



Hepburn Shire Council Aquatics Strategy

SUMMARY REPORT

April 2022

Hepburn
SHIRE COUNCIL

Contents

Executive Summary	1
Introduction	3
Why do we need an Aquatics Strategy?	4
Project Area	6
Who Is Our Community?	7
Hepburn Shire Aquatics Facilities	8
What we know about our facilities	8
Hepburn Aquatics Facilities Operating Performance Summary	10
Technical Audits	12
Catchment Analysis	16
What Have Our Stakeholders Told Us?	18
What Industry Trends Do We Need To Consider?	20
Strategic Directions and Recommendations	23
Warranties and Disclaimers	32



The Hepburn Shire Council acknowledges the support of the Victorian Government for their funding contribution to this project.

Executive Summary

The development of the Hepburn Shire Council Aquatics Strategy commenced in April 2021 and aims to provide a 10-year priority plan to guide the future strategic direction, infrastructure development priorities, asset management and maximise participation and programming opportunities to contribute to the health, wellbeing and liveability of the communities of Hepburn Shire.

Together with the Project Consultants, Otium Planning Group, Officers have undertaken a suite of planning and community and stakeholder engagement to inform the development of the Hepburn Shire Aquatics Strategy.

Several key stakeholders were engaged to guide the development of the Aquatics Strategy. They include Sport and Recreation Victoria, Daylesford Indoor Aquatic Centre (DIAC) Advocacy Group, Creswick and District Aquatic Centre Advocacy Group and Central Highlands Rural Health.

The Aquatics Strategy includes:

- Strategic Review and Background Research
- Demographic Review
- Current Facilities Operational Review
- Market Research and Industry Trends
- Community Engagement Findings
- Vision
- Objectives
- Facility Hierarchy and Provision
- Strategic Recommendations and Actions.

The Aquatics Strategy is consistent with the Hepburn Shire Council Plan 2021-2025 key focus area: A healthy, supported and empowered community and Council's Municipal Public Health and Wellbeing Plan 2021-2025. This includes optimising the use of public spaces to increase participation and community connections which is supported by the provision of leisure and recreation facilities such as outdoor community pools, that encourage healthy and active lifestyles to improve the health and wellbeing of the community.

The Aquatics Strategy provides market research, current operating information and broad community engagement. It provides a guide on the future strategic direction, infrastructure development priorities, asset renewal and upgrades, operational improvement and activation of aquatics provision throughout the shire.

There are a number of Strategic Direction Recommendations and Actions arising from the Aquatics Strategy including consideration of priority projects including outdoor aquatics facility upgrades assessment and outdoor pool and waterplay upgrades. These Strategic Recommendations and Actions will require further detailed planning work including feasibility, business case and funding strategy to fully understand Council's ability to fund the facility upgrades identified.

The Aquatics Strategy supports the identified need for access to an all-year-round indoor aquatics facility to support the needs of Hepburn Shire residents. The evidence that supports the need includes:

- Hepburn population demographics - the younger and older demographic profile of the Shire requires access to indoor aquatics facilities to support the key areas of learn to swim programs, therapy, aquatics programs and recreational swimming. The travel and climate conditions make it difficult for some residents to access

aquatics services in neighbouring municipalities i.e. Ballarat and Macedon Ranges.

- Identified Community Need – extensive feedback from the community engagement process identified a strong need and desire for access to a year-round aquatics facility for learn to swim programs, therapy, aquatics programs and recreational swimming.
- Current facilities barriers to participation - evidence that the existing Hepburn aquatics facilities are underutilised due to ageing infrastructure, cold water temperatures, poor accessibility and facilities are not meeting identified community needs.

Further detailed planning work including feasibility, business case and funding strategy is required to fully understand Council's ability to fund, develop and operate an indoor aquatics facility.



As outlined in Strategic Direction 7.4.2 in the Aquatics Strategy further detailed investigation and the development of a feasibility study/business case is needed. The further work that needs to be undertaken includes aquatics provision options, preferred location, facility components and concept plan, capital cost estimate, financial operating model and funding strategy.

The most significant challenge for Council in determining a future indoor aquatics facility is the affordability to build and operate such a facility. This includes the ability to attract sufficient capital funding for a new facility and the ability to sustain the ongoing operational cost.

The high order indicative costs associated with implementing the actions arising from the Strategic Directions and Actions outlined in the strategy are estimated to be \$5.9m - \$7.98m. This includes Facility upgrades compliance and OH&S works, Management and Operation, Facility Programming and Activation, Asset Management Plan, Outdoor pool and Waterplay Upgrades and further Indoor Aquatics Facility Planning.

Funding the implementation of the Strategic Directions and Actions would be subject to achieving funding as part of future Council budgeting processes and seeking external partner funding opportunities where applicable. The Strategic Direction Recommendations and Actions arising from the Aquatics Strategy are not currently included in Council's long term financial plan and would require significant external funding.

The further work undertaken as part of Indoor Aquatics Facility Planning will identify the capital and operating costs associated with an Indoor Aquatics Facility and this will need to be further considered by Council at the appropriate time.

Introduction

The Hepburn Shire Council Aquatics Strategy will guide the future strategic direction, infrastructure development priorities, asset management, operational development, and activation of aquatics provision throughout the Shire over the next 10 years.

Hepburn Shire has five public aquatics facilities:

- Daylesford Outdoor Pool
- Clunes Outdoor Pool
- Trentham Outdoor Pool
- Creswick Splash Park
- Calembreen Park Toddlers Pool.

The four outdoor pools are reported to be nearing their end of life and not fit for purpose for many residents in the community. There is a growing demand and expectation from the community for access to year-round warm water facilities that cater for learn to swim programs, therapy, aquatics programs and recreational swimming. It is because of these reasons, that a long-term strategic plan for aquatics facilities provision is an important project for the Hepburn Shire Council to guide its investment strategy for the next 10-20 years.



WHY DO WE NEED AN *Aquatics Strategy?*

It is acknowledged that the current aquatics facility provision does not cater well for many ageing and younger residents and that there has been significant community advocacy for further investment in fit for purpose aquatics facilities within the Hepburn Shire over the past 10 years.

Hepburn Shire has five public aquatics facilities. Four sites are owned and operated by Council, and one is located on Crown land with Council having the role of the Committee of Management.

- Daylesford Outdoor Pool
- Clunes Outdoor Pool
- Trentham Outdoor Pool
- Creswick Splash Park
- Calembeen Park Toddlers Pool

The four outdoor pools are nearing their end of life and are not fit for purpose for many residents in the community. There is a growing demand and expectation from the community for access to year-round warm water facilities that cater for learn to swim programs, therapy, aquatics programs and recreational swimming. Hepburn also has some unique localised characteristics with a cool climate, dispersed towns with significant travel distances and limited access to public transport services. For these reasons a long-term strategic plan for aquatics provision into the future has been commissioned by Council.

There have been other references to aquatics services in previous Council strategies over the last five years including the Recreation and Open Space Strategy 2016-2021 which outlined the following actions:

- Action the outcomes of the Creswick pool consultation undertaken in 2016-17.
- Explore the potential to extend the Daylesford outdoor swimming pool's season through the use of sustainable heating technology.
- Prepare or review master plans for Calembeen Park (Creswick), Clunes Recreation Reserve and Trentham Recreation Reserve.

The Playspace Strategy 2020-2030 outlined some actions in relation to the provision of aquatics and water play features within play spaces. These included:

- That water play/aquatics play is not supported for a local level play space but may or may not be included at a municipal or regional level play space dependant on local need and site context suitability.
- A long-term action to renew the Creswick Skate and Splash Park (inclusive of outdoor fitness).



STRATEGIC LINKS

The diagram below shows the strategic links between Hepburn Shire Council's key strategic documents, plans and policies. The Aquatics Strategy is a recommendation in the Council Plan 2021-2025.

