



# STATE FACILITY PLAN

## VOLUME TWO: SUMMARY OF MARKET RESEARCH AND CONSULTATION

### FINAL REPORT

NOVEMBER 2017

# OTIUM PLANNING GROUP PTY LTD



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## Document History

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## APPENDIX 1: OVERVIEW OF KEY EQUESTRIAN FACILITIES IN VICTORIA



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## Acknowledgements

Otium Planning Group is grateful for the contribution of the many equestrian participants who completed on-line surveys, and to the representatives of numerous equestrian organisations who provided input into the study in meetings, discussions and/ or surveys.

The assistance provided throughout the project by the initial Project Manager, Suzie Batten, is gratefully acknowledged together with the input of the Project Reference Group headed by Equestrian Victoria Chair, Ingrid Green.

The Victorian Government, through Sport and Recreation Victoria, provided funding to undertake the project.



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## Abbreviations

Abbreviations are used throughout this report.

AELEC	Australian Equine and Livestock Events Centre
AHIC	Australian Horse Industry Council
AWEC	Albury Wodonga Equestrian Centre
AHEC	Ayr Hill Equestrian Centre
EA	Equestrian Australia
EV	Equestrian Victoria
HRCAV	Horse Riding Club Association of Victoria
MGA	Mounted Games Australia
MRSC	Macedon Ranges Shire Council
NRHA	National Reining Horse Association
PCAV	Pony Club Association of Victoria
PCVEC	Pony Club Victoria Equestrian Centre
PHAA	Paint Horse Association of Australia
SJ	Show jumping
TTT	Top Team Trophy
VAS	Victorian Agricultural Society
VPA	Victorian Polo Association
VRHA	Victorian Reining Horse Association
WPNEC	Werribee Park National Equestrian Centre
XC	Cross country



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## 1. Introduction

The information in this volume provides a summary of the market research and consultation undertaken as part of the Equestrian Victoria State Facility Plan and includes:

- Background research/ document review
- Interviews with key equestrian organisations
- Survey of equestrian organisations
- Survey of Equestrian Victoria members/ WPNEC users



## 2. Background Research

### 2.1 Document Review

Two key documents relevant to this study were reviewed in detail, namely:

- Werribee Park National Equestrian Centre Business Development Plan, 2006
- Macedon Ranges Equine Centre Feasibility Study, 2015

A summary of the key themes and outcomes arising from this review is provided in Table 1 below.

**Table 1: Review of Key Documents**

Source	Key Themes and Outcomes
<b>Werribee Park National Equestrian Centre (WPNEC) Business Development Plan (2006)</b>	<p>The purpose of this study was to develop a Business Development Plan to guide the future direction of WPNEC and ensure ongoing financial viability, maximise community access and recommend business development improvements and opportunities for the Centre.</p> <p><b>Consultation</b>            Consultation for the study included:</p> <ol style="list-style-type: none"> <li>1. Several workshops and interviews with key stakeholder groups, in addition to interviews with potential user groups to determine the likelihood of use of WPNEC.</li> <li>2. A telephone interview with a City of Wyndham representative revealed:               <ul style="list-style-type: none"> <li>○ Council contributed to capital works and sponsored events at the Centre in the past. Some of the events received more sponsorship than any other Council-sponsored events.</li> <li>○ Increased accommodation and hospitality visitations are experienced locally when events are held at the Centre.</li> <li>○ Anecdotal evidence suggests “higher yield visitors” are attributable to the Centre compared to other local attractions due to overnight stays. Council does not have any economic impact research on events at the centre.</li> <li>○ Local equestrian clubs are catered for at the Centre.</li> <li>○ Council’s “What’s On” web page and Council signage promote Centre events.</li> </ul> </li> <li>3. A telephone meeting with a Parks Victoria (PV) representative at Werribee Park resulting in the following key information:               <ul style="list-style-type: none"> <li>○ The WPNEC site limits growth of PV activities, and relocation of the centre would enable expansion (e.g. land at Melbourne Water’s Western Treatment plant, 2km away).</li> <li>○ PV would consider exchange of land holdings where WPNEC relinquish portion of lease holding in exchange for other adjacent land.</li> <li>○ Queried compliance of existing caravan/ camping area with Local Government regulations.</li> <li>○ There is a proposal for a major residential subdivision with marina near the mouth of the Werribee River which may provide opportunity.</li> </ul> </li> <li>4. A survey sent to 60 user groups yielded only 5 responses. Key findings from the survey responses were as follows:               <ul style="list-style-type: none"> <li>○ Facilities considered ‘unsatisfactory’ include the sand dressage arenas, indoor arena 2, administration building, stabling, accommodation, and disabled toilets.</li> <li>○ Priorities for improvement include provision of better services including cleaning, site constraints for future expansion, more professional management of operations, upgrade of maintenance of existing facilities.</li> </ul> </li> </ol>



Source	Key Themes and Outcomes																				
	<p><b>Facility Development Options</b></p> <p>An analysis of facility development options for WPNEC arose from consultation undertaken, a review of a previous Business Plan, and a review of competitor facilities. Aims of this analysis included increasing visitations, maximisation of facility/asset utilisation and viability, and development of flexible multipurpose assets.</p> <p>Key opportunities and recommendations to arise from this analysis included:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #92d050;">Opportunity</th> <th style="background-color: #92d050;">Recommendations of 2006 Report</th> </tr> </thead> <tbody> <tr> <td>Development of improved accommodation</td> <td>WPNEC negotiate the inclusion of backpacker style accommodation in the Ramset sponsorship and that the detailed investigation of the siting and configuration be incorporated as part of a site Master Plan. 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These recommendations were ranked in priority order as follows:</p> <ol style="list-style-type: none"> <li>1. Safety related improvements</li> <li>2. Developments which are fundamental to delivering the Centre's core business; and</li> <li>3. Other non core business developments.</li> </ol> <p>Actions associated with these recommendations were classified into one of three categories:</p> <ol style="list-style-type: none"> <li>1. Capital Development;</li> <li>2. Strategic; and</li> <li>3. Management.</li> </ol> <p>Key actions of the 2006 Business Development Plan that are relevant to this current study are summarised below.</p>	Opportunity	Recommendations of 2006 Report	Development of improved accommodation	WPNEC negotiate the inclusion of backpacker style accommodation in the Ramset sponsorship and that the detailed investigation of the siting and configuration be incorporated as part of a site Master Plan. 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Source	Key Themes and Outcomes	
	Action	Comments
	<b>Strategic (High Priority) (from 2006 Business Development Plan)</b>	
	Renegotiate lease terms with Parks Victoria	The key terms of the lease to be renegotiated are rental payable, maintenance of lessor's assets and maintenance of services supplying the site.  WPNEC should seek the assistance of Sport and Recreation Victoria in renegotiating the terms of the lease with Parks Victoria.
	Reaffirm and formalise commitments from core groups	It would appear from a review of the second indoor arena Business Plan that the core user groups gave an undertaking to contribute towards the repayment of the loan for the construction of the second indoor arena. Upon reviewing the accounts and discussions with some of the core user groups it appears these commitments were not formalised or documented.
	Efficient use of labour	Work plans should be developed for grounds staff and prior to any working bees. This would assist in prioritising tasks and ensuring activities are focused and directed.
	Improve Management Information Systems	Centre Management needs to ensure relevant management information is captured. Capturing this information will assist future strategic planning.
	Collection of admission fees for all events that charge a gate entry	Centre Management should be collecting admission fees and charging a commission. Will require either volunteers/staff to be rostered.
	Provision of First Aid for all events and activities	Centre Management needs to ensure a qualified first aid person is available to all participants and spectators. Centre Management could roster a first aid provided for larger events. Costs can be recouped from the hirer.
	Compliance with OH&S Act.	
	Purchase of a proprietary booking system (\$15,000)	Booking system should be compatible with the Centre's accounting package. Will provide better management information and improve efficiency.
	Feasibility study for the development of additional commercial office space (\$40,000)	There is an opportunity to include the development of commercial office space as part of a current prospective sponsorship proposal. WPNEC will need to be able to compare returns from backpacker style accommodation with commercial office space to priority each development.
	Registrations of interest for catering services	It is recommended that, effective immediately, WPNEC seek Registrations of Interest from persons or organisations to provide catering services to the Centre.
	Increase sponsorship from local equestrian businesses	
	Continue master plan study in conjunction with Racing Victoria.	WPNEC committee is currently working with Racing Victoria to review options for integrating equine and racing needs on site and potentially adjoining areas. Whilst the consulting team has reviewed these investigations it is critical that the WPNEC Committee review the proposed implementation in terms of future operations.
	<b>Management (High Priority) (from 2006 Business Development Plan)</b>	
	Development of an annual capital works schedule.	Capital works schedule is prepared in conjunction with key licenses for approval by the WPNEC Committee.
	Review of insurance needs.	There may be an opportunity for WPNEC to reduce its insurance premiums by insuring itself with the lessor's insurer.
	<b>Conclusions</b>	
	Key concluding points from the 2006 Business Development Plan were:	
	<ul style="list-style-type: none"> <li>Victorian's participation in horse riding/equestrian activities/polocrosse are very similar to the national participation rates. Not surprisingly when participation rates are broken down</li> </ul>	



Source	Key Themes and Outcomes
	<p>by state, Victoria has the second highest registered participants (approximately 23,000 members) behind New South Wales (approximately 27,000 members).</p> <ul style="list-style-type: none"> <li>• The Centre holds bookings for 85% of the weekends this financial year. An increase in bookings is reflected in the 29% increase in income with the majority of this increase coming from hire charges. However, corresponding to the increase in income has been a 41% increase in expenditure.</li> <li>• It is evident from a review of the current operations at WPNEC that there is scope for improvement: <ul style="list-style-type: none"> <li>○ The current terms of the lease are having a detrimental impact on the financial position of the Centre.</li> <li>○ The current hire fees for the core facilities are low when compared to other state and like equestrian facilities.</li> <li>○ Including depreciation, the Centre has operated at a combined deficit of approximately \$190,000 for the past two years.</li> <li>○ There are some risk management issues that need to be addressed including provision of first aid for participants, spectators and staff, lack of Centre Management staff on weekends, traffic management (pedestrian, equine and vehicular) during events and compliance with the OH&amp;S Act.</li> <li>○ Little marketing of the Centre is undertaken to promote the range of facilities available.</li> <li>○ A staffing review is required to review each position and its job function. In addition to undertaking a staffing review, additional staff will need to be appointed.</li> <li>○ The existing WPNEC constitution rules do not go far enough to constitutionally enshrine principles of good corporate governance which are now commonly included in the contemporary rules of sporting bodies. The report recommended that WPNEC consider amendments to its constitution to improve the governance structures of the association, particularly in regard to the composition and operation of the committee.</li> </ul> </li> <li>• WPNEC is the designated State Centre for equestrian activity and as such contributes to the economic and social benefits provided to all Victorians by equestrian activities. Improving the quality of equestrian sport and recreation facilities at WPNEC to host events assists the Victorian government in maintaining Victoria's reputation as Australia's leading sporting and major events state.</li> </ul>
<p><b>Macedon Ranges Equine Centre Feasibility Study</b></p>	<p>The Macedon Ranges Shire Council (MRSC) had previously endorsed a Macedon Ranges Equine Strategy (2012-2016) that recommended an action to conduct a feasibility study into the construction of an Equine Centre in the Shire. The study was conducted by AECOM and Council endorsed their final report on May 27, 2015.</p> <p>MRSC agreed the next stage was to develop a full business case including economic modelling and risk assessment. A National Equine Industry Forum was held on January 29, 2016 with the agreed way forward of creating a partnership approach. Council allocated some funding for the business case study subject to the state government contributing to the study cost. It is unclear as to whether the funding has been granted to undertake the further work.</p> <p>The vision for the centre was that:</p> <p><i>“The Macedon Ranges Equine Centre shall become the premier equine event and training facility in Australia attracting local, national and international participants and events.”</i></p> <p>The study initially explored four strategic options:</p> <ol style="list-style-type: none"> <li>1. Do nothing</li> <li>2. Upgrade an existing facility</li> <li>3. Adapt or hire another large capacity facility such as the showgrounds in Flemington</li> <li>4. Develop a new facility at a greenfield site</li> </ol>



Source	Key Themes and Outcomes
	<p>From these options the report proposed 4 further development alternatives based on the agreed strategic Option 4 - Develop a new venue on a greenfield site.</p> <p><b>Subsequently, at its meeting on 22<sup>nd</sup> February 2017, Macedon Ranges Shire Council adopted a 10 point resolution which withdrew its support for the Equine Strategy 2012-2016, the pursuit of state and federal government support for the project, any further work on business case development; and seeks to “remove the Equine Strategy 2012-2016 as a reference document from local, state and federal government policy development, including from the Macedon Ranges Planning Scheme and any policy statements that support the implementation of that strategy.”</b></p>



### 3. Stakeholder Engagement

#### 3.1 Interviews with Key Equestrian Organisations

Meetings and discussions were conducted with a range of key state and national equestrian organisations. The purpose of these interviews was to discuss membership trends, facility usage and levels of satisfaction, essential facility needs, thoughts about Werribee Park National Equestrian Centre and to seek their views on their Association’s relationship with Equestrian Victoria. A summary of the outcomes of these meetings and discussions is contained in the tables below.

**Table 2: Membership Trends in Key Equestrian Stakeholder Organisations**

Organisation	Statewide Membership	Membership Trends	Participation Trends
Eventing Victoria	500	High growth in recent years	<ul style="list-style-type: none"> <li>Main growth is in inter-school competition.</li> <li>Introduced a grass roots competition which responds to HRCav luring participants away at EA80 level.</li> </ul>
Pony Club Association of Victoria	5,000	Has declined in recent years. Mostly <16	<ul style="list-style-type: none"> <li>Fewer numbers in high level competitions.</li> <li>Many equestrian organisations competing for the same market e.g. EV getting into lower levels.</li> </ul>
Horse Riding Clubs Association of Victoria (HRCav)	6,060	Averaging 10% growth pa. Mostly female. M’ship is made up of clubs who become members of HRCav.	<ul style="list-style-type: none"> <li>Established to cater for people wanting to ride recreationally but about 20-30% are members of both HRCav and EA. Tend to join because more collegiate - more rallies/clinics. Major events have grown in size. Competitions graded to riders of the same standard.</li> </ul>
Dressage Victoria	2,000	Around 10% growth pa. Makes up about 45% of total EV membership.	<ul style="list-style-type: none"> <li>Only conducts major events</li> </ul>
Australian Polo Federation/Vic Polo Federation	250 (Vic) 800 (Aust)	Women are fastest growing demographic especially in 18-30 age group.	<ul style="list-style-type: none"> <li>Average no of horses owned is 8-10. High contribution to equine industry spend.</li> </ul>
Show Horse Council of Victoria	900	8% growth in last 12 months. Members coming from EV due to dissatisfaction with them.	<ul style="list-style-type: none"> <li>Want to develop an entry level category as main focus is on elite.</li> </ul>
Victoria Reining Horse Association	130 including 30 non active members	Have increased over last 3 years from 116 to 130	<ul style="list-style-type: none"> <li>Upward trend in entry level and youth</li> <li>Adult membership has declined</li> <li>Trend to use Tatura due to cost and better quality of facilities and arena surface</li> <li>Users are not happy with Werribee due to compulsory peletised stable bedding</li> </ul>
Riding for Disabled Victoria	1,252 active members	Increased from 1,037 to 1,252 in 3 years	<ul style="list-style-type: none"> <li>Increase in demand for services, programs and delivery centres - particularly in Melbourne metro area</li> <li>Have 300 people on waiting lists</li> <li>Also have demand from riders with acquired disability who can no longer join in with mainstream organisations</li> </ul>
Riding for Disabled Australia	6,624	Active riding members growing (+9% in last 3 years)	<ul style="list-style-type: none"> <li>Non-active members numbers have decreased but active members have increased</li> <li>Riders with Autism have increased</li> </ul>



Organisation	Statewide Membership	Membership Trends	Participation Trends
Mounted Games Victoria	80-100	Varies but reasonable stable and looking to grow	<ul style="list-style-type: none"> <li>Looking to grow</li> <li>Has strong young participation - pony club members</li> <li>Many from East of Melbourne</li> </ul>
Victorian Horse Council	Advocacy group for all equine sports and activities	N/a	<ul style="list-style-type: none"> <li>Believe camp drafting is growing</li> <li>80% of brood mares are in Qld, NSW and Vic</li> </ul>
Australian Stock Horse Society	Over 9,500	No response	<ul style="list-style-type: none"> <li>No response</li> </ul>
Paint Horse Association of Australia			<ul style="list-style-type: none"> <li>There are 2 clubs in Victoria that have recently split due to differences</li> </ul>
Polocrosse Association of Australia (PAA)	Approx 4,500 Aust-wide (Vic has approx. 458 members)	Numbers are relatively steady though do fluctuate at times	<ul style="list-style-type: none"> <li>Majority of members are in Qld and NSW followed by Western Australia and then Victoria</li> <li>PAA are about to release a new participation plan to stem any losses that may occur from time to time</li> </ul>
National Reining Horse Association (NRHA)	450-500 Aust-wide Victoria has approximately 120 -130 (similar to Qld)		<ul style="list-style-type: none"> <li>Victoria is a productive state in terms of membership with the state head office at Werribee Park</li> </ul>
National Cutting Horse Association	Approx 1,500 Aust-wide		<ul style="list-style-type: none"> <li>Have 4-5 affiliates in Victoria who conduct their own events</li> <li>Approx 200 shows Aust-wide culminating in National Finals</li> </ul>
Victorian Agricultural Society Ltd	N/a	N/a	<ul style="list-style-type: none"> <li>VAS has 115 member societies and 12 field day affiliates</li> <li>Have noticed that the cost of entries and travel has effected some exhibitors and participants</li> </ul>

Organisations were asked about the main facilities they use and their levels of satisfaction with them. Responses are summarised in Table 3.

