

SPORT & REC.
STRATEGY



Aquatic Strategy Review & Action Plan 2026–30

HOBSONS
BAY CITY
COUNCIL



Acknowledgement

Project Acknowledgement

Otium Planning Group would like to acknowledge the staff from Hobsons Bay City Council, BlueFit Management Group and facility staff at Bayfit and Laverton that have provided their expertise and input to the **Aquatic Strategy Review and Action Plan**.

Their valuable insights and feedback have been instrumental in shaping the strategic directions for the Plan.

Acknowledgement of Country

WOMINJEKA

We respectfully acknowledge the Bunurong People of the Kulin Nation as the traditional owners of the land on which we work and live. We pay our respect to their Elders both past, present and emerging.

We acknowledge Aboriginal people as the original inhabitants of the land and their long and continuing connection to Country.

We are committed to national reconciliation and respect for indigenous peoples' unique cultural and spiritual relationships to the land and waters, and their rich contribution to society.

Yalukit Willam is the name of the specific group of Bunurong people who lived in the Hobsons Bay region. Yalukit Willam means "river people" or "people of the river".

Figure 1: Coastal Foreshore and Cheetham Wetlands (Source: Hobsons Bay City Council)



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Report Changes Log

Date	Section	Page Numbers	Detail
23/2/2026	Executive Summary	6,7,8,10	<p>Comment added about WSLSC offering an outdoor pool for club members use and school water safety programs.</p> <p>High level overview of the community engagement themes added.</p> <p>New spa added to table 3 as a consideration for future upgrades to the decommissioned area.</p>
	Market Research Analysis	33,34	Section added to explain the role of the WSLSC.
	Community and Stakeholder Engagement	42,43,44,45	Community Survey Key Themes and Findings section added.
	Action Plan	49	New spa added to table 17 as a consideration for future upgrades to the decommissioned area.
20/3/2026	Action Plan	10	“Funding feasibility strategy for Bayfit expansion options” pushed back one year given timing of report.
	Change of title	1	Change date to 2026-30 given timing of report
30/4/2026	Aquatic Provision in West of Hobsons Bay	8,10,47,50	Added this sentence: “This assessment shall include examining the need for and viability of the Western Aquatic and Early Years Centre or an alternative provision of additional aquatic facilities at Bruce Comben Reserve”.

Executive Summary

Project Purpose

The Aquatic Strategy Review and Action Plan 2026-30 provides a framework to help inform Council's strategic priorities over the next 5 years and beyond.

Since adopting the Aquatic Strategy in 2019, the Hobsons Bay aquatic facility network has experienced significant changes, including modifications to Bayfit Leisure Centre, upgrades to Laverton Swim and Fitness Centre, the ongoing recovery of the aquatic industry following COVID-19 impacts and increasing construction costs for the proposed Western Aquatic and Early Years Centre.

This Strategy Review presents a comprehensive five-year action plan designed to support Council in the continued, effective, and sustainable provision of aquatic and leisure programs and services for residents of Hobsons Bay.

Strategic Review

The Hobsons Bay Aquatic Strategy, adopted in 2019, outlined strategic directions for the enhancement of aquatic and leisure facilities and services over a ten-year timeframe. Since its implementation, significant changes have occurred within the Hobsons Bay facilities, as well as shifts in future planning objectives. Consequently, a comprehensive review of priorities is required to effectively guide actions over the next five years.

Conducting a review of the Strategy, which considers the recent changes and influencing factors, will enable Council to reassess the most effective and sustainable methods for delivering aquatic and leisure services in Hobsons Bay, and to establish priorities for the next five years.

Demographic Review

Hobsons Bay has a growing community; however, it is changing, and this will impact the future demand and use of aquatic and leisure facilities and services. Some of the key shifts in the demographic profile that are expected to occur over the next 10 – 20 years include:

- There will be a small decline in the 0-14 years age group. The current learn to swim program is nearing capacity at Bayfit. The high demand will continue, however increasing the warm water program space will manage this demand.
- There will be growth in the 15-29 years age groups. This is likely to result in increasing demand for fitness facilities and programs.
- There will be significant increase in the 50+ years population. This is likely to result in very high demand for warm water pool programming for therapy and rehabilitation.
- Providing aquatic and leisure facilities that encourage healthy and active living can help address some of the emerging and future health and wellbeing concerns in Hobsons Bay.

Operational Review

The following key findings are evident from the operating review analysis completed for Bayfit Leisure Centre and Laverton Swim and Fitness Centre.

Bayfit Leisure Centre

- Bayfit is performing well with visitations, learn to swim enrolments and memberships given the age and size of the facility.

Based on the feedback from the operator and participation levels, the learn to swim program is nearing capacity with the available water space. The program has a catchment penetration rate of 9% of the 0-14 age group within the 0–15-minute drive time catchment. This penetration rate is in line with industry benchmarks for similar size facilities and population catchments.

- The membership base is also consistent with industry benchmarks for similar size facilities and population catchments. Memberships have grown by 23% over the last five years and are close to 3,000 current members.

Laverton Swim and Fitness Centre

- Given the recent closures for major upgrade works there is limited operating data to analyse the historical performance of Laverton. However, the year-to-date data for the first quarter of 2025/26 is showing encouraging signs of growth in learn to swim enrolments and memberships.
- The learn to swim program catchment penetration rate is currently less than 1% of the population catchment indicating the facility has significant capacity to grow the program. It should be noted that Laverton has a greater number of competitors within 0-10 minutes, compared to Bayfit.
- Given the new gym development and fit out, it is expected memberships will grow significantly over the next 1-2 years from the current low base of 125 members.

Market Research Analysis

Catchment mapping was prepared to understand the size of the 0–15-minute drive time catchment population for the Bayfit and Laverton sites. The key findings were.

- The total population for the Bayfit Leisure Centre catchment is 179,766.
- The total population for the Laverton Swim and Fitness Centre catchment is 228,653.
- There is a shared overlapping catchment of 68,091 residents between Bayfit and Laverton.

Competitor and support infrastructure mapping was undertaken which confirms the following:

- There are seven private learn to swim facilities within the Hobsons Bay municipality.
- The Williamstown Swimming and Life Saving Club offers an outdoor pool for club members use and they also conducted water safety programs for local schools.
- There are eighteen private health and fitness facilities within Hobsons Bay.
- There are three large regional aquatic and leisure facilities in neighbouring LGA's that are within 10 – 20 mins drive time for Hobsons Bay residents

A network approach is needed to provide the aquatic and leisure facilities and meet the service demands of the community. This will include Council facilities, regional aquatic centres in other Council areas and private learn to swim and health and fitness providers.

The catchment analysis shows that upscaling Bayfit Leisure Centre to service a major catchment (30min) could support the overall Hobsons Bay area.

Site Condition Assessments

Both Bayfit and Laverton facilities have numerous asset condition issues that will require renewal and upgrades to maintain the operational sustainability and ensure the two sites remain fit for purpose for the community over the next 10+ years. These asset renewal items are considered in the scope of improvements proposed in this strategic review.

Furthermore, detailed investigations were undertaken at Bayfit to explore expansion opportunities to upscale the site to a major district level facility, given the challenges with attracting funding for the proposed regional level Western Aquatic and Early Years Centre

Community and Stakeholder Engagement

Targeted Stakeholder Engagement

Stakeholder feedback was gathered to understand the issues, challenges and opportunities with the two Hobsons Bay aquatic and leisure centres. The feedback provided by Council staff, and the current operator (BlueFit) at both sites were consistent with the site condition assessment findings. Discussions were also held with Sport and Recreation Victoria to share the potential staged expansion options at Bayfit. The key opportunities for each facility included:

Bayfit Leisure Centre

- Increasing wet and dry programming space with a warm water program pool, new gymnasium, and group fitness rooms.
- Addressing key asset condition items, including the aquatic areas, gym and change rooms.
- Sport and Recreation Victoria (SRV) support upscaling Bayfit Leisure Centre and is open to being a funding partner to public-private investment models.

Laverton Swim and Fitness Centre

- Addressing key asset condition items, prioritising a new HVAC system.
- Consider future repurposing disused spa, sauna and gym areas.

Community Engagement Survey

A Community Engagement Survey was undertaken between 19 November 2025 and 13 January 2026 to gather feedback on the Draft Aquatic Strategy Review and Action Plan 2026-30.

The external community engagement process resulted in 185 external survey responses and 1 external submission. Across these responses, the community recognises the importance of Council owned- aquatic facilities for health and wellbeing. The key themes were:

- Facilities that focus on wellness, accessibility and inclusion are core expectations of the community.
- A level of dissatisfaction with the capacity, condition and functionality of the existing aquatic facilities.
- The need to plan for future population growth across Hobsons Bay.

- Concerns that the proposed action plan focuses on staged asset renewal while not adequately addressing the current overcrowding and future demand for aquatic facilities.
- Maintenance and cleanliness require immediate action, not just focusing on longer term planning.
- The community is seeking visible action and delivery from Council, not further delays in decision making.

Future Strategic Directions

Bayfit Leisure Centre

Five future development stages are proposed (in addition to general asset renewal), which can be delivered as \$5 million-\$20 million works packages to enable Council to have flexibility to seek funding and stage over the next 5 - 15 years.

- Critical asset renewal – pool hall and plant room. (Across an annual renewal program)
- Stage 1: Waterplay – adding splashpad and plant room.
- Stage 2: New Gym.
- Stage 3: Gym expansion, additional group fitness rooms, and dry amenities.

Stage 4: New warm water pool, wellness areas, accessible amenities, storage and aquatic plant.

- Stage 5: Group changerooms and modifications to program pool depths.

Laverton Swim and Fitness Centre

Upgrades to the pool hall HVAC system and training room air handling as short-term priorities to preserve the upgrade works recently completed.

Further discussion is required on either repurposing the old spa, sauna and gym area or abandoning these areas. Possible options of converting this area into wellness services and allied health suites could be explored.

Aquatic Provision in West of Hobson Bay City Council

Monitor use of the upgraded Laverton Swim and Fitness Centre and reassess aquatic service provision in the west of the municipality when developing a new Aquatic Strategy (5 years).

This assessment shall include examining the need for and viability of the Western Aquatic and Early Years Centre or an alternative provision of additional aquatic facilities at Bruce Comben Reserve.

Private Market Incentives

Consider supporting the provision of privately owned and operated local learn to swim and health fitness facilities. Incentives may include offering long-term lease arrangements for Council land/sites and streamlining planning permit requirements.

Cost Plan

Bayfit Leisure Centre Expansion Stages

The following table provides a summary of the estimated cost plans for each expansion stage. A detailed design and cost plan is recommended when funding is realised for the development stages.

Table 1: Quantity Surveyor Cost Plan Estimates – Bayfit Expansion Stages

	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
<i>Net construction cost including preliminaries and margin</i>	\$2,358,000	\$4,440,000	\$5,755,000	\$14,335,000	\$596,000
<i>Estimated construction tender including ESD allowance, design and construction contingency</i>	\$2,817,000	\$5,305,000	\$6,875,000	\$17,130,000	\$712,000
<i>Total construction tender including consultant and authority fees</i>	\$3,126,000	\$5,888,000	\$7,631,000	\$19,014,000	\$790,000
<i>Total project cost for each stage (excl GST) including cost escalation</i>	<u>\$3,920,000</u>	<u>\$8,183,000</u>	<u>\$10,600,000</u>	<u>\$28,140,000</u>	<u>\$1,098,000</u>

Asset Renewal Works

Detailed asset condition assessments were undertaken for Bayfit Leisure Centre and Laverton Swim and Fitness Centre. The following table provides a summary of the high-level estimated asset renewal and upgrade costs required for the next five years. The total estimated cost is \$3.64 million.

Table 2: Asset Renewal Works Cost Estimates

Asset Renewal Works	2025/26	2026/27	2027/28	2028/29	2029/30	2029/30
<i>Total</i>		\$50,000	\$800,000	\$200,000	\$770,000	\$1,820,000

Aquatic Strategy – Five Year Action Plan

The following table provides the recommendations and strategic priorities for the next five years of the Aquatic Strategy.

