

**HEPBURN SHIRE COUNCIL
RECREATION NEEDS STRATEGY**

FINAL REPORT

NOVEMBER 2006

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EXECUTIVE SUMMARY

Hepburn Shire Council is endowed with a spectacular natural landscape featuring rolling hills, forests and natural springs; all of which provide an extensive range of outdoor leisure opportunities for both residents and visitors alike. At the same time, the municipality features a broad range of person-built sport and recreation infrastructure and a number of programs, festivals and events. Whilst there are currently many opportunities available to residents to enjoy a healthy lifestyle, there are a number of improvements to information, communication and promotion, infrastructure, facilities, planning and programming that should be made to improve these opportunities and to ensure that all residents have access to affordable leisure options, regardless of background or location.

Reflecting changing government priorities, sport and recreation must no longer be seen as stand alone activities undertaken for fitness or enjoyment, but as part of an overall strategy to improve health and wellbeing in the community. Sport and recreation must be recognised as tools to improve both physical and mental health, improve the social capacity of communities and to strengthen communities through improved friendships and networks. This Strategy focuses on health and wellbeing and adopts a whole of community approach in terms of its recommendations – recognising that Council is not the sole provider of sport, recreation and physical activity opportunities. Relevant partners, such as state government, clubs, community members and local businesses have been identified in the final recommendations so that the best possible outcomes can be achieved, using the limited resources.

Local, state and national trends all support the move towards healthy lifestyles and unstructured leisure activities as opposed to mass participation in traditional organized sports. Activities such as walking and cycling are consistently ranked in the top five activities participated in by Australians, including those living in Hepburn Shire. Hence, funding and energies need to be directed to supporting such activities, recognizing that residents of all ages, either sex, all fitness levels are generally able to take part in such activities. Whilst swimming was also recognised as very popular, with a number of residents suggesting the need for an indoor aquatic facility in the municipality, previous research suggests that such a facility could not be financially viable. It is important that any strategy be cognisant of the community's capacity to develop and operate opportunities and with the Hepburn Spa redevelopment, aquatic opportunities for local residents, will be provided through this new development. A need has also been expressed by young people for access to more performing arts spaces where they can participate in activities such as drama and music. This aspect should be explored by business, community and Council..

Like many other communities, the expectations of the Hepburn community regarding the number and standard of facilities is constantly increasing, based on exposure to higher quality facilities in metropolitan or provincial areas or in the media, however, this needs to be carefully matched with Council's capacity to service needs from a financial perspective. An audit undertaken as part of this Strategy reveals that in general, most of Council's sport and recreation facilities are in reasonably "good" to "very good" condition. A significant issue is the fact that some facilities have been developed as a single stand-alone facility, which often restricts future development of growth competitions and future sports requiring two or more grounds / courts.

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A strong message has been delivered through a number of the consultative processes suggests that Council and the community need to focus on improving existing facilities, before necessarily constructing new facilities, with a preferred focus on servicing the needs of local people before explicit visitor needs at the expense of locals. Improving facilities will translate to better maintenance, remodeling, renovations, increasing access for people with disabilities, reducing hazards, upgrading standards, improving ancillary features such as lights or even rationalisation and removal of facilities if warranted. Master plans have commenced and should be undertaken for all major reserves and parks to ensure that works are needed, prioritised and appropriately budgeted for the community. The lifecycle of facilities also needs to be recognised in terms of establishment and operational costs of facilities as well as the length of time they will realistically service the community before needing replacement. This strategy suggests that any new facilities should be centralised and multi-functional in nature; should be developed and managed collaboratively with other clubs / relevant organisations; and should be built in a manner that ensures that it will meet evolving community need into the long term.

A review of Council's capital works program and processes recommends a continuous increase in funding to ensure that the existing structure meets current demands and expectations. At the same time, clubs that work in partnership, become centralised and that are multi-functional should be encouraged and rewarded. To assist these clubs to further develop facilities and opportunities for the broader community to be involved in sport and recreation activities, a club /council capital works contribution policy has been recommended, outlining financial contributions required by all parties. Alternative sources of funding also need to be explored, such as developer contributions and private sector funding.

From a sport and recreation human resource perspective, Hepburn Shire is under-resourced if attempting to respond to current and future community needs. Additional Council full-time staff time should be considered to improve collaborative and multi-disciplinary planning, working with club volunteers and further development of policies integrated across Council units. To assist future planning, this strategy suggests the adoption of planning principles to ensure fairness and equity across the board. A recognition of barriers to active participation, e.g. transport, cost, location, physical access, etc, is critical to determine priorities and initiatives which will be most successful and offer best value for Council's funding. The additional staff resource would also be integral in helping the community to access additional government grants – currently not secured. The existing Recreation Advisory Committee provides an excellent leadership role in sport/recreation development and should be retained and strengthened to assist with facility development priorities and initiatives of the future

This report has identified that leisure in Hepburn Shire needs to focus on the following recommendations:

Resourcing Clubs

- Supporting clubs to gain improved access to grants through undertaking professional development opportunities
- Rewarding clubs which contribute to the development of club infrastructure
- Developing policies to ensure that clubs provide a partnership contribution to facility developments
- Investigate and facilitate the potential for the establishment of an umbrella sports insurance scheme within Hepburn Shire, in order to reduce the increasing burden of insurance costs for volunteer managed clubs

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Clubs and organisations not only provide a significant number of sport and recreation opportunities for Hepburn residents, but also contribute to the development and upkeep of many facilities such as sports grounds and pavilions. Council recognises this valuable contribution and is committed to supporting and resourcing clubs to continue this role. At the same time, Council seeks to ensure that a fair and consistent approach is used when dealing with requests for additional resources from clubs.

Hence, it is recommended that Council develops a contributions policy which encourages club investment in sport and recreation infrastructure in an equitable manner, recognising that clubs are all different in terms of size, capacity to pay, revenue potential, etc. Such a policy encourages self-sufficiency and sustainability for clubs and reflects a genuine partnership between clubs and Council.

Any project funded under Hepburn Shire's Contributions Policy should:

- Respond to community needs
- Be supported by the club and Council planning processes
- Improve the capacity of the club to service the community
- Involve a range of different stakeholders, volunteers and partners
- Be supported by concept / schematic plans
- Comply with relevant legislation and risk management
- Consider environmentally responsible design / processes
- Increase participation by members of the community in physical activity
- Be managed effectively so that it is able to be completed on time and on budget

A contribution policy, such as that developed by other Local Government Authorities (e.g. Frankston City), ensures consistency and equity of contribution in line with community and club capacity. Clubs prepared to work in partnership with Council through development and management, would receive prioritised support. The value of a capital works contribution policy is in its equity to all – community, clubs and council.

Insurance continues to be a growing issue for clubs and organisations. This strategy recommends that Council work with clubs to investigate the potential of establishing a Shirewide umbrella sports insurance scheme. Such a scheme should potentially lower insurance premiums and provide a more standard approach to the process of insuring sporting activities.

One of the most effective ways to support clubs on a shire-wide basis, is to provide additional professional development opportunities for committee members on topics of relevance such as accessing grants, risk management, business planning, etc. In order for such support to be provided, it is recommended that the Shire employ a full-time recreation officer (noting that no-person currently fills this role) to work with the community and clubs in the areas of club liaison; grants identification and procurement; and recreation project planning.

Facility Development, Lifecycle and Capital Works

- A priority of redevelopment and improved maintenance of existing facilities in favour of developing new facilities
- Rationalising and removing facilities which have reached the end of their lifecycle and are no longer usable
- Centralising leisure spaces to ensure a multitude of users and uses to achieve economies of scale in regards to club / community operations and administration
- Increasing annually the Recreation Advisory Committee capital works allocations for identified facility development

Facility Development:

According to the audit of sport and recreation facilities undertaken as part of this strategy, along with information obtained from the community and various sports clubs and organisations, the majority of facilities in Hepburn Shire are in good condition. Information obtained from a number of sources, suggest that Council and clubs should focus on redeveloping and more effectively maintaining existing facilities rather than automatically developing new facilities. From a cost and usage perspective, this is strongly supported and a lifecycle component has been suggested for inclusion into the capital application process. In addition, an increase in capital works allocations for recreation facility developments may be required to achieve the level of facility development and maintenance expected by the community.

In regard to rundown facilities, there appear to be a number of facilities that have reached the end of their life and as a consequence are now underutilized if used at all. Such facilities need to be examined to determine if there is any value in redevelopment, or modification for alternative use. If there is not, these facilities should be rationalized and removed in order to reduce future usage risk and additional maintenance concerns.

In order to achieve economies of scale in regards to operations and administration, facilities should, wherever possible, be centralized; multi-use in nature; and shared by a number of different clubs. Such arrangements are also often seen as positive key funding criteria when seeking external government funding.

The major gap identified through this report in relation to facility development was in the area of cycling and walking paths. Whilst it is acknowledged that there are some tracks / trails / paths in existence, most of the comments received through the consultative processes were about creating better links, loops and improved track maintenance. It is suggested that the proposed recreation officer would lead the investigation for this project

Lifecycle:

Every facility has a given lifecycle. The initial design of the facility, the material used for construction, the preparation of the surface, any improvements / additions that have occurred along the way, its level of maintenance, its level of use, etc all affect how long the facility is likely to service the community and ultimately impact on the cost of that facility to a community.

The benefits of determining lifecycle costs of leisure facilities to Hepburn Shire are:

- It helps to plan and analyse different solutions

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- It helps to select the preferred option for development
- It helps to secure external government funding through presenting a more comprehensive approach to development

In order to estimate the life cycle costs of a facility such as a it is necessary to determine key cost estimates. A leisure centre or pavilion for example, would be made up of the following cost estimates¹:

- Location / land
- Storm water and sewerage costs
- Main structure, roof and external fabric
- Interior fit-out, doors and windows
- Building services including electrical supply, lighting, heating, ventilation and air conditioning
- Energy source and consumption charges
- Water supply, internal plumbing and sanitary fixtures
- Security, data and communications systems
- Furnishings and furniture
- Surrounding landscaping
- Car park and driveway
- Local authority services and charges

It is recommended that Hepburn Shire develop life cycle costings for all major leisure facilities and that a review of facilities be carried out on the condition and usage of all facilities according to the following timetable:

- **A - Municipal Facility:** a high quality sports ground / facility / court within small rural shires (not a state level facility) – to be reviewed every 4 years
- **B - Rural Municipal Facility:** a good quality sports ground / facility / court – to be reviewed every 6 years
- **C - Local Facility:** a fair quality sports ground / facility / court – to be reviewed every 8 years.

Capital Works:

Council's existing capital works guidelines for minor and major sport and recreation projects has been reviewed as part of this project. These guidelines are clear and complimentary to both Council's corporate goals and funding guidelines of state government departments.

The additions recommended to the guidelines are:

¹ Australian National Audit Office – “Life Cycle Costing – Better Practice Guide” (2001), pg 10

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- A club representative **MUST** attend Hepburn Shire's annual briefing and explanation of the Capital Works Process as a pre-requisite for consideration of project funding. This briefing would be conducted by a member of the leisure services team with responsibility for club support.
- That an indication of **facility lifespan costs be developed and submitted with the project**, in order to ensure the applicant has considered capital development, annual operational, maintenance and replacement costs
- That consideration is made by clubs to potential **risk management issues**.

It is recommended that the Recreation Advisory Committee continues to consider applications for capital works developments from clubs and organisations in Hepburn Shire and recommends priorities to Council's 10 year Recreation Capital Works Program. This review component ensures that Council provides a fair and transparent process in the selection of priorities for development.

It is also recommended that Council increase its Capital Works Recreation Budget over the next 3 years, incrementally adjusting it in order to ensure that sufficient funding is made available to redevelop some of the sporting infrastructure in the municipality. It is suggested that amounts also be annually adjusted to keep pace with CPI.

Through the addition of a new council recreation / club liaison person – as recommended by this report - additional support would be provided to the framing and completing of community applications for capital works in line with the priorities and principles outlined in this report. It is recognised that a degree of complexity is experienced in grant application processes, and both club volunteers and members of assessing committees, are often frustrated as a result of lack of attention to detail in completing the required process.

Identifying Council's Role and Preferred Level of Service

- Recognizing that Council cannot fund all wants nor should it, but rather establish a focus on prioritised community need
- Improving marketing and promotion of new and existing leisure opportunities to all sectors of the community with specific attention being toward informing young people of existing opportunities
- Reducing and minimising risk through retaining and strengthening the Shires risk management processes
- Developing partnerships with other relevant community based organisations and the private sector to facilitate leisure opportunities, using shared expertise and maximizing limited resources

Council's Role:

One of Council's key roles in the leisure area is to develop partnerships with other relevant community based organisations such as clubs, schools, community health, neighbourhood houses and the private sector to facilitate leisure opportunities, using shared expertise and maximizing limited resources. This will ensure that a wide range of activities are available for residents to take part in and so that residents are able to reap the physical and social benefits of participation. However, it is important for the community to recognise that it is not Council's role to fund, or provide the leadership for all recreation options. There is a need to note that the private sector; the state

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government sector; the not for profit sector; and the community sector, all have roles and responsibilities to collectively service communities.

This project also looked at opportunities for neighbouring municipalities to share resources in the provision of leisure opportunities. Through investigations, it was recognised that apart from possible part-time staff sharing and joint project development of a regional usage project, there are limited opportunities in the case of Hepburn Shire and other municipalities. It is important, however, that strong networks are maintained with the surrounding Councils. There is value in ongoing improved regional planning of sites and catchment zones for future capital works developments.

Club support through the provision of club administration seminars such as submission writing, promotion, financial management, governance requirements, risk management, etc is important. So too is the continued support of volunteers through recognition ceremonies and support schemes such as access to office equipment, access to low/no cost meeting rooms; or the development of shared part-time club development officers who might work for a number of clubs.

Utilising Council's marketing and promotion outlets such as Council's website, Council newsletters, mail-outs to residents, community guides, signage, newspaper columns, etc, Council can play a major role in promoting new and existing leisure opportunities available in the community. Some specific youth-styled information about existing leisure opportunities should be examined and developed in consultation with the youth advisory committee.

The development of suitable policies surrounding issues such as capital works contributions, sponsorship, signage, etc ensures a consistent approach is adopted by Council in its dealings with clubs and organisations, resulting in a clear, transparent and equitable process.

Reducing and minimising risk is also an important role for Council's leisure services team as this ultimately impacts on the safety of residents and facilities and also on Council's insurance policy amounts.