**Table 3: Equestrian Organisation Facility Usage**

Organisation	Main Facilities Used	Levels of Satisfaction with Facilities
Eventing Victoria	<ul style="list-style-type: none"> <li>Werribee</li> <li>Ballarat Pony Club</li> <li>Tonimbuk</li> <li>Avenell</li> <li>Camperdown</li> </ul>	Ballarat and Tonimbuk events always over-subscribed - mainly in lower levels.
Pony Club Association of Victoria	<ul style="list-style-type: none"> <li>PCVEC, Gladysdale (Yarra Valley)</li> </ul>	Aim is to host all PCAV events at their home venue. Venue also caters for EA events. Substantial improvements undertaken since they purchased the site - resurfaced indoor arena, new yards, built cross country course. Venue has 2 sand arenas + grass dressage arenas, show jumping arena. No powered sites, amenities or admin building as yet.
	<ul style="list-style-type: none"> <li>Bacchus Marsh Pony Club</li> </ul>	Major venue. Conducts PCAV Mounted Games. Not used by EA.



Organisation	Main Facilities Used	Levels of Satisfaction with Facilities
	<ul style="list-style-type: none"> <li>• Yerringburg Pony Club (Yarra Valley)</li> <li>• Pakenham Pony Club</li> <li>• Tooradin Pony Club (Mornington Peninsula)</li> <li>• Riddles Creek Pony Club</li> <li>• Haytebury Pony Club</li> <li>• Mansfield Pony Club</li> <li>• Benalla Pony Club</li> <li>• Mildura Pony Club</li> </ul>	Private clubs. All used for Pony Club events. All also host EA events.
Horse Riding Clubs Association of Victoria	• Tatura Park	Satisfied
	• Elmore	Large area. Lacks shade.
	• Werribee	Looks tired
	• Oaklands Junction (Greenvale)	Council owned (Hume). Mostly Pony Club, HRCAV and 2 EA events
	• Shepparton	Outdoor show jumping arena. Host a World Cup qualifier each year and HRCAV Top Team Show jumping event.
	• Ayr Hill Equestrian Centre (Clyde North)	Owned by private school. Good for dressage. Lacks shade.
	• Berwick	Large flat area and indoor arena.
	• Elcho Park	Major venue for EA, HRCAV and PCAV events. Has become quite popular. Query re going can be difficult.
Dressage Victoria	• PCVEC, Gladysdale (Yarra Valley)	Good indoor arena but isn't large enough.
	• Werribee Park	Needs upgrade
	• Boneo Park	Very good surface
	• Treehaven Equestrian Centre	Privately owned. Satisfied
	• Tatura	Surface satisfactory
	• Elmore	Basic surface, but satisfactory
	• Elcho Park	Smaller venue, but satisfactory
Aust Polo Federation/ Vic Polo Federation	• Werribee Park (Chirside Field)	State/national venue. Werribee Park is the public face of polo in Victoria. Situated within leased area. Windsor (NSW) is the other main national venue in Australia.
	• Ainsbury	3 tournaments pa
	• Mingela (Kyneton)	2 tournaments pa
	• Yarra Valley (Flower Field, Lilydale)	2 tournaments pa
Show Horse Council of Victoria	• Werribee Park	Very tired
	• Albury Equestrian Centre	Insufficient number and poor standard stables. Not enough powered sites. Good grounds.
	• Whittlesea Agricultural Society	Easy access. Used for major events. Good hire fees.
	• Tatura Park	Good venue. Good stables. Grass area only used for <17.
	• Boneo Park	Good venue. Good stables and parking. Supportive venue management. But expensive hire fees and pay for all extras.
Victoria Reining Horse Association	<ul style="list-style-type: none"> <li>• WPNEC for State Champs and Derby Show (120-130 horses over 5-7 days) and State Futurity Show (50-60 horses over 2 days)</li> </ul>	<p>Dissatisfied with Werribee Park</p> <p>Venue has declined over last 10 years due to lack of maintenance</p> <p>Lack of communication and lack of response from management</p> <p>Have been made to change dates resulting in loss of money</p> <p>Have been users for 23 years but feel like a lesser client</p>
Riding for Disabled Victoria	<ul style="list-style-type: none"> <li>• Ayr Hill Equestrian Centre, Clyde North - dressage and show jumping</li> <li>• Werribee Park for national events</li> </ul>	<p>Very satisfied with Ayr Hill.</p> <p>Neutral rating of WPNEC - issue with ramps and access.</p>



Organisation	Main Facilities Used	Levels of Satisfaction with Facilities
Riding for Disabled Australia	<ul style="list-style-type: none"> <li>• Werribee Park for national champs (4 days with 52 competitors)</li> </ul>	<p>Dissatisfied. Venue is getting old and in need of repair.            Show jumping equipment is broken and a safety hazard.            Cost to have appropriate ramps are prohibitive.            Disability mounting ramp is situated away from facilities and impractical.            Competitors say cleanliness is an issue.            Have had problems confirming bookings in the past but last year the staff were efficient and helpful</p>
Mounted Games Victoria	<ul style="list-style-type: none"> <li>• Ayr Hill</li> <li>• Yarrambat</li> <li>• Whittlesea</li> <li>• Bacchus Marsh</li> <li>• Doongalla</li> </ul>	<p>Source their own facilities with the intention of keeping the costs down.            Don't use Werribee Park as it has been too expensive in the past.            Are looking to hire it next year for the nationals as the participants are happy to pay more for these level of events.</p>
Victorian Horse Council	Are an industry body and don't use any specific venues	1 single facility couldn't provide for all disciplines Need to look at facilities around the state that can be better utilised.
Australian Horse Industry Council	<ul style="list-style-type: none"> <li>• AELEC (Tamworth)</li> </ul>	Often the surfaces are not prepared to meet the specifications for the varied user groups. The venue controls all concessions making it difficult for event organisers to recoup their expenses other than through entry fees.
Paint Horse Association of Australia	<ul style="list-style-type: none"> <li>• Hold their national show at AELEC (pay about \$6,000/day to hire venue)</li> <li>• PHAA office is based in Dubbo</li> </ul>	Used to use Dubbo and pay \$500-\$600/day, but are happy to pay for the better amenities.
	<ul style="list-style-type: none"> <li>• Annual Show is held at AELEC in May</li> </ul>	
Polocrosse Association of Australia (PAA)	<ul style="list-style-type: none"> <li>• 2016 National Championships were held in Albury-Wodonga Equestrian Centre</li> </ul>	Have an arrangement with this centre for further events.
National Reining Horse Association (NRHA)	<ul style="list-style-type: none"> <li>• Tatura</li> </ul>	Good facility that is well used for reining but does not have the number of stables required for larger events.
	<ul style="list-style-type: none"> <li>• Werribee Park</li> </ul>	Werribee Park is focused on the Olympic disciplines therefore the surface is not always suitable for reining. Undercover area has not been available so have had to work outside.
	<ul style="list-style-type: none"> <li>• AELEC</li> </ul>	Use for National event because of convenience of central location.
National Cutting Horse Association	<ul style="list-style-type: none"> <li>• Werribee</li> </ul>	Have not used Werribee Park for about 10 years due to the cost and the distance for people travelling from northern NSW and Qld. Also, the access to cattle close to Werribee Park has declined adding to the cost of transporting cattle into the venue.
	<ul style="list-style-type: none"> <li>• Elmore</li> </ul>	Moved their events to Elmore for a few years but had to build their own arenas and stables etc.
	<ul style="list-style-type: none"> <li>• Tatura</li> </ul>	Currently hold larger events at Tatura as it is closer to the majority of members and also offers a turn-key operation.
	<ul style="list-style-type: none"> <li>• AELEC</li> </ul>	Used for Nationals as it is central to the majority of members and has good access to cattle for their events.
Modern Pentathlon Australia	Only a minor user of facilities	Use Werribee Park as their training base.



Organisation	Main Facilities Used	Levels of Satisfaction with Facilities
Royal Agricultural Show of Victoria	<ul style="list-style-type: none"> <li>Royal Melbourne Show</li> </ul>	<p>Show jumping is the major discipline in the RMS where competitors have to be members of EV/EA. Conduct show horse classes (e.g. dressage), sporting horse and light and heavy harness events (also held at Werribee). Hire the venue for Equitana (privately owned event) every two years and conduct master classes in a wide range of equine disciplines</p>
	<ul style="list-style-type: none"> <li>Werribee</li> </ul>	RMS used to run the Summer Royal event at Werribee but this no longer occurs.
Victorian Agricultural Society Ltd	<ul style="list-style-type: none"> <li>Local Showgrounds</li> </ul>	Conduct agricultural Shows, training days and show jumping at town showgrounds.
	<ul style="list-style-type: none"> <li>Bendigo Showgrounds</li> </ul>	Currently hosts the Saddlehorse Championships. Venue regarded as satisfactory
	<ul style="list-style-type: none"> <li>Werribee</li> </ul>	VAS do not hold any events at Werribee Park because it is not seen as cost effective. The main reason the VAS Saddlehorse Championships left Werribee was to establish its own identity and the costs of the complex were unaffordable.

**Table 4: Equestrian organisation views on essential facility needs and opinions about WPNEC**

Organisation	Essential Facility Needs (New/Upgraded)	Thoughts on Werribee
Eventing Victoria	<ul style="list-style-type: none"> <li>Pony Club venue at Gladysdale services Yarra Valley area (City of Casey) but unsafe entry (fire risk - one way in/out).</li> <li>Need for well-located venue (good main road access) servicing Yarra Ranges/ City of Casey/Kardinia area</li> <li>Proposed Macedon Ranges venue is in wrong location for a major/ state centre. Hasn't got range of accommodation/ not close to airport/ too far from Melbourne. Would be suitable as a regional venue only. <i>[NB: Proposed venue no longer proceeding - refer Table 1, section 2.1, pp7-8]</i></li> </ul>	<ul style="list-style-type: none"> <li>All weather surfaces are not all weather.</li> <li>Should convert existing 5 arenas into one large sand arena so that any large event can still go ahead.</li> <li>Drainage is an issue in the stables area.</li> <li>Needs covered walkways between stables.</li> <li>Additional stables required (+50)</li> <li>Indoor arena surfaces surface needs replacing.</li> <li>Seating needs replacing (tired, out of date)</li> <li>Needs on-site accommodation for officials (around 20 beds). Currently pay \$9,000 for accommodation for workforce related to events).</li> </ul>
Pony Club Association of Victoria (PCAV)	<ul style="list-style-type: none"> <li>Clubs fighting to keep their land because of urban encroachment - as a result clubs are amalgamating.</li> <li>Need to form equestrian hubs.</li> <li>The PCAV has developed its own equestrian centre (PCVEC) at Gladysdale (Yarra Valley)</li> <li>The PCAV will stage all its major events in future at the PCVEC.</li> <li>The PCVEC will be progressively upgraded.</li> <li>PCAV is talking to Yarra Ranges Council to seek assistance for upgrading the venue (cross country/power/amenities)</li> <li>Aim to host other events (non-equestrian) at the venue</li> </ul>	<ul style="list-style-type: none"> <li>Looks tired and needs upgrading.</li> <li>Has evolved over time without an overarching plan.</li> <li>Toilets and showers need upgrade.</li> <li>Werribee Pony Club is based at WPNEC and will continue to use the venue.</li> <li>PCAV future focus will be on their own venue at Gladysdale</li> </ul>
Horse Riding Clubs Association of Victoria	<ul style="list-style-type: none"> <li>There is an adequate number of venues, but there is a need for: <ul style="list-style-type: none"> <li>Well built cross country courses</li> <li>Venues with 6 sand arenas would suffice for most HRCVA events</li> <li>More areas for recreational riding - horse trails (often clashes with bikes in National Parks). Need good trail heads with adequate parking.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Venue is tired and run down</li> <li>Basic maintenance (e.g. painting)</li> <li>Management is difficult to deal with. Decisions change and they are difficult to get hold of</li> <li>Venue is expensive to hire</li> <li>Used to stage Top Ten Trophy event at Werribee but moved to PCVEC at Gladysdale due to hire fees</li> </ul>





Organisation	Essential Facility Needs (New/Upgraded)	Thoughts on Werribee
		<ul style="list-style-type: none"> <li>• Clashes with management when concurrent events in progress</li> <li>• Arenas can be difficult to ride on</li> <li>• Often waterlogged. Drainage is a major issue</li> <li>• Driveways poor</li> <li>• Stables only in moderate condition</li> <li>• Need better area for show jumping phase of major events. Polo area can't be used but is underutilised</li> <li>• Venue is capable of being upgraded but there is pressure from other venues (e.g. Boneo, Elmore and proposed venue at Macedon Ranges)</li> <li>• Werribee can be a difficult venue to get to if there is an accident in the tunnel</li> </ul>
Dressage Victoria	<ul style="list-style-type: none"> <li>• Proposed Macedon Ranges facility is not a good location. Dressage Victoria were not consulted. <i>[NB: Proposed venue no longer proceeding - refer Table 1, section 2.1, pp7-8]</i></li> <li>• There are enough venues, although clubs in western Victoria are struggling to run events (could be lack of venues or cost issue).</li> <li>• There was a need for 5-6 high quality arenas in the Casey/ Kardinia area but Boneo Park may meet this need.</li> <li>• Main problem is standard of venues.</li> <li>• Quality of arenas needs upgrading and knowledge of what needs to be done is lacking. Need high quality, low maintenance surfaces.</li> <li>• Most common issue raised by members is the quality of surfaces.</li> <li>• Need for World Class dressage surfaces but this requires a higher level of maintenance (FEI has undertaken research on best surface design).</li> <li>• Higher quality of surface is incompatible with some disciplines (e.g. Western Horse)</li> </ul>	<ul style="list-style-type: none"> <li>• Great location</li> <li>• Main need is to refurbish the 5 dressage arenas and show jumping arena (not the indoor).</li> </ul>
Australian Polo Federation/Vic Polo Federation	<ul style="list-style-type: none"> <li>• No major new facility needs</li> </ul>	<ul style="list-style-type: none"> <li>• Important to retain Werribee as premier national venue for polo.</li> <li>• Venue has good access and close proximity to Melbourne.</li> <li>• Can be major traffic issues when concurrent events are in place.</li> <li>• Venue is more expensive than other facilities.</li> <li>• Good availability of water.</li> <li>• Needs upgrading to increase revenue potential. Main issues are: <ul style="list-style-type: none"> <li>○ Improve main entry</li> <li>○ Relieve pressure on main car park on K Road (RH side of James Hardie Dve). Could use area to the west of polo fields for truck parking for polo events only. No need for stables/ yards nearby. Issue is this area is used for xc course.</li> <li>○ Need access to truck parking off Main Rd with 80-100 yards near the road. This would relieve pressure on main truck parking area at the front of venue.</li> </ul> </li> </ul>