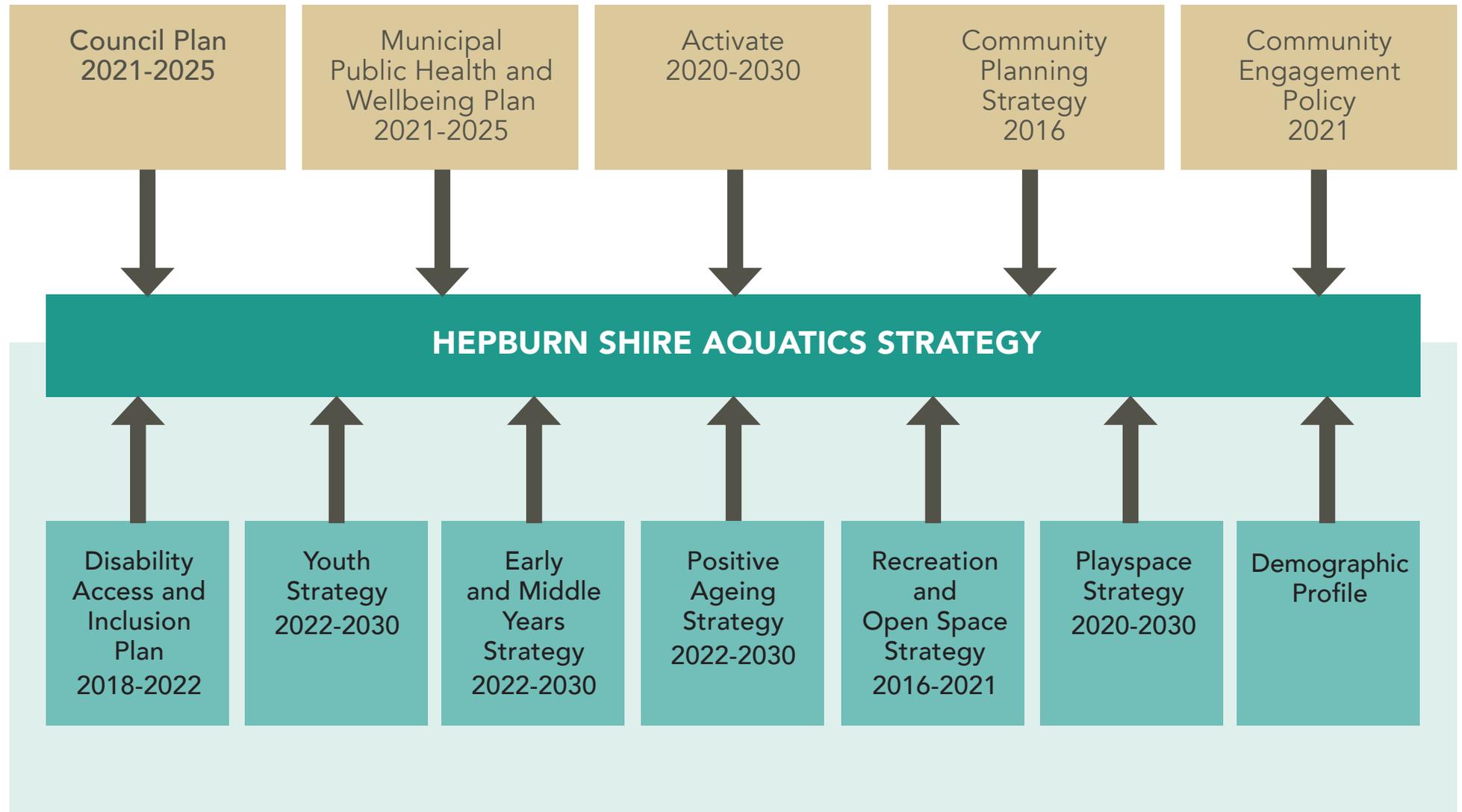


Figure 1: Strategic Links Overview

Opportunities exist to significantly improve the health and wellbeing of Hepburn Shire residents. Aquatics and leisure facilities and programs play a key role in increasing physical activity levels, with the health, social and wellbeing benefits associated with visitation assisting in addressing some of the identified health priorities, accessible and affordable facilities and programs that are important to encourage participation

WHO IS OUR *Community*



Aquatics Facilities

WHAT WE KNOW ABOUT OUR FACILITIES

DAYLESFORD OUTDOOR POOL



Ownership and Management

Seasonal Pool
Owned and Managed by Council

Facilities

- Main Pool (50 metres x 6 lanes)
- Toddler Pool
- Diving board at deep end (1 metre board)
- Amenities and change rooms
- Reception, kiosk and office area
- Shade structures and grassed areas
- Plant and storerooms
- Solar heating
- Seating

CLUNES OUTDOOR POOL



Ownership and Management

Seasonal Pool
Owned and Managed by Council

Facilities

- Main Pool (25 metres x 5 lanes)
- Toddler Pool
- Amenities and change rooms
- Reception, kiosk and office area
- Shade structures and grassed areas
- Plant and storerooms
- Solar heating
- Seating

TRENTHAM OUTDOOR POOL



Ownership and Management

Seasonal Pool
Owned and Managed by Council

Facilities

- Main Pool (25 metres x 5 lanes)
- Toddler Pool
- Amenities and change rooms
- Reception, kiosk and office area
- Shade structures and grassed areas
- Plant and storerooms
- Solar heating
- Seating

CRESWICK SPLASH PARK



Ownership and Management

Seasonal Splash Pad
Owned and Managed by Council

Facilities

- Zero depth splashpad (15 metres x 10 metres) with a variety of interactive waterplay features including tipping buckets, water tunnels, and sprays
- Plant room
- Shade structures and picnic areas
- Paved and grass surrounds

CALEMBEEN PARK TODDLERS POOL



Ownership and Management

Seasonal Toddlers Pool next to Calembreen Lake
Situated on Crown Land and Managed by Council as Committee of Management
No lifeguard supervision

Facilities

- Toddlers Pool on the banks of the lake, in a fenced area
- Intermediate pool, shallow section of the main lake. This area is not chemically treated, natural water body.
- Amenities and change rooms
- Plant room
- Shade structures and picnic areas



HEPBURN AQUATICS FACILITIES OPERATING PERFORMANCE SUMMARY

The following table provides a summary of the combined operational performance of Hepburn aquatics centres across the last six years.

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	6 Year Average
Visits	18,795	14,121	15,782	11,574	25,164	19,430	17,477
Income	\$64,817	\$58,493	\$62,317	\$56,985	\$9,830	\$7,743	\$43,816
Expenditure	\$198,885	\$210,563	\$258,699	\$338,612	\$502,716	\$393,291	\$317,127
Operational Surplus / Deficit	-\$134,068	-\$152,070	-\$196,382	-\$281,627	-\$492,886	-\$385,548	-\$273,311
Income Per Visit	\$3.45	\$4.14	\$3.95	\$4.92	\$0.39	\$0.40	\$2.88
Expense Per Visit	\$10.58	\$14.91	\$16.39	\$29.26	\$19.98	\$20.24	\$18.56
Operating Cost Per Visit	\$7.13	\$10.77	\$12.44	\$24.33	\$19.59	\$19.84	\$15.68

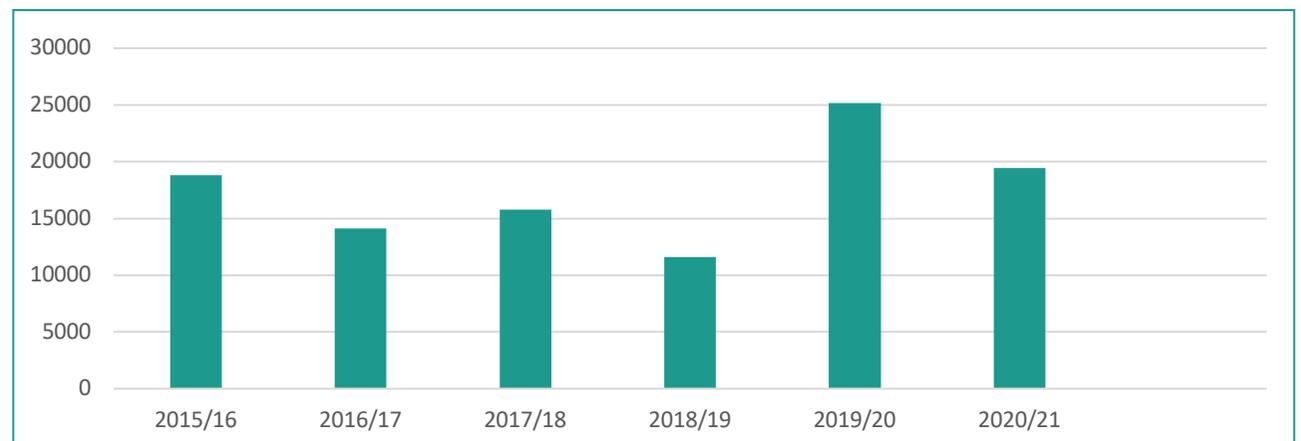
The operating indicators show:

- Visitations ranged from a high of 25,164 in 2019/20 and a low of 11,574 in 2018/19. The average annual visits were 17,477 over the six years. There was a sharp increase in visitations in the 2019/20 with the introduction of free entry for all users. Council's decision not to charge an entry fee was embraced by the community, and it was further validated from the positive feedback gained at the pop-up sessions, online survey and stakeholder consultation sessions.
- Income fluctuated between 2015/16 and 2018/19 due to weather conditions and facility closures. There was a sharp decline in revenue in 2019/20 with the introduction of the free entry policy. The only sources of income in the last two years have been kiosk sales and private bookings.
- While revenue has declined, expenditure has grown significantly over the last six years. The key factors behind this change are higher wages costs, new maintenance agreements and internal management model commencing in 2019/20.

- The operating deficit has grown by 267% over the last six years. This is due to declining revenue levels and higher operating costs as explained above.
- Despite growing usage, introducing free entry has impacted the cost per visit which has increased by 178% over the past six years reaching \$19.84 per visit in 2020/21.

The following graph shows the aggregated annual attendance data for the last six years.

Figure 2: Hepburn Aquatics Facilities Annual Attendance Summary



The attendance summary indicates the following trends:

- The graph shows an overall increase in visitations for the Hepburn council managed aquatics facilities over the past two seasons.
- The three outdoor pools attracted the highest recorded attendances of 25,164 visits in 2019/20, which was driven by a new free entry policy adopted in 2019.
- There was a slight decline in 2020/21 however each facility had a significant number of closures due to weather conditions and maintenance closures. They were also closed for five days due to COVID lockdowns.
- The lowest visitations of 11,574 was recorded in 2018/19 and highest visitations of 25,164 was achieved in 2019/20.