Preferred Level of Service:

Hepburn Shire has a relatively low rate base and therefore cannot expect to provide nor maintain facilities to the same level as that of the larger metropolitan councils. To assist Council to determine the level of service and the optimum standard and range of facilities in each town, the following sports facility hierarchy / standards are suggested:

Definition of Standards:

- **A - Shire Facility:** high quality sports ground / facility / court (but not a state competition level facility)
- **B – Key Township Facility:** good quality sports ground / facility / court
- **C – Rural / Local Facility:** fair quality sports ground / facility / court

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Examples of such:

Grade A <i>Shire Facility</i>	Grade B <i>Key Township Facility</i>	Grade C <i>Rural / Local Facility</i>
Fully fenced oval / sports facility / court Often multiple facilities – for competition	Fully fenced oval / sports facility / court/s	Fenced or unfenced oval / sports facility / court
Automatic irrigation system	Automatic or manual irrigation system	Manual or no watering system
Extensive underground drainage	Underground drainage	Limited / no underground drainage
High quality / high maintenance grass or synthetic surface (sport directed)	Good quality playing surface	Basic quality playing surface
Sealed / marked car parking facilities	Average car parking facilities – unsealed	Allocated space - car parking facilities
Single or shared purpose ground with facilities	Shared purpose ground with a number of sports - with facilities	Shared limited facilities
Disabled parking facilities identified	Disabled access and parking facility	No disabled car parking facilities
Pavilion / toilet / change facilities – male and female – Disabled access	Pavilion / toilet / change facilities Disabled access	Basic small pavilion or shed, toilets and limited or no change facilities
Training and / or competition grade lights (night sport competition dependent)	Training lights / limited competition lights	Basic training lights or no lights
Turf cricket wickets – club maintained	Concrete or synthetic wicket	Concrete or synthetic wicket
Covered spectator facilities -	Limited spectator facilities	Limited / no spectator facilities

Based on these standards, the following table of township sports/recreation examples, suggests the level of service and facilities considered appropriate for the various towns in Hepburn Shire together with an indication of what is currently provided :

Type of Facility	Standard of Facility and Current Hepburn Shire provision					
	Daylesford Hepburn	Current Provision	Clunes / Creswick & Trentham	Current Provision	Other Towns	Current Provision
Sports Ovals	1xA & 1xB	1 A 1 B	B	3 B	C or N/A	1 A 1 B
Sports Fields	1xA & 1xB		B	1 B 1 C		2 C
Netball Courts	1 x A & some Bs	1 B 1 C	B	1 B		1 B
Tennis Courts	A	1 B	B	1 A 2 B	C or N/A	1 B 5 C
Bowls Greens	A	1 A	B	1 A 2 B		1 B
Golf Courses	B	1 B	B or N/A	2 B 1 C		

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Equestrian Facilities	B	1 B	B or N/A	1 B		1 B 1 C
Aquatic Centres	Shared B or N/A	1 B		1 B 1 C		
Leisure Centre / Community Hall	A	1 B	B	4 B 1 C	C	4 B 6 C
Neighbourhood Houses	B	1 B	B	4 B		
Playgrounds	A & some Bs	1 B	B	5 B	C or N/A	1 B
Skate Parks / BMX	B	1 C	B or N/A	1 B 2 C		
Cycling / Walking Tracks	B	2 A 4 B 1 C	B	3 B 1 C		
Parks / Open Space	A & some Bs	2 A 8 B 2 C	B	6 B 4 C	C	3 B 2 C
Senior Citizens Centre	B	1 B	B or N/A	1 A 1 B		

NB: The types of opportunities available in each town will also be influenced by:

- Identified community need
- Changing demographics
- Life cycle of facilities at which opportunities are offered
- Emerging trends
- Risk / activity standards
- Maintenance of facilities
- Usage rates
- Availability of skilled / committed people to provide or facilitate activities at these facilities
- Cost to provide activities
- Times in which opportunities are able to be provided to the community
- Access for people with mobility issues

Developing Inclusive and Active Communities

- Developing further awareness of existing opportunities for walking, cycling and performing arts
- Supporting additional leisure-based township opportunities for less mobile residents of the Hepburn Shire
- Ensuring through policy and practice, people with disabilities or mobility limitations are able to access leisure facilities
- Providing opportunities / infrastructure so all ages can enjoy major leisure facilities within the municipality

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The benefits of people leading healthy and active lifestyles are considerable. Regular physical activity:

- Decreases the risk of cardiovascular disease
- Decreases the chance of developing Type 2 diabetes
- Can help prevent some forms of cancer
- Decreases the likelihood of obesity
- Decreases the chance of developing osteoporosis
- Decreases stress, anxiety and depression
- Increases community connectedness and the development of friendship groups

The cost to the health system of physical inactivity is considerable. Obesity alone, according to the World Health Organisation, accounts for between 2-6% of health care costs.

In the interests of maintaining a healthy and active community, it is recommended that Hepburn Shire Council, in partnership with other relevant agencies ensures that people with disabilities or mobility difficulties are able to fully access leisure facilities. This involves auditing existing buildings to ensure that people with disabilities or mobility issues are able to physically access buildings and participate in opportunities available inside the buildings. Items such as ramps, hand rails, disabled toilets, family change rooms, low counters, braille signage, hearing circuits, etc should be considered where appropriate. All new leisure facilities or upgrades in the municipality should also feature such infrastructure as appropriate and according to relevant anti-discrimination and inclusive legislation.

Too often facilities are developed with a lack of consideration of additional and complimentary users. For example, the addition of several items of playground equipment at a sports ground; or seats and water access next to a skate ramp; or a bicycle / walking path linking to destination facilities such as BBQ facilities in a park, can greatly add to the attraction and subsequently the greater use of various leisure facilities by people of all ages from young children through to grandparents.

With issues such as cost and transport being major deterrents for participation in physical activity – particularly for the Shire's youth and older, less mobile residents, it is important that wherever possible, localized opportunities for participation be made available.

Both walking and cycling are activities that can be participated in by a high number of residents, regardless of age, sex, location, etc. Other than the initial equipment required, i.e. walking shoes, bicycle and bicycle helmet, these activities are low cost / free and are able to take place when and where it suits people. Signage, promotion, improved track maintenance and linked trails will increase enjoyment of many of the Shire's lifestyle facilities.

There is currently a gap in the provision of performing arts activities for young people in Hepburn Shire. The provision of a suitable space and future support for such activities is seen as an important addition to the suite of other leisure opportunities available to young people in the municipality.

Strengthening Communities

- Developing and strengthening communities to nurture a culture of self-help
- Focusing leisure opportunity priorities, on the needs of residents as opposed to those of visitors
- Supporting and recognising volunteers through valuing, assisting and facilitating supportive systems
- Retaining and strengthening the Recreation Advisory Committee and its role in providing a community voice and leadership in the development and prioritisation of sport and recreation in partnership with the Shire

Communities need to be strengthened in order to nurture a culture of self-help and not be reliant on the Hepburn Shire and its limited resources to provide all of its sport and recreation opportunities. One way to develop a more resilient and stronger community is to provide greater support to community-based volunteers.

According to the club survey administered as part of this strategy, there is considerable amount of work undertaken each week by volunteers of various clubs and organisations in the municipality. Whilst the majority of clubs require between 0-10 hours each week of voluntary labour to undertake tasks such as grounds maintenance, administration, fundraising and coaching, four clubs stated that an amount of 30 hours or more is required each week.

Hepburn Shire Council recognises the enormous value of this voluntary labour in terms of maintaining community infrastructure and in the facilitation and coordination of a range of leisure opportunities for the community. Without this support, many facilities may be in a state of disrepair, ground surfaces may be poorly maintained and there may not be anyone to coach or administer sport and recreation activities for the broader community. From a social perspective, this impacts on town spirit, friendship and support groups and potentially health and fitness levels. Clearly volunteers play an important role in strengthening the Hepburn community.

In order to support the volunteers of Hepburn Shire, it is recommended that Council consider the provision of a centralized facility where volunteers can access computers, a photocopier and administrative support services. This may be in conjunction with existing community/neighbourhood houses which could also provide information on the range of resources related to planning processes and government grants, as well as providing meeting facilities. The closer linking of community clubs and community house operations, might strengthen both resources. There is also potential for the Shire's newly proposed recreation officer to be available to work more closely with clubs and community houses on issues such as club development, governance, submission writing, etc.

Apart from sport and recreation clubs, another key voluntary organisation in the Shire is the Recreation Advisory Committee. This group of volunteers provides high level strategic advice to Council on sport and recreation capital works issues. This group needs to be given continued support in the valuable role they play in shaping the leisure opportunities available to the community.

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BACKGROUND

Garry Henshall & Associates has been engaged by Hepburn Shire Council to develop an integrated Recreation Strategy which aims to ensure that the recreation, leisure and sporting needs of both residents and visitors to the area can be met now and into the future through a planned strategic approach.

The aim of this project is to develop a new recreation plan for the Shire to be used as a strategic action plan over the next ten years to achieve the following objectives:

- a) Provide a prioritised infrastructure development strategy linked to geographic regions and local communities.
- b) Make recommendations pertaining to improvement in recreation access for specific target groups including youth, older persons, people with disabilities etc, with a particular emphasis on strategies for youth.

The development of the Strategy Plan is done in recognition and integration with existing planning. The document will present both a Shire wide approach plus specific recommendations for key population areas. It will have a General focus on public access facilities such as

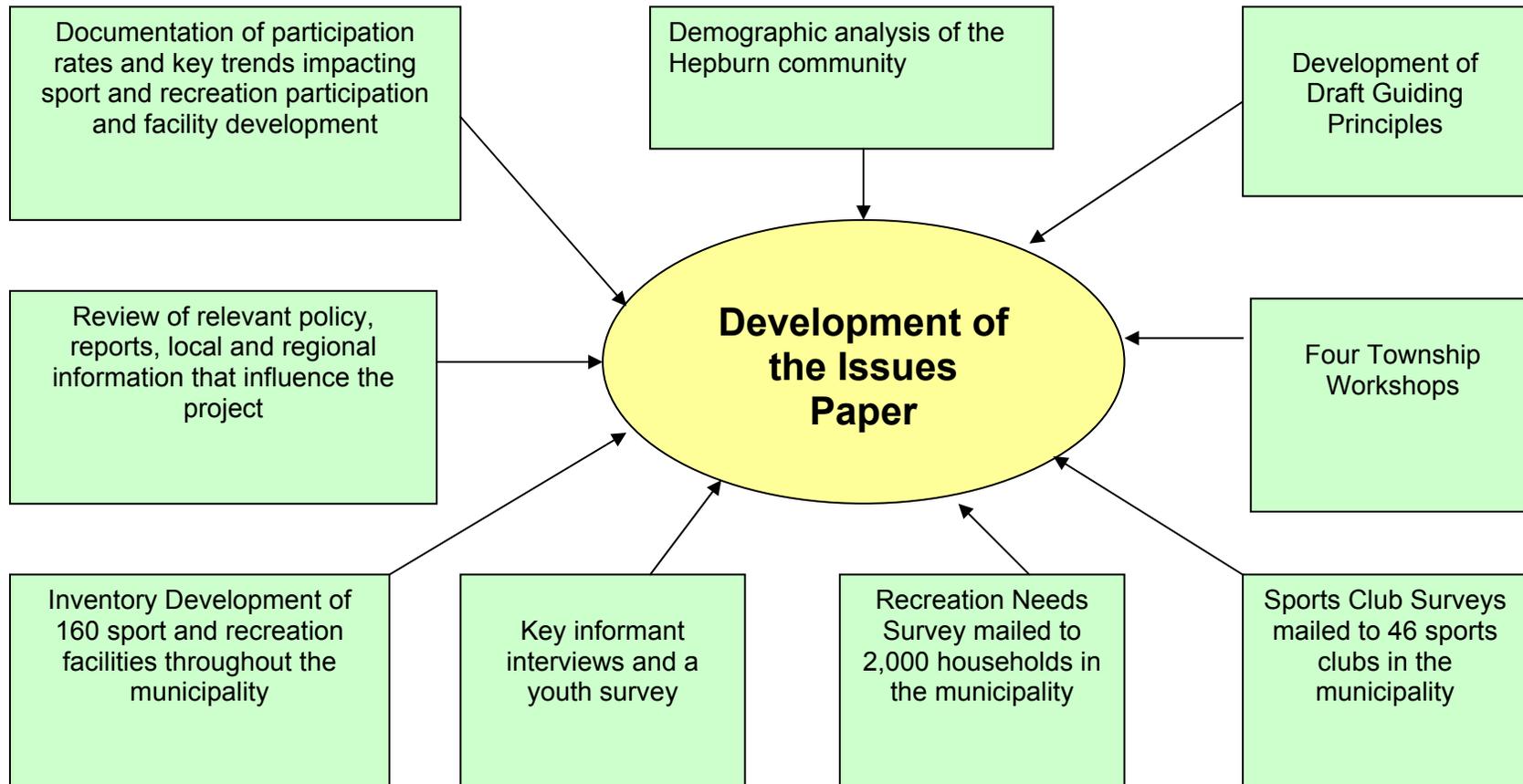
- Natural areas - parks; walking trails; skate ramps; waterways; pools; playgrounds.
- Health; hobby; personal development; learning;
- Regular / ongoing Community Sport – generally club based
- Compliance – safety / standards; Expansion of activity; introduction of new activity

The core outcomes will focus on

- Planning;
- Resourcing;
- Developing; and
- Servicing the Shire of Hepburn.

