regional Council presides over more than 40 individual management arrangements encompassing Council sport or recreation assets within the region. These arrangements take various forms, including management agreements, trustee and freehold leases, and trustee and freehold agreements

3.3.1. Facility Hierarchy

The Sports Facilities Strategic Review 2023 - 2032 articulates a five-tier hierarchy for classifying sport facilities. This classification is based on facility values, functions, settings and sport compatibility criteria.

The hierarchy outlines the dimensions and scale of the facility, along with the necessary embellishments to foster sporting opportunities. By assessing and allocating sport facilities within a tiered framework, Council has a practical structure to manage the diversity and degree of enhancements in each facility tier.

The five-tier hierarchy system for sport facilities across Scenic Rim includes:



3.4. PROGRAMS AND SERVICES

A review of existing sport and recreation opportunities across the region, identifies over 35 unique types of activities available to participate through various means, such as sport clubs, casual recreation, commercial providers and events.

Existing sport and recreation activities utilising Council infrastructure, within the region, include:

- « Athletics (including school athletics events)
- « Badminton
- « Basketball
- « Bowls
- « Cricket
- « Croquet
- « Equestrian (including pony club, show jumping, rodeo, horse racing)
- « Football (soccer)
- « Golf
- « Hang Gliding/ Para Gliding/ Gliding
- « Netball
- « Rugby League
- « Rugby Union
- « Shooting
- « Skate and BMX
- « Swimming and aqua fitness
- « Tennis
- « Vigoro.

Council facilitated initiatives, through the 'Be Healthy and Active Program', include:

- « Aqua Fitness
- « Dance (including ballet, line dancing, tap and Zumba)
- « General fitness classes
- « Tai-Chi
- « Tennis
- « Yoga and Stretch classes.

Commercial or non-council sport and recreation providers within the region include:

- « Boxing
- « Dance
- « Equestrian
- « Golf
- « Gym
- « Polo
- « Gymnastics
- « Health and Fitness classes
- « Martial Arts
- « Nature-based Recreation Activities
- « Rowing
- « Water-based Sport (including water ski and paddle canoe)
- « Yoga and Pilates.

Various events which are held throughout the region, include:

- « Endurance Obstacle Courses
- « Mountain Biking
- « Trail Bike Riding and Enduro
- « Trail Running
- « Water-based Sport.



4. TRENDS AND INFLUENCES



59%

participate through an organisation or venue



44%

of children participating through a sport club or association



Increased rate of

bushwalkers



Lower participation rate in

popular activities



Increase

in the popularity of non-structured and casual physical activities



Emergence

of non-traditional sport and activities

- « Non-sport-related activities are more popular among adults, with 59% of the population participating through an organisation or venue. However, children are more likely to join in sport-related activities, with 44% participating through a sport club or association. This information is significant when assessing the future need for an indoor multi-use sport facility in the Scenic Rim, especially given the aging demographic of the area, and the benefits of low-impact activities commonly held in indoor venues.
- « The most popular activities for adults in the Scenic Rim align with the top national activities, with the notable exception of the increased rate of bushwalkers, taking advantage of the natural environment of the region. However, the participation rate for these activities is 7.4% lower (81.7% adult participation rate) than the national average for adults and 4.4% lower (68.8% children participation rate) than the national average for children.
- « National sport trends over the past 21 years highlight a significant increase in the popularity of non-structured and casual physical activities and a general decline in traditional sport. There is an increase in the average number of activities per person and a shift away from relying solely on sporting clubs or organised venues. These casual activities offer flexibility and adaptability, catering to different attendance sizes, locations and schedules that can provide physical recreation opportunities for all members of the community.
- « In recent years, a growing number of non-traditional sport and activities have emerged and gained popularity within communities. These sports typically share common themes; they are adaptable to various environments, such as different surfaces, sizes and locations and have an informal style of play. This trend reflects a shift in sport participation preferences and should be considered when designing flexible spaces for a future multi-use sport facility, that can adapt to changing participation trends.



eSport
will continue to thrive



Increasing trend towards more
multi-purpose facilities



High-profile sites



Holistic approach



With temperatures rising by approximately

1.2° C

measures must be explored to maintain sport infrastructure and participation opportunities

- « Virtual reality, augmented reality and eSport will continue to thrive, with user devices becoming increasingly accessible and exergaming becoming a popular activity. There is a likelihood of eSport receiving formal sport recognition and the widespread adoption of virtual and augmented fitness activities. Future facilities will need to cater to this digital technology shift, by integrating apps and wearables, creating digitally enabled flexible spaces and providing user connectivity.
- « There is an increasing trend towards more extensive sport facilities (accommodating four (4) or more fields or indoor courts), as they move from single purpose to multi-purpose. Further, larger facilities experience higher visits and have a greater expense recovery. The scale of a multi-use facility supports maximising economies of scale savings, to optimise the use and viability of a venue.
- « To ensure the success of sport and recreation facilities, it's important to provide them in high-profile sites that are central to, or within proximity to, key population areas. These facilities should be designed and operated as 'multi-use' and clustered with other community or sport facilities, to encourage greater participation and revenue opportunities.
- « There is a trend towards a holistic approach to achieving optimal physical and mental health and a push for greater diversity and inclusion in sport. To meet the health and wellbeing needs of the community, sport facilities must be designed to be desirable places for socialising, that encourage multiple visits and longer stays, in addition to offering a range of programs and amenities that cater to a diverse population.
- « With temperatures rising by approximately 1.2 degrees Celsius in the Scenic Rim over the next 30 years, measures must be explored to maintain sport infrastructure and participation opportunities. Strategies such as providing lighting for evening use, alternate training venues for outdoor sport and using sustainable materials, can help address climate challenges. Building multi-use facilities that follow sustainable principles and incorporate renewable energy systems, can reduce costs and prioritise accessibility, sustainability and community use.

5. ENGAGEMENT

A broad Stakeholder Management Plan was developed to raise awareness, understanding, ideas and feedback amongst primary, secondary and tertiary stakeholders.



Primary Stakeholders

- Councillors
- Council Officers
- Scenic Rim Sport Organisations



Secondary Stakeholders

- Scenic Rim Community
- Future User Groups
- Schools and Show Societies
- Neighbouring Councils
- Regional and State Sporting Organisations
- Department of Tourism Innovation and Sport (Qld Government)
- SportX (Qld Government)
- Council of Mayors (SEQ)



Tertiary Stakeholders

- Allied Health and Community Service Providers
- Community and Economic Development



5.1. WHAT WE HEARD



Infrastructure

As participation in sport grows, so does the demand for **enhanced facilities inclusive of all genders and abilities**. Additional floodlighting can optimise sport field usage, extending activities into the evening and improving trails and pathways can promote active transport between community hubs. There is an emphasis on **long-term maintenance and improvement plans**, with the Sports Facilities Strategic Review 2023 - 2032 outlining the current infrastructure requirements for Council to meet contemporary standards.

