Agenda

Goondiwindi Regional Council

Ordinary Meeting

28 October 2026 commencing at 9.00am

Goondiwindi Council Chambers

4 McLean Street, Goondiwindi

DURING THE COURSE OF THE MEETING, PLEASE ENSURE ALL MOBILE TELEPHONES ARE SWITCHED OFF OR IN SILENT MODE.
Opening of Meeting
Attendances: Opening Prayer, Mrs Jan Waller Uniting Church
Deputation:
Apologies:
Declaration of Interest:
Condolences/Congratulations:

Confirmation of Minutes of Previous Meeting	
23 September 2026	Ordinary Committee Meeting
Business Arising from Previous Meeting	

Officer Reports		
EXECUTIVE OFFICE		
01.	**EX 031/26**	**OPERATIONAL PLAN QUARTERLY REPORT** Section 174 of the Local Government Regulation 2012 provides that the Chief Executive Officer must present a written report on the assessment of its progress towards implementing Council's Operational Plan. The attached quarterly report provides a summary of the progress each directorate made with respect to the implementation of Council's Operational Plan for the 2026-2027 financial year.
02.	**EX 032/26**	**GOONDIWINDI CHAMBER OF COMMERCE COMMUNITY GRANT KPIS** Council to delegate approval of the Goondiwindi Chamber of Commerce Key Performance Indicator's (KPIs) associated with grant funding to the Chief Executive Officer.
General Business Executive Office		
COMMUNITY AND CORPORATE SERVICES		
03.	**CCS 030/26**	**FINANCE REPORT PE 30 SEPTEMBER 2026** The Finance Report for the period ending 30 September 2026 is provided for Council's endorsement.

04.	**CCS 031/26**	**GOONDIWINDI SPORTING FACILITIES STRATEGIC PLAN** This report presents the Goondiwindi Sporting Facilities Strategic Plan for Council's consideration and adoption.
General Business Community & Corporate Services		
ENGINEERING SERVICES		
05.	**ES 032/26**	***COMMERCIAL IN CONFIDENCE*** **- RFT2627-19F TEXAS STP EFFLUENT – BUILDINGS** Council has recently called for Tenders via VendorPanel for the supply, fabrication and installation of prefabricated buildings and associated infrastructure required for the Texas Sewage Treatment Plant Effluent upgrade project. This report is for Council to consider the Tenders submitted for these works.
06.	**ES 033/26**	***COMMERCIAL IN CONFIDENCE*** **- RFT2627-16A INGLEWOOD SEWAGE PUMP STATION ONE (SPS1) RENEWAL** Council has recently called for Tenders via Vendor Panel for the design, supply and construction of a sewage pump station and associated infrastructure to replace the Inglewood Sewage Pump Station one (SPS1). This report is for Council to consider the Tenders submitted for these works.
07.	**ES 034/26**	***COMMERCIAL IN CONFIDENCE*** **– RFT2627-63 LOAD, CART AND SUPPLY - TYPE 3.2 AND TYPE 4.3- YELARBON-KEETAH ROAD** Council has called tenders for the supply and delivery of Type 3.2 pavement material for Stage 4 of the Yelarbon–Keetah Road upgrade, covering Chainages 6,400m to 7,400m. The pavement material is required for the construction of the planned curve and intersection realignment works. This report presents the outcomes of the tender process, including an assessment of the submissions received and a recommendation for the preferred supplier, for Council's consideration.
08.	**ES 035/26**	***COMMERCIAL IN CONFIDENCE*** **– MARCH 2025 FLOOD RESTORATION WORKS – RFT2627-10 ROAD WORKS PACKAGE – TOOBEAH** Council previously resolved to award RFT2627-10 Flood Restoration Works – March 2025 Event – Road Works Toobeah Area to DNE Civil & Hire Pty Ltd. Subsequent to that resolution, DNE Civil & Hire Pty Ltd advised Council that an error had been identified within its tender pricing and that the company is unable to proceed with the contract at the tendered price. As a consequence, Council must consider an alternative contractor to deliver the works.
General Business Engineering Services		
Reception of Notice of Motion for Next Meeting		
Ordinary Meeting of Council, Wednesday, 25 November 2026, commencing at 9.00am at the Council Chambers, 4 McLean Street, Goondiwindi QLD 4390.		
General Business		

REPORT DATE:	20 October 2026	**REPORT NUMBER:**	EX 031/26
DEPARTMENT:	Executive Office		
PORTFOLIO HOLDER:	n/a		
REPORT TITLE:	**Operational Plan Quarterly Report**		
PREPARED BY:	Chief Executive Officer, Mr Carl Manton		

SUBJECT

Section 174 of the *Local Government Regulation 2012* provides that the Chief Executive Officer must present a written report on the assessment of its progress towards implementing Council's Operational Plan.

REPORT

The attached quarterly report provides a summary of the progress each directorate made with respect to the implementation of Council's Operational Plan for the 2026-2027 financial year.

Each Director has provided comments regarding the implementation of performance measures, and these have been summarised in the attached Operational Plan Quarterly Review. For ease of reference, the relevant activities and comments on the implementation of such activities have been extracted from the Operational Plan and included in the review.

In addition, quarterly updates concerning Council's Internal Audit Function, Risk Management operations and Enforceable Undertaking progress is provided.

Internal Audit Update

Regular Executive Leadership Team (ELT) meetings are held to discuss a number of matters including internal audit report findings and risk management. These meetings occur monthly separate from Councils Managers Meetings, with findings incorporated into quarterly reports on the implementation of the Operational Plan.

Council's Internal Audit Plan for 2026-27, focuses on monitoring and validating the implementation of high-priority recommendations arising from previous internal audits.

Priority will be given to ensure corrective actions have been appropriately implemented and are operating effectively, particularly in areas relating to legislative compliance, governance, financial management and operational efficiency.

This approach aims to strengthen Council's internal controls, address identified risks and support continuous improvement. Follow up reviews will be undertaken where appropriate to assess the effectiveness of implemented actions.

Risk Management

Departmental Operational Risk Registers have now been developed in consultation with each Manager and workgroup.

Enforceable Undertaking

Council continues to progress the commitments outlined in its Enforceable Undertaking with a focus on strengthening safety systems, improving organisational capability and promoting a positive safety culture.

The second independent audit of Council's WHS Management System was completed in July 2026, with recommendations being reviewed and incorporated into ongoing improvement activities.

Progress continues on the development and implementation of Council's new WHS Management System, alongside the delivery of WHS leadership, critical risk management and workplace behaviour training programs.

The Remote & Isolated Worker Trial is also continuing with feedback being collated to assess the effectiveness and suitability of the various communication and safety devices.

Council continues to work closely with its external WHS consultants to progress outstanding deliverables and meet its obligations under the Enforceable Undertaking.

ASSOCIATED RISKS

As per budget

FINANCIAL IMPACTS

As per budget

CONSULTATION

N/A

LEGISLATION/LEGAL/POLICY

- *Local Government Act 2009*
- Goondiwindi Regional Council Corporate Plan 2024-2028
- Goondiwindi Regional Council Operational Plan 2026-2027

OFFICER'S RECOMMENDATION

That in accordance with Section 174 of the Local Government Regulation 2012, Council receives the quarterly Operational Plan and Corporate Plan Assessment Report and updates on the Internal Audit Plan, Risk Management and Enforceable Undertaking.

ATTACHMENTS

Attachment 1 – July to September Quarterly Review – Operational Plan 2026-2027

CORPORATE PLAN ASSESSMENT

The 2026-2027 Goondiwindi Regional Council Operational Plan focuses on the actions Council staff are expected to take throughout the twelve-month period in order to implement the longer-term goals detailed in the Goondiwindi Regional Council Corporate Plan for the period 2024-2028. The Corporate Plan provides a blueprint for the future of our communities and establishes priorities and outlines strategies which best reflect the needs of our community for today and into the future.

Council's Operational Plan has been developed in accordance with the Strategic Goals and performance indicators contained in the Corporate Plan. Council's Chief Executive Officer is responsible for preparing quarterly reports to the Council on the progress of the implementation of the Operational Plan. These reports ensure that Council's elected members and staff are accountable for the progress made in meeting operational plan goals. This plan is closely linked to Goondiwindi Regional Council's 2026-2027 budget and Council's available resources.

In accordance with section 175 of the *Local Government Regulation 2012*; the annual Operational Plan must:

a) be consistent with the annual budget; and
b) state how the local government will:
    (i) progress the implementation of the 5-year corporate plan during the period of the annual operational plan; and
    (ii) manage operational risks.

THE CORPORATE PLAN FRAMEWORK

The 2026-2027 Operational Plan highlights to Council and the community the key initiatives that Council will pursue 2026-2027 towards the achievement of the long-term objectives stated in the Corporate Plan. This update provides a summary of the actions taken by staff in accordance with the Operational Plan and is clearly displaying a link back to the progress of the elements of the Corporate Plan. Linking to the Corporate Plan – activities identified in this operational plan are directly linked (referenced) to the goals and themes contained in the Corporate Plan.

Theme 1 - A Thriving Community

A welcoming, engaged and resilient community supported by quality community services and facilities.

- Providing quality community facilities and services.
- Delivering planned and coordinated disaster management response.
- Supporting local arts, culture, and history.
- Providing a foundation for active community participation, connectedness, inclusivity and an attractive lifestyle.

Theme 2 - A Strong Economy

A region known for its prosperous rural economy and innovation.

- Contributing to creating an attractive place to do business, invest, work and visit.
- Maximising opportunities with renewable energy.
- Providing town and regional planning that enhances opportunity for economic prosperity.

Theme 3 - A Sustainable Region

A sustainable, well-managed and healthy region for today and future needs.

- Enhancing our communities by maximising our natural assets.
- Contributing to a healthy and safe community.
- Delivering sustainable and affordable essential services and infrastructure that meet current and future needs.
- Provide opportunities for positive community engagement and planning for the future.

Theme 4 - A High Performing Organisation

An engaging and transparent Council providing community leadership and quality service delivery.

- Providing excellent customer service across the whole organisation.
- Operating a transparent and accountable organisational governance based on evidence-based decisions.
- Being recognised as an employer of choice in the region with a strong culture of safety, learning and collaboration.
- Fostering an innovative and contemporary approach to delivering outcomes in our evolving organisation.
- Delivering a sustainable financial position.

2026-27 Key Operational Plan Activities and Advocacy Priorities

Corporate Plan Strategy	Lead Team	Activity	Strategy/Plan Link	Advocacy Plan	Start Date	Finish Date	Budget Source	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Comments
1 - A Thriving Community	Corporate	Continue with Cinema Chair Replacement		No	Feb 2027	June 2027	Capital					Not commencing until February 2027
1 - A Thriving Community	Corporate	Provide improvements to Council owned independent living facilities		No	July 2026	June 2027	Capital					
1 - A Thriving Community	Engineering	Connection of Apex Toilet in Texas to the reticulated sewer network		No	July 2026	February 2027	Capital					Currently out to market
1 - A Thriving Community	Engineering	Structural assessment of the PCYC building		No	July 2026	February 2027	Capital					Preparing quotation documents
1 - A Thriving Community	Engineering	Replacement of chlorine generating hyprolysers at Goondiwindi, Inglewood and Texas Pools	Asset Management Plan	No	July 2026	September 2026	Capital					Quotes received. No supplier could install prior to the current swim season. Will be installed in next off season.
1 - A Thriving Community	Engineering	Levee Bank Restoration		No	July 2026	June 2027	External					Project is on target. Snag relocation & tree removal has commenced. Crane barges are constructed.
1 - A Thriving Community	Executive	Provide ongoing financial support to the CRC One Basin Research Hub in Goondiwindi	Economic Development Strategy	No	July 2026	June 2027	Operational					
1 - A Thriving Community	Executive	Land expansion adjacent to Casa Mia		No	July 2026	February 2027	Capital					Representation has been made to the State
2 - A Strong Economy	Corporate	Maximise Inland Rail Opportunities - advocate for ongoing planning and necessary approvals from Government stakeholders	Economic Development Strategy - Inland Rail Interface Plan	Yes	July 2026	June 2027	Operational					
2 - A Strong Economy	Engineering	Finalise engineering design documents and implementation plan for Goondiwindi Streetscape including Bown / Herbert roundabout construction	Economic Development Strategy	Yes	July 2023	June 2027	Operational, Capital & External					Finalising quotation documents
2 - A Strong Economy	Executive	Finalise review of Local Government Infrastructure Plan (LGIP) coinciding with Planning Scheme Review	Planning Scheme	No	July 2026	January 2027	Operational					
2 - A Strong Economy	Executive	Complete Planning Scheme Review	Scheme Supply Fund	Yes	July 2026	January 2027	External					Amendments drafting in progress with Planning Scheme Review
3 - A Sustainable Region	Engineering	Water Main Replacements	Asset Management Plan	No	July 2026	June 2027	Capital					Some works have been awarded
3 - A Sustainable Region	Engineering	Texas STP Effluent Disposal	EPA Requirement	No	July 2023	June 2027	Capital & External					On timelines approved in TEP
3 - A Sustainable Region	Engineering	Inglewood SPS1 Refurbishment	Asset Management Plan	No	July 2026	June 2027	Capital					Tenders closing shortly and to be decided at November meeting
3 - A Sustainable Region	Engineering	Goondiwindi Sewerage Treatment Plant Pond 3 Refurbishment	Asset Management Plan	No	July 2026	June 2027	Capital					Ponds are drying. Desilting works awarded
3 - A Sustainable Region	Engineering	Goondiwindi Sewerage Treatment Plan Clarifier 1 Refurbishment	Asset Management Plan	No	July 2026	June 2027	Capital					Out to market
3 - A Sustainable Region	Engineering	Finalise construction and commence production at Goondiwindi WWTP oxygen integration project	Economic Development Strategy	No	July 2023	June 2027	Capital					Oxygen integration works continuing
3 - A Sustainable Region	Engineering	Advocacy for Roads		Yes	July 2026	June 2027	Operational					Ongoing
4 - A High Performing Organisation	Corporate	Continue implementation of IT system		No	July 2026	June 2027	Operational					Go live 4 May 2027
4 - A High Performing Organisation	Corporate	Carry out cyber security training and testing	Cyber Security Plan	No	July 2026	June 2027	Operational					
4 - A High Performing Organisation	Executive	Continue to implement opportunities identified in 2025 staff survey		No	July 2026	June 2027	Operational					Further training scheduled

2026-27 Key Operational Plan Activities and Advocacy Priorities

Corporate Plan Strategy	Lead Team	Activity	Strategy/Plan Link	Advocacy Plan	Start Date	Finish Date	Budget Source	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Comments
4 - A High Performing Organisation	Executive	Implementation of a new Workplace Health and Safety system	Enforceable Undertaking	No	July 2026	December 2026	Operational					Ontrack with EU Deliverables
4 - A High Performing Organisation	Executive	Workforce Succession Planning		No	July 2026	June 2027	Operational					

Legend

- On Track
- Monitor
- Completed
- Extended

REPORT DATE:	21 October 2026	**REPORT NUMBER:**	EX 032/26
DEPARTMENT:	Community and Corporate Services		
PORTFOLIO HOLDER:	Cr Julia Spicer OAM		
REPORT TITLE:	**Goondiwindi Chamber of Commerce Community Grant KPIs**		
PREPARED BY:	Chief Executive Officer, Mr Carl Manton		

SUBJECT:

Council to delegate approval of the Goondiwindi Chamber of Commerce Key Performance Indicator's (KPIs) associated with grant funding to the Chief Executive Officer.

REPORT:

Goondiwindi Regional Council has already approved in the 2026-27 budget, an allocation of $35,000 to the Goondiwindi Chamber of Commerce (Chamber), subject to both parties agreeing on KPIs for this period.

Goondiwindi Regional Council has invited the Chamber to submit a proposal that included their self-identified outcomes for Council's grant contribution.

To support efficient decision making, and due to the operational nature of the KPIs, it is recommended that the negotiation and acceptance is delegated to the Chief Executive Officer.

ASSOCIATED RISKS:

- *There are no financial or compliance risks.*

FINANCIAL IMPACTS:

The allocation of $35,000 has already been approved by Council in the 2026-27 budget.

CONSULTATION:

N/A

LEGISLATION/LEGAL/POLICY:

- *Local Government Regulation 2012*
- GRC 0005 Community Grants Policy
- Council's Community Grants Guidelines

OFFICER'S RECOMMENDATION:

That Council resolves to delegate to the Chief Executive Officer the negotiation and approval of the Goondiwindi Chamber of Commerce Key Performance Indicators associated with its Community Grant Allocation.

ATTACHMENTS:

Nil

REPORT DATE: 14 October 2026 **REPORT NUMBER:** CCS-030/26

DEPARTMENT: Community and Corporate Services

REPORT TITLE: **Finance Report Ending 30 September 2026**

PREPARED BY: Manager Finance, Mr Bradley Pyle

SUBJECT:

Finance Report CCS-030/26 for period ending 30 September 2026 is provided for Council's endorsement.

REPORT:

ASSOCIATED RISKS:

FINANCIAL IMPACTS:

CONSULTATION:

LEGISLATION/LEGAL/POLICY:

OFFICER'S RECOMMENDATION:

That Council resolves to receive Finance Report CCS-030/26 for the period ending 30 September 2026 and accepts the budget amendments contained therein.