The following graph shows the combined financial performance for the Hepburn aquatics facilities over the last six years. This includes Daylesford Outdoor Pool, Clunes Outdoor Pool, Trentham Outdoor Pool, Creswick Splashpark and Calemben Park Toddlers Pool.

The combined financial performance summary indicates the following trends.

- Total income gradually declined between 2016/17 and 2018/19, then dropped sharply in 2019/20 after the commencement of the free entry policy adopted by Council.
- Conversely expenditure increased significantly over the same period. Expenditure increased by 153% from \$198,885 in 2015/16 to \$502,716 in 2019/20. This is attributed to higher staff costs with Council assuming the internal management of the three facilities in 2019/20. Prior to this a hybrid management model was in place with subcontracted lifeguard staff sourced through Momentum One.

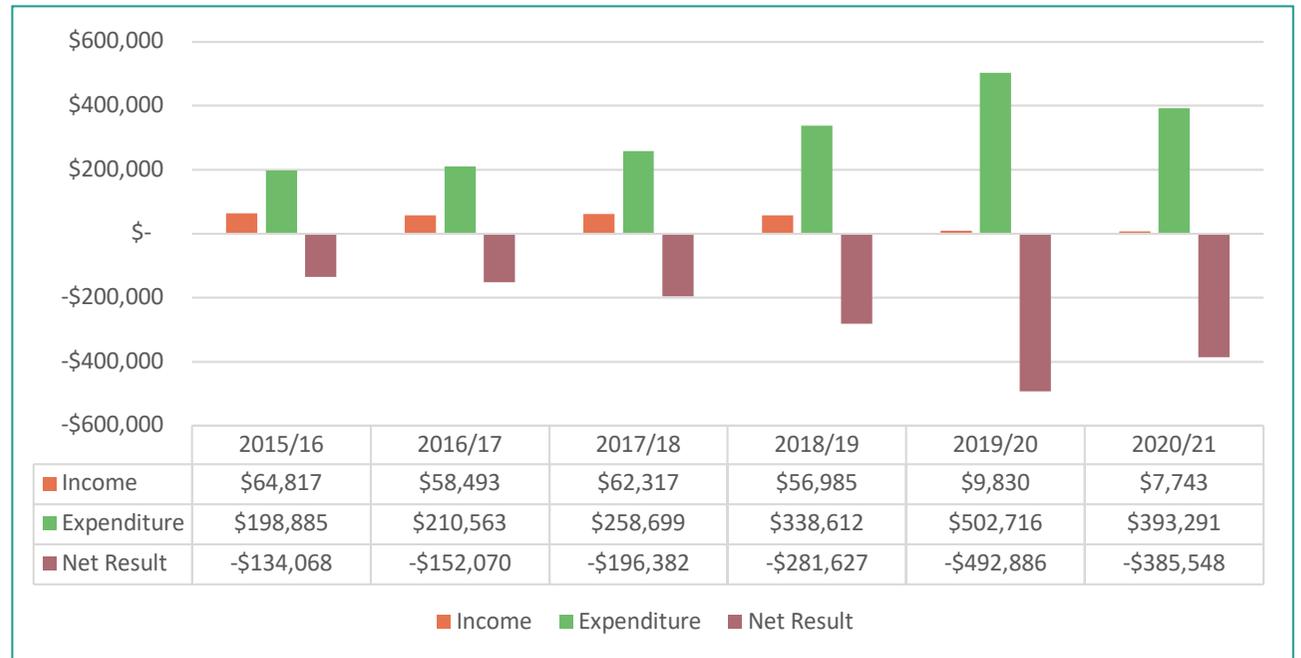


Figure 3: Hepburn Aquatics Facilities Annual Financial Performance Summary

- The net performance declined significantly over the six-year period. The operating deficit grew from a loss of \$134,068 in 2016/17 to \$492,627 deficit in 2019/20. This equates to a 267% increase in the operating subsidy to operate the outdoor pools. The key factors for the decline were the introduction of the free entry policy combined with higher staffing and maintenance costs since Council assumed the internal management control of the facilities.
- Council commenced an annual maintenance contract in 2019/20 to address numerous asset management issues across the pools. This was additional expenditure added to the net operating results, which was not included between 2016/17 and 2018/19. Council spent \$98,000 in 2019/20 and \$86,000 in 2020/21 on maintenance.
- It should also be noted that seasonal pools typically see up to 30% swing in revenue annually depending on the weather conditions, particularly during the peak summer holiday periods. An example was the 2020/21 season which had 33 days of closures at Daylesford and Trentham due to poor weather and COVID disruptions.

COUNCIL'S WEATHER CLOSURE POLICY

The current Weather Closure Policy across the three outdoor pools states that during the operating season the pools close on days of 21 degrees or less.

The current weather closure policy is causing high levels of frustration from the community. It was raised in stakeholder discussions, at the Community pop-up sessions and in the community survey results. The current policy is seen by the community as not providing consistent or reliable opening hours. During each season a significant number of days and hours are lost due to the closures. For example, in 2020/21 both Daylesford and Trentham closed for 33 days out of a total 92 days that the pools are officially open during summer. This indicates that the pools were closed for over 30% of the season. This is a similar trend each year.

TECHNICAL AUDITS

Asset Condition Assessments were undertaken by JWC Engineers on the five aquatics facilities. The objective of the assessments is to provide direction on the asset management and future upgrades and maintenance of the facilities to remain functional. A brief summary of the Technical Audits findings for each facility are provided.

DAYLESFORD OUTDOOR POOL

- The main pool is now likely to be some 50-60+ years old and is now only in fair condition from an aesthetic viewpoint. While nearing the end of its expected life there is still some remaining life of approximately 10-20+yrs. The remaining life will largely depend on stable ground conditions continuing to remain, and preventing reinforcement corrosion.
- The main issue is leakage. Installation of a water meter on the make-up water, and leak testing is recommended. Expansion joints are likely required to be re-sealed.
- The water treatment plant is much newer than the pool, estimated to be 20 years old, and overall, it is in reasonably good condition.
- The hypo fill area requires a spill containment parking slab for the tanker. To be constructed where the tanker now parks at the rear of the Town Hall building.
- The electrics are an ad-hoc mixture of old and new and the older boards should be replaced and possibly consolidated with other elements.
- The site is small and constrained with the only available land to the north of the main pool. There is no opportunity to expand the site.



CLUNES OUTDOOR POOL

- The main pool is now likely to be approximately 60 years old, has a low build quality and is now deteriorated to fair condition. While nearing the end of its economic life the shell remains functional and is likely to remain so for the next 15-20 years. Remaining life expectancy will largely depend on ground conditions continuing to be remain stable (and there is no indication otherwise) and continuing to manage leakage.
- As for most older pools the main issue is leakage. Installation of a water meter on the make-up water to establish a data base, and formal leak testing is recommended. Hydrostatic and dye testing should focus on the expansion joints and pipework. Expansion joints are highly likely required to be renewed and this work is in the Recommended Works table.
- The toddler's pool is a small, domestic type fibreglass pool. It is a very basic installation, in poor condition. It has a low asset value and retaining it in any redevelopment is not warranted.
- Any new toddlers pool or splash play area will need its own dedicated water treatment plant. Although site space is very limited the logical location for this is along the east boundary.
- The main water treatment plant is much newer than the pool estimated as approximately 20 years old, and overall, it is in good condition.
- The water distribution system into and from the pool has been influenced by the additional pipework to the pool installed as part of the Water Treatment Plant replacement. This presents some risk of short circuiting which could adversely affect water quality. This risk however can be mitigated, particularly on busy days, by taking water samples directly from the pool in likely dead spots i.e., not relying solely on the automatic system and managing bather numbers accordingly.
- The original pipework will remain a risk (relative to the newer pipework), as evidenced by the drainpipe/valve failure and total water loss in February 2021. There is little that can be done in terms of planned maintenance to mitigate risk of the older pipe and thus reactive maintenance can only be expected to increase over time.
- The hypo fill area requires a spill containment parking slab for the tanker. This is a significant amount of work and if the current parking spot is retained it will involve legal assessments on land ownership and use. Alternatively, it may be feasible to relocate it to inside the site. This project needs further investigation of design options and land issues before proceeding.
- The site is small and constrained. There is no opportunity to expand the site.



TRENTHAM OUTDOOR POOL

- The main pool has suffered from floor uplift at some stage which represents a technical structural failure. The resultant cracks have been repaired. While the shell is nearing the end of its economic life, it is functional and is likely to remain so for the next 10-20+ years. Remaining life expectancy will largely depend on ground conditions continuing to be remain stable (there is no indication otherwise) and continuing to manage and control leakage.
- The prime issue is leakage, even more so that at Clunes and Daylesford. Trentham has a greater leakage rate than the other two pools and this is suspected to be due to the pool uplift event/cracks many years ago. Installation of a water meter on the make-up water to establish a data base and formal leak testing is recommended. Hydrostatic and dye testing should focus on the expansion joints and pipework. Expansion joints are highly likely required to be renewed and this work is in the Recommended Works table.
- The main shade structure is in poor condition and appears to lack structural robustness. Replacement is recommended.
- The toddler's pool is quite large. It is a basic installation but still serviceable and serves its purpose.
- The main water treatment plant is much newer than the pool, estimated about 20 years old, and overall is in good condition.
- The original pipework under the concourse is a long-term risk but unfortunately there is little that can be done in terms of planned maintenance to mitigate this risk. Reactive maintenance can only be expected to increase with time until ultimately pipes will need to be replaced.
- The site is small and constrained. The only direction for expansion is further into the Reserve to the west, moving closer to Market Street.