Organisation	Essential Facility Needs (New/Upgraded)	Thoughts on Werribee
		<ul style="list-style-type: none"> <li>○ Replace Atco shed with clubhouse/storage building incorporating meeting rooms/training rooms and toilets/showers for competitors and spectators.</li> <li>○ Improve infrastructure for irrigation and capture water off roofs for irrigation.</li> <li>○ Need for more 4-bay wash bays and more yards.</li> <li>○ Improve drainage</li> <li>● Polo is happy to share its run-off areas for other equestrian activities (not its fields) but must have guarantee of no damage</li> </ul>
Show Horse Council of Victoria	<ul style="list-style-type: none"> <li>● Insufficient facilities of large size (300-400 horses) along the scale of Tamworth AELEC with stabling/lunging areas and areas for working horses</li> </ul>	<ul style="list-style-type: none"> <li>● Management very difficult to deal with. Rude. Chaotic. Poor management practices.</li> <li>● Decisions are changed after bookings are made and announcements have already gone out to members.</li> <li>● Have to be insistent on what was booked and agreed.</li> <li>● Good location</li> <li>● Hard to get dates because it's heavily booked.</li> <li>● Stables flood in the wet.</li> <li>● Needs upgrading and better maintenance. Main issues are:               <ul style="list-style-type: none"> <li>○ Pre-event presentation/ carnival display area</li> <li>○ Walkways to and within stables need to be converted to hardstand</li> <li>○ Improve drainage in stables</li> <li>○ Upgrade power throughout the site.</li> <li>○ Elevate the carnival display area with power</li> <li>○ Venue upgrade should incorporate capacity to cater for other major (non-equestrian) events</li> </ul> </li> </ul>
Equestrian Victoria	<ul style="list-style-type: none"> <li>● Macedon Ranges not a good location</li> <li>● Need network of venues for smaller events</li> <li>● Riders have raised expectations of venues</li> </ul>	<ul style="list-style-type: none"> <li>● Pay \$130k to lease venue from Parks Victoria. This is inequitable with other equestrian venues (e.g. Caulfield Race Track is \$1)</li> <li>● Good location</li> <li>● Range of nearby accommodation, shops, garages</li> <li>● Main needs are:               <ul style="list-style-type: none"> <li>○ More powered sites and minimise number of extension leads</li> <li>○ Provision of water to each site in southern section</li> <li>○ Upgrade ablution block (basins/tiling)</li> <li>○ Replace temporary shower block with 2 x gender neutral and disabled amenities block</li> <li>○ Convert 5 separate dressage arenas into one large arena</li> <li>○ Replace indoor arena with new arena including seating/lighting</li> <li>○ Minimum of 300 stables. Design stable block for wind mitigation.</li> <li>○ Bulk bedding storage area for stables</li> <li>○ Upgrade all yards and ensure appropriate height</li> </ul> </li> </ul>



Organisation	Essential Facility Needs (New/Upgraded)	Thoughts on Werribee
		<ul style="list-style-type: none"> <li>• \$60k per annum water bill but there is no on-site water storage. Dam on the side of the indoor arena could be expanded and used for water storage.</li> </ul>
Victoria Reining Horse Association	<ul style="list-style-type: none"> <li>• Would like to see new facilities in the Gippsland due to substantial growth and there are no facilities</li> <li>• Upgrade of facilities at Werribee Park</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrade arenas especially #1 - high priority</li> <li>• Improve the surface for more disciplines</li> <li>• Upgrade amenities - toilets and showers</li> <li>• Provide a laundry facility</li> <li>• Provide some on-site accommodation - cabins, bunk houses and caravans</li> <li>• Permanent seating for indoor 2 - presently there is none</li> <li>• Costs/charges are prohibitive for running training days and show days</li> <li>• Would run more events if charges lower</li> <li>• Werribee Park needs to be upgraded and be more affordable to attract more use</li> <li>• Upgrade indoor lighting to modern alternatives</li> <li>• Pest prevention and control</li> <li>• Indoor arena ceiling fans and roof vents</li> <li>• PA system for indoor 2 (none at present)</li> <li>• Upgrade PA system in Indoor 1</li> <li>• Stable door locks/chains need maintenance</li> <li>• General cleaning of seating in arena</li> <li>• Seal the driveways and access for float parking and camping areas</li> </ul>
Riding for Disabled Victoria	<ul style="list-style-type: none"> <li>• Would like facilities that cater for all central to Melbourne or just north</li> <li>• Accessibility on paths and amenities</li> </ul>	<ul style="list-style-type: none"> <li>• Pathway upgrades</li> <li>• Upgrade of toilets</li> </ul>
Riding for Disabled Australia	<ul style="list-style-type: none"> <li>• Improved disability access</li> <li>• Health and cleanliness - rodents in kitchen</li> <li>• Location of ramps</li> <li>• Perimeter fencing, terrain suitable for wheelchairs, access for vehicles, signage</li> <li>• Update broken show jumping equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Disability access recently removed in Indoor 1.</li> <li>• Outdoor disability mounting ramp moved to furthest location on property in an area with several safety hazards</li> <li>• Would have more state events if Werribee is improved</li> </ul>
Mounted Games Victoria	<ul style="list-style-type: none"> <li>• Flat grassed or sand arenas of 90m x 100m</li> <li>• Low cost to members</li> <li>• Amenities for trailer parking and accommodation (tents) etc</li> <li>• Accessible toilets and showers</li> <li>• Prefer to get charged per horse rather than a venue hire fee</li> </ul>	<ul style="list-style-type: none"> <li>• Do not use Werribee due to costs</li> <li>• Try to keep the fees down to \$30 for 1 day comp and \$50 for 2 day event</li> </ul>
Victorian Horse Council	<ul style="list-style-type: none"> <li>• Believe there needs to be venues catering for their needs around the state</li> </ul>	<ul style="list-style-type: none"> <li>• Has decent number of day yards that can cater for a large number of horses</li> <li>• Needs to be constantly maintained so it doesn't fall into disrepair</li> <li>• Great for kids as they see it as the "best"</li> <li>• Amenities need to be upgraded</li> <li>• Carriage driving can't use it due to dimensions</li> </ul>
Australian Horse Industry Council	<ul style="list-style-type: none"> <li>• As a national industry body, rather than a specific user group they don't have specific comment on venues in Victoria but commented on the issues facing their members</li> <li>• Make sure a central venue can cater for all disciplines</li> <li>• Any venue needs to be price accessible and inclusive otherwise it won't be used to its fullest</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>



Organisation	Essential Facility Needs (New/Upgraded)	Thoughts on Werribee
	<ul style="list-style-type: none"> <li>Needs to be a series of basic venues that have the basic amenities of toilets and offices etc to conduct the smaller less expensive events</li> <li>There needs to be a range or balance of venues to suit all purposes - basic through to international standard</li> </ul>	
Australian Quarter Horse Association	<ul style="list-style-type: none"> <li>In the midst of elections and events during consultation period and asked to complete survey instead. No response received.</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Paint Horse Association of Australia	<ul style="list-style-type: none"> <li>General requirements for new/upgraded venues are as follows:               <ul style="list-style-type: none"> <li>Covered arena - larger than required for dressage</li> <li>Cover from weather between stables and the competition area</li> <li>Undercover stables to avoid having to keep horses in trailers</li> <li>Seating adequate for their needs</li> <li>Members are prepared to pay to access better quality facilities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Australian Stock Horse Society -	<ul style="list-style-type: none"> <li>No response</li> </ul>	<ul style="list-style-type: none"> <li>No response</li> </ul>
Polocrosse Association of Australia (PAA)	<ul style="list-style-type: none"> <li>Would ideally like to have a facility on the eastern seaboard that is easily accessible from an international airport - they believe Werribee or Macedon would meet that criteria well</li> <li>A facility capable of meeting the needs of PAA events in Victoria would be welcomed and supported because it would offer proximity to an international airport and there are horses that could be lent to participants.</li> <li>An ideal facility would comprise:               <ul style="list-style-type: none"> <li>A mixture of accommodation options - camping through to reasonable cost hotel/ motel type</li> <li>Minimum of 4 all-weather fields - preferably turf</li> <li>Each field is 146.5m x 55m with 12m runoff on the ends and 5-8m on the sides</li> <li>Adequate toilets and showers to cater for 50+ teams of 8 competitors plus spectators and support</li> <li>Stabling for 400-500 horses</li> <li>Proximity of facilities to playing fields and fields close together</li> </ul> </li> </ul>	
National Reining Horse Association (NRHA)	<ul style="list-style-type: none"> <li>The surface is very important for reining - depth of sand and dry</li> </ul>	<ul style="list-style-type: none"> <li>NRHA would use an upgraded Werribee facility depending on the right surface and cover from the weather.</li> <li>The issues with the surface are all about preparation</li> <li>Reining likes the surface to be dry but for others it is watered. It is all about communication.</li> </ul>
National Cutting Horse Association	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Werribee was always large enough in terms of the facilities to suit Cutting Horse events, but the cost and distance was the major factor.</li> </ul>



Organisation	Essential Facility Needs (New/Upgraded)	Thoughts on Werribee
Modern Pentathlon Australia	<ul style="list-style-type: none"> <li>No needs. Only a minor user of facilities</li> </ul>	<ul style="list-style-type: none"> <li>Use Werribee Park as their training base</li> <li>Would like upgrades to the facilities</li> <li>Would like to have better access where possible for training and events.</li> </ul>
Royal Agricultural Show of Victoria	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Feedback in general on Werribee Park is that people like the venue but it is run down and this creates a perception that turns people off.</li> </ul>
Victorian Agricultural Society Ltd	<ul style="list-style-type: none"> <li>Local showgrounds rated as neutral</li> </ul>	<ul style="list-style-type: none"> <li>Believe Werribee Park needs to be upgraded to meet needs as the State facility</li> <li>Believe improvement is needed on amenity maintenance.</li> <li>General cleanliness inside and outside is an issue.</li> <li>Show jumping arenas have not been maintained to international standard and the stables etc are in need of cleaning and sanitizing.</li> </ul>

As requested by EV, organisations interviewed were asked to comment on their relationship with Equestrian Victoria. No major issues were identified. Responses are summarised at Table 5 below.

**Table 5: Equestrian Organisations' Relationship with Equestrian Victoria**

Organisation	Relationship with Equestrian Victoria
Eventing Victoria	<ul style="list-style-type: none"> <li>No major issue. Committees work separately.</li> </ul>
Pony Club Assoc of Victoria	<ul style="list-style-type: none"> <li>Good relationship. Could be talking to EV more about what each organisation's place in the industry is and how to maximise benefits/participation for all.</li> <li>This could focus on clarifying each organisation's niche/role/pathways and relationships with riding centres from intro to elite.</li> <li>Opportunity to work more collaboratively at the national level on training programs (e.g. course design, judging, volunteer education)</li> </ul>
Horse Riding Clubs Assoc of Victoria	<ul style="list-style-type: none"> <li>No major barrier. Relationship is pretty good</li> </ul>
Dressage Victoria	<ul style="list-style-type: none"> <li>No major issue</li> </ul>
Aust Polo Federation/Vic Polo Federation	<ul style="list-style-type: none"> <li>Good personal relationships (informal).</li> <li>Also liaise through WPNEC Committee</li> </ul>
Show Horse Council of Victoria	<ul style="list-style-type: none"> <li>EV Show Horse committee is great - they are members of both SHV &amp; EV.</li> <li>Lack of continuity of staff at WPNEC does not enable relationships to be developed with the venue.</li> </ul>
Victorian Reining Association	<ul style="list-style-type: none"> <li>Have no relationship with EV or EA as they are independent of them</li> </ul>
Riding for Disabled Australia	<ul style="list-style-type: none"> <li>Deal mainly with EA</li> </ul>
Mounted Games Victoria	<ul style="list-style-type: none"> <li>Are not affiliated with EV. Have 3rd party insurance through National body (MGA) and players have own health insurance through Pony Club or privately</li> </ul>
Victorian Horse Council	<ul style="list-style-type: none"> <li>Show horse is a breakaway group that is growing</li> <li>Show Horse is disillusioned with EV/EA. Believe they are just funding the Olympic disciplines with any money they make</li> </ul>
Polocrosse Association of Australia	<ul style="list-style-type: none"> <li>Polocrosse is affiliated with AHIC. They have their own national insurance scheme</li> </ul>
Australian Horse Industry Council	<ul style="list-style-type: none"> <li>N/a. Main aim of the AHIC is to keep horses affordable</li> </ul>
National Reining Horse Association (NRHA)	<ul style="list-style-type: none"> <li>The relationship with EV and EA waxes and wanes and depends on personal relationships between the groups</li> </ul>
National Cutting Horse Association	<ul style="list-style-type: none"> <li>The relationship with Equestrian Victoria is minimal as the state affiliates run their own events and have no need</li> </ul>
Royal Agricultural Show of Victoria	<ul style="list-style-type: none"> <li>The cost to get to shows around Australia is becoming a factor where participants are having to be selective in the events they can afford to attend</li> <li>People are preferring to be members of their own discipline organisations instead</li> </ul>



Organisation	Relationship with Equestrian Victoria
Victorian Agricultural Society Ltd	<ul style="list-style-type: none"> <li>The relationship between VAS and EV is not very close because EV continues to hold events in conflict with the Ag Show calendar. The VAS show affiliates that have show jumping pay an affiliation fee to EV which are run under EV rules but there are then conflicts on dates.</li> <li>There needs to be more joint projects between EV and VAS such as measuring days where certificates are accepted Victoria wide. Coordinate dates and rules/guidelines to lessen the confusion for members</li> </ul>

### 3.2 Survey Responses - Other Equestrian Organisations

In addition to the key stakeholder interviews summarised at section 3.1, surveys were sent to 52 equestrian organisations. Only nine responses were received (some from organisations that were interviewed directly).

A summary of survey responses is outlined in the following tables. Some organisations that were interviewed for the study also completed a survey.

**Table 6: Survey of other Equestrian Organisations - Main Activities Conducted (9 survey responses)**

Organisation	Main Activities Conducted
Welsh Pony & Cob Society of Australia Inc.	<ul style="list-style-type: none"> <li>To maintain a studbook and membership for Welsh ponies and cobs, Part Welsh and the members of the Society.</li> <li>To provide events, education and promotion to members and enthusiast</li> <li>As a Breed Society, many of our members are active riders but it is hard to approximate numbers.</li> </ul>
Victorian Polo Association	<ul style="list-style-type: none"> <li>VPA is the governing body for polo in Victoria.</li> </ul>
Victorian Reining Horse Association	<ul style="list-style-type: none"> <li>The Victorian Reining Horse Association statement of purpose is to promote the Equine sport of Western Reining and encourage the showing of Reining Horses in Victoria.</li> <li>The VRHA main activities are to offer coaching and competitive opportunities, hosting reining competition and training days.</li> </ul>
Victorian Agricultural Shows Ltd	<ul style="list-style-type: none"> <li>Governing Body for Victorian Agricultural Shows</li> </ul>
Riding for the disabled association of Australia	<ul style="list-style-type: none"> <li>Provide coach &amp; volunteer resources &amp; training. Facilitate pathways to national &amp; international competition. Deliver national equestrian competitions; manage policy, national direction &amp; intellectual property.</li> </ul>
RDA Victoria	<ul style="list-style-type: none"> <li>Providing equestrian opportunities for people with a disability.</li> </ul>
Dressage Victoria (Equestrian Victoria)	<ul style="list-style-type: none"> <li>Managing EA and FEI Dressage in Victoria, conducting state champs &amp; other major events. Managing the calendar of local/weekly dressage club events around Victoria (65) running elite and youth squads inputting to national committee (ADC)</li> </ul>
Commonwealth Clydesdale Horse Society Victorian Branch	<ul style="list-style-type: none"> <li>Run the National Clydesdale@ heavy Horse Festival over 2 days it involves most of the heavy horse breeds in led classes harness &amp; ridden dressage etc also working draft horse events.</li> </ul>
Australian Palomino Horse breeders Association	<ul style="list-style-type: none"> <li>The promotion and breeding of Palomino horses and ponies in all equestrian disciplines.</li> </ul>



**Table 7: Organisation Membership Numbers (8 survey responses)**

Organisation	M'ship 3 yrs ago	Current M'Ship	Gain/Loss	% Change	Reason for Variation
Welsh Pony & Cob Society of Australia Inc.	2,995	3,037	+42	1.4%+	As a Breed Society of a versatile breed growing in popularity, our membership remains stable or at a slight increase. We work hard promoting the suitability and success of the breed sections for various performance disciplines.
Victorian Polo Association	133	200	+67	+50	The increase in the past three years relates primarily to the increase in popularity of polo in Victoria and strength of Clubs.
Victorian Reining Horse Association	116	130	+14	+12%	<p>The VRHA is an affiliate of the National Reining association 'Reining Australia' &amp; International Organisation 'National Reining Horse Association'. A decrease in Active Adult membership can be seen however with the introduction of a national qualifying process it is no longer compulsory for a rider to be a member of the club to participate in, they can participate in any reining event held by an approved reining affiliate in Australia; therefore a decline in membership has been seen.</p> <p>Active Junior Riders has increased due to an awareness of the sport and youth participation opportunities.</p> <p>Non-Active riding members has increased due to parent participation through our youth programs and increased supporters of the club.</p>
Victorian Agricultural Shows Ltd		Unknown			Victorian Agricultural Shows has 115 Member Societies and 12 Field Days affiliates. Some go into recess and other new members have joined in recent years.
Riding for the disabled association of Australia	6,624	6,653	+29	+0.4%	Changes in volunteer numbers - harder to attract volunteers to the organisation due to employment, 2 income families and generational changes in motivation toward volunteering.
RDA Victoria	1,037	1,252	+215	+20%	Increase interest in service Increasing number of programs & delivery centres.
Dressage Victoria (Equestrian Victoria)	1,750	2,000	+250	+14%	Inter School education members are growing fast - replacing pony club. Hence Junior growth. Dressage cards (each active horse has one) have grown at 10% for the last 12 years.
Australian Palomino Horse breeders Association	130	110	-20	-15%	People retire from showing. The cost of showing is increasing therefore some people have decided to find lower cost equestrian pursuits, e.g. HRCV. There are now a lower number of studs showing stock due to costs etc.