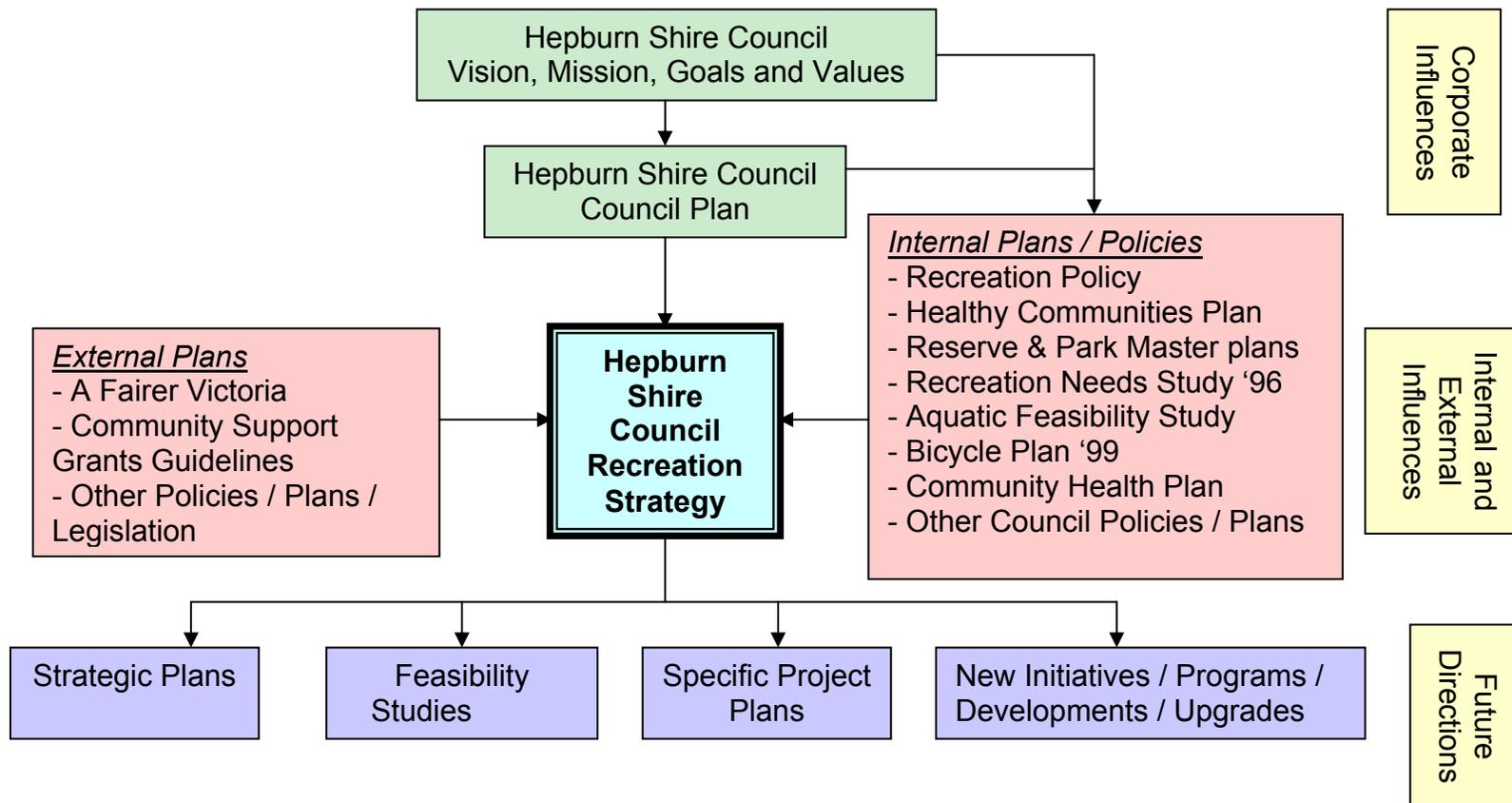
This needs to be undertaken whilst noting capacity of the shire and its community

THE PROCESS SO FAR



WHERE DOES THIS PLAN FIT IN?

The Hepburn Shire Recreation Strategy is an important community planning tool which is closely aligned to Council’s corporate goals and at the same time has been influenced by a range of other internal and external plans. Once completed, the Recreation Strategy will provide direction for additional plans or studies, based on agreed upon recommendations and priorities as well as the development of specific initiatives. The following diagram shows how the Hepburn Shire Recreation Strategy is integrated into Council’s overall planning:



TRENDS

The time we are able to allocate to the pursuit of leisure activities; the way we participate; expectations and needs are continually evolving and changing according to social, economic and environmental influences prevalent within the community. Whereas in the past, participation in sporting activities (such as football and cricket) consist of a full Saturday afternoon (and sometimes Sunday) playing the sport of choice, training two nights per week and a working bee on Sunday – this is becoming more the exception than the norm. Some examples that highlight the change in participation and facility development trends include:

- There has not been any significant increase in Victorian's sports participation over the past 10 years. There has, however, been involvement in a broader range of sport and recreation placing significant pressure on traditional options of sport and recreation.
- There has been a general decrease in participation of some traditional sports that continue to require a participant commitment over extended time periods. People are becoming more precious in committing their leisure time.
- Weekend sport is declining whilst weekday / evening participation is increasing
- The most popular sports at present are those that can be undertaken at a time and place that suits the participant, e.g. walking, swimming, cycling and aerobics
- Long periods of sport time are being replaced by short scheduled periods
- Alternative uses for open space, other than for sporting use, has markedly increased.
- The value of reflective environs that provide indigenous flora and fauna has also emerged
- There is a trend for outdoor sport to be moving indoors
- The use of improved synthetic materials that reduce maintenance costs both in time and financial resources. Improved synthetic surfaces have allowed for facility use to be extended and more frequent.
- The need to strike an equitable balance of sport and recreation facilities that cater for a range of interest groups is a continuing challenge for Local Government. So too is the need for clubs and organisations to reflect on the best way to promote and structure their sport so as to encourage maximum participation by the community.

POLICY CONTEXT

A range of both Council and external reports have provided a context to the current provision of recreation services and also contributed to the overall direction of the Recreation Strategy. These reports and their key recommendations or messages are listed below:

REPORT	RELEVANT INFORMATION
Hepburn Shire Council Recreation Development Policy	Although this policy was completed in 1997, the principles, i.e. general – quality of life and recreation impact; planning – community need, community involvement, access and opportunity, existing services and multipurpose use; management – use of assets and service provision; and resource allocation – council grants and government and other assistance are all supported in the development of the new recreation strategy.
Hepburn Shire Council Plan 2006-2011	Mission: “To provide quality service, strong representation and accountable governance” Values: Integrity, respect, honesty and openness Key Objectives: strengthening communities; service delivery; asset and resource management; economic development; and heritage and environment.
Recreation Needs Study	A comprehensive 5 – 10 year Recreation Needs Study was undertaken in 1996. This report covered the full spectrum of recreation facilities, programs and services, as well as addressing the ways in which recreation is funded, managed, evaluated and marketed throughout the Shire. Over 60 individual recommendations were made as part of this report. Any needs that still remain from this 1996 report will be incorporated into the new recreation strategy, providing these needs are still seen as a priority by the community. The new recreation strategy will supersede the 1996 strategy.
Indoor Aquatic and / or Sports Centre Feasibility Study	Indoor Aquatic Centre Findings: <i>“Due to high capital construction cost (\$2.8M to \$4M), identified low customer population in the catchment zone (less than 5,000 people) and projected high annual operating deficits (\$200,000 plus), it is not recommended to develop indoor aquatic facilities in Daylesford at this time.”</i> Sports Centre Findings: <i>“Due to existing high facility use, projected future demand, potential funding support and likely annual operational surpluses, it is recommended that development of up to two new sports courts at the Daylesford Secondary College be adopted, subject to the site being available and capital funding of up to \$1.2M being able to be raised.”</i>

<p>Municipal Strategic Bicycle Plan</p>	<p>Paths for further development:</p> <ul style="list-style-type: none"> • Daylesford to Hepburn Springs Recreational Link • Daylesford Lakes Recreational Link • Trentham Falls Recreational / Training Link • Rail Trail Link with Mount Alexander Shire <p>Three major recommendations:</p> <ul style="list-style-type: none"> • Adopt Bicycle Victoria’s “Bicycle Vision for Local Government” • Adopt the Hepburn Shire Bicycle Network Report • Appoint a Bicycle Coordinator or form a Bicycle Steering Committee
<p>Victoria Park Master Plan</p>	<p>This report lists new change rooms and a function room, with a possible grandstand as the key priority in stage one. Stage two to five of the project suggests improvements such as oval upgrades, increased disabled access, upgrade to table tennis shed, change rooms for females, improved traffic management, new Highland Gathering shed, designated parking facilities, children’s playground, indoor gym and stage / sound shell</p>
<p>Calembeen Master Plan</p>	<p>Provides a range of recommendations to improve the site, with key developments including: a rehabilitation study of the diving tower, installation of children’s playground, increased fishing stocks, improved access for people with disabilities, stage / sound shell, kiosk and the construction of a jetty.</p>
<p>Park Street Reserve Master Plan</p>	<p>This master plan focuses primarily on improving walking tracks, interpretation, landscaping and parking at Park Street Reserve in Trentham.</p>
<p>Community Playground Study</p>	<p>This report identifies Daylesford Youth Reserve as the best place to establish a community playground targeted more at locals than at tourists.</p>
<p>Community Health Plan</p>	<p>Under the area of physical activity, the following strategies have been developed, of relevance to the Recreation Strategy:</p> <ul style="list-style-type: none"> • Develop a social marketing strategy - this will incorporate the encouragement of 10,000 steps a day; link with Ballarat Walking Strategy; and development and promotion of cycling / walking tracks • Implement the Active Script Program • Consult with service providers, the community and local employers to ensure that leisure facilities / infrastructure and maintenance programs meet community needs and demands where possible • Promote social model of health through all associated agencies

	<ul style="list-style-type: none"> • Incorporate health assessments into existing assessments for youth at risk • Establish links with schools to ensure appropriate levels of physical activity for school based youth
Healthy Communities Plan	<p>The four strategies contained within the Plan that are of most relevance to the Recreation Strategy are as follows:</p> <ul style="list-style-type: none"> • Explore the introduction and enhancement of physical activities for all ages: <ul style="list-style-type: none"> ○ On your bike program ○ Walking School Bus ○ Walking tracks strategies ○ Indoor activities across the Shire (better utilisation of Halls, Schools, Churches) ○ Access to Hepburn Spa • Explore and Promote low cost physical activity options to those more isolated and not active in the community • Continue to design elements in public open spaces and playgrounds that encourage the use of amenities and social interaction • Council to conduct an Accessibility Audit across council buildings
Playground Development Strategy	<p>This plan identified playgrounds that should be: retained; upgraded; modified; developed; decommissioned. It also identified risk management issues including the use of CCA treated pine and the need to provide shade and fencing at each playground by 2012</p>
Access and Inclusion Policy	<p>Council recognises its unique role as a planner, developer and provider of physical and social infrastructure in the community and is committed to the responsibilities determined by the Disability Discrimination Act</p>
Youth Policy	<p>Hepburn Shire Council’s vision for youth services is: “To promote and foster the active participation, leadership and decision making roles of young people within the economic, social and cultural aspects of the community”</p>
Tourism Policy	<p>In relation to tourism, Council will:</p> <ul style="list-style-type: none"> • Support sustainable tourism • Recognise tourism as a significant social and economic force and a major employer in the region • Create an awareness of the value of tourism to the area

	<ul style="list-style-type: none"> • Strategically plan the development of tourism with relevant partners • Ensure that facilities are able to cater for the needs of both tourists and local residents • Recognise and enhance tourism in the area
<p>Cultural and Arts Policy and Action Plan</p>	<p>This document defines art and culture as the activities, values, traditions and heritage of local communities expressed through craft, visual and performing arts, music, literature, local traditions and assets. It identifies the Shire’s commitment to art and culture as follows: “Hepburn Shire Council aims to seize the opportunities afforded by arts and cultural activities throughout the Shire and continue to grow our strong, healthy and creative communities”. The report recognises that art and culture contributes to leisure, social and economic well being as well as to the local character of the Shire.</p>
<p>A Fairer Victoria</p>	<p>This policy document explains the Victorian Government’s long-term action plan to tackle disadvantage and to increase opportunities for Victorians. The approach adopted by the Government is attempting to reform government and focuses on community strengthening combined with traditional service provision. Sport and recreation are not a focus of this document. There are no specific references to any initiatives in Hepburn.</p>
<p>Hepburn Shire Recreation Capital Works Guidelines – Minor Projects and Major Projects</p>	<p>These guidelines provide an overview of the rationale behind allocations of funding to clubs for capital works and also the processes currently used by Council’s Recreation Advisory Committee and Council to determine priorities. The document provides a list of items that need to be provided by clubs and outlines the presentation requirements of clubs to the Recreation Advisory Committee. Funding through this process is generally provided on a dollar for dollar basis. Successful minor projects are able to receive grants of up to \$15,000 and successful major projects are eligible for grants of over \$15,000.</p>

OUR COMMUNITY - DEMOGRAPHICS

The use of this demographic information is to provide an indication of the community growth rate, which provides some general assessment of the current and future capacity to maintain levels of activity as well as reference the capacity of future identified needs. These figures are not presented in a demographic “standards approach” to the provision of facilities or services. Recreation and social planners in Australia have long recognised the limitations of demographic information in being the sole indicator of activity potential. It is a solid base for linking more specific indicators of activity need.

- ❖ Had an estimated resident population of 14,448 in 2001, which is expected to grow beyond 15,000 by 2006.
- ❖ By 2031, Hepburn’s population is expected to reach 16,908** – an increase of 2,460 over the next 25 years, or almost 100 new residents each year for the next 25 years. This is a growth rate of 1.5% compared with the Victorian average growth rate at this time of 1.2%. (Indication is that the 2006 census will show a marked decline in growth rate below 0.6%)
- ❖ Features the highest number of people in the 45-49 age group
- ❖ Approximately 58% of its population will be over the age of 50 by 2031
- ❖ Has a high number of Australian-born residents – 82.5%, with the next four most popular countries of birth being UK, Netherlands, Germany and New Zealand.
- ❖ Has a high number of residents who speak English at home – 91.1%
- ❖ Is made up primarily of family households (70%), consisting of either a couple family with or without children, a one parent family or “other family”
- ❖ Has a labour force of 5,838 residents out of a total of 14,448 and an unemployment figure of 8% (in 2001)
- ❖ Has a higher percentage of full-time workers (54%) than part-time workers (34%).
- ❖ Residents are most likely to work in the retail trade; manufacturing; health and community services; agriculture, forestry and fishing; or accommodation, cafes and restaurants industries
- ❖ 50% of weekly household income in Hepburn is \$500 or less
- ❖ Residents are most likely to travel to work by car – 57% as drivers of their own vehicle and a further 5% as passengers

Based on these demographics, it appears that Hepburn Shire, like Victoria as a whole, is likely to have a higher percentage of older people residing in the community in coming years – many on relatively low incomes. This in turn will impact on the types of activities desired by the community. Activities requiring less physical exertion, such as walking, swimming, cycling, yoga, pilates, golf, tennis and modified versions of sports are likely to be more in demand than activities requiring high levels of fitness such as Australian Rules Football and netball. Other pursuits such as art, craft, performing arts, etc are likely to experience some growth.

** It is important to note that a significant percentage of the population (over 20+%) only reside in Hepburn Shire for part of the week – mainly fri - mon

NB: These demographics have been sourced from the Department of Sustainability and Environment Website. At the time of publishing this report they are the most current figures available. The figures of the 2006 census will update these figures

OUR COMMUNITY – SPORT AND RECREATION NEEDS

The following table provides information collected through a household survey which asked individuals a range of questions about current participation rates and future recreation needs. This information was then presented in regard to resident requests, at a series of township meetings. Final analysis linked current participation; with desired activity; identified barriers to participation and the Shire’s capacity to provide and operate any of the suggested options identified.