ATTACHMENTS:

Attachment A: Finance Report for the period ending 30 September 2026

Finance Report

Month Ending 30 September 2026

Ordinary Meeting of Council to be held Wednesday, 28 October 2026

Goondiwindi Regional Council
Ordinary Meeting of Council to be held Wednesday, 28 October 2026

REPORT TYPE:	DECISION	**REPORT NUMBER:**	CCS-030/26
REPORT DATE:	14 October 2026	**FILE REFERENCE:**	Financial Management
DEPARTMENT:	Finance and Corporate		
PREPARED BY:	Manager Finance, Bradley Pyle		

SUMMARY

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Ordinary Meeting of Council to be held Wednesday, 28 October 2026
Statement of Comprehensive Income
for the month ended 30 September 2026

	Estimated Financial Position 2026/27	Year to Date 30-Sep-26	Actuals Year to Date 30-Sep-26	Variance $	Variance %	Explanation
OPERATING						
Income						
Recurrent Revenue						
Net rate and utility charges	27,573,558	6,893,390	6,893,389	0	0%	
Fees and charges	2,123,500	530,875	509,849	(21,026)	-4%	
Interest received	2,897,500	724,375	762,061	37,686	5%	
Sales - contract and recoverable works	12,961,115	3,240,279	2,467,591	(772,688)	-24%	
Other recurrent income	957,000	239,250	250,131	10,881	5%	
Grants, subsidies, contributions and donations	10,514,186	2,628,547	2,628,547	0	0%	
Total Recurrent Revenue	**57,026,859**	**14,256,715**	**13,511,568**	**(745,147)**		
Expenses						
Recurrent Expenses						
Employee benefits	20,084,273	4,634,832	4,653,072	18,240	0%	- Inc Workers Comp $357K
Materials and services	21,987,933	5,285,561	4,559,939	(725,622)	-14%	
Finance costs	56,600	14,150	15,090	940	7%	
Depreciation and amortisation	15,073,855	3,768,464	3,789,664	21,200	1%	
Total Recurrent Expenses	**57,202,661**	**13,703,007**	**13,017,765**	**(685,242)**		
NET OPERATING RESULT	**(175,802)**	**553,708**	**493,803**	**(59,904)**		

Reconciliation of Adopted Operational Budget to Actual 2027

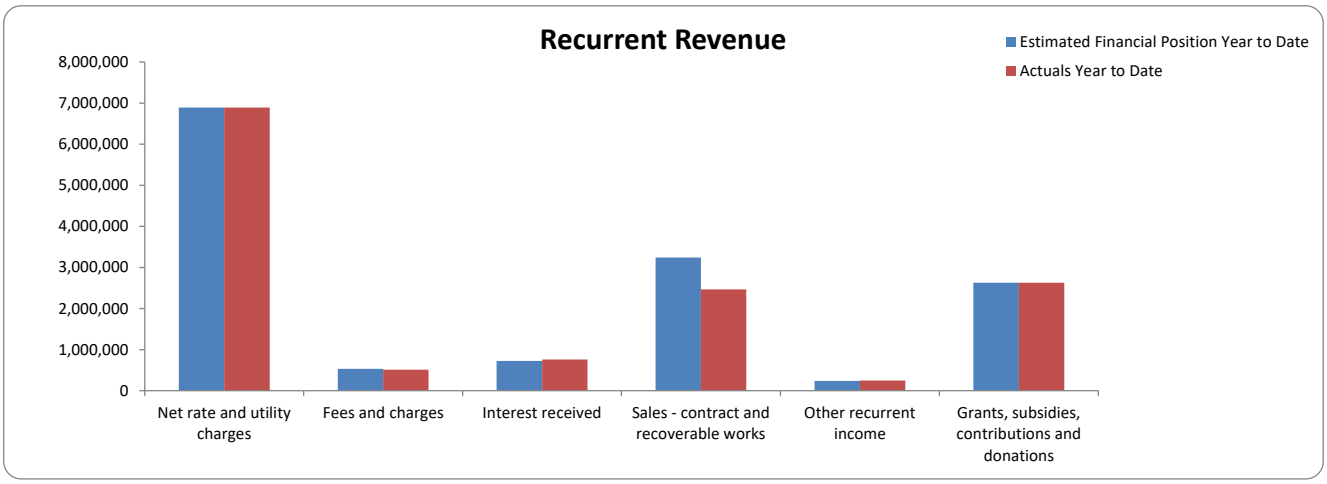
Operational Budget as at 1 September 2026	**-48,302**	
Amendments September 2026		
Workers Compensation Insurance	-127,500	Approved by Resolution OM-114/26
Adjusted Net Operating Result 30 September 2026	**-175,802**	

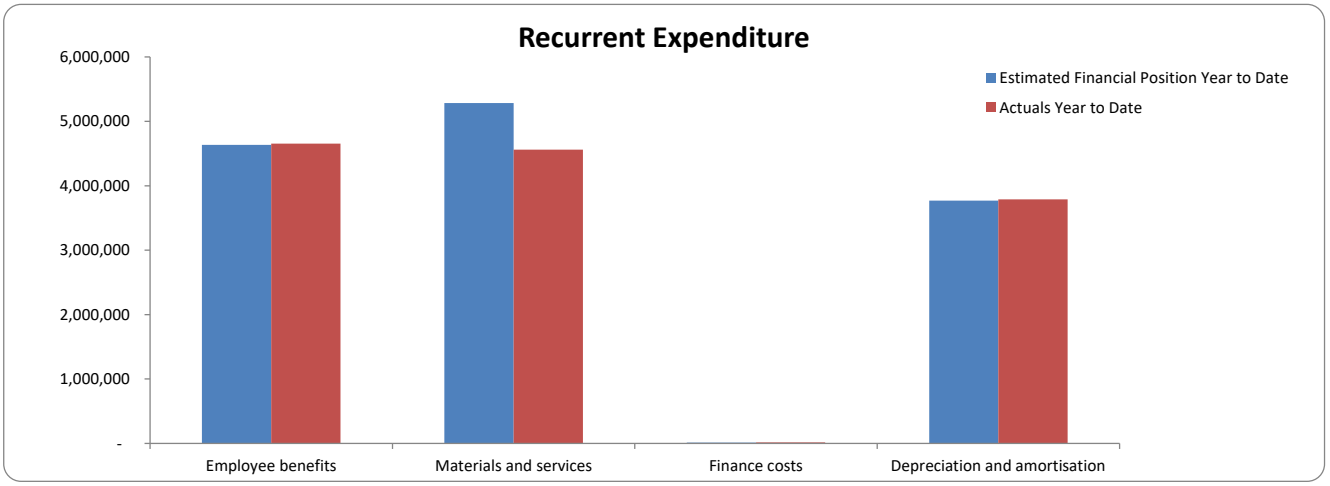
	Estimated Financial Position 2026/27	Year to Date 30-Sep-26	Actuals Year to Date 30-Sep-26	Variance $	Variance %	Explanation
CAPITAL						
Capital - Related Revenue						
Grants, subsidies, contributions and donations	4,927,343	1,231,836	863,948	(367,888)	-30%	
Gain/(loss) on disposal of non-current assets		0	0	0		
Total Capital - Related Revenue	**4,927,343**	**1,231,836**	**863,948**	**(367,888)**		
Capital - Related Expenditure						
2026/27 Adopted Budget	27,675,000	6,918,750	3,854,983	(3,063,767)		
Total Capital - Related Expenditure	**27,675,000**	**6,918,750**	**3,854,983**	**(3,063,767)**	-44%	
NET CAPITAL RESULT	**(22,747,657)**	**(5,686,914)**	**(2,991,034)**	**2,695,880**		
Capital Expenditure - Including Committals						
2026/27 Adopted Budget	**27,675,000**	**6,918,750**	**7,561,358**	**642,608**	9%	

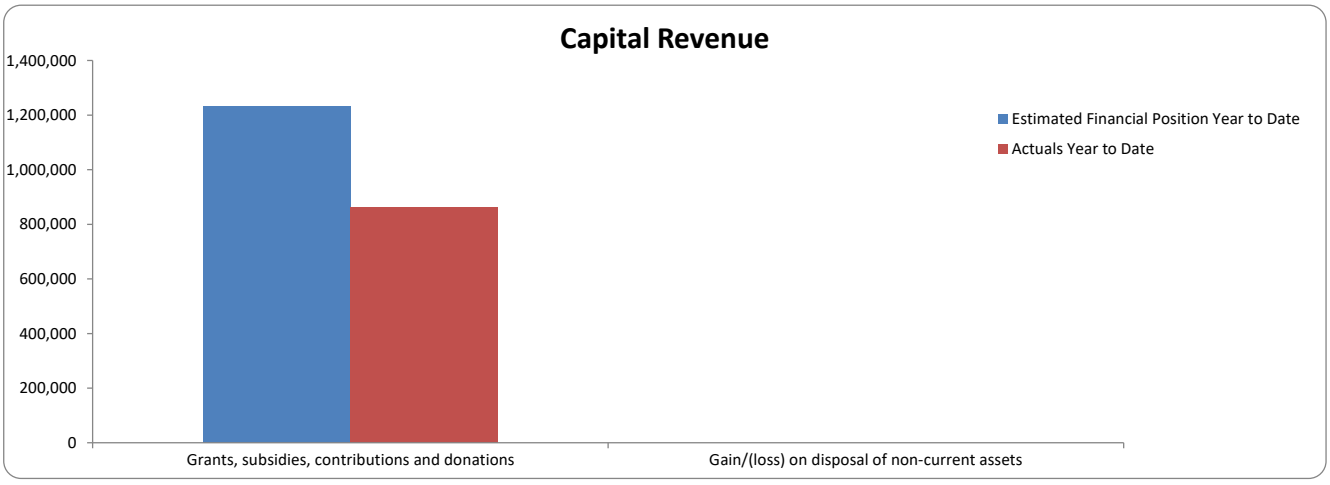
Reconciliation of Adopted Capital Budget to Actual 2027

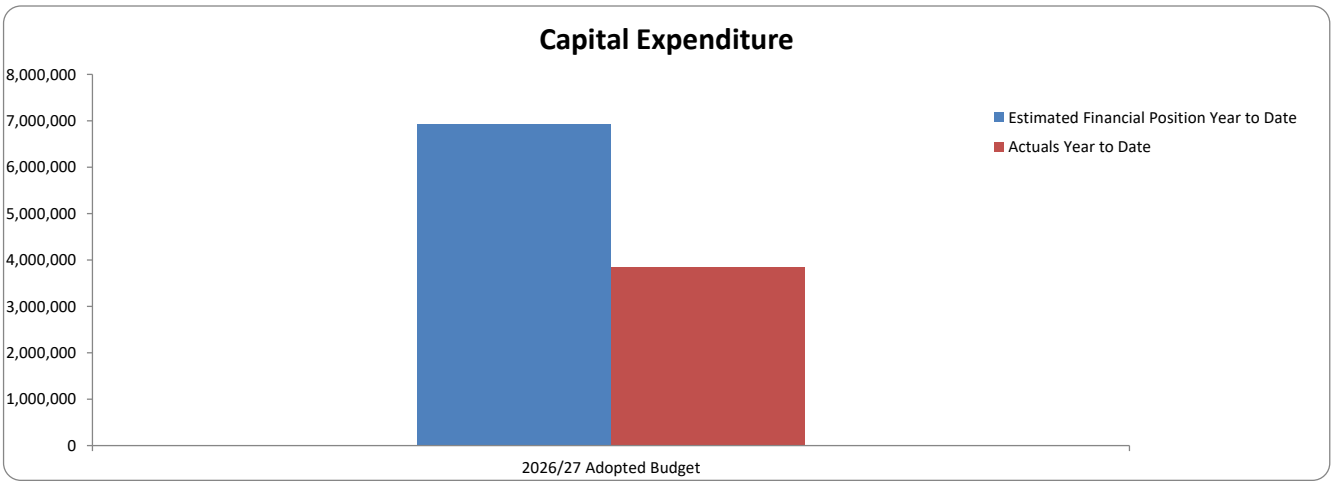
Capital Reveue Budget as at 1 September 2026	**4,331,502**	
Amendments September 2026		
CRC Program - Daymar Weengallon Rd	595,841	
Adjusted Capital Revenue Budget as at 30 September 2026	**4,927,343**	
Capital Expenditure Budget as at 1 September 2026	**27,625,000**	
Amendments September 2026		
Short St - Stormwater	50,000	Approved by Resolution OM-125/26
Total Increase/(Decrease)	50,000	
Adjusted Capital Expenditure Budget as at 30 September 2026	**27,675,000**	

Statement of Comprehensive Income Graphical Representation









Statement of Financial Position
as at 30 September 2026

	Notes	30 September
CURRENT ASSETS		
Cash and Cash Equivalents	1	12,024,324
Investments	2	65,000,000
Receivables	3	9,153,783
Inventories	4	270,613
TOTAL CURRENT ASSETS		**86,448,719**
NON CURRENT ASSETS		
Property, Plant and Equipment	5	639,667,707
Intangible Assets	6	7,575,000
TOTAL NON CURRENT ASSETS		**647,242,707**
TOTAL ASSETS		**733,691,426**
CURRENT LIABILITIES		
Payables	7	1,292,886
Provisions	8	5,556,733
Other Liabilities	9	6,094,971
Contract Liabilities	10	24,598,180
TOTAL CURRENT LIABILITIES		**37,542,770**
NON CURRENT LIABILITIES		
Provisions	11	2,699,719
Other Liabilities	12	1,512,588
TOTAL NON CURRENT LIABILITIES		**4,212,307**
TOTAL LIABILITIES		**41,755,077**
NET COMMUNITY ASSETS		**691,936,349**
COMMUNITY EQUITY		
Accumulated Surplus		387,435,272
Asset Revaluation Reserve		303,143,326
Retained Operating Surplus This Year		1,357,752
NET COMMUNITY EQUITY		**691,936,349**

Ordinary Meeting of Council to be held Wednesday, 28 October 2026

Statement of Financial Position
as at 30 September 2026

		Notes	30 September
1	**Cash and Cash Equivalents**		
	Cash at Bank		**12,024,324**
2	**Investments**		**65,000,000**
			77,024,324
3	**Receivables**		
	Rates, Debtors & others receivable		2,121,839
	Accrued income		5,220,576
	GST Recoverable		1,317,626
	Sundries		493,742
			9,153,783
4	**Inventories**		**270,613**
5	**Property, Plant and Equipment (Including Works in Progress)**		**639,667,707**
6	**Intangible Assets**		**7,575,000**
7	**Payables**		
	Creditors and accruals		**1,292,886**
8	**Provisions - Current**		
	Employee entitlements - Annual leave		1,788,989
	Employee entitlements - Long service leave		2,597,936
	Other employee entitlements		1,156,497
	Landfill Restoration		13,311
			5,556,733
9	**Other Liabilities - Current**		
	Rates		5,645,513
	Unearned Revenue - Gdi Bowls Club		18,000
	Waste Levy Refund Received in Advance		431,458
			6,094,971
10	**Contract Liabilities - Current**		**24,598,180**
11	**Provisions - Non Current**		
	Employee entitlements - Long service leave		122,798
	Landfill Restoration		2,576,921
			2,699,719
12	**Other Liabilities - Non Current**		
	Unearned Revenue - Gdi Bowls Club		178,000
	Waste Levy Refund Received in Advance		1,334,588
			1,512,588

Ordinary Meeting of Council to be held Wednesday, 28 October 2026

Statement of Cash Flows
for the month ended 30 September 2026

		$
Cash Flows from Operating Activities		
Receipts from Customers		19,629,113
Payments to Suppliers and Employees	-	48,563,156
	-	28,934,043
Receipts:		
Interest Revenue		832,418
Recurrent Grants, Subsidies and Contributions		24,552,310
Payments:		
Finance Costs	-	15,090
Net Cash - Operating Activities	**-**	**3,564,405**
Cash Flows from Investing Activities		
Receipts:		
Sale of Property, Plant and Equipment		197,269
Capital Grants, Subsidies and Contributions		1,659,866
Payments:		
Purchase of Property, Plant and Equipment	-	30,505,573
Purchase of Intangible Assets		-
Net Cash - Investing Activities	**-**	**28,648,438**
Cash Flows from Financing Activities		
Payments:		
Repayment of Borrowings		-
Net Cash Flow - Financing Activities		**-**
Net Increase/(Decrease) in Cash and Cash Equivalents	**-**	**32,212,843**
Plus: Cash and Cash Equivalents - Beginning		109,237,167
Cash and Cash Equivalents - Closing		**77,024,324**

Ordinary Meeting of Council to be held Wednesday, 28 October 2026

Statement of Changes in Equity
for the month ended 30 September 2026

	Asset Revaluation Surplus $	Retained Surplus $	Total Community Equity $
2027			
Balance as at 1 July 2026	303,143,326	387,435,271	690,578,597
Net Result	-	1,357,752	1,357,752
Other Comprehensive Income			
- Revaluations: Asset Revaluation Surplus			-
Total Comprehensive Income	-	1,357,752	1,357,752
Balance as at 30 September 2026	**303,143,326**	**388,793,023**	**691,936,349**

REPORT DATE:	13 October 2026	**REPORT NUMBER:**	CCS-031/26
DEPARTMENT:	Community and Corporate Services		
PORTFOLIO HOLDER:	Councillor Kym Skinner		
REPORT TITLE:	**Goondiwindi Sporting Facilities Strategic Plan**		
PREPARED BY:	Community and Economic Development Officer, Samantha Cathcart		

SUBJECT:

The report presents the Goondiwindi Sporting Facilities Strategic Plan for Council's consideration and adoption.

REPORT:

This plan provides a framework to guide future Council investment, management and grant funding priorities for community sporting infrastructure for the Goondiwindi township over the next ten years. It includes a prioritised action table that will assist Council with the necessary tools and information to assess future capital funding requests, eliminate unnecessary duplication and maximise external grant opportunities.

Goondiwindi Regional Council manages and supports a diverse portfolio of sporting infrastructure. To support long term responsible financial management and address key asset challenges such as aging infrastructure, black soil subsidence issues and increasing requests for upgrades (particularly for field lighting), Council commissioned the development of a regional sport facilities strategic plan.

The plan development involved:

- Site audits of Council's key sporting precincts and assets
- Review of local demographics, participation trends and peak body facility guidelines
- Targeted stakeholder and community group consultation

The plan established a clear hierarchy for local facilities and outlines specific, defensible planning principles:

- Establishes a clear distinction between local community level facilities and district/premier level venues
- Features an itemised action table that ranks infrastructure improvements from immediate priority to those of lesser priority. This will allow Council to make informed decisions on the allocation of resources.
- Development of Master Plans for the Riddles and Gilbert Sporting Complexes, Goondiwindi Pool/Tennis Courts and the Goondiwindi Indoor Sports Centre.
- Establishes a clear lighting strategy for sporting fields to assist with managing club expectations

ASSOCIATED RISKS:

- Managing expectations of clubs where wish list items are designated as lower priorities or out of scope
- Balancing asset upgrades and maintenance requirements with long term financial risk management and the increasing cost of asset replacement
- Adoption of the plan may be misinterpreted as an immediate commitment by Council to fund every listed project

FINANCIAL IMPACTS:

Nil - adopting this plan does not commit Council to any immediate expenditure or capital outlay.

CONSULTATION:

Various sporting club committees and facility managers, including:

- Local sporting clubs and user groups:
  - Goondiwindi Tennis Club
  - Hell of the West/Goondiwindi Tri Club
  - Goondiwindi Swimming Club
  - Goondiwindi Amateur Basketball Assoc
  - Goondiwindi Senior Rugby Union Club
  - Goondiwindi Junior Rugby Union Club
  - Goondiwindi Netball Assoc
  - Goondiwindi AFL Club
  - Goondiwindi Cricket
  - Goondiwindi Ladies Touch
  - Goondiwindi Senior Rugby League
  - Goondiwindi Junior Rugby League
  - Goondiwindi Soccer Club
  - Goondiwindi Little Athletics
  - Men's Touch Football
  - Goondiwindi Junior Cricket
- Facility Managers
  - Goondiwindi PCYC
  - Goondiwindi Sport and Recreation Assoc
  - Gilbert Sport and Recreation Assoc
  - Amy Brennan Swimming School
- Operational Council Staff

A community survey and community drop-in sessions were completed during the consultation phase, as detailed in pages 17 – 22 of the strategy.