Organisations were asked to indicate any trends that were affecting participation in their sport. Responses are summarised at Table 8.



**Table 8: Organisation Trends Affecting Participation (8 survey responses)**

Organisation	Trends affecting participation
Welsh Pony & Cob Society of Australia Inc.	A growing interest in Pony Dressage and other performance disciplines including harness. Also, there are ever popular children’s ponies and Adult riding. Entries at events have declined slightly, we feel mainly due to the economic climate in general but performance classes appear to be becoming more popular.
Victorian Polo Association	Greater participation of women
Victorian Reining Horse Association	VRHA have noticed an upwards trend in Reining participation throughout Victoria. This is noticed particularly in the direction of entry level and youth as the VRHA have had been strong in developing these programs over the past 3 years.
	With the formation of a Reining club in the Goulburn Valley region, Reining competitors now have a choice to travel to Tatura Park to show rather than to Werribee Park. The VRHA have noticed a significant trend of competitors travelling to this venue due to a lack of confidence in the facilities and arena surface declining at WPNEC, the choice to travel to Tatura as the facilities are welcoming and arena surface can be guaranteed suitable for Reining.
	VRHA has noted feedback from competitors travelling to Tatura to show has been due to the expensive compulsory charges on the stable bedding at WPNEC that was in place (pelletised stable bedding) with the concern for horses welfare when using this product , on top of the stabling charges plus the facility fee, options for stabling being outside yards which require maintenance and most times not an option for horse owners, along with the lack of confidence in the indoor arena surface we have seen a significant trend to a choice in venue.
Victorian Agricultural Shows Ltd	Cost of entries and travel for some exhibitors.
Riding for the disabled association of Australia	Increase in riders with Autism.
RDA Victoria	RDA has an incredible demand for services, particularly in the Melbourne Metropolitan region, where we have over 300 people on waiting lists of up to 3 years. We also have a demand from riders with an acquired disability who do not “fit in” anymore with mainstream equestrian organisations.
Dressage Victoria (Equestrian Victoria)	Price of venues (stabling etc) has slowed some activity The development of AOR has encouraged activity.
Australian Palomino Horse Breeders Association	The trend is to have bigger shows and as a voluntary association it is very difficult to bring to fruition as we have limited resources and time. Traditional shows are now being managed by outsources companies who really do not know what the competitors really want and they see it only as a money making proposition.

Usage of venues and levels of satisfaction recorded by survey participants are contained at table 9.





**Table 9: Equestrian Venue Usage and Satisfaction (9 survey responses)**

Organisation	Name of Venue	Location	Satisfaction Rating	Reason for Satisfaction/Dissatisfaction	Type of Events	No. of Competitors	Event Duration
Welsh Pony & Cob Society of Australia Inc.	Tatura Event Park	Tatura	Satisfied	More stabling required	Foal Shows Breed and performance State Show Youngstock Show	From 100 - 400	From 1 to 3 days
	Akoonah Park	Berwick	Satisfied	Lack of stabling/yards	Youngstock and Breed/Performance Shows	From 80 - 200	One day
	Oakwood Indoor	Clyde North	Satisfied	Lack of parking	Foal and Youngstock Shows	From 80 - 100	One day
	Yarra Glen Hunt Club Grounds	Yering	Neutral	Grounds in general, no stabling	Breed show	From 80 - 100	One day
	Geelong Showgrounds	Geelong	Satisfied	Quite good	Breed and performance show	From 80 -120	Two days
	Indoor Arena	Ballarat	Satisfied	Quite good	Foal Show	60	One day
	Oxley Showgrounds	Oxley	Satisfied	Quite good	Performance Show	80	One day
Victorian Polo Association	WPNEC	Werribee	Satisfied		Tournaments	80+	2 days (typical)
	Yaloak	Ballan	Satisfied		Tournaments	80+	2 days
	Eynrebury	Eynrebury	Satisfied		Tournaments	50+	2 days
	Mingela	Mingela	Satisfied		Tournaments	40+	2 days
	Yarra Valley	Yarra Valley	Satisfied		Tournaments	40+	2 days
Victorian Reining Horse Association	Werribee Park National Equestrian Centre	Werribee Victoria			State Championship & derby Show	120-130	5-7 days
	Werribee Park National Equestrian Centre	Werribee Victoria	Dissatisfied	VRHA have been a user group at WPNEC for 23 years. Unfortunately, the level of satisfaction has declined over the past 10 years, we have observed and been impacted by the decline particularly due past Management of the facility, lack of maintenance, lack of communication & lack of response by management to our concerns. We have been impacted financially and lost support from our supporters and members by repeated requests to change dates for other events and being expected to downgrade our events	State Futurity Show	50-60	2 days



Organisation	Name of Venue	Location	Satisfaction Rating	Reason for Satisfaction/Dissatisfaction	Type of Events	No. of Competitors	Event Duration
				though our events are booked in the previous year as we do annually. Past Management have given the impression our business is not important to them as a user of the facility.			
Victorian Agricultural Shows Ltd	Local town Showgrounds	Across Victoria & NSW & SA border	Satisfactory		Agricultural Shows, Training days and show jumping	Unknown	1-4 days
	Bendigo Showgrounds	Bendigo	Neutral		Saddlehorse Championships	500 plus	2 days
Riding for the disabled association of Australia	Werribee Park	Werribee	Dissatisfied	Venue is becoming old and showing signs of disrepair Disability access removed from Indoor 1 in 2015. Appropriate ramps down to arena from foyer (added \$1500 in costs) Disability mounting ramp upgraded but located at great distance from other facilities making it impractical to get riders to it. Show jumping equipment broken and a safety hazard General complaints from competitors regarding cleanliness of facilities Also had problems confirming bookings in the past but last year staff were efficient & helpful.	National RDA Championship	52	4 days
RDA Victoria	Ayr Hill Equestrian Centre	Clyde North	Very Satisfied	Cleanliness, accessibility, new facilities, compact	Dressage, SJ State events	60	2 days
	WPNEC	Werribee South	Neutral	Ramps too far from arena access, distances, toilet/ facilities are dated. 2 x indoor arenas.	National Events	60	4 days
Dressage Victoria (Equestrian Victoria)	WPNEC	Werribee	Neutral/Satisfactory	Location is perfect. Most facilities are good but dressage surfaces are worn out.	Club, State champs, National Youth Championships, FET, CDI - W	12	1 - 4 days
	Boneo Park	Rosebud	Satisfactory	Location is fair. Facilities are new. Dressage surfaces are now good.	Club, Youth Champs, FEI, CDI - W	10	1 - 4 days
	Tatura	Tatura	Neutral	Remote location indoor facilities are good	Club	3	1-2 days
	Elmore	Elmore	Dissatisfied/Neutral	Remote location stables have major design fault - indoor surfaces of indoor surrounds poor	Club	2	1 day



Organisation	Name of Venue	Location	Satisfaction Rating	Reason for Satisfaction/Dissatisfaction	Type of Events	No. of Competitors	Event Duration
	Elcho Park	Lara	Dissatisfied/ Neutral	Location OK Space OK Arena surfaces need work	Club	2	1 day
	Treehaven E.C	TYABB	Neutral	Location good. Medium size, tight parking, good surfaces.	Club	4	1 day
	Juravon EC				Club	3	1 day
	Yarrambat PC				Club	2	1 day
<b>Commonwealth Clydesdale Horse Society Victorian Branch</b>	Werribee Park National Equestrian Centre	Werribee	Satisfied	Plenty of room grounds well looked after, staff very obliging	National Clydesdale 7 heavy Horse Festival	110	2 days
<b>Australian Palomino Horse Breeders Association</b>	Bendigo Showgrounds	Bendigo Vic	Dissatisfied	The stabling is poor and not big enough. Shower & toilet facilities are very poor. The main arena is not well maintained e.g. holes, stones, etc. Location is central to all members across Victoria so this is the main reason for using this facility. Cost is reasonable but year after year we are getting less for our money. We have to hire from the showground all tables, chairs, etc whereas these used to be included in our hire of ground fee.	Palomino National Show - Showing	40	2 days
	Werribee Park National Equestrian Centre	Werribee Vic	Neutral	Stabling is good but maintenance could be improved in stable area. Toilets and shower facilities need to be upgraded as they are now in a poor condition. Grounds are kept in very good condition. Indoor arena seats could be cleaned more regularly. Camping areas could have more electricity points.	Palomino ring at Barastoc Horse of the Year show - Showing	40	1 day



Organisations were asked to indicate which venue they regarded as the State Centre for their sport.

**Table 10: Venues regarded as State Centres by responding organisations (6 survey responses)**

Organisation	Venue Regarded as State Centre
Welsh Pony & Cob Society of Australia In	Tatura Park
Victorian Polo Association	WPNEC
Victorian Reining Horse Association	WPNEC
Victorian Agricultural Shows Ltd	WPNEC, Boneo Park, other large Equine centres, Melbourne Showgrounds etc
Riding for the Disabled Association of Australia	WPNEC
RDA Victoria	Ayr Hill

Respondents were asked to indicate what new or upgraded facilities they regarded as essential and their rationale for these opinions. Table 11 summarises responses.

**Table 11: Essential facility upgrades required (Verbatim - 9 survey responses)**

Organisation	Location Required	Essential New/Upgraded Facility required	Rationale
Welsh Pony & Cob Society of Australia Inc.		A minimum of 300 stables and yards suitable for smaller and larger horses	
		Good camping facilities	
Victorian Polo Association	WPNEC	Additional horse yards (permanent scoreboard)	
	Yaloak	(Private club)	
	Eynesbury	(Private club)	
	Mingela	(Private club)	
Victorian Reining Horse Association	Yarra Valley	(Private club)	
	Gippsland	New facilities	Substantial growth in western discipline throughout this area. The area has no facilities to accommodate the western Reining discipline and its requirements to run shows, training days etc, members face long distance travel to WPNEC.
	WPNEC	Upgraded Facilities	Upgrades to the facility are essential to ensure VRHA can continue to operate at WPNEC
Riding for the Disabled Association of Australia	WPNEC	Improved disability access - ramp in arena 1 from foyer to surface	To cater for riders with disabilities
		Address rodent issue in kitchen	Health and cleanliness
		Improve area where disability access ramp is located Perimeter fencing, terrain suitable for wheelchairs, access for vehicles, signage	Safety
		Update show jumping equipment and replace broken poles & wings	Safety
RDA Victoria	Central/Just North of Melb	Facility to cater for all types of equestrian and other events, such as cattle auctions & field days	Clean, accessible facilities built to new standards in a location easily accessed by people across Victoria
Dressage Victoria (Equestrian Victoria)	WPNEC	International Standard riding surfaces	FEI events need correct surfaces Local events need safe footing
	Western Victoria Region	This area is poorly served for good riding arenas	Western Victoria Dressage Club is a spread out group with no base. They move from one small venue to another.
Commonwealth Clydesdale Horse Society Victorian Branch	WPNEC	More toilets	When catering for the public we have to hire portable toilets
		Better power supply	So that caterers don't lose power
		Areas around stables are maintained	When holes occur they fill with water and mud



Organisation	Location Required	Essential New/Upgraded Facility required	Rationale
Australian Palomino Horse Breeders Association	Central Victoria	All-purpose undercover and outside ground with all-weather arenas. Good stabling suitable for both large and small horse/ponies. Good toilet/ shower facilities for competitors and public.	If it is situated in central Victoria then competitors are more likely to attend as no-one is disadvantaged by distance.

Survey respondents were asked to rate their satisfaction with WPNEC, its suitability for events in their discipline, and if unsuitable the reasons why. Table 12 summarises verbatim responses.

**Table 12: Rating and Suitability of Werribee Park National Equestrian Centre (9 survey responses)**

Organisation	Satisfaction with WPNEC	Suitability for Events in Discipline	Reason why WPNEC Unsuitable for Events
Welsh Pony & Cob Society of Australia Inc.	Dissatisfied	Unsuitable	Hire costs are too expensive, not enough stabling. Yards are not suitable for smaller horses, general condition of facilities deteriorating.
Victorian Polo Association	Neutral	Suitable	
Victorian Reining Horse Association	Dissatisfied	Most Suitable	
Victorian Agricultural Shows Ltd	Neutral	Suitable	
Riding for the Disabled Association of Australia	Dissatisfied	Unsuitable	Disability access recently removed in Indoor Arena 1. Outdoor disability mounting ramp moved to furthest location on property in an area with several safety hazards.
Dressage Victoria (Equestrian Victoria)	Neutral	Unsuitable	Needs dressage arenas resurfaced.
Commonwealth Clydesdale Horse Society Victorian Branch	Very Satisfied	Most Suitable	
Australian Palomino Horse Breeders Association	Neutral	Most suitable	

Improvements at WPNEC regarded as essential by survey respondents are outlined at Table 13.

**Table 13: Major improvements required at WPNEC and rationale (9 survey responses)**

Organisation	Essential Major Developments needed at WPNEC	Reasons why Development Needed (Verbatim response)
Welsh Pony & Cob Society of Australia Inc.	More stabling and yards which are suitable for smaller horses to be held safely	
Victorian Polo Association	Additional Horse yards Permanent Scoreboard	
Victorian Reining Horse Association	Upgrade Indoor arena surfaces	To improve and raise the standard of the arena surface for not only Reining but also Dressage and Show jumping disciplines who are also user groups of the indoor arena. Reining relies on an appropriate arena surface for the showing of reining horses and due to the manoeuvres, the horse must achieve and are included in the competitions patterns an appropriate and suitable surface is imperative for the safety of horses and riders at our events.  The arena surface has never been replaced and is potentially unsafe. The arena surfaces can have a major impact on our events, when the surface is not suitable for reining horses to be shown we are in a situation where we have to cancel our events.



Organisation	Essential Major Developments needed at WPNEC	Reasons why Development Needed (Verbatim response)
		Very old and deteriorated fittings in shower cubicles, shower have been reported to be cold with no hot water for an entire event. More showers available would assist long waiting times when venue is busy.
	Laundry facility	There is no current laundry on site for campers to wash their personal laundry, show attire etc when staying for considerable amounts of time. This would be an asset to the venue to offer this service, to cater for their patrons and bring into line with other state facilities.
	On site cabins/bunk houses/caravans	Presently there is no on-site accommodation, to offer accommodation would enhance the opportunities for more overnight stays at the venue for those
	Permanent seating provisions in indoor 2	At present no seating is provided for spectators
Victorian Agricultural Shows Ltd	Amenities	Total maintenance needs to be carried out on all buildings (spouting needs to be cleaned out, drains need to be cleaned out to cope with heavy rains and general usage, toilet blocks the doors need locks on them and the showers need maintenance as they have an odour)
	Surrounds	There needs to be stricter guidelines on maintenance and cleanliness (everything looks dirty)
		The horse yards/stables should be cleared out and sanitised after each event. (the yards need to be cleaned and maintained)
	Show jumping arenas have not been maintained to an international standard, the sand has not been replaced for at least 10 years. The gravel/ stones are coming up causing horses going sore.	
Riding for the disabled association of Australia	Upgrade equipment - show jumping	Safety
	Improve disability access.	Safety
	Upgrade toilet, shower and kitchen areas.	Health & cleanliness
RDA Victoria	Accessibility facility, upgrade including paths, amenities	To allow people with limited mobility to use the facility with ease.
Dressage Victoria (Equestrian Victoria)	New Dressage surfaces	Needed for FEI events & weekly events
Commonwealth Clydesdale Horse Society Victorian Branch	New power supply	
	Toilet & shower block	
Australian Palomino Horse Breeders Association	Camp kitchen with bbq facilities similar to the Riders retreat at Sydney International Equestrian Centre. Tables and chairs under cover or indoor so that competitors had a place to go when not competing, social area.	If the facilities are improved then competitors are less likely to complain about cost if they see they are getting more value for money
	Upgrade the entire toilet and shower facilities and increase the number available.	When big events are held the biggest complaint is the lack of toilets. They could be constructed so as either the whole complex is open for the big events and partially closed off smaller events. The showers for competitors need to be improved and increased in numbers. Not all competitors have large trucks with full facilities.
	Make the entire dressage arena into one large area. Improve the arena surface so that it is able to be used all year round - raise it so that it doesn't become flooded.	The dressage arenas are useless when there has been heavy rain as they flood. If the WPNEC is not going to have reliable facilities then organisers will look elsewhere as it is too costly to postpone or cancel events.



Organisation	Essential Major Developments needed at WPNEC	Reasons why Development Needed (Verbatim response)
	Replace the Indoor 1 arena surface. It is no longer up to International standard and there are now a number of very good options available to replace it.	If you wish to keep International and domestic events at WPNEC then you must upgrade the facilities to reflect this. Many riders will only compete if the arena is a certain quality.

Short term maintenance improvements regarded by survey respondents as essential are outlined at Table 14.

