

1 Background

The Community Infrastructure Framework has been developed to support a network approach to planning, delivery and management of Tweed Shire Council's community and cultural facilities. A network approach means that when Council is considering a new facility – or substantial changes to an existing facility – it will consider how the facility can be designed, located and managed to contribute to the full complement of community facilities and spaces required across Tweed Shire. It will also consider socio-graphic issues such as population characteristics that indicate a higher relative need for timely provision.

Council is a leader in planning and provision of community and cultural facilities and places in the shire. This framework will guide development and implementation of a shire wide Community and Cultural Facilities Network Plan – setting clear direction for delivery and management of facilities by Council and considering the needs of the whole community. It will support Council and other community infrastructure providers to cooperate on and coordinate delivery of complementary facilities, make the best use of limited Council resources and strengthen Tweed Shire's ability to attract investment in community and cultural facilities.

Analysis undertaken for a cultural and community facilities plan prepared by SGS Economics and Planning in 2007, and more recent work by Cred Community Planning on Council's Youth Strategy and internal planning for library facilities has identified substantial shortfalls in the Tweed Shire Council community and cultural facilities network.

1.1 About this document

The *Community Infrastructure Framework* articulates Council's methodology for planning delivery and management of its community and cultural facilities network. The introductory sections (Sections 1 to 4) present the context, vision, principles for developing the network and the scope of the framework. Section 5 provides an overview of the planning and delivery cycle. Section 6 provides guidance on community engagement in planning and delivering community infrastructure. Sections 7 to 10 outline the stages and technical analysis involved in planning, delivering, managing and monitoring performance of the community and cultural facilities network.

1.2 Key terms

Network – a planning concept that considers how community and cultural facilities/ assets complement each other and collectively contribute to meeting the demand for local, district and regional facilities across the shire.

Activation – activities, programs, design and management arrangements that draw people into a space or facility to encourage their interaction with it.

Network activation – planning and management of the community and cultural facilities network to deliver complementary functions between facilities, connect facilities and avoid unnecessary duplication of their function.

Accessibility – refers both to:

- the ability for people within a facility's catchment to get to it (including by public transport), and
- delivering the facility in a location that encourages people to use it.

Universal access – ensures all people can enter a facility, space or site, and move between all public and staff areas and facilities within the site regardless of ability and without assistance.

2 Vision

The Community Infrastructure Framework's vision is to support delivery of an activated network of community and cultural facilities that:

- have complementary functions across the network to meet the needs of residents across Tweed Shire and our visitor population
- are of appropriate scale and located to serve regional, district and local communities
- can adapt and respond to changing needs

3 Principles – developing the community and cultural facilities network

The following principles are informed by Council's 2007 Cultural and Community Facilities Plan, 2013 Youth Facilities Review and the draft Gold Coast Northern Growth Corridor Social Infrastructure Plan 2007.

- Provide a network of accessible, welcoming and activated places for the whole community – supporting people to build social connections and active lifestyles.
- Lead by example – promoting universal access and social inclusion for our diverse community through design, management and activation of Council's community infrastructure.
- Provide facilities in a timely manner at a level commensurate with need and in sequence with the distribution of our growing population - recognising indicators of disadvantage and supporting social cohesion in communities.
- Maximise use of existing facilities that are well located for the current and growing population. Co-locate compatible activities in flexible, multipurpose facilities and plan for longevity, including adaptability over time.
- Locate facilities with access to public transport – in functional activity centres where appropriate.
- Engage in partnerships with the private and community sectors and other levels of government to deliver affordable, attractive and accessible facilities.
- Deliver high quality urban design with safe and visible facilities that contribute and relate to the public domain and a sense of place.
- Recognise the need to support disadvantaged communities and isolated areas with declining or small populations.
- Design and manage the network to support sustainable facilities that are efficient, viable and affordable to run.
- Involve community members in identifying community infrastructure needs across the network and informing the function and design of individual facilities.
- Engagement in the planning process builds people's capacity to participate in their community.

4 Scope

Council's Community Infrastructure Framework considers the network of Council facilities and spaces that support community and cultural activities across Tweed Shire.

This includes Council's:

- library network
- community centres network (including local halls, district community/neighbourhood centres, youth centres and spaces, and seniors' hubs)
- exhibition spaces
- performing arts spaces
- land allocated by Council to community or other organisations to provide buildings and spaces for community activities and services

This framework also considers:

- access to supporting infrastructure to ensure its community and cultural facilities and spaces are accessible, including transport
- requirements for Council to plan for programs and services for activation and management of facilities and spaces

Planning for other community infrastructure types (not listed above) and infrastructure that is not part of Council's network is outside the scope of this framework. However, the Community Infrastructure Framework does:

- consider how demand is currently met by other community infrastructure (not owned by Council or currently provided at regional level outside Tweed Shire local government area)
- identify opportunities to link with spaces and facilities that complement Council's network

Other infrastructure that may be considered in relation to demand and that links with Council's network include all leased Council facilities, school halls and performing arts facilities, Police Citizens Youth Club facilities, multi-purpose/meeting space in other council facilities, private/ community recreation clubs, Aboriginal cultural centre and museum, facilities for cultural interest groups or communities and government offices/ service hub.