Table 3: Aquatic Strategy – Five Year Action Plan

Focus Area	Key Action	2025/26	2026/27	2027/28	2028/29	2029/30	Beyond 2030
Strategies	Funding feasibility strategy for Bayfit expansion options						
	Develop a new 10–15-year Aquatic Strategy						
Bayfit Leisure Centre	Asset Renewal works – concourse, lighting, pool shell, tiling, wet decks and plant room equipment						
	Stage 1 expansion (splashpad and plant room) - design						
	Stage 1 expansion (splashpad and plant room) – funding						
	Stage 1 expansion (splashpad and plant room) - delivery						
	Future expansion stages – planning, funding and design						
Laverton Swim and Fitness Centre	Pool hall and training room HVAC system investigations and scoping						
	Pool hall and training room HVAC system design and installation						
	Explore options for decommissioned gym/spa area – possibilities may include allied health suites, new spa, sauna and steam rooms or community meeting/training rooms						
Aquatic Provision in West	Monitor use of the upgraded Laverton Swim and Fitness Centre and reassess aquatic service provision in the west of the municipality when developing a new Aquatic Strategy (5 years). This assessment shall include examining the need for and viability of the Western Aquatic and Early Years Centre or an alternative provision of additional aquatic facilities at Bruce Comben Reserve.						

Strategy Review

Council's aquatic provision will be **reviewed every five years**. This review process will consider the need and demand for aquatic facilities in Hobsons Bay City Council, the outcomes of planning and funding processes and ensure that any emerging community and industry trends and Council funding capacity are assessed, and priority projects remain relevant.

Introduction

The Aquatic Strategy Review and Action Plan 2026-30 provide a framework to help inform Council's strategic priorities over the next 5 years and beyond.

Since adopting the Aquatic Strategy in 2019, the aquatic and leisure landscape has experienced significant changes, including upgrades to the facilities within the Hobsons Bay network, the ongoing recovery of the aquatic industry following COVID-19 impacts and increasing construction costs for new or renovated facilities.

A primary consideration in the Review and Action Plan is the affordability of the proposed Western Aquatic and Early Years Centre. The estimated cost has risen to approximately \$100 million. To date, the only funding commitment received was \$10 million from the State Government, which was subject to complete project funding and execution of a funding agreement. Consequently, Council has formally paused the project to conduct a thorough assessment of future directions, available options, and potential impacts should the project not proceed.

This Strategic Review presents a comprehensive five-year action plan designed to support Council in the continued, effective, and sustainable provision of aquatic and leisure programs and services for residents of Hobsons Bay.

Project Scope

The scope for the Strategic Review and Action Plan includes:

- Review the current Aquatic Strategy to analyse and highlight relevant changes to the catchment population and key operational data over the last six years.
- Undertake a critical assessment of the proposed Western Aquatic and Early Years Centre design, capital cost and operational model and determine its future status to compliment the current aquatic facility provision within the municipality.

Complete an assessment of the short, medium and long-term priorities of the Aquatic Strategy, noting the works undertaken at existing sites and any other changes to the local landscape over the last six years.

- Undertake an analysis of all Council owned and privately operated aquatic facilities within the municipality to confirm the role of each site within the overall aquatic facility network.
- Identify, through mapping and analysis, the aquatic facilities in neighbouring Councils to determine each facilities role in the regional aquatic service provision for Hobsons Bay residents
- Develop competitor mapping to identify all current aquatic facilities within Hobsons Bay including Council owned and private swim school operations.
- Undertake an updated asset condition assessment of Bayfit Leisure Centre and Laverton Swim and Fitness Centre to determine the future life span of each facility.
- Review and analyse the current service offering at Bayfit Leisure Centre and Laverton Swim and Fitness Centre to identify any potential future development opportunities, including cost estimates for any recommendations.
- Complete an options assessment for potential future upgrades to Bayfit Leisure Centre.
- Complete a cost plan for the concept options.

- Analyse strategies for asset renewal and maintenance for Bayfit Leisure Centre and Laverton Swim and Fitness Centre, to quantify annual budget allowance to ensure the asset renewal demand is being managed effectively.
- Identify the current and emerging trends facing the Victorian aquatic industry, including what responsible investment looks like for the management of aging aquatic infrastructure, rising construction costs, repair and maintenance costs, contemporary energy efficient operations and ability to meet the increasing demand for aquatic facilities within Hobsons Bay.
- Undertake an assessment of funding opportunities and advocacy strategies to recommend how Council can fund major aquatic facility redevelopment projects.

Project Methodology

The Aquatic Strategy Strategic Review and Action Plan involved the following tasks.

Figure 2: Project Methodology



Background Review

What are the strategic influences of the Strategy?

The background review section includes research and analysis of relevant key strategic documents for Bayfit Leisure Centre and Laverton Swim and Fitness Centre.

Strategic Review

The following table provides a summary of Council’s key strategic documents that are relevant to the Aquatic Strategy Review.

Table 4: Strategic Documents Review Summary

Document Title	Summary
<i>Hobsons Bay Aquatic Strategy 2019 - 2030</i>	<p>The Hobsons Bay Aquatic Facilities Strategy was adopted in 2019, to guide Council’s investment and management decisions for the next 10 years.</p> <p>The vision for the strategy is: <i>“Hobsons Bay’s high-quality and accessible aquatic facilities will encourage a healthy, active and connected community”</i></p> <p>Three strategic objectives were identified to guide the current and future provision of aquatic facilities, services and programs, including:</p> <p>Objective One: High quality facilities that best provide for Hobsons Bay residents in the East and West</p> <ul style="list-style-type: none"> • Develop two district aquatic and leisure facilities, one in the east and one in the west, that are of high quality and service all contemporary aquatic leisure facility markets. <p>Objective Two: Accessible, affordable and inclusive facilities and participation opportunities</p> <ul style="list-style-type: none"> • Council’s aquatic and leisure facilities will be accessible, affordable and inclusive to all ages, abilities and cultures and will support more residents to become more active participants. <p>Objective Three: Well planned, maintained and managed.</p> <ul style="list-style-type: none"> • Provide a strategic platform to inform Council’s partnership with operators and future investment in the renewal of Hobsons Bay’s aquatic and leisure facilities to maximise the benefits for the community. <p>The recommended strategic directions for each objective included:</p> <p>Objective One:</p> <ol style="list-style-type: none"> 1. <u>Feasibility Strategy</u> - Develop a feasibility study for the Western Aquatic Centre at Bruce Comben Reserve which includes an investigation into the use of McCormack Park for water play and formal youth facility. A stakeholder reference group will be established with representation from the Cooraminta Early Years

Document Title	Summary
	<p>Centre, tenant sporting groups and the community to progress the feasibility study and detailed design process</p> <ol style="list-style-type: none"> 2. <u>New Aquatic Centre in the West (Bruce Comben Reserve)</u> - Provide a new Western Aquatic Centre at Bruce Comben Reserve. 3. <u>Leisure Centre in the East (Bayfit Leisure Centre)</u> - BayFit Leisure Centre is to be expanded in stages to provide for the increasing user demands on the facility from an expanding population 4. <u>Laverton Swim and Fitness Centre (McCormack Park)</u> - Construct water play and youth facilities at McCormack Park to replace the Laverton Swim and Fitness Centre. <p>Objective Two:</p> <ol style="list-style-type: none"> 5. <u>Fees and Charges</u> - Council to work in collaboration with the operators to ensure fees and charges for access to the Centres and programs / services are set at an affordable level that supports participation. 6. <u>Range of Programs and Services</u> - Council to work in collaboration with the operators to ensure a range of aquatic and dry based programs are offered at the Centre that support the health and wellness needs of the community taking into consideration: <ul style="list-style-type: none"> - Current trends in health and wellness - The age profile and target markets - Programs that support cultural diversity - Rehabilitation therapy programs. <p>Objective Three</p> <ol style="list-style-type: none"> 7. <u>Asset Management Plan</u> - Complete condition assessments on all aquatic and leisure centres; update and implement the Aquatic Facilities Asset Management Plan (AMP) for all aquatics facilities; and align Council’s operational and renewal budgets. 8. <u>Ongoing Lease Management</u> - Provide the required resources to manage and monitor the Lease Agreements to ensure the vision and objectives for the management and operations of the aquatic and leisure facilities are achieved. 9. <u>Annual Strategy Review</u> - Undertake an annual review of the performance of facilities in meeting key performance measures and progress made on the strategy is implemented. <p>The relevant outcomes that align with the project are:</p> <ul style="list-style-type: none"> • Leisure Centre in the East (Bayfit Leisure Centre) - Bayfit Leisure Centre is to be expanded in stages to provide for the increasing user demands on the facility from an expanding population. • The previous Aquatic Strategy is the focus of this Strategic Review and Action Plan.
<p>Western Aquatic Centre Feasibility and Business Modelling Study</p>	<p>In 2019, Council adopted the Hobsons Bay Aquatic Strategy 2019 to 2030. The Strategy recommended the development of a feasibility study for a new Western Aquatic Centre in Altona Meadows. The recommendation relates to a strategic approach where one district</p>

Document Title**Summary**

aquatic centre is provided in the east (expanded Bayfit Leisure Centre), and one district aquatic centre is provided in the west (new Western Aquatic Centre at Bruce Comben Reserve).

Bruce Comben Reserve was chosen following a site assessment across several potential sites because it was best positioned to provide for the largest primary facility catchment (within 5km driving distance) and could deliver on a 70,000 to 100,000 population district catchment size.

The adopted Bruce Comben Reserve master plan and facility concept design was guided by the following key principles:

- Provide a modern aquatic and early years facility.
- There will be continuity of early years' service provision.
- There will be a continuity of service provision onsite for tenant sport clubs.
- The centre will be designed consisted with universal design principles and female friendly guidelines.
- The design will include change facilities for school groups, people with disabilities and families.
- The design will respond to potential residential safety and amenity impacts including traffic concerns.

The proposed new aquatic and early years facility includes:

- An eight lane 25m pool
- Aqua play splash pad, leisure water, toddler pool
- Learn to swim pool
- Wellness centre with warm water pool, spa and sauna and consulting suites
- Gymnasium and group fitness rooms
- Entry, café (indoor and outdoor servery) and social seating areas
- Change rooms including group change rooms and a change village
- Administration and offices
- Early Years Facility Provision
- Car parking.

An independent cost plan was prepared by Turner and Townsend Quantity Surveyors in November 2020. The total capital cost of the Western Aquatic Centre at that time was estimated at \$54,193,002. A Financial Operational Model was developed for the proposed facility. The 10-year base case business projections show:

- Visitation in year 1 of 454,598 growing to 548,043 in year 10.
- The revenue in year 1 of \$3,917,310 growing to \$5,826,464 in year 10.
- The expenditure in year 1 of \$4,043,955 growing to \$5,516,632 in year 10.
- The operational deficit in year 1 of \$126,645 increasing to a surplus of \$309,831 in year 10.

Document Title	Summary
	<p>A social and economic benefits assessment model was also completed which confirmed a positive Benefit Cost Ratio of 4.31 (7% discount rate).</p> <p>The report emphasised that Hobsons Bay City Council will need to seek external funding from State and Federal Government to deliver the project.</p> <p>The relevant outcomes that align with the project are:</p> <ul style="list-style-type: none"> • This project has been paused due to increasing capital costs, lack of external funding and affordability concerns for Council. The future direction and potential options for the proposed Western Aquatic Centre is a key focus of this Strategic Review and Action Plan.
<p><i>Western Aquatic and Early Years Centre Co-Investment Partner Investigation</i></p>	<p>This report has investigated the potential of Hobsons Bay City Council leveraging co-investment by private organisations for the Western Aquatic and Early Years Centre.</p> <p style="text-align: center;"><i>Co-investment with the private sector is an emerging funding opportunity</i></p> <p>Co-investment is the attraction of supplementary funds or resources to offset the funding contribution of Local Government to deliver major facilities.</p> <p>Traditionally this has involved State and Federal Government contributions through grant or budgetary allocation.</p> <p>However, there is an opportunity to explore co-investment from the private sector where assigning management responsibilities to the investment partner and/or the investment can leverage additional benefits from the commercial development of the site, or adjoining land, could result in capital funding to the facility.</p> <p>A detailed benchmarking analysis of co-investment partnership models with the private sector. The key learnings of these approaches were:</p> <ul style="list-style-type: none"> • Shared vision/plan between the Council and private sector partner is important • Early engagement and involvement in design stage is required • Council needs to understand the commercial value in the project and acknowledge the need for the private sector partner to benefit • A contractor’s investment into a facility is linked to a return on investment and a long-term tenure • A private partner investment may change the nature of the service offered. Council needs to consider with an open mind the value of investment proposals

Document Title	Summary
	<ul style="list-style-type: none"> • Both parties need to think flexibly about outcomes and be willing to support each other’s objectives • A sound planning process with supportive land use plan that clearly articulates expectations is required • A key step is assessing the value creation and capture opportunities • Expert legal, probity and commercial advice will guide the process • Major economic downturns can greatly affect the capacity of the market to respond to land development opportunities • A partnership approach where Contractor and Council reset goals and adjust key performance indicators (KPIs) to deliver community and commercial outcomes is preferable (A shared risk and reward model). <p>In addition to the traditional funding opportunities through grants, election commitments or budget allocations through Local, State and Federal Governments, two co-investment options with the private sector were identified for the Western Aquatic and Leisure Centre.</p> <p>Option 1 – Partnering with a Private Leisure Service Management Contractor</p> <p>Partnering with a Private Leisure Service Management Contractors involves Council engaging with potential contractors about their interest in ‘investment’, what improvements they wish to invest in and what contract model and terms would attract their investment. The Council should be willing to modify the design to entertain enhancement if it is aligned with Council objectives.</p> <p>Option 2 – Partnering with Private Developer</p> <p>Partnering with the private sector would involve Council providing access to land or a facility that the commercial sector can generate a return on investment whilst at the same time providing a specified service outcome sought by Council.</p> <p>The relevant outcomes that align with the project are:</p> <p>This project has been paused due to increasing capital costs, lack of external funding and affordability concerns for Council. The future direction and potential options for a proposed Western Aquatic and Early Years Centre is a key focus of the Strategic Review and Action Plan</p>

Council’s Role in Providing Aquatic Facilities and Services

Victorian Councils typically fund, develop and maintain infrastructure for community use within their municipality that supports local residents, organisations, clubs, and groups to provide programs and service that provide benefits to the community. The facilities can also play a strategic role in fulfilling Council’s Health and Wellbeing obligations.