**Table 14: Short term maintenance improvements required at WPNEC and rationale**

Organisation	Short Term Maintenance Improvements needed at WPNEC	Reasons why Improvements Needed
Victorian Reining Horse Association	Indoor Arena Lighting	<p>Currently the indoor arenas have very old metal halide hi bay lights installed and some don't work at all. These lights buzz very loudly when turned on as they warm up and when and when horses are being ridden in the arena and the lights are turned on the noise is unexpected and could potentially cause an accident to the rider if a horse became startled.</p> <p>When riding at night or overcast days and the lights are on there are dark spots and shadows on the arena surface which can deem riding unsafe in these conditions and can also be difficult for photographers to produce and also to capture good images when the arena is so dark.</p> <p>The current Metal halide hi bay lamps are also very expensive to run, with energy saving offers available these very old lamps could be replaced with LED Hi Bay lights and give an inexpensive and more aesthetic appeal to the arena without the high costs of running the metal halide lamps.</p>
	Pest prevention and control	VRHA have experience concrete areas of indoor arenas and show office areas are unhygienic due to rodent and bird excrement
	Indoor arena ceiling fans/roof vents	<p>Presently there is no way for any heat to escape out of the indoor arenas apart from opening side entry and exit doors which we have experienced has no effect on the flow of the air. The indoor arena areas can be extremely uncomfortable for horses, riders, judges, spectators in hot weather.</p> <p>Temperatures can be 10 - 15 degrees higher in a tin shed than the outside temperature and there have been occasions in summer months when our event has had to be cancelled on animal welfare issues due to these extreme temperatures. We have also on occasions hired large fans placed around the arena to assist with keeping the judges a bit more comfortable and to obtain some air flow.</p>
	PA/Music system provisions in indoor 2	At present no PA system is provided, this would assist when users are running separate events at the same time to arena 1 and require a PA system.
	PA/music system indoor arena 1	Very old system, not able to accommodate new technology required to run music, have to call maintenance at bump in for most events to have it operational.
	Stables door locks	Difficult to open and close
	Yards	Clips and chains broken
	Main indoor arena seating cleaning/maintenance	Seats are dirty and many don't retract when not seated making it difficult for spectators to move past them when not being used - could potentially be a safety issue
	Power campsite marking	Campers set up in wrong site due to unclear site numbers, causes confusion and anxiety to campers when they have to be asked to relocate their campsite etc.



Organisation	Short Term Maintenance Improvements needed at WPNEC	Reasons why Improvements Needed
	Cleaning indoor arena concrete and sink areas	At each hire we have to sweep and clean up these areas. The Wash up sink in indoor 1 is very unhygienic and wash up area in indoor 2 is completely unusable. To have access to cleaning equipment would also assist with leaving these areas clean after each use.
	Working fridge	Access to a working fridge(s) in the indoor arena area would assist for event management storing cool drinks and food requirements during events ran in summer months for officials etc particularly when the WPNEC food van is not available.
	Driveways and float parking areas	Unsealed driveways and access to float and camping areas are very muddy and under water during wet weather making these areas difficult to access both by vehicle and on foot.
RDA Victoria	Pathways for access	Accessibility
	Upgrade of toilets	To allow ease of access & hygiene
Dressage Victoria (Equestrian Victoria)	Indoor 2 needs surface improved	Not well maintained
	Camping, power sites need clearer, safer marking	Our many large events require overnight camping
	Stable bedding Storage of bedding Handling of waste	Lack of adequate storage of clean bedding means WPNEC only handles stable bedding in small individually wrapped bales. This is wasteful & expensive for riders.
Australian Palomino Horse Breeders Association	Refurbish toilet/ shower blocks. Repaint all areas, replace or refurbish all doors. Replace or repair any faulty toilets and basins. Replace or repair all toilet roll holders that are user friendly. Replace or repair paper roll holders and make them lower - children or older people can't reach them. Showers to be fully steamed cleaned and repairs to walls etc. Better ventilation to prevent the growth of mould etc. Replace doors etc. Repaint floors with anti-slip paint in showers.	If competitors see some improvements then they will be a bit more patient in waiting for any major works. It is overdue for this type of maintenance.

Organisations were asked what, if any, additional events (and their likely frequency) they would conduct at WPNEC if upgrades they rated as essential were undertaken. Responses are summarised at Table 15.

**Table 15: Potential Future Events at WPNEC (Question 14)**

Organisation	New Events That would be Held if WPNEC Upgraded	Duration (days)	Realistic frequency (per annum)	No of competitors
Welsh Pony & Cob Society of Australia	It would depend on the cost of the venue in comparison to Tatura			
Victorian Polo Association	[Note: WPNEC competes with other clubs to hold to events so no of events allocated each year is directly related to facilities.]			
Victorian Reining Horse Association	Training/Show days - due to the charges of hiring arena at present we don't run training days out of WPNEC as we can't cover the costs. Suggest management consider indoor arena hire charges being dependent on number of horses attending, or the level of event being run, this would then encourage an increase in the use of the facilities for show days and training days. VRHA presently run training days out of private facilities as the cost of hiring WPNEC is too expensive for these events.	2	2-4	15-30





Organisation	New Events That would be Held if WPNEC Upgraded	Duration (days)	Realistic frequency (per annum)	No of competitors
Victorian Agricultural Shows Ltd	We currently do not hold events at Werribee as it is not cost effective for our competitors			
Riding for the disabled association of Australia	State championships	2	Annual	60 - 80
Dressage Victoria (Equestrian Victoria)	AUST Dressage Championships	4	1	450
	Club Championships	1	4	150
Australian Palomino Horse Breeders Association	A coloured horse show with approx. 4 rings.	1 day	Once per annum	100

As requested by EV, surveys of other equestrian organisations asked respondents to comment on their relationship with Equestrian Victoria (see Table 16).

**Table 16: Equestrian Organisations Relationships with Equestrian Victoria**

Organisation	Relationship with EV*	Main Reason for Ranking Provided	How could Relationship with EV be Improved
<i>* Ranking: 1 = Most Ineffective 10 = Very Effective</i>			
Welsh Pony & Cob Society of Australia Inc.		Generally, the only relationship is affiliation	
Victorian Polo Association	Don't know		Encourage continuous communication and sharing of ideas
Victorian Reining Horse Association	No Rating	VRHA and Equestrian Victoria are two independent associations therefore not having any requirement to have a direct relationship with each other	In regards to EV being the management of WPNEC and or involvement in, it would be beneficial for both associations to have a relationship with each other relevant to WPNEC, even though both are independent of each other the purpose for which we are operating is within the equine industry and would have similar purposes for their associations and concerns for WPNEC success in the future. Improvements in this area could be made my starting communication with relevant representatives of each association.
Victorian Agricultural Shows Ltd	6	Not a very close relationship as the Equestrian Centre continues to run large horse events against the Agricultural Show annual calendar. Our show affiliates that have show jumping pay an affiliation fee for their show jumping events which are run under Equestrian Victoria Rules. Equestrian Victoria do run large horse events against the Agricultural show annual calendar.	
Riding for the Disabled Association of Australia	6	At a national level our relationship in mainly with EA. Only deal with EV when hiring Werribee Park.	
Dressage Victoria (Equestrian Victoria)	8	Have a close working relationship with the entire EV staff, officials and directors.	
Commonwealth Clydesdale Horse Society Victorian Branch	Not stated	The CCHS only runs one large event a year other than attending Melbourne Show, and that is at Werribee Park. We are very happy with the way the staff look after us.	



Organisation	Relationship with EV*	Main Reason for Ranking Provided	How could Relationship with EV be Improved
Australian Palomino Horse Breeders Association	5	Sometimes you are unable to get information regarding a matter due to no knowledgeable staff being available. Have had very good assistance but feel the staff sometimes are not able to follow through on any queries or problems due to being overlooked in their areas of responsibilities. It can take some time to get an answer.	Would like it to be easier to gain information through the staff at the office. Maybe through the website you are able to send general queries that are answered by the office within 1 business day. It would help the staff as they could just look at these queries once a day and answer them instead of having to answer the phone constantly during the day.

Organisations were given the opportunity to make any other comments about future facility needs throughout the state or WPNEC in particular. A few respondents made additional comments as outlined at Table 17 below.

**Table 17: Equestrian Organisations - Other Comments (5 survey responses)**

Organisation	Other Comments
Welsh Pony & Cob Society of Australia	A facility with good numbers of stables and camping at a reasonable price is needed. The cost of event entry and stabling is having a major effect on entry numbers.
Victorian Polo Association	Encourage the continuous communication and sharing of ideas.
Victorian Reining Horse Association	As WPNEC is the only venue VRHA utilise, this venue is the only concern for our needs, without this venue the club would not be able to exist, this is the only venue that has indoor arenas suitable in size and infrastructure to run reining shows and to run a state rein shows out of.
	WPNEC has been a home venue for the VRHA for 23 years and unfortunately have seen a decline in the value overall. The VRHA have gained and are presently experiencing growth in this discipline across Victoria and the need for this venue to continue is paramount. WPNEC is a venue with history attached to the VRHA, has National recognition as a State Equine facility, is visited by National and International visitors and is a national sporting facility of the Werribee Park Precinct Victoria should be proud of as it stands alongside other significant well maintained landmarks in the area. We hope we can continue to be part of this venue in the future and will assist wherever possible to obtain this status back. The general need in this equine facility to be improved is significant.
	Many associations have moved away from WPNEC due to treatment by past management and the decline in the facilities. Popularity of competitor attendance at our events have been lost, we don't see the interstate competitors travelling to stay at the venue any more as in the past. Preference for competitors is to compete at Tatura park (Vic) and travel interstate including AELEC, Horsely Park, K Ranch (NSW) as these facilities provide the needs for showing reining horses, competitors and provide upgraded facilities. Thank you for offering the VRHA the opportunity to participate in this survey.
Victorian Agricultural Shows Ltd	The main reason the VAS Saddlehorse Championships left the complex was to establish its own identity and the costs of the complex was unaffordable.
Dressage Victoria (Equestrian Victoria)	Would liken the need for safe & reliable riding surfaces to the dramatic change we have seen in local football/ cricket grounds constructed in recent years. Good design & drainage on these grounds means no more mud bath local football. Dressage needs the same attention.



## 4. Feedback from Equestrian Victoria Members/WPNEC Users

### 4.1 Members Survey

A survey was circulated to Equestrian Victoria members through emails, on the Equestrian Victoria Facebook page and the Equestrian Victoria website homepage from September through to October 2016. A total of 1,396 surveys were completed. This is an extraordinary response rate for research of this type and indicates a great deal of interest from members and WPNEC users.

Surveys provided information on:

- Profile of respondents
- Type and frequency of usage of WPNEC
- Levels of satisfaction with WPNEC
- Improvements required at WPNEC
- Performance of Equestrian Victoria

#### 4.1.1 Respondent Profile

The majority of survey respondents answered the survey on behalf of themselves (70.6%) or on behalf of themselves and their family (22.4%).

**Table 18: Representation of survey respondents**

On behalf of:	% of Respondents
Yourself	70.6%
You and family/children	22.4%
Yourself and partner	5.0%
Other	2.0%

Vastly more females (90.7%) compared to males (9.3%) completed the survey. While it is typical in social research for much higher response rates from females than male, a 90% female response rate is, at first glance, unusual. However, as outlined in Volume One of this report, approximately 79% of participants in equestrian sport and females so the response rate is only slightly higher than participation rates.

**Table 19: Gender of respondents**

Gender	% of respondents
Female	90.7%
Male	9.3%

The predominant age groups within the survey respondents were 40 - 49 years (28.3%) and 50 - 59 years of age (27.4%).

**Table 20: Age of respondents**

Age Group	% of Respondents
Under 20 years of age	5.9%
20 - 29 years	14.4%
30 - 39 years	15.5%
40 - 49 years	28.3%
50 - 59 years	27.4%
60 years or over	8.5%



Respondents were asked to identify all disciplines of equestrian sport that they, or their families, most often engage in. The most commonly identified disciplines of respondents were:

- Dressage 64.9%
- Eventing 41.4%
- Show Jumping 36.8%
- Show Horse 26.1%
- Working Equitation 2.9%
- Western Riding 2.5%
- Carriage Driving 2.1%
- Stock Handling 1.6%
- Inter-schools 1.6%
- Mounted Games 1.4%
- Breed Shows 1.1%

The majority of respondents (86.6%) participated in equestrian as a competitor, spectator (58.4%) or volunteer (42.5%).

**Table 21: Form of Involvement in Equestrian Sport**

Form of Involvement	% of Respondents
Competitor	86.6%
Spectator	58.4%
Volunteer	42.5%
Parent/Supporter of competitor	29.7%
Official (Judge, Steward etc)	20.6%
Coach	16.9%
EV board member	0.7%
EV employee/contractor	0.2%
Other	4.6%

Over 360 different locations throughout Victoria and New South Wales were identified as the place of residence of survey respondents. Suburbs/locations with the highest number of responses were as follows:

**Table 22: Location of Respondents**

Suburb/Town	% of Respondents
Geelong	4.0%
Melbourne	3.5%
Bendigo	2.7%
Ballarat	2.3%
Pakenham	2.1%
Echuca	1.4%
Yarra Valley	1.4%
Gisborne	1.3%
Kilmore	1.3%
Mornington Peninsula	1.2%
Warragul	1.2%



#### 4.1.2 Frequency of Use

Survey respondents were asked to identify how often they made use of Werribee Park National Equestrian Centre. The majority of respondents used the centre on a monthly (43.6%) or annual basis (37.3%). Respondents were not typically regular users of the facility with only 2.8% using it fortnightly or more often.

**Table 23: Frequency of Use**

Frequency	% of Respondents
Weekly	0.7%
Fortnightly	2.1%
Monthly	43.6%
Annually	37.3%
Less than annually	10.6%
Never	5.7%

#### 4.1.3 Disciplines Undertaken at Werribee Park National Equestrian Centre

Survey respondents were asked to indicate all disciplines that they engaged in at WPNEC. The most common equestrian discipline was dressage (63.5%) followed by eventing (38.3%), show jumping (33.5%) and show horse (25.7%).

**Table 24: Equestrian disciplines undertaken by survey respondents at WPNEC**

Discipline	% of Respondents	Number
Dressage	63.5%	815
Eventing	38.3%	491
Show Jumping	33.5%	430
Show Horse	25.7%	330
Clinics/Training/Coaching	2.7%	35
Carriage Driving	1.4%	18
Western Riding	1.4%	18
Interschools	1.3%	17
Working Equitation	0.9%	12
Polo	0.8%	10
Mounted Games	0.7%	9
Breed Shows	0.7%	9
Squad	0.6%	8
Other	5.2%	67

#### 4.1.4 Organisation Governing Respondents use of WPNEC

Survey respondents were asked to identify the organisation(s) under whose auspices they most often participated at WPNEC. EA was, by far, the main organisation under which respondents used the centre (77.9%) however this may be a reflection of how the survey was distributed. Adult Riding Clubs were also commonly identified (30.1%) and Inter school activities (19.5%).

**Table 25: Organisation governing respondents' use of WPNEC**

Area of Participation	% of Respondents	No Respondents
Equestrian Australia/FEI	77.9%	977
Adult Riding Club	30.1%	378
Interschools	19.5%	245
Breeding groups (e.g. Arabian Horse Association)	15.8%	198
Pony Club	15.2%	191
Discipline Groups (e.g. Reining Association)	3.9%	49
Para equestrian	1.7%	21
Other	6.1%	76



The majority of respondents (96.1%) use the facility for competitions with nearly half (43.8%) also having been a spectator at the facility.

**Table 26: Purpose of use of WPNEC**

Purpose	% of Respondents
Competition	96.1%
Spectator	43.8%
Mounted clinics/training	40.0%
Unmounted theory/meetings/administration	13.0%
Commercial business	3.1%
Other	5.2%

#### 4.1.5 Level of Satisfaction

Respondents were asked to describe their level of satisfaction with WPNEC on a five-point rating scale. Nearly half of respondents (48%) were dissatisfied or very dissatisfied with WPNEC with 25% being very satisfied or satisfied.

Very Satisfied	2%	
Satisfied	23%	25% (combined very satisfied and satisfied)
Neutral	27%	
Dissatisfied	36%	
Very Dissatisfied	12%	48% (combined dissatisfied and very dissatisfied)

#### 4.1.6 Reasons for Dissatisfaction

Survey respondents that indicated they were ‘dissatisfied’ or ‘very dissatisfied’ (485) were asked to explain the key reasons for their dissatisfaction. All 485 respondents chose to answer this question with the key themes as follows:

**Table 27: Reasons for Dissatisfaction at Werribee Park National Equestrian Centre**

Theme	No of comments	Percentage of response (485 total)
General poor quality	237	48.9%
Poor horse areas (e.g. stables, yards)	203	41.9%
Poor competition facilities	178	36.7%
Drainage	146	30.1%
Fees and cost of use	139	28.6%
Toilets/shower amenities	126	26.0%
Safety for horses and people	51	10.5%
Poor spectator facilities	44	9.1%
Parking/roads need improvements	38	7.8%
Poor camping facilities	36	7.4%
Manure removal	28	5.8%
Warm up facilities	21	4.3%
Poor judging facilities	10	2.1%
Lack of organisation around events	5	1.0%
Other	82	16.9%

Further elaboration of the reasons for dissatisfaction under each theme is outlined below:

**General Poor Quality:** Respondents noted that there was a general poor level of maintenance surrounding the Werribee Park facility. Features such as general dirtiness and level general upkeep around the facility were identified as needing work as well as the tiredness of the whole facility.