LEGISLATION/LEGAL/POLICY:

- *Local Government Act 2009*
- *Local Government Regulation 2012*

OFFICER'S RECOMMENDATION:

That Council resolves to adopt/not adopt the Goondiwindi Sporting Facilities Strategic Plan.

ATTACHMENTS:

1. Goondiwindi Sporting Facilities Strategic Plan Final Draft



Goondiwindi Regional Council

Sporting Facilities Strategic Plan

DRAFT - September 2026

Goondiwindi REGIONAL COUNCIL | REGIONAL AUSTRALIA at its best!

This report has been prepared by:

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1.0	10.06.26	DRAFT Sporting Facilities Strategic Plan	SW	DC	SC
2.0	03.07.26	Amended DRAFT Sporting Facilities Strategic Plan	SW	DC	SC
3.0	21.08.26	2nd Amended DRAFT Sporting Facilities Strategic Plan	SW	DC	SC
4.0	17.09.26	Final DRAFT Sporting Facilities Strategic Plan	SW	DC	SC

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1 Introduction

Goondiwindi Regional Council (Council) currently manages a range of sporting facilities that together contribute to the area's lifestyle. Especially when consideration is given to Goondiwindi's size, population and location, it is well supplied with sporting facilities for its residents and visitors.

Council has an important role to ensure the area's sporting facilities are maintained, sustained and fit for purpose for current and future residents. Local sporting organisations have been increasingly expressing demands for expanded and improved facilities and subsequently Council decided to develop this Sporting Facilities Strategic Plan with the objective of developing a future roadmap for future improvements.

It is noted that this Plan focuses on a number of sporting facilities within the town of Goondiwindi, with master plans already in place for the sporting complexes at Texas and Inglewood.

Purpose of the Strategic Plan

To ensure Goondiwindi's sporting facilities are planned and managed accordingly now and into the future, the Strategic Plan provides Council with concept development plans (or mini master plans) for the four main sporting complexes:

- Riddles Sporting Complex
- Gilbert Sporting Complex
- Goondiwindi Indoor Sports Centre (GISC)
- Goondiwindi Pool/Tennis Complex.

The over-arching aim of the Strategic Plan is to provide a vision for the sites, identifying what they should look like and how they should function into the future. It establishes a strong and consistent direction by providing a framework for ongoing improvement, considering the interrelationship between:

- current character and functionality
- public expectations and needs
- emerging issues and trends
- the realities of the economic, social, environmental and legislative context of the time.

The Strategic Plan does not necessarily suggest that all elements at the sites should proceed immediately, or that Council or the user groups should be responsible for all capital costs, in respect of those items that are progressed. It is important to note that the intent of the Strategic Plan is to provide a framework for future development of the sites over an extended period of time so that ad hoc improvements are avoided, and community use and long-term viability are maximised. To ensure this intent is achieved, the individual plans for each site should be monitored regularly to ensure the outcomes continue to meet user group and community needs in the best possible way, and that Council and community groups share the responsibility for the delivery of the desired outcomes.

It is important to note that the master plans provide preferred strategic concepts for the sites. However, further detailed investigation and design is required prior to construction of the individual elements identified. These investigations may include:

- topographic surveys
- geotechnical investigations
- required planning approvals
- detailed design and construction drawings
- bill of quantities
- tenders and procurement processes.

Engagement of professionals with appropriate qualifications will be essential for these tasks.

How the Strategic Plan was developed

A review of the subject area's demographic profile was undertaken to understand the distribution and makeup of the population and identify any key determinants for sport. To gain further understanding of local sporting issues, existing Council strategies/ plans and contemporary trends and influences on sporting facility provision were also reviewed.

An audit of the condition and supply of Council sporting facilities within Goondiwindi was also conducted. Each facility was assessed against a suite of criteria to capture information on quality, access, safety, size and configuration, embellishments, constraints and opportunities.

Project limitations

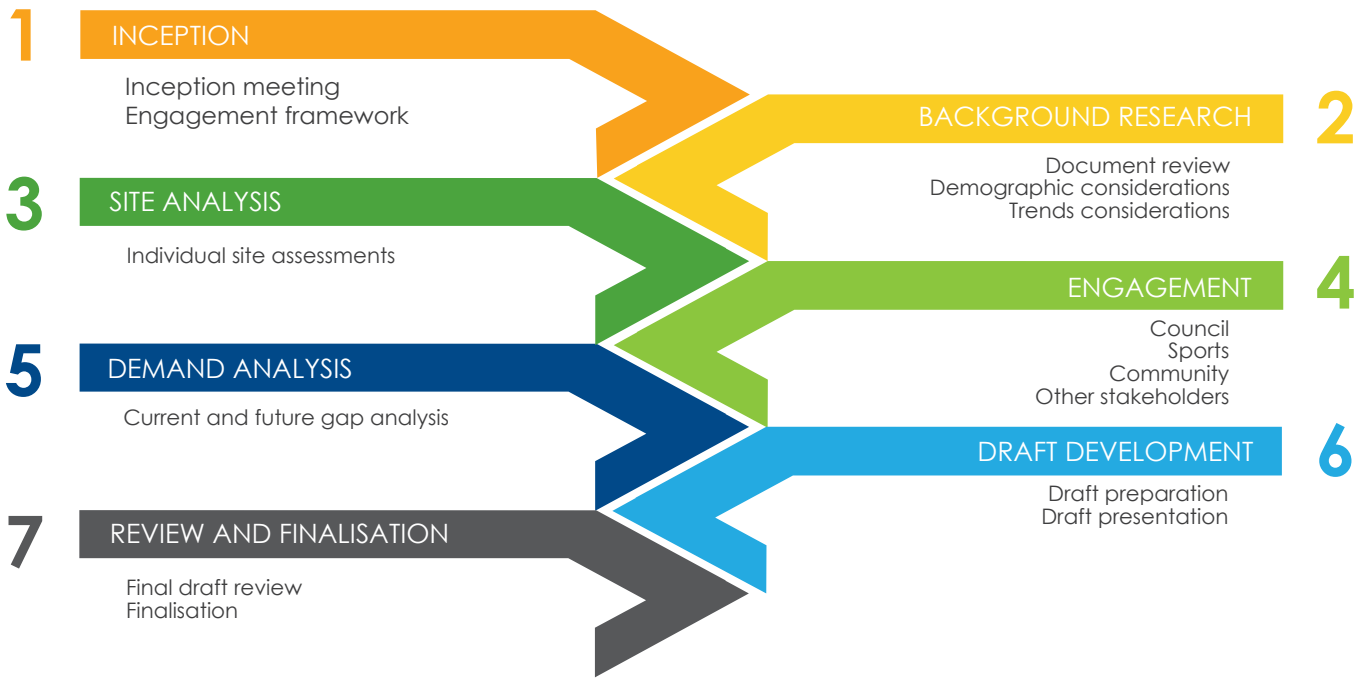
Facility audit information contained within this document was accurate as at December 2025 when the site inspections occurred. Any developments or data updates since the time of inspection will not have been taken into account in this report.

Whilst all care has been taken to ensure information collected is correct, it is not possible to guarantee that all information has been captured accurately.

Site inspections allowed for a detailed understanding of the function of the sites, however, they are a snapshot in time only.

As mentioned previously, sporting facilities involved in the Strategic Plan are limited to those in the town of Goondiwindi.

Project process



2 Strategic context

Understanding the makeup, needs and characteristics of the local community, projected population change, trends in sports facility planning and the local legislative context are all important factors that influence facility usage, planning and design.

Literature review

Policies, plans and strategies reflect community aspirations and expectations representing an important context to facility planning. Therefore, the development of this Strategic Plan needs to consider these in its development.

A review of a number of relevant Council documents has been undertaken to ensure an understanding of the overall context for this Analysis, with the most relevant including:

Corporate Plan 2024 - 2028

The corporate plan outlines Council's vision for the region and establishes a strategic framework that supports Council's role in providing the foundation for the quality of life enjoyed by its communities.

The most relevant goal of the Corporate Plan in regard to this Strategic Plan is the identified importance of Council providing quality community infrastructure and services to ensure a thriving community.

Goondiwindi Sporting Facilities - Background Research and Overview Report

This report gives a summary of the sporting facilities within Goondiwindi and the context in which they operate.

This Strategic Plan has built on the report, providing future directions for the provision of sporting facilities within Goondiwindi.

Sport and Recreation in the Goondiwindi Region

This document identifies that sport and recreation is a priority for Council and outlines the important role that the provision of sporting opportunities plays in developing healthy and connected communities.

Various site-specific plans/studies

A variety of site- and facility-specific documents were reviewed to achieve a better understanding of the various sporting facilities included in this Strategic Plan with the most relevant being:

- Gilbert Recreation Association Master Plan
- Riddles Oval Master Plan (2020)
- Gilbert and Riddles Sporting Complexes Site Asset audits and condition reports
- Concept designs and costings for extension of Goondiwindi Indoor Sports Centre
- Council Asset Management Policy.

Goondiwindi community profile

Of the LGA's total population of 10,495 (June 2024), approximately 6,300 reside within the town of Goondiwindi itself. While minimal growth is expected in the coming years for the LGA itself, the number of New South Wales residents accessing the local sporting facilities is noted.

Analysis of Goondiwindi's population characteristics reveals:

- with a median age of 37 years, Goondiwindi is comparable to Queensland (38) and Australia (38)
- almost 50% of residents are aged between 5 and 40 years (the peak age groups for formal sports participation)
- another significant age cohort for consideration is those over 60 years, forming 27% of the population
- an average number of 0.8 children per family
- a lower household weekly income ($1,560) than Queensland ($1,675) and Australia ($1,746).

This demographic profile has the following implications for the delivery of sporting opportunities within Goondiwindi:

- although the population is not expected to significantly grow, there will be a continued need for quality sporting facilities, particularly given the expected growth in the age group of 25-35 years, a key cohort for participation in sport
- a range of activities, including those for older residents, should continue to be provided
- the provision of low cost sporting activities will continue to be important.

Trends in sport and recreation

Participation patterns in sport are changing at a community level. Factors such as a move toward social sport, increased outdoor nature-based recreation and increased use of technology have all had a significant impact on how people recreate and use public open space. Understanding these trends (and their impacts) is important as Council looks to develop sporting facilities that ensure the sustainability of existing groups whilst also encouraging people to further engage in sporting activities.

Participation trends

Since 2015, Sport Australia has conducted a national sport and physical activity participation survey, *Ausplay*. The most recent results of the survey were released in November 2025[1]. In 2011-12 and 2013-14, a similar survey, the *Participation in Sport and Physical Recreation Survey* was conducted by the Australian Bureau of Statistics (ABS). Between 2001-2010, the *Exercise, Recreation and Sport Survey* (ERASS) was conducted by the Committee of Australia Sport and Recreation Officials (CASRO).

Overall, participation in physical activity has increased in the last two decades. More adults participate more frequently compared to 2001. Female participation (at least once a year) has remained on par with male participation throughout. However, more women have constantly participated more often.

Participation in sport-related activities has decreased, while non-sport physical activities have increased significantly (by more than 20 percent since 2001). Participation in recreation activities such as walking and fitness/gym have increased the most.

More children participate in organised (out-of-school) sport, than adults. The top activities children participate in changes as children age, with a focus on the life skill of swimming for infants and toddlers and running, fitness/gym, football and walking being the dominant activities by the time children reach the ages between 15 and 24 years old.

National participation rates in organised sport have been declining for a number of years as participants move toward more social (drop-in drop-out) sport and informal recreation. It will be important for Council to monitor participation trends into the future to ensure resources are allocated appropriately to support a broad range of sporting activities.

1. After 2023 (and moving forward), a different methodology has been employed to collect AusPlay data. This has resulted in data being collected up to 2023 not being able to be compared with future data. However, a consistent methodology was used up until 2023 allowing for comparisons and trend determination.

Formal sport trends

Busy lifestyles

Shift work, increases in part-time and casual employment and family commitments influence participation as:

- people do not have the time to commit as a regular participant or volunteer
- people seek facilities and participation opportunities with flexible hours.

If membership stagnation or decline became a concern for the user groups based at the sporting facilities, additional delivery models such as social fixtures or 'pay as you play' approaches may need to be considered.

Diversification of sport

Modified sports such as T20 cricket and pickleball are burgeoning. Changes are placing additional pressure on communities with regard to playing field capacity, facility flexibility and need to plan for additional demand.

Masters sport

There are indications that people may continue to engage in sport later into their old age. The Australian Sports Commission highlights that organisations may need to provide a wider range of products tailored to meet the needs of older Australians.

Field and court quality

Facility providers face an increasing trend to develop and re-develop sporting fields and courts to a higher level in order to increase carrying capacity. Upgrades, such as lighting and field irrigation and drainage, allow training and competition times to be extended and increases the ability of turf playing fields to cope with the resulting wear and tear. Further, to achieve ongoing field quality, fields need 'rest periods' (of up to four weeks) where necessary maintenance can be undertaken.

Field and court sharing

With many sports extending the lengths of pre-season and season fixtures, sports are no longer classifying themselves as strictly summer or winter sports, this has led to the sharing of field space becoming more difficult. While providers strive to maximise the use of community resources (and State Government espouses field sharing), the reality is that shared use of ancillary facilities (e.g. pavilions, car parks) rather than fields will be more likely.

It is also of note that both Netball Australia and Tennis Australia recognise the potential for dual court marking - particularly where club memberships (and facility use) tend to be smaller.

Facility management

Councils across Australia employ various management structures over their sport and recreation facilities. Where Councils undertake the bulk of maintenance, users (tenant clubs) generally paying higher user fees, but are able to focus more on their core function of providing the relevant sport/ activity, rather than face the burden of maintenance and asset management.

SPORTING TRENDS - KEY IMPLICATIONS

- Council is currently responsible for an expansive network of sporting facilities within Goondiwindi. Yet resourcing will make it difficult for the current spaces to be developed that provides for future growth to a standard that reflects the key qualities listed above
- not necessarily signifcant upgrades to existing facilities will be an effective way to cater for these trends and the expected growth, with the exception of the costs involved with improvements/expansions of indoor and aquatic facilities
- it will be important to continue to provide a variety of sporting facilities to address participation preferences and expectations.

Guiding Principles for Provision of Sporting Facilities

The following principles describe Council's overarching intention for the management of sporting facilities. These principles guide the recommendations in this Strategy and ensure future decisions align with the community's vision for a healthy, active region.

1. Sustainable Provision

Council will focus on enhancing existing provision and improving the functionality of current sites rather than significant land acquisition. Investment will be strategic, efficient and aligned with Council's capacity to fund ongoing maintenance and asset replacement.

2. Strategic Partnerships

Council will work closely with schools, PCYC and state agencies to explore joint-use opportunities. This reduces the capital burden on the rate base and ensures facilities are used to their full potential.

3. Inclusive and Connected

Council strives to develop locations that are accessible to all, regardless of age of ability. High priority is given to meeting modern disability standards and creating safe, connected facilities.

4. Multi-Use and Adaptable

Facilities are designed to be adaptable, encouraging the sharing of ancillary infrastructure between different sporting codes to maximise community return on investment.

5. Quality Planning

All future developments will be evidence based, utilising master plans and high rigour to ensure projects are not only socially sustainable, but are also fiscally responsible.

Facility Design Recommendations

The following standards define the minimum and preferred infrastructure requirements for sporting facilities within the Goondiwindi region. These standards ensure that investment is directed appropriately based on whether a site serves the Local Community Level (Standard complexes) or the District/Regional Level (designated Premier Venues). These recommendations are based on current National and State Peak Body Guidelines.