Frequency of Participation	The majority of Hepburn Shire residents engage in recreational activities at least once a week (92%).
Most Popular Activities	The activities most likely to be engaged in were: <ul style="list-style-type: none"> ❖ Walking (in general or walking the dog/bushwalking) ❖ Reading or visiting the library ❖ Fishing ❖ Australian Rules Football ❖ Golf Walking was the activity most likely to be engaged in on a daily basis and more likely by females than males.
Township Participation Differences	Activities were similar across the four towns surveyed although some variations were observed (e.g. basketball in Clunes, tennis in Creswick, yoga in Daylesford and several alternatives in Trentham like weight training, dancing cricket, horse riding and photography).
Motivation for Participation	Participation in recreational activities was motivated by the desire to keep physically fit and the enjoyment and fun involved in these activities.
Most Desired Activities and Reason for Non-Participation	Across the shire, residents reported that they would like to, but do not currently, engage in recreational and social swimming. Generally it was reported that the activity desired was not available or facilities were not in close proximity.

<p>Use of Local Sport and Recreation Facilities</p>	<p>Current facilities that are widely used included small neighbourhood parks, walking paths, large regional parks, community events and sports grounds. Furthermore, about half the population reported that they had used a wide range of facilities ranging from aquatic centres, golf courses to community centres.</p>
<p>Priorities for Future Sport and Recreation Funding Allocations</p>	<p>Across the shire, aquatic centres were identified as the number one priority for recreational funding. Further to this, funding was also identified as being required for indoor sports centres, walking paths and fitness centres/gymnasiums. It was interesting to note that non recreational facilities were identified for additional funding in Clunes (water preservation) and Daylesford/Trentham (neighbourhood streetscapes).</p>
<p>Motivators for Increasing Usage of Facilities</p>	<p>Residents believed that they would increase their usage of existing recreational facilities if they were located in close proximity to their home or if they had lower fees or charges. Improved facilities was also a motivator for greater usage of existing facilities.</p>
<p>Council's Ideal Role in the Provision of Sport and Recreation Opportunities</p>	<p>When asked to identify the services and facilities Council should continue to provide, the community was clear in identifying Council's role as providing the opportunity for recreational activities (e.g. provide and maintain facilities, assist with funding, promotion). The community did not appear to require the Council to organise and co-ordinate recreational activities.</p>
<p>Satisfaction with Council Performance</p>	<p>In terms of performance, Council was seen to be performing well in providing open spaces, tennis facilities, parks and reserves, sports grounds and trails. Negative impressions of Council's performance were in relation to provision of recreation centres, information and promotion, recreation programs and swimming pools.</p>
<p>Community Volunteering</p>	<p>Approximately 31% of residents are currently involved in volunteering for a club. They generally provide between 1-3 hours per week in their voluntary tasks. Volunteers are motivated by giving something back to the sport and the community and helping others. Those no longer volunteering have lost contact with the club as they or their family is no longer involved in the activity or they are no longer required.</p>

OUR COMMUNITY – TOWNSHIP NEEDS

Four township workshops were held in each of the major towns in the municipality, i.e.: Clunes, Creswick, Daylesford and Trentham, providing residents with information about the study and allowing opportunities for them to provide feedback and actively participate in the planning process. The workshops explored township issues related to localised sport and recreation opportunities. Results are as follows:

CLUNES

- ❖ Trees adjacent to bowls club damaging greens
- ❖ Desire for all township sporting facilities to be relocated to land on the outskirts of the township known to locals as the “Clunes Common”, to centralize and develop improved multi-purpose township facilities, e.g. show grounds, equestrian, bowls and gun club etc

CRESWICK

- ❖ Main priority – maintain what already exists rather than developing new facilities
- ❖ Doug Lindsay Reserve to include football and a multi-purpose pavilion / function centre to cater for live theatre, child care and gymnasium
- ❖ Link walking tracks – footbridge across creek near Northcott Park to continue from Hammond Park to St George’s Lake; from Davis Bridge alongside creek to ring road and beyond; from Calembeen Park to creek side path; and along Bungaree Road
- ❖ Deepen Park Lake for canoeing and possibly Hepburn Reservoir and Newlyn Reservoir
- ❖ Undertake a master plan for Park Lake and include the development of additional all weather hard courts and interpretation of historical and botanical features
- ❖ Adopt and implement master plan for Calembeen Park – develop a walking track around outside perimeter; fund and install jetty for sailing and sailability project; create fishing opportunities; provide a chlorinated outdoor heated pool; construct toilets, BBQ and shelters; and conduct risk assessment on diving tower / springboards

DAYLESFORD

- ❖ Victoria Park Oval buildings, kitchen and change rooms need upgrading to help with income generation for the clubs. Victoria Park oval needs less watering in summer and some top dressing. The training lighting needs upgrading and the carpet on the cricket nets needs replacing. Playground facilities are required. Netballers need change facilities, training lights and spectator shelter. Some clashing of events occurs due to the Chill Out Festival utilising the oval during the football season
- ❖ Road reserves that link communities need to be accessible for pedestrian use
- ❖ Major focus should be to maintain and upgrade present facilities
Improved maintenance required on lights at Hepburn Springs Reserve
- ❖ Need to have shire-wide funding priorities ready to go when grant applications are called
- ❖ There is a shortage of indoor activity space that can be used for a variety of activities each night
- ❖ Need for low cost indoor heated pool possibly utilising alternative heating options and air supported domes
- ❖ Need to promote healthy lifestyles for young people and older people at a reasonable cost in a reasonable facility
- ❖ This strategy needs to recommend ongoing meetings with council to ensure a genuine level of commitment to recommendations
- ❖ Walking tracks need upgrading / improving / maintaining and need to link to community facilities such as sporting facilities and other leisure opportunities. There is currently only one walking track - “Golden Springs”. Bridge needed on Hepburn Reservoir to complete the walk from Hepburn Springs to Daylesford
- ❖ Need to establish additional sports in Daylesford including Little athletics and soccer
- ❖ Facilities should be as multi-functional and multi-purpose as possible in order to cater for more; and obtain the most significant government grant support

TRENTHAM

- ❖ Establish a cooperative group insurance scheme
- ❖ Develop new walking tracks around Park Street Reserve and from the Hospital down Bath Street Reserve into town
- ❖ Upgrade existing poorly maintained walking tracks
- ❖ Extend operating hours of pool and investigate why primary schools are not using the local pool
- ❖ Need for library facilities
- ❖ Need for indoor netball / basketball facilities
- ❖ Improved drainage and water supply required for football ground
- ❖ Additional sport and recreation program support required
- ❖ Bowls club requires ramp for disabled access
- ❖ Install outdoor parkland exercise equipment
- ❖ Establish community gardens

OUR COMMUNITY – YOUTH ISSUES

A survey of young people in the municipality revealed that there is a perception that younger people in the municipality are reasonably well catered for from a recreational facility perspective, but secondary school aged youth, and particularly young adults between 19-25 years of age are not well catered for. Young people believe that sport and recreation activities are generally good to excellent, however, there is a real need for social places where young people can meet and arts / drama / music opportunities. There is still demand for skate facilities and a particular need for activities based within the town that young people live in. Information about sport and recreation activities available within the municipality, along with transport costs are two key barriers to further participation by young people.

In terms of availability of specific facilities for young people, there is a strong perception that there is a lack of facilities for drama / performing arts, youth centres and passive / informal opportunities.

OUR COMMUNITY – SPORT AND RECREATION CLUB NEEDS

Each of the 46 sport and recreation clubs listed on Council’s sport and recreation database was mailed a club survey to complete. The purpose of this survey was to identify key issues such as participation numbers, volunteers, insurance, risk management, club sustainability, access to grants programs, capacities to contribute to sport and recreation and potential upgrades. Eighteen clubs responded to the survey – a response rate of 39%. Summary results of the key components of the sport and recreation club survey are as follows:

Membership Numbers	Fifty percent of clubs (50%) believe that their membership levels will increase over the next five years. Thirty-nine percent of clubs (39%) believe their membership levels will remain the same. Only eleven percent of clubs (11%) believe their figures will decrease.	
Satisfaction level with facilities	77% of respondents are relatively to extremely satisfied with their facilities. 12% stated that they were extremely dissatisfied. A further 12% stated that they were relatively dissatisfied:	
Identification of Potential Upgrades / Development	<p>Hepburn Springs Golf Club Inc.</p> <p>Clunes Cricket Club</p> <p>Daylesford and District Cricket Assoc.</p> <p>Trentham Bowling Club Inc</p> <p>Daylesford and Hepburn United Soccer Club</p> <p>Hepburn Football Netball Club</p> <p>Mt Prospect Tennis Association</p>	<p>Update clubhouse, particularly bar area. Need for a viable and consistent water supply.</p> <p>Pavilion needs a revamp so that it is useful and user friendly. Cricket nets in disrepair, ground surface needs leveling.</p> <p>Concern that they will be pushed off Victoria park No. 1 oval for the labour day weekend in march (semi-final weekend) because of the Chillout Festival.</p> <p>The internal and external parts of the building need painting and new floor covering, curtains, security upgrade for bar area</p> <p>The soccer club needs it own home ground, pavilion, club rooms and canteen facilities, change-rooms, storage shed, toilets etc, preferably in town.</p> <p>Oval needs top dressing. Change rooms need painting.</p> <p>Expand clubrooms. 5 New tennis courts required. Traffic management is an issue. Need to use of recycled water for grass courts etc. Removal of ageing</p>

	<p>trees.</p> <p>Creswick Bowling Club Inc Kitchen Upgrade. Level the floor</p>
<p>Areas Where Council is Working Well</p>	<p>The areas in which Council scored highest (i.e. in the good to excellent range’) in relation to support to clubs and organisations are:</p> <ul style="list-style-type: none"> • Provide information about grants programs (53%) • Provide general advice and information including industry regulations and trends (41%) • Provide opportunities to promote leisure and recreation organisations (through Council publications or events) (35%) • Provide training for committees of management and / or volunteers (29%).
<p>Areas for Council Improvement</p>	<p>Areas in which it scored lowest (i.e. in the ‘needs some improvement to need lots of improvement’ range) in relation to support to clubs and organisations are:</p> <ul style="list-style-type: none"> • Assist with grant applications (36%) • Provide funding to assist with capital works projects for Council owned facilities (34%) • Provide funding for maintenance and operations of clubs (29%) • Provide information and support for inclusion of people with a disability (32%)
<p>Difficult Issues for Clubs</p>	<p>The five most difficult issues for clubs, in order, are:</p> <ul style="list-style-type: none"> • attracting / retaining members (7) • maintaining facilities (7) • insurance costs (7) • attracting / retaining volunteers (6) • risk management (6)
<p>Voluntary Labour</p>	<p>The number of voluntary hours required by clubs varied from club to club and according to the season. Answers ranged from 0-5 (18%) to more than 30 (35%), with most of the other responses listing between 0 and 10 hours. Four clubs claim to utilise more than 30 hours of voluntary labour each week.</p>
<p>Identification of a Role for Council to Play in Relation to Sport and Recreation</p>	<p>The types of assistance requested from Council include:</p> <ul style="list-style-type: none"> • Continue to support grant applications • Look favourably on attempts by clubs to rezone part of their property so that they can sell it • Provide funding to pay a part time / full time administrator • Conduct research into cost of drainage and lights on ovals • Clean up side of roads

	<ul style="list-style-type: none">• Advice and support in maintaining facilities for long term durability• Continue as is with regards to cricket• Assistance with insurance• Assistance with the ever increasing rates and ancillary charges• Inspect Council managed ovals for their suitability for play as part of Council's duty of care• Help clubs to access suitable facilities• Assistance with pitch watering, mowing and rolling when required• Assistance with capital works• More facilities for the aged and disabled• Continue to provide seminars regarding grant applications• Assist with risk management issues• Assist with master planning• Assist with maintenance tasks• Better maintain facilities• Be available for information
Other Comments	<p>Other comments received by respondents include:</p> <ul style="list-style-type: none">• Too much focus on tourism; not enough on sport• Clubs could pay into a central pool and have a managed community chest• Contribution of many sporting club participants to sporting facilities is considerable• Struggle to find enough money to continue the operation of some clubs• Lack of facilities for soccer players• Soccer club wants access to a suitable ground to further develop the club and the sport of soccer• Looking for a partnership approach with Hepburn Shire• Need for more sport and recreation assistance in Creswick

OUR COMMUNITY – CONDITION OF OUR SPORT AND RECREATION FACILITIES

As part of this study an inventory was produced. This inventory identified existing sport and recreation facilities, services and programs in Hepburn Shire, sourced from Council's list of sports clubs, Council's website; the Playground Development Strategy; the Hepburn Recreation Strategy (1996); visual observations and from maps. Specifically, this component of the study focused on:

- An audit of existing facilities, services and programs including details of facilities and activities
- Analysis of relevancy and quality of existing facilities
- Commentary on accessibility of facilities
- Identification of opportunities for future development
- Condition Reports

This audit revealed that overall Council's sport and recreation facilities are in reasonably good to very good condition, with just a few exceptions. Perhaps one of the major issues is the fact that some facilities have been developed as a single stand alone facility, when what is often required for viable competitions and future growth of sports is two or more grounds / courts, etc.

There are also instances where supporting infrastructure needs to be developed to ensure greater player comfort, safety and fundraising opportunities. Such infrastructure typically includes change rooms (particularly for traditionally female sports such as netball); shelter facilities and shade for players and spectators; and lights to increase use of sports grounds / courts / parks / gardens in the evenings. Facilities for people with disabilities is also an issue at a number of sites, as is the need for designated parking places.

Given the good to very good condition of most facilities in the municipality, where possible it is suggested that existing facilities are upgraded, rather than constructing new facilities. However, there are some facilities which are no longer or are much underutilised. Consideration needs to be given regarding whether or not these facilities are decommissioned or whether additional uses can be found for them.