CRESWICK SPLASH PARK

- Facility is five years old and consists of two components, the Splash Park and adjacent is the Green River.
- One Splash Park water feature has been abandoned due to poor performance/operational issues.
- Play surface is bare concrete, no soft padding, but conversely there are no climbing water features.
- All water from Splash Park drains separately to a new balance tank, then to the treatment plant. The original balance tank had to recently be supplemented with this tank, with increased volume.
- Treatment plant and feature pumps are located in two small sheds along northern boundary. Auto-dosing is installed for sodium hypochlorite and sodium bisulphate chemical treatment of water.



CALEMBEEN PARK TODDLERS POOL

- The toddlers pool structure is nearing the end of life.
- Simple and basic pool shell 12 metres x 4 metres with 250mm to 400mm depth.
- The toddlers pool abuts the lake but is separated/surrounded by a pool safety fence.
- Treatment plant is estimated at approximately 30 years old. It is a simple domestic type of sand filter system located in a very small timber shed and well away from pool.
- Disinfection is with sodium hypochlorite and pH control is with hydrochloric acid, both delivered in 15 litre containers. It does have a new water chemistry control system (1 yr. old) but no remote telemetry. Maintaining water quality is a major issue for Council staff.
- Numerous pipe blockages occur due to leaves etc. Saw-cuts in the concourse above wall nozzle inlets show that these pipes have been replaced. Pipe blockage problems appear reasonably frequent, and this could possibly be linked to poor geotechnical conditions from the proximity to the Lake.
- Leaking drain valve to lake requires investigation/repair.
- Filter backwash discharges directly out through rear wall of the plant room shed, onto ground and drains into the lake.
- There is a number of safety and compliance concerns with this pool. It is not staffed during summer which exposes Council to a level of risk for incidents. Compliance with current health department water quality regulations is a concern also as water is drawn from the lake which is filled with stormwater. There have been previous recordings of E-Coli existing in the water supply which is a significant concern for parents and toddlers using the pool.



CATCHMENT ANALYSIS

Leisure and sporting facility trends and benchmarking generally indicates that local or municipal facilities have a primary catchment radius of approximately 5km and a secondary catchment radius of 10km.

In general, approximately 75% to 85% of users will reside within a 0km to 5km radius of a facility, with the remaining 15% to 25% coming from areas within the 5km to 10km radius of the facility. Regional facilities, providing unique and varied facility components and a larger number of services will draw users from a much wider catchment than a local/municipal facility. In rural Victoria a 20km catchment area is observed for regional facilities.

The size and shape of the catchment area will be influenced by a number of factors including the range and quality of facilities and services offered, natural and built barriers i.e., freeways, travel times and the availability of competing facilities.

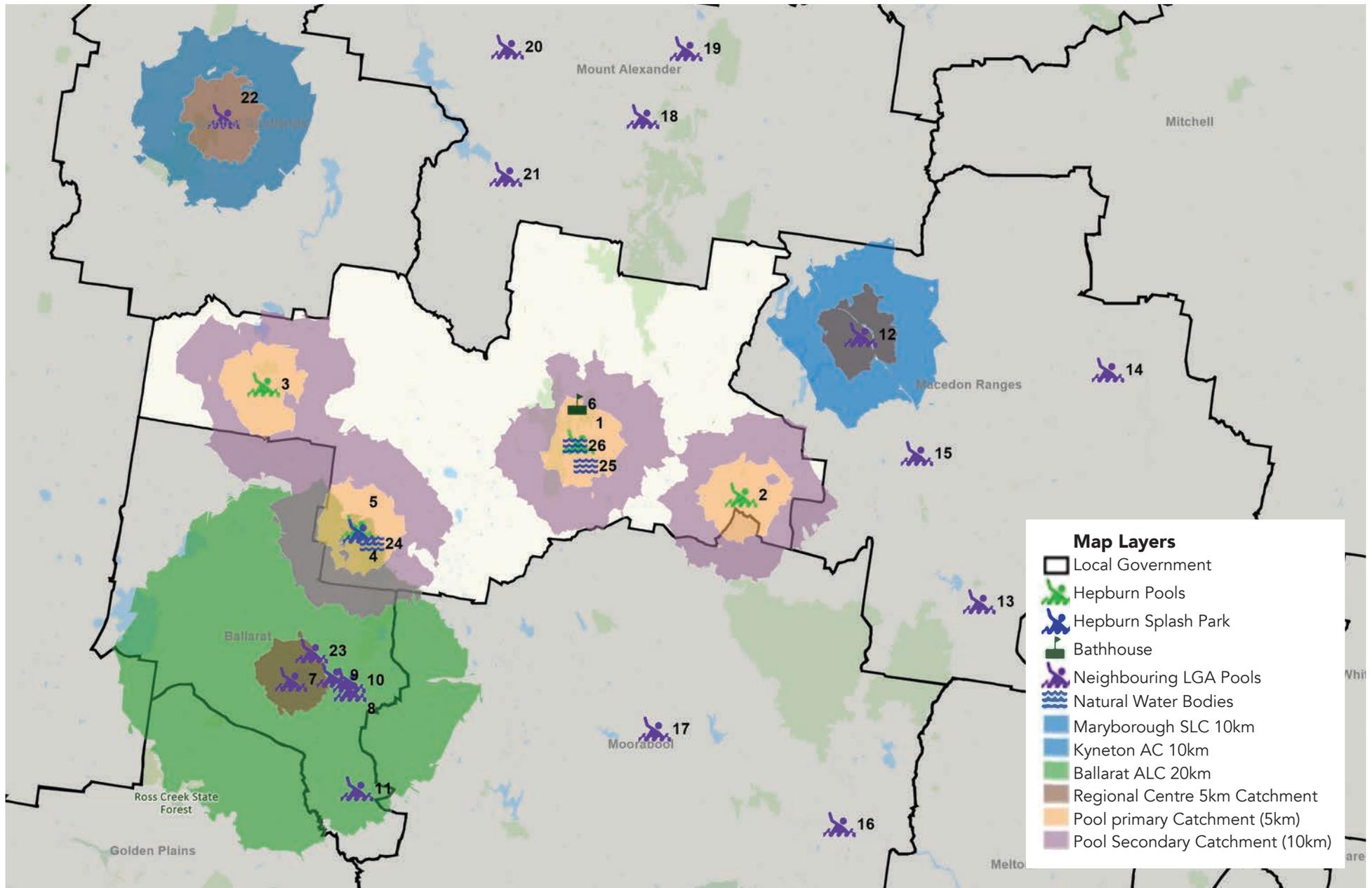
The Catchment Map on the following page shows:

- Primary (0-5km) and Secondary (5-10km) catchment shaded zones surrounding each aquatics facility.
- The facility catchment areas of the five Hepburn aquatics facilities.
- The catchment areas for the Regional Indoor facilities surrounding the Hepburn Shire boundaries including the Ballarat Aquatic and Lifestyle Centre, Kyneton Aquatics and Sports Centre and Maryborough Sports and Leisure Centre.

- The three outdoor pools in Daylesford, Clunes and Trentham provide for local catchments.
- The Creswick Splash Park and Calembreen Park Toddlers Pool provide for local and sub regional catchments.
- There is an overlap of the Ballarat Aquatic and Lifestyle Centre (Regional Facility) with the town of Creswick.
- Other surrounding shire outdoor pools and commercial facilities are marked on the map.



Figure 4: Hepburn Aquatics Facilities Catchment Map



WHAT HAVE OUR Stakeholders Told Us?

A detailed community engagement plan was developed to ensure Hepburn residents had the opportunity to provide input into the development of the Aquatics Strategy. The extensive consultation and engagement included:



Councillor workshop



Stakeholder interviews and workshops (9 completed)



Resident Community Survey (799 responses)