1. Rugby League

Facility Component	*Local Community Level*	*District/Premier Level*
Number of fields	1-2 Fields	2+ fields (typically 3-4 with a dedicated premier show field
Size of fields	100m × 68m playing area (plus 8m in-goals); 3m minimum run-off zone	100m × 68m playing area (plus 8m in-goals); 4m–5m preferred run-off zone
Surface Standard	Natural turf; levelled surface with basic drainage and irrigation	Even turf coverage with no obvious undulations, sub-surface drainage, automated irrigation, high wear tolerance
Clubhouse/social	Basic multi-purpose social room (up to 100m²)	Large multi-purpose function space (120m²–150m²+) with direct field viewing
Change rooms	2 × unisex player change rooms (~30m² each) with basic integrated amenities	4 × flexible, female-friendly/unisex player change rooms (~45m² each)
Medical/Umpire	1 × self-contained officials/ referee room (~15m²) with a single shower/WC	Dedicated medical/first aid room (~15m²); 1–2 × separate male/ female match official rooms
Kitchen/Admin	Standard kiosk/canteen (~15m²–20m²); basic administration cupboard/alcove	Commercial kitchen/canteen (~30m²–40m²); dedicated administration office

Facility Component	*Local Community Level*	*District/Premier Level*
Spectator seating	Informal grass mounds or basic perimeter bench seating (50–100 capacity)	Grandstand, tiered, or covered spectator structures (200–500+ capacity)
Field lighting	Training: 50 lux; Competition: 100 lux	Training: 100 lux; Competition: 200 lux
Fencing	Outer property perimeter or low post-and-rail barrier fencing	Full site security fencing; 900mm high perimeter spectator barrier fence around the main field
Ancillary	External equipment storage (~10m²–15m²); public toilets	Large storage shed (~25m²+); electronic scoreboard; public address (PA) system; public toilets

Source: National Rugby League (NRL) Preferred Facility Guidelines

2. Rugby Union

Facility Component	*Local Community Level*	*District/Premier Level*
Number of fields	1-2 Fields	2+ fields (minimum 1 primary premier field)
Size of fields	94-100m × 68-70m playing area (plus 10m–22m in-goals); 3m run-off zone	94-100m × 68-70m playing area (plus 10m–22m in-goals); 5m safety run-off zone
Surface Standard	Standard natural turf; basic cross-fall drainage gradient	Even turf coverage with no obvious undulations, sub-surface drainage, automated irrigation, high wear tolerance
Clubhouse/social	Shared or basic community social room (~80m²–100m²)	Dedicated licensed clubrooms and formal function space (~150m²+)
Change rooms	2 × player change rooms (4 is preferred) (~45m² each)	4 × spacious player change rooms (~45m²–60m² each) to support back-to-back matches
Medical/Umpire	1 × shared match officials room (~15m²) with essential amenities	1 × dedicated first aid room; separate multi-cubicle match officials facility
Kitchen/Admin	Basic kiosk/canteen (~15m²) with domestic appliances	Commercial canteen/kitchen (~30m²); dedicated club office space
Spectator seating	Informal open perimeter standing and basic outdoor benches	Elevated tiered covered seating or built-in grandstand amenities for 300+
Field lighting	Training: 50 lux; Club Match: 100 lux	Training: 100 lux; Regional/Premier Match: 200+ lux
Fencing	Open boundaries or basic low perimeter safety tape/ropes	Post-and-rail spectator fencing around the premier oval; lockable site boundaries
Ancillary	Basic equipment storage shed; manual scoreboard	Expanded gear store; multi-field electronic scoreboards; localized PA systems

Source: Rugby Australia Facility Guidelines

3. Soccer

Facility Component	*Local Community Level*	*District/Premier Level*
Number of fields	1-2 Pitches	3+ pitches (including a designated primary match pitch)
Size of fields	Length 90m–120m × Width 45m–90m; 3m run-off zone	Strictly 105m × 68m (FIFA Standard); 4m–5m run-off zone clear of obstacles
Surface Standard	Natural turf; levelled, regularly maintained and top-dressed	Premium natural turf or high-grade synthetic pitch (FIFA certified); automated irrigation
Clubhouse/social	Basic community pavilion/social room (~80m²)	Major regional pavilion with large multi-purpose function space (~150m²+)
Change rooms	2 × unisex player change rooms (~40m²–50m² each)	4 × female-friendly, lockable player change rooms (~50m² each) with individual shower cubicles
Medical/Umpire	1 × basic referee room (~12m²) with shower/WC	Dedicated first aid/medical room (~15m²); expanded match officials facility
Kitchen/Admin	Standard kiosk/canteen (~15m²)	Fully equipped commercial kitchen/canteen (~30m²+); dedicated admin/meeting office
Spectator seating	Standing space or minor bench configurations	Covered tiered spectator seating or grandstand structures (150–300+ seats)
Field lighting	Training: 50 lux; Amateur Match: 110 lux	Training: 100 lux; Competition: 200 lux
Fencing	Low perimeter boundary dividers or open layouts	Fully enclosed perimeter security fencing; technical barrier fencing around the main pitch
Ancillary	Small equipment store; manual scoreboard	Large machinery/equipment store; electronic scoreboard; sheltered team dugouts

Source: Football Queensland Infrastructure Facility Guides (Building Development & Field Dimensions Modules)

4. Australian Rules Football

Facility Component	*Local Community Level*	*District/Premier Level*
Number of fields	1 oval	2+ ovals (including 1 primary premier oval layout)
Size of fields	Preferred 165m × 135m (flexibility down to 135m × 110m); 3m run-off	Preferred 165m × 135m; 4m–5m run-off area clear of all perimeter structures
Surface Standard	Natural turf or hybrid; uniform coverage, basic turf drainage	High-quality natural turf/hybrid; premium cricket-compatible loam profile with sub-surface drainage
Clubhouse/social	Community pavilion social space (up to 100m²–120m²)	Premium pavilion/social function space (150m²–200m²+) with panoramic oval views
Change rooms	2 × unisex player change rooms (45m²–55m² each)	2 × large player change rooms (55m²–75m² each) or 4 × flexible configurations
Medical/Umpire	1 × unisex umpire room (~15m²); integrated basic first aid corner	Dedicated medical/trainers' treatment room (~15m²); multi-gender umpire amenities
Kitchen/Admin	Standard match day kiosk/ canteen (~15m²–20m²); small admin workspace	Expanded kitchen/canteen (~30m²+); dedicated administration office/boardroom
Spectator seating	Bench seating or informal grass mounding (50+ capacity)	Grandstand, tiered, or large covered structural shelters (100–200+ capacity)
Field lighting	Training: 50 lux; Match: 150 lux	Training: 100 lux; Regional Match: 200 lux
Fencing	Desirable low perimeter boundary fence (~900mm high)	Continuous fixed oval boundary fence (~900mm with mesh infill); perimeter site fencing
Ancillary	Internal storage (~15m²); external maintenance cage	Large dedicated equipment store; electronic scoreboard; elevated coaches' and timekeeper boxes

Source: AFL Preferred Community Facilities Guidelines

5. Cricket

Facility Component	*Local Community Level*	*District/Premier Level*
Number of fields	1 oval	2+ ovals (minimum 1 dedicated premier turf wicket oval)
Size of fields	Boundary radius of 50m–65m from the center of the pitch; 3m run-off	Boundary radius of 65m–75m from the center of the pitch (standard senior size); 4m run-off
Surface Standard	Natural turf outfield; synthetic (carpet) center pitch block	Premium natural turf outfield; multi-table turf wicket block (natural clay/turf pitch)
Clubhouse/social	Basic pavilion/social community space (~100m²)	Expanded premier pavilion with a large social room (~150m²+) and clear pitch sightlines
Change rooms	2 × player change rooms (~40m²–50m² each) with basic amenities	2 to 4 × spacious player change rooms (~55m²–70m² each) with lockable cricket kit spaces
Medical/Umpire	Shared officials room (~12m²); basic first-aid cabinet	Dedicated umpire change room (~15m²–20m²); separate medical/first aid room
Kitchen/Admin	Canteen/kiosk (~15m²); shared storage/admin workspace	Commercial kitchen and kiosk (~30m²); dedicated administration office/match center
Spectator seating	Informal outdoor seating (park benches, shade trees)	Covered tiered seating, grandstand, or formal pavilion viewing veranda
Field lighting	Not required for matches; Training nets: 100 lux	Match lighting if hosting T20/night cricket: 200+ lux (infield and outfield); 200-500 lux centre square; Training nets: 100–150 lux
Fencing	Low perimeter boundary markers or open layouts	Fully fenced facility perimeter; formal white sight screens at both ends of the main oval
Ancillary	2–3 bay outdoor practice nets (synthetic); basic gear store	4+ bay fully enclosed turf/synthetic practice nets; electronic scoreboard; curator/roller shed

Source: Cricket Australia Community Cricket Facility Guidelines

6. Netball

Facility Component	*Local Community Level*	*District/Premier Level*
Number of courts	2–4 courts minimum	8+ courts minimum (regional tournament hub standard)
Size of courts	30.5m × 15.25m; 3.05m minimum run-off zones	30.5m × 15.25m; strictly 3.05m clearance run-off (entirely free of obstacles/benches)
Surface Standard	Bitumen/asphalt or basic acrylic hard-court surface	Premium acrylic/cushioned hard-court surface; high skid resistance and advanced levelling
Clubhouse/social	Small shared clubroom or outdoor shelter pavilion (~50m²)	Major multi-court tournament pavilion; large social/function space (~120m²+)
Change rooms	Shared public amenities or basic pavilion change space	Dedicated multi-team player change rooms with gender-neutral shower/toilet cubicles
Medical/Umpire	Basic first-aid locker; shared administrative space	Dedicated first aid/medical room; isolated umpires/officials change room with private amenities
Kitchen/Admin	Small kiosk/canteen service window (~10m²–15m²)	Commercial-grade kiosk/canteen (~25m²+); dedicated control room and tournament admin office
Spectator seating	Open perimeter standing; basic benches outside run-off zones	Tiered spectator seating structures; shaded viewing zones outside the 3.05m run-off plus a 1.5m corridor
Court lighting	Outdoor training/low competition: 100 lux	Outdoor regional competition standard: 200+ lux (uniformly distributed)
Fencing	Basic perimeter chain-mesh fence around the court block	High-quality chain-mesh enclosure (typically 3m high behind goals) with player safety gates
Ancillary	Equipment storage cupboard (must accommodate 3.4m goal posts)	Large dedicated equipment store; electronic scoreboards for main courts; integrated PA system

Source: Netball Australia National Facilities Policy

7. Tennis

Facility Component	*Local Community Level*	*District/Premier Level*
Number of courts	2–4 courts	8–12+ courts (capable of hosting regional tournaments)
Size of courts	Total plot width 16.46m × length 34.77m (includes run-backs)	Total plot width 18.29m × length 36.57m (ITF/National tournament clearance standard)
Surface Standard	Synthetic grass or standard acrylic hard court	Premium acrylic hard court (Plexicushion), clay, or high-performance synthetic grass
Clubhouse/social	Small clubhouse or integrated pro-shop area (~40m²–60m²)	Large club pavilion; multi-purpose social room (~100m²+) with court-viewing deck
Change rooms	Basic toilet and shower facilities	Full change rooms with separate showers, toilets, and locker spaces for men and women
Medical/Umpire	Basic first aid kit located within the clubhouse	Dedicated first-aid room; tournament control desk/umpire coordinator room
Kitchen/Admin	Kitchenette or basic kiosk counter space	Full kitchen/canteen facility; dedicated administration and tournament office
Spectator seating	Standard benches between courts or shaded verandas	Grandstand seating or permanent tiered shade structures alongside show courts
Court lighting	Recreational/Club competition: 100–150 lux	Pennant/Regional tournament standard: 250–350+ lux (LED, uniform spread)
Fencing	Standard 3.6m high chain-link perimeter fencing	High-quality black/green PVC-coated 3.6m fencing with acoustic/ wind breaks on show courts
Ancillary	Small shed for ball machines/ nets; manual booking system	Automated gate access integration (Book-a-Court); large storage facility; pro-shop office

Source: ITF Tennis Courts and Facilities Guide

8. Basketball

Facility Component	*Local Community Level*	*District/Premier Level*
Number of courts	1–2 indoor courts (or outdoor community layout)	4+ indoor courts (regional stadium standard)
Size of courts	FIBA standard 28m × 15m (scaled down to 26m × 14m permissible for local rec); 2m run-off	Strictly FIBA regulation 28m × 15m; minimum 2m clear run-off; 7m+ overhead ceiling clearance
Surface Standard	Concrete/asphalt (outdoor) or basic timber/synthetic (indoor)	Premium sprung timber flooring (FIBA Level 1 or 2 certified tongue-and-groove maple)
Clubhouse/social	Shared stadium foyer or basic multi-purpose room	Grand stadium foyer; dedicated social/function room; café/ spectator viewing hub
Change rooms	General public amenities and toilets	Multiple dedicated player change rooms (4+) with high-volume showers and team presentation boards
Medical/Umpire	Basic first aid box	Dedicated medical treatment room; private referees' change room with separate showers and toilets
Kitchen/Admin	Small kitchenette or vending kiosk area	Commercial café/canteen kitchen; multiple administration offices; tournament control room
Spectator seating	Portable benches or baseline standing space	Retractable tiered stadium seating or grandstands (500–1000+ spectator capacity)
Court lighting	Indoor: 200–300 lux; Outdoor: 100 lux	Indoor Competition: 500–750+ lux (uniform, anti-glare for high-level play)
Fencing	Perimeter building walls or outdoor boundary lines	Internal stadium security partitioning; player/spectator physical separation barriers
Ancillary	Equipment cage for basketballs and training gear	Electronic overhead scoreboards; 24-second shot clocks; PA sound system; internal storage

Source: FIBA 2024 Official Basketball Rules: Basketball Rules and Basketball Equipment

9. Touch Football

Facility Component	*Local Community Level*	*District/Premier Level*
Number of fields	2–4 fields (frequently shares layouts with Rugby codes)	6–8+ fields (Premier tournament hub standard)
Size of fields	70m × 50m playing area (plus 5m in-goals); 3m run-off zone	70m × 50m playing area (plus 5m–10m in-goals); 5m clear safety run-off zones
Surface Standard	Natural turf; standard park grade, flat and uniform	Premium high-wear natural turf or certified synthetic turf with elite sub-surface drainage
Clubhouse/social	Shared community room or basic shelter (~50m²–80m²)	Large premier clubhouse/social pavilion (~150m²+) with multi-field viewing angles
Change rooms	2 × basic change rooms (~30m² each) or non-essential	4 × flexible all-gender change rooms (~45m² each) with premium wet areas
Medical/Umpire	Shared admin space for first aid	Dedicated medical/doctors' room (~15m²); separate drug testing room (~10m²); official/referee change space
Kitchen/Admin	Desired kiosk/canteen space (~20m²)	Full commercial kitchen/kiosk (~40m²); dedicated administration/ tournament control office
Spectator seating	Informal grass mounds or simple benches	Permanent covered tiered seating structures or grandstands looking over primary show fields
Field lighting	Training: 50 lux; Local Match: 100 lux	Training: 100 lux; Premier Competition Match: 200+ lux
Fencing	Open park boundaries or simple perimeter markers	Arena perimeter security fencing; post-and-rail spectator barriers defining the main match fields
Ancillary	Small lockable equipment box or cupboard	Scorer and timekeeping boxes (~15m²); multi-field electronic scoreboards; central PA system

Source: Touch Football Australia Preferred Facility Guidelines.


GOONDIWINDI
INDOOR SPORTS
CENTRE
CITIZENS

3 Engagement

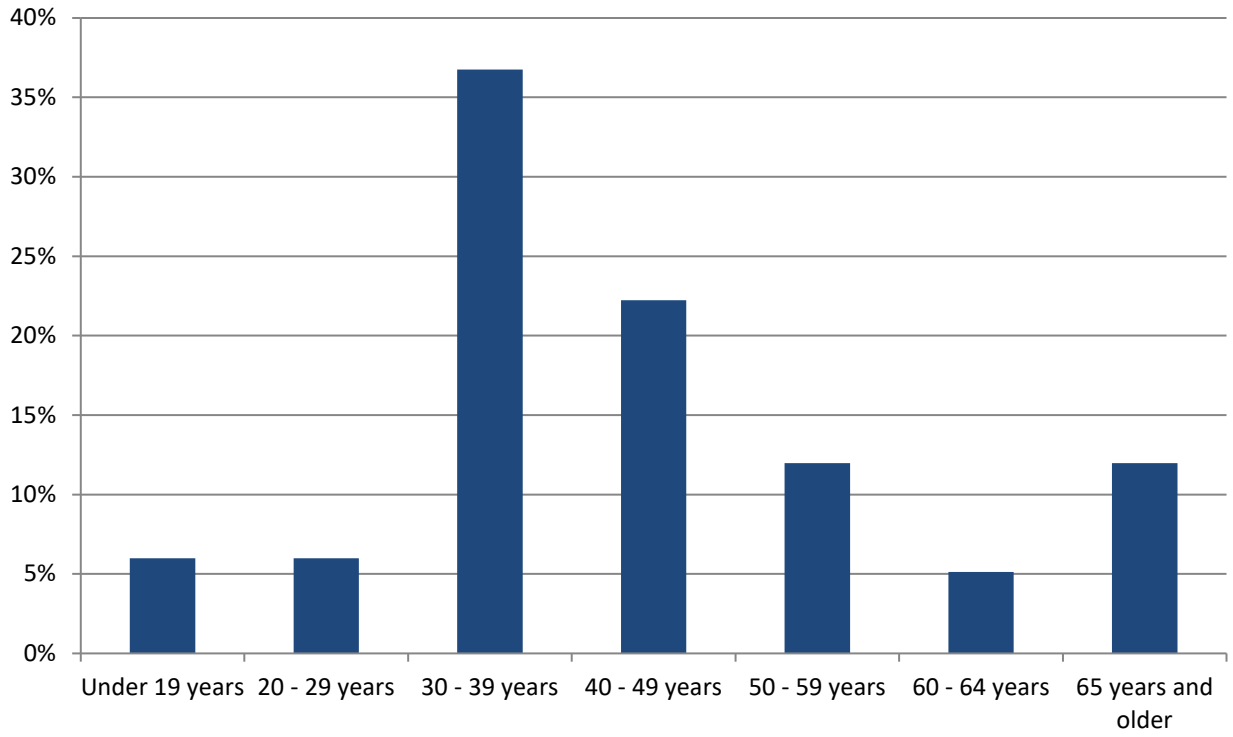
Future planning for Goondiwindi sporting facilities needs to reflect a balance between resource realities (available land, staffing and budgets) and community demand. To inform development of the Strategic Plan, community views were sought through a community survey and sport club survey. It was also important that community groups and individuals were made aware that the inclusion of projects identified in the Strategic Plan did not necessarily commit Council to those projects being funded or delivered.

Community survey

117 responses to the community survey were received, with the key outcomes from the responses received summarised in this section.

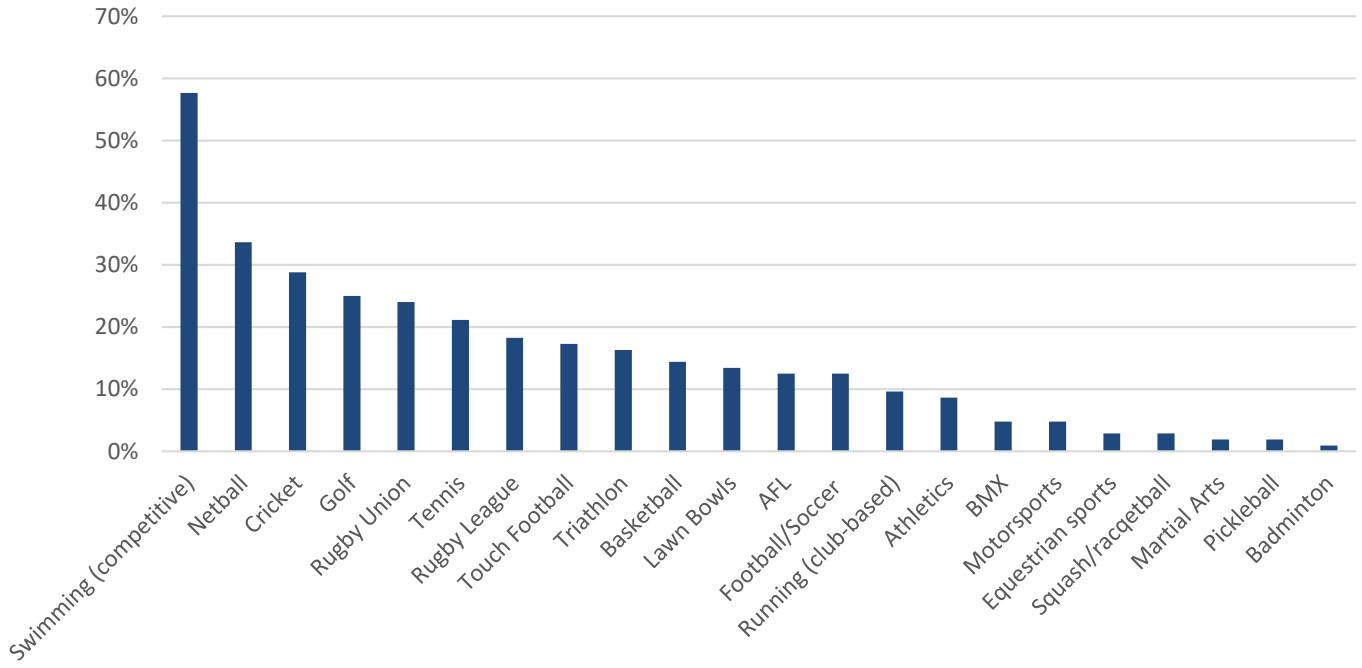
Ages of respondents

The graph below illustrates the range of ages of respondents to the survey. The high number of responses from the 30-39 years and 40-49 years and over cohorts should be noted.