Current Role

The provision of affordable access to aquatic facilities for the general community is predominantly managed by local government in Victoria. Consequently, without the involvement of the Council, there would be a significant gap in the availability of these facilities. This situation differs notably from that of gym facilities. Successful contemporary aquatic and leisure centres demonstrate commercial viability while effectively addressing the community's diverse needs.

The financial sustainability of aquatic centres often hinges on cross-subsidisation provided by high revenue-generating services. For local government, this implies that:

- Community aquatic facilities typically operate at a loss.
- Revenue-generating services include gyms, rental spaces (such as cafés), and learn-to-swim programs.
- Additional services (for instance, crèche and allied health options) attract participants when commercially feasible, though they do not necessarily yield profit.

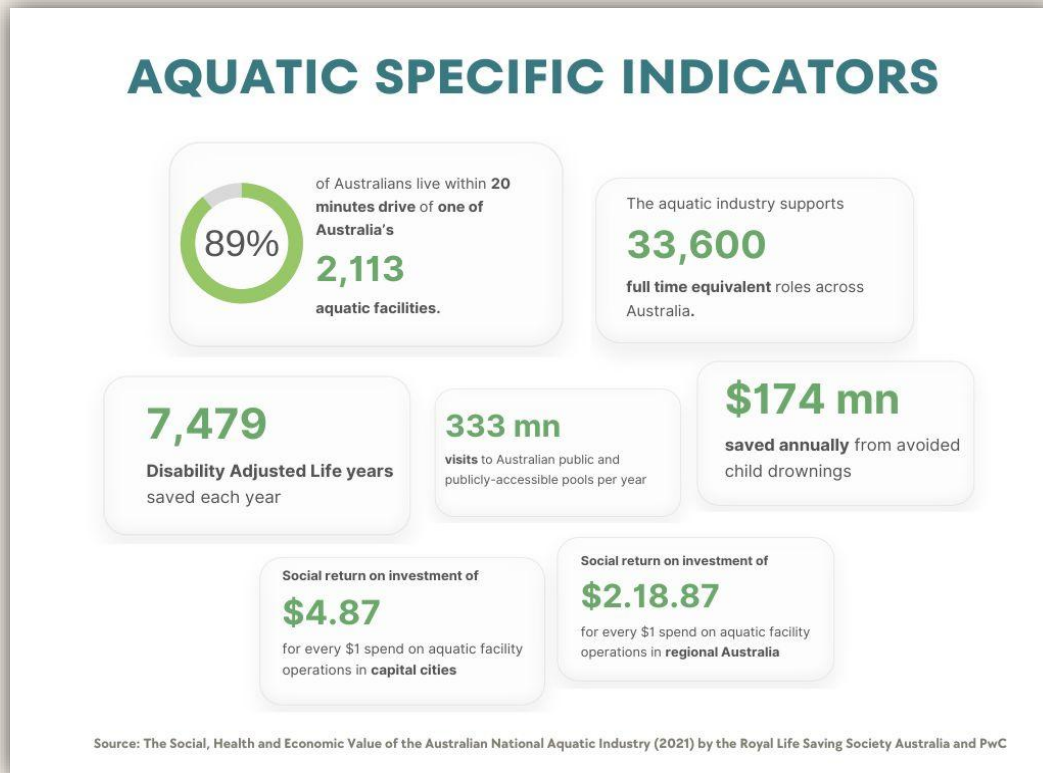
The Benefits and Value of Community Aquatic Facilities

Aquatic facilities are a valuable part of community life promoting active lifestyles, helping develop valuable social networks and contributing to the liveability of communities. Benefits of community aquatic facilities include:

- **Health Benefits** - Regular activity improves physical and mental health and reduces the risk of obesity and lifestyle-related illnesses. An active lifestyle contributes to general wellbeing, productivity, and performance. Research shows that the benefits of physical activity extend to mental health, community wellbeing and social capital. Aquatic facilities can help people to feel a part of their community.
- **Economic Benefits** – Aquatic facilities create jobs and attract visitors. An active population leads to improved productivity and assists in reducing preventative health costs.
- **Social Benefits** – Aquatic facilities bring people and communities together, contributing to a stronger, more inclusive society. They create connections within a community and offer a way to drive inclusion and acceptance in society. Aquatic and recreation facilities offer an ideal forum to reach people from every age group, cultural background, demographic, and socio-economic group.

In 2021, Royal Life Saving Australia engaged Price Waterhouse Coopers (PWC) to investigate the value of the aquatic industry. The Social, Health and Economic Value of the Australian National Aquatic Industry report (July 2021) found the **industry's total benefit to be \$9.1 billion annually in economic, health and social benefits**. The report provides a range of aquatic specific indicators, including a **\$4.87 social return on investment in capital cities**. The following infographic provides a summary of the key benefits.

Figure 3: Summary of aquatic industry value indicators by Royal Life Saving Australia and PwC



Key Findings for Strategic Review

The Hobsons Bay Aquatic Strategy 2019-2030 provided Council with the strategic directions to improve the aquatic and leisure facilities and services in Hobsons Bay. However, since adopting the Aquatic Strategy in 2019, the aquatic and leisure landscape has experienced significant changes.

Furthermore, the feasibility, design, and costing for the Western Aquatic and Early Years Centre have identified a significant increase in capital cost and the funding advocacy for the project has not realised the required funding to deliver the project.

A review of the Strategy that considers these changes and influences will help inform Council to revisit how best to provide effective and sustainable aquatic and leisure services in Hobsons Bay and identify priorities for the next five years.

Demographic Review

Who are we planning for?

This section provides a summary of the key population and demographic characteristics that will influence the aquatic and leisure participation within Hobsons Bay City Council.

The resident profile is based on the 2021 ABS Census data and has been sourced from .id, an online company that analyses ABS Census data. Some of the data detailed below is also sourced from the Hobsons Bay City Council website.

Demographic Impacts

Population Overview

- The Hobsons Bay population forecast for 2025 is 94,705 and is projected to grow to 113,134 by 2046. Between 2021 and 2046, the population for Hobsons Bay is forecast to increase by 20,881 persons (22.63% growth), at an average annual change of 0.82%.
- The number of dwellings in Hobsons Bay is forecast to grow from 39,265 in 2021 to 51,018 in 2046, with the average household size falling from 2.49 to 2.35 by 2046.
- Between 2021 and 2036, the age structure forecasts for Hobsons Bay indicate a 4.0% decrease in population under working age, a 42.7% increase in population of retirement age, and a 6.9% increase in population of working age. In 2021, the dominant age structure for persons in Hobsons Bay was ages 35 to 39, which accounted for 8.2% of the total persons.
- The largest increase in persons between 2021 and 2036 is forecasted to be in age group 75 to 79, which is expected to increase by 1,779 and account for 4.3% of the total persons. The largest 5-year age group in 2031 is 45 to 49 years, with a total of 7,842 persons.

The age group with the highest net migration into Hobsons Bay is 20–24-year olds, this is forecasted to occur in the period between 2021 to 2046.

- The most active years age groups between 5 and 49 years is estimated to grow by only 1,007 between 2021 and 2046. This represents a decline of 9.9% in the overall proportion of people within this age group over this period, from 58.9% in 2021 to 49% in 2046.

Table 5: Age group forecast

Total persons	2021		2036		2046		Change between 2021 and 2046
	Number	%	Number	%	Number	%	
Age group (years)							Number
0 to 4	5,950	6.4	5,631	5.3	5,736	5.1	-214
5 to 9	5,892	6.4	5,495	5.2	5,507	4.9	-385
10 to 14	5,422	5.9	5,056	4.8	4,925	4.4	-497
15 to 19	4,508	4.9	5,052	4.8	5,017	4.4	509
20 to 24	4,675	5.1	6,358	6.0	6,278	5.5	1,603
25 to 29	5,819	6.3	6,477	6.1	6,394	5.7	575
30 to 34	7,017	7.6	6,403	6.1	6,745	6.0	-272
35 to 39	7,526	8.2	6,222	5.9	6,506	5.8	-1,020

<i>Total persons</i>	2021		2036		2046		Change between 2021 and 2046
<i>40 to 44</i>	6,836	7.4	6,777	6.4	6,519	5.8	-316
<i>45 to 49</i>	6,534	7.1	7,767	7.4	7,345	6.5	811
<i>50 to 54</i>	6,432	7.0	8,104	7.7	8,141	7.2	1,708
<i>55 to 59</i>	5,795	6.3	6,655	6.3	8,165	7.2	2,370
<i>60 to 64</i>	5,321	5.8	5,935	5.6	7,759	6.9	2,438
<i>65 to 69</i>	4,313	4.7	5,467	5.2	6,123	5.4	1,809
<i>70 to 74</i>	3,659	4.0	5,134	4.9	5,551	4.9	1,892
<i>75 to 79</i>	2,555	2.8	5,055	4.8	5,630	5.0	3,075
<i>80 to 84</i>	1,922	2.1	3,929	3.7	4,850	4.3	2,928
<i>85 and over</i>	2,077	2.3	3,929	3.7	5,944	5.3	3,867
<i>Total persons</i>	92,253	100.0	105,446	100.0	113,134	100.0	20,881

Diversity Profile

- In 2021, 30.1% of people in Hobsons Bay were born overseas, compared with 35.7% in Greater Melbourne. The largest non-English speaking country of birth in Hobsons Bay was India, where 2.7% of the population, or 2,494 people, were born.
- In 2021, there were 3,744 people who spoke a language other than English at home reported difficulty speaking English.
- Overall, 68.3% of the population used English only, and 27.1% used a non-English language, compared with 61.1% and 34.1% respectively for Greater Melbourne.
- The dominant language used at home, other than English, in Hobsons Bay was Arabic, with 3.0% of the population, or 2,779 people using this language at home.