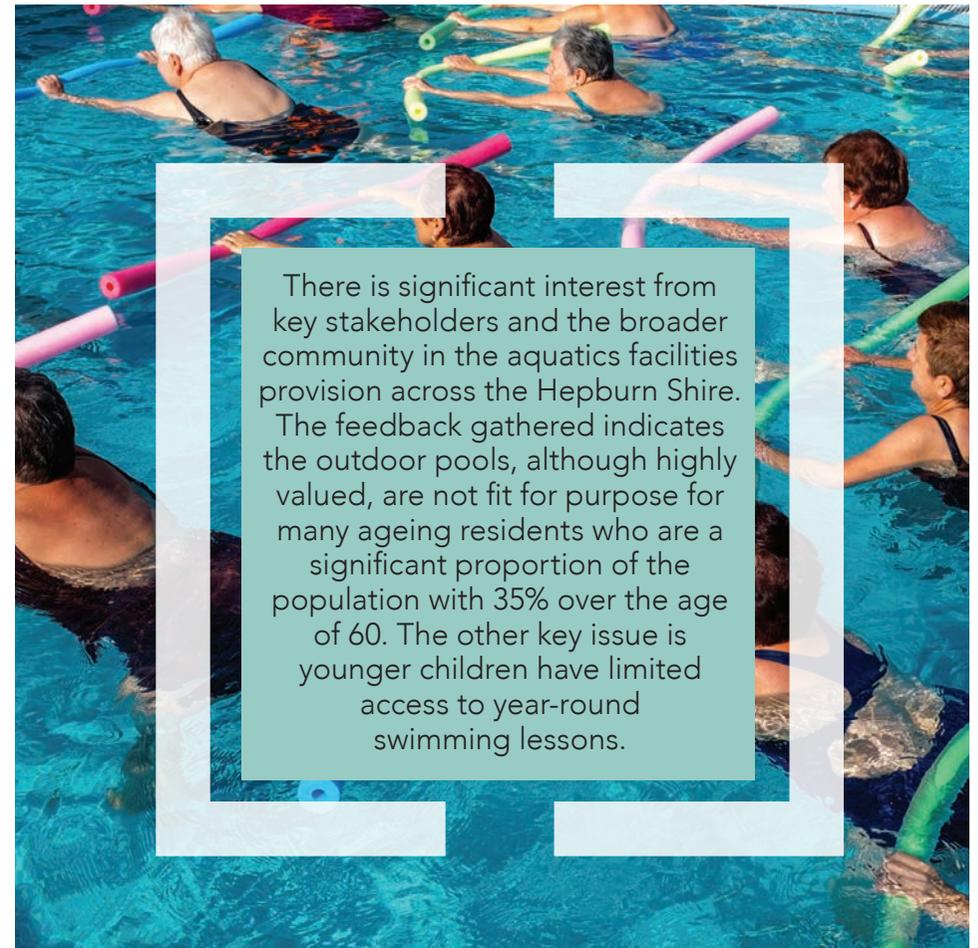
Pop up sessions in each major township (Approx. 150 residents attended)



School survey (7 school responses)



Written submissions (13 submissions)



There is significant interest from key stakeholders and the broader community in the aquatics facilities provision across the Hepburn Shire. The feedback gathered indicates the outdoor pools, although highly valued, are not fit for purpose for many ageing residents who are a significant proportion of the population with 35% over the age of 60. The other key issue is younger children have limited access to year-round swimming lessons.

An indoor aquatics facility is strongly supported by stakeholders and residents. There are two very active and passionate community advocacy Groups in Daylesford and Creswick that have undertaken significant lobbying, research and preliminary assessments for an indoor facility over the last ten years.

The Community Engagement Survey received significant interest with 799 residents completing the online or hard copy surveys. The majority of responses came from residents in the Daylesford, Hepburn and Hepburn Springs towns (41%) and Creswick/Creswick North areas (24%).

Close to 50% of the survey respondents stated they don't use an existing Hepburn aquatics facility.

The main reasons for not using an existing facility included lack of an indoor facility (56%), the only pools available are outdoor facilities (41%) and no suitable facilities close by (30%). Other factors such as cold-water temperature, lack of suitable programs/

activities and unsuitable opening times were also key issues for some residents not using the existing aquatics facilities.

A significant number of respondents use Indoor Aquatics facilities outside the shire. They include Ballarat Aquatic and Lifestyle Centre (35%) and Kyneton Aquatics and Sports Centre (20%). The key reasons for using these Centres were the availability of indoor pools, warm water program pools and the variety of programs and activities offered.

The future improvements that would encourage greater use of aquatics facilities include provision of an indoor warm water pool, indoor recreation and leisure pools, outdoor heated pools, indoor spas and sauna, extended swimming season, health and fitness classes and longer opening hours.

Of the seven schools that responded to the school survey 75% of them use the Ballarat Aquatic and Lifestyle Centre for school carnivals, swimming lessons and fun days. The Daylesford Outdoor Pool

is used by one school for a carnival and one school uses Kyneton Aquatics and Sports Centre for swimming lessons. All schools indicated they would use an indoor facility within Hepburn Shire if it was developed in the future. There is support for an indoor heated year-round facility within the shire.

Council received thirteen written submissions including seven community organisations (Daylesford Rotary Club, Daylesford Indoor Aquatic Centre Association, Daylesford Football Netball Club, Daylesford Mens Shed, Riding for the Disabled Association - Daylesford (RDA-Daylesford), Hepburn Football Netball Club, Daylesford & Hepburn United Soccer Club), one school (Daylesford Primary School) and five resident submissions. All submissions expressed strong support and need for an indoor aquatics facility that is accessible, caters for all ages and abilities, provides access to warm water programs and offers a variety of learn to swim and other aquatics programs year round.



What Industry Trends

DO WE NEED TO CONSIDER?

Aquatics and leisure facilities provide a range of values and benefits for communities including:

- Health and fitness services allowing people to enjoy the benefits of physical activity.
- The provision of safe and welcoming spaces, supporting social inclusion and a sense of connection for all members of the community.
- Opportunities to participate for recreation, competition, or sport.
- Community development that contributes to the development of social capital, helping to create links in a community.
- Positive impacts on physical and mental wellbeing.
- Water safety/education and water confidence programs that can reduce the incidence of drownings in the community.
- Fostering community pride.

The primary focus in contemporary aquatics and leisure facility design is on expanding the facility mix to include a combination of 'wet' and 'dry' options. These include spaces that accommodate a range of activities such as lap swimming, aquatics programs/learn-to-swim, adventure water, 'leisure water' with interactive water play elements, health and fitness, wellness services, multi-purpose program spaces, community meeting rooms/spaces, quality food and beverage options and improved merchandising/retail areas.

Contemporary aquatics leisure facilities are community destinations and meeting points for a range of physical and social activities. Facilities including these elements will attract the four key user markets outlined in figure 5 and are most likely to provide more reasons for people to visit and stay longer, improving health and wellbeing of the community and financial sustainability for the Centre. These types of facilities provide more reasons for people to visit and stay longer, thus facility viability is improved.

Major increases in energy and water costs in recent years (and predictions of higher energy costs into the future) require aquatics and leisure facilities to incorporate modern, environmentally sustainable features.



Community expectations about recreation, and how leisure time is used is changing. This is driven by several factors, as identified in the following table.

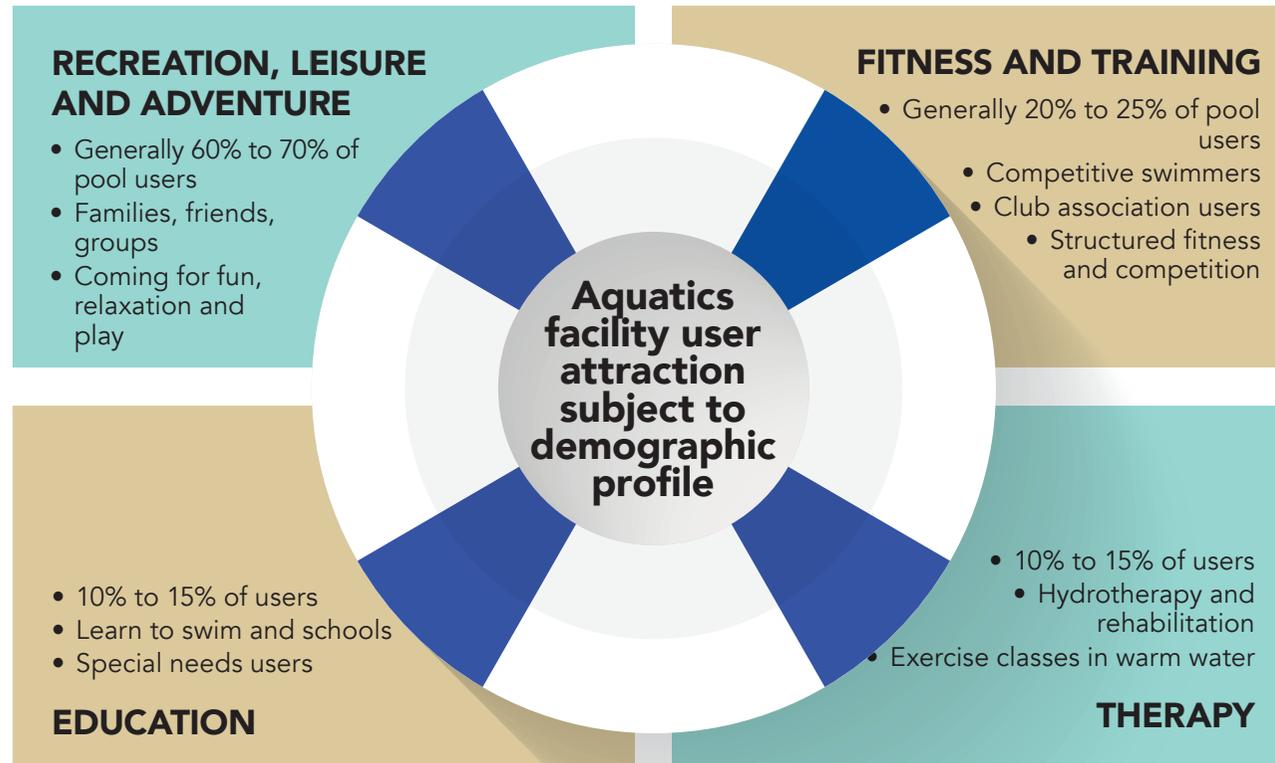
Sport and Recreation Trends	Challenges for Providers
• A gradual ageing of the population	• Consumer Expectations – low cost / long operating hours
• Flexibility in the times when people recreate	• Changing population demographics
• Increased variety in sport and recreation options	• Competition for participants
• Constraints to sport and recreation participation	• High cost of aquatics areas due to labour and service costs
• Changing employment structures, trading and work hours	• Need to operate commercial activities to help subsidise aquatics area costs
• Different people want different activities	• Maintaining and upgrading ageing and outdated facilities
• Provision of high standards and quality of facilities and services	• Need for new facilities to accommodate population growth
• Desire for activities to be affordable	• Well-trained personnel – volunteers and paid staff
• Recognition of strong links between physical activity and health	• Keeping pace with technology development
• Expectations of equity and access	• Environmentally sustainable to reduce energy and water costs
• More sustainable and environmentally friendly infrastructure	• Rate capping impact and competing priorities on Council budgets
	• Managing risk and safety



AQUATICS AND LEISURE FACILITY USAGE TRENDS

Detailed planning and comprehensive feasibility studies show targeted user profiles with the majority of aquatics facility market research indicating leisure facilities must equally cater for four distinct aquatics user markets, summarised in the figure below.