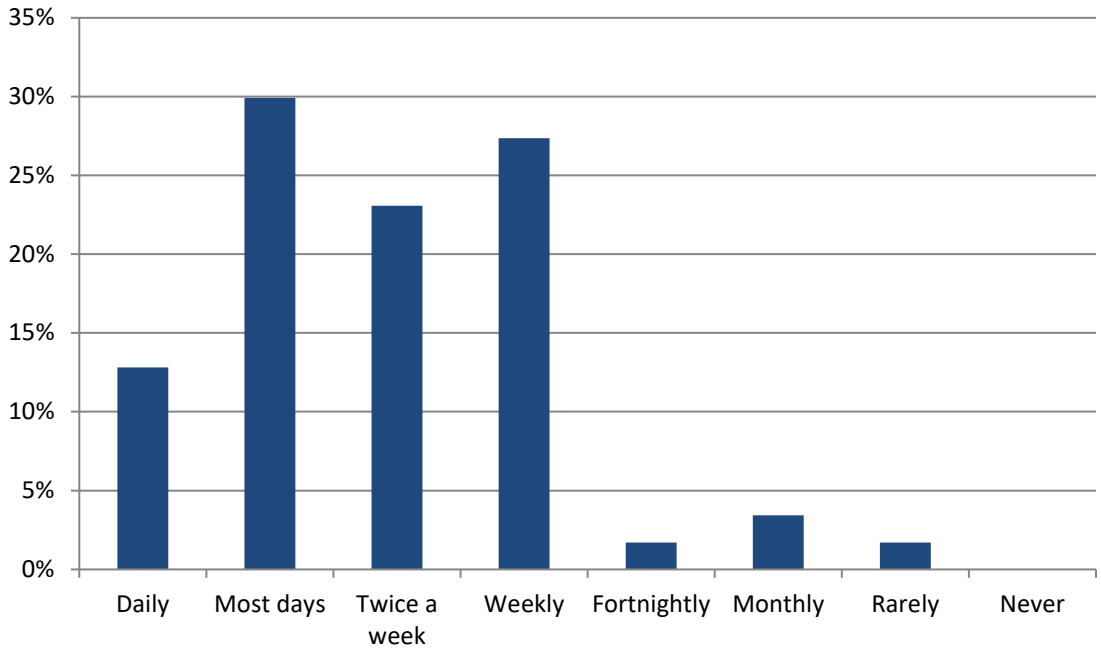
Sporting activities

The most common sporting activities undertaken by residences of the subject area are not surprising, especially when considering the popular sports within Queensland (and New South Wales). The most common formal sporting activities undertaken by respondents are shown in the graph below.



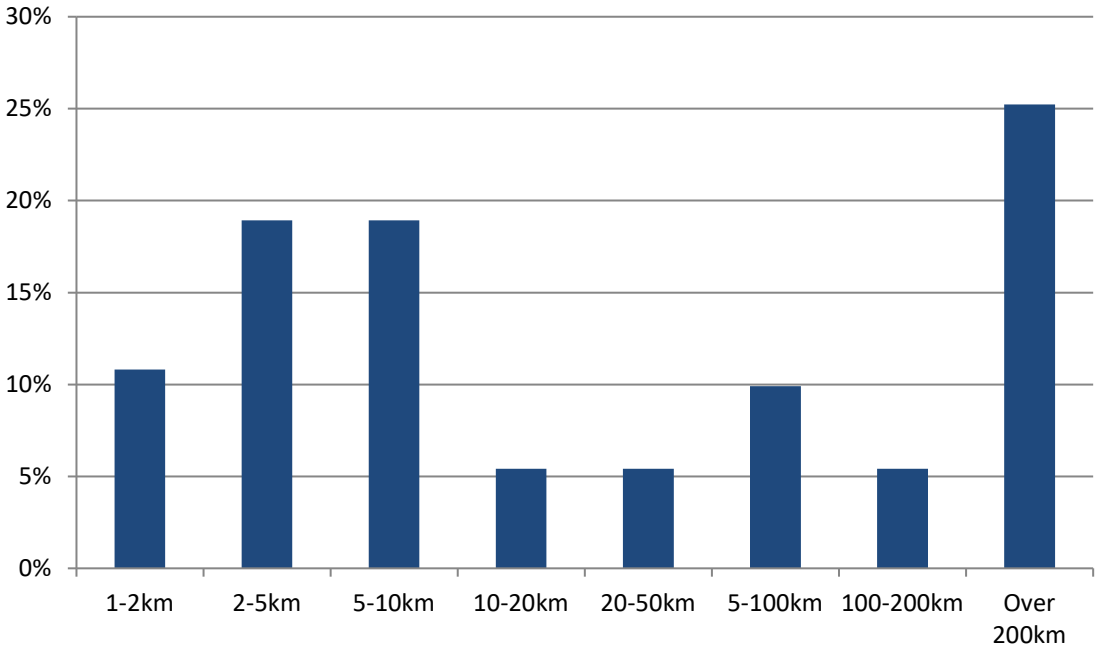
Frequency of use

When asked how often they visited sports fields, courts, public pools and other sporting facilities, respondents indicated a high level of use, with the vast majority using such facilities at least once a week. The range of frequency of use is illustrated by the graph below.



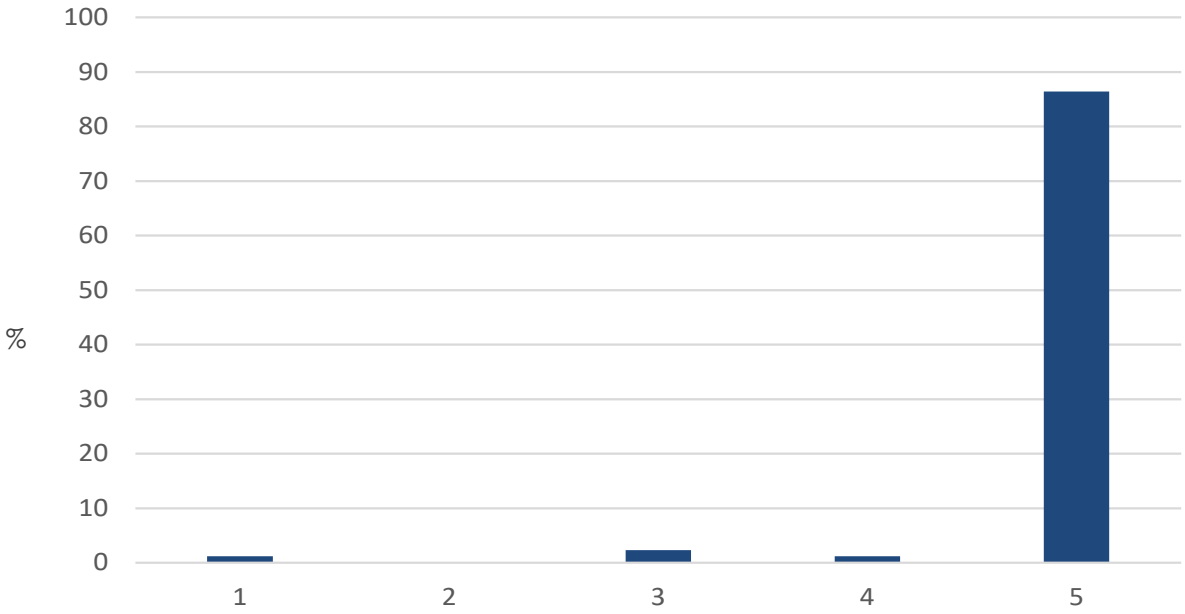
Distance travelled

Respondents were asked to indicate how far they currently travel to participate in their chosen sport. The high number of respondents that travel significant distances to do so is not that surprising, given the location of Goondiwindi and the high value many residents place on sport.



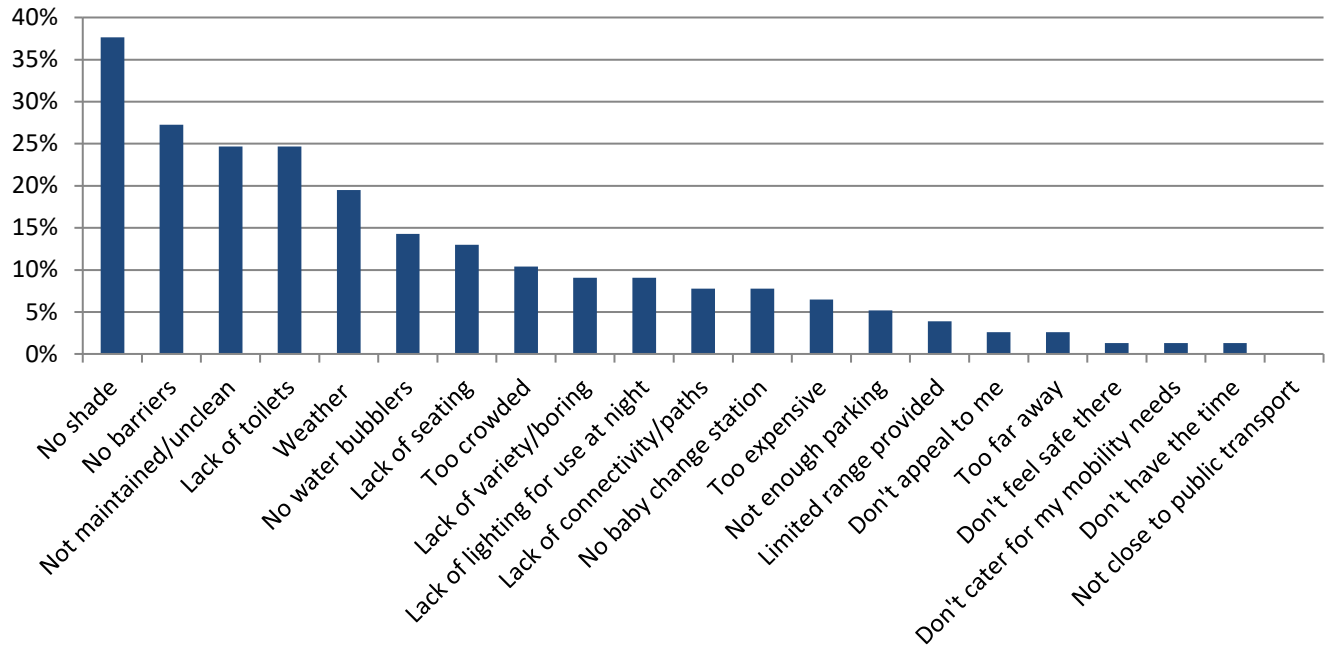
Importance of sporting facilities

When asked to select out of five (1 being not important and five being very important) how important quality sporting facilities were, the responses indicated a resounding support for their provision.



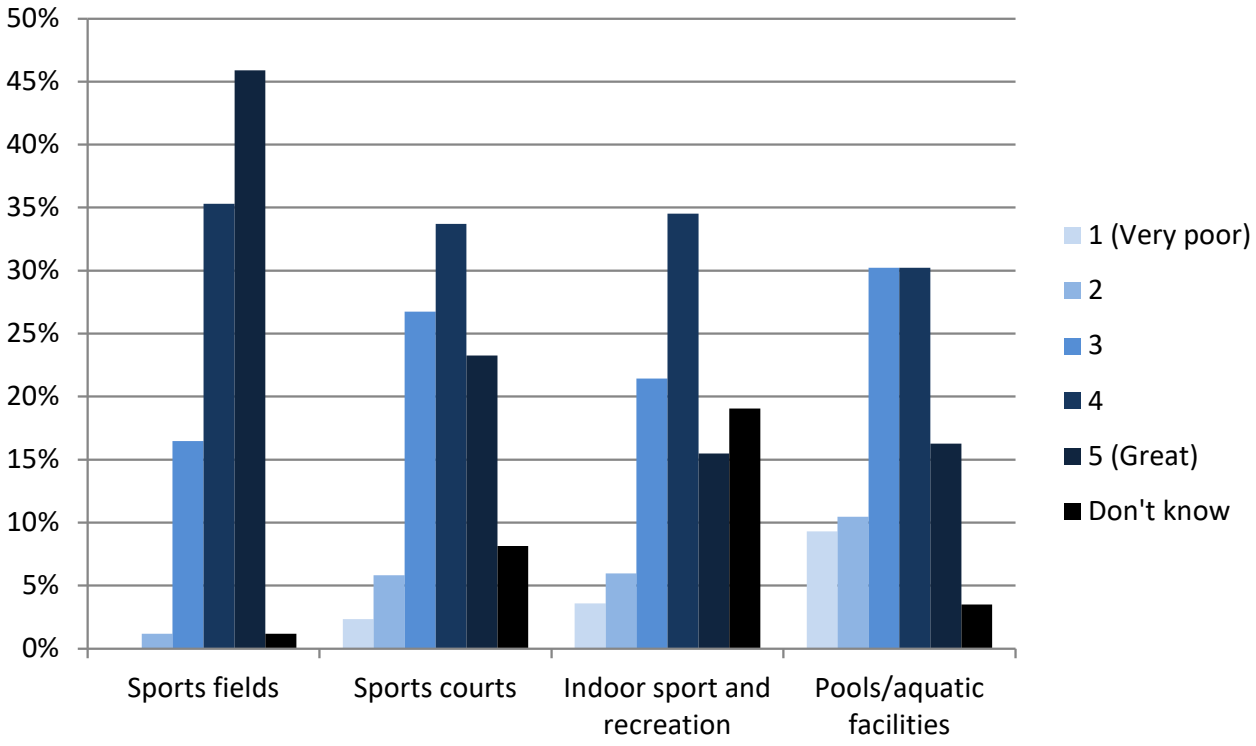
Barriers

When asked if they had experienced any barriers to using sporting facilities within Goondiwindi, a wide variety of responses were received, with the results illustrated in the graph below. It is noted that inadequate shade was clearly the main obstacle faced by respondents.



Quality of facilities

Overall, quite favourable responses were received when respondents were asked to rate the overall quality of sporting facilities in the area. Of particular note is the high level of satisfaction with the quality of sports fields and courts.



OTHER POINTS OF NOTE FROM COMMUNITY SURVEY

In addition to the feedback received to the above questions, other points of note identified from responses by members of the community included:

- the vast majority of comments regarding the pool were mainly focussed on the requirement for upgraded toilet/change room facilities, with several requests for an upgraded children's play area
- the netball courts at the Riddles complex were in poor condition
- requests for an increased number of basketball and netball courts.

Stakeholders

Throughout the project, interviews were held with key Council staff members, venue managers and all relevant user groups of the sporting facilities within Goondiwindi with the main outcomes summarised below.

Council staff

Interviews and meetings with Council staff from relevant operational areas were held with the main outcomes being:

- the Strategic Plan should highlight the positives of the existing facilities, not just the negatives
- the Plan needs to consider a balanced approach to the delivery of sport across the whole town and identify what is needed, not necessarily just desired
- an outcome should be increased usage of facilities
- issues such as availability and additional wear and tear as a result of usage of Council facilities by schools should be considered
- demand for the use of the indoor courts surpasses the current level of supply
- the committees at both Riddles and Gilbert complexes are currently 'tidying up' the processes of working with Council
- it is likely there will less available funding in the future, hence the need for the Strategic Plan
- it would be beneficial for Council to better promote its allocations to each of the site so there is raised awareness and transparency of such assistance
- in addition to both sites requiring levelling of the playing surfaces, the irrigation systems at both Riddles and Gilbert would benefit from upgrades
- increased mowers and the training for Parks staff is required
- recommendations will need to be realistic, contrary to some of the State Sporting Organisations' expectations.

User groups

On-site interviews were held with representatives of all user groups of the four main sporting facilities within Goondiwindi. The main outcomes of these discussions are included in the following Provision Analysis section, with the user groups being:

Goondiwindi Pool/Tennis Complex:

- Goondiwindi Tennis Club
- Hell of the West/Goondiwindi Tri Club
- Amy Brennan Swimming (Goondiwindi pool)
- Goondiwindi Swimming Club

Goondiwindi Indoor Sports Centre (GISC):

- Goondiwindi Amateur Basketball Association
- Goondiwindi PCYC

Riddles Sporting Complex:

- Goondiwindi Senior Rugby Union Club
- Goondiwindi Junior Rugby Union Club
- Goondiwindi Netball Association
- Goondiwindi AFL Club
- Goondiwindi Cricket
- Goondiwindi Ladies Touch

Gilbert Sporting Complex:

- Goondiwindi Senior Rugby League
- Goondiwindi Junior Rugby League
- Goondiwindi Soccer Club
- Goondiwindi Little Athletics
- Men's Touch Football
- Goondiwindi Junior Cricket.

Members of the Goondiwindi Bowls Club also attended a community drop-in session to discuss issues being currently faced and their wishes for the future.



4 Provision analysis

As mentioned previously, especially when consideration is given to Goondiwindi's size, population and location, it is well supplied with sporting facilities for its residents and visitors.

The following section provides a snapshot of this current provision, with the focus being on the four main precincts with town:

- Riddles Sporting Complex
- Gilbert Sporting Complex
- Goondiwindi Pool/Tennis Complex
- Goondiwindi Indoor Sports Centre.

Other facilities

In addition to the facilities at the above venues, there are several other single-sport facilities providing specific sports:

- Goondiwindi Bowls Club
  - one active green and two unused
  - clubhouse and storage sheds
  - membership of approximately 65 (including croquet players)
- Goondiwindi Golf Club
  - 18 hole course
  - clubhouse
  - sporting oval with turf cricket pitch
- Goondiwindi Gun Club
  - offers clay target shooting with associated infrastructure
- Goondiwindi Motorcycle Club
  - offering off-road motorcycling.

In general, these facilities are self-sufficient with the tenant organisations undertaking necessary improvements to improve their operations.

Demand Modelling

To determine whether Goondiwindi is over-or-under-serviced, a membership based demand model has been utilised. This approach is more accurate than population ratios as it reflects the specific local popularity of various sporting activities.