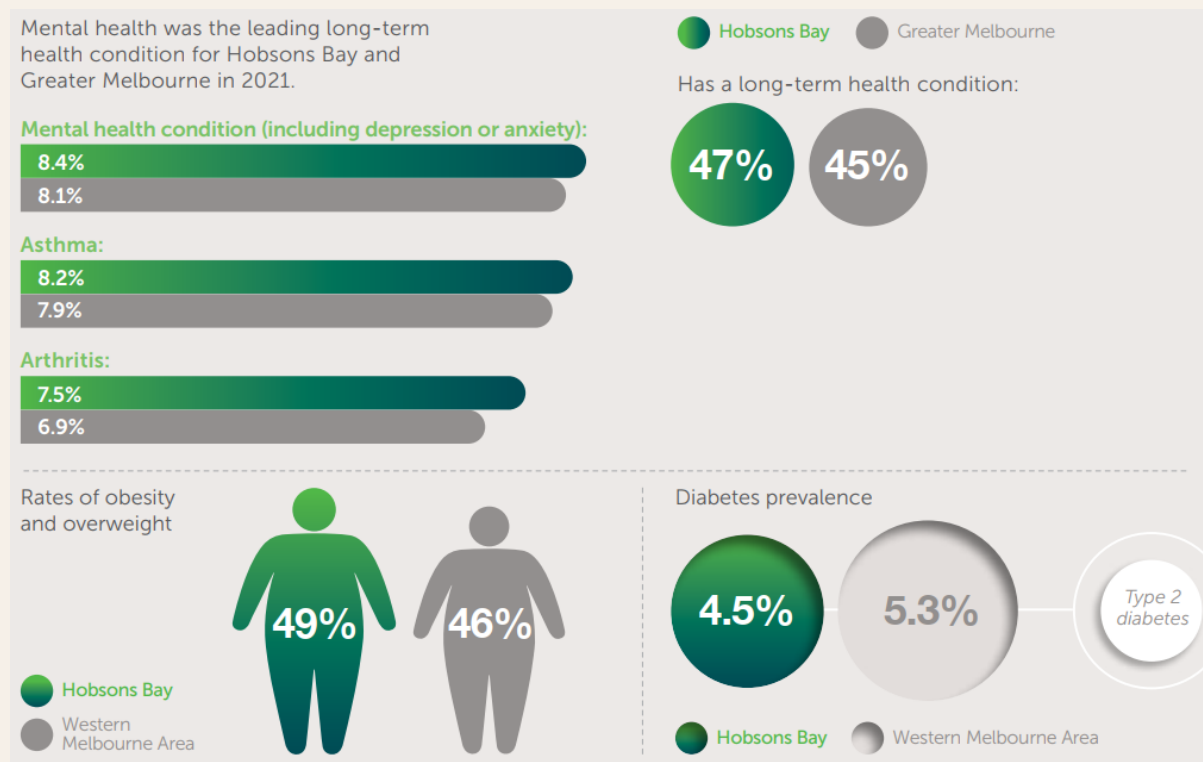
Disadvantage Profile

- The SEIFA Index of Disadvantage for Hobsons Bay in 2021 was 1,021. In 2021, Newport East had the lowest level of Disadvantage with a SEIFA index score of 1,091.0.
- There were 11,358 people in low-income households living in Hobsons Bay, with the largest age group being 70- to 74-year-olds in 2021.
- Overall, 16.4% of people in low-income households were aged between 0 and 15, and 42.0% were aged 65 years and over, compared with 18.9% and 32.9% respectively for Greater Melbourne.

Health and Wellbeing Indicators

The following infographic details the key health and wellbeing insights for Hobsons Bay Council.

Figure 4: Key Health and Wellbeing Insights for Hobsons Bay Council



The analysis of the 2021 health profile data indicates:

- Hobsons Bay has a greater proportion of residents with long term health conditions at 47%, compared to Greater Melbourne at 45%.
- Hobsons Bay has a greater proportion of residents who are overweight or obese at 49%, compared to the Western Melbourne area at 46%.
- Mental health conditions including depression and anxiety are the leading long term health condition for Hobsons Bay residents.
- Diabetes prevalence of Hobsons Bay residents is 4.5%, which is slightly lower compared to Western Melbourne area residents at 5.3%.

Key Finding for Demographic Review

Hobsons Bay has a growing community; however, it is changing and this will impact the future use of aquatic and leisure facilities and services.

There is a small decline in the 0-14 years age group. The current learn to swim program is under pressure. This will continue, however increasing the warm water program space will manage this demand.

There is growth in the 15-29 year age groups. This means there is an increasing demand for fitness facilities and programs.

- There is high growth in the 50+ years age group. This means there is very high demand for warm water pool programming for therapy and rehabilitation.
- Providing aquatic and leisure facilities that encourage healthy and active living can help address these health and wellbeing concerns in Hobsons Bay.

Operational Review

What is the operational performance of aquatic and leisure services and facilities in Hobsons Bay?

This section reviews the operational performance of Hobsons Bay City Council aquatic and leisure centres.

Bayfit Leisure Centre

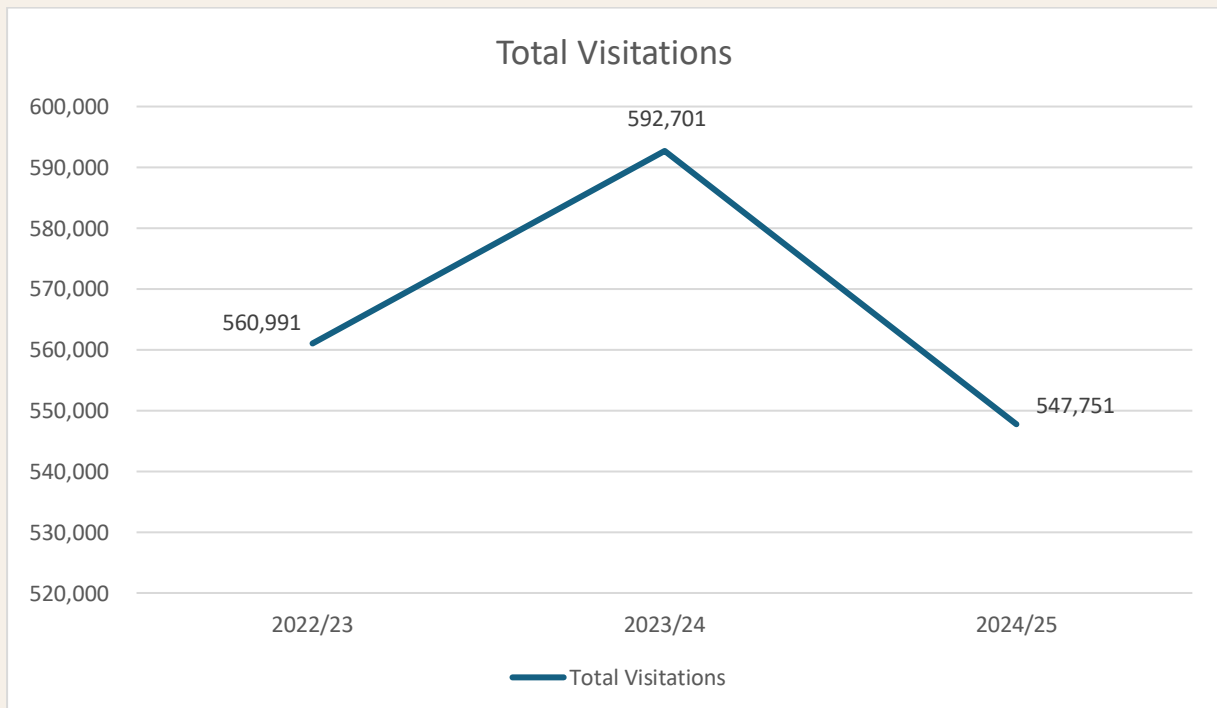
This section provides a high-level summary of the visitation, memberships and learn to swim operating data for the last three years for Bayfit Leisure Centre.

Table 6: Bayfit Leisure Centre Operating Data

	2022/23	2023/24	2024/25
Total Visitations	560,991	592,701	547,751
Learn to Swim enrolments	2,626	2,832	2,745
Memberships	2,414	2,783	2,967

The following graph illustrates the visitation trends over the last three years for Bayfit Leisure Centre.

Figure 5: Bayfit Total Visitations Trends

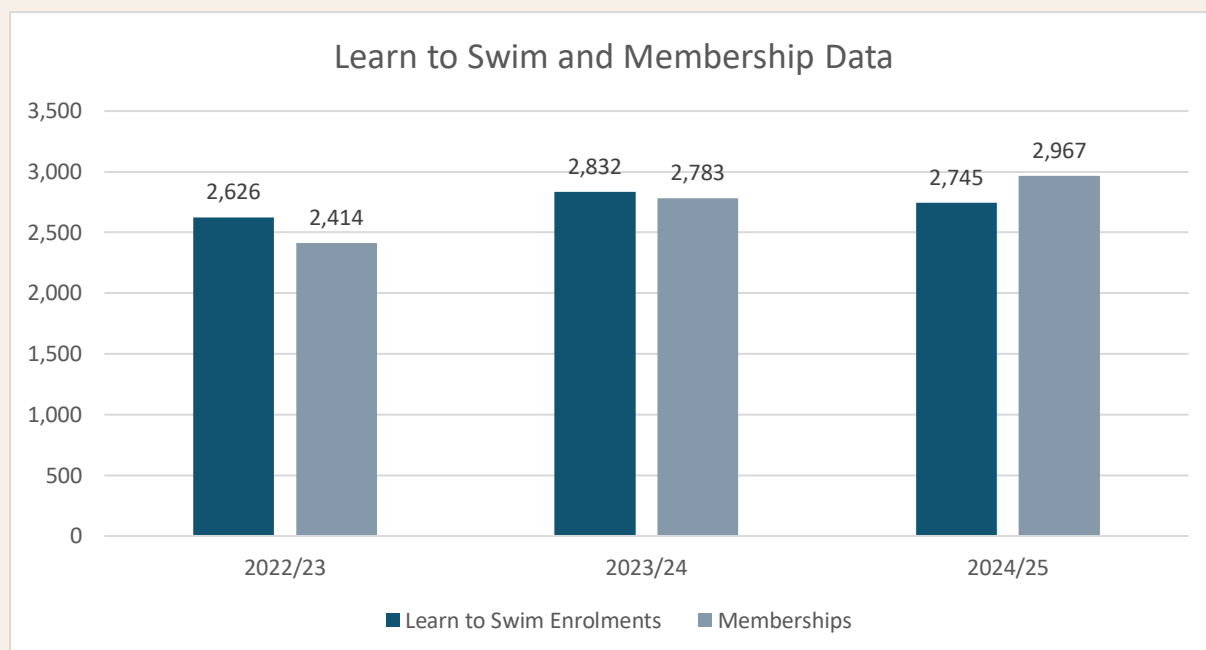


The visitation data graph shows the following:

- The facility attracted 1.7 million visitors over the last three years.
- The average annual visits to Bayfit were 567,000 over the last three years.
- The highest visitations were recorded in 2023/24, reaching 592,701.

The following graph illustrates the learn to swim enrolments and number of members over the last three years for Bayfit Leisure Centre.

Figure 6: Bayfit Learn to Swim and Membership Trends



The learn to swim and membership data shows:

- The facility attracted an average of 2,734 learn to swim enrolments annually over the last three years.
- The highest learn to swim enrolments of 2,832 was achieved in 2023/24.
- The facility serviced an average of 2,721 members annually over the last three years.
- The highest membership data recorded was 2,967 total members in 2024/25.

The following table provides a breakdown of the Learn to Swim enrolments postcode analysis for Bayfit Leisure Centre.

Table 7: Bayfit Leisure Centre – Learn to Swim enrolments postcode analysis

Suburb	Postcode	% of Total Enrolments
Newport	3015	25.5%
Altona North	3025	24.0%
Williamstown	3016	15.0%
Altona	3018	8.4%
Yarraville	3013	6.5%
Altona Meadows	3028	4.3%
Spotswood	3015	4.3%
South Kingsville	3015	2.6%
Other		9.4%

A review of the learn to swim student postcodes indicates:

- Almost 65% of learn to swim enrolments live in the closest suburbs to the facility which include Newport (25.5%), Altona North (24%) and Williamstown (15%). These are all within the primary 0-10 minute drive time catchment areas.
- Altona residents are the fourth highest suburb with 8.4% of total enrolments.
- There is only a small percentage of learn to swim enrolments, 4.3%, traveling from Altona Meadows.

Laverton Swim and Fitness Centre

This section provides a high-level summary of Laverton Swim and Fitness Centre’s visitation, memberships, and learn-to-swim operating data for the last 18 months. Limited operating data is available for the changeover in 2024 and the closure for upgrade works in 2024/25.

BlueFit commenced the lease in early 2024, followed by a 14-month closure for major upgrades and asset renewal works. The facility reopened to the public in May 2025.