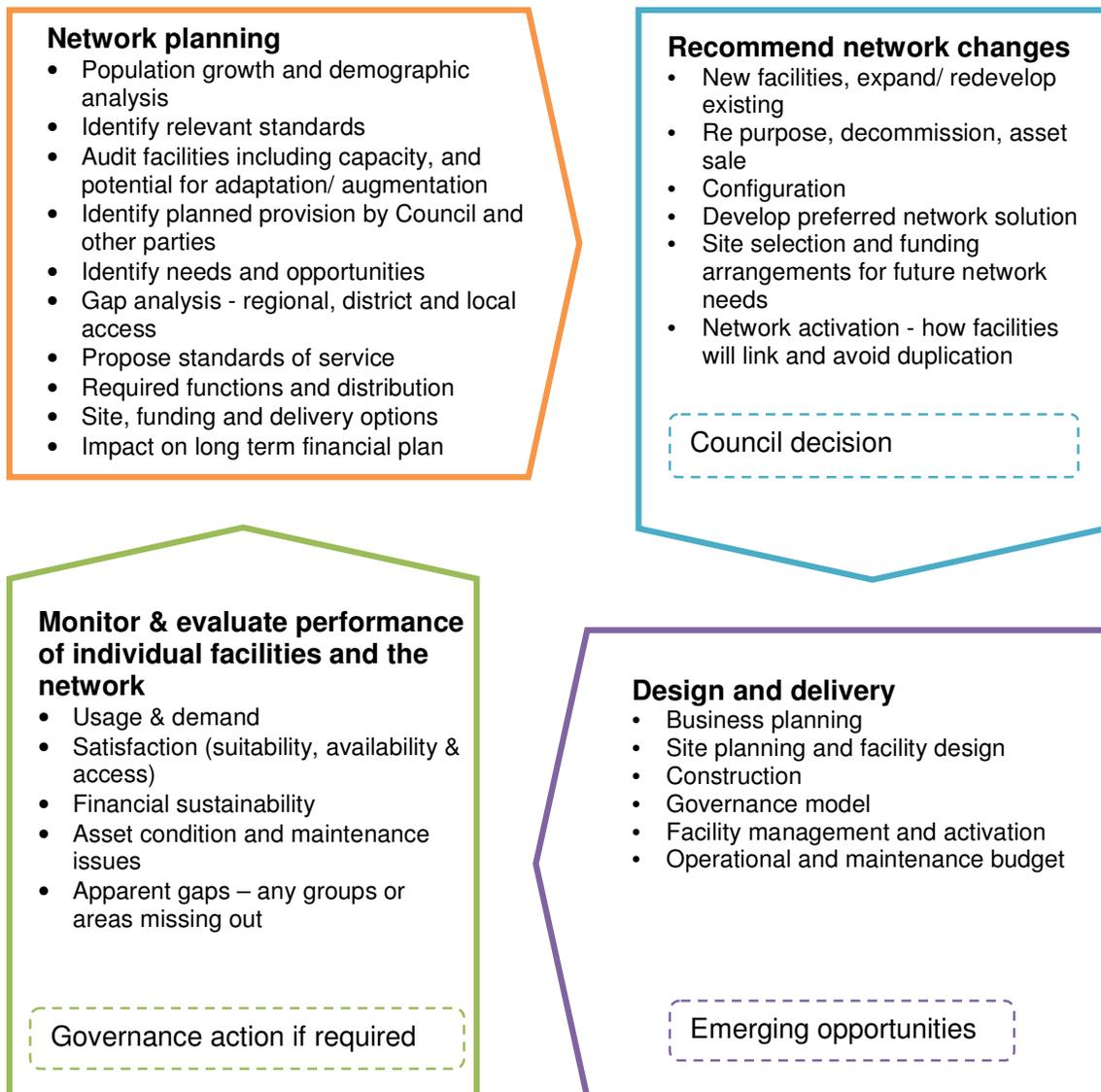
5 Planning and delivery cycle

This framework acknowledges that activities relating to community and cultural facilities across Tweed Shire are at different stages of planning and delivery. These range from comprehensive auditing and shire wide planning to acquisition, maintenance programs, redesign of existing spaces, and reviewing governance, management and activation models.