Quantifying demand - Preferred provision rates

For many decades, councils have attempted to quantify the need for community open space for sport using provision ratios. The most common (and simplest) method has been to provide council-wide desired land standards for the network of open space (i.e. land for recreation parks; land for sport parks). Using this approach, councils have adopted rates between 1.5-2.5ha/1,000 residents for sport land. More recently, there has been a move away from this approach given that it is somewhat arbitrary and does not necessarily reflect the needs of the local sporting community. For example, given that cricket and AFL ovals are far larger than the rectangular field sports; areas where AFL and cricket are popular are likely to require more area for sport land. Additionally, provision of formal sport is often opportunistic - dependent on site-specific attributes (e.g. availability of suitable land), funding availability, and peak sports and local volunteers keen to lead formal development.

A number of peak sporting bodies have developed preferred provision rates for catchment populations (e.g. 1 oval/10,000 residents). This is a more tailored approach than seeking an overall provision rate for sport land as-a-whole. However, it tends to over-exaggerate demand and does not reflect that different sports/clubs can be more or less popular in different locations (e.g. rugby league has traditionally been very strong in Queensland, while football is rapidly increasing in popularity). ROSS Planning has developed a far more accurate approach by calculating preferred facility provision rates by club membership (e.g. 1 field for every 150 players) for most of the traditional field and court sports. These standards were developed by considering training and competition requirements in a typical week - weighed up against sustainable loads and carrying capacity for fields (and considering the different impacts that juniors v seniors have on the same area of field). The preferred findings were then reviewed by peak sporting bodies. These preferred rates have been used in a number of demand modelling studies and it appears that they deliver realistic assessments of demand and can be used with confidence to project future provision.

Regardless of the planning approach to be undertaken, the following considerations are worthy of note:

- defining what is 'one facility' and appreciating potential for codes to change facility requirements
- opportunities to increase available hours of usage through field lighting
- impacts of stand-alone year-round facilities compared with shared multi-use facilities
- field shape and changing preferences - it can be difficult to convert ovals into rectangular playing fields.

In order to understand the demand for future facilities, a number of mechanisms have been used. It is important to note that no one mechanism will be solely used to determine future demand for facilities. Steps undertaken to project demand include:

- examination of the current use of the existing sports infrastructure
- identification of existing sites being used under-capacity, at-capacity and over-capacity
- benchmarking provision against preferred rates
- reviewing local, State and National participation preferences and trends
- identifying future facility requirements
- consideration of options to meet future requirements.

Sport by Sport Provision and Demand Table

Sport	*Existing Facilities (#)*	*Current Membership*	*Current Demand (Fields/Courts)*	*Future Demand (10-Year)**	*Resulting Gap (+/-)*
Rugby Union	2 fields (Riddles)	~210	1.4 fields	1.6 fields	**+0.4 (Surplus)**
Rugby League	2 fields (Gilbert)	~326	2.2 fields	2.5 fields	**-0.5 (Minor Deficit)**
AFL	1 oval (Riddles)	~200	1.3 ovals	1.5 ovals	**-0.5 (Minor Deficit)**
Cricket	2 ovals + nets	~270	1.8 ovals	1.8 ovals (Steady)	**On Track**
Netball (Outdoor)	4 courts (Riddles)	~290	1.9 courts	2.1 courts	**+2.0 (Duplication)**
Basketball/ Indoor	2 courts (GISC)	~250	2.5+ courts	3.0+ courts	**-1.0 (Deficit)**
Tennis	5 courts	~160	1.1 courts	1.5 courts	**+3.9 (Surplus)**

**Future demand is calculated using 10-year population projections and observed participation trends (e.g., AFL growing, Netball declining)*

Key Findings and Recommendations

Tennis

While membership demand only requires approximately two courts, the clubs role in hosting regional tournaments justifies maintain the 5 court layout. Further expansion is not supported by the current membership data.

Netball

Given the unstable nature and subsequent uncertain future of the existing netball courts at Riddles Complex, the provision of an additional indoor court at the GISC would provide the necessary number of courts for the sport. It is noted that the existing courts should remain in place for at least the short term.

Rugby League/Soccer

There is an adequate number of fields for both sports at the Gilbert Complex with improvements to be limited to ancillary facilities such as field lighting, change rooms and spectator facilities.

Cricket/AFL

As for rugby league and soccer above, the number of fields for cricket and AFL is sufficient, with recommendations focussing on improvements to other infrastructure such as field lighting (long term), sight screens and other ancillary features.

Rugby Union

Necessary improvements identified have been limited to relatively minor infrastructure such as additional storage.

Basketball

Given the sport's popularity and high participation numbers, the key recommendation for the sport is the construction of an additional court at the GISC. As noted above, this will also better cater for the sport of netball and other indoor activities.

Swimming, Triathlon

Significant infrastructure in the form of a new consolidated building for triathlon and community activities (subject to further investigations), and improvements to existing facilities at the swimming pool (change room upgrades and others) have been recommended.

The popularity of triathlon (especially the Hell of the West) and the pool warrants these improvements, greatly adding to the functionality and attractiveness of the precinct.

Riddles Sporting Complex



Located on the northern bank of the Macintyre River in the western aspect of Goondiwindi, Riddles Sporting Complex caters for the sports of Australian football, rugby union, touch football, netball and cricket.

Sporting facilities at the site catering for these activities include:

- combined AFL and cricket oval with the playing surface in good condition
- three cricket practice nets, also in good condition
- rugby union fields with quality playing surfaces
- rugby union change rooms and shed
- four netball courts that show signs of cracking and need of repairs
- netball amenities and canteen
- AFL change rooms, amenities and grandstand
- scouts and guides hut
- public skate park
- sealed and marked central car park and on-street parking.

Council manages the site through a lease arrangement with the Goondiwindi Sport and Recreation Association.

The tenant clubs at the site are listed below, each with a summary of the feedback received from their representatives throughout the course of the project:

Goondiwindi AFL Football Club

- player numbers are growing with 200 expected in 2026, following two new teams being formed in 2025
- the club hosts 8-10 home games per season with training on Tuesday and Thursday evenings and games on Saturdays between the months of April and September
- at the time of inspection, the old change rooms were due to be demolished in 2026 and rebuilt with grant funds
- field lighting is only at training standard, but this is not a major issue
- it was noted that the Club has a good relationship with the rugby union club, with the only minor issue being that sometimes the car park is full when activities overlap

Goondiwindi and District Junior Cricket Association

- the Club currently has between 100-120 players which has been steady overall in recent years with an increase in female participation









- games are held on Saturday afternoons from October to March each year
- the Club would like to see sight screens at both ovals and lighting on the AFL oval
- a synthetic wicket at the high school would provide more opportunities.

Goondiwindi and District Senior Cricket Association

- the Club currently has a total of 160 players, with 100 males and 60 females with male participation slightly down from last year and female numbers remaining steady
- training occurs most afternoons through the season of September to March with games being held on Saturday afternoons
- the length of the grass (due to the needs of football) can be an issue
- the Club struggles to meet Association fees given its limited revenue from three finals games, with the canteen not being used for club games.

Goondiwindi Ladies Touch Association

- the Association currently has approximately 150 players
- currently just offering a summer season from November to March with games held on Monday and Wednesday evenings
- in general, the site works well for the Association, however, it was noted that additional field usage would be beneficial.

Goondiwindi Netball Association

- 280-300 players are currently members of the Association with membership remaining steady over recent years
- from February to September, the Association holds junior games on Friday nights and Saturday mornings, senior games on Wednesday nights and training occurring on Thursday afternoons/ evenings
- although the location was noted as great, the constant subsidence of the courts due to the local riverside black soil is an ongoing issue, not making the courts viable long-term due to the constant drain of funds undertaking repairs
- although there is a need for four courts, the Association believes they could manage with three, especially if they were indoor.

Goondiwindi Junior Rugby Union Club

- there are currently approximately 130 players and this number has been steady over recent years
- the club uses both fields for training on Tuesday and Thursday evenings from January to August
- the number of home games per season ranges from four to six
- it was noted that the club faces the issue of losing players to Toowoomba
- the club is eager to build additional storage through the extension of the existing building
- the sharing of equipment with the senior club was noted as working well (e.g. line marking, EFTPos).

Goondiwindi Senior Rugby Union Club

- experiencing steady growth over recent years, the Club currently fields approximately 80 players with the season running fro m late January to September each year
- training is held on Tuesday and Thursday evenings with games being held on Saturday afternoons
- parking at the site is generally adequate, with the exception of 'super' Saturdays where up to 1,000 people can attend
- a fenced playground with a view of the fields is desired by the Club
- the Club also noted that a new scoreboard and extended storage shed is needed.

Goondiwindi Scouts/Guides

Although not a sporting club, discussions were held with both the Scouts and Guides.

Guides

The Guides identified the need for some facility improvements to the existing building:

- upgraded kitchen
- upgraded amenities
- installation of air conditioning.

Scouts

The Scouts believe they would be better located in a more natural 'bush' setting that is more conducive to their activities.



In addition to the requested improvements from the user groups of the site, the following sport facility issues identified from the condition report of the site (November 2025) were considered:

- ☐ upgraded change rooms to include females facilities
- ☐ complete field lighting upgrade
- ☐ investigate systems for repairing ongoing cracking of netball courts.

ASSET AUDIT: RIDDLES SPORTING COMPLEX

Number and comparative standard of facilities and infrastructure (and compliance with peak body standards and codes)	Adequate quantity and quality of facilities
Functionality of the space, the type of activities undertaken, apparent usage (eg desire lines, wear areas, intercept discussions with users) and capacity	Functional site layout with central access and well connected activity nodes
Field and court layout and connectivity	Good
Provision and standard of lighting	Quality existing lighting - oval could be upgraded to competition standard
Adequacy of run offs	Good
Provision and general condition of ancillary facilities (clubhouses, seats etc)	Good (new AFL change rooms under construction at time of inspection)
Provision of car and bus parking	Small central car park complemented by on-street parking
Accessibility and visibility (layout within surrounding streets)	Easily accesible and highly visible from main street
Size and configuration, especially suitability for intended/current use and any potential for change of use – catchment considerations	Well suited for current and future use
Safety and security including issues of a CPTED nature	No obvious isssues
Signage – both to the area and at the site itself	Lack of entry signage, internal directional signage not necessary
Site constraints (eg too close to houses) and opportunities	Constrained by river to the south and by soil conditions (subsidence)
Opportunities to improve linkages to other open space or residential areas	Access to GISC currently works - problematic to install crossing on main thoroughfare

Gilbert Sporting Complex



Also located to the immediate north of the Macintyre River, but in the south-western aspect of town, the Gilbert Sporting Complex is a large outdoor sporting facility catering for the sports of rugby league, football (soccer), cricket, little athletics and touch football.

Facilities at the site catering for these sports include:

- two distinct playing field areas with quality playing surfaces:
  - two rugby league fields (with field lighting) in the northern area
  - the southern area providing various configurations for football (soccer) fields and junior cricket
- separate, well maintained clubhouses for rugby league and football (soccer)
- amenities blocks, change rooms and canteens for rugby league and football (soccer)
- synthetic grass and concrete cricket pitches
- a bank of three cricket practice nets in good condition
- grandstand seating (with some being shaded)
- scoreboard building
- central sealed and marked car park and on-street parking.

The site is managed by the Gilbert Recreation Association through a lease arrangement with Council.

Interviews were held with each of the tenant clubs with the main outcomes summarised summarised following.

Goondiwindi Senior Rugby League

- with 76 players, the Club is trying again to field a female team
- training occurs in the evenings from Monday to Thursday, with games held on Sundays and with pre-season training commencing in November, the club's season goes through to September each year
- female change rooms are needed
- there is a need for access for people with a disability in areas such as the car park, front entry and bar area
- increased shade over spectator areas is needed
- additional storage is needed and the area behind the scoreboard building is proposed as the best location.









Goondiwindi Junior Rugby League

- the Club currently has approximately 250 players and this has been steady over recent years
- the length of the season for the Club can depend on the availability of coaches but is currently from April through to August with training occurring Tuesday through to Thursday afternoons and games being held on Saturday mornings
- the main issue being faced by the Club is the lack of female change rooms and it is believed this could be achieved by building new change rooms next to the existing
- the canteen is only used for home games
- car parking is generally adequate but gets quite busy when sharing home games with football (soccer).

Goondiwindi Soccer Club

- Club player numbers is generally steady, currently with 200 juniors and 25 seniors
- games are held on Saturday mornings with training being held on Thursday afternoons
- lighting the playing fields is a priority
- the fields are in need of top dressing and a more appropriate drainage solution is needed in the area near the church
- vehicle barrier fencing is needed.

Goondiwindi Junior Cricket

Given that the Club operates at both Gilbert and Riddles Complexes, the wishes of the Club were detailed in the previous Riddles Sporting Complex section.

Goondiwindi Little Athletics

- Little Athletics currently has approximately 50-70 participants and this has generally been steady over the past few years
- training is held on Monday afternoons with Little Athletics Queensland holding one event per year
- it was noted that the current facilities work well at the location
- an additional shot put circle is required (adjacent to the existing circle) and the Club agrees that a vehicle barrier fence is required.

Mens Touch Football

- participation for the Club is currently at 240 players which the Club identifies is point at which the number of teams participating is limited (to a total of 16 teams)
- games are held on Thursday evenings from October through to March each year, using all four fields at the site
- the only facility need identified was the need for improved field lighting on the back field.

Gilbert Recreation Association

The Association agreed with many of the facility improvements suggested by the clubs:

- improved and new field lighting
- fencing for Barry McGregor Oval
- female change rooms
- new storage shed
- a digital scoreboard and ticket box at the front gate would also be beneficial.



It is noted that the condition report of the site (November 2025) was reviewed but only minor maintenance items were identified, none significant enough to impact on the development of recommendations for this Strategy.

ASSET AUDIT: GILBERT SPORTING COMPLEX

Number and comparative standard of facilities and infrastructure (and compliance with peak body standards and codes)	Quantity and quality of facilities meet compliance needs with minor improvements
Functionality of the space, the type of activities undertaken, apparent usage (eg desire lines, wear areas, intercept discussions with users) and capacity	Highly functional layout
Field and court layout and connectivity	Separation of playing areas is desirable, still with connection
Provision and standard of lighting	Upgrades would be beneficial, especially in regard to training
Adequacy of run offs	Good
Provision and general condition of ancillary facilities (clubhouses, seats etc)	Minor upgrades required (inc female facilities)
Provision of car and bus parking	Good central car park complemented by on-street parking
Accessibility and visibility (layout within surrounding streets)	Visible from main thoroughfare with easy access
Size and configuration, especially suitability for intended/current use and any potential for change of use – catchment considerations	Adequate size and general configuration
Safety and security including issues of a CPTED nature	No obvious issues
Signage – both to the area and at the site itself	Limited
Site constraints (eg too close to houses) and opportunities	Constrained to the east by highway
Opportunities to improve linkages to other open space or residential areas	Not relevant due to location

Goondiwindi Pool/Tennis Complex



The Goondiwindi Pool/Tennis Complex is a well maintained and attractive precinct located close to the heart of town. In addition to the pool and tennis courts, the site is also home to the immensely popular Hell of the West Triathlon, organised each year by the Goondiwindi Tri Club.

The different operational nodes within the complex are outlined following, including results of site inspections and interviews with the pool manager and user groups.



Goondiwindi Memorial Swimming Pool

The main features of the pool site include:

- 50m pool
- small, covered and heated learn-to-swim/ program pool
- small toddler pool
- movable bulkheads in the 50m pool allowing more flexible program delivery
- main entrance and kiosk
- change rooms (including new change facility for people with a disability)
- two small grandstands
- shade structures
- swim club clubhouse
- lighting and PA system
- barbecue area
- large grassed area.



The facility is managed on behalf of Council by Amy Brennan Swimming and discussions with Amy and the swim club, and site inspections, are summarised as follows.



- the learn-to-swim/program pool is open during winter but the rest of the site is open from September until March each year
- the male and female toilets and change facilities are very old and in poor condition
- there are issues with the new change room for people with disability that need addressing such as the inclusion of a shower and repairs to the sensor door
- while the learn-to-swim/program pool has a new heater, it needs a solid roof and operable/solid sides
- while there has been requests from community members for the heating of the main pool, the capital and operational costs may outweigh the potential benefit
- the existing grandstands should be replaced with



one new bank, all along the northern edge of the main pool

- new lights for evening carnivals are required
- there is a need for a shade cover over the area where the lane ropes are stored
- the toddler pool area (including the large shade structure just in front of the main entrance) could be revamped, with the possible inclusion of some splash play features.

Goondiwindi Tennis Club

The main features of the tennis court node within the complex are:

- five synthetic grass courts in above average condition
- court lighting
- clubhouse with large covered area overlooking courts
- small rebound wall area
- small playground
- old and small tiered seating - unshaded
- access to adjacent amenities block.

The outcomes of site inspections and discussions with representatives of the tennis club are summarised as follows:

- the Club currently has approximately 160 members with various fixtures held throughout the week including juniors, adult singles and mixed doubles
- the Club hosts a Junior Development Series Tournament each year in July (approximately 60 players), an Open Tournament each year inn May (approximately 40 players) and an Under 10's tournament in September
- courts are available for casual hire throughout the week and on weekends
- coaching is available every day from the facility through an accredited coach who has an arrangement with the Club
- the Club could make use of eight courts instead of the current five
- the courts will be due to be resurfaced soon and suffer from damage from tree roots
- court fencing is old and unattractive
- court lighting could be upgraded through the use of LED lights to replace existing old hallide lights
- the two existing banks of tiered seating should be replaced with a shaded, modern grandstand
- access to the public toilets can be difficult.

Goondiwindi Tri Club/Hell of the West

It is noted that the Club's facilities are limited to a storage container adjacent to the tennis courts, with the Club utilising the open spaces of War Memorial Park for its events, including the Hell of the West Triathlon each year in March.

Storage of all the equipment required for events is an ongoing issue for the Club, as is the lack of a permanent 'home'. The Club currently utilises a portable ATCO shed as an office, 5km from the actual site.

Discussions with the Club resulted in the following information:

- the Club has approximately 100 members that participate in various events throughout the year, including weekly 'mini-tris' that usually attract between 25-50 people
- up to 300 volunteers are utilised when hosting the Hell of the West
- the Hell of the West weekend attracts between 800-900 participants each year with various events held over the two days
- the Club recognises that the Hell of the West event could not happen with the cooperative relationships it enjoys with both the pool manager and Council
- the facility needs of the Club could be addressed by the development of a dedicated building on site that includes storage (both bulk and smaller items), office space, an annex for event management and toilets.