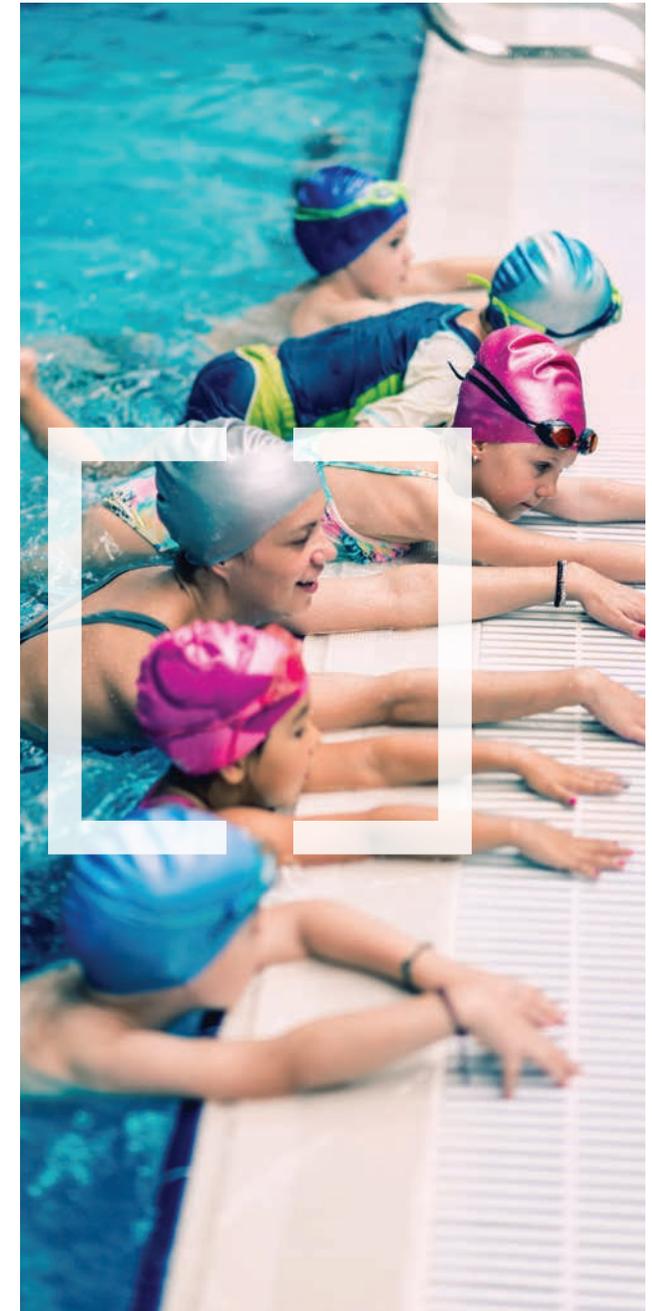
Figure 5: Main Aquatics and Leisure Facility User Markets



No aquatics facility in Hepburn Shire provides for a successful integrated aquatics and leisure facility providing a range of contemporary 'wet' and 'dry' elements that appeal to broader market segments including:

- Leisure and social
- Health and wellness
- Aquatics education and learn to swim
- Therapy and rehabilitation
- Competitive and recreational swimming
- Food/beverage and merchandise services.

Providing equitable access to aquatics and leisure facilities (and other services like health, education, cultural, recreational and other community services) in rural and regional areas is a challenge, particularly in smaller townships. Particularly with the capital and operational costs of aquatics and leisure facilities having risen significantly over the last 10 to 20 years.



Strategic Directions

The following section (Section 7 of the Aquatics Strategy) summarises the key issues identified through the market research, facility review and stakeholder engagement stages of the project. Strategic directions will address these issues together with an aquatics facility network approach to meet the identified community needs.

7.1 KEY ISSUES

Aquatics facilities and services support the strategic commitment to healthy and active communities

Hepburn Shire has a number of strategies that have key objectives to improve the health and wellbeing of the community. These include the *Council Plan 2021-2025*, *Municipal Public Health and Wellbeing Plan, Activate 2020-2030* and the *Recreation and Open Space Strategy 2016-2021*. A key focus in each of the strategies is providing quality infrastructure that encourages active and healthy lifestyles and social inclusion opportunities.

Current aquatics facilities do not cater for all key user markets

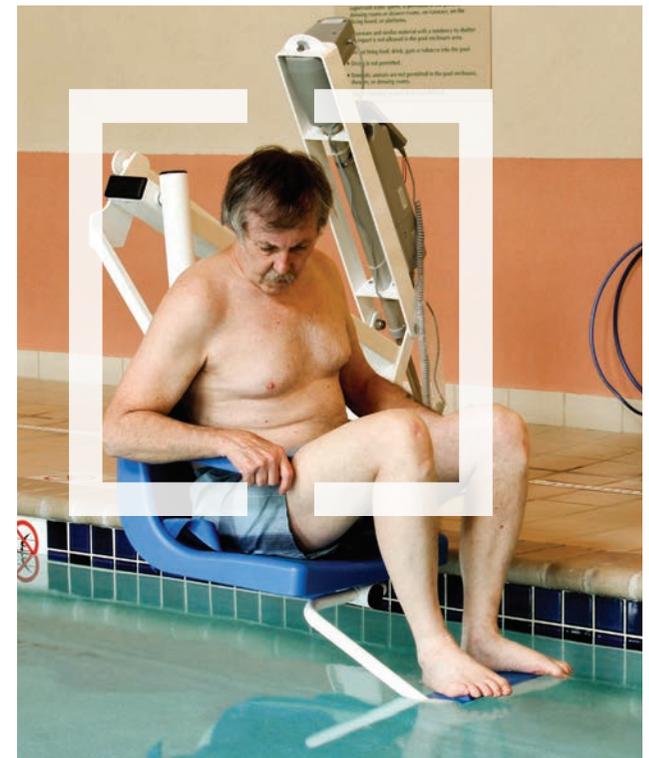
The existing outdoor pools are ageing, and do not cater for the key user markets adequately. A successful aquatics facility should cater for the following four key user markets.

1. Recreation, leisure and adventure (water play, recreational swimming, families, socialising, fun)
2. Fitness and training (training, competitive swimming, swim clubs)
3. Education (Learn to Swim, school swimming lessons and special needs programs)
4. Therapy (hydrotherapy, aqua exercise classes, rehabilitation)

There are also barriers for some of Hepburn's population demographics including older residents and young children who are seeking warmer water for learn to swim, therapy, aquatics programs and recreational swimming. These barriers include cold water temperatures, irregular opening hours due to weather closure policy, poor accessibility compliance and lack of suitable activities and programs.

The natural water bodies scattered throughout the Shire are also frequently used by local residents. The use of some of these areas (particularly Calmburn Park) provide some level of health and safety risk to users. It's important to note that Calmburn Park is Crown land and controlled by the State Government Department of Environment, Water, Land and Planning (DEWLP). Hepburn Shire Council has a role as Committee of Management in the day to day operation of the site but the liability for risks and health and safety issues is the responsibility of DEWLP.

The feedback gathered from key stakeholders and the community survey support the need for contemporary indoor warm water program pool to support all year round learn to swim, therapy, aquatics programs and recreational swimming.



Facility catchment, accessibility and cold climate challenges

Hepburn Shire has some unique characteristics that make it challenging to cater for the changing needs of its townships and communities. The outdoor pools cater for a limited market given they are not contemporary year round facilities. With an ageing population there is a growing need for greater access to indoor year round warm water pools with good accessibility features such as ramps and compliant change rooms.

The long travel distances between towns and poor public transport result in the existing facilities being very localised with its user catchments. Determining a potential location for indoor aquatics is challenging given the population distribution across the Shire. Any future solutions will need to consider how the Hepburn facilities work as a complementary network with other neighbouring shire aquatics facilities.

The cold climate of Hepburn Shire creates some constraints (cold pools and icy roads) for accessing aquatics services. The need for flexible operating hours and warmer outdoor pool water temperatures was highlighted throughout the community engagement activities.

Asset renewal – short to medium term priorities

There are significant asset renewal, compliance and maintenance priorities across the aquatics services offered by Council that will need to be planned for over the next 10 - 20 years. This will be further impacted if Council decide to invest in modern technology solutions for more effective water heating, energy efficiency initiatives and improve accessibility compliance to pools and change rooms.