*“Dirty, dilapidated and dangerous due to poor scheduling of incompatible events.”*

*“The facilities are very run down with a large amount of rubbish left in random piles around the place.”*

*“Run down, as much as the facilities are great they are too old are becoming daggy and sometimes dysfunctional”*



**Poorly Maintained Horse Areas:** Areas such as the stables and yards were regularly identified as being poorly maintained and posing a significant risk to the horses that use the facilities. Particular areas that were noted included the flooring of indoor stables and the levels of mud in the outdoor yards, and the arrangement that is currently in place regarding the bedding options available to competitors for their horses.

*“Stabling disgraceful...holes in floors etc Wash bays disgraceful. We pay top dollar for poor facilities. Other venues are far superior”*

*“The yards and wash area are horrible to use”*

*“Price for facility use, extremely dirty out door yards, stables not disinfected after use - viruses have been passed around, no hot wash available...”*

**Poor Competition Facilities:** There was concern surrounding the different competition arenas including the show jumping arena and the indoor dressage arenas.

*“The show jumping arena surface is disgraceful, I would not risk my horses legs!”*

*“Sand arena surface hard/ not maintained. Indoor arena surface slippery (not suitable for jumping above 1m”*

*“poor quality surfaces on dressage and show jumping”*

A breakdown of gender differences in reasons for dissatisfaction is outlined at Table 28. The themes that displayed the largest difference between female and male respondents were poor competition facilities and toilet/ shower amenities. More than half of male respondents (50.9%) identified poor competition facilities as a reason for dissatisfaction compared to only 34.6% of females. General poor quality of the centre was identified as an issue by 50.7% of females compared to 36.4% of males. A higher proportion of females (27.1%) identified toilet/shower amenities as a reason for dissatisfaction compared to males (16.4%).

**Table 28: Gender Analysis of Reasons for Dissatisfaction at WPNEC**

Theme	Total (485 respondents)	Females (429 respondents)	Males (55 respondents)
General poor quality	48.9%	50.7%	36.4%
Poor horse areas (e.g. stables, yards)	41.9%	41.4%	43.6%
Poor competition facilities	36.7%	34.6%	50.9%
Drainage	30.1%	30.6%	27.3%
Fees and cost of use	28.6%	29.0%	23.6%
Toilets/shower amenities	26.0%	27.1%	16.4%
Safety for horses and people	10.5%	10.5%	10.9%
Poor spectator facilities	9.1%	8.6%	10.9%
Parking/roads need improvements	7.8%	7.7%	9.1%
Poor camping facilities	7.4%	7.0%	9.1%
Manure removal	5.8%	6.1%	3.6%
Warm up facilities	4.3%	4.9%	-
Poor judging facilities	2.1%	1.9%	3.6%
Lack of organisation around events	1.0%	0.5%	5.5%
Other	16.9%	16.4%	20.0%

Table 29 summarises differences in dissatisfaction by age group. There was general agreement between the different age groups on the top three themes, with fees and cost of use rating more highly among respondents aged between 20 and 39 years (3<sup>rd</sup> highest theme). Some themes demonstrated a significant difference between different age groups compared to overall responses. These were:

- Respondents less than 20 years old were less likely to identify general poor quality (30.0%) compared to the total survey pool (48.9%). They were however significantly more likely to identify the poor competition facilities (60.0% compared to 36.7%), drainage (50.0% compared to 30.1%) and poor spectator facilities (0.0% compared to 9.1%)
- Respondents aged under 20 years were more likely to select parking/roads need improving (20.0% compared to 2.8%) and poor camping facilities (15.0% compared to 7.4%) when compared to total responses.



- Respondents aged over 60 years were less likely to identify toilets and shower amenities (9.1% compared to 26.0% of the total respondents) but were more likely to identify poor spectator facilities (13.6% compared to 9.1%) and manure removal (14.3% compared to 5.8%)

**Table 29: Age group analysis of reasons for dissatisfaction with WPNEC**

Theme	Total (485 respondents)	<20 years (20 respondents)	20 – 39 years (124 respondents)	40 – 59 years (293 respondents)	60+ years (44 respondents)
General poor quality	48.9%	30.0%	50.0%	50.5%	43.2%
Poor horse areas (e.g. stables, yards)	41.9%	50.0%	45.2%	40.3%	36.4%
Poor competition facilities	36.7%	60.0%	36.3%	34.1%	40.9%
Drainage	30.1%	50.0%	33.1%	28.0%	29.5%
Fees and cost of use	28.6%	25.0%	40.3%	24.2%	25.0%
Toilets/shower amenities	26.0%	15.0%	23.4%	30.4%	9.1%
Safety for horses and people	10.5%	10.0%	10.5%	10.2%	9.1%
Poor spectator facilities	9.1%	-	8.9%	8.2%	13.6%
Parking/roads need improvements	7.8%	20.0%	5.6%	8.2%	6.9%
Poor camping facilities	7.4%	15.0%	9.7%	5.8%	6.9%
Manure removal	5.8%	10.0%	6.5%	5.5%	14.3%
Warm up facilities	4.3%	-	1.6%	6.1%	2.3%
Poor judging facilities	2.1%	-	-	2.0%	6.9%
Lack of organisation around events	1.0%	-	0.8%	0.7%	2.3%
Other	16.9%	15.0%	11.3%	17.4%	29.5%

#### 4.1.7 Essential Improvements Required

All survey respondents were asked to identify essential improvements that they believed were required at Werribee Park National Equestrian Centre. Responses are summarised at Table 30.

933 respondents identified areas of essential improvement with many respondents indicating more than one area.

**Table 30: Essential improvements required at WPNEC**

Theme	No of comments	Percentage of responses (933 total)
Upgrade stable/yards	410	43.9%
Improve shower and toilet areas (cleaner and increased quantity)	289	31.0%
Improve competition surfaces	286	30.7%
Drainage of competition surfaces	201	21.5%
Improve drainage of yards/work areas	176	18.9%
Improve surfaces on show jumping sand arena	168	18.0%
General maintenance	159	17.0%
Improve camping areas (particularly powered sites)	110	11.8%
Improve roads/car parking	101	10.8%
Improve spectator viewing and shade areas	62	6.7%
Decrease/improve costs	62	6.7%
New/upgraded warm up areas	37	4.0%
Improved food and beverage services	28	3.0%
Cover breezeways	15	1.6%
No areas of improvement	9	1.0%
More varied facilities for different disciplines	6	0.6%
Other	118	12.7%





Further elaboration on the main themes is as follows:

**Upgrade Stables/ Yards:** Stables and yards were identified by nearly half of respondents as requiring essential improvements. Features such as addressing the problem of mud in the outdoor yards, adding an additional rail to make them usable by ponies, and adding shelter to the yards to help with rain and sun.

*“I'd like to see the yards more suited to ponies”*

*“Better cleaning system for yards”*

*“Needs yards cleaned and needs another rail around middle. Washes maintained/cleaned Needs in between stables fixed so the spoon drain is not protruding above ground.”*

**Improve Shower and Toilet Areas:** The showers and toilets areas were identified primarily in relation to the lack of facilities, the lack of toilets in different areas of the grounds, the level of cleaning of the toilet and shower areas and lack of supplies such as soap and hand towels.

*“Toilet and shower facilities need to be replaced, installation of commercial kitchen and an easily identifiable event office, centrally located.”*

*“A new toilet block near the stables with a proper shower block, not portable.”*

**Improve Competition Surfaces:** This issue related to the quality of the competition surfaces, primarily the depth of the sand and the effects on the horses footing and the drainage on and around the arenas. Improvements were identified as being required to both the indoor and outdoor competition areas.

*“The all weather surfaces need to be able to cater for more advanced levels.”*

*“Upgrade the arenas for better drainage and surface.”*

*“Both the outdoor jumping sand arena & the indoor arena need a world class surface and the sand arena needs proper drainage. This should be the highest priority. Then we can hold World class competition & training. The current surfaces are totally inadequate and are detrimental to the health, soundness and development of our equine athletes.”*

There were some differences in priorities for improvement between males and females (refer Table 31). The areas of improvement that displayed the largest variance were “Improved shower and toilet areas” (32.7% of females compared to 14.1% of males); “Improved competition surfaces” (40.0% of males compared to 29.4% of females); and “Improved surfaces on show jumping sand arenas” (24.7% of males compared to 17.2% of females).

**Table 31: Gender analysis of improvements re.g.arded as essential**

Theme	Total (933 respondents)	Females (841 respondents)	Males (85 respondents)
Upgrade stable/yards	43.9%	44.8%	37.6%
Improve shower and toilet areas (cleaner and increased quantity)	31.0%	32.7%	14.1%
Improve competition surfaces	30.7%	29.4%	40.0%
Drainage of competition surfaces	21.5%	21.9%	18.8%
Improve drainage of yards/work areas	18.9%	19.0%	18.8%
Improve surfaces on show jumping sand arena	18.0%	17.2%	24.7%
General maintenance	17.0%	16.6%	20.0%
Improve camping areas (particularly powered sites)	11.8%	11.8%	12.9%
Improve roads/car parking	10.8%	10.6%	14.1%
Improve spectator viewing and shade areas	6.7%	6.3%	9.4%
Decrease/improve costs	6.7%	6.8%	5.9%
New/upgraded warm up areas	4.0%	4.2%	2.4%
Improved food and beverage services	3.0%	3.0%	-
Cover breezeways	1.6%	1.8%	-
No areas of improvement	1.0%	1.0%	1.2%
More varied facilities for different disciplines	0.6%	0.5%	2.4%
Other	12.7%	12.6%	12.9%



Two of the top three themes “Improve drainage of yards/work areas” and “General maintenance” were commonly identified across all age groups. Improved surfaces for the show jumping sand arena was more commonly identified by those under 20 years (30.8% compared to 18.0% of total respondents), while general maintenance was more commonly identified by those aged 60 years and over (28.6% compared to 17.0%).

- Respondents aged less than 20 years of age were less likely to identify improved toilet/shower amenities and general maintenance as areas that required improvements (17.3% and 3.8% respectively compared to 31.0% and 17.0%)
- Respondents aged over 60 years were less concerned with the cost with only 2.6% of respondents in this age group identifying decreasing/improving costs as an area that needed improvements (compared to 6.7% of the total respondents)
- Younger respondents (under 20 years of age) were more likely to want more varied facilities for different disciplines (3.8%) than the general respondents (0.6%).

**Table 32: Age analysis of improvements re.g.arded as essential**

Theme	Total (933 respondents)	<20 years (52 respondents)	20 – 39 years (272 respondents)	40 – 59 years (525 respondents)	60+ years (77 respondents)
Upgrade stable/yards	43.9%	51.9%	45.6%	44.6%	31.2%
Improve shower/toilet areas (cleaner and increased quantity)	31.0%	17.3%	27.6%	34.9%	27.3%
Improve competition surfaces	30.7%	36.5%	32.4%	28.0%	35.1%
Drainage of competition surfaces	21.5%	17.3%	22.1%	22.5%	16.9%
Improve drainage of yards/work areas	18.9%	15.4%	16.9%	21.0%	14.3%
Improve surfaces on show jumping sand area	18.0%	30.8%	16.9%	17.5%	15.6%
General maintenance	17.0%	3.8%	16.5%	17.0%	28.6%
Improve camping areas (particularly powered sites)	11.8%	13.5%	8.8%	13.9%	7.8%
Improve roads/car parking	10.8%	11.5%	11.4%	11.2%	6.5%
Improve spectator viewing and shade areas	6.7%	3.8%	4.8%	7.8%	6.5%
Decrease/improve costs	6.7%	3.8%	9.9%	5.9%	2.6%
New/upgraded warm up areas	4.0%	1.9%	2.2%	5.3%	2.6%
Improved food and beverage services	3.0%	1.9%	2.6%	3.0%	3.9%
Cover breezeways	1.6%	-	1.1%	2.1%	1.3%
No areas of improvement	1.0%	-	0.7%	1.1%	1.3%
More varied facilities for different disciplines	0.6%	3.8%	0.4%	0.6%	-
Other	12.7%	9.6%	9.6%	13.7%	16.9%

Survey respondents were asked to explain the reasons why the areas of improvement they identified were essential. 885 respondents provided an explanation of the reasons for their areas of improvement. The key themes are described at Table 33.



**Table 33: Reasons for improvements regarded as essential**

Theme	No of comments	Percentage of responses (885 total)
Human safety/comfort/enjoyment	278	31.4%
Safety of horses	231	26.1%
Comfort/hygiene/welfare of horses	210	23.7%
Poor drainage leads to bogging, mud and flooding	185	20.9%
Value for money/affordability	111	12.5%
Cleanliness	97	11.0%
In order to be competitive against other facilities both locally and interstate	93	10.5%
Hosting high level events requires a high level of facilities	87	9.8%
Facilities are affected by weather	72	8.1%
It is old/outdated	70	7.9%
To attract more interest	62	7.0%
Competition surfaces are important and poor	62	7.0%
Bathrooms overwhelmed at big events	51	5.8%
Too few powered sites for larger events	29	3.3%
Yards are too small and not suitable for ponies	16	1.8%
Other	88	9.9%

Further elaboration of the rationale for essential improvements is as follows:

**Human Safety/ Comfort/Enjoyment:** There were a number of areas that were identified under the safety and enjoyment of people including the safe riding conditions of the arena surfaces, the decreased enjoyment of the facilities due to the poor upkeep and maintenance of the amenities such as toilets and showers and the provision of food services and areas to sit and enjoy the facility.

*“For the betterment of the horses and riders safety and enjoyment.”*

*“Showers/toilets are dirty/dark and dingy.”*

*“If facilities are run down and uninviting, it diminishes the experience of riding or spectating at premier events reducing numbers of attendance.”*

**Safety of Horses:** The safety of the horses was a major concern identified by more than a quarter (26.1%) of respondents, primarily around the surfaces on the competition areas and the stables/yards.

*“Horses are getting hurt”*

*“To avoid infections from other horses.”*

*“Ponies escape the current yards or people leave rope, white tape etc around the yards and it is dangerous and messy.”*

**Comfort/ Hygiene/ Welfare of Horses:** It was identified that areas such as improving the ground quality in the yards and the floor surface in the stables, covering the yards to be out of the rain and improved cleaning of the facilities to prevent horses from becoming ill were all critical to improving the comfort and wellbeing of the horses.

*“Straw versus shavings: A matter of putting horse welfare before convenience.”*

*“Surface of the indoors affects competition results AND wear and tear on the horses- welfare issue.”*

A breakdown by gender of improvements at WPNEC regarded as essential is outlined at Table 34. The main gender differences were “Human safety/comfort/enjoyment” (32.3% of females compared to 21.0% of males); “In order to be competitive against other facilities” (19.8% of males compared to 9.6% of females); and “Poor drainage leads to bogging, mud and flooding” (21.8% of females compared to 12.3% of males).



**Table 34: Gender analysis of improvements regarded as essential**

Theme	Total (885 respondents)	Females (798 respondents)	Males (81 respondents)
Human safety/comfort/enjoyment	31.4%	32.3%	21.0%
Safety of horses	26.1%	26.8%	18.5%
Comfort/hygiene/welfare of horses	23.7%	24.4%	16.0%
Poor drainage leads to bogging, mud and flooding	20.9%	21.8%	12.3%
Value for money/affordability	12.5%	12.8%	11.1%
Cleanliness	11.0%	11.5%	6.2%
In order to be competitive against other facilities both locally and interstate	10.5%	9.6%	19.8%
Hosting high level events requires a high level of facilities	9.8%	9.4%	14.8%
Facilities are affected by weather	8.1%	8.8%	1.2%
It is old/outdated	7.9%	8.3%	4.9%
To attract more interest	7.0%	6.6%	11.1%
Competition surfaces are important and poor	7.0%	6.9%	7.4%
Bathrooms overwhelmed at big events	5.8%	6.4%	-
Too few powered sites for larger events	3.3%	3.3%	3.7%
Yards are too small and not suitable for ponies	1.8%	2.0%	-
Other	9.9%	9.1%	18.5%

There was general consensus among the different age groups on the main reasons for suggested improvements. “Human safety/comfort/enjoyment” was most frequently identified for all four age groups with the “Safety of horses” identified second most frequently by 3 of the 4 age groups.