ASSET AUDIT: GOONDIWINDI POOL/TENNIS COMPLEX

Number and comparative standard of facilities and infrastructure (and compliance with peak body standards and codes)	Number of facilities adequate with improvements need to ancillary facilities
Functionality of the space, the type of activities undertaken, apparent usage (eg desire lines, wear areas, intercept discussions with users) and capacity	Both areas functional internally
Field and court layout and connectivity	N/A
Provision and standard of lighting	Improvements needed in both areas
Adequacy of run offs	Adequate for tennis
Provision and general condition of ancillary facilities (clubhouses, seats etc)	Improvements needed to existing (change rooms, etc) and new for triathlon
Provision of car and bus parking	None provided but generous treet parking available
Accessibility and visibility (layout within surrounding streets)	High visibility with access improvements required
Size and configuration, especially suitability for intended/current use and any potential for change of use – catchment considerations	Facility sizes adequate
Safety and security including issues of a CPTED nature	Vehicular movement a saftey concern near pool entry
Signage – both to the area and at the site itself	Site entry statement needed
Site constraints (eg too close to houses) and opportunities	Constrained by roads only
Opportunities to improve linkages to other open space or residential areas	Internal site connections could be improved

Goondiwindi Indoor Sports Centre



The Goondiwindi Indoor Sports Centre (GISC) is well located just to the west of the town centre, adjacent to the high school and Gateway to Training, and opposite the Riddles Sporting Complex.

Queensland Police Citizens Youth Club (PCYC) manage the centre through a lease arrangement which has been in place since 2006.

There is also a lease in place with the Department of Education to ensure school access to the facility.

Current facilities contained within the GISC include:

- two multi-purpose courts (separated by operable netting to separate courts when required) with synthetic floors marked for the sports of basketball, netball, badminton and volleyball
- meeting/classroom with kitchenette
- male and female change rooms with showers
- office, entry and kiosk
- large foyer with games tables/activities
- boxing room (with storage)
- a 24/7, air conditioned gymnasium
- grandstand with storage under
- large sealed and marked car park.

Facility inspections and interviews with PCYC staff, the Goondiwindi Amateur Basketball and Goondiwindi State High School were undertaken with the outcomes detailed as follows.

GISC usage

As is generally the case with well-managed indoor sporting facilities, the GISC is heavily booked during weekday evenings.

In addition, school use occurs during the often 'dead' times for such centres through all week days during school terms.

In addition to this high level of school use, the main users of the GISC courts during weekday afternoons/ evenings and weekends include:

- junior and senior basketball (both social and competitive)
- PCYC youth activities
- senior social netball
- volleyball
- pickleball
- badminton.

In addition to this court usage, the gym is open year round and also offers various group training classes.









PCYC staff

- the synthetic court flooring, while not perfect for some sports (especially basketball and netball), provides flexibility of use. However, when resurfacing occurs (which should be soon), consideration may be given to installing a higher quality surface with additional rebound properties to minimise the risk of injuries and still provide the desired flexibility of use
- the Centre offers drop-in for youth services twice a week
- staff noted that it would be a business advantage if an additional court was constructed and it may also provide the opportunity to expand the gym
- the following necessary facility improvements were noted:
  - the court floor is 20 years old
  - during certain rain events, the roof leaks
  - minor alterations to could be made to the office/foyer area to increase functionality.

Goondiwindi Amateur Basketball Association

- the leaking roof during rain events is an issue
- the court surface results in a higher risk of injury to players than a sprung timber floor
- it is believed netball would come to the GISC if an additional court was constructed
- there is limited ventilation within the court area
- given the limited court availability, the Association has been turning players away
- a feasibility study has previously been undertaken regarding the construction of an additional court at the GISC which found:
  - there is a need for an additional court at the GISC
  - the proposed extension would not impede future expansion of the gym
  - the extension would result in a need for additional car parking spaces and additional internal amenities
  - the estimated project would cost would be just under $6million, excluding the cost of the required additional car parks.

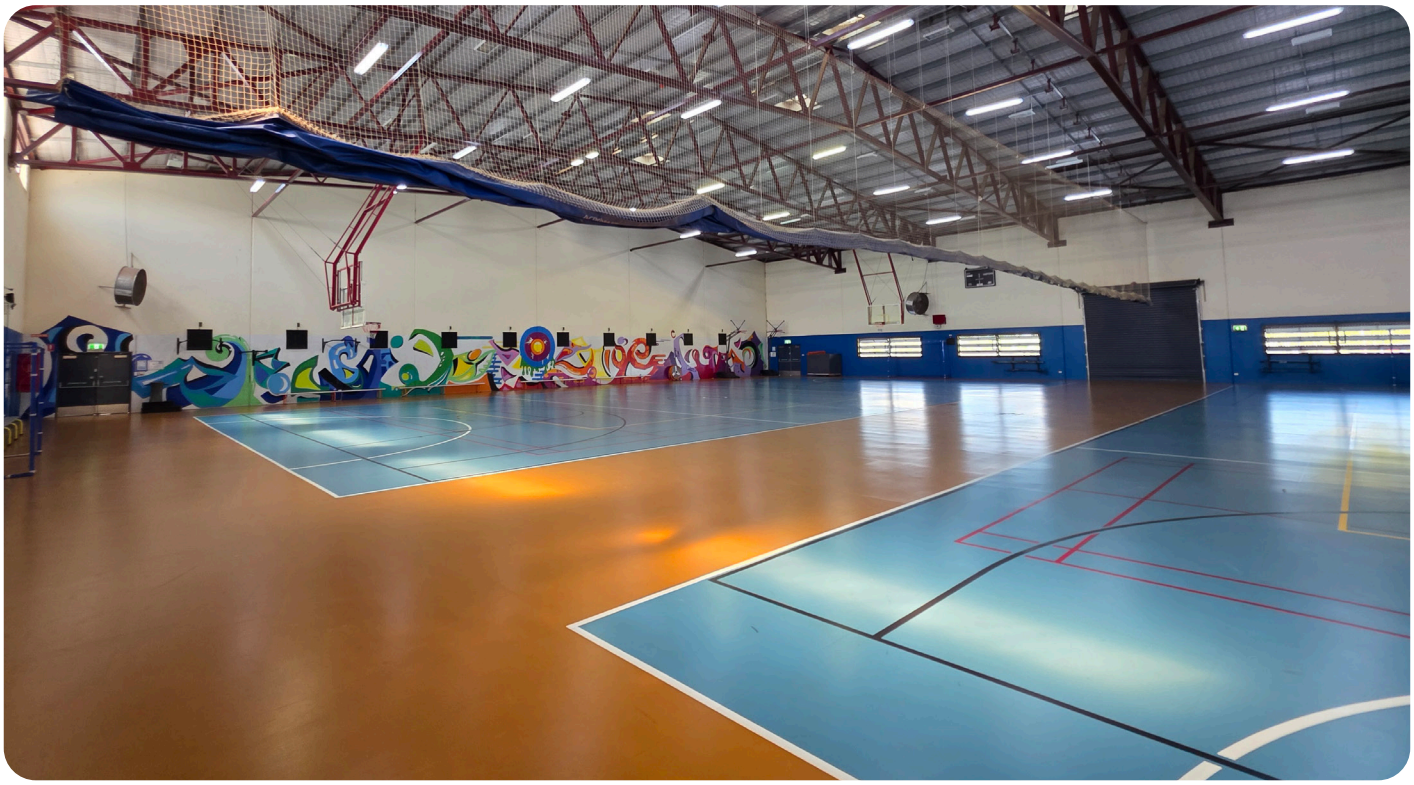
Goondiwindi State High School

The principal of the high school was interviewed regarding the use of the centre.

It was noted that the school is happy with the current arrangement, noting that the Memorandum of Understanding (MOU) has been reviewed often.

Other general sporting issues included:

- the school was looking at upgrading their sports oval
- it can be issue to access the Riddles Sporting Complex (and Cultural Centre) due to having to cross the main road
- the lack of a dedicated running track in Goondiwindi was noted,resulting in the need to use the school oval for carnivals.



ASSET AUDIT: GOONDIWINDI INDOOR SPORTS COMPLEX

Number and comparative standard of facilities and infrastructure (and compliance with peak body standards and codes)	Improvements required (court surface, leaking roof, etc)
Functionality of the space, the type of activities undertaken, apparent usage (eg desire lines, wear areas, intercept discussions with users) and capacity	Functional layout, including divider curtain
Field and court layout and connectivity	Functional and connected
Provision and standard of lighting	Adequate
Adequacy of run offs	Run-off to walls is minimal
Provision and general condition of ancillary facilities (clubhouses, seats etc)	Good level of provision
Provision of car and bus parking	Large sealed car park capable of dealing with buses
Accessibility and visibility (layout within surrounding streets)	Highly visible and accessible from main thoroughfare
Size and configuration, especially suitability for intended/current use and any potential for change of use – catchment considerations	Site configuration will make extension difficult
Safety and security including issues of a CPTED nature	No obvious issues
Signage – both to the area and at the site itself	Major entry statement would be beneficial
Site constraints (eg too close to houses) and opportunities	Constrained by available land for extension
Opportunities to improve linkages to other open space or residential areas	Dedicated pedestrian connection to Riddles Complex would be problematic due to major thoroughfare



5 Future directions

Goondiwindi is well supplied in regard to quality sporting facilities. When considering the ten sports (excluding golf) with the highest participation rates[1], the following snapshot of participation is provided in the table below. It should be noted that data for the participation trends is only available for the past two years and should be considered accordingly.

Sport	*National participation rate %^*	*QLD participation rate %^*	*QLD trend %**
Football (soccer)	3.6	4.6	Steady
Tennis	1.9	3.9	Growing
Basketball	2.3	3.1	Steady
Cricket	1.6	1.9	Declining
Netball	1.8	1.6	Declining
Athletics	0.7	1.5	Declining
Touch football	0.5	1.4	Growing
Rugby league	0.8	1.3	Declining
Australian football	1.7	1.3	Declining
Volleyball	1.3	1.2	Declining

^ 2025 participation rates
** Comparison of 2024 and 2025 participation rates*

Every one of the most popular sports outlined above (plus golf) are currently well provided for in Goondiwindi. As evidenced in the previous section, the facilities at the four main sites are well utilised, with the only significant gaps through the days on weekdays being somewhat filled by school usage. It noted however, that gaps in usage is required for field maintenance and rest periods to address wear and tear on playing surfaces.

This level of provision will be enhanced by undertaking the following 'mini' master plans for the main sites in town through the proposed improvements. The responsibility for delivering these improvement will be shared between Council and the relevant community groups.

While proposed improvements to both outdoor sporting complexes (Riddles and Gilbert) are not major, there will be a need to plan for future State and Federal Government funding to finance the developments proposed for both the Goondiwindi Pool and Indoor Sports Centre.

1 Ausplay Calendar year 2025

Prioritised actions across Goondiwindi

The table below provides Council with a prioritised summary of all recommended actions for sporting facilities across Goondiwindi. Estimated costs have been provided by a quantity surveyor, with the full Cost Plan (including contingencies and site totals) provided in the appendix. These costs have been included to guide budget considerations (including seeking external funding) for future years.

PRIORITY	DESCRIPTION	RATIONALE	LOCATION	ESTIMATED COST ($)	POTENTIAL FUNDING
HIGH	Improved access for people with disability – Gilbert (car park, front entry, bar area)	Improved accessibility	Gilbert Ovals	44,000	External
HIGH	Develop a business case to confirm best solution for netball court challenges	This is needed before further action is determined	TBD	75,000	Council budget
HIGH	Conduct a structural audit for issues with PCYC	Create baseline situational analysis on the PCYC building	PCYC	80,000	Council budget
HIGH	Conduct a detailed investigation into redevelopments of PCYC (pending structural audit)	Investigation to cover: Usage, flooring, improved ventilation, leaking roof, car parking, extension to gym area	PCYC	75,000	Council budget
HIGH	Extension of Gilbert change rooms	To incorporate female change facilities in the venue which are currently not available.	Gilbert Ovals	690,00	External Grant
MEDIUM	Renovation of pool change rooms	Aging facilities	Goondiwindi Pool	1,139,000	External Grant
MEDIUM	Upgraded learn to swim pool – Pool	New roof and walls to improve functionality of enclosed, heated pool	Goondiwindi Pool	232,800	External Grant
MEDIUM	Upgraded tiered seating for Tennis	Old, unattractive and unsafe seating	Tennis Courts	130,000	External Grant
MEDIUM	Upgraded lighting – Tennis Courts	Improved effectiveness and efficiency lighting	Tennis Courts	15,800	External Grant
MEDIUM	New shade sails over lane ropes and BBQ area at pool	To minimise degradation of lane ropes and more shade	Goondiwindi Pool	63,800	External Grant
MEDIUM	New cricket sight screens – Riddles Oval	Improve delivery of sport	Riddles Oval	30,000	External Grant
MEDIUM	Additional shade over spectator areas – Gilbert Oval	Improve spectator facilities	Gilbert Ovals	131,200	External Grant
MEDIUM	New storage shed – Gilbert	Improve operations of user group	Gilbert Ovals	25,000	External Grant
MEDIUM	New access gate in perimeter fencing – Goondiwindi Tennis	Improve access	Tennis Courts	3,000	External Grant
MEDIUM	New vehicle barrier fencing at Barry McGregor Oval – Gilbert	Restrict unwanted vehicle access to playing fields	Gilbert Ovals	14,000	External Grant
MEDIUM	New grandstand with lighting and PA system – Goondiwindi Pool	Better located facilities with more efficient lighting and PA system	Goondiwindi Pool	714,700	External Grant
MEDIUM	Extension of storage shed – Riddles	Improve operations of user groups	Riddles Oval	25,000	External Grant

PRIORITY	DESCRIPTION	RATIONALE	LOCATION	ESTIMATED COST ($)	POTENTIAL FUNDING
LOW	New fencing – Tennis Courts	Raise aesthetics of site	Tennis Courts	89,500	Council budget
LOW	Car park extension – Gilbert	Increased formal parking	Gilbert Ovals	193,600	Council budget
LOW	Feasibility, planning and design for a potential new consolidated building at pool and tennis precinct	To provide a base and improved facilities for triathlon and community events and provide connection between tennis, tri and pool	Tennis Courts	220,000	Council budget
LOW	New Entry Statement – Pool/Tennis	Better promote opportunities provided by the complex and raise community awareness of user groups	Goondiwindi Pool	20,000	External grant
LOW	Upgrade existing lighting to Gilbert Oval	To provide premier rectangular sport venue	Gilbert Ovals	120,000	External grant
LOW	Remove netball courts (Subject to relocation solution)	To avoid ongoing issues with court subsidence	Riddles Oval	59,900	
LOW	Restriction of vehicular access between Callandoon and Marshall Streets – installation of paved area	Improve safety and provide a community access zone	Goondiwindi Pool	130,400	Council budget
LOW	Upgraded kitchen, amenities and air conditioning, Scouts Den – Gilbert Rec	Improve aging facility	Gilbert Ovals	80,000	External grant
LOW	New scoreboard at rugby union fields – Riddles Oval	Improve delivery of the sport	Riddles Oval	48,200	External grant
LOW	Additional shot-put circle – Gilbert (BMO)	Delivery of sport	Gilbert Ovals	4,000	External grant
LOW	New LED field lighting to AFL Oval – Riddles	Premier sports field for oval sports and provide a wider range of sporting opportunities	Riddles Oval	516,600	External grant
LOW	Install field lighting at Barry McGregor Oval – Gilbert	Improved training opportunities	Gilbert Ovals	681,900	External grant

Strategic Rationale for Funding

As mentioned previously, while one group may take a lead role as indicated below, responsibility for the effective delivery of projects should be shared, especially in regard to obtaining the necessary funding.

Council Responsibility	Items listed for Council responsibility typically involve legislative compliance, structural audits or major boundary infrastructure
Community Group Responsibility	Tenant clubs are encouraged to take the lead on sport specific improvements. The strategic plan and the master plans act as evidence to support these groups when applying for funding
Specialised Facilities	Major redevelopments for the Pool and Indoor Sports Centre (GISC) will likely require higher-tier Federal Government funding or specific State capital investment funds due to the significant costs involved

Current Funding Opportunities for Sporting Facility Improvements

1. Federal Government Programs (Regional & Infrastructure Funds)

Large-scale capital projects, such as the Goondiwindi Indoor Sports Centre (GISC) extension or local pool upgrades, are prime candidates for Federal regional development grants designed to enhance community liveability and regional economic resilience.

2. State Government Sport & Recreation Streams (Activate! Queensland)

Queensland-specific grants, such as the Minor Infrastructure Program, focus on upgrading local facilities to increase community participation in physical activity and sport.

3. Queensland Gambling Community Benefit Fund (GCBF)

As the state's largest one-stop-shop for community grants, the GCBF is a highly reliable avenue for funding mid-scale facility upgrades, lighting, or equipment up to $35,000.

4. Peak Sporting Bodies

Organisations like Tennis Australia, Netball Australia, or Queensland Cricket often manage facility development funds. These can be strategically used to co-fund projects and leverage additional Council and State contributions.

5. Third-Party & Commercial Partnerships

Facilities managed by third parties (such as the PCYC) may access internal organisational capital for upgrades that provide a mutual "business advantage," such as gym expansions, multi-purpose room fit-outs, or court resurfacing.

6. Department of Education Cost-Sharing

Since local schools are heavy users of Goondiwindi's sporting facilities, there is a strategic opportunity for Department of Education investment. Future upgrades benefiting both students and the broader community can target cost-sharing arrangements through state education infrastructure budgets.

7. Disaster Mitigation & Climate Resilience Funds

Given the known structural issues with subsidence caused by the local black soil at Riddles Ova and GISC, projects designed to build more "resilient" infrastructure may qualify for specific environmental, disaster mitigation, or regional climate-resilience funding.

8. Foundation & Philanthropic Grants

Programs through organisations like the Foundation for Rural and Regional Renewal (FRRR), along with local corporate sponsorships, offer viable pathways for funding, given the high value the Goondiwindi community places on its sporting culture.

9. Brisbane 2032 Olympic & Paralympic Games Legacy Funding

Several of these projects are ideal candidates for state-led legacy investment. This funding aims to establish high-quality regional training and competition hubs to decentralise talent development leading up to 2032.

Venue Hierarchy, Playing Area Provision and Embellishment Standards

Strategic Allocation of Resources

Council recognises that providing high quality sporting infrastructure is essential for community health and social fabric. However, not every facility can be built or maintained to the highest possible standard. In a region with a relatively small population and finite rate base, Council must balance community desires against the realities of capital, maintenance and asset replacement costs. To ensure a sustainable and equitable network, it is recommended that Council establish a hierarchy to inform investment decisions where it will achieve the greatest participation and economic return.