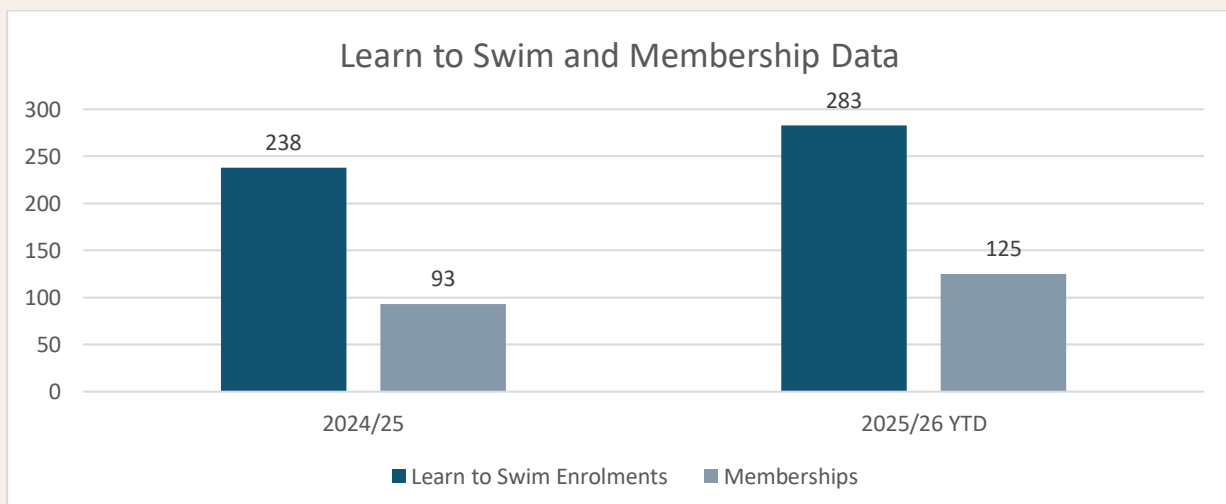
The table below provides a summary of the pre- and post-upgrade operating data provided by BlueFit.

Table 8: Laverton Swim and Fitness Centre Operating Data

	2024/25	2025/26 YTD (Jul – Sep 2025)
<i>Total Visitations</i>	Closed for upgrade works	14,366
<i>Learn to Swim enrolments</i>	238	283
<i>Memberships</i>	93	125

The following graphs illustrate the learn to swim and membership trends over the last 18 months for Laverton Swim and Fitness Centre.

Figure 7: Laverton Swim and Fitness Centre - Learn to Swim and Membership Trends



A review of the learn to swim and membership data indicates:

- Due to the recent closures the learn to swim and memberships are still in the rebuilding phase.
- Learn to swim enrolments have already reached a higher base of 283 year to date in 2025/26, compared to the prior year before the facility upgrades commenced.
- Members are gradually increasing reaching 125 year to date in 2025/26. With the new gym launched with the re-opening, memberships are expected to increase considerably over the next 1-2 years.

The following table provides a breakdown of the learn to swim enrolments postcode analysis for Laverton Swim and Fitness Centre.

Table 9: Laverton Swim and Fitness Centre – Learn to Swim enrolments postcode analysis

<i>Suburb</i>	<i>Postcode</i>	<i>% of Total Enrolments</i>
<i>Altona Meadows and Laverton</i>	3028	43.1%
<i>Point Cook, Werribee and Werribee South</i>	3030	22.6%
<i>Hoppers Crossing, Tarneit and Truganina</i>	3029	21.9%
<i>Williams Landing</i>	3027	8.0%
<i>Other</i>		4.4%

A review of the learn to swim student postcodes indicates:

- Approximately 43% of learn to swim enrolments live in the closest suburb of Altona Meadows which is in the primary 0-10 minute drive time catchment area.
- Over 44% of enrolments live in the postcodes 3029 and 3030, which include the suburbs of Point Cook, Werribee, Werribee South, Hoppers Crossing, Tarneit and Truganina. These suburbs are within the primary and secondary catchments of 0-15 minutes travel time.
- There is a small percentage of learn to swim enrolments, 8%, traveling from Williams Landing.

Key Findings of the Operational Review

The following key findings are evident from the operating review analysis.

Bayfit Leisure Centre

- Bayfit is performing well with visitations, learn to swim enrolments and memberships given the age and size of the facility.
- Based on the feedback from the operator and participation levels, the learn to swim program is nearing capacity with the available water space. The program has a catchment penetration rate of 9% of the 0-14 ages groups within the 0-15 minute drive time catchment. This penetration rate is in line with industry benchmarks for similar size facilities and population catchments.
- The membership base is also consistent with industry benchmarks for similar size facilities and population catchments. Memberships have grown by 23% over the last five years and are close to 3,000 active members.

Laverton Swim and Fitness Centre

- Given the recent closures for major upgrade works there is limited operating data to analyse the historical performance. However, the year to date data for the first quarter of 2025/26 is showing encouraging indications of growth in learn to swim enrolments and memberships. This is expected to continue as greater awareness of the recent upgrades circulates through the community.
- The learn to swim program catchment penetration rate is less than 1% indicating the facility has significant capacity to grow the program. It should be noted that Laverton has a greater number of competitors within 0-10 minutes, compared to Bayfit.
- Given the new gym development and fit out, it is expected memberships will grow significantly over the next 1-2 years from the current low base of 125 members.

Market Research Analysis

What is the demand for aquatic and leisure services and facilities in Hobsons Bay?

This section analyses the catchment of facilities, competitor review and aquatic facility trends.

Catchment Analysis

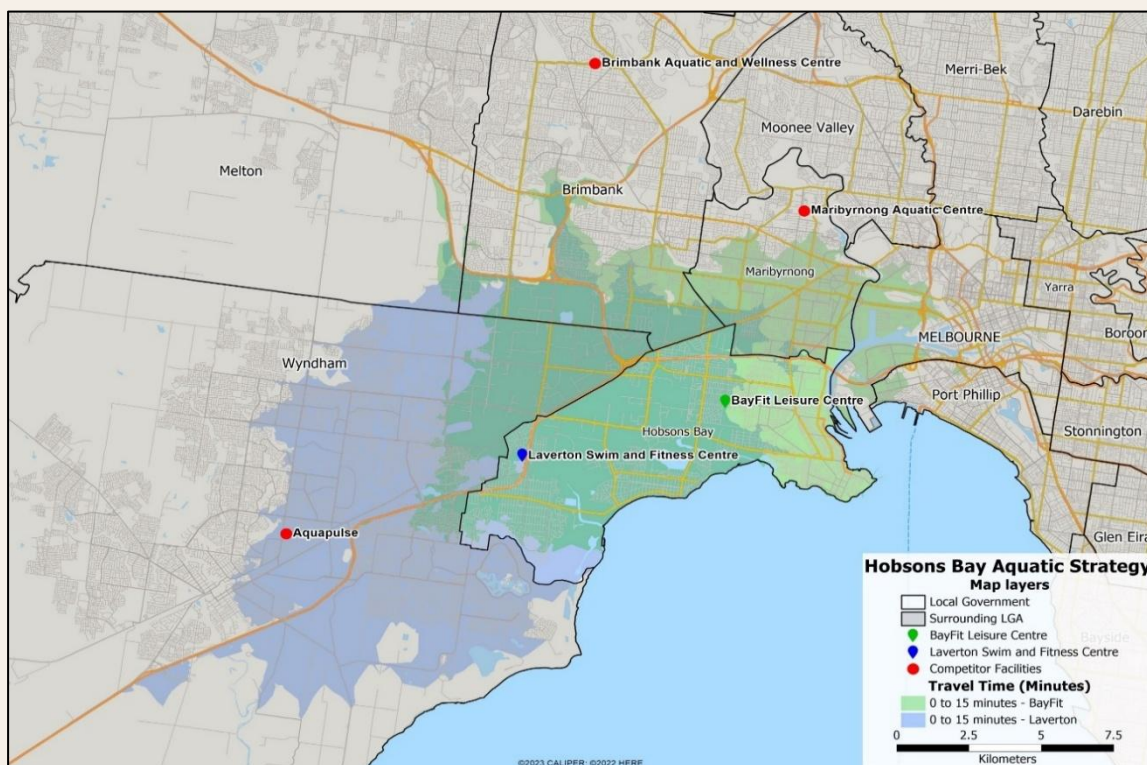
In general, approximately 75% to 85% of facility users will reside within a 0km to 5km radius of a facility, with the remaining 15% to 25% coming from areas within the 5km to 15km radius of the facility. This equates to approximately 75% to 85% of users residing within a 0 to 5-minute travel time radius of a facility (primary catchment), with the remaining 15% to 25% coming from areas within the 5 to 10 and 10 to 15-minute travel time radius of the facility (secondary catchment), assuming an average speed of 60km/hr.

The size and shape of the catchment area will be influenced by several factors, including the range and quality of facilities and services offered, natural and built barriers, such as freeways, travel times, and the availability of competing facilities. In metropolitan Melbourne, it is not uncommon for facilities to share catchment areas, particularly secondary catchments.

Catchment Mapping

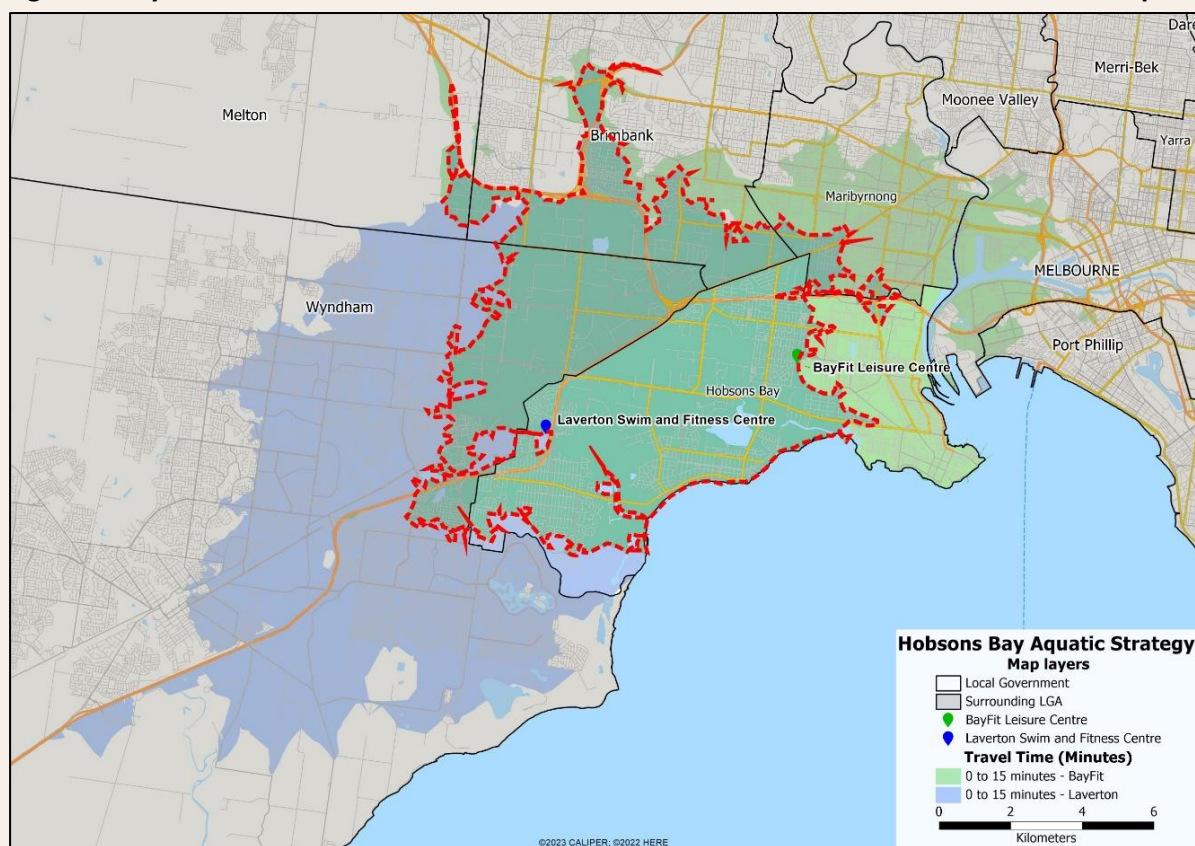
The following map shows the 0-15 minute drive time catchments for Bayfit Leisure Centre and Laverton Swim and Fitness Centre. The map includes the 0-15 minute drive time ring for each site and the overlapping catchment area.

Figure 8: Bayfit and Laverton Swim & Fitness Centre - 0-15 drive time catchment areas



The following catchment map highlights the overlapping catchment area (red dotted line) between the two facilities.

Figure 9: Bayfit Leisure Centre and Laverton Swim and Fitness Centre Catchment Areas Overlap



The following table shows the 0–15-minute drive time catchment population for Bayfit Leisure Centre, Laverton Swim and Fitness Centre, and the overlapping shared catchment between the two facilities.