Observations arising from the audit are:

Facilities Perceived to be in Poor Condition

- ❖ Clunes - Hard courts at the caravan park
- ❖ Creswick - Netball Court
- ❖ Creswick - Creek Walking Reserve
- ❖ Creswick - Scout Hall
- ❖ Creswick - Soccer Field – Melbourne Rd
- ❖ Creswick - Regional Park Walking Tracks
- ❖ Daylesford - Skate Park
- ❖ Daylesford – Speedway
- ❖ Dean – Tennis Courts at Recreation Reserve

Facilities Perceived to be Underutilised

- ❖ Campbelltown – Tennis Court
- ❖ Clunes – Cameron Reserve
- ❖ Clunes – Lena Wattleworth Bushland Reserve
- ❖ Clunes – Old Fire Brigade Hall
- ❖ Creswick – Creswick North Recreation Reserve
- ❖ Daylesford – Rea Lands Public Park
- ❖ Daylesford – Wombat Flat
- ❖ Kingston – Community Centre
- ❖ Mollonghip – Tennis Court

Potential Safety Issues

- ❖ Clunes - Skate Park – difference in level between concrete of skate surface and surrounding area is potentially hazardous
- ❖ Clunes – Caravan Park Playground – need to extend fence at bottom of the slide
- ❖ Creswick – Raglan St Playground – examine climbing fort
- ❖ Creswick – Skate Park – trees shedding leaves on the bars
- ❖ Creswick - Diving platform at Calemben Park
- ❖ Daylesford - Tennis Courts – Playground needs undersurfacing
- ❖ Daylesford - Victoria Park Netball Court – run-off needs to be expanded
- ❖ Daylesford – Three Lost Children Memorial Park – fencing and tank need examining
- ❖ Daylesford – Sailor’s Falls Walking Track – steps and fencing need examining
- ❖ Daylesford – Lake Daylesford Twin Bridges Walking Track – needs a barrier on cliff edge
- ❖ Daylesford – Lake Daylesford Twin Bridges Tipperary Springs Walking Track – needs a barrier on cliff edge
- ❖ Daylesford – Tipperary Springs Bryce’s Flat Walking Track – needs barrier on cliff edge and track needs examining

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- ❖ Daylesford – Trotting Track – fence needs to be rebuilt
- ❖ Glenlyon – Recreation Reserve – bridge needs examining
- ❖ Hepburn Springs – Recreation Reserve – swings too close to wooden edges
- ❖ Hepburn Springs Fresh Water Pool – falling rocks hazardous to swimmers; hand railing needs examining
- ❖ Hepburn Springs – Breakneck Gorge – need barriers along track
- ❖ Leonard’s Hill – Hall – footpaths have large cracks in them
- ❖ Trentham – Trentham Falls – fencing needs to be rebuilt

OUR COMMUNITY – THOUGHTS FROM PEOPLE IN OUR COMMUNITY

A number of identified key stakeholders and service providers from Hepburn Shire Council officers and the broader sport, recreation and health community were interviewed to gain their perceptions of recreation need across the Shire. This information provides valuable input by people seeing, living and hearing the ongoing issues faced on a daily basis. It also provides a level of future capacity and when matching stated wants, against needs, against community capability. The comments are presented under key headings with a number of similar comments coming from a range of different sources.

Suggestions are as follows:

Challenges

- Public Transport – limited options make it difficult for people to access opportunities outside their immediate area
- Existing facilities – expand / improve existing facilities before constructing new facilities and build sport and recreation facilities for locals as a priority rather than tourists
- Indoor aquatic centre – whilst there is a perceived need, there is also a recognition that ongoing operating costs may be prohibitive and that there are already a range of swimming opportunities, including the new spa development at Hepburn Springs which offers subsidised access for residents
- Council resources – are limited, hence projects must be prioritised and not all will be able to be funded
- Walking paths – upgrade questioned due to potential unrealistic community expectations of standards. Strongly supported activity
- Recreation Strategy – needs to be integrated across Council and be broader than just sport to encompass healthy lifestyles. Also needs to include planning principles and checklists and future maintenance and management practices
- Facility lifecycle – recognise that all facilities have a finite life and manage accordingly. Rationalisation of some facilities may be required
- Volunteers – need to recognise the good work of volunteers. Volunteer burn out is a problem with some organisations
- Population groups – gaps in the service provision for young children, youth and people with a mental illness
- Human Resource Capability of Tourism and Recreation Department – need for additional staff and clearer focus on roles of existing staff
- Young people – need for additional healthy lifestyle opportunities for young people

Specific developments

General

- People with disabilities – improve access and opportunities
- Siting of facilities – some facilities may be located in inappropriate locations – the strategy needs to make a judgement on these prior to establishing new infrastructure
- Facility focus – promote and market facilities according to their own specific niche, eg tourism, reflective environment, etc

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- Neighbourhood Centres / Community Halls / Town Halls – strong support for such facilities and need to consider upgrades
- Community Submission Process – works well
- Risk Management – solid process exists
- Recreation Advisory Committee – provides good support
- Family Recreation Facilities – consider including facilities for all members of the family at skate parks, eg picnic tables, BBQs, shade, seating, lighting, etc
- Men’s Sheds – expand
- Council’s Capital Works Recreation Budget – recognition that it hasn’t increased in line with other Council budget areas, hence an increase may be considered acceptable and processes reviewed

Clunes

- Facilities – need to be consolidated at a centralised location, e.g. Clunes Common
- Agricultural Society Showgrounds – consider the need for further redevelopment
- Museum - plans are to develop it for events, art space, education opportunities and information centre

Creswick

- Doug Lindsay Park – move AFL football to this park
- Hammond Park – need to determine how serious the safety concerns are
- Calembreen Park – safety concern re existing tower and need for change facilities
- Park Lake – relocate CFA track to Doug Lindsay Park
- Master Plans – implement
- Public Toilet Facilities – improve
- Indoor Aquatic Centre – consider
- Walking and Cycling tracks – community is supportive
- Town Hall – needs improved management plan and toilets. Could be used for youth theatre
- Tennis Club – facilities may need upgrading
- Mechanics Institute – needs renovating to cater for the band

Daylesford

- Community gardens – expand to include all residents
- Soccer – perhaps Council should support school to better maintain / improve facilities rather than relocating to Dean
- Victoria Park – perhaps move soccer to junior oval and the Secondary College become the training ground. Need for grandstand as indicated in master plan was questioned. Netball and cricket net safety issues to be addressed. Determine if there is a need for a second netball court
- Factory 3 – could become a performance space

Trentham

- Tennis Courts – may be a need to increase number of courts but feasibility must be conducted firstly

DRAFT PLANNING PRINCIPLES

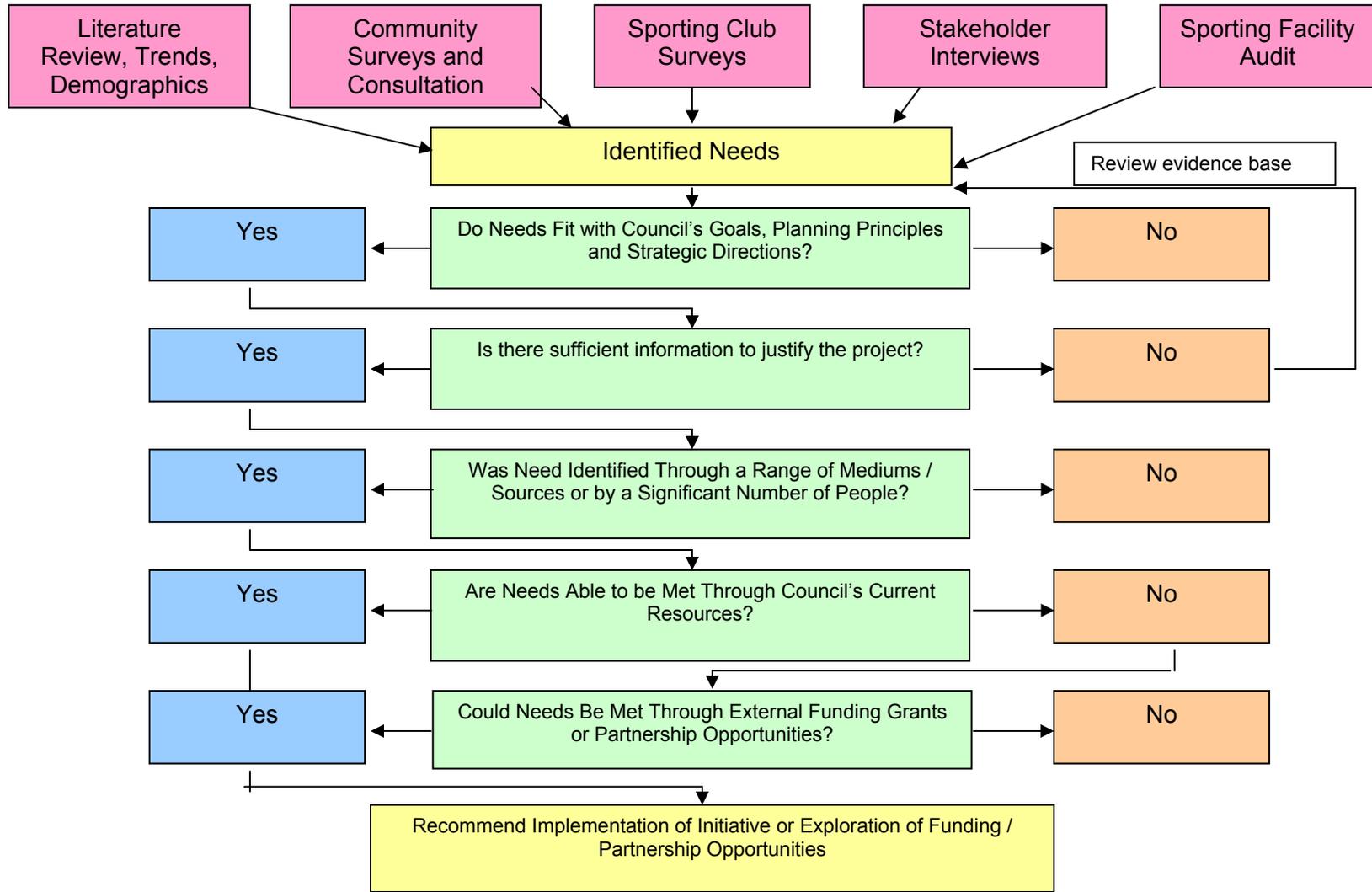
In developing future facilities or services, there is value in having a range of stated principles which both reflect community direction and priority, as well as recognise effective industry trends in any such development. Such principles should then be used as a reference process in order to ensure both Council policy and future community requests are based on a range of acceptable planning principles. The following draft planning principles have been developed as a result of the consultation undertaken for this project

Leisure Planning Principles	
Sustainability	Sustainability of facilities and leisure opportunities should take into consideration economic, environmental and social elements including the importance of maintaining community cohesion and community morale. This should be combined with the community’s ability to nurture and self-support.
Access and equity	Consideration should be given to ensuring equal access to people regardless of their backgrounds or circumstances.
Development of partnerships	It is important for Council to seek, develop and foster suitable partnerships and undertake good working relationships with these partners in order to achieve the best possible leisure and healthy lifestyle outcomes, whilst maximising the limited resources available.
Diversity and choice	Residents of Hepburn Shire should have the opportunity to meet their individual recreation needs and gain the benefits associated with participation in physical activity.
Value for investment	Any new proposals must consider best value principles and value for investment, and fall within what is considered to be reasonable costs for a similar initiative
Community benefit	New leisure opportunities will only be supported by Council if they are likely to provide sufficient physical, social, environmental benefits - not only economic benefits - to the community in which they occur.
Multi functional design	Leisure facilities should where ever possible be designed in such a way as to accommodate a variety of different uses and needs, taking into consideration risk management, environmentally responsible design, future growth and requirements of different sporting codes for viable competitions.
Support and recognise local contributions	Council needs to ensure that it identifies and recognises community support and knowledge when considering the development of new initiatives.

JUSTIFICATION FOR FUNDING AND SUPPORT FLOW CHART

A wide array of leisure needs have been identified by the community through this project. However, it is neither possible, nor desirable for Council to attempt to meet all of these leisure needs. Some needs are better provided by the private sector, others require an enormous amount of resources and some needs have only been identified by a small group of people and hence may not be viable. The project team has therefore analysed the identified leisure needs to determine whether these needs are in fact viable and whether or not they meet Council's objectives in relation to the provision of leisure opportunities, based on the leisure planning principles developed as part of this project. The following flow chart identifies a clear, consistent approach to future planning and where further support is required, it redirects requests to go back and collect stronger base evidence.

Hepburn Shire Council – Recreation Strategy - 2006



SPORT AND RECREATION GAPS AND OPPORTUNITIES IN HEPBURN SHIRE

This project has allowed a number of opportunities for residents and members of sport and recreation clubs and organisations to articulate their specific needs, in relation to sport and recreation opportunities in the community through surveys, individual meetings township workshops and focus groups. In addition, the consultants have undertaken an audit of all existing facilities to determine their current standards. This information has been combined to produce a list of potential works, with reasons as to why or why not these developments / initiatives are supported.

TOWN	OPPORTUNITY / GAP	SOURCE OF INFORMATION	COMMENTS / JUSTIFICATION
General			
	People with disabilities – improve access and opportunities	Key Stakeholder Interviews	Agreed. Policy document support this. All existing procedures need to embrace this
	Siting of facilities – some facilities may be located in inappropriate locations – the strategy needs to make a judgement on these prior to establishing new infrastructure	Key Stakeholder Interviews	A number of facility sitings eg skateboard facilities; appear to be made as a result of political compromise as opposed to maximised facility potential. However, once a decision to locate has been made – support infrastructure with appropriate signage should be provided
	Facility focus – promote and market facilities according to their own specific niche, eg tourism, reflective environment, etc	Key Stakeholder Interviews	Supported. Greater communication and marketing is identified as needing attention – particularly to young people.
	Neighbourhood Centres / Community Halls / Town Halls – strong support for such facilities and need to consider upgrades	Key Stakeholder Interviews	Recognised important community resources. The usage of these should be supported with identified upgrades undertaken in consultation with users - prior to new duplication facilities being built
	Community Submission Process – works well	Key Stakeholder Interviews	Excellent process. A component relating to improved maintenance procedures should be included
	Risk Management – solid process exists	Key Stakeholder Interviews	Excellent process. Reports should receive high priority in regard to action
	Recreation Advisory Committee – provides good support	Key Stakeholder Interviews	Excellent model. Strong support to expand the focus. Support for the expansion of annual financial allocation

TOWN	OPPORTUNITY / GAP	SOURCE OF INFORMATION	COMMENTS / JUSTIFICATION
			up to \$150,000
	Family Recreation Facilities – consider including facilities for all members of the family at skate parks, eg picnic tables, BBQs, shade, seating, lighting, etc	Key Stakeholder Interviews	Agreed. Facility development must include active and passive users of facilities. Future planning should incorporate multi-user approach.
	Men’s Sheds – expand	Key Stakeholder Interviews	Successful program elsewhere. Where demonstrated need and support is identified and facilities are available, consider supporting an application by a relevant community group to establish this program. Not a high priority for Council.
	Council’s Capital Works Recreation Budget – recognition that it hasn’t increased in line with other Council budget areas, hence an increase may be considered acceptable and processes reviewed	Key Stakeholder Interviews	Agreed. The existing strong process and high level of community commitment should be supported by increased funding. Recommended increase to \$100,000 immediately and \$150,000 yr 2
	Public Transport – limited options make it difficult for people to access opportunities outside their immediate area	Key Stakeholder Interviews	This relates to specific sectors: youth; people with disabilities; people with limited mobility. Local township options are needed for these sectors
	Existing facilities – expand / improve existing facilities before constructing new facilities and build sport and recreation facilities for locals as a priority rather than tourists	Key Stakeholder Interviews, Community Surveys	Expressed community priority. This is supported, recognising both the Shire’s financial capacity and a number of existing under-utilised facilities. This priority should be linked to the rationalisation of un used facilities.
	Indoor aquatic centre – Expressed demand	Key Stakeholder Interviews, Literature Review	Whilst there is an expressed need, there is also a recognition that previous reports and current facility development trends identify ongoing operating costs would be prohibitive. It is also noted that there is a range of local swimming opportunities, including the proposed new spa development at Hepburn Springs which intends to offer subsidised swimming