Recommend Premier Venue: Gilbert Oval (Gilbert Sporting Complex)

For the purpose of this plan, a 'premier' venue is a venue that has the attributes that allow for it to host elevated regional and state level competition. Gilbert Oval is designated as the town's premier venue for rectangular sports. This designation is based on a strategic assessment of site-specific factors that make it the most viable candidate for elevated levels of competition and events. The rationale for this is as follows:

- the site is uniquely positioned with immediate proximity to the Cunningham Highway, offering high visibility and ease of access for visitors and minimising traffic congestion within the town centre
- Gilbert already features grandstand seating and a dedicated scoreboard building, as well as different options for hospitality services that can cater to larger crowds
- the venue features a central sealed and marked car park, complemented by generous on-street parking and large open spaces immediately adjacent for temporary informal parking for large events
- the site provides two distinct playing areas, allowing for a 'premier' competition surface to maintained at a higher standard while training and junior sports are directed to secondary fields to manage wear and tear
- the proposed upgrades to existing change facilities will cater for higher level, as well as better provide for increasing female participation
- existing spectator facilities can easily be complemented by 'bumping in' additional tiered seating due to the available space
- the proposed lighting upgrades will provide the required lighting standards for higher level competition (120 lux)
- hospitality facilities are well located.

As the designated premier venue, Gilbert Oval has historically hosted:

- 2025 Queensland Country Week QRL Game
- 2024 Legends of League Game
- Annual Border Knock Out.

The following are recommendations (beyond the user group requests) that should be applied to the site to maintain its premier status:

- upgrade lighting to 120 lux on the main oval to meet contemporary competition standards for night games, while maintaining 60 lux on secondary fields for training flexibility.
- upgrade existing change rooms (effectively doubling their size and allowing flexible use
- implement an accessibility pathway connecting front entry, car park and bar-deck area to ensure the venue is inclusive and meets modern disability accessibility requirements
- improved spectator facilities.

Strategic Lighting Provision and Standards

Lighting is a recurring request from almost every sporting group in Goondiwindi. However, the high capital cost of installation, combined with ongoing electricity and asset replacement expenses, makes town-wide upgrades impractical. Council's priority is to invest in lighting only where it achieves a clear strategic outcome, such as enabling evening usage at a designated "Premier" venue to drive sports tourism or preventing excessive turf wear and tear through training flexibility.

1. Tennis Lighting Standard

To ensure the sustainable management of the Tennis/Pool complex, Council adopts a **Local Competition Standard** for tennis lighting.

- **Requirement:** Lighting levels of 100-150 lux
- **Strategic Position:** There is currently no strategic demand for lighting that exceeds the Local Competition Standard. While the club hosts two junior competitions annually, this level of usage does not justify the capital investment required for regional or national tournament-grade illumination
- **Technical Status:** The recommended LED light fittings have a lifespan generally 10x that of halide lights, have immediate start up, minimal maintenance and can run up to 70% more efficiently

2. Prioritised Field Lighting Strategy

Investment in field lighting will be sequenced to support the town's Venue Hierarchy. Projects are listed from highest priority to "nice to have" where current set ups remain workable.

Rank Field/Venue	*Recommended Standard*	*Strategic Justification*
1. Gilbert Oval (Main Field)	120 Lux (LED)	Essential upgrade to host regional night games (e.g., QRL Country Week) and maintain its status as the town's premier rectangular venue.
2. Riddles Rugby Union Fields	120 Lux (Current)	These fields are currently at the required 120 lux standard. No further capital upgrade is required; resources should focus on life-cycle maintenance to preserve this competition-standard lighting
3. Gilbert Oval (Back Field)	60 lux (training)	While lighting would provide training flexibility, current usage rates do not justify immediate capital investment. This is considered a long-term "nice-to-have" once higher-priority town-wide needs are met
4. Riddles Oval	120 lux (AFL competition)	As for the above, this is a "nice-to-have" option for the facility, but only if a demand is demonstrated for night AFL games and increased cricket use
5. Barry McGregor Oval (Soccer)	60 Lux (Training)	Same justification as for Gilbert Oval (back field) above above

General recommendations

In addition to the specific recommendations for each of the three areas above, the following general recommendations are also made.

Recommendation	*Justification*
Incorporate the recommendations into Council's capital and operational works plans	To ensure suitable budget allocations to achieve desired outcomes
Review the outcomes of the Sporting Facilities Strategic Plan every five years	A review ensures the document remains a current working document and meets the changing needs of the community
Continue with the current management arrangements over all sporting facilities, including those for the pool and GISC	Facilities are well maintained and well managed, resulting in quality, accessible facilities
Empower facility users to seek external grants to fund capital works	Council can not rely on existing budget allocations and developer contributions to achieve the breadth of recommendations
Levelling of fields/drainage works and upgrades to sporting fields should be budgeted for and undertaken	To ensure quality surfaces are maintained,especially at the Riddles and Gilbert Sporting Complexes
Increase promotion of Council's contributions to sporting facilities	To raise awareness of the importance Council places on the provision of quality sporting facilities
Increased maintenance resources	Budget for increased equipment (e.g. mowers) and increased staff training in regard to facility management
Signage	☐ install consistent signage at key sporting facilities ☐ increase directional and informative signage throughout Goondiwindi town and the LGA
Council Officer representation on management committees.	To streamline communication and fedback fro user groups to operational and Council staff.

6 Master plans

A desired outcome of the Sporting Facilities Strategic Plan was the development of 'mini' master plans for the four major sporting facilities within Goondiwindi.

Maintaining current master plans is a key requirement to guide facility development (to avoid ad hoc and piecemeal progress) and can be a key resource in assisting to attract funding.

The following Plans have been developed by considering all consultation, appropriate strategic contexts, previous research and demand. Overall, it provides an ideal opportunity to develop the facilities to meet the identified needs of the sporting community.

The Plans integrate existing facilities with new elements and embellishments to further establish quality sporting facilities.

Project costs (and project staging) will be dependent on many factors such as detailed design outcomes, relevant approvals, cost estimate refinement, development stages, procurement scheduling and cash-flow management. The cost of implementation of the Plans is beyond solely Council's and the community's capacity to fund. Thus, this section provides for staged budgeting. The information provided is designed as a flexible guide - changes in user priorities or earlier opportunities for funding may alter staging.

These recommendations do not commit Council or tenants to their implementation. However, the Plans do support Council and the community to co-operatively seek grant funding and other investment opportunities.



Riddles Sporting Complex Master Plan

Key design directions, indicative costs and timings for the Riddles Sporting Complex are summarised below:

Element	*Description*	*Rationale*	*Indicative cost ($)*	*Timing*
1. New change building under construction	New change rooms	To replace older, inappropriate facility	N/A	N/A
2. New field lighting	New LED AFL field lighting to 120 lux	To allow community night games but only with demonstrated demand	516,600	Long-term
3. Sight screens	Installation of new cricket sight screens	To improve the delivery of cricket	30,000	Medium-term
4. Remove existing netball courts	Subject to extension of GISC, removal of courts if netball relocates	To avoid ongoing issues with court subsidence and provide additional informal overflow parking	59,900	Long-term
5. New scoreboard	Install new scoreboard	To improve delivery of rugby	48,200	Long-term
6. Building improvements	Kitchen, amenities and air conditioning upgrades to Guides/ Scouts	To improve operating conditions	80,000	Medium-term
7. Shed extension	Extend existing storage	To improve operating conditions	25,000	Medium-term



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sport specialists

Client:

Goondiwindi REGIONAL COUNCIL

Project details:

Riddles Sporting Complex Master Plan

Riddle Street, Goondiwindi

Legend / Notes:

1. New building under construction
2. Future long-term field lighting installation for community cricket and AFL matches
3. Proposed sight screens (both ends of cricket oval)
4. Remove existing netball courts, subject to recommended relocation investigations
5. Proposed scoreboard
6. Proposed kitchen, amenities and air conditioning upgrades in existing building
7. Proposed extension of existing shed

Scale: 1:1500 at A3

Date: 21 August 2026

Issue: Final

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Gilbert Sporting Complex Master Plan

Key design directions, indicative costs and timings for the Gilbert Sporting Complex are summarised below:

Element	*Description*	*Rationale*	*Indicative cost ($)*	*Timing*
1. Change rooms extension	Extend change rooms to allow for female rooms	To better cater for increased female participation	690,000	Short-term
2. New shed	Install new storage shed	To improve operating conditions	25,000	Medium-term
3. Spectator shade	Construct new shade covers over spectator areas	To improve visitor and player experience	131,200	Medium-term
4. Accessibility path	New pathway connecting front entry, car park and bar area	To improve access for people with a disability	44,000	Short-term
5. Field lighting	Upgraded field lighting to main (120 lux) and back field (60 lux)	To improve operating conditions	120,000	Long-term
6. New lighting	Install new training lighting (60 lux) to Barry McGregor Oval	To provide greater training flexibility and reduced field wear	681,900	Long-term
7. Shot put circle	Install new shot put circle adjacent to existing	To improve operating conditions	4,000	short-term
8. Car park extension	Extend existing parking along Andersen Street	To provide increased formal parking	193,600	Long-term
9. Vehicle barrier fencing	Install new post and rail fencing	To minimise vehicular access to playing fields	14,000	Medium-term



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Client:

Goondiwindi REGIONAL COUNCIL

Project details:

Gilbert Sporting Complex Master Plan

Andersen Street, Goondiwindi

Legend / Notes:

01. Female change rooms extension
02. New shed
03. Additional shade over spectator seating
04. Accessible path around bar-deck
05. Upgraded field lighting
06. New field lighting to oval / athletics / fields
07. Second shot put circle (adjacent to existing)
08. Extension of sealed car park
09. New post and rail vehicle barrier

Scale: 1:1500 at A3

Date: 1 June 2026

Issue: Draft for Review

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Goondiwindi Pool/Tennis Complex Master Plan

Key design directions, indicative costs and timings for the Pool/Tennis Complex are summarised below:

Element	*Description*	*Rationale*	*Indicative cost ($)*	*Timing*
1. New consolidated building	Feasibility, planning and design for a potential new consolidated building	To provide a base for triathlons (including Hell of the West) and other community events	220,000	Long-term
2. New tiered seating	New tiered spectator seating to replace old existing	To improve spectator experience and public safety	130,100	Medium-term
3. New community pedestrian zone	Replace existing access road with paved pedestrian node (with restricted vehicular access for deliveries/servicing)	To improve public safety and connect new prosed building, pool, tennis and main entry	130,400	Long-term
4. Pool enclosure	New roof and walls (preferably operable) for learn-to-swim pool	To improve functionality of enclosed, heated pool	232,800	Medium-term
5. New grandstand	New single grandstand along edge of pool, incorporating new lighting and PA system	For improved event and club activity delivery	714,700	Medium-term
6. New shade structure	Install new shade sails over area used for lane rope storage and barbecues	To lengthen life of lane ropes and provide improved club/community activities	63,800	Medium-term
7. Upgraded change rooms	Completely renovate existing male and female change rooms	To enhance visitor experience, public health and address strong community input	1,139,000	Medium term
8. Entry statement	Install new entry statement signage and landscaping	To better promote the opportunities offered by the complex	20,000	Long-term
9. New tennis court fencing and light fittings	Replace existing fencing with PVC coated fencing and powder coated posts and replace old light fittings with new LED fittings	To improve functionality and aesthetics of site and improve energy efficiency	110,300	Medium-term
10. Access gate	Install access gate in perimeter fencing	To improve tennis patron access to public toilets	3,000	Medium-term



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Client:

Goondiwindi REGIONAL COUNCIL

Legend / Notes:

1. New consolidated building incorporating amenities, club rooms for triathlon club and open annex for event management/presentations
2. Upgraded tiered seating for tennis spectators
3. Closure of existing 'road' (except for deliveries/events), paved for pedestrian use and connecting new building with existing pool building
4. New solid roof and operable sides for learn-to-swim pool
5. Upgraded grandstands for pool events, incorporating new LED lighting and sound system
6. New shade structure for lane rope storage and barbecue area
7. Upgraded change rooms
8. New major entry statement
9. New tennis court fencing
10. New access gate

Project details:

Goondiwindi Pool/Tennis Complex Master Plan

11 Marshall Street, Goondiwindi

Scale: 1:750 at A3

Date: 1 June 2026

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Issue: Draft for Review (V2)

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Goondiwindi Indoor Sports Centre Master Plan

The basis of the proposed direction for the GISC (Option A at right) is based on site inspections interviews with stakeholders and user groups and a detailed review of the background studies already undertaken in regard to the future of the Centre, most a concept design and report undertaken in July 2025, which included information detailing the need for the extension and subsequent concept designs and costings.

It should be noted that an additional option (Option B) has been provided to Council as part of this Strategic Plan, illustrating the scale of an option at the site for an extension that would allow for an additional two courts. However, it should be noted that although no detailed costing has been undertaken for this second option, it is believed the capital costs would be in excess of $10 million dollars and also that insufficient parking could be provided on site to meet the relevant planning requirements.

It is believed that Council should pursue Option A, taking into account the studies previously undertaken, and building upon them by undertaking more detailed designs and associated detailed costings.

As mentioned previously in this Strategic Plan, it is advised that other issues with the GISC that have been identified during the course of this project be considered in these further works. These issues include, but are not necessarily limited to:

- the viability of the use of the centre by the Goondiwindi Netball Association, if their current courts at Riddles Sporting Complex are to be removed in the future
- the appropriate flooring for both existing courts and new
- improved ventilation of the courts areas
- leaking of the existing roof
- provision of increased car parking
- the extension of the gym and activities area.



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Client:

Goondiwindi REGIONAL COUNCIL

Legend / Notes:

01. Proposed Expansion for Court 3 Extension
02. Proposed Expansion for Activities & Gym (future)
03. New major entry statement
04. New secondary entry statement
05. New truck access and loading bay
06. Existing PCYC Sports Centre car park (retained)
07. Future driveway and parking to front of PCYC
08. Optional on-street parking bays along Riddle Street
09. Optional on-site parking expansion to rear of existing PCYC Sports Centre car park
10. Optional expansion and repositioning of existing Gateway to Training Centre car park

As per Goondiwindi PCYC Indoor Sports GISC Basketball Court Extension proposal by Sims White Architects (dated July 2025)

Project details:

Goondiwindi Indoor Sports Centre (GISC)
OPTION A Master Plan

1-13 Russell Street, Goondiwindi

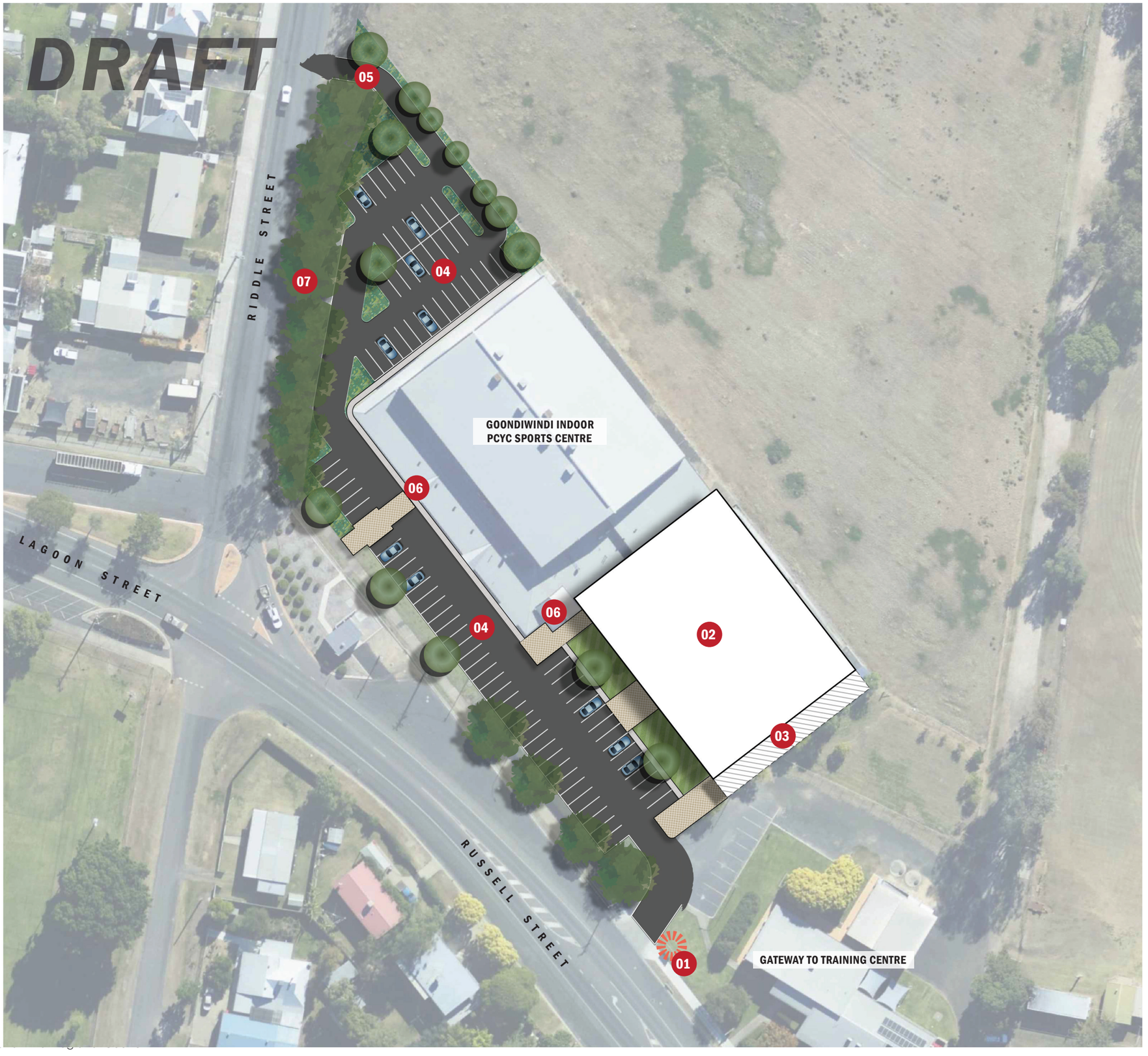
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Prepared by:

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recreation
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Client:

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Legend / Notes:

01. New major entry statement
02. New indoor courts (x2)
03. Relocate storage shed to beside or integrated within new indoor court building
04. Proposed parking softened with landscaping and new tree plantings
05. Possible second driveway entry / exit onto Ridd
06. Maintain pedestrian connections to key entries and surrounding desire lines
07. Existing vegetation retained

Project details:

Goondiwindi Indoor Sports Centre (GISC)
OPTION B Master Plan

1-13 Russell Street, Goondiwindi

Scale: 1:750 at A3

Date: 1 June 2026

Issue: Draft for Review

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Appendix