Table 10: Catchment population (2021 ABS Census)

Age Group	Bayfit Leisure Centre	Laverton Swim & Fitness Centre	Overlapping Shared Catchment
	0-15 min drive time	0-15 min drive time	0-15 min drive time
Total population	179,766	228,653	68,091
Age <5	11,082	17,907	4,466
Age 5 to 14	20,444	34,649	8,119
Age 15 to 19	8,069	11,993	3,219
Age 20 to 24	10,274	13,244	3,727
Age 25 to 34	31,181	36,860	10,660
Age 35 to 44	30,311	43,142	11,051
Age 45 to 54	24,438	27,215	9,006
Age 55 to 64	19,324	19,700	7,200
Age 65 to 74	13,662	14,248	5,652
Age 75 to 84	7,520	7,147	3,451
Age 85+	3,461	2,548	1,540

The previous table shows that:

- The total population for the Bayfit Leisure Centre catchment is 179,766 (0-15 minute travel time).
- The total population for the Laverton Swim and Fitness Centre catchment is 228,653 (0-15 minute travel time).
- There is a shared overlapping catchment of 68,091 residents (0–15 minute travel time) between Bayfit and Laverton.
- In the 0–15-minute catchment areas of the two sites the total population in the “active years” age group (5 to 45 years old) is 111,361 in the Bayfit catchment, 157,795 in the Laverton catchment and 41,242 in the shared overlapping catchment.

Competitor and Supporting Infrastructure Analysis

The following table shows the competitor and supporting facilities surrounding the two Hobsons Bay aquatic and leisure facilities. They are categorised into sites within the Hobsons Bay area, including aquatic facilities and health and fitness facilities. The map also shows three regional facilities in surrounding municipalities. The list of competitors includes Council owned and privately owned venues.

Table 11: Hobsons Bay Aquatic Facility Competitors and Supporting Infrastructure

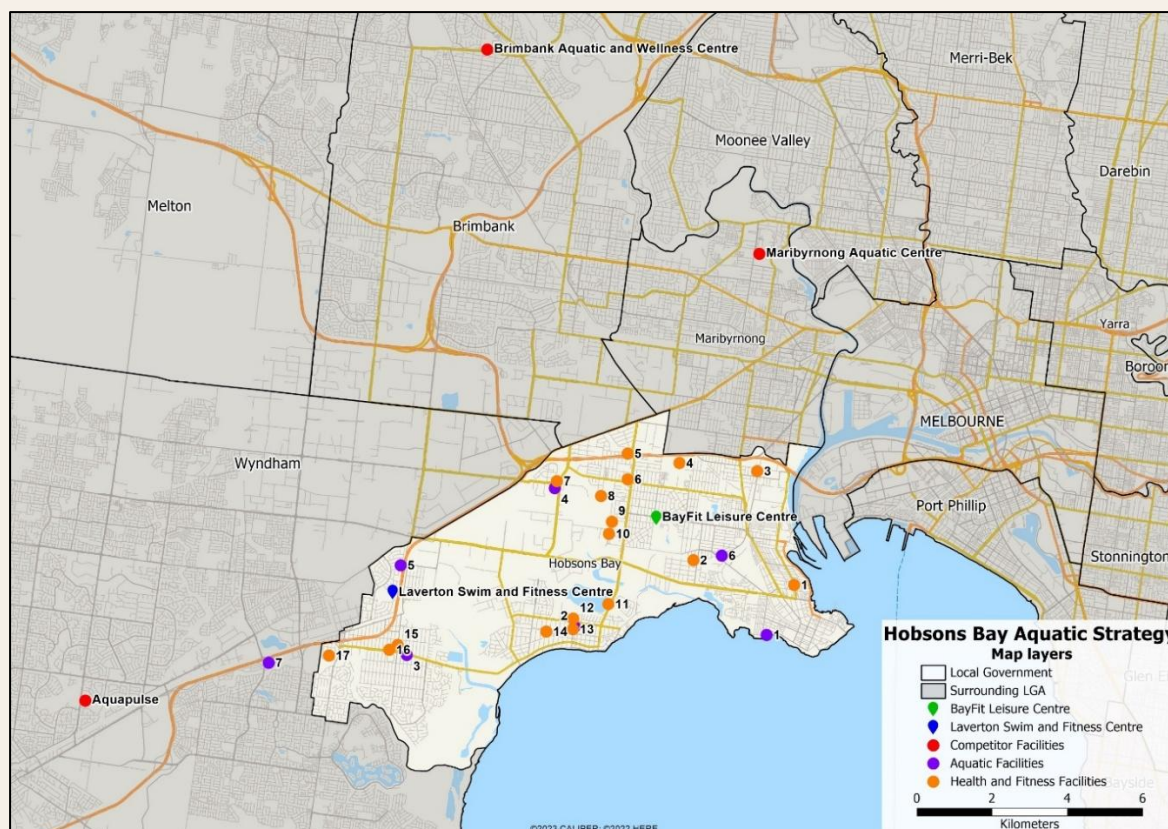
Map Ref. Number	Facility Name	Suburb	Facility components
Commercial Aquatic Facilities in Hobsons Bay			
1	Williamstown Swimming and Life Saving Club	Williamstown	• Outdoor seasonal pool for Club members
2	Sweeney's Swim School	Altona	• Learn to Swim Pool
3	Paddles Swim School	Altona Meadows	• Learn to Swim Pool
4	Paul Sadler Swimland	Altona North	• Learn to Swim Pool
5	Paul Sadler Swimland	Laverton	• Learn to Swim Pool
6	Let's Swim! Swim School	Newport	• Learn to Swim Pool
7	JUMP! Swim Schools	Point Cook	• Learn to Swim Pool
Health and Fitness Facilities in Hobsons Bay			
1	Listen To Your Body Williamstown	Williamstown	• Personal training studio
2	Strength Bnd	Williamstown North	• Gym
3	Avanti Health Centre Hobsons Bay	Spotswood	• Gym
4	Inspirational Health & Fitness	Altona North	• Gym
5	Snap Fitness 24/7 Altona North	Altona North	• Gym
6	Anytime Fitness Altona North	Altona North	• Gym and group fitness studio
7	Westgate Health Club	Altona North	• Gym, group fitness studio, and recovery zone
8	Headstrong Gym	Altona North	• Gym and personal training area
9	Weight of the World Fitness	Altona North	• Gym and group fitness studios
10	Fortify Movement & Health	Altona North	• Allied health clinic with studios
11	Hobsons Bay Health Energy Clinic	Altona	• Allied health clinic with studios
12	Strive Active Altona	Altona	• Gym and group fitness studio
13	Anytime Fitness Altona	Altona	• Gym and group fitness studio
14	Health & Body Tone	Altona	• Personal training studio

<i>Map Ref. Number</i>	Facility Name	Suburb	Facility components
15	In Balance Fitness	Altona Meadows	<ul style="list-style-type: none"> • Gym
16	Fitness For Her	Altona Meadows	<ul style="list-style-type: none"> • Gym and personal training studio
17	Corfit Exercise Physiology	Seabrook	<ul style="list-style-type: none"> • Gym and studio
18	Club Lime Williamstown	Newport	<ul style="list-style-type: none"> • Gym and group fitness studios
Regional Aquatic and Leisure Facilities – neighbouring LGA's			
	Aquapulse	Hoppers Crossing	<ul style="list-style-type: none"> • 50m indoor pool • 25m Learn to Swim Program pool • Splash Park and Leisure pool • Warm water pool • Spa, steam room, and sauna • Two water slides • 1000m² Gym • Three group fitness studios • Café • Childcare room • Party Room • Meeting/Training Rooms
	Brimbank Aquatic and Wellness Centre	Keilor Downs	<ul style="list-style-type: none"> • 50m indoor pool • Learn to Swim Program pool • Splash Park • Warm water pool • Spa, steam room, and sauna • Two water slides • Health club • Four group fitness studios • Six wellness suites • Café • Childcare room • Community program room
	Maribyrnong Aquatic Centre	Maribyrnong	<ul style="list-style-type: none"> • 50m Indoor Pool • Leisure pool with beach entry • Learn to Swim pool • Warm water pool • Spa, steam room and sauna • Gym and outdoor functional training area • Two group fitness studios • Therapy/consulting suites • Multipurpose room • Childcare room • Café • Outdoor picnic area

Competitor and Supporting Infrastructure Map

The following maps provide the location of the current aquatic facility and health and fitness competitors and support infrastructure within Hobsons Bay, and three surrounding regional aquatic and leisure facilities.

Figure 10: Hobsons Bay Aquatic Facility Competitors Map



A review of the competitor and support infrastructure map confirms the following:

- There are seven private learn to swim facilities within the Hobsons Bay municipality.
- There are eighteen private health and fitness facilities with Hobsons Bay.
- There are three large regional aquatic and leisure facilities in neighbouring LGA's that are within 10 – 20 mins drive time for Hobsons Bay residents.

Williamstown Swimming and Life Saving Club (WSLSC) Outdoor Pool

The outdoor pool at WSLSC is a key part of Hobsons Bay's aquatic facility network. Operated by the club, it is the only seasonal outdoor pool in the area.

Although access is limited to club members, the pool plays an important role in delivering water safety programs to local schools. Since 2010, the club has taught around 15,000 students through water safety and educational programs, with more than 2,000 students participating each year for the past three years.

The club offers affordable annual membership fees, \$175 for individuals and \$375 for families, which allows access to all facilities, including entry to the outdoor pool.

Figure 11: WSLSC Outdoor Pool



Key Findings of Market Research Analysis

A network approach is needed to provide the aquatic and leisure facilities and meet the service demands of the community. This will include Council facilities, regional aquatic centres in other Council areas and private learn to swim and health and fitness providers.

There is a shared overlapping catchment between Bayfit Leisure Centre and Laverton Swim and Fitness Centre; and Aquapulse and Laverton Swim Centre. Aquapulse has a regional catchment (30+min), where Bayfit Leisure Centre currently services a district catchment (20min) and Laverton Swim and Fitness Centre a local catchment (20min).

The catchment analysis shows that upscaling Bayfit Leisure Centre to service a major catchment (30min) could support the overall Hobsons Bay area.

The WSLSC provides the only outdoor pool within Hobsons Bay and is available for club members to access during the seasonal operating hours. This facility also plays an important role in providing water safety programs for local schools.

Site Condition Assessments

What is the condition of Hobsons Bay aquatic and leisure centres?

The site assessment findings by JWC Engineers are summarised below.

Bayfit Leisure Centre

- The old pool stormwater harvesting system has not been operational for many years and now has bad odours from the stagnant water in the old pool under the gym floor. Council has sought advice from Christofi and Associates Consulting Engineers, which suggests the existing system should be abandoned and replaced with above ground tanks. JWC engineers' advice is consistent with the previous investigations.
- The suspended floor slab, for the gym and above the old pool, has a metal deck on the underside and this is corroding. This slab, outside of the pool, follows the old concourse slopes which lead to uneven surfaces across the gym floor. This retrofitted floor structure requires further investigations as there are concerns it will cause issues in the near future.
- Lockers in the gym changerooms needed replacement at the time of inspection. Council recently replaced the lockers in both dry change rooms.
- The near corners to the pool hall entry corridor of both the 25m indoor pool shell and the leisure pool shell have dropped by 1-2cm. This is structural settlement, near the same corner on one side, however it appears the structure may have now settled. Consequently, the water flow into the wet deck has been compromised, particularly for the 25m pool with probably half of the wet deck length being above water level and dry. A long-term solution will be required to regain proper water quality management and realistically this means raising the wet deck to a new common level. This will have significant implications for the existing concourse levels.
- Aquatic change rooms require some asset renewal investment to the wall and floor finishes and fixtures.
- Evidence of rusting occurring to fixtures and fittings in the pool hall i.e., light fittings, steel seating, elevated wires. This indicates that material selections and any HVAC system issues will need to be closely monitored. Regular cleaning and wash downs of equipment will help mitigate this situation.

Plant room – UV treatment capability on remaining pools should be further investigated for those pools that still do not have it. Only the Learn to Swim pool has a UV treatment unit. There is also corrosion on equipment which should be regularly addressed before this worsens over time.