The network planning and delivery cycle below (Figure 1) demonstrates how actions inform each other. It illustrates the community infrastructure planning and delivery process.

An initial Community and Cultural Facilities Network Plan will be developed in 2015. The plan and network performance will be monitored annually in line with corporate and financial planning cycles. The plan is scheduled for review three years from adoption and then every five years (or in line with strategic land use planning activities).

Figure 1: Tweed Shire Council community and cultural facilities network planning and delivery cycle



6 Engagement in planning and delivering the community and cultural facilities network

Changes to Tweed Shire's community and cultural facilities, and policy directing future investment and development, are of great interest to the Tweed community and other stakeholders. This work requires a high level of community engagement and careful design of activities to meet the objectives of the network planning and delivery cycle.

Council relies on data gathered through community engagement activities to inform decisions about investment in the community and cultural facilities network. When a long period has lapsed since community engagement was undertaken the information gathered needs to be re-tested. This may involve fresh engagement to gather new data on emerging community needs and priorities.

Engagement activities can assist in identifying delivery options, including appropriate partnerships to deliver, activate and/ or manage facilities and spaces.

6.1 Key messages for community engagement

The following key engagement messages apply broadly to planning and delivery of the community and cultural facilities network.

- Community and cultural facilities are public assets that need to be accessible, welcoming and activated places for the whole community.
- A comprehensive understanding of need for community and cultural facilities is essential to invest limited resources in developing a network that is accessible for communities across Tweed Shire.
- Tweed Shire Council community and cultural facilities operate as a network of complementary regional, district and local facilities. They don't just operate as individual facilities.

Specific engagement messages may be required for different activities.

6.2 Designing engagement activities

The engagement planner, shown in the table on the following pages, provides guidance for community engagement to support planning, delivery and management activities at different stages in the network planning and delivery cycle.

The shire wide Community and Cultural Facilities Network Plan will be produced in a format that supports communication and promotion of the plan to:

- Councillors and council officers
- companies intending to submit development approvals
- companies seeking to increase their social responsibilities or social license
- community and cultural facility managers
- community groups and services seeking facility access
- private and community facility providers
- Government agencies

Engagement planner | Community Infrastructure Framework



Phase	Stakeholder groups	Engagement objectives, issues & questions	Engagement activities & methods
<p>Network planning</p> <ul style="list-style-type: none"> • Population growth and demographic analysis • Identify relevant standards • Audit facilities including capacity, and potential for adaptation/ augmentation • Identify planned provision by Council and other parties • Identify needs and opportunities • Gap analysis - regional, district and local access • Propose standards of service • Required functions and distribution • Site, funding and delivery options • Impact on long term financial plan 	<ul style="list-style-type: none"> • Tweed Shire Council (TSC) staff • Councillors • TSC community and cultural facilities network facility managers, including Richmond Tweed Regional Library (RTRL) • TSC community and cultural facilities network facility users • Facility managers outside TSC community and cultural facilities network • Community service provider networks • Public • Media • Equity stakeholders 	<ul style="list-style-type: none"> • Community conversation about best value; community understanding the facilities we have, their intended catchments and how they function as a network. • Feedback on network planning methodology (Draft Community Infrastructure Framework). • What should Council be providing in its network? To what standard/ quantity? • Gather preliminary information on usage and demand. • Gauge community satisfaction with existing Tweed SC community and cultural facilities network (suitability, availability, access). • Identify gaps in the existing TSC community and cultural facilities network, and related needs, opportunities and issues. • Test analysis of facility and functional requirements with stakeholders. • Identify and assess site and funding options. • Information exchange with potential investors/partners/funders about community infrastructure needs and delivery options. 	<ul style="list-style-type: none"> • Internal meetings and advice • Councillor workshop • Fact sheets/ summary of analysis/ concept drawings for key sites and options • Provider survey/ interview • Online public survey • Public exhibition, displays and online forum • District planning workshops • Site visits/ tours/ safety audits • Media releases and Tweed Link articles • Fixed-term community/ expert advisory group or similar mechanism to review analysis.
<p>Recommend network changes</p> <ul style="list-style-type: none"> • New facilities, expand/ redevelop existing • Re purpose, decommission, asset sale • Configuration • Development of preferred network solution • Site selection for future network needs • Network activation - how facilities will link and avoid duplication 	<ul style="list-style-type: none"> • TSC staff • Councillors • TSC community and cultural facilities network facility managers (including RTRL) • TSC community and cultural facilities network facility users • Facility managers outside TSC community and cultural facilities network • Community service provider networks • Public • Media • Equity stakeholders 	<ul style="list-style-type: none"> • Public review and comment on recommended changes. • Develop delivery and/ or transition plans with affected stakeholders and groups if required. 	<ul style="list-style-type: none"> • Councillor workshop • Council report • Public exhibition and online forum • Stakeholder workshops or briefings if required