Differences amongst the age groups were evident in the following themes:

- “Poor drainage leading to bogging, mud and flooding” was less of a concern for those aged over 60 years of age (12.0% compared to 20.9% of total); and yet that age group was more likely to identify “In order to be competitive against other facilities” (18.7% compared to 10.5% of total) which was the third most commonly identified theme for this age group.
- Respondents aged under 20 years were less likely to identify “Value for money/affordability” (0% compared to 12.5% of total); “In order to be competitive against other facilities” (3.9% compared to 10.5% of total); and the fact that the facility is “Old and outdated” (2.0% compared to 8.0% of total).
- Respondents aged over 60 years were more likely to identify “Cleanliness” (17.3% compared to 11.0% of total).



**Table 35: Age analysis of rationale for essential improvements**

Theme	Total (885 respondents)	<20 years (51 respondents)	20 – 39 years (257 respondents)	40 – 59 years (495 respondents)	60+ years (75 respondents)
Human safety/comfort/enjoyment	31.4%	33.3%	33.1%	30.5%	28.0%
Safety of horses	26.1%	27.5%	24.9%	26.9%	22.7%
Comfort/hygiene/welfare of horses	23.7%	25.2%	27.3%	22.4%	17.3%
Poor drainage leads to bogging, mud and flooding	20.9%	25.5%	26.1%	19.0%	12.0%
Value for money/affordability	12.5%	-	17.1%	11.7%	10.7%
Cleanliness	11.0%	11.8%	10.9%	10.1%	17.3%
In order to be competitive against other facilities both locally and interstate	10.5%	3.9%	9.7%	10.5%	18.7%
Hosting high level events requires a high level of facilities	9.8%	7.8%	6.6%	11.9%	9.3%
Facilities are affected by weather	8.1%	9.8%	8.9%	8.1%	5.3%
It is old/outdated	7.9%	2.0%	7.8%	8.9%	6.7%
To attract more interest	7.0%	7.8%	7.4%	6.3%	9.3%
Competition surfaces are important and poor	7.0%	11.8%	8.9%	5.9%	4.0%
Bathrooms overwhelmed at big events	5.8%	5.9%	4.3%	6.7%	5.3%
Too few powered sites for larger events	3.3%	3.9%	2.7%	3.4%	4.0%
Yards are too small and not suitable for ponies	1.8%	-	1.6%	2.0%	2.7%
Other	9.9%	11.8%	6.2%	10.9%	12.0%

#### 4.1.8 Werribee Park National Equestrian Centre Upgrades

Respondents were asked how they felt about the Werribee Park National Equestrian Centre being upgraded to accommodate major events in all equestrian disciplines. The majority of respondents (87%) supported the proposition, with only 5% disagreeing or strongly disagreeing.

Strongly Agree	63%	
Agree	24%	87% (combined strongly agree and agree)
Neutral	9%	
Disagree	3%	
Strongly Disagree	2%	5% (combined disagree and strongly disagree)

#### 4.1.9 Performance of Equestrian Victoria

At the request of Equestrian Victoria, the survey asked respondents to rate the performance of Equestrian Victoria on a scale ranging from 'Very Poor' to 'Very Good' in terms of:

- Overall performance
- Providing service to members
- Running events
- Management of Werribee Park (acknowledge Equestrian Victoria does not manage WPNEC, however respondents perceive this to be the case)
- Acting as the peak body representing equestrian sports in Victoria

1,097 of the 1,396 survey respondents provided an answer to this question. Responses are summarised at Table 36.



33.5% of respondents rated the “Overall performance” of Equestrian Victoria as “very good” or “good” compared to 25.3% who rated it as very poor or poor. The best performing area of EV is seen as “Running Events” with 45.2% of respondents rating its performance as very good or good compared to just 13.4% rating it as very poor or poor.

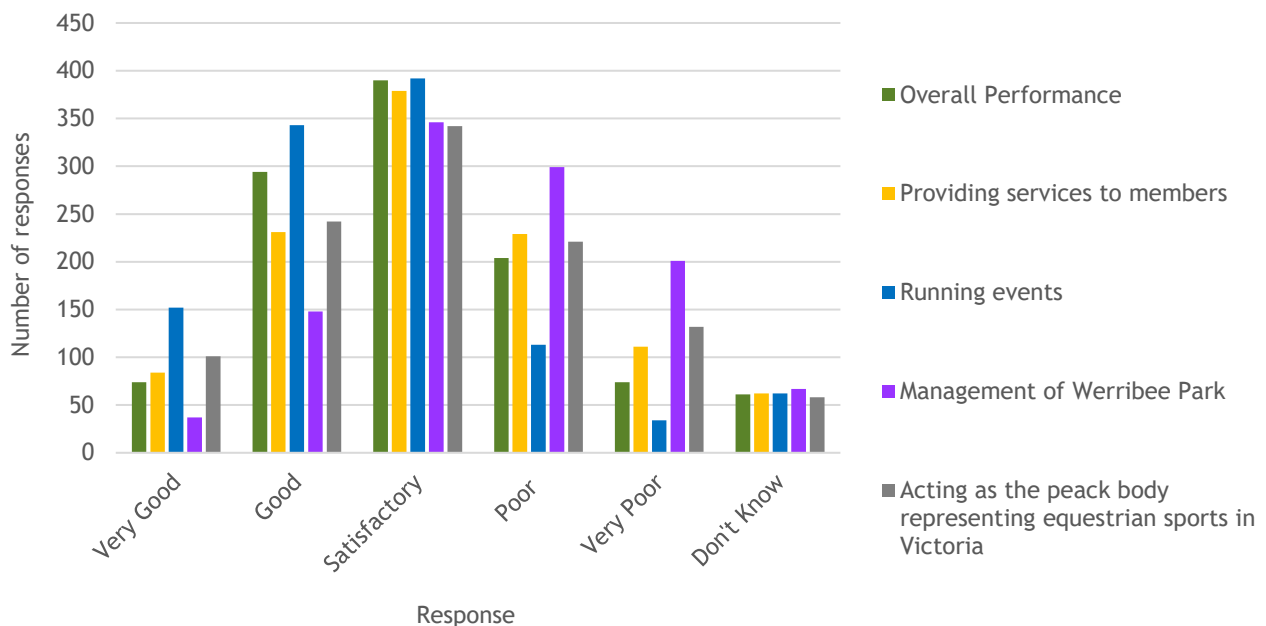
The worst performing of the five EV performance areas measured was the “Management of Werribee Park” with 45.5% of respondents rating it as very poor or poor, compared to just 16.8% rating it as very good or good. Roughly equal numbers of respondents rated “Providing services to members” and “Acting as the peak body representing equestrian sports in Victoria” as very good/ good compared to those rating it as very poor/ poor.

**Table 36: Rating of Equestrian Victoria performance**

Category	Very Good/Good	Satisfactory	Poor/Very Poor	Don't Know
Overall Performance	33.5%	35.6%	25.3%	5.6%
Providing services to members	28.7%	34.6%	31.0%	5.7%
Running events	45.2%	35.8%	13.4%	5.7%
Management of Werribee Park	16.8%	31.5%	45.5%	6.1%
Acting as the peak body representing equestrian sports in Victoria	31.3%	31.2%	32.2%	5.3%

Figure 1 illustrates survey respondents’ responses in each category.

**Figure 1: Respondent ranking of Equestrian Victoria performance areas**



### Overall Performance

The majority (69.1%) of respondents rated the overall performance of EV as satisfactory, good, or very good. Of the 30.9% of respondents who rated EV’s overall performance as very poor or poor, a number of themes emerged (refer Table 37).



**Table 37: Themes for dissatisfaction with Overall Performance of Equestrian Victoria**

Theme	No of comments	Percentage of responses (278 total)
Current role of management/management model/general management concerns	48	17.1%
Poor communication with members	45	16.1%
Overall negative attitude towards EV	41	14.6%
Membership was too expensive/not worth the cost	37	13.2%
Currently facility condition/Facility needs improvements	32	11.4%
Growth of grass roots members	19	6.8%
Growth of non-Olympic disciplines/not covered by EV	16	5.7%
Poor advertising of events	5	1.8%
Event clashes	3	1.1%
Events/ programs below standard	3	1.1%
Rural needs	2	0.7%
Managements approach to feedback	2	0.7%

The main issues raised in most frequent themes were as follows:

**Current role of management/ Management model/ General management concerns:** These respondents focused on the overall management of Equestrian Victoria, generally without specifying a clear aspect that they were unhappy with other than how the sport was running. This also included responses that stated there was a perceived or previous experience with management that may have changed since the time of the experience.

**Poor communication with members:** Respondents focused on the difficulty they had when communicating with members of EV on all platforms of communication. This also included the perceived or manner the communication took place with several respondents stating that they felt the responses from EV were rude.

**General negativity toward EV:** This theme arose from comments that generally provided no clear area of concern or displeasure, rather that they were unhappy with Equestrian Victoria. Some of these comments included “disgusting”, “HRCav do a much better job”, “Appears elitist”.

### Providing Service to Members

The majority (63.3%) of respondents rated “Providing services to members” as satisfactory, good, or very good. Of the 36.7% who rated EV’s performance in this area as ‘Very Poor’ or ‘Poor’ a number of themes emerged.

**Table 38: Themes for dissatisfaction with Providing Services to Members**

Theme	No of comments	Percentage of responses (340 total)
Poor/ lack of/ quality of services provided	58	17.1%
Cost/ lack of value for money	55	16.2%
Poor communication with members	47	13.8%
Lack of service provided to non-elite members	38	11.2%
Lack of management/staff experience	17	5.0%
Poor staff training	13	3.8%
Services/events per discipline	13	3.8%
Quality of facilities	12	3.5%
Website accessibility	11	3.2%
Members input options	5	1.5%
Lack of advertising	5	1.5%
Rural/non-Werribee needs	5	1.5%

The main issues raised in the most frequently occurring themes were as follows:

**Poor/ lack of/ quality of services provided:** These respondents focused on the lack of services that were provided, or those that were provided were of a poor quality. The majority of respondents did not specify a particular service that was of concern. Sample comments included “What service? Membership provides very little value” and “I am not aware of any services”.



**Cost/ lack of value for money:** Respondents believed that the amount of money for membership to EV was not equal to the services that were provided. Some respondents only stated that the cost is just too expensive while other compared the cost to be a member of other equestrian organisations, like the HRCAV, and the services they provided.

**Poor communication with members:** Respondents noted that they had difficulty with both EV as an Organisation and individual communication efforts with office staff. Concerns over the printing and updating of performance card in a timely manner was a concern among these respondents.

### Running Events

The vast majority were happy with EV’s performance in running events (81%). Of the 19.1% of respondents who answered this question with a rating of ‘Very Poor’ or ‘Poor’ the main themes were:

**Table 39: Themes for dissatisfaction with Running Events**

Theme	No of comments	Percentage of responses (147 total)
Poorly managed events	46	31.3%
Participation costs	15	10.2%
Lack of Information	12	8.2%
Lack events for all disciplines	9	6.1%
Poor facilities	8	5.4%
Poor communication	7	4.8%
Total number of events	6	4.1%
Preference to professional riders	5	3.4%
Lack of atmosphere	4	2.7%

The main theme was poor management of events but it should be noted that this represents just 4.2% of total responses. Comments related to the services provided, overall presentation of events, ability to react to unforeseen conditions, and officiating.

### Management of Werribee Park National Equestrian Centre

It should be noted that the survey wording did not specify that EV was not directly responsible for the management of WPNEC. 51.6% (500 respondents) selected a rating of ‘Very Poor’ or ‘Poor’ for the management of WPNEC. The main themes to emerge are outlined at Table 40.

**Table 40: Themes for dissatisfaction with Management of WPNEC**

Theme	No of comments	Percentage of responses (147 total)
Poor maintenance	84	16.8%
Poor standard of facilities	81	16.2%
Poorly managed	80	16.0%
Lack of improvements	58	11.6%
General negative attitude	30	6.0%
Allocation of fees for use of the park	27	5.4%
Cost to use the park	24	4.8%
Unclear management of Werribee Park	12	2.4%

The main issues raised in the most frequently occurring themes were as follows:

**Poor maintenance:** The key issues comprised poor maintenance, poor facilities overall and the management of the venue. This was especially evident for toilets and event grounds. Poor maintenance focused on the lack of preparation of the venue prior to and during events and the level of care taken by maintenance staff.

**Poor standard of facilities:** The standard of facility provided at WPNEC was also a concern. Respondents felt that the facilities were run down and out of date. It was also mentioned that the facilities were not to a standard of a State/ National Equestrian Centre.





**Poorly managed:** This theme emerged with more generalised comments noting the overall management of event and the park in general. Respondents focused on the lack of leadership and management of the venue. This theme also linked heavily to fees. Respondents did not feel that management were reinvesting fees into necessary improvement areas at the venue.

**Acting as the Peak Body representing Equestrian Sports in Victorian**

The majority (62.5%) of respondents rated the overall performance of EV as satisfactory, good, or very good. Of the 37.5% of respondents who rated this area as ‘Very Poor’ or ‘Poor’ a broad range of themes emerged as summarised at Table 41.

**Table 41: Themes for dissatisfaction with Acting as Peak Body Representing Equestrian Sports in Victoria**

Theme	No of comments	Percentage of responses (353 total)
Poor overall management of Equestrian Victoria	35	9.9%
Lack of consultation with members of EV	34	9.6%
Perceived Elitist attitude	27	7.7%
General negativity toward EV	25	7.1%
Lack of fair representation between disciplines	22	6.2%
Considered to be less beneficial than other organisations	22	6.2%
Inability to grow membership/ sponsorship	19	5.4%
Poor leadership	13	3.7%
Poor staffing and board member appointments	11	3.1%
Poor facilities	10	2.8%

The main issues raised in the most frequently occurring themes were as follows:

**Poor overall management of Equestrian Victoria:** Some respondents believed that the overall management style, approach and ability to plan for the future, did not allow for the growth of the sport. This theme was closely tied to the perceived elitist attitude and the inability to promote both equestrian as a sport and provided equal events across all disciplines.

**Lack of consultation with members:** Members’ inability to follow the processes that led to decisions, clear directions on why decisions were being made and general communication with members, especially those who undertake equestrian as a recreational activity, was noted as a concern by some. This was also linked to poor leadership and the inability to grow the sport.

**Perceived elitist attitude:** This theme emerged throughout all five categories. In reference to Equestrian Victoria acting as the peak body, some respondents noted that many decisions, events and advertising on the website focused on professional athletes, while ignoring the needs of the majority of members. Some respondents felt that if they were from a non-Olympic discipline they were neglected.

**4.1.10 Opportunities to Improve Equestrian Victoria Performance**

Respondents were asked for suggestions as to how Equestrian Victoria could improve its performance. 652 respondents provided suggestions which are summarised at Table 42.



**Table 42: Suggestions for improving Equestrian Victoria performance**

Theme	No of comments	Percentage of responses (652 total)
Engage/communicate with members	142	21.8%
Improve facilities at Werribee Park	124	19.0%
Improve organisation staff (includes office staff, management and board)	115	17.6%
Focus on improved services for new/younger/grassroots members	106	16.3%
Reduce costs	93	14.3%
Improve transparency	55	8.4%
Improve the management of Werribee Park	48	7.4%
Working with other organisations	32	4.9%
Investing in other facilities	30	4.6%
Don't know/NA	29	4.5%
Improve website/social media/apps	29	4.5%
Improve funding sources/sponsorship	29	4.5%
Increase promotion/marketing	26	4.0%
Develop a strategic plan/programs that Equestrian Victoria can be held accountable to	21	3.2%
Support volunteers	18	2.8%
Focus on running events and safety	13	2.0%
Improve NCAS	6	0.9%
Other	86	13.2%

Within these themes the main issues raised were as follows:

**Engage/ communicate with members:** A regularly suggested area of change to improve performance was to increase communication with members. Specific areas included increased communication relating to events and competitions, and engaging with the membership base to gain their feedback.

*“Communication with and input from members.”*

*“Better communication of info and events.”*

**Improve facilities at Werribee Park:** A number of respondents indicated that Werribee Park was an area that Equestrian Victoria needed to improve upon to bring it up to a high standard to reflect its National Equestrian Facility status.

*“Improving facilities to a higher standard at WPNEC”*

*“Considering Werribee Equestrian Park is supposed to be Victoria's Jewel in the Crown, its facilities are very second rate - suggest you go look at other State Equestrian Centres to get a bit more of an idea of where you should be aiming”*

**Improve organisation staff:** A number of respondents commented on improvements required of the staff in the office when assisting members and also the leaders and management in the organisation in the form of the board and high level staff.

*“Have more staff able to answer questions on a variety of programs rather than one person so people can get information more promptly”*

*“More full time office staff with a helpful “can do” attitude to support the volunteers which keep the wheels turning in all activities and disciplines.”*

Suggested improvements in EV performance were analysed in terms of gender differences (see Table 43). Reducing costs produced the largest discrepancy between the genders with 15.2% of females identifying this as an area for improvement compared to only 4.8% of males. Other areas of suggested improvement that displayed differences between females and males were focusing on improved services for new/ young/ grassroots members (17.1% females compared to 9.5% males) and improving facilities at Werribee Park (18.1% females compared to 25.4% males).