TOWN	OPPORTUNITY / GAP	SOURCE OF INFORMATION	COMMENTS / JUSTIFICATION
			access for residents.
	Council resources – are limited, hence projects must be prioritised and not all will be able to be funded	Key Stakeholder Interviews	Agreed. Expectations are often beyond Shire and Community capacity. The Recreation Advisory Committee should play a significant role in prioritisation of projects.
	Walking paths – upgrade questioned due to potential unrealistic community expectations of standards. Strongly supported activity	Key Stakeholder Interviews	A strong participation activity. Large number of residents and visitors would/could use upgraded facilities. A walking track review – identifying hierarchy and priority of tracks - should be undertaken
	Recreation Strategy – needs to be integrated across Council and be broader than just sport to encompass healthy lifestyles. Also needs to include planning principles and future maintenance and management practices	Key Stakeholder Interviews	Agreed. This strategy notes and supports the general direction – whilst not duplicating existing strategies
	Facility lifecycle – recognise that all facilities have a finite life and manage accordingly. Rationalisation of some facilities may be required	Key Stakeholder Interviews	Agreed. Lifecycle planning should be included in future planning principles. It is important to recognise that populations, trends and community needs change – therefore a facility rationalisation process should be established, reviewing all facilities within the final 5 year timeframe of their recognised lifecycle
	Volunteers – need to recognise the good work of volunteers. Volunteer burn out is a problem with some organisations	Key Stakeholder Interviews	Agreed. The Shire should recognise and quantitatively value the contribution of community volunteers – including sport and recreation groups / clubs. This will be addressed in recommendations.
	Population groups – gaps in the service provision for young children, youth and people with a mental illness	Key Stakeholder Interviews	Some specific aspects of these and other community sectors are noted.
	Human Resource Capability of Tourism and Recreation Department – need for additional staff and clearer focus on roles of existing staff	Key Stakeholder Interviews	Strongly Agree. An Increase in staff with some focussed expertise in grant submission; community club support; and

TOWN	OPPORTUNITY / GAP	SOURCE OF INFORMATION	COMMENTS / JUSTIFICATION
			<p>in-house investigations would improve the Department's servicing of community recreation potential. This person would help ensure the continued viability and sustainability of clubs and ultimately the range and quality of leisure opportunities available in the community.</p> <p>This person could also carry out some of the in-house reviews and plans recommended within this report. In order to be cost effective, this person may initially be a student intern from Victoria University working on a specific project such as sports club capital works application support processes. In 2007, a portion of unspent capital works funding, eg \$40,000 could be spent on employing a part-time recreation officer. This position could become full time in several years time when adequate funding of approximately \$60,000 per annum is available.</p>
	Young people – need for additional healthy lifestyle opportunities for young people	Key Stakeholder Interviews	Youth survey support greater communication of what exists rather than further activity programs
	Clubs could pay into a central pool and have a managed community chest	Sport and Recreation Club Survey	The harnessing of centralised knowledge; expertise and common fund application is acknowledged. A strategic, planned approach is considered more important than a money chest.
	Council to continue to support grant applications from clubs	Sport and Recreation Club Survey	Agreed. Through direction of the Rec. Advisory Committee
	Council to provide advice and support to clubs in accessing suitable facilities and maintaining facilities for long term durability	Sport and Recreation Club Survey	Recommend one additional recreation staff person.
	Council to provide assistance to clubs with	Sport and Recreation	Council should investigate and support

TOWN	OPPORTUNITY / GAP	SOURCE OF INFORMATION	COMMENTS / JUSTIFICATION
	insurance, rates and ancillary charges	Club Survey	the establishment of collaborative schemes – eg insurance; grant application processes; shared resources
	Council to inspect Council managed ovals for their suitability for play as part of its duty of care	Sport and Recreation Club Survey	Risk management procedure
	Council to provide assistance to clubs for capital works	Sport and Recreation Club Survey	Recreation staff guidance to clubs. Rec Advisory committee promotion of planning principles and priorities
	Need more facilities for the aged and disabled	Sport and Recreation Club Survey	Questionable. Policies and practices should be made more inclusive
	Continue to provide seminars regarding grant applications	Sport and Recreation Club Survey	Agreed. New Recreation staff person
	Council to assist clubs with master planning	Sport and Recreation Club Survey	New Staff person – guidance on planning. Club seminar series
	Need for social places / youth centres where young people can meet and take part in passive / informal opportunities.	Young Person's Survey	Under-utilised places exist. Young people should be invited to suggest improved use options
	lack of facilities for drama / performing arts / music for young people	Young Person's Survey	Agreed. This is the key area identified for youth facility development
	Information about sport and recreation activities available within the municipality needs to be more effectively targeted to young people	Young Person's Survey	Agreed. Youth information needs to be developed and circulated from a youth perspective. Key involvement of youth Advisory Committee
	There is still demand for skate facilities	Young Person's Survey	Whilst skate facilities were noted – support infrastructure should be a priority rather than additional skate facilities
	There is a particular need for activities based within the town that young people live in due to transportation difficulties	Young Person's Survey	Agreed. Youth social informal spaces / places and performing arts activities et holiday program opportunities
Clunes			
	Trees adjacent to bowls club damaging greens	Township Workshops	Parks and Gardens staff should to review and resolve
	Desire for all township sporting facilities to be relocated to Clunes Common to centralize and develop improved multi-purpose township	Township Workshops, Key Stakeholder	Support centralisation should redevelopment / relocation of facilities be recommended. Clunes common a possible

TOWN	OPPORTUNITY / GAP	SOURCE OF INFORMATION	COMMENTS / JUSTIFICATION
	facilities, e.g. show grounds, equestrian, bowls and gun club	Interviews	location.
	Agricultural Society Showgrounds – consider the need for further redevelopment	Key Stakeholder Interviews	No strong need identified
	Museum - plans are to develop it for events, art space, education opportunities and information centre	Key Stakeholder Interviews	Independently underway
	Cricket Club - pavilion needs a revamp so that it is useful and user friendly. Cricket nets in disrepair, ground surface needs leveling	Sport and Recreation Club Survey	Review in line with User Contribution policy and priority amongst other sporting organisations shire wide
	Hard courts at the caravan park are in poor condition	Facility Audit	Review usage need / remove
	Cameron Reserve appears to be underutilised	Facility Audit	Review usage need
	Lena Wattleworth Bushland Reserve appears to be underutilised	Facility Audit	Review usage need
	Old Fire Brigade Hall is underutilised	Facility Audit	Privately owned
	Skate Park – difference in level between concrete of skate surface and surrounding area is potentially hazardous	Facility Audit	Refer for risk management review
	Caravan Park Playground – need to extend fence at bottom of the slide	Facility Audit	Refer to playgrounds standards
Creswick			
	Main priority – maintain what already exists rather than developing new facilities	Township Workshops	Recognise community priority
	Doug Lindsay Reserve to include football and a multi-purpose pavilion / function centre to cater for live theatre, child care and gymnasium	Township Workshops, Key Stakeholder Interviews	Football relocation - High priority . Recommend Birchip leisure centre design option
	Link walking tracks – footbridge across creek near Northcott Park to continue from Hammond Park to St George’s Lake; from Davis Bridge alongside creek to ring road and beyond; from Calembeen Park to creek side path; and along	Township Workshops	Include in walking track review

TOWN	OPPORTUNITY / GAP	SOURCE OF INFORMATION	COMMENTS / JUSTIFICATION
	Bungaree Road		
	Deepen Park Lake for canoeing and possibly Hepburn Reservoir and Newlyn Reservoir	Township Workshops	Not recognised as high priority
	Undertake a master plan for Park Lake and include the development of additional all weather hard courts and interpretation of historical and botanical features	Township Workshops, Literature Review	Master plan process underway. Question the need for additional courts – night lighting should come before more courts. Interpretation of botanical features supported
	Adopt and implement master plan for Calembreen Park – develop a walking track around outside perimeter; fund and install jetty for sailing and sailability project; create fishing opportunities; provide a chlorinated outdoor heated pool; construct toilets, BBQ and shelters; and conduct risk assessment on diving tower / springboards. Safety concern re existing tower and need for change facilities	Township Workshops, Key Stakeholder Interviews, Literature Review, Facility Audit	The following works are supported: Walking components; Jetty / sailing; fishing / picnic opportunities plus infrastructure; upgrade of toilet block / change room area reduction of diving tower height to remove liability issue and improved park amenities. Question the value of outdoor chlorinated pool and effect on increased participation.
	Hammond Park – need to determine how serious the safety concerns are	Key Stakeholder Interviews	Relocate football to Lindsay reserve. User contribution policy for football
	Park Lake – relocate CFA track to Doug Lindsay Park	Key Stakeholder Interviews	Secondary priority. Not an urgent requirement
	Master Plans – implement	Key Stakeholder Interviews	Question some recommended components due to lack of obvious need
	Public Toilet Facilities – improve	Key Stakeholder Interviews	Only where under-standard
	Indoor Aquatic Centre – consider	Key Stakeholder Interviews	Shire does not have capacity to build or operate
	Walking and Cycling tracks – community is supportive	Key Stakeholder Interviews	Walking track review
	Town Hall – needs improved management plan and toilets. Could be used for youth theatre	Key Stakeholder Interviews	Youth performance space supported. Development of management plan recommended. Improve usage
	Tennis Club – facilities may need upgrading	Key Stakeholder Interviews	Limited community need
	Mechanics Institute – needs renovating to cater	Key Stakeholder	Consideration of town hall relocation;

TOWN	OPPORTUNITY / GAP	SOURCE OF INFORMATION	COMMENTS / JUSTIFICATION
	for the band	Interviews	performance space upgrade in town hall
	Creswick Bowling Club - Kitchen Upgrade. Level the floor	Sport and Recreation Survey	Refer Rec Advisory Committee
	Mt Prospect Tennis Club - expand clubrooms. 5 New tennis courts required. Traffic management is an issue. Need to use of recycled water for grass courts etc. Removal of ageing trees.	Sport and Recreation Club Survey	Refer Rec Advisory Committee Refer tree removal to Parks and Gardens dept
	Netball Court in poor condition	Facility Audit	Review usage need
	Creek Walking Reserve in poor condition	Facility Audit	Refer to Walking track review
	Scout Hall in poor condition	Facility Audit	Refer to Scouting Australia
	Soccer Field – Melbourne Rd in poor condition	Facility Audit	Refer Rec Advisory Committee
	Regional Park Walking Tracks in poor condition	Facility Audit	Refer to Walking track review
	Creswick North Recreation Reserve appears to be under-utilised	Facility Audit	Note – no action
	Raglan St Playground – need to examine climbing fort as a potential safety issue	Facility Audit	Refer to risk management for review
	Skate Park – trees shedding leaves on the bars is a potential safety issue	Facility Audit	Refer to risk management for review
Daylesford			
	Victoria Park Oval buildings, kitchen and change rooms need upgrading to help with income generation for the clubs. Victoria Park oval needs less watering in summer and some top dressing. The training lighting needs upgrading and the carpet on the cricket nets needs replacing. Playground facilities are required. Netballers need change facilities, training lights and spectator shelter. Some clashing of events occurs due to the Chill Out Festival utilising the oval during the cricket season. Perhaps move soccer to junior oval and the Secondary college become the training ground. Need for grandstand as indicated in master plan was questioned. Netball court run-	Township Workshops, Key Stakeholder Interviews, Facility Audit	Change rooms in poor condition. Support master plan upgrade of pavilion in line with newly developed user contribution policy and including facilities for Football; Netball; cricket (practice net upgrade). Ground returning is noted and supported – review in line with water minimisation requirements. Review space options for soccer co-location. Support second netball facility, improved netball safety and night lighting of courts. Do not support grandstand requirement nor Caravan Park relocation as costs far outweigh any

TOWN	OPPORTUNITY / GAP	SOURCE OF INFORMATION	COMMENTS / JUSTIFICATION
	off and cricket net safety issues to be addressed. Determine if there is a need for a second netball court		significant community benefit.
	Road reserves that link communities need to be accessible for pedestrian use	Township Workshops	Refer to future Master planing
	Major focus should be to maintain and upgrade present facilities	Township Workshops	Agreed priority.
	Improved maintenance required on lights at Hepburn Springs Reserve	Township Workshops	Refer to club – refer to minimum maintenance standards for clubs
	Need to have shire-wide funding priorities ready to go when grant applications are called	Township Workshops	Current staff capacity is stretched – additional staff person would accept grant submission planning
	There is a shortage of indoor activity space that can be used for a variety of activities each night	Township Workshops	ARC will assist in this area. Increase under-utilised facilities before any further new development
	Need for low cost indoor heated pool possibly utilising alternative heating options and air supported domes	Township Workshops	Air –supported domes require replacement every 10 years. Cannot be justified economically
	Need to promote healthy lifestyles for young people and older people at a reasonable cost in a reasonable facility	Township Workshops	Improved under-utilised halls and buildings for programmed activities
	This strategy needs to recommend ongoing meetings with council to ensure a genuine level of commitment to recommendations	Township Workshops	Recreation Advisory committee to assume a monitoring role of implementation
	Walking tracks need upgrading / improving / maintaining and need to link to community facilities such as sporting facilities and other leisure opportunities. There is currently only one walking track - “Golden Springs”. Bridge needed on Hepburn Reservoir to complete the walk from Hepburn Springs to Daylesford	Township Workshops	Refer to comprehensive walking track review for Hepburn shire. Could be developed in-house with new staff person. It is recognised that many of the locations recognised fall under the direct control of Central Highlands Water Authority
	Need to establish additional sports in Daylesford including Little athletics and soccer	Township Workshops	No demonstrated support for little athletics. Soccer support is demonstrated
	Facilities should be as multi-functional and	Township Workshops	Include as key planning principle