Engagement planner | Community Infrastructure Framework



Phase	Stakeholder groups	Engagement objectives, issues & questions	Engagement activities & methods
<p>Design and delivery</p> <ul style="list-style-type: none"> • Business planning • Site planning and facility design • Construction • Governance model • Facility management and activation • Operational and maintenance budget 	<ul style="list-style-type: none"> • TSC staff • Councillors • TSC community and cultural facilities network facility managers (including RTRL) • TSC community and cultural facilities network facility users • Community service provider networks • Public • Media • Equity stakeholders 	<ul style="list-style-type: none"> • Work with community members, other stakeholders and groups to involve them in design. • Canvas options for governance, management and activation. 	<ul style="list-style-type: none"> • Internal meetings and advice • Councillor workshop • Fact sheets/ summary of analysis/ concept drawings for key sites and options • Design workshops • Site visits/ tours/ safety audits • Public exhibition and online forum • Media releases and Tweed Link articles
<p>Monitor & evaluate performance of individual facilities and the network</p> <ul style="list-style-type: none"> • Usage & demand • Satisfaction (suitability, availability & access) • Financial sustainability • Asset maintenance • Apparent gaps – any groups or areas missing out 	<ul style="list-style-type: none"> • TSC staff • TSC community and cultural facilities network facility managers (including RTRL) • TSC community and cultural facilities network facility users • Public 	<ul style="list-style-type: none"> • Facility usage and demand. • User satisfaction with individual facilities (suitability, availability, access). 	<ul style="list-style-type: none"> • Provider survey/ interview • Online public survey • Usage statistics collection program

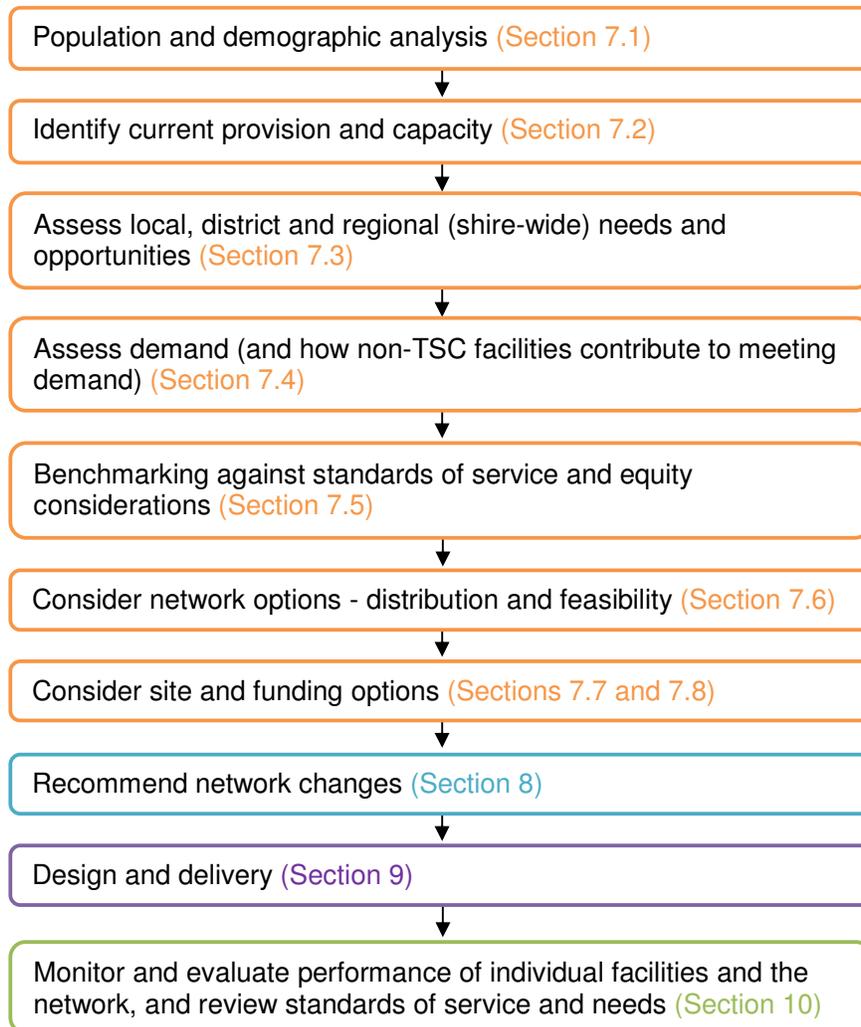
7 Network planning

This section (and sub sections 7.1 to 7.8) outline the network planning phase of the planning and delivery cycle. A TSC community infrastructure planning and delivery group will be established comprising members of relevant Council work units to:

- identify relevant objectives and outcomes of other Council plans (see also Section 7.3.1)
- co-ordinate facility planning and delivery
- develop shared performance indicators for facility delivery and co-ordinate monitoring and performance reporting
- convene a community advisory panel meeting on an annual basis for a three year term to support review of facility and network performance
- connect Council and community facilities with an information sharing network to encourage collaboration in planning and programming

Figure 2 summarises the network planning steps outlined in the following subsections.