**Table 43: Gender analysis of suggestions for improving Equestrian Victoria performance**

Theme	Total (652 respondents)	Females (585 respondents)	Males (63 respondents)
Engage/communicate with members	21.8%	22.1%	20.6%
Improve facilities at Werribee Park	19.0%	18.1%	25.4%
Improve organisation staff (includes office staff, management and board)	17.6%	17.3%	19.0%
Focus on improved services for new/younger/grassroots members	16.3%	17.1%	9.5%
Reduce costs	14.3%	15.2%	4.8%
Improve transparency	8.4%	8.5%	6.3%
Improve the management of Werribee Park	7.4%	7.0%	9.5%
Working with other organisations	4.9%	4.4%	9.5%
Investing in other facilities	4.6%	4.4%	-
Don't know/NA	4.5%	4.4%	4.8%
Improve website/social media/apps	4.5%	4.4%	4.8%
Improve funding sources/sponsorship	4.5%	3.9%	9.5%
Increase promotion/marketing	4.0%	3.6%	7.9%
Develop a strategic plan/programs that Equestrian Victoria can be held accountable to	3.2%	3.4%	1.6%
Support volunteers	2.8%	2.7%	3.2%
Focus on running events and safety	2.0%	1.9%	3.2%
Improve NCAS	0.9%	0.7%	1.6%
Other	13.2%	12.5%	17.5%

Suggested improvements in EV performance were also analysed in terms of age differences (see table 44). The two main themes were common to all age groups i.e. “Engage/communicate with members” and “Improve facilities at Werribee Park”. The main variations amongst the age groups were:

- Respondents aged under 20 years overwhelmingly identified improvements to the facilities at WPNEC as the most important improvement compared to overall rating (40.7% compared to 19.0%).
- Reducing costs was more important to those aged 20 - 39 years (22.0%) compared to all other age groups, probably due to cost of living pressures for this age group.
- Respondents aged over 60 years were more likely to suggest working with other organisations (11.8% compared to 4.9%)



**Table 44: Age analysis of suggestions for improving Equestrian Victoria performance**

Theme	Total (652 respondents)	<20 years (27 respondents)	20 – 39 years (173 respondents)	40 – 59 years (378 respondents)	60+ years (68 respondents)
Engage/communicate with members	21.8%	14.8%	25.4%	20.9%	22.1%
Improve facilities at Werribee Park	19.0%	40.7%	19.1%	17.7%	17.6%
Improve organisation staff (includes office staff, management and board)	17.6%	7.4%	17.3%	16.9%	25.0%
Focus on improved services for new/younger/grassroots members	16.3%	7.4%	15.6%	17.7%	14.7%
Reduce costs	14.3%	3.7%	22.0%	12.4%	8.8%
Improve transparency	8.4%	-	8.7%	9.5%	5.9%
Improve the management of Werribee Park	7.4%	3.7%	6.9%	7.4%	10.3%
Working with other organisations	4.9%	-	3.5%	4.8%	11.8%
Investing in other facilities	4.6%	-	6.9%	4.8%	-
Don't know/NA	4.5%	7.4%	3.5%	5.3%	1.5%
Improve website/social media/apps	4.5%	3.7%	5.8%	3.7%	5.9%
Improve funding sources/sponsorship	4.5%	-	4.6%	4.5%	5.9%
Increase promotion/marketing	4.0%	3.7%	2.9%	4.2%	4.4%
Develop a strategic plan/programs that EV can be held accountable to	3.2%	-	1.7%	3.7%	4.4%
Support volunteers	2.8%	-	0.6%	3.7%	4.4%
Focus on running events and safety	2.0%	7.4%	-	1.9%	5.9%
Improve NCAS	0.9%	-	1.2%	0.8%	1.5%
Other	13.2%	18.5%	11.0%	14.0%	8.8%

#### 4.1.11 Other Comments - Werribee Park National Equestrian Centre

Respondents were asked to identify any additional issues or comments relating to Werribee Park National Equestrian Centre. 441 respondents provided an answer to the question with the main themes summarised at Table 45.

**Table 45: Other comments about Werribee Park Themes**

Theme	No of comments	Percentage of Responses (441 total)
None	75	17.0%
Costs are too high	62	14.1%
General improvements	62	14.1%
Requires total improvement/facelift/redevelopment	60	13.6%
Standards need to be raised to compete with other facilities	41	9.3%
Werribee Park National Equestrian Centre is beyond repair/not needed/funding should be used to upgrade other facilities	27	6.1%
Stables need improving	25	5.7%
Improve competition facilities	23	5.2%
Happy with the place	23	5.2%
Make maintenance a routine practice	22	5.0%
Poor management	20	4.5%
Upgrade the camping facilities	19	4.3%
Safety is a concern	15	3.4%
Upgrade the roads/parking	12	2.7%
Upgrade the shelters for summer	8	1.8%
WPNEC should be independent to Equestrian Victoria	5	1.1%
Other	68	15.4%



Within these themes the main issues raised were as follows:

**Costs are too high:** Those who made comments in this area believed that the costs to utilise the Werribee Park facilities were too high and not equivalent to the quality of the facilities on offer. There were also questions regarding the facility fees charged and the apparent lack of financial investment back into the facility.

*“At \$16 per horse I’m not sure where all that money is going.”*  
*“Find it is too expensive so would rather use cheaper facilities”*

**General Improvements:** Throughout the whole survey, it was regularly identified by respondents that the general maintenance and upkeep of Werribee Park was letting it down and should be improved. The poor quality of the facility impacts on users’ enjoyment of it particularly in relation to competition areas, camping, spectator facilities, and horse specific areas.

*“Continued sprucing up as funding is received would be great as it is an older venue needing nurturing.”*  
*“Werribee Park National Equestrian Centre should be something to be proud of - it hosts great events and is in a fabulous location. Unfortunately it is run down and a mess. When I’ve had people from overseas visit and they have visited comps at Werribee I’ve been embarrassed by the state of the venue. It’s a sad state of affairs.”*

*“I don’t know of anyone who actually enjoys competing there.”*

**Requires total improvement/ facelift/ redevelopment:** A number of respondents believed that the current situation at Werribee Park meant that a total redevelopment was required to bring it up to the required standard.

*“Totally needs face lift”*  
*“Now is the time to strip it to its bare bones and fix all the issues from the bottom up to refresh and bring the place back to life.”*

#### 4.1.12 Other Comments - Equestrian Victoria

Finally, respondents were asked to identify any additional issues or comments relating to Equestrian Victoria. Less than a quarter of respondents (327) provided an answer to this question with the main themes summarised at Table 46.

**Table 46: Other comments about Equestrian Victoria**

Theme	No of comments	Percentage of responses (327 total)
None	85	26.0%
Improve office staff/board/management	47	14.4%
Equestrian Victoria is doing a good job	37	11.3%
Improve communication with members	27	8.3%
The cost of membership is too high	26	8.0%
Increase transparency with members	22	6.7%
Improve facilities	19	5.8%
More engagement with grassroots/smaller groups is needed	18	5.5%
Entry fees are too high	12	3.7%
Improve newsletter/social media/website	10	3.1%
Elmore is a more suitable facility	10	3.1%
Thanks for this survey	7	2.1%
Independent from running events	7	2.1%
Other	55	16.8%

Within these themes the main issues raised were as follows:

**Improve the office staff:** Some respondents raised concerns about staffing and overall management of the organisation (including board). There were concerns about education of staff from a job role perspective, knowledge of the equestrian community, and programs and events managed and run by Equestrian Victoria.



*“Refocus and employ properly qualified personnel”*

*“It is important that any people who hold positions on EV have been horse riders - even though you can be trained in governance (which you should be to hold a position) you need to know what it is like from a riding perspective”*

**Equestrian Victoria is doing a good job:** Equally, there were some respondents who believed that Equestrian Victoria was doing a good job delivering events and dealing with members. Those who commented in this area considered staff to be polite and helpful and that the organisation considered all points of view.

*“I think all the committee and volunteers do a fabulous job and it is never easy when dealing with all the members.”*

*“No issues, the major events we compete at in Victoria are very professionally run. The office seems to be efficient and well run.”*

*“One of few sports that engages young women and is a sport for life”*

**Improve communication with members:** Some respondents commented that there was a lack of communication between Equestrian Victoria and its members. This lack of communication came from Equestrian Victoria as an organisation and also from staff when respondents contacted the office with questions and queries.

*“Advise riders about all the opportunities. How to get into squad, when squads are open, how to get into national teams, etc”*

*“Fundamentally it's a lack of transparency and lack of communication when issues are raised that makes member frustrated and turn away from EV in droves.”*

*“If you ring EV and ask a question regarding becoming a coach, and the 'coordinators' don't know the answer, what confidence does it give the customer.”*



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## **Warranties and Disclaimers**

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

We have not conducted an audit of the information provided by others but have accepted it in good faith. Accordingly, neither Otium Planning Group, nor any member or employee of Otium Planning Group, undertakes responsibility arising in any way whatsoever to any persons in respect of this report, for any errors or omissions herein, arising through negligence or otherwise however caused.



## Appendix 1: Overview of Key Equestrian Facilities in Victoria

Facility Name	Location	Facilities	Club/ Associations	Events Held	Ownership	Summary of Equestrian Group Comments
Boneo Park Equestrian Centre	312 Boneo Rd, Boneo	Agistment, indoor arena, 160 stables, café, 120 yards, 4 round yards, multipurpose grass arena, 2 sets of show jumps, powered camp sites, toilet/shower block, outdoor arena A (85x75m), outdoor arena A warm up (75x65m), outdoor arena B (75x65m), outdoor arena B warm up (70x30m)		Interschool training days, Monthly show jumping championships, HRCav TTT show, clinics/ masterclasses, monthly dressage competitions, Boneo Classic, Ellanbrae Park Victorian Youth Dressage Championships	Private	Very good surface ( <b>Dressage Victoria</b> ) Good venue. Good stables and parking. Supportive venue management. But expensive hire fees and pay for all extras. ( <b>Show Horse Council of Victoria</b> )
Elmore Equestrian Park	48 Rosaia Rd, Elmore	108 undercover stables, pavilion (60x24m, asphalt, seats 1,400 people at tables), catering pavilion, admin & meeting rooms, 112 yards, grass arena (280x300m), 6 sand dressage arenas, 2 sand warm up arenas, indoor arena (66x88m), camping facilities, agribusiness pavilion (60x88m)			Community owned & operated not for profit	Large area. Lacks shade. ( <b>HRCav</b> ) Basic surface, but satisfactory ( <b>Dressage Victoria</b> ) Moved their events to Elmore for a few years but had to build their own arenas and stables etc. ( <b>National Cutting Horse Association</b> )
Pony Club Victoria Equestrian Centre (Gladysdale)	640 Little Yarra Rd, Gladysdale	Indoor arena			Pony Club Victoria	Aim is to host all PCAV events at their home venue. Venue also caters for EA events. Substantial improvements undertaken since they purchased the site - resurfaced indoor arena, new yards, built cross country course. Venue has 2 sand arenas + grass dressage arenas, show jumping arena. No powered sites, amenities or admin building as yet. ( <b>Pony Club Association of Victoria</b> ) Good indoor arena but isn't large enough. ( <b>HRCav</b> )





Facility Name	Location	Facilities	Club/Associations	Events Held	Ownership	Summary of Equestrian Group Comments
Tatura Park Equestrian Centre	Hastie St, Tatura	Indoor arena, 200 stables, 2 function/catering areas, camping, grassed area, caravan park, main oval, covered outdoor sand arena (73x45m), cattle housing, stables, amenities, cricket clubrooms		International Dairy Week, National Alpaca Show and Sale, Victorian Equestrian Championships	Council	Satisfied (HRCAV) Surface satisfactory (Dressage Victoria) Good venue. Good stables. Grass area only used for <17 (Show Horse Council of Victoria) Good facility that is well used for reining but does not have the number of stables required for larger events (NRHA) Currently hold larger events at Tatura as it is closer to the majority of members and also offers a turn-key operation (National Cutting Horse Association)
Werribee Park National Equestrian Centre	170 K Rd, Werribee South	2xindoor arenas, 2xpolo fields, The Chirnside Field, 2xshowjumping arenas, warm up areas, 3xstable blocks, 2xgeneral purpose areas, 5xsand dressage arenas, cross country course, amenities block, conference rooms, camping areas, cars and floats parking		Masterclasses, SHCV showdown extravaganza, Show Horse Nationals, Protocol Dressage, Saddleworld Dressage Festival, YR show jumping squad, Summer horse show, Breed extravaganza, Heay horse Festival, VRHA Reining Show, Barastoc Official EA Dressage, Barastoc Horse of the Year Show, NADAC Dog Trials, Interschools, YA Dressage Club, Victorian Dressage Club	State Government	Looks tired (HRCAV) Needs upgrade (Dressage Victoria) State/ national venue. Werribee Park is the public face of polo in Victoria. Situated within leased area. Windsor (NSW) is the other main national venue in Australia. (Aust Polo Federation/Vic Polo Federation) Very tired (Show Horse Council of Victoria) Dissatisfied with Werribee Park. Declined over last 10 years (have been users for 23 yrs). Lack of maintenance. Lack of communication and lack of response from management. Have been made to change dates resulting in loss of money. Feel like a lesser client. (Victoria Reining Horse Assoc) Werribee park (3) issue with ramps and access (Riding for Disabled Victoria) Venue is getting old and in need of repair. Show jumping equipment is broken and a safety hazard. Cost to have appropriate ramps are prohibitive. Disability mounting ramp is away from facilities and impractical. Competitors say cleanliness is an issue. Have had problems confirming bookings in the past but last year the staff were efficient and helpful (Riding for Disabled Australia)



Facility Name	Location	Facilities	Club/Associations	Events Held	Ownership	Summary of Equestrian Group Comments
Werribee Park National Equestrian Centre [Cont'd]						<p>Don't use Werribee Park as it has been too expensive in the past. Are looking to hire it next year for the nationals as the participants are happy to pay more for these level of events (<b>Mounted Games Victoria</b>)</p> <p>Werribee Park is focused on the Olympic disciplines therefore the surface is not always suitable for reining. Undercover area has not been available so have had to work outside (<b>NRHA</b>)</p> <p>Have not used Werribee Park for about 10 years due to the cost and the distance for people travelling from northern NSW and Qld. Also, the access to cattle close to Werribee Park has declined adding to the cost of having to transport cattle into the venue (<b>National Cutting Horse Association</b>)</p> <p>Use Werribee Park as their training base (<b>Modern Pentathlon Australia</b>)</p> <p>RMS used to run the Summer Royal event at Werribee but this no longer occurs (<b>Royal Agricultural Show of Victoria</b>)</p> <p>VAS do not hold any events at Werribee Park because it is not seen as cost effective. The main reason the VAS Saddlehorse Championships left Werribee was to establish its own identity and the costs of the complex were unaffordable (<b>Victorian Agricultural Society Ltd</b>)</p>
Albury Wodonga Equestrian Centre	Corrys Rd, Thurgoona, NSW	Rodeo & campdraft arena with shed and yards, cross country course, club rooms, 54 powered camp sites, amenities block (20 showers/16 toilets), catering, storage/admin shed (30x10m), 40 covered yards, 40 stables, 200 day yards, wash bays, sand arena (70x110m), grass arena, 5 turf polocrosse fields	AWEA Dressage Club, Albury Wodonga Adult Riding Club, Albury-Holbrook Polocrosse Club, Albury-Wodonga International Horse Trials Club, AWEA Jumping Club	Albury Dressage Club Competition, Albury Wodonga Adult Riding Club & Indigo Valley Adult Riding Club Show Extravaganza, AWARC & Indigo Show Jackpot, Lucinda Green Cross Country Clinic, Boarder District Show Council, Horsemanship Clinic, Horse Trials		<p>Insufficient number and poor standard stables. Not enough powered sites. Good grounds. (<b>Show Horse Council of Victoria</b>)</p> <p>Have an arrangement with this centre for further events (<b>PAA</b>)</p>



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Ayr Hill Equestrian Centre (Clyde North)	500 Soldiers Rd, Clyde North	Covered ménage (72x36m), jumping arena (65x60m), 10 stables with wash bays, undercover yards, outdoor yards, toilets/showers, administration classroom/secretary's office, admin building with kitchen facilities, café		VPHA, ISJ, SEDC Market Night, Box Hill GDA, AHEC Official 2017 Summer Dressage Jackpot Weekend, TTT CT, School Camps	Hillcrest Christian College	Owned by private school. Good for dressage. Lacks shade. <b>(HRCAV)</b> Very satisfied (5) for Ayr Hill <b>(Riding for Disabled Victoria)</b>
Tonimbuk Equestrian Centre	370 Sanders Rd, Bunyip North	2xindoor arenas, 2xoutdoor areas, cross country course, stables, yards, powered camping		Show jumping lessons, Tonimbuk