TOWN	OPPORTUNITY / GAP	SOURCE OF INFORMATION	COMMENTS / JUSTIFICATION
	multi-purpose as possible in order to cater for more; and obtain the most significant government grant support		
	Community gardens – expand to include all residents	Key Stakeholder Interview	Good program. Strong lifestyle trend. Include within township strategy
	Soccer – perhaps Council should support school to better maintain / improve facilities rather than relocating to Dean	Key Stakeholder Interview, Sport and Recreation Club Surveys	Agreed. Additional Council support for retention at the Secondary College facility should be further explored. Equity to AFL football
	The Former Timber Mill – East St. / Factory 3 – could become a performance space	Key Stakeholder Interview	General promotional support should be provided – particularly for youth
	Hepburn Springs Golf Club - update clubhouse, particularly bar area. Need for a viable and consistent water supply	Sport and Recreation Club Surveys	Golf is demonstrated as high participation sport. Support should be provided to the HSGC to remain at current site. Council should assist where possible with planning for increased water access options
	Daylesford & District Cricket Association - concern that they will be pushed off Victoria park No. 1 oval for the labour day weekend in march (semi-final weekend) because of the Chillout Festival	Sport and Recreation Club Surveys	Refer to stakeholder meeting – develop long term solution
	Hepburn Football / Netball Club - oval needs top dressing. Change rooms need painting.	Club surveys	Refer master plan comments above
	Skate Park in poor condition	Facility Audit	Review safety condition. Ensure usability
	Speedway in poor condition	Facility Audit	Review usage and safety condition.
	Rea Lands Public Park appears to be under-utilised	Facility Audit	Review usage need. Minimal expenditure
	Wombat Flat appears to be under-utilised	Facility Audit	Review usage need. Minimal expenditure
	Daylesford - Tennis Courts – Playground needs under-surfacing. Tennis facility under-utilised – consider redevelopment of site to include hard court facilities		Review in accordance with playground standards – risk factor Review usage – hold stakeholder face to face to review future options of facility
	Three Lost Children Memorial Park – fencing and tank need examining	Facility Audit	Review in accordance with playground standards – risk factor

TOWN	OPPORTUNITY / GAP	SOURCE OF INFORMATION	COMMENTS / JUSTIFICATION
	Sailor's Falls Walking Track – steps and fencing need examining	Facility Audit	Refer risk management. Refer Walking Track Review
	Lake Daylesford Twin Bridges Walking Track – needs a barrier on cliff edge	Facility Audit	Refer risk management
	Tipperary Springs Bryce's Flat Walking Track – needs barrier on cliff edge and track needs examining	Facility Audit	Refer risk management. Refer Walking Track Review – DSE controlled
	Trotting Track – fence needs to be rebuilt	Facility Audit	Noted. Refer Engineering is Council controlled
	Hepburn Springs – Recreation Reserve – swings too close to wooden edges	Facility Audit	Refer playground standards – risk
	Hepburn Springs Fresh Water Pool – No swimming is allowed at this location	Facility Audit	Refer risk management – safety signage
	Hepburn Springs – Breakneck Gorge – need barriers along track	Facility Audit	Refer risk management
Trentham			
	Establish a cooperative group insurance scheme	Township Workshops	Support. Recommend investigative report on potential development
	Develop new walking tracks a round Park Street Reserve and from the Hospital down Bath Street Reserve into town	Township Workshops	Refer Walking Track Review
	Upgrade poorly maintained walking tracks	Township Workshops	Refer Walking Track Review
	Extend operating hours of pool and investigate why primary schools are not using it	Township Workshops	Noted. No comment received elsewhere Not a high priority for action
	Need for library facilities	Township Workshops	Strong participation in reading. Support retention of library activities in shire
	Need for indoor netball / basketball facilities	Township Workshops	ARC development may provide for this, however, the size of the township population combined with a review of current leisure participation patterns does not justify development of
	Improved drainage and water supply required for football ground	Township Workshops	Noted in Master plan. To be provided as part of ground surface upgrade
	Additional sport and recreation program	Township Workshops	No specific areas identified

TOWN	OPPORTUNITY / GAP	SOURCE OF INFORMATION	COMMENTS / JUSTIFICATION
	support required		
	Bowls club requires ramp for disabled access	Township Workshops	Govt funding support should be available
	Install outdoor parkland exercise equipment	Township Workshops	Review as part of playground equipment upgrade. New exercise equipment now on the market
	Establish community gardens	Township Workshops	Support where demonstrated need
	Tennis Courts – may be a need to increase number of courts but feasibility must be conducted first	Key Stakeholder Interview	Not identified as local surveyed need. Not seen as required as existing courts are still under-used
	Bowling Club - the internal and external parts of the building need painting and new floor covering, curtains, security upgrade for bar area	Sport and Recreation Club Survey	Club responsibility internal. Refer club roles and responsibilities
	Trentham Falls – fencing needs to be rebuilt	Facility Audit	Refer risk management
Other Areas			
	Dean – Tennis Courts at Recreation Reserve in poor condition	Facility Audit	Review usage need / remove or redevelop
	Campbelltown – Tennis Court appears to be under-utilised	Facility Audit	Review usage need / remove or redevelop
	Kingston – Community Centre appears to be under-utilised	Facility Audit	Review usage need / remove or redevelop
	Mollonghip – Tennis Court appears to be under-utilised	Facility Audit	Review usage need / remove or redevelop
	Glenlyon Recreation Reserve – footbridge needs examining as a potential safety issue	Facility Audit	Refer risk management
	Leonard’s Hill – Hall – footpaths have large cracks in them	Facility Audit	Refer engineering

*** This review of facilities has highlighted the difficulty faced by many “multi-space users”, for access to adequate onsite storage space, which could assist in ensuring tenants were not continually moving equipment to and from facilities. More storage space onsite is a requirement of “multi-purpose” facilities of the future.**

RECOMMENDATIONS

The following recommendations have been made for consideration by Hepburn Shire Council and its various partners, based on analysis of the information contained within this report. Under the 'Partners' section, **the lead agency or department is in bold** lettering. Where there is no indicative cost listed, it is assumed that the cost for these functions will primarily be staff time or will fall within existing budgets:

<i>Key Areas</i>	<i>Strategies</i>	<i>Tasks</i>	<i>Target Group</i>	<i>Timelines and Indicative Costs</i>	<i>Key Performance Measures</i>	<i>Partners</i>
ONGOING						
Access	To continue to ensure that people with disabilities and mobility issues are able to access leisure facilities and opportunities	<ul style="list-style-type: none"> * Ensure that when council or other organisations are building or upgrading facilities that they include infrastructure to support people with disabilities or mobility issues * Ensure that when Council or other organisations are providing or facilitating programs and activities for the community that consideration is made to ensure 	<ul style="list-style-type: none"> * People with disabilities. * People with access issues, eg walking frames, prams, crutches, etc. 	Ongoing	Greater number of people with disabilities or mobility issues accessing leisure opportunities	<ul style="list-style-type: none"> * Council staff and Rural Access Worker * Council recreation staff * Council building staff. * Organisations providing programs and activities for the community

Key Areas	Strategies	Tasks	Target Group	Timelines and Indicative Costs	Key Performance Measures	Partners
		that people with disabilities or mobility issues are able to access such events.				
Facility Developments	To provide a greater emphasis on redeveloping and upgrading existing facilities rather than developing new facilities	Recreation Advisory Committee to assess the need for a new facility or an upgraded facility when receiving applications from community clubs and organisations	User groups	Ongoing	All applications assessed by Recreation Advisory Committee to determine ability to be upgraded	<ul style="list-style-type: none"> * Council recreation staff * Council parks and gardens staff * Council building staff * Council engineering staff * Local Clubs * Recreation Advisory Committee
Risk Management	To continue to implement risk management strategies and to address risk management issues as a high priority	Ensure that reports of potential risk are assessed and acted upon as a high priority, eg: <ul style="list-style-type: none"> - Clunes Skate Park - Clunes Caravan Park Playground - Creswick Skate Park - Raglan Street Playground 	Residents Visitors to the area	Ongoing	Reports of potential risk are assessed and acted upon according to timeframes in risk management strategies	<ul style="list-style-type: none"> * Council risk management staff * Council recreation staff * Council parks and gardens staff * Parks Victoria

<i>Key Areas</i>	<i>Strategies</i>	<i>Tasks</i>	<i>Target Group</i>	<i>Timelines and Indicative Costs</i>	<i>Key Performance Measures</i>	<i>Partners</i>
		(Creswick) - Daylesford Skate Park - Daylesford Speedway - Daylesford Tennis Club Playground - 3 Lost Children Memorial Park - Sailor's Falls Walking Track - Lake Daylesford Twin Bridges Walking Track - Tipperary Springs Bryce's Flat Walking Track - Hepburn Springs Recreation Reserve Playground - Hepburn Springs Fresh Water Pool - Hepburn Springs Breakneck Gorge - Trentham Falls - Glenlyon Recreation Reserve bridge				

Key Areas	Strategies	Tasks	Target Group	Timelines and Indicative Costs	Key Performance Measures	Partners
Family Participation	To ensure that all age groups have access to a range of infrastructure at major leisure facilities such as skate parks and playgrounds where appropriate	Ensure that provision is made for seats, picnic tables, shade, lighting, etc at public open spaces and leisure facilities as facilities are upgraded or developed	Families	Ongoing Annual budget allocation of \$30,000	All major leisure facilities have appropriate support infrastructure to meet the active and passive leisure needs of family groups	* Council Engineering staff * Council parks and gardens staff
Development of local township leisure opportunities	To support the development of local township leisure opportunities to reduce barriers to participation	Facilitate and encourage private sector businesses and other community based organisations to develop leisure opportunities in local townships	Residents – particularly young people, older adults and people with disabilities or limited mobility	Ongoing	* Greater number of leisure opportunities existing within local townships * Increased participation in leisure opportunities by young people, older adults and people with disabilities / limited mobility within townships	* Council recreation staff * Private sector businesses * Community based organisations, eg neighbourhood houses, health centres, etc.
Monitoring and Evaluation of Recreation Strategy	To ensure that the Recreation Strategy is monitored and that strategies contained	* Recreation Advisory Committee to undertake a monitoring and evaluation role of	Residents	* Ongoing monitoring and implementation * Evaluation of the Strategy at the end of each	*Recommendations in the Strategy Plan implemented as per timelines * Recreation Advisory	* Council recreation staff * Recreation Advisory Committee * Council

Key Areas	Strategies	Tasks	Target Group	Timelines and Indicative Costs	Key Performance Measures	Partners
	within it are implemented and evaluated on a regular basis	the Recreation Strategy * Recreation Advisory Committee to have ongoing meetings with council to ensure a genuine level of commitment to recommendations contained within the Strategy		financial year * Thorough evaluation one year prior to the end of the Strategy's lifespan to plan future directions	Committee involved in regular meetings with council throughout the lifespan of the Strategy * Thorough evaluation conducted one year prior to the end of the Strategy's lifespan	
Volunteers	To recognise the enormous contribution made by volunteers to the sport and recreation sector	* Conduct an annual presentation to recognise volunteer involvement in community activities * Quantify the value of voluntary contributions within the Shire to	Volunteers	Presentation to be held annually Value of voluntary hours to be collated annually Annual budget allocation of \$2,500 to recognise volunteers	Awards presentation held annually Voluntary hours report prepared by December of each year	* Council recreation staff Council
Trentham	To retain library facilities in Trentham	Ensure that sufficient funds are set aside in Council's budget to retain library services in Trentham	Trentham residents	Ongoing	Library services retained in Trentham	* Council library staff

Key Areas	Strategies	Tasks	Target Group	Timelines and Indicative Costs	Key Performance Measures	Partners
IMMEDIATE TERM: 2006-2009						
Signage	To develop a signage policy for all Council leisure facilities to improve access to and awareness of existing facilities	<ul style="list-style-type: none"> * Ensure that suitable signage is provided at each facility managed or owned by Council * Develop signage with a consistent style and look 	<ul style="list-style-type: none"> * Residents * Visitors to the area 	<ul style="list-style-type: none"> * Develop policy by December 2007 * Install all signs by 2010 <p>Annual budget allocation of \$5,000</p>	All Council owned or managed leisure facilities to feature new signs by 2010	<ul style="list-style-type: none"> * Council recreation staff * Council parks staff * Council marketing and promotions staff Council Engineering
Rationalisation / Redevelopment of Facilities	To rationalise un-used or severely underutilised sport and recreation facilities, or those facilities that have come to the end of their lifecycle, to reduce the maintenance and insurance requirements of Council and clubs	<ul style="list-style-type: none"> * Review all facilities regularly and within 5 years of the end of their current lifecycle to determine whether or not there is any justification for retaining the facility beyond this time or to determine if there are any other potential uses for the facility or methods to increase usage * Consult with user groups in order to make an 	User groups	<ul style="list-style-type: none"> * A report prepared by December 2008 and then ongoing 	Report completed by December 2007 outlining which facilities need to be rationalised or developed	<ul style="list-style-type: none"> * Council recreation staff * Council parks and gardens staff * Council engineering staff * Council finance staff * Recreation Advisory Committee * User groups

Key Areas	Strategies	Tasks	Target Group	Timelines and Indicative Costs	Key Performance Measures	Partners
		informed decision about removing, relocating, selling or redeveloping the following facilities: - Clunes Caravan Park hard courts - Cameron Reserve (Clunes) - Lena Wattleworth Bushland Reserve (Clunes) - Clunes Old Fire Brigade Hall - Daylesford Speedway - Rea Land Public Park (Daylesford) - Wombat Flat (Daylesford) - Daylesford Tennis Courts - Dean Tennis Courts - Campbelltown Tennis Court - Mollongghip Tennis Court				
Information and Promotion	To effectively promote existing Council facilities,	* Develop a marketing plan aimed at increasing the	Residents - particularly young people	Marketing Plan developed and implemented by June 2008	* Greater awareness of leisure opportunities in the	* Council recreation staff * Council youth services staff

Key Areas	Strategies	Tasks	Target Group	Timelines and Indicative Costs	Key Performance Measures	Partners
	programs and services to the community	number of people who are aware of facilities, programs and services and the number of people who utilise these opportunities * Marketing Plan to consider utilisation of a range of technology to promote leisure opportunities to young people			municipality * Increased number of young people accessing leisure opportunities within Hepburn Shire	* Council marketing and promotions staff
Facility Developments	To instigate a standard process for the Recreation Advisory Committee to follow when considering facility developments and upgrades, recognising Council's limited resources	* Adopt the "Justification for Funding and Support" flow chart contained within this report * Recreation Advisory Committee to ensure that appropriate consultation is undertaken with user groups prior to making decisions on upgrades or new developments	Existing and potential users of leisure facilities	* "Justification for Funding and Support" flow chart adopted by March 2007 * Consultation with users ongoing	* User groups report 80% satisfaction rate with standard of leisure facilities * User groups to report 80% satisfaction rate with Council support of leisure opportunities	* Council recreation staff * Recreation Advisory Committee * User groups