Figure 2: Network planning requirements



7.1 Population growth and demographic analysis

Population, projected growth and demographic analysis are primary inputs to community infrastructure analysis. The data required is available largely through Council's online community profile and forecasts produced by .id Consulting.

The Cultural and Community Facilities Plan prepared for Council in 2007 identifies three levels for community facilities and guidance on catchment population sizes:

- shire wide or regional
- district (20,000 to 30,000 people, and up to 50,000 in some cases)
- local (5000 to 10,000 people)

Tweed Heads is a major regional centre – designated in the *Far North Coast Regional Strategy 2006-31* - and will generally be the most suitable location for regional infrastructure, including in some cases facilities that serve a catchment that extends beyond Tweed Shire.

There are three district catchments in Tweed Shire – Tweed Urban North (including the Tweed Heads major regional centre), Coastal and Rural West (including Murwillumbah). The district catchments and constituent local area catchments are listed in Table 1. Local area catchments correspond to the small areas in Council's online community profile and population forecasts.

Analysis is required for each regional, district and local catchment being considered.

Table 1: District and local area catchments for community infrastructure

District catchment	Tweed Urban North	Coastal	Rural West
Local area catchments	<ul style="list-style-type: none"> • Bilambil - Bilambil Heights • Cobaki - Piggabeen area • Terranora • Tweed Heads • Tweed Heads South - Banora Point • Tweed Heads West 	<ul style="list-style-type: none"> • Cabarita area • Mid Coast - Casuarina • North Coast - Kingscliff • South Coast - Pottsville 	<ul style="list-style-type: none"> • Murwillumbah & District • North East Hinterland - Tumbulgum • North West Tweed - Tyalgum • South East Hinterland - Burringbar • South West Tweed - Uki

7.2 Identify current provision and capacity

An inventory of community and cultural facilities is required to identify all facilities and assets that may impact on analysis of current and future requirements. An inventory of community and cultural facilities was undertaken to inform the 2007 Cultural and Community Facilities Plan. Updating of this inventory is ongoing and includes:

- existing assets within the Tweed Shire Council community and cultural facilities network (as per the scope listed in Section 4)
- other facilities where Council has negotiated community access
- facilities outside the Tweed Shire Council community and cultural facilities network that may impact on demand for provision of community and cultural facilities by Council

Assets in the community and cultural facilities network need to be mapped in Council's Geographic Information System to assist with analysis of community infrastructure requirements (see Section 7.5.2).

Mobile and flexible community infrastructure delivery, such as the mobile library service, also needs to be considered and accounted for in assessment of current provision and capacity.

7.3 Identifying needs and opportunities

7.3.1 Existing information

A wide range of planning and engagement activities internal and external to Council identify needs and opportunities that are relevant to planning for community and cultural facilities. Network planning will:

- consider commitments and implementation priorities in other Council plans and strategies
- advocate priorities identified for community infrastructure as part of Council's other planning processes

Examples include:

- local and shire wide town planning projects
- Section 94 contribution plans
- community development plans and strategies, including plans for youth development, cultural communities and healthy ageing
- community facility planning projects, reports and strategies
- public transport planning
- disability access planning
- public space and recreation planning
- land use planning for greenfield and brownfield sites, and at whole of shire level

Needs and opportunities identified in existing reports and plans should be considered in analysis of community and cultural facility requirements. When considering this information it is important to assess:

- the level and type of community engagement undertaken to collect the data
- when the information was collected and how needs may have changed

Additional engagement may be required to test findings with the community and other relevant stakeholders, or a new engagement strategy/ activities may be needed. See Section 6 above for guidance on planning engagement activities.

7.3.2 Understanding need

Different types of information needs to be brought together to understand community infrastructure needs. Table 2 presents a framework for understanding types of need and related information sources.

Table 2: A framework for understanding need

Types of need	Information sources
Felt need - what people say they need	Engagement with/ feedback from community members and other stakeholders.
Expressed need - actual demand	Measured through usage data, service requests and wait lists.
Normative need - expert analysis of need (including latent need that users may not yet aware of)	Analysis of demographic change, expected population growth, research, public policy and social trends.
Comparative need - comparative rates of provision	Comparison against established standards and common rates of supply in other similar communities.