The town of Kooralbyn requests a sport field, and the unused polo field site presents a viable option, whilst Tamborine Mountain's sport landscape is experiencing challenges; with the basketball club not having an appropriate facility, and there are no club rooms at the Long Road sport facility. There is a need for strategic land acquisition for a future sport facility to cater to Beaudesert's growing population.

Survey insights outline pressing concerns that **many clubs grapple with limited facilities and increasing participation**, transportation to facilities for those without vehicles is difficult, and there's some support for more outdoor spaces and recreation areas.



Participation

The Scenic Rim region has rising concerns with youth, including **mental health issues** attributed to a shortage of stimulating activities to participate in local towns. Additional outdoor recreation facilities such as BMX tracks and skate parks have been suggested.

Walking, swimming, and park activities are the most popular open space activities and remain integral for recreation activities. Active **transport** between sport and recreation facilities contributed to the challenge to access facilities, primarily due to large geographical expanses. Many of the community engage in sport and recreation activities at home, highlighting the need for **community facilities, clubs and programs to boost social interactions**.

The primary barrier to participation is quality infrastructure, however, other challenges include a lack of activity diversity, scheduling issues, and cost. Most sport clubs anticipate a growing membership, citing increasing interest in junior, women's sport, and holistic exercise benefits as drivers.

Clubs recognise the **need to adapt to changes within the community**, such as demographic changes. Providing access for people with a disability varies across sport, with the intention for clubs to provide greater inclusivity. Schools have mentioned that children have continued interests in traditional sport but face challenges with parental availability for extracurricular activities.

Sport organisations have also observed **more social, less consistent participation**, requiring the need for sport competitions and clubs to adapt while also providing for referee and umpire development, diversity, and inclusivity.

There are limited opportunities to participate in **representative sport** in the region, however, the Scenic Rim has the potential to be sport hub for elite niche sport such as equestrian, camp drafting and rowing.



Governance

Clubs are seeking assistance with grant applications, facility management, master planning and governance, along with more communication of the future capital works program. The new **Sport and Recreation Officer position** will support clubs with these requests.

Many clubs have reported a **decreasing volunteer base** and a shift in volunteer focus towards facility maintenance rather than membership growth and program development. Volunteerism faces challenges due to an ageing volunteer base and less participation from parents, primarily due to increasing work commitments.

Clubs expressed **financial concerns** about facility maintenance costs, the challenges in securing grant funding, club governance, communication with Council, and lease agreements. Clubs expressed a **need for additional administration**, website development, and marketing support. Additionally, clubs have shown interest in development courses, such as turf management, and specialised training modules for coaches and volunteers.

Both clubs and Council want to **develop strengthened partnerships**, proposing a consistent feedback mechanism and the creation of a sport advisory committee. Clubs also highlight the need for **multi-use facilities**, promoting shared use and expanding partnerships for broader sport opportunities.

Capitalising on **funding opportunities**, focusing resources on sport with a greater chance of success within the region, and addressing maintenance costs of facilities and fields is vital.



Events and Programs

There is a desire for **more diverse sport and recreation events** inclusively catering to all age groups, particularly focusing on the youth and vulnerable segments of the community. Council could support these events by **scheduling the events calendar**, including activities such as cycling, running and walking. Additionally, local sport associations could coordinate and host these events.

An emphasis on **youth-centric solutions** is evident, aimed at countering social issues and promoting community development. There is an opportunity to work closely and support social health providers with existing programs. Youth preferences are tilting towards **unstructured activities**, and there's a need to address the declining participation.

There is an opportunity to create **unique regional events**, creating towns well known for high-level sport competitions within these sports. These events should be encouraged to be conducted over an entire weekend, allowing for overnight stays within the town and boosting the local economy and tourism.

While the **Brisbane 2032 Olympic and Paralympic Games** are important, there's a need to strategise beyond and consider other developmental opportunities for the region. The Olympics will provide direct opportunities for rowing with the development of the international standard flat water centre at Lake Wyaralong.

6. DEMAND ASSESSMENT

In the context of planning for sport facility supply for future years (2031 and 2041), the following assumptions have been made regarding the realisation of new facility developments that are currently in the master planning phase:

Future multi-sport precinct in Beaudesert

There will be an addition of eight (8) outdoor fields and eight (8) outdoor courts.

Coronation Park

The loss of five (5) netball courts due to the current facility being impacted by the expansion of the Boonah Showgrounds. Future court supply needs to be secured through relocation onto Coronation Park to avoid a loss of netball provision in the region. The proposed Coronation Park location of these courts requires further investigation and planning.

Additionally, there will be a net loss of two (2) tennis courts, corresponding with the redevelopment of three (3) new tennis courts to replace the existing five (5) courts.

Long Road

The addition of four (4) netball courts.

Mavor Park

As outlined in the Sports Facilities Strategic Review 2023 - 2032, the incorporation of netball courts at a future multi-sport precinct in Beaudesert will enable the re-purposing of Mavor Park, including the existing eight (8) netball courts. Consequently, these facilities will be removed from the supply network.

Overall, the future supply of sport facilities is projected to be increased by eight (8) outdoor fields and a reduction of three (3) outdoor courts. To assess demand for the Scenic Rim region, demand assessment modelling was conducted in three stages up to 2041 and is summarised in Table 2.

Table 2: Scenic Rim LGA Facility Type Demand

FACILITY TYPE (SCENIC RIM)	CURRENT SUPPLY	2022 DEMAND	2022 VARIANCE	2031 SUPPLY	2031 DEMAND	2031 VARIANCE	2041 SUPPLY	2041 DEMAND	2041 VARIANCE
Outdoor Fields	28	34	-6	36	44	-8	36	50	-14
Outdoor Speciality	31	17	14	31	21	10	31	25	6
Outdoor Courts	44	18	26	41	22	19	41	25	16
Golf Course	3	2	1	3	2	1	3	2	1
Indoor Courts	2	4	-2	2	6	-4	2	7	-5
Indoor Speciality	11	10	1	11	13	-2	11	15	-4
Gyms	5	6	-1	5	8	-3	5	10	-5
Swimming Pool	7	5	2	7	6	1	7	7	0

6.1.1. Outdoor Fields

The Scenic Rim region is facing a deficit of six (6) outdoor fields, projected to increase to eight (8) by 2031. The introduction of a future multi-sport precinct in Beaudesert during this period will contribute to the supply but will only partially alleviate the shortage. Looking further ahead to 2041, the deficiency in outdoor fields is anticipated to escalate to fourteen (14) if no additional sport complex planning is undertaken.

To assist in meeting the demand for outdoor fields, the following strategies can be implemented in order of priority:

1. Optimise existing sport field assets by:
 - « The installation of lighting that complies with sport-specific lux levels facilitates extended access hours to facilities.
 - « Adopting modern ground irrigation methods and enhancing soil and turf profiles enable them to endure environmental conditions better and subsequently increasing usage.
 - « The education and training of advanced ground management techniques to optimise field utilisation and maintenance coordination.
2. Foster partnerships with schools and show societies with appropriate outdoor spaces for outdoor playing fields with minimal development required.
3. Explore additional greenfield sites within future growth areas for a new outdoor field sport complex.