Key Areas	Strategies	Tasks	Target Group	Timelines and Indicative Costs	Key Performance Measures	Partners
Community Grants Program	To continue the community grants funding program and modify it as appropriate to better meet the needs of the community	Include a component relating to improved maintenance procedures	Community based leisure organisations	Update Community Grants Program by April 2008	* Community Grants Program updated * Community groups access grants for maintenance procedures	* Council recreation staff * Council parks and gardens staff * Council finance department
Capital Works	To increase Council's Capital Works Recreation Budget to ensure that adequate funds are made available to develop, improve and maintain recreation facilities to a reasonable standard.	Increase Council's Capital Works Recreation Budget to \$100,000 immediately and incrementally to \$150,000 by January 2012	Residents	Additional Capital Works Recreation Budget phased in by January 2012 Annual budget: 2007 – \$100,000 2008 - \$110,000 2009 - \$120,000 2010 - \$130,000 2011 - \$140,000 2012 - \$150,000 Thereafter this amount should	Capital Works Recreation Budget increased to \$150,000 by January 2012	* Council recreation staff * Council parks and gardens staff * Council engineering staff * Council finance staff * Recreation Advisory Committee * Council

Key Areas	Strategies	Tasks	Target Group	Timelines and Indicative Costs	Key Performance Measures	Partners
				increase in line with CPI each year.		
Walking / Cycling	To maximise opportunities for residents and visitors to walk and cycle throughout the municipality	Undertake an in-house walking / cycling review to determine additional tracks / paths required, promotion, maintenance, etc. incorporating developments at and / or linking : - Northcott Park (Creswick) - Hammond Park (Creswick) - St George's Lake (Creswick); - Davis Bridge (Creswick) - Calembeen Park (Creswick) - Bungaree Road (Creswick) - Creswick Creek Walking Reserve - Creswick Regional Park - Hepburn Reservoir - Sailor's Falls Walking Track	Residents and visitors	Walking / cycling review to be undertaken by March 2008	Review completed by March 2008	* Council recreation staff * Council parks and gardens staff * Council engineering staff * Primary Care Partnerships * Bicycle Victoria * Schools * Local businesses * VicRoads * Dept SE

Key Areas	Strategies	Tasks	Target Group	Timelines and Indicative Costs	Key Performance Measures	Partners
		(Daylesford) - Park Street Reserve (Trentham) - Bath Street (Trentham) - Tipperary Springs Bryce's Flat Walking Track (Daylesford)				
Resourcing of Recreation Unit	To ensure that a sufficient number of qualified staff are employed by the Tourism and Recreation Department to perform the required roles of this department and to improve its servicing of the community from a recreation perspective	Appoint an additional staff person with expertise in submission writing; volunteer advice and support; local halls management planning; youth recreation program and marketing; community club support; and in-house recreation planning	Residents	Appoint an additional part-time / student intern member to the Tourism and Recreation Department by July 2007 Budget Allocation \$40,000 in 2007; \$50,000 in 2008 (as hours increase); \$60,000 in 2009 as full time position is created	Appointment of additional staff person by July 2007	* Council Tourism and Recreation Staff * Council's HR staff * Council
Sports Insurance	To investigate the	Council recreation staff to	User groups	Investigation to be carried out	Investigation concluded by	* Council recreation staff

Key Areas	Strategies	Tasks	Target Group	Timelines and Indicative Costs	Key Performance Measures	Partners
Scheme	establishment and operation of a cooperative sports club insurance scheme	explore options to set up a cooperative sports club insurance scheme to assist local sporting clubs to gain access to low cost insurance		by August 2009 and implemented, if feasible, by December 2009	August 2009 Scheme implemented by December 2009 Minimum of 25% of clubs accessing the insurance scheme by December 2009	* Council risk management staff * VicSport * Other relevant bodies
Performing Arts Opportunities for Youth	To encourage and develop performing arts opportunities for young people in partnership with community initiatives	* Develop a youth performing arts task group to identify under-utilised facilities that could be converted into performing arts spaces * Seek external funding to support the establishment of youth performing arts spaces	Young people	Investigation completed by January 2008	Youth Performing Arts Space established by June 2008	* Council's Community Arts Officer * Council youth service staff * Youth Advisory Committee
User Contributions Scheme	To develop a user contributions policy linked to capital works development of sporting facilities to encourage a	Council staff to develop a user contributions policy outlining required contributions by clubs to capital works developments in	User groups	Policy to be developed by February 2008	* Development of policy by February 2008 * Club consultation meetings conducted during policy development * Club meetings held to educate	* Council recreation staff * Council building staff * Council engineering staff * Council finance staff

Key Areas	Strategies	Tasks	Target Group	Timelines and Indicative Costs	Key Performance Measures	Partners
	self-help system	order to promote a culture of self-sufficiency and sustainability			members on policy once completed	* Sport and recreation clubs
Infrastructure Improvements	To improve the quality of public infrastructure, eg public toilets, where such facilities are considered to be of a lower than acceptable standard	Council to undertake a review of the standard of public toilets and other public infrastructure to determine need for upgrades	Residents and visitors	Review to be undertaken by April 2008	80% of the public report satisfaction with quality of public infrastructure	* Council Engineering staff
Indoor Activity Space	To review the amount of available indoor activity space in the municipality that can be used for a variety of activities each night	Council officers to undertake an audit of facilities available for indoor activities. Recreation Advisory Committee to consult with audit prior to recommending further new development to ensure that use of existing facilities is maximised	Residents	Review to be carried out by January 2009	Review completed by January 2009 Existing facilities receive greater usage	* Council recreation staff * Hall Committees of Management *Neighbourhood Houses * Churches * Private providers of leisure services * Scout / Guide Halls * Sports Clubs
Clunes	To review and resolve the	Council's Parks and Gardens staff	Clunes Lawn Bowlers	Review to be undertaken by	Damage to Bowls Green identified	* Council's parks and

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Key Areas	Strategies	Tasks	Target Group	Timelines and Indicative Costs	Key Performance Measures	Partners
	damage caused by trees adjacent to the Clunes Bowling Club	to investigate tree damage to Bowls Club and develop appropriate solutions		January 2007	and rectified by March 2007	garden staff * Clunes Bowling Club
Creswick	To develop a management plan for the Creswick Town Hall to ensure greater usage by the general public.	Council to prepare a management plan for the Creswick Town Hall, outlining management options as well as identifying potential new uses, e.g. youth performance space	Creswick residents	Management Plan to be developed by January 2009	Management Plan to be implemented by April 2009	* Council recreation staff * Creswick Town Hall management committee * Youth Committee
Creswick	To refer upgrades / developments identified through the Recreation Strategy to the Recreation Advisory Committee for consideration	The Recreation Advisory Committee to consider the following upgrades should applications be made and suitable supporting material is supplied: * Creswick Bowling Club – upgrade the kitchen and level	Creswick sport and recreation clubs	Consideration given upon receipt of application	Projects reviewed by Recreation Advisory Committee if applications received	* Council recreation staff * Creswick sport and recreation clubs * Recreation Advisory Committee

Key Areas	Strategies	Tasks	Target Group	Timelines and Indicative Costs	Key Performance Measures	Partners
		the floor * Mt Prospect Tennis Club - expand clubrooms, construct 5 new tennis courts, develop traffic management plan and install recycled water system * Upgrade soccer field on Melbourne Rd				
Daylesford	To investigate the potential to improve soccer facilities and maintenance at Daylesford Secondary College	Council officers to hold a meeting with Daylesford Secondary College and Daylesford Soccer Club to determine needs, eg availability of grounds; suitability of grounds infrastructure; and maintenance requirements; and potential sources of funding for developments	Daylesford Soccer Club	* Initial meeting held by February 2007 * Developments to occur by January 2009 Funding level unknown until required works are determined	* Daylesford Secondary College used by Daylesford Soccer Club as its home ground * Daylesford Secondary College grounds and infrastructure developed to and maintained at a satisfactory level for soccer games	* Council recreation staff * Daylesford Soccer Club * Daylesford Secondary College * Department for Victorian Communities * Education Department

Key Areas	Strategies	Tasks	Target Group	Timelines and Indicative Costs	Key Performance Measures	Partners
Daylesford	To review the future facility options of the Daylesford Tennis Centre	Hold discussions with Daylesford Tennis Centre to discuss future facility directions including court surface options and the potential sale / relocation of the club	Daylesford Tennis Club	Review to be undertaken by January 2009	Review completed by January 2009	* Council recreation staff * Daylesford Tennis Club
Hepburn Springs	To support the Hepburn Springs Golf Course to gain access to nearby 'mine water' in order to remain at the current site and to retain golf activity within Hepburn community.	Council to instigate a meeting between Hepburn Springs Golf Course and local mine to discuss potential access to water and funding opportunities. The golf club to work with Council's Planning Department in exploring the redevelopment of course on land abutting the club car park area to potentially develop several small accommodation	Hepburn Springs Golf Club and Visitors	Meeting to take place by July 2008 Access to mine water, if deemed feasible, by January 2010 Development of accommodation options if feasible by 2015	Meeting occurred by July 2008 Access to mine water by January 2010 (if viable) Accommodation options developed by 2015 (if viable)	* Council recreation staff * Hepburn Springs Golf Course * Local Mine * Department for Victorian Communities * Other potential funding bodies

<i>Key Areas</i>	<i>Strategies</i>	<i>Tasks</i>	<i>Target Group</i>	<i>Timelines and Indicative Costs</i>	<i>Key Performance Measures</i>	<i>Partners</i>
		opportunities. Such opportunities would allow the marketing of golf accommodation packages and hence additional revenue to the club.				
Leonard's Hill	To investigate cause of footpath cracks at Leonard's Hill Hall	Council's engineering staff to investigate cause of cracks and initiate remedial works	Residents	Investigation to be carried out by December 2006	Footpath cracks repaired by March 2007	* Council engineering staff * Leonard's Hill Hall users

Key Areas	Strategies	Tasks	Target Group	Timelines and Indicative Costs	Key Performance Measures	Partners
MEDIUM TERM: 2010-2014						
Facility Developments	To continue to support the role of the Recreation Advisory Committee and to ensure that it is appropriately resourced	Council to undertake an independent evaluation of the role and outcomes of the Recreation Advisory Committee to ensure that this committee continues to meet community needs and effectively prioritises projects	Recreation Advisory Committee	Evaluations to be undertaken in 2009, 2012 and 2015	* Recreation Advisory Committee continues to operate effectively and is appropriately resourced	* Council recreation staff * Recreation Advisory Committee * Council
Community Gardens	To establish and promote community gardens in townships	Council officers to liaise with Trentham and Daylesford community representatives initially to ascertain specific needs and to then facilitate access to additional funding and resources required to establish the community garden	Trentham and Daylesford residents	Community gardens to be established by January 2010 , subject to funding	Community gardens established by January 2010, subject to funding	* Community Houses * Trentham community * Daylesford community * Local nurseries / plant suppliers

Key Areas	Strategies	Tasks	Target Group	Timelines and Indicative Costs	Key Performance Measures	Partners
Creswick	To implement the supported elements of the Calembeen Park Master Plan To ensure that there is genuine need for other currently unsupported components and further refer redevelopment providing resources are available	Council to authorise staged implementation of accepted master plan	Residents	* Review to be undertaken by December 2008 * Plan implemented as per new priorities by 2011 Cost as per master plan, excluding works no longer deemed necessary	Reviewed components of Master Plan implemented according to schedule indicated in Master Plan	* Council recreation staff * Council parks and gardens staff * Private contractors * Government funding agencies
Daylesford	To implement the supported elements of the Victoria Park Master Plan To ensure that there is genuine need for other currently unsupported components and further refer redevelopment	Council to stage develop the master plan, specifically focusing on: * user contribution policy to assist with funding of upgrading change rooms, kitchen and pavilion * need for additional netball	Residents	* Review to be undertaken by December 2008 * Plan implemented as per new priorities by 2011 Cost as per master plan, excluding works no longer deemed necessary	Reviewed components of Master Plan implemented according to schedule indicated in Master Plan	* Council recreation staff * Council parks and gardens staff * Private contractors * Government funding agencies * Ground users

<i>Key Areas</i>	<i>Strategies</i>	<i>Tasks</i>	<i>Target Group</i>	<i>Timelines and Indicative Costs</i>	<i>Key Performance Measures</i>	<i>Partners</i>
	providing resources are available	court improved safety * supporting night lighting of netball courts * establishment of netball shelters * ground returfing to minimise watering requirements * establishment of a playground * reviewing space options for soccer co-location * resolving clash between Chill Out Festival Organisers and stakeholders through setting up meeting to discuss this issue				

Key Areas	Strategies	Tasks	Target Group	Timelines and Indicative Costs	Key Performance Measures	Partners
LONG TERM: 2013-2016						
Clunes	To investigate the potential to centralise sporting facilities in Clunes to develop improved multi-purpose township facilities	Undertake an internal review to determine the feasibility of relocating and redeveloping sport and recreation facilities (e.g. show grounds, equestrian, bowls and gun club) at a central location – potentially Clunes Common	Clunes residents	Feasibility study / master plan to be completed by December 2009 Redevelopment of site to occur by end of 2014 Cost of redevelopment not known until exact works are identified	* Study completed by December 2009 * Centralisation of facilities by December 2014, if deemed feasible	* Council recreation staff * Clunes sporting clubs * Department for Victorian Communities
Creswick	To relocate football away from Hammond Park to Doug Lindsay Reserve and develop a multi-purpose pavilion / function centre to cater for live theatre, child care and gymnasium on site	* Liaise with football club, private sector child care, gymnasium and theatre operators to undertake development, along similar lines to the Birchip Leisure Centre * Council to provide some funding towards this development and identify additional funds from developer	* Creswick residents * Creswick football club * Private sector child care providers * Private sector gymnasium operators * Private sector theatre operators	Relocation / development to occur by 2015 Cost of relocation not known until exact works required are identified	Doug Lindsay Reserve is home to football, childcare, gymnasium and theatre opportunities by 2015	* Council recreation staff * Creswick football club * Private sector child care providers * Private sector gymnasium operators * Private sector theatre operators * Creswick Branch of Bendigo Community Bank

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<i>Key Areas</i>	<i>Strategies</i>	<i>Tasks</i>	<i>Target Group</i>	<i>Timelines and Indicative Costs</i>	<i>Key Performance Measures</i>	<i>Partners</i>
		contributions of Creswick Golf Course along with community funds through the Creswick Bendigo Community Bank				