Source: Adapted from *South East Queensland Social Infrastructure Planning Guideline* (Office of Urban Management 2007), and *Social Planning Guidelines for Queensland Local Government* (Local Government Association of Queensland 1996).

7.4 Assessing demand

Issues affecting demand need to be considered in analysis of community and cultural facilities requirements. These include, but are not limited to:

- whether existing facilities (including schools, private sector and community venues in Tweed Shire with large auditoriums and performance facilities, and the Gold Coast Arts Centre (and future Gold Coast Cultural Precinct) will contribute to meeting demand, or change demand for Council facilities
- risks and consequences of drawing demand away from existing facilities in Tweed Shire
- suitability and capacity of existing local and district facilities to support regional functions (such as rehearsal and smaller performances space)
- comparison to standards of provision as outlined below

7.5 Standards of service

The Community and Cultural Facilities Plan prepared for Council in 2007 employed the following approach to apply population based standards for community infrastructure provision.

- Analyse access to individual facility types within each district and local area catchment.
- Determine the numbers and types of additional facilities required using population-based standards.
- Recommend sizes for individual facilities to respond to the circumstances in each catchment, including consideration of co-locating with existing facilities and compatible uses.

Population-based standards/benchmarks referenced in the 2007 Community and Cultural Facilities Plan (Table 3) are used and adapted in this framework as one input to analysis of community infrastructure requirements.

Table 3: Community infrastructure standards of service – sub networks

Sub network	Level	Facilities within sub network	Identified standards*	TSC standards of service for each sub network
Community centres	Local	Community halls	1:6-10,000	1:6,000** (indicative)
	District	Multipurpose community /civic centre	1:20-30,000	District community centre 1:15,000** (indicative)
		Neighbourhood/ district community services centre	1:20-30,000	
		Youth centre	1:20,000	
		Seniors' hub	None identified	
Exhibition	Regional /district	Museum	1:30-150,000	Investigate need and opportunities for exhibition space at local and district level [^] .
		Gallery	1:30/120,000	
Performance	Regional /district	Performing arts/ convention centre	1:50-200,000	Investigate local, district and regional needs and options.
Library	District	Branch Library	As per State Library of NSW standards and guidelines (see Section 7.5.3).	
	Regional	Mobile library service		
		Regional library specialist services (genealogy; young adults librarian)		

*Source: SGS Economics and Planning 2007. Facilities not relevant to the TSC community and cultural facilities Network have been excluded.

** Emphasis in design and programming will be guided by local/ district needs analysis, including for young people, seniors, people with disabilities, families and young children.

[^] Investigate need and opportunities for exhibition space at local and district level outside existing Murwillumbah facilities, and consider a network approach where existing facilities can facilitate access to cultural programs and exhibits in smaller local spaces.

The size of each facility will be informed by assessment of needs in each catchment and related functional requirements for facilities. Site constraints and considerations specific to individual catchments will also influence size. Specific size requirements across the network will be determined through network planning and sizes identified in the shire wide Community and Cultural Facilities Network Plan will directly inform calculation of infrastructure contributions to be updated in Section 94 contribution plans.

7.5.1 State Library of NSW standards and guidelines

The State Library of NSW (SLNSW) sets out population-based standards for library floor space provision and detailed guidance on functional requirements and library planning and design (see <http://www.sl.nsw.gov.au/services/public-libraries/legislation-policies-guidelines/library-council-guidelines.html>). The SLNSW can also advise on analysis for library planning and delivery, including application of their standards and guides.

7.5.2 Spatial analysis and mapping

The community and cultural facilities network will be mapped in Council's Geographic Information System and overlaid with social-geographic information to assist with:

- application of standards of service

- consideration of where equity concessions may be required (areas where disadvantage is identified) consider relationships between locations and catchments with the shire
- inform distribution of changes to the network

Map layers will be shared with internal and external stakeholders and will include:

- facility catchments
- population characteristics including socio-economic indicators
- existing Council and other community facilities
- approved facility locations/ options and preferred locations for facilities over the medium to long term

7.5.3 Equity considerations

Equity considerations may be applied to guide application of standards of service in network planning, including geographic factors and levels of disadvantage that affect access to service centres where community infrastructure is often located. For example, a 10 per cent reduction may be applied to standards for areas/ populations where higher levels of disadvantage or geographic isolation can be substantiated. Evidence may include scores under the Australian Bureau of Statistics Socio Economic Index for Areas (SEIFA) index and rural/ remoteness indicators/ indices.