6.1.2. Outdoor Speciality

There is an existing oversupply of fourteen (14) outdoor speciality facilities in the region which is forecasted to decrease to six (6) by 2041. Facilities dedicated to bowls and equine sport constitute the predominant supply required within this category.

6.1.3. Outdoor Courts

Scenic Rim presently has an oversupply of outdoor courts (26), with projections indicating a continuing surplus of sixteen (16) by 2041. This excess supply highlights an opportunity for Council to consider repurposing the Mavor Park facility once the transition of the eight (8) netball courts to a future multi-sport precinct in Beaudesert has been completed, and this demand modelling has been conducted on the basis of this scenario occurring.

6.1.4. Golf Course

The Scenic Rim currently has two (2) 18-hole golf courses and two (2) 9-hole golf course, providing a three (3) 18-hole equivalent supply for the region. Participation trends in golf have significantly declined over the past two decades, leading to a projected oversupply of one (1) 18-hole golf course in the region.

6.1.5. Indoor Courts

The Scenic Rim region is currently facing a shortfall of two (2) indoor courts, a deficiency projected to grow to four (4) indoor courts by 2031. Looking forward to 2041, this shortage of indoor court facilities is anticipated to increase to five (5) indoor courts.

A solution to this would be the development of an indoor facility encompassing three (3) courts, with a staged two-court expansion to a total of five (5) courts. This approach would effectively reduce the dependence on single-court venues and outdoor courts while addressing current and future community demands.

6.1.6. Indoor Speciality

The Scenic Rim currently has an adequate provision for indoor speciality facilities with a surplus of one (1). From 2031 there is an estimated shortfall of two (2) facilities, increasing to a shortfall of four (4) by 2041. These facilities are predominantly provided by private operators, mainly catering to yoga, pilates, gymnastics, dance and martial arts.

6.1.7. Gyms

It has been identified that the Scenic Rim currently needs one (1) gym, a deficit that is projected to grow to three (3) by 2031 and five (5) by 2041, assuming that no additional venues are introduced. It should be recognised that private boot camps, fitness studios and personal trainers might fulfil some of this demand. Gymnasiums are primarily serviced by the private sector, given the substantial commercial returns associated with these facilities.

6.1.8. Swimming Pool

The Scenic Rim is currently experiencing an oversupply of two (2) swimming pools, a surplus anticipated to decrease to one (1) by 2031 and a balanced supply for demand by 2041. The strategic local positioning of each facility assists in facilitating access for community members who may face transportation challenges, including schools which are a primary user group of these facilities.

As a result, the region has an adequate provision of swimming pools, aligning well with the current and projected demands. Future investment efforts would be best directed toward maintaining the existing asset base, given that there is no reasonable need for additional swimming pool facilities.

7. STRATEGIES

7.1. INFRASTRUCTURE

7.1.1. Sustainable Asset Management

Council's assets are at critical junctures in their lifecycles, requiring significant investment for replacement, effective management, and ongoing maintenance. Typically, volunteers and committees within these clubs are burdened with maintenance responsibilities despite often needing more expertise in asset management.

Council should thoroughly assess the financial sustainability of all sport and recreation infrastructure, considering the rationalisation of underutilised assets to optimise investment in high-usage facilities.

The ability of sporting facilities to be fit for purpose has been identified as a critical concern across various sports, warranting immediate attention to retain player engagement. The Sports Facilities Strategic Review 2024 - 2034 plans the strategic actions to upgrade Council's existing sports infrastructure, which requires vigilant monitoring and continual review.

Additionally, the Scenic Rim has multiple sports facility master plans at different development and implementation phases. These plans warrant ongoing review and should be integrated into future capital works funding cycles.

7.1.2. Optimising Utilisation

There are viable opportunities for optimising the utilisation of current sports and recreation infrastructure. To address the growing demand for outdoor fields, cost-effective strategies may be implemented as follows:

1. Installation of Flood Lighting
2. Implementation of Advanced Irrigation and Drainage Systems
3. Education and Training in Ground Management
4. Collaborative Field Maintenance

7.1.3. Future Ready Sport and Recreation

Council should plan for infrastructure that aligns with anticipated population trends. Key considerations include an aging demographic and the rise in demand for low-impact physical activities. Sports that generally register high participation rates, including AFL, basketball, baseball/softball, and hockey, have notably low participation rates of less than 1% within the region. This underrepresentation can be directly attributed to a need for more specialised facilities locally.

Sports Fields

Projections indicate that, without proactive planning for additional sports complexes, the Scenic Rim region will face a shortfall of between 12 to 14 sports fields by 2041, attributable to a population increase of over 20,000 individuals.

Strategic initiatives to optimise the utilisation of existing sports infrastructure could substantially improve asset yield, and enhancing existing facilities not currently used for sports in partnership with schools and show societies, will assist in alleviating some of the anticipated shortfall. Additionally, there is an opportunity to expand on the future multi-sport precinct in Beaudesert, to create a regional sporting facility.

Indoor Courts

Within the Scenic Rim region, sports like volleyball and basketball lack dedicated facilities and depend on school courts. Addressing these sports' infrastructure needs will likely stimulate sport participation growth. A feasible solution involves the construction of an indoor facility comprising three (3) courts, with a subsequent staged expansion to a total of five (5) courts.

Kooralbyn

Opportunities for infrastructure development exist, notably at the now-defunct polo field site or potentially in partnership with the existing school oval. Alternative sport and recreation infrastructure could be investigated such as an outdoor court to enable basketball, netball and volleyball, or skate and BMX spaces.

7.1.4. Infrastructure for Everyone

In the Scenic Rim, accessibility of sporting infrastructure for individuals with disabilities varies considerably across sports clubs, reflecting disparate degrees of inclusivity across different sports. Improvements are needed to support infrastructure designed for females and individuals of all abilities to facilitate increased participation, including the development of female-friendly facilities, universal access options, and dedicated umpire change rooms.

7.1.5. Sustainable Design and Climate Resilience

The focus on environmental conservation and sustainability is poised to significantly impact adopting sustainable design features in sports infrastructure, parks, and play spaces. Implementing environmentally sustainable solutions is recommended wherever feasible. These may include integrating advanced technologies for energy efficiency, adopting local renewable energy systems, sustainable procurement practices, and incorporating multipurpose community use in the facility design.

7.1.6. Active Transport and Pathway Networks

The escalating interest in walking, cycling, and running activities within parks and natural spaces highlights a demand for expanding pathway networks. A viable opportunity exists for the future integration of enhanced active transport options and improvements in trail and pathway connections that could catalyse more active transportation between community facilities.