Laverton Swim and Fitness Centre

- The recent renovations have made some significant improvements to the presentation of the facility since the previous investigations two years ago.
- The existing pool hall HVAC system has been problematic for some time and is undersized. This oppressiveness becomes readily apparent when entering the pool hall. For the long term, consideration should be given to installing a new system to create a far more pleasant environment for users and less corrosive atmosphere for the building structure.
- Consideration of installing shade sails to the pool hall northern glazed wall may improve internal conditions along this northern section by reducing heat loads.

- The old creche room (now a training room) still requires an air handling system to ventilate the room and keep out the corrosive pool hall air. Noting the old creche ceiling and roof structure collapsed in 2023 from extreme structural roof corrosion and this was due to lack of an air handling system.
- Despite the new roof in the old creche room, significant water stains are evident, and some damage has occurred to the new ceiling panels. There were also stained ceiling panels in the foyer and gym (from roof leaks) that are understood to be replaced in the near future.
- Abandoned old spa, sauna and gym have been decommissioned. This space should be investigated for alternate use or demolished.

Key Findings of Site Condition Assessments

Both facilities have asset condition concerns that require renewal to maintain the current benefit. These asset renewal items are considered in the scope of improvements proposed in this strategic review.

As part of the early design investigations, the drainage swales to the west and south of the Bayfit facility were identified as a potential constraint for the expansion options. The following advice was provided by Council’s engineering team, and a meeting was held to understand the issues in more detail.

Council Engineering Department Advice

Option 1: Expansion Towards the West side (Near the Swales)

If you are planning to expand toward the west, you will still need to consider having a narrower swale. Design engineers will need to analyse the expansion since you must stay behind the existing fence line, extending beyond this into the nature strip is not feasible and would introduce additional complexities.

The existing swales are used to direct overland flows for a 1% AEP storm event; anything greater can be altered to gain more space for the construction of the extension. Any expansion in this area without a proper design could obstruct the flow path and potentially lead to flooding or water ingress into the building.

Option 2: Expansion Towards the South Side of the Building

- Site levels in this area are more favourable, which is likely to simplify both the design and drainage requirements.
- You may need to relocate the retaining wall more south for the extension, but the designers will need to check the design of the southern swale to ensure that if it undergoes any changes, the swales will still cater for a 1% AEP storm event.

Based on the engineering advice provided and further discussions, a decision was made to not encroach into the swale areas to the west and south of the facility for any expansion of Bayfit. All expansion options will remain within the existing building footprint or fence line of the existing Bayfit site.

Community and Stakeholder Engagement

What issues and ideas were raised by the community and key stakeholders?

Targeted Stakeholder Engagement

The following stakeholders were consulted to gather information and feedback on the site issues, challenges and opportunities at Bayfit Leisure Centre and Laverton Swim and Fitness Centre:

- Internal Council staff – capital works, facilities maintenance and recreation team members.
- BlueFit – operator of Bayfit Leisure Centre and Laverton Swim and Fitness Centre.
- Sport and Recreation Victoria.

Community consultation will be undertaken following Council endorsement of this Strategic Review and Action Plan for public exhibition.

Internal Council Staff

Table 12: Consultation with Council Staff

Focus Area		Capital Infrastructure	Asset Maintenance and Renewal	Operations
<i>Issues</i>	<i>Bayfit:</i>	<ul style="list-style-type: none"> • Unpleasant odour/smell in the gym area. It appears to be coming from the old pool which has stagnant water stored underneath the gym floor. Options to resolve this issue are being explored by Council. • Pool changerooms were recently refurbished including monotech flooring. • Gym changerooms require refurbishment including cubicles, floor, and roof renewal upgrades. New lockers were recently installed. 	<ul style="list-style-type: none"> • Some movement of 25m pool and leisure pool. • Fixed a major leak in recent years – No further concerns at this stage. • Flooring is a key concern across the centre. • Spa and steam room were recently repaired. • HVAC system is leaking, and thermostat was faulty. Fixed in July 2025, but there are continued issues. • The floor repairs (MMA resin flow crete) were installed but it has not worked effectively 	<ul style="list-style-type: none"> • Maintaining water quality of 25m pool and leisure pool is challenging on high bather load days – due to the poor water flow rates with wet deck alignment. • Concourse failures are a growing concern.

Focus Area	Capital Infrastructure	Asset Maintenance and Renewal	Operations
	<p><i>Laverton:</i></p> <ul style="list-style-type: none"> • New roof and ceiling installed • New monotech flooring installed 	<ul style="list-style-type: none"> • HVAC system - Heating and cooling / ventilation is required. Current system is not effective. 	
<i>Challenges</i>	<p><i>Bayfit:</i></p> <ul style="list-style-type: none"> • Front of house areas look tired, not flexible, and functional. • Car parking is a challenge – the onsite car park is at capacity in peak times and when other facilities in the precinct are being used. Surface conditions are failing in some areas and limited expansion options are available. 		<ul style="list-style-type: none"> • Heating and cooling issues have impacted the customer experience. • Lacks social areas for customers to access and mingle.
	<p><i>Laverton:</i></p>	<ul style="list-style-type: none"> • No HVAC ventilation means recent roof improvement works will be impacted over time. 	
	<p><i>Both Sites:</i></p>	<ul style="list-style-type: none"> • Unknown lifespan on assets means it is a challenge to plan for renewal. 	<ul style="list-style-type: none"> • Lease management resourcing. • Capacity issues across both sites.
<i>Opportunities</i>	<p><i>Bayfit:</i></p> <ul style="list-style-type: none"> • Two new pool pumps. • Monotech flooring near LTS pool. • New group fitness rooms. • Larger warm water program pool – therapy purposes. • Functional training area. • Recovery areas. • Café / social space / entry space. • Maximise car parking. 	<ul style="list-style-type: none"> • Asset management plan – for more proactive/planned maintenance regime. 	<ul style="list-style-type: none"> • New reformers Pilates equipment (16-18 beds). • Hot yoga studio. • Therapy and wellness programs. • Recovery equipment. • AI lifeguard safety systems – camera technology required in pool hall.
	<p><i>Laverton:</i></p> <ul style="list-style-type: none"> • Develop disused areas i.e., group fitness room and spa/sauna revamp. 		
	<p><i>Both Sites:</i></p> <ul style="list-style-type: none"> • Develop funding bids for annual capital improvements. 	<ul style="list-style-type: none"> • Detailed Asset Management Plan. Can be informed by structural engineering report. 	<ul style="list-style-type: none"> • Overall BlueFit relationship is positive. • Operational changes – Council and Leasee approval process.

Focus Area	Capital Infrastructure	Asset Maintenance and Renewal	Operations
	<ul style="list-style-type: none"> Developing a list of priority improvements. 	<ul style="list-style-type: none"> Asset register is being created but not quite finished. Asset management funding allowance identified annually for Bayfit, but minimal amount currently allowed for Laverton maintenance. 	<ul style="list-style-type: none"> Ongoing lease management and reporting Annual scheduling of RLSA audits. Ongoing contract management role – aquatic and sports centre operations (Senior Recreation Facilities Officer). This will ensure improved oversight and monitoring of services (monthly meetings with quarterly reporting and annual auditing).

BlueFit Management Group

Table 13: Bayfit Leisure Centre Feedback

Focus Area	Engagement Feedback
<i>Issues</i>	<p>Aquatic Areas</p> <ul style="list-style-type: none"> Structural issues with 25m and leisure pool settlement/movement. Aging plant room equipment – will require investment in the next 5-10 years. Warm water pool serves its purpose but needs to be bigger. The 1.4m pool depth is an issue for some patrons. Combined learn to swim and leisure water not the ideal design, separate pools would be preferred to manage the usage more effectively. Poor energy efficiency in pool hall, still using gas for pool heating. <p>Gym</p> <ul style="list-style-type: none"> Memberships are performing well. Aging facility but a good size space – refresh is coming soon (updated gym equipment, signage, branding etc.). <p>Precinct</p> <ul style="list-style-type: none"> Lack of parking is a significant issue on some days, particularly Saturday mornings and when other events are happening in the broader precinct.
<i>Challenges</i>	<ul style="list-style-type: none"> Managing bather load and water clarity in 25m pool, with wet deck flow compromised due to pool shell movement. Aging facilities and maintenance issues are increasing. Café outdoor area does not get used.
<i>Opportunities</i>	<p>Aquatic Areas</p> <ul style="list-style-type: none"> New warm water pool in its own separate area. Include wellness features such as spa, sauna, and steam. 20m x 15m minimum size. How this space is programmed is important.

<i>Focus Area</i>	<i>Engagement Feedback</i>
	<ul style="list-style-type: none"> • Add more fun to the leisure pool, i.e., waterplay/splashpad areas. • Electrification of plant equipment could be considered to improve energy efficiency.
	<p>Gym</p> <ul style="list-style-type: none"> • Old creche will be converted into reformer Pilates studio in the next 12 months. • Exercise physiology services will be offered in the future. Symmetry Allied Health tenant only focuses on physiotherapy, so BlueFit are keen to expand EP's services. • If a new gym is being considered BlueFit would like to be consulted on the designs to ensure the business impacts of a shutdown are minimised. Suggestion of building a new gym, dry areas to the south of the building and old gym can continue to operate throughout. Once new gym is operating, old pool hall could be demolished and replaced with large warm water pool and wellness zone.
	<p>Café</p> <ul style="list-style-type: none"> • BlueFit bought out café lease and integrated café and reception operation. Some further improvements could be considered to café. • Reimagining outdoor café area should be considered.

Table 14: Laverton Swim and Fitness Centre Feedback

<i>Focus Area</i>	<i>Engagement Feedback</i>
<i>Issues</i>	<ul style="list-style-type: none"> • Laverton is a good size for the community it serves. Attracts a local catchment. • Strong LTS competitor close by. • Gym is now a good size, and recent upgrades have been well received by members.
<i>Challenges</i>	<ul style="list-style-type: none"> • Roof over old gym would need upgrades if re-purposed. • There is no current need to add or expand aquatic and fitness facilities.
<i>Opportunities</i>	<ul style="list-style-type: none"> • Old Gym space could be re-purposed into allied health or wellness services. This could include consulting suites, sauna, and steam rooms. • BlueFit could play a role with the new outdoor waterplay area, i.e., oversee plant operations and water quality management of the waterplay equipment. • Pool hall HVAC system had limited budget in recent renovations. Investment prioritized split systems. A fit for purpose HVAC is required to minimise the impact of the corrosive pool hall environment.

Sport and Recreation Victoria

An engagement discussion was held with senior staff at Sport and Recreation Victoria (SRV) to brief them on the project and to gather feedback on the changes in Council's strategic direction for the Aquatic Strategy.

SRV understood the funding challenges for the proposed Western Aquatic and Early Years Centre. They are also aware of other Councils across Victoria in a similar situation, with rescoping aquatic strategies or aquatic facility developments.

SRV provided feedback that the change in strategy direction to upscale Bayfit Leisure Centre as the next priority was clever, logical and practical. They fully support this approach, particularly in the current rate capping environment and limited funding available through State and Federal Government funding programs.

SRV emphasised that operating and service demand should drive the prioritisation of expansion stages at Bayfit. They offered to review the proposed works in each stage and concept designs to provide further feedback, and which stages would like attract funding through the State Government.

Discussion about public private investment models highlighted that SRV were very supportive of this approach in return for long terms lease arrangements for investment partners. The State is currently advocating for Councils to incentivise and partner with the private sector to invest in areas of service gaps within municipalities. There are numerous examples of private sector delivering sustainable facilities, particularly for learn to swim and gyms, which reduces the burden of Government having to invest in all leisure and recreation infrastructure.

Key Findings of Targeted Stakeholder Engagement

The stakeholder concerns about Hobsons Bay aquatic and leisure centres were consistent with the site condition assessment findings.

Key opportunities for each facility were:

Bayfit Leisure Centre

- Increasing wet and dry programming space with a warm water program pool, new gymnasium, and group fitness rooms.
- Addressing key asset condition items, including the aquatic areas, gym and change rooms.
- SRV support upscaling the Bayfit Leisure Centre and is open to being a funding partner to public-private investment models.

Laverton Swim and Fitness Centre

- Addressing key asset condition items, prioritising a new HVAC system.
- Consider repurposing decommissioned spa, sauna and gym areas.

Community Engagement Findings

The following table provides a summary of key themes and findings gathered from the Community Engagement Survey undertaken between 19 November 2025 and 13 January 2026 on the Draft Aquatic Strategy Review and Action Plan 2026-30.