7.5.4 Review demand assessment

After benchmarks are applied and equity issues are considered, the assessment of demand (as per Section 7.4) should be reviewed. This may include assessment of whether local provision may be achieved by district facilities (and vice versa). A collection of local arrangements may offer enough to provide the standard of service required for district facilities in a catchment, subject to consideration of the suitability and accessibility of facilities.

7.6 **Network options - distribution and feasibility**

Analysis of requirements for facilities in each local, district and regional catchment (as per analysis under Section 7.5) needs to be considered in relation to options for configuring facilities as a network. That is, how the network as a whole can operate to meet need, with complementary functions between local, district and regional facilities across the shire. This means identifying and developing options for how the network could be configured to deliver the size and type of facilities required, and a preparing a business case for each option to consider their feasibility (See Section 8 for issues to be considered).

Network efficiencies may also be considered including:

- shared programming
- shared social media strategies
- networked provision of internet and telecommunications services and shared data and document storage
- shared buying of services (such as maintenance) and consumables

7.7 **Site options for community infrastructure**

This section presents criteria to be considered in analysis of site options for community infrastructure. Sites may include Council freehold land, Council Crown land, State or

Commonwealth land or land owned by community organisations or private entities. Strategic land use planning is a key driver in identifying precincts and locations that are suitable for community infrastructure.

In some cases Council has allowed other organisations (generally community organisations) to construct community facilities on Council land. Any allocation of public land or facilities by Council for provision of community infrastructure, to be delivered by Council or another entity, must satisfy the following requirements.

- Identify how the proposed use responds or is compatible with Council's plans for delivering its community and cultural facilities network
- Clearly defined purpose for the proposed use and evidence of need for the use.
- Documented analysis of all reasonable site options for the proposed use against the criteria below.
- Consideration of whether an expression of interest – or similar – process is required to allocate the site.
- An established business plan for the construction and operation of the facility or space.
- Appropriate governance and management arrangements for the infrastructure proposed on the site.

The Criteria for analysis of sites and co-location options for community infrastructure are presented below under four themes.

Accessibility

- Accessibility to public transport.
- Central and convenient locations for access by the growing population, and where possible, capacity for co-location with other attractors with similar user groups.
- Capacity to provide required parking on site and/or facilitate access to parking in close proximity (integrated parking may be considered within a precinct for a mix of uses such as retail, recreation and cultural facilities).
- Quality of pedestrian access for the current and future catchment population.
- Facilitating universal access to the site and within the site.
- Ground floor street frontage.
- Prioritisation of Statistical Areas (SA1 and SA2) that have high indicators of disadvantage.

Influences and demands on the site (may increase or decrease suitability)

- Demand on sites for other uses (including for recreation and open space).
- Development/delivery partnerships may present other uses on the site that need to be considered, such as residential accommodation.
- Space for future expansion, particularly for libraries.
- Local heritage values may influence or limit development, including Aboriginal cultural heritage.
- Capacity to accommodate likely future needs in the area, such as change in age profile.

Public space

- Need to integrate with open space.
- Land use zoning and integration with surrounding land uses.

- Opportunity to deliver high quality urban design on the site that contributes and relates to the public domain, a sense of place and broader site activation.
- Safety considerations including surveillance, guardianship, territorial reinforcement and activity and space management (see [NSW Safer By Design Guidelines](#)).

Financial

- Site constraints and affordability of associated development costs.
- Cost/value of land and building.
- Funding conditions linked to tenure or ownership.
- Potential/ likely costs over the whole lifecycle of the asset (depreciation/ appreciation, mixed-use or joint development, commercial rent or other opportunities).

7.8 Funding strategy

A mix of funding mechanisms will be required to fund development of Council's community and cultural facilities network. These include income generation options on Council land including mixed use development and leasing commercial space, where site selection allows for these uses.

Council currently collects infrastructure contributions for community facilities and libraries under Section 94 of the Environmental Planning and Assessment Act 1979. Relevant contribution plans will be updated to reflect planned changes to the Tweed Shire Council community and cultural facilities network.

Council's wider range of funding options includes:

- updating infrastructure contributions plan/s for eligible items where demand is attributed to the additional population
- general revenue
- borrowings
- asset sales
- grants and benevolent investment
- voluntary social investment by companies operating within the shire
- mixed-use development partnerships (including by tender where appropriate)
- leasing space in Council facilities for commercial activity where appropriate

8 Recommending network changes

Analysis of community and cultural facility requirements and delivery options considered through the network planning methodology outlined above will generate recommendations to Council about changes to the Tweed Shire Council community and cultural facilities network, parts of the network and/ or individual facilities, site selection and funding options.

Council and others investing in the Tweed Shire Council community and cultural facilities network need sound analysis of options to inform their decisions, having regard to the principles outlined in this framework. Reports to Council need to demonstrate how the following issues have been considered.