7.2. INFRASTRUCTURE ACTION PLAN

STRATEGIC OBJECTIVE	ACTIONS	STRATEGIC ANALYSIS RATIONALE	PRIORITY	OUTCOMES
1.1. Improve the quality and accessibility of sports facilities in the Scenic Rim.	<ul style="list-style-type: none"> a) Implement the recommendation from the Sports Facilities Strategic Review 2023 – 2032. b) Provide funding and resourcing of future works aligned with the Sports Facilities Strategic Review 2024 - 2034. b) Regularly update and maintain the Sports Facilities Strategic Review 2024 - 2034 to remain current. 	Sustainable Asset Management	High	Increased participation in sport and recreation activities, improved health and wellbeing of the community, and enhanced social cohesion through shared use of high-quality sport facilities.
1.2. Ensure the effective and efficient maintenance of sports facilities in the community.	<ul style="list-style-type: none"> a) Develop, maintain and communicate sports facility asset management plans to relevant stakeholders. b) Provide training and support to ensure the successful implementation of asset management plans. c) Implement a sports turf maintenance contract across all sport reserves. 	Sustainable Asset Management	High	Improved maintenance and utilisation of sports facilities, leading to increased participation in sport and recreation activities, enhanced user satisfaction, and reduced costs associated with facility repair and replacement.
1.3. Effectively plan for the development of multi-sport precincts.	<ul style="list-style-type: none"> a) Develop and maintain master plans for multi-sport precincts in consultation with relevant stakeholders that are realistic and achievable. b) Ensure future facility investment aligns with adopted master plans, including 2022 Long Road Master Plan (Tamborine Mountain) and others. c) Secure a future facility for the Fassifern Netball Association to ensure uninterrupted operations following the potential loss of the current venue at Boonah Showgrounds. 	Sustainable Asset Management	Medium	Improved planning and development of multi-sport precincts, leading to increased participation in sport and recreation activities, enhanced user satisfaction, and more efficient use of resources
1.4. Support the development of sports facilities by sports clubs.	<ul style="list-style-type: none"> a) Provide oversight, resources, and technical assistance to support sports clubs undertaking minor capital projects. b) Encourage collaboration between clubs to maximise the impact of these projects. 	Optimising Utilisation	Medium	Improved quality and accessibility of sports facilities managed by sport clubs, leading to increased participation in sport and recreation activities, enhanced user satisfaction and strengthened community ties through empowering user-led facility improvements.
1.5. Improve the accessibility, safety and maximise utilisation of outdoor sport facilities.	<ul style="list-style-type: none"> a) Develop and implement a plan to streamline the delivery of flood lighting, irrigation, and drainage systems at outdoor sport facilities. 	Optimising Utilisation	Medium	Increased availability of outdoor sport facilities, leading to increased participation in sport and recreation activities and improve safety.

STRATEGIC OBJECTIVE	ACTIONS	STRATEGIC ANALYSIS RATIONALE	PRIORITY	OUTCOMES
1.6. Increase the supply of playing fields within the sports facility network.	<p>a) Collaborate and form partnerships with schools and show societies to identify and address the shortfall of playing fields.</p> <p>This may include sharing existing facilities, developing new sites, or implementing innovative solutions such as multi-use fields.</p> <p>Key stakeholders to pursue partnerships include: Tamborine Mountain Show Society, Beaudesert Show Society, Boonah Show Society and all high schools in the Scenic Rim region.</p>	Future Ready Sport and Recreation	Low	Increased availability of playing fields for sport and recreation activities, leading to increased participation, improved health and wellbeing of the community, and enhanced social cohesion through shared use of facilities.
1.7. Secure the long-term supply of sports facilities in the community.	<p>a) Identify and secure feasible land for a future multi-sport precinct in Beaudesert to become a regional destination facility.</p> <p>b) Identify future greenfield development sites for a sports field precinct beyond the future multi-sport precinct in Beaudesert, within a future growth area.</p>	Future Ready Sport and Recreation	Medium	Increased availability of high-quality sports facilities for community use by preparing for long-term sport and recreation participation in the region.
1.8. Develop indoor sports facilities in the region.	<p>a) Conduct a feasibility study to investigate opportunities for partnership with third parties to develop an indoor court facility within the region.</p> <p>b) Foster strong partnerships with the PCYC and other stakeholders as they emerge.</p>	Future Ready Sport and Recreation	Medium	Increased availability of high-quality indoor sports facilities for community use through innovative funding partnerships with third parties.
1.9. Expand the availability of sports and recreation facilities in Kooralbyn.	<p>a) Investigate affordable opportunities for the development of sport and recreation infrastructure in Kooralbyn.</p> <p>This could include a multi-use sport and recreation space catering for a diversity of youth activities such as an outdoor court or skate and BMX infrastructure.</p>	Future Ready Sport and Recreation	Medium	The Kooralbyn community are provided an opportunity to plan for a future sport and recreation infrastructure development suited to their needs.

STRATEGIC OBJECTIVE	ACTIONS	STRATEGIC ANALYSIS RATIONALE	PRIORITY	OUTCOMES
1.10. Improve the accessibility of sport and recreation infrastructure for all community members.	<ul style="list-style-type: none"> a) Work with stakeholders to deliver infrastructure that improves facility accessibility to all community members. This includes the introduction of female-friendly change rooms and all-abilities accessible facilities. b) Consult with community members to ensure that the planned upgrades align with their specific needs. c) Investigate opportunities to develop or enhance infrastructure through the Brisbane 2032 Olympic and Paralympic Games. 	Infrastructure for Everyone	Medium	Increased participation in sport and recreation activities by all community members, including those who may have previously faced barriers to participation, by creating a sports facility network that appropriately caters to the region's diverse demographics.
1.11. Maximise the utilisation and efficiency of sports and recreation facilities by encouraging multi-purpose facilities.	<ul style="list-style-type: none"> a) Promote the cooperation and coordination of sports clubs and community groups to share facilities, creating efficiencies in resources, operational costs, and administration. b) Increase utilisation, by developing facilities that deliver outcomes for all sports and physical activity. 	Sustainable Design and Climate Resilience	Medium	Sport and recreation facilities have multiple user groups regularly accessing venues, and single-use facilities are less incentivised.
1.12. Promote environmentally sustainable practices in developing and managing sport and recreation facilities.	<ul style="list-style-type: none"> a) Support, educate, and encourage sports clubs to make environmentally sustainable decisions. b) Prioritise, when feasible, environmentally sustainable options when undertaking maintenance or infrastructure developments. 	Sustainable Design and Climate Resilience	Low	<p>Increased awareness and adoption of environmentally sustainable practices by sports clubs, leading to reduced environmental impact and enhanced alignment with community values.</p> <p>Improved health and wellbeing of community members and visitors through participation in sport and recreation activities in a healthy environment.</p>
1.13. Promote active transportation and physical activity through the availability of footpaths and cycling networks.	<ul style="list-style-type: none"> a) Promote the availability of footpaths and cycling networks in the region through targeted communication campaigns and infrastructure improvements. b) Explore opportunities to enhance existing active transportation network to connect key local destinations and support physical activity. c) Plan for the extension of the trail network, aligning with the Integrated Transport Plan. 	Active Transport and Pathway Networks	Medium	<p>Increased usage of active transport and pathway networks by the community, leading to improved health, reduced vehicle use, and environmental benefits.</p> <p>Enhanced social cohesion and community wellbeing through shared use of public spaces.</p>

7.3. PARTICIPATION

7.3.1. Enhancing Community Health and Wellbeing

A growing trend of physical inactivity and obesity, highlighted by the statistic that 81% of Australian children do not meet recommended activity levels and that two-thirds of adults and a quarter of children are above healthy weight ranges, amplifies the urgency for Council initiatives aimed at enhancing the community's quality of life through improved health, wellbeing, and physical activity outcomes.