The external community engagement process resulted in 185 external survey responses and 1 external submission. Across these responses, the community recognises the importance of Council-owned aquatic facilities for health and wellbeing. The key messages from the community feedback were:

- Facilities that focus on wellness, accessibility and inclusion are core expectations of the community.
- A level of dissatisfaction with the capacity, condition and functionality of the existing aquatic facilities.
- The need to plan for future population growth across Hobsons Bay.
- Concerns that the proposed action plan focuses on staged asset renewal while not adequately addressing the current overcrowding and future demand for aquatic facilities.
- Maintenance and cleanliness require immediate action, not just focusing on longer term planning.
- The community is seeking visible action and delivery from Council, not further delays in decision making.

The table below identifies key themes from the survey and a proposed response statement:

Table 15: Community Engagement Survey Feedback – Key Themes Summary

Key Theme	Summary of Responses	Proposed Response Statements
1. Insufficient capacity of aquatic areas	<ul style="list-style-type: none"> • Both Bayfit Leisure Centre and Laverton Swim & Fitness Centre are reported as operating at or beyond capacity for aquatic access. • Learn to swim programs, and squads significantly reduce public access, particularly after school, early mornings and 	The operating data for both facilities indicates strong demand for learn to swim and nearing capacity at peak times. Community feedback supports these Strategy findings.

Key Theme	Summary of Responses	Proposed Response Statements
	<p>weekends. It was also expressed that school swimming programs regularly impact public access to the aquatic areas, including changeroom congestion.</p> <ul style="list-style-type: none"> • Many respondents report abandoning local facilities or travelling to other municipalities to swim, due to frustrations with overcrowding. 	<p>The proposed upgrades to Bayfit will increase the available water space for learn to swim classes and add a larger dedicated warm water pool for the growing wellness market.</p> <p>Budget constraints and limited external funding are restricting the Council's ability to fund redevelopment, expansions or new developments for the next 5 to 10 years, therefore an affordable, staged approach to upgrades is proposed in the five year Action Plan.</p>
<p>2. Greater focus required to address access and inclusion issues</p>	<ul style="list-style-type: none"> • The current change room provision at both sites is widely regarded as not fit for purpose. • Extensive feedback that both sites need larger amenities and changeroom areas, built to contemporary design standards to address accessibility and privacy concerns. • Need for more family and all gender change rooms • High need for improved accessibility for people with disability, older adults and neurodiverse users. • There is a need for dedicated group changing rooms for school groups to keep students separate from the general public. • Many respondents describe the current facilities are discouraging participation and are inconsistent with contemporary expectations for access, safety and inclusion. 	<p>Community feedback highlights the need for greater focus and investment to ensure the facilities meet contemporary standards for accessibility and inclusion.</p> <p>The proposed improvements to Bayfit will address accessibility and inclusion concerns.</p>
<p>3. Wellness facilities need to re-instated or expanded</p>	<ul style="list-style-type: none"> • There has been significant feedback regarding the removal of the spa and sauna at Laverton Swim and Fitness Centre. Respondents would like to see Council reinstate these valued services for users, describing the former spa and sauna areas as important spaces for social connection. • Significant feedback on providing larger warm water spaces at both sites. 	<p>Community feedback supports the Strategy findings and recommendations in relation to renewing ageing infrastructure, and increasing capacity at Bayfit, particularly in key areas such as warm water, spa and sauna, and dry health and fitness.</p> <p>Consideration of re-instating the spa and sauna facilities at Laverton Swim and Fitness Centre will be reviewed and</p>

Key Theme	Summary of Responses	Proposed Response Statements
<p>4. Lack of Strategic Focus and Alignment</p>	<ul style="list-style-type: none"> • Warm water pools, spa and sauna are viewed as essential for older adults, rehabilitation, injury recovery and mental wellbeing. • High demand for more health and fitness facilities and programs. 	<p>considered as part of the recommended priorities within the 5 year Action Plan.</p>
	<ul style="list-style-type: none"> • Several respondents highlighted that the proposed draft strategy is has an asset management plan focus rather than a broader aquatic strategy to encourage greater participation. • Some respondents suggested there is inadequate alignment with population growth demand, improving health outcomes and Council's broader strategic plans. • Concerns expressed that continued feasibility and planning studies without timely delivery of facility improvements will further erode the community's trust. 	<p>The proposed Aquatic Strategy Review and Action Plan prioritises affordable, achievable and staged improvements to Council's two existing aquatic facilities over the next five years, which will increase capacity and improve the overall customer experience.</p> <p>Budget constraints and limited external funding are restricting the Council's ability to fund new developments in the short to medium term.</p>
<p>5. Consider an outdoor pool or 50 metre pool</p>	<ul style="list-style-type: none"> • There were some comments about the need for a 50 metre pool, either indoor or outdoor. • Respondents identify a lack of suitable facilities for adult fitness swimming, competitive pathways and aquatic sports. • The absence of a 50 metre pool in Hobsons Bay is viewed as a regional gap, particularly given population growth and the pausing of the Western Aquatic Centre project. 	<p>There is no evidence to suggest a 50 metre is required to meet the aquatic needs of residents. However, it is acknowledged that additional water space is required to ease the overcrowding of the current aquatic areas.</p> <p>There are several 50 metre pools available across neighbouring municipalities that are within a 15 minute drive time of most residents within Hobsons Bay.</p> <p>There is an outdoor pool on offer at WSLSC which may be a suitable option for some Hobsons Bay residents seeking an outdoor pool experience.</p>

Key Theme	Summary of Responses	Proposed Response Statements
<p>6. Operational Issues</p>	<p>There was extensive feedback regarding cleanliness, maintenance and quality of facilities currently offered at Bayfit and Laverton. This included:</p> <ul style="list-style-type: none"> • Poor cleanliness in pool halls, change rooms and amenities • Slippery floors, broken tiles, rusting fixtures and ageing assets • Inconsistent maintenance standards and slow response to basic faults/service disruptions. • Concerns about chlorine levels, ventilation and air quality within the pool halls. • These issues are impacting the user experience and customer retention. Some residents prefer to use facilities in neighbouring councils. 	<p>No change required. Operational concerns such as cleanliness, maintenance and asset renewal are referred to BlueFit as the operator of Bayfit and Laverton to address.</p>

Future Strategic Directions

Following the background research, asset condition assessments and key stakeholder engagement findings, the following strategic directions have been identified for further consideration, design investigations, and cost advice.

Bayfit Leisure Centre

Proposed five future development stages, in addition to ongoing asset renewal, which can be delivered as \$5 million-\$20 million works packages to enable Council flexibility to seek funding and stage over the next 5 - 15 years.

- Critical asset renewal – pool hall and plant room.
- Stage 1: Waterplay – adding splashpad and plant room.
- Stage 2: New Gym.
- Stage 3: Gym expansion, additional group fitness rooms, and dry amenities.
- Stage 4: New warm water pool, wellness areas, accessible amenities, storage, and aquatic plant.
- Stage 5: Group changerooms and modifications to program pool depths.

Laverton Swim and Fitness Centre

Upgrades to the pool hall HVAC system and training room air handling as short-term priorities to preserve the upgrade works recently completed.

Further discussion is required on either repurposing the old spa, sauna and gym area or abandoning these areas. Possible option of converting this area into wellness services and allied health suites.

Aquatic Provision in West of Hobson Bay City Council

Monitor use of the upgraded Laverton Swim and Fitness Centre and reassess aquatic service provision in the west of the municipality when developing a new Aquatic Strategy (5 years). This assessment shall include examining the need for and viability of the Western Aquatic and Early Years Centre or an alternative provision of additional aquatic facilities at Bruce Comben Reserve.

Private Market Incentives

Given the ongoing funding challenges for Council to fund aquatic and leisure infrastructure, a broader strategic approach should be considered to support the provision of privately owned and operated local learn to swim and health fitness facilities. This should be considered in conjunction with the proposed five-year action plan. Incentives may include offering long term lease arrangements for Council land/sites and streamlining planning permit requirements.

Cost Plans

Bayfit Leisure Centre Expansion Stages

The following table provides a summary of the cost plans for each expansion stage. A detailed design and cost plan is recommended when funding is realised for the development stages.

Table 16: Quantity Surveyor Cost Plan Estimates – Bayfit Expansion Stages

	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
<i>Net construction cost including preliminaries and margin</i>	\$2,358,000	\$4,440,000	\$5,755,000	\$14,335,000	\$596,000
<i>Estimated construction tender including ESD allowance, design and construction contingency</i>	\$2,817,000	\$5,305,000	\$6,875,000	\$17,130,000	\$712,000
<i>Total construction tender including consultant and authority fees</i>	\$3,126,000	\$5,888,000	\$7,631,000	\$19,014,000	\$790,000
<i>Total project cost for each stage (excl GST) including cost escalation</i>	<u>\$3,920,000</u>	<u>\$8,183,000</u>	<u>\$10,600,000</u>	<u>\$28,140,000</u>	<u>\$1,098,000</u>

Asset Renewal Works

Detailed asset condition assessments were undertaken for Bayfit Leisure Centre and Laverton Swim and Fitness Centre. The following table provides a summary of the high-level estimated asset renewal and upgrade costs required for the next five years. The total estimated cost is \$3.64 million.

Table 17: Asset Renewal Works Cost Estimates

Asset Renewal Works	2025/26	2026/27	2027/28	2028/29	2029/30	2029/30
<i>Total</i>		\$50,000	\$800,000	\$200,000	\$770,000	\$1,820,000

Funding and Delivery Strategy

This section provides a high-level overview of the potential funding opportunities and staging delivery strategy for the future Bayfit expansion options.

State and Federal Government Funding

Election Commitments – advocacy and lobbying with local members of State and Federal Governments. Larger contributions that exceed \$5-10 million are generally achieved through election commitment so timing of advocacy and lobbying should consider the election cycles list below.

- The next State election is November 2026, then a further 4 years after in November 2030.
- The next Federal election is May 2028, then a further 3 years after in May 2031.

Funding Programs – formal grant funding programs are available each year through State and Federal Governments. These programs generally offer funding opportunities up to \$5 million or \$10 million maximum contribution from Government. They can also involve matching funding expectations from Council.

- Timing of funding programs can vary each year.

Private Investment Partner Funding

There are opportunities and recent benchmark examples where private management companies have invested up to \$10 million into leisure and recreation facilities, in partnership with LGAs. These investments generally involve long-term lease arrangements to enable the operator to achieve a return on investment on the capital contribution. Private investment partners typically only have the appetite to invest in the commercial aspects of the facility, including learn-to-swim pools, gyms, group fitness rooms, cafés, merchandise areas, and allied health spaces.

Delivery Staging Flexibility

The staging for the Bayfit expansion options has been developed as a series of development packages that consider the Council's long-term financial plan and potential external funding (State and Federal Government grants and potential private investment). The delivery of these packages is dependent on obtaining funding and does not preclude the delivery of more than one development package at the same time.

Aquatic Strategy – Five Year Action Plan

The following table provides the recommendations and strategic priorities for the next five years of the Aquatic Strategy.

Table 18: Aquatic Strategy – Five Year Action Plan

Focus Area	Key Action	2025/26	2026/27	2027/28	2028/29	2029/30	Beyond 2030
<i>Strategies</i>	Funding feasibility strategy for Bayfit expansion options						
	Develop a new 10–15-year Aquatic Strategy						
<i>Bayfit Leisure Centre</i>	Asset Renewal works – concourse, lighting, pool shell, tiling, wet decks and plant room equipment						
	Stage 1 expansion (splashpad and plant room) - design						
	Stage 1 expansion (splashpad and plant room) – funding						
	Stage 1 expansion (splashpad and plant room) - delivery						
	Future expansion stages – planning, funding and design						
<i>Laverton Swim and Fitness Centre</i>	Pool hall and training room HVAC system investigations and scoping						
	Pool hall and training room HVAC system design and installation						
	Explore options for decommissioned gym/spa area – possibilities may include allied health suites, new spa, sauna and steam rooms or community meeting/training rooms						
<i>Aquatic Provision in West</i>	Monitor use of the upgraded Laverton Swim and Fitness Centre and reassess aquatic service provision in the west of the municipality when developing a new Aquatic Strategy (5 years). This assessment shall include examining the need for and viability of the Western Aquatic and Early Years Centre or an alternative provision of additional aquatic facilities at Bruce Comben Reserve.						

Warranties and Disclaimers

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

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

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

Base level functional layout sketches including, renders and animated fly throughs are for indicative purposes only (not for design, construction or detailed costing purposes).

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