Council has recently funded the installation of a solar system at each outdoor pool, as a means of



increasing the water temperature. The technical audit has identified that the current system is inefficient due to that the volume of water. For solar systems to be effective, a larger surface area is required for the solar panels. The water temperature increase is negligible and has not improved user comfort. An option to improve this would be the installation of electric heat pumps.

Calembeen Park Toddlers Pool and broader lake precinct pose significant health and safety risks to users which need to be addressed in the short to medium term. These risk issues are also highlighted in the Calembeen Park Management Plan 2009.

Management model options review

The management of the outdoor pools has varied over the last 10 - 20 years impacting the usage and operating performance of the facilities. The pools are currently operated by Council which has increased the operating costs in the last two years due to higher wage rates of the local government award.

The operating deficit has also grown significantly since the introduction of the free entry fee which removed payment of entry fees for use of the outdoor pools. However, usage has increased dramatically which is a positive outcome in supporting residents' participation in active and healthy lifestyles.

A review of the management model options should be considered. This would include investigating the various models in the market and/or shared services model between other surrounding councils.

Affordability of a new facility – capital and operational costs

The most significant challenge for Council in determining a future indoor aquatics facility is the affordability to build and operate such a facility. This includes the ability to attract sufficient capital funding for a new facility and more importantly the ability to sustain the ongoing operational cost.

Opportunities to ensure residents across the Shire can access aquatics services should be considered. This may include bus services or alternate models of provision i.e., supporting learn to swim businesses.

Potential Partnerships

It was evident from the key stakeholder interviews with the regional health providers that future partnerships opportunities should be further explored. This could include colocation opportunities, integrated programming and a shared focus on community health and wellbeing alliances.

Opportunities for partnerships with governments, private sector operators, schools, community organisations and commercial businesses should be explored for funding, sustainable management models and shared use/facility location opportunities.

7.2 STRATEGIC RECOMMENDATIONS

Based on the aforementioned key issues, the vision and objectives of the Hepburn Aquatics Strategy are:

Vision

Provide access to sustainable, affordable year-round aquatics facilities that brings Hepburn residents together to enjoy health, wellbeing, education and leisure experiences.

Objectives

Objective 1: Access to affordable, accessible and inclusive aquatics facilities that support participation opportunities and key program needs for all, including people with a disability, children, youth and older adults.

Objective 2: Existing facilities are well managed and maintained to meet current design and operational industry standards.

Objective 3: Facilitate access to a network of complementary facilities that support health and wellbeing outcomes for all, including people with a disability, children, youth and older adults.

Objective 4: Future design of facilities will be operationally sustainable and based on contemporary universal and inclusive design principles.

7.3 FACILITY HIERARCHY AND PROVISION

Given the diverse and dispersed characteristics of the Hepburn Shire population the provision of aquatics facilities will be provided using a network approach. With a small population catchment providing multiple indoor aquatics facilities within the Shire is not achievable or affordable for Council.

The aquatics provision strategy is a combination of:

- Council owned aquatics facilities including outdoor pools, splash parks and the exploration of one future indoor facility.

- Facilities and services available from the private sector (e.g., swim schools, commercial day spas/bathhouse, private gyms and personal training studios).
- Regional and Sub Regional facilities in adjoining municipalities of Ballarat (Ballarat Aquatic and Lifestyle Centre), Macedon Ranges (Kyneton Aquatics and Sports Centre) and Central Goldfields (Maryborough Sports and Leisure Centre).
- Natural water bodies including lakes, waterholes and mineral springs.

Table 1: Hepburn Shire Aquatics Facility Hierarchy

Service Hierarchy	Population Size	Typical Travel Time to the Facility	Service Level Objective
Local Local rural township catchment population	1,000 - 10,000	0 - 5 mins drive time	Provides a local aquatics experience i.e., pool or water play / leisure water Usually linked to other community facilities to share management and operation cost
District Major townships centre and district catchment population	10,000 - 40,000	5 - 10 mins drive time	Ability to provide program pool combined with water play / leisure water Consider provision of limited dry/gym facilities
Sub Regional Major township centre with highest population area servicing a municipal catchment	40,000 - 70,000	10 - 30 mins drive time	Ability to separate program and leisure water Larger dry/gym facilities Additional limited facilities
Regional Regional city catchment population servicing across municipal boundaries	70,000 - 150,000	30 - 45 mins drive time	More extensive program and leisure water Consideration of indoor 50m pool and complementary warm water pool Increased gym and program space Additional complementary amenities, food and beverage

7.4 STRATEGIC DIRECTIONS

The future development options are based on the following localised trends:

- Need for funding investment to address the operational and technical issues identified via the detailed facility audits of the ageing facilities.
- Opportunity to integrate key facilities and service areas at one location to support year-round access to aquatics facilities to support learn to swim and therapy-based activities.
- New leisure and water play opportunities to continue to support the informal leisure/social/family markets and access to an aquatics experience in small townships.
- Consider opportunities to support indoor health and fitness programs and services.
- Improvements to disability access, amenities, improved shade, more seating and landscaping.
- Maintaining the existing pools is the priority in the immediate to medium term. However, if the cost of these works cannot be afforded over the long term, Council may be forced to close one or more of the existing pools.
- Need to consider the future management arrangements of the facilities to ensure the long-term sustainability of operations.

Based on the above the Strategic Directions for the Hepburn Aquatics facilities are as follows noting that further detailed planning work is required to fully understand Council's ability to fund the future development options identified:

7.4.1 Strategic Direction 1: Facility Upgrades - Compliance and OH&S Works

Undertake recommended upgrades identified in Technical Review audits to meet current compliance and OH&S requirements.

The key findings that support this strategy include:

- Ageing assets at all sites that are reaching end of life.
- Management and mitigation of risks identified in the Technical Review Audits.
- Ensure Council meets contemporary OH&S and compliance regulations.

Action Plan

Table 2: Strategic Direction 1 Recommendations

Recommendation	Proposed Timing	Indicative Cost Range
That funding be provided to undertake the necessary maintenance works as identified within the technical review audit at the three outdoor pools.	Short	\$350,000 - \$400,000
That funding be provided to undertake the necessary maintenance works as identified within the technical review audit at the Creswick Splash Park.	Short	\$15,000 - \$20,000
That funding be provided to undertake the necessary maintenance works as identified within the technical review audit at the Calamburn Park Toddler Pool.	Short	\$50,000 - \$60,000
Total		\$415,000 – \$480,000

Note Timeline Scale: Short Term 1 - 3 years, Medium Term 4 - 7 years and Long Term 8 - 10 years



7.4.2 Strategic Direction 2: Indoor Aquatics Facility Planning

The Aquatics Strategy identifies the need for access to an indoor all year round aquatics facility to support the needs of Hepburn Shire residents.

Further detailed planning work including feasibility, business case and funding strategy is required to fully understand Council's ability to fund, develop and operate an indoor aquatics facility. The scope of the detailed investigation should include exploring Aquatics Provision Options, Facility Benchmarking of similar size aquatics facilities within the rural and regional areas, Facility Components, including universal and inclusive design principles, Concept Plan, Capital Cost estimate, Financial Operating Model, Site Assessment, Funding Strategy (Council and External).

The evidence that supports the need is:

- Hepburn population demographics - the younger and older demographic profile of the Shire requires access to indoor aquatics facilities to support the key areas of learn to swim, therapy, aquatics programs and recreational swimming. The travel and climate conditions make it difficult for some residents to access aquatics services in neighbouring municipalities i.e. Ballarat and Macedon Ranges.
- Identified Community Need – extensive feedback from the community engagement process identified a strong need and desire for access to a year-round aquatics facility for learn to swim, therapy, aquatics programs and recreational swimming.
- Current facilities barriers to participation – evidence that the existing Hepburn aquatics facilities are underutilised due to ageing infrastructure, cold water temperatures, poor accessibility and facilities are not meeting identified community needs.

Action Plan

Table 3: Strategic Direction 2 Recommendations

Recommendation	Proposed Timing	Indicative Cost Range
That Council accept the identified community need for access to a year round indoor aquatics facility to support the needs of the Hepburn Shire residents.	Short	N/A
That funding be provided in the Council budget for further detailed investigation and the development of a feasibility study/business case that will include: <ul style="list-style-type: none"> • Aquatics provision options • Preferred location • Facility components and concept plan • Capital cost estimate • Financial operating model • Funding Strategy. 	Short	\$70,000 - \$100,000
Based on the outcome of the feasibility study and business case develop an advocacy plan to seek internal and external funding (state and federal governments) including broader partnership opportunities to support the development of an indoor aquatics centre.	Medium	\$50,000 – \$60,000 (Funding and Advocacy Strategy)
Total		\$120,000 - \$160,000

Note Timeline Scale: Short Term 1 - 3 years, Medium Term 4 - 7 years and Long Term 8 - 10 years

7.4.3 Strategic Direction 3: Management and Operation

To ensure the management and operations of the facilities is financially sustainable for Council and aligned to industry trends and compliance requirements, Council will undertake a detailed assessment of the options available and associated costs and benefits for the future management of the facilities. This would include:

- **Inhouse Model**
- **External Contractor**
- **Company Limited by Guarantee**
- **Lease**

The key findings that support this strategy include:

- The increasing operational cost to Council over time under an in-house management model.
- Challenges in attracting and retaining high quality and qualified aquatics staff.
- The need for contemporary corporate systems and adequate internal expertise in aquatics.