Given that the population of the Scenic Rim comprises a higher proportion of individuals aged 45 and above compared to the rest of Queensland, there is a discernible community interest in unstructured sporting opportunities that align with more casual, recreational activities.

7.3.2. Enriching Diversity and Inclusion

Promoting diversity and inclusion in sport and recreation involves deliberate strategies to welcome individuals from various cultural, racial, and ethnic backgrounds and people of all ages and abilities. These initiatives foster an environment of respect, belonging, and equal opportunities. Council has a pivotal role in championing diverse and equitable sport and recreation options and broadening the scope of available activities.

7.3.3. Sports Pathways

The region currently requires avenues for representative sport, necessitating travel to other areas for individuals seeking competitive engagement. Representative sports are pivotal in developmental pathways, particularly for young athletes aspiring to excel in their chosen disciplines.

The Scenic Rim's unique attributes offer an opportunity to position the region as an attractive destination for state, national, and international teams. This is especially relevant for niche sports for which the region's characteristics offer distinct advantages.

7.3.4. Engaging with Youth

Insufficient engaging activities exacerbate the rising prevalence of physical and mental health challenges amongst youth, whilst there is also a shift in preferences towards less structured activities, resulting in decreasing participation rates.

There is a need to promote outdoor physical activity by providing safe, diverse recreational facilities to address these concerns. Potential options include enhancing and advertising BMX tracks, skate parks, and multi-use outdoor courts.

7.3.5. Ahead of the Curve

As technological advancements continue, the sport and recreation sector will increasingly incorporate virtual reality, augmented reality, and eSports into its offerings. Given the formal recognition of eSports as a legitimate sport and the growing popularity of virtual and augmented fitness activities, future facilities must adapt to this digital innovation shift, creating digitally enabled, flexible spaces and providing user connectivity options.

7.3.6. Nature Unleashed

Outdoor spaces are critical in enhancing community health and wellbeing. There is a strong case for leveraging trail networks to encourage various recreational activities, such as mountain biking, bushwalking, and guided nature tours. Additionally, the growing preference for exercising with pets highlights the need for dog-friendly parks and amenities, particularly in urban areas.

7.3.7. Making Waves

The demand for swimming pool access, particularly among the elderly demographic, provides an opportunity to investigate the extension of the operating season. Whilst the maintenance and operation of swimming pools incur considerable expenses and the dispersed geography of the Scenic Rim may lead to lower localised usage, the community places significant value on the availability of these facilities, and their level of service should be maintained and where possible enhanced.

7.4. PARTICIPATION ACTION PLAN

STRATEGIC OBJECTIVE	ACTIONS	STRATEGIC ANALYSIS RATIONALE	PRIORITY	OUTCOMES
2.1. Increase participation in sport and recreation by raising awareness of the available benefits and opportunities.	<ul style="list-style-type: none"> a) Develop awareness campaigns to illustrate the benefits of all varieties of sport and recreation aimed at people of all ages. b) Identify and increase awareness of festivals, sport club Come and Try opportunities or significant occasions such as International Women's Day, National Aborigines and Islanders Day Observance Committee (NAIDOC) week, and International Day of People with Disability. 	Enhancing Community Health and Wellbeing	Medium	Increased participation and awareness in sport and active recreation by people of all ages, leading to greater support for these activities within the community.
2.2. Increase participation in sport by supporting State Sporting Organisations (SSO) and Local Government to develop and implement regional participation strategies.	<ul style="list-style-type: none"> a) Convene a forum with the SSAs of the top participated sports to develop and progress specific regional strategies to adapt to changing trends. b) Engage with neighbouring LGAs to enhance regional strategies. 	Enhancing Community Health and Wellbeing	Medium	Increased collaboration and coordination between State Sporting Organisations (SSO) and Local Government, leading to the development of effective regional participation strategies and mitigating the duplication of facilities within the region.
2.3. Increase participation in sport and recreation by making it more sustainable and affordable.	<ul style="list-style-type: none"> a) Explore innovative ways for sport and recreation providers to deliver quality experiences and share resources, services, and facilities to reduce participation costs. b) Promote and schedule programs that have good active transport locations. 	Enriching Diversity and Inclusion	High	Increased collaboration and coordination between sport and recreation providers, leading to the development of innovative solutions that reduce participation costs.
2.4. Increase participation in sport and recreation by underrepresented groups.	<ul style="list-style-type: none"> a) Determine which groups are significantly underrepresented within the region and link with organisations that can adequately meet their needs. b) Modify programs to enable access for people with disabilities, seniors, and other underrepresented groups. c) Develop policies and resources that increase participation in sport and recreation for underrepresented groups. d) Encourage and incentivise sport and recreation providers to provide discounted opportunities to participate in activities for concession holders. 	Enriching Diversity and Inclusion	Medium	<p>Increased participation in sport and active recreation by under-represented groups, leading to improved health and wellbeing and enhanced social cohesion.</p> <p>Improved understanding of the needs of under-represented groups, leading to the development of more inclusive policies and programs.</p>