- Options for refitting, redeveloping or expanding existing assets, as well as repurpose options, decommissioning and asset sale where appropriate for the network.
- Configuration and co location options and preferred network solution/s.
- Site and funding options for future network needs including:
 - cost and revenue issues over the life of the asset
 - accessibility to serve the growing population across Tweed Shire
 - impacts on options for future development of the Tweed Shire Council community and cultural facilities network
- Transport issues and options.
- Access for disadvantaged, isolated and small communities.
- Requirements for governance, asset management and activation of community and cultural facilities. This includes network activation - how facilities will link and avoid duplication.
- Demand impacts within and outside the Tweed Shire Council community and cultural facilities network, including consideration of how private sector provision of facilities or facility delivery at regional level is changing demand.
- The impact of changes to – and synergies with – Council planning for land use, open space, transport and community development in relation to the facilities network.
- Changes to the models for individual facilities, which may include emerging Council and government policy and expenditure priorities, co-location and outreach considerations, and changing demographic needs.
- Value for money in terms of the number and type of needs served, and scale of catchments addressed, in relation to Council expenditure.
- How the proposed changes will contribute to developing a network of facilities with complementary functions to meet the needs of residents across Tweed Shire and the visitor population.

Refer to Section 6 for guidance on planning and designing community and stakeholder engagement for the *recommending network changes* phase.

9 Design and delivery

Activities in the design and delivery phase include:

- business planning for individual facilities and sections of the Tweed Shire Council community and cultural facilities network
- site planning and facility design, including consideration of:
 - the catchment for facilities of different scale
 - physical access, including access to and within the facility for people with disabilities and different cultural needs
 - sustainable and efficient design
 - reviewing examples of successful facilities and spaces in other jurisdictions
 - feasibility
 - functional design requirements responding to identified needs and proposed programming emphasis
 - site selection criteria listed in Section 7.7
- construction of new facilities and refitting/redeveloping existing facilities
- establishing governance arrangements for individual facilities and sections of the Tweed Shire Council community and cultural facilities network
- facility management and activation – including programming

External management arrangements may require an expression of interest or tender process.

A range of activities and uses could form part of an activation strategy for community facilities or precincts – including through mixed use development – to deliver complementary functions across the network. These may include activities for young people, seniors, people with disabilities, families and young children, community arts, community gardens, men's sheds, local exhibition and business hubs.

9.1 Policy, standards and guides for design and delivery

Relevant policies, planning and building regulations, standards and guidelines need to be considered in design and delivery of community and cultural facilities. These include, but are not limited to, the following.

- Access to premises standards and guidelines.
- The [Tweed Shire Council Access and Inclusion Policy](#) (note, under Council's adopted Access and Inclusion plan, in 2014-15 Council will engage a consultant to undertake access audit of all Council owned and/or managed buildings accessed by the public).
- the [Tweed Shire Council Community Infrastructure Framework](#).
- NSW Government [Safer By Design Principles and Guidelines](#) (see also Guidelines under Section 79C of the Environmental Planning and Assessment Act 1979).
- SLNSW standards guidelines for public libraries.

Refer to Section 6 for guidance on planning and designing community and stakeholder engagement for the *design and delivery* phase.

10 Monitor and evaluate performance of individual facilities and the network, and review standards of service and needs

This phase of the planning and delivery cycle is focused on collecting:

- the information needed to monitor performance and manage individual facilities
- data that can be analysed at a network level to inform planning and delivery across Tweed Shire – to monitor network performance, map the results and feed back into *network planning*

Requirements and activities are listed in Table 4.

Table 4: Information requirements for monitoring and evaluation

Information requirements	Activities and systems
Inventory of community and cultural facilities	<ul style="list-style-type: none"> • Manage the inventory as per Section 7.2 including provision and capacity.
Satisfaction with facilities (suitability, availability & access)	<ul style="list-style-type: none"> • Provider survey/ interview. • Online public survey.
Financial management	<ul style="list-style-type: none"> • Monitor expenses and revenue for individual facilities and sections of the TSC community and cultural facilities network. • Consolidated accounting for expenditure of s94 contributions.
Usage & demand	<ul style="list-style-type: none"> • Usage statistics collection program (including occasions where facilities are not available) and public library statistics. • How facilities are used and for what functions and groups. • Where are users of facilities coming from? • Who is missing out?
Asset condition and maintenance issues.	<ul style="list-style-type: none"> • Comprehensive community and cultural facilities maintenance register (may be included as part of the inventory).
Monitoring standards of service and needs	<ul style="list-style-type: none"> • Review analysis of usage, capacity, satisfaction and related information to consider if standards of service need adjusting.