Action Plan

Table 4: Strategic Direction 3 Recommendations

Recommendation	Proposed Timing	Indicative Cost Range
That Council undertake an annual review of the performance of all facilities in meeting key performance measures and progress made on the strategy.	Short	Existing Resources
That Council undertake a Management Model Review to consider the costs, issues and benefits of the various options available.	Short	\$20,000 - \$30,000
That Council determine the most suitable option for the future management of the aquatics facilities and develop an implementation plan.	Short	N/A
Total		\$20,000 - \$30,000

Note Timeline Scale: Short Term 1 - 3 years, Medium Term 4 - 7 years and Long Term 8 - 10 years

7.4.4 Strategic Direction 4: Facility Programming and Activation

Undertake a review of the current programming of the outdoor pools. Develop and implement new programming and activation opportunities across the outdoor pools to encourage greater participation outcomes. This may include more regular aquatics programs, special events, family fun days, community partnership activities and promotions, themed activity days and increased school use.

The key findings that support this strategy include:

- Significant community feedback for more programs and activities to be offered over summer at the outdoor pools.
- Maximise the free entry to all outdoor pools to increase community use and participation.
- Create more vibrant facilities and increase participation through innovative programming and activities.

Action Plan

Table 5: Strategic Direction 4 Recommendations

Recommendation	Proposed Timing	Indicative Cost Range
That Council undertake a review of the aquatics programming schedule for each outdoor pool.	Short	Existing Resources
That Council review the weather policy to enable greater access to the outdoor pools.	Short	Existing Resources
That Council develop and implement a programming and activation plan for each outdoor pool.	Short	\$10,000 - \$20,000
That Council undertake an annual review of the programs and seek community feedback for improvements via the annual outdoor pool survey.	Short/ Medium	N/A
Total		\$10,000 - \$20,000

Note Timeline Scale: Short Term 1 - 3 years, Medium Term 4 - 7 years and Long Term 8 - 10 years

7.4.5 Strategic Direction 5: Asset Management Plan

To ensure the aquatics facilities are maintained in accordance with industry standards, Council will implement an Aquatics Facilities Asset Management Plan and site specific maintenance plans for all aquatics facilities in line with Technical Assessments.

Action Plan

Table 6: Strategic Direction 5 Recommendations

Recommendation	Proposed Timing	Indicative Cost Range
That Council implement an Aquatics Facilities Asset Management Plan and maintenance plans for all aquatics facilities in line with Technical Assessments prepared; and align Council's operational and renewal budgets.	Short	\$30,000 - \$40,000 (if out-sourced)
Total		\$30,000 - \$40,000 (if out-sourced)

Note Timeline Scale: Short Term 1 - 3 years, Medium Term 4 - 7 years and Long Term 8 - 10 years



7.4.6 Strategic Direction 6: Outdoor Pool Upgrades

Further investigate identified upgrade options to the three outdoor pools in Daylesford, Clunes and Trentham. This includes the provision of warmer water, amenities, plant rooms and associated infrastructure.

Investment in outdoor pool upgrades will be subject to the prioritisation of the implementation plan. The priorities will be assessed each year in line with the Council budget process and external funding opportunities.

The key findings that support this strategy include:

- The current outdoor pools are highly regarded by the local community as important community facilities for all ages.
- The need for warm water temperature for patrons, which was consistent feedback from the community.
- The need to improve the accessibility, functionality and usage of the existing outdoor pools to cater for broader user markets.

Action Plan

Table 7: Strategic Direction 6 Recommendations

Recommendation	Proposed Timing	Indicative Cost Range
That Council undertake a cost benefit analysis of installing electric heat pumps to replace the ineffective solar heating system, to increase the water temperature for bather comfort.	Short	\$20,000 - \$30,000 (Cost Benefit Analysis Report) \$1.8M - \$2.2M (Heat pump and plant room installation)
That Council develop an asset management plan and provides the required funding in the Capital Works program for the replacement, upgrade or renewal of facility infrastructure as it reaches end of life. This includes change rooms, shelters, seating and plant room equipment.	Short/ Medium	\$1.5M - \$2.5M (Asset renewal/ upgrades)
Total		\$3.32M - \$4.73M

Note Timeline Scale: Short Term 1 - 3 years, Medium Term 4 - 7 years and Long Term 8 - 10 years

7.4.7 Strategic Direction 7: Water Play Upgrades

Develop concept plans and cost estimates for the addition of water play facilities at the three outdoor pools to cater for the growing expectations of different aquatics experiences for families and children. This should include consideration of the enhancement of features at the Creswick Splash Park and further investigation and exploration of the identified replacement options for Calembreen Toddlers Pool to ensure compliance with industry guidelines.

Investment in water play upgrades will be subject to the prioritisation of the implementation plan. The priorities will be assessed each year in line with the Council budget process and external funding opportunities.

The key findings that support this strategy include:

- The current outdoor pools are ageing and lack contemporary water play facilities for families and children.
- Creswick Splash Park is a popular destination for families which will require renewal in the future.
- The current Calembreen Toddlers Pool is an ageing asset reaching end of life. It also does not comply with current Royal Life Saving Society Guidelines for Safe Pool Operation.



Action Plan

Table 8: Strategic Direction 7 Recommendations

Recommendation	Proposed Timing	Indicative Cost Range
That Council further investigate water play options and costs for the outdoor pool sites to enhance the facilities for families and children and attract higher participation.	Short/ Medium	Existing Resources
Consideration of feasibility and concept plans for water play and toddler zone to replace the ageing toddler pool infrastructure at the outdoor pool sites.	Medium	\$40,000 - \$50,000 (Feasibility and Concept Plans) \$1.8M - \$2.2M (New waterplay & plant rooms)
That Council upgrade or renew infrastructure as it reaches end of life at Creswick Splash Park. This includes Splash Park features, shelters, seating and plant room equipment.	Medium/ Long	\$150,000 - \$250,000
That Council investigate and explore options for water play experiences at Calembreen Park to ensure a low risk environment for toddlers and children.	Short/ Medium	\$10,000 - \$20,000 (Scoping Study)
Total		\$2M - \$2.52M

Note Timeline Scale: Short Term 1 - 3 years, Medium Term 4 - 7 years and Long Term 8 - 10 years

7.4.8 Strategic Recommendations Indicative Cost Summary

The table below provides a high level summary of the total indicative cost range estimates for the Strategic Recommendations Actions outlined above.

Table 9: Strategic Recommendations Cost Indicative Range Summary

Strategic Recommendation	Indicative Cost Range
7.4.1 Facility Upgrades – Compliance and OH&S Works	\$415,000 - \$480,000 *
7.4.2 Indoor Aquatics Facility Planning	\$120,000 - \$160,000 *
7.4.3 Management and Operation	\$20,000 - \$30,000 *
7.4.4 Facility Programming and Activation	\$10,000 - \$20,000 *
7.4.5 Asset Management Plan	\$30,000 - \$40,000 *
7.4.6 Outdoor Pool Upgrades	\$3,320,000 - \$4,730,000 *
7.4.7 Water Play Upgrades	\$2,000,000 - \$2,520,000 *
Total Indicative Cost Range	\$5,915,000 - \$7,980,000 *

**Note: Indicative costs only – estimates are likely change over time subject to timing of delivery, cost escalation, CPI and final scope of works for each project. The figures exclude contingencies and project management fees.*

Funding the implementation of the Strategic Directions Recommendations and Actions would be subject to achieving funding as part of future Council budgeting processes and seeking external partner funding opportunities where applicable.

The further work undertaken as part of Indoor Aquatics Facility Planning mentioned in Table 3 will identify the capital and operating costs associated with an Indoor Aquatics Facility. This will need to be further considered by Council at the appropriate time.

The high order indicative costs associated with implementing the actions arising from the Strategic Directions and Actions outlined in the strategy are estimated to be \$5.9m - \$7.98m. This includes Facility upgrades compliance and OH&S works, Management and Operation, Facility Programming and Activation, Asset Management Plan, Outdoor pool and Waterplay Upgrades and further Indoor Aquatics Facility Planning.

The Strategic Directions Recommendations and Actions arising from the Aquatics Strategy are not currently included in Council's long term financial plan and would require significant external funding.

Warranties

AND DISCLAIMERS

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

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence' and as such these venues or sources of information are not specifically identified. Readers should be aware that the

preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

There will be differences between projected and actual results because events and circumstances frequently do not occur as expected and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm,

underwrite or guarantee the achievability of the projections as it is not possible to substantiate assumptions which are based on future events.

Accordingly, neither Otium Planning Group, nor any member or employee of Otium Planning Group, undertakes responsibility arising in any way whatsoever to any persons other than client in respect of this report, for any errors or omissions herein, arising through negligence or otherwise however caused.



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DAYLESFORD

Cnr. Duke & Albert Streets,
Daylesford
8:30am – 5:00pm

CRESWICK

Creswick Hub
68 Albert Street, Creswick
8:30am – 5:00pm

TRENTHAM

13 Albert Street, Trentham
Mon, Wed, Fri 10am-5pm
Sat 10am-1pm

CLUNES

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Mon & Thurs 10am – 6pm
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