STRATEGIC OBJECTIVE	ACTIONS	STRATEGIC ANALYSIS RATIONALE	PRIORITY	OUTCOMES
2.5. Increase participation in sport and recreation by engaging with people not currently participating.	<p>a) Engage local sporting heroes as ambassadors of sport and recreation activities.</p> <p>b) Develop a “first-timers” incentive award scheme for individuals and sporting organisations.</p>	Enriching Diversity and Inclusion	Medium	<p>Increased participation in sport and recreation by people who were not previously engaged.</p> <p>Increased awareness of the benefits of sport and active recreation, leading to greater support for these activities within the community.</p>
2.6. Support the development of elite athletes by providing facilities for the community to pursue their sport at a high level.	<p>a) Explore opportunities to establish a regional sport hub at a future multi-sport precinct in Beaudesert . The facility could accommodate elite sport professionals and be used for sports testing and education. The facility could contain meeting rooms and office space for development officers and coaches.</p> <p>b) Support the Boonah equestrian facility to provide pathways for elite athletes in equine sports and polo.</p>	Sports Pathways	Low	<p>Increased availability of high-quality facilities and support services for elite athletes, leading to improved performance and greater success at the highest levels of competition.</p> <p>Enhanced opportunities for community members to pursue their sport at an elite level, leading to increased participation and improved health and wellbeing.</p>
2.7. Support the development of athletes at all levels by enhancing the pathways from grassroots to elite sport.	<p>a) Collaborate with SSAs to identify, assist, and support emerging talent, particularly in low socio-economic areas and among junior athletes entering development pathways.</p>	Sports Pathways	Medium	<p>Increased opportunities for talented athletes from diverse backgrounds to pursue their sport at a high level, leading to improved performance and greater success at all levels of competition.</p> <p>Enhanced support for grassroots sport, leading to increased participation and improved health and wellbeing of community members.</p>
2.8. Increase youth participation in sport and recreation by promoting the FairPlay voucher program.	<p>a) Develop and implement a targeted communication campaign to raise awareness of the FairPlay voucher program among parents, guardians, and carers. This program provides a voucher of up to \$200 to contribute to the cost of their children’s membership fees in approved sport and active recreation activities.</p>	Engaging with Youth	Medium	<p>Increased participation of children in sport and active recreation through FairPlay vouchers, leading to improved health and wellbeing, reduced childhood overweight and obesity.</p> <p>Increased awareness of the benefits of physical activity among parents, guardians, and carers, leading to greater support for their children’s participation in sport and active recreation.</p>
2.9. To increase participation in sport and recreation by youth by promoting organised activities.	<p>a) Develop and implement targeted communication through schools to raise awareness of opportunities for organised activities among schools.</p> <p>b) Encourage and support sports clubs to offer training camps and outdoor activities and coaching to schools.</p> <p>c) Promote child-safe environments.</p>	Engaging with Youth	High	<p>Increased participation of children in sport and active recreation through organised activities.</p> <p>Increased awareness among parents, carers, and children of what to expect from sport and recreation providers.</p>

STRATEGIC OBJECTIVE	ACTIONS	STRATEGIC ANALYSIS RATIONALE	PRIORITY	OUTCOMES
2.10. Enhance the user experience and increase participation in sport and active recreation by providing digitally enabled spaces in parks and sport facilities.	<ul style="list-style-type: none"> a) Develop and implement a plan to upgrade parks and sport facilities with digital infrastructure, such as Wi-Fi connectivity, charging stations, and interactive displays. b) Engage with facility users to understand their needs and preferences for digital connectivity. 	Ahead of the Curve	Low	<p>Increased participation in sport and active recreation through the availability of digitally enabled, flexible spaces that enhance the user experience.</p> <p>Improved satisfaction of users through the provision of connectivity options that meet their needs.</p>
2.11. Increase participation in active nature experiences by promoting the shared use trail network.	<ul style="list-style-type: none"> a) Develop and implement a targeted communication campaign to raise awareness of the shared use trail network among residents and visitors. b) Work with tourism operators to continue to provide affordable active nature experiences. 	Nature Unleashed	Medium	<p>Increased participation in active nature experiences through the shared use trail network, leading to improved health and well-being, enhanced social cohesion, and greater appreciation of the natural environment.</p> <p>Improved tourism outcomes for the region by promoting affordable active nature experiences.</p>
2.12. Increase the availability of pet-friendly spaces and amenities in urban areas.	<ul style="list-style-type: none"> a) Investigate opportunities to develop pet-friendly spaces, dog-friendly parks, and amenities in urban areas. 	Nature Unleashed	Low	<p>Increased availability of pet-friendly spaces and amenities in urban areas, leading to improved health and wellbeing, enhanced social cohesion through shared use of public spaces, and greater inclusion of pets in community life.</p>
2.13. Increase the utilisation of swimming pools by providing affordable and attractive options for the community.	<ul style="list-style-type: none"> a) Provide low-cost options at swimming pools for socially disadvantaged individuals. b) Trial the extension of the operating season for selected swimming pools and publicly communicate the results and future viability of extending seasons permanently. c) Provide inflatable water features for swimming pools to create exciting programming options for schools and youth. 	Making Waves	High	<p>Increased utilisation and improved affordability of swimming pools by the community.</p>

7.5. GOVERNANCE

7.5.1. Developing the Sports Framework

The Scenic Rim engages in various facility management arrangements with community clubs and organisations, presenting broad challenges. The sports facility hierarchy, presented in the Sports Facilities Strategic Review 2023 - 2032, can serve as an excellent framework to expand, achieving goals aligning with Council's standard of service.

A requirement for multi-use facilities that support shared use also exists, which will assist with evaluating the potential repurposing of underutilised infrastructure. Additionally, it is important to foster a culture within sports clubs that is receptive to the shared utilisation of facilities and for Council to manage facility expectations through a fair and equitable process.

7.5.2. Revitalising Volunteerism

The Scenic Rim region is not immune to the national challenge of volunteer shortages, compounded by increasing compliance standards, stringent risk management protocols, and time constraints with escalating work commitments.

As volunteers increasingly spend more time on facility maintenance, their capacity to focus on membership growth and program development diminishes, endangering the sustainability of these clubs. To mitigate this, the Council should actively support sports clubs by aiding succession planning, promoting incremental growth, and boosting operational capabilities.

7.5.3. Synergising Partnerships

Strengthening collaboration amongst Council, local sports clubs and associations, and the community is crucial for the region's sport and recreation ecosystem to prosper. To improve communication, particularly with capital works planning, forming a Sports Advisory Committee could be an effective channel for strategic guidance, advocacy, decision transparency and event coordination.

Broadening partnerships with various stakeholders can enhance the variety of sports and recreation opportunities available. Memorandums of Understanding (MOUs) with schools could assist in securing joint funding for developing multi-use facilities catering to diverse sports and activities.

7.5.4. Strengthening Sports Clubs

Sports clubs face multiple challenges, including communication issues, the setup of committees, administrative complexities, shared collective insurance models, and lease agreements. Support from a dedicated Sport Development Officer could assist with these issues.

7.5.5. Unlocking Grants

Sports clubs and associations need help with the grant application process, often each proceeding independently and without any assurance of success. There is a growing interest among these clubs for a streamlined approach that enables them to submit multiple applications across consecutive years and a mechanism to combine applications that may benefit multiple groups.

7.5.6. A Balanced Game Plan

Sports clubs face the challenges of meeting high expectations for quality, affordable services and the rising costs of maintaining aging assets. The constraints of limited, secure grant funding further worsen these issues, potentially threatening clubs' long-term financial viability. There is an opportunity to assist sports clubs in addressing ground maintenance costs by establishing specialised grant funding mechanisms.

7.6. GOVERNANCE ACTION PLAN

STRATEGIC OBJECTIVE	ACTIONS	STRATEGIC ANALYSIS RATIONALE	PRIORITY	OUTCOMES
<p>3.1. Expand the sports facility hierarchy.</p>	<p>a) Identify and detail potential criterion elements that could be used to expand the sports facility hierarchy.</p> <p>b) Consult with stakeholders to gather feedback on developing an expanded sports facility hierarchy.</p> <p>c) Implement the expanded sports facility hierarchy to create a fair and equitable sports framework.</p> <p>The following elements could be used to enhance the sport facility hierarchy:</p> <ul style="list-style-type: none"> « Management arrangement type and length, with consistent terms and conditions. Example: <ul style="list-style-type: none"> • Tier 1 – Council managed facility with seasonal sport club tenancies. • Tier 2 – Lease to sport association or committee of management with member representation of all user groups. Longer term (5+ years). • Tier 3 – Non-exclusive licence hire arrangement with sport club. Shorter term (2 to 5 years). • Tier 4 – Management contract with provider. Initial period (3 years), with extension options (3 + 3 years) • Tier 5 – No management arrangement. « Facility maintenance responsibilities and the level of Council assistance provided. Example: <ul style="list-style-type: none"> • Tier 1 – Council maintained facility. • Tier 2 – Sport association or committee of management maintains facility. • Tier 3 – Sport club maintains facility. • Tier 4 – As specified in management contract. • Tier 5 – Council maintained facility. « Financial model used to enable a higher level of reinvestment into the facilities. « Annual reporting requirements. « Exclusivity of access to playing fields and ancillary facilities, including requirements for shared use. « Prioritisation and achievability of capital works projects. « Ability to meet expectations of elite competition and athlete performance pathways. « Master planned site concepts. « Sports Advisory Council membership. « Sports Development Program attendance requirements. « Strategic documentation, including relevant policies, business plan, risk management and adherence to Associations Incorporations Act – Queensland 1981. « Membership and participation targeting inclusive and diverse demographics. « Responsibility to provide health food and drink options. « Infrastructure specific guidelines, such as: <ul style="list-style-type: none"> • Lighting and lux levels. • Playing field dimensions relating to sport guidelines. • Level to address universal access and accessibility. • Umpire and Referee change rooms. • Irrigation, drainage and water sources. 	<p>Developing the Sports Framework</p>	<p>Medium</p>	<p>A clear and comprehensive sports facility hierarchy that is understood and supported by all stakeholders.</p>

STRATEGIC OBJECTIVE	ACTIONS	STRATEGIC ANALYSIS RATIONALE	PRIORITY	OUTCOMES
3.2. Modernise management arrangements.	a) Modernise management arrangements in line with the facility hierarchy to ensure they are consistent and concise.	Developing the Sports Framework	Medium	Fair, transparent, and easily understood management arrangement that improves the management of facilities across the region.
3.3. Promote and support best practice facility management.	a) Promote and support best practice facility management for councils contracted facilities (e.g. aquatic centres) through the sharing of industry knowledge and the willingness to improve.	Developing the Sports Framework	Medium	Major community facilities adopt a best practice culture to facility management that improves facility efficiency, utilisation and customer experience.
3.4. Attract and retain new Volunteers.	a) Establish partnerships to support volunteer recruitment with organisations such as Volunteering Queensland and the Duke of Edinburgh's International Award. b) Work with SSAs to combat volunteering challenges and develop strategies to attract and retain volunteers. c) Work collaboratively across council to develop a volunteer strategy that engages, supports, trains, and recognises volunteers in the Scenic Rim region.	Revitalising Volunteerism	Low	A successful volunteer recruitment and retention program that attracts new volunteers and provides them with the support, training, and recognition they need to remain engaged and committed to sport and recreation in the Scenic Rim region.
3.5. Prioritise support and recognition of volunteer development programs from grassroots to elite levels.	a) Council to support the capability of sports clubs to implement sport-specific coach and officiating frameworks and recognised accreditation in collaboration with SSAs. b) Recognize and celebrate the achievements of athletes, coaches, officials, and volunteers through awards and recognition programs.	Revitalising Volunteerism	Medium	A successful athlete, coach, official, and volunteer development program that provides the necessary support, training, and recognition to help individuals reach their full potential at all levels of sport.
3.6. Establish a regional sport and recreation advisory committee.	a) Identify relevant stakeholders, including representatives from sports clubs, community organisations, council, and other relevant groups. b) Develop incentives for commitment from stakeholders, such as recognition programs, facility hierarchy criterion, and access to resources and support. c) Create a Terms of Reference for the operation and accountability of the sport and recreation advisory committee, including clear roles and responsibilities, decision-making processes, and reporting mechanisms.	Synergising Partnerships	Medium	A successful regional sport and recreation advisory committee that provides a platform for collaboration and engagement among stakeholders and helps to guide the development of sport and recreation in the region.

STRATEGIC OBJECTIVE	ACTIONS	STRATEGIC ANALYSIS RATIONALE	PRIORITY	OUTCOMES
3.7. Develop relationships with elite teams and SSAs.	a) Identify elite teams and SSAs suitable to the region and establish partnerships with them to promote their sport in the community.	Synergising Partnerships	Low	A successful partnership program with SSAs and elite teams to raise awareness of sport in the community and motivates community members to get involved.
3.8. Broaden partnerships within the sport and recreation industry.	a) Implement a partnership program with various organisations, such as the PCYC, within the sport and recreation industry to support a diverse range of sport and recreation activities. b) Implement alternative avenues of support for auspice groups and private sports and recreation providers. Opportunities include: <ul style="list-style-type: none"> ◀ Expanding programs like Be Healthy and Active. ◀ Streamlining grant criteria for these organisations. ◀ Offer discounts on the use of council facilities and community rates. ◀ Supporting sub-leases of venues. ◀ Providing discounted rates for not-for-profit private venues. 	Synergising Partnerships	Medium	A successful partnership program that broadens engagement with the industry and enhances the variety of sports and recreation opportunities available to the community.
3.9. Support excellence in leadership, governance and administration.	a) Through partnerships with external providers, provide clubs and community groups with training programs on marketing, governance basics and constitution, financial management, and asset management (including ground maintenance).	Strengthening Sports Clubs	Medium	Increase the capability of administrators in clubs and community groups which encourages equitable and diverse leadership across sport and recreation.
3.10. Support the implementation of the Sport and Recreation action plan through the Sport Development Officer position.	a) Provide the necessary resources and support to implement the action plan effectively. b) Sport Development Officer to have a focus on supporting clubs with grant assistance, capacity building, communication and promotion of activities, and administrating an effective sports advisory council.	Strengthening Sports Clubs	Medium	Adequate support and resources are allocated to successfully implement the Sport and Recreation Plan actions, improving the community's sport and recreation outcomes. The Sport Development Officer is empowered and supported to deliver the key focus areas to best support clubs.
3.11. Create a shared service resource to assist clubs.	a) Identify the needs and requirements of clubs for shared services, including administration, governance, and marketing. b) Develop and implement a plan to innovatively share services across clubs.	Strengthening Sports Clubs	Medium	An innovative shared service resource that provides clubs with access to a range of high-quality services to improve efficiency and effectiveness.

STRATEGIC OBJECTIVE	ACTIONS	STRATEGIC ANALYSIS RATIONALE	PRIORITY	OUTCOMES
3.12. Support healthier food and drink options in sport and recreation settings.	a) Promote the Healthy Food and Drink campaign in sport and recreation settings by encouraging participation and providing assistance for clubs to implement.	Strengthening Sports Clubs	Low	Healthier choices in sport and recreation settings, leading to improved health outcomes for participants and the wider community.
3.13. Deliver grant programs that drive the achievement of strategic goals.	a) Review, update and streamline funding program guidelines to support sustainable programs, innovative practices, and embrace emerging activities. b) Provide incentives through the grant program for good club and asset management. c) Investigate implementing an athlete grant program with recipients to volunteer at local sporting clubs or school sport programs.	Unlocking Grants	High	A streamlined grant program that drives the achievement of strategic goals.
3.14. Provide understanding and transparency to sporting organisations on program and facility funding initiatives.	a) Develop and implement a communication strategy, including opportunities for feedback, to inform the community about council's sport and recreation investment. b) Support sports clubs to align their programs and funding initiatives with council's objectives and investment priorities.	A Balanced Game Plan	High	The community has a clear understanding of council's sport investment, resulting in improved alignment between sport and recreation funding initiatives and council's objectives and investment priorities.

7.7. EVENTS AND PROGRAMS

7.7.1. Beyond the Finish Line - 2032 Brisbane Olympic and Paralympic Games

Lake Wyaralong has been selected as the host venue for the Olympic Canoe Sprint and Paralympic Rowing and Canoe Sprint events. In the lead-up to the Brisbane 2032 Olympic and Paralympic Games, the Wyaralong Rowing Centre will undergo a thorough facility upgrade to expand its hosting capacities for various events, including local, regional, and international regattas. This enhancement will amplify regional tourism and provide a strong catalyst for expanding and establishing water-based sports such as rowing.

While the significance of the Brisbane 2032 Olympic and Paralympic Games cannot be overstated, the strategic focus needs to remain on developing grassroots sports participation.

7.7.2. Sport and Recreation Experiences

The trend toward prioritising experiences over products is notably increasing, with the shift requiring a change of traditional sports into more experience-based offerings. The community has also voiced a demand for a wider variety of events and activities catering to diverse age groups and interests, particularly youth and vulnerable demographics.

Council is well-positioned to develop a varied sport and recreation event calendar, which could feature a connected series of events. These include family and competitive cycling, running and walking activities like Colour Runs, regional boutique events such as vigoro or campdrafting, and obstacle courses like Tough Mudder.

7.7.3. Activating Holistic Health

The need to diversify sporting activities and promote holistic wellbeing is becoming increasingly significant. Programs should be interconnected to improve overall health and incorporate health messaging to highlight the benefits of participation. The community recognises the vital role of physical activity in bolstering mental wellness and has expressed a need for additional mental health services.

Council can support expanding the variety of fitness programs and consider implementing affordable or no-cost health activities in parks. Should a future indoor facility with a gymnasium be constructed, the financial model should aim to include subsidised health club memberships and group fitness activities for concession holders.

7.8. EVENTS AND PROGRAMS ACTION PLAN

STRATEGIC OBJECTIVE	ACTIONS	STRATEGIC ANALYSIS RATIONALE	PRIORITY	OUTCOMES
4.1. Explore options for hosting pre-games events	<ul style="list-style-type: none"> a) Collaborate with the Boonah equestrian facility to identify its potential for enhancement. b) Develop a plan for enhancing the Boonah equestrian facility to a regional standard, including the necessary upgrades and improvements to support pre-games events for climatisation. 	Beyond the Finish Line	Medium	An enhanced Boonah equestrian facility that meets regional standards and can host pre-games events for climatisation. This will provide a high-quality venue for equestrian and polo events and support the development of the sport in the region.
4.2. Partner with Queensland Rowing to achieve strategic directives.	<ul style="list-style-type: none"> a) Collaborate with Queensland Rowing to further develop the Queensland State Rowing Centre (QSRC) at Lake Wyaralong. b) Advocate and support the redevelopment of the QSRC as the flat-water course for the 2032 Olympics. c) Work with Queensland Rowing to establish a community rowing club and school-based programs in the Scenic Rim. 	Beyond the Finish Line	Medium	A successful partnership with Queensland Rowing that furthers the development of the QSRC, as an Olympic-standard flat-water course, and the growth of rowing participation in the Scenic Rim.
4.3. Develop a unified sport and recreation events calendar	<ul style="list-style-type: none"> a) Collaborate with key stakeholders, to identify sport and recreation events and programs offered in the region. b) Develop a single event calendar for the region and implement measures to reduce event clashes through scheduling events at different times or locations. 	Sport and Recreation Experiences	Medium	A unified sport and recreation events calendar that provides a comprehensive overview of key events and programs offered in the region, which is successfully communicated to the community and visitors.
4.4. Maintain and enhance successful sport and recreation events.	<ul style="list-style-type: none"> a) Sustainably support sport and recreation events in the region, including running festivals, family cycling events, obstacle courses, Masters events, regional school carnivals, championships (e.g. equestrian, rowing, vigoro, campdrafting), and pre-season competitions. 	Sport and Recreation Experiences	High	Successful sporting and active recreation events in the region to increase participation, improved community engagement, drive tourism and enhance sport and recreation outcomes for the community.
4.5. Encourage recreation by activating spaces.	<ul style="list-style-type: none"> a) Deliver a diverse recreation activation program that includes free casual events such as walking groups, yoga in the park, and cycling events. <p>Target participation from disadvantaged groups and lower socio-economic areas.</p>	Sport and Recreation Experiences	High	An activation program that encourages active recreation by providing accessible and inclusive opportunities for community members to engage in physical activity.
4.6. Improve mental health through sport and recreation.	<ul style="list-style-type: none"> a) Advocate and support mental health service providers to enhance existing initiatives such as Headspace, through sport and recreation opportunities (e.g. skate parks, sports clubs, walking groups). 	Activating Holistic Health	High	Improved access to mental health support for community members, leading to improved mental health outcomes and enhanced wellbeing.

8. WARRANTIES AND DISCLAIMERS

The information contained in this report is provided in good faith. While Otium Planning Group has applied their experience to the task, they have relied upon information supplied to them by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence', and these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

Otium Planning Group's advice does not extend to, or imply, professional expertise in the disciplines of economics, quantity surveying, engineering or architecture. External advice in one or more of these disciplines may have been sought, where necessary to address the requirements of the project objectives. There will be differences between projected and actual results because events and circumstances frequently do not occur as expected, and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite, or guarantee the projections' achievability as it is impossible to substantiate assumptions based on future events.

This report does not constitute advice, investment advice, or opinion and must not be relied on for funding or investment decisions. Independent advice should be obtained in relation to investment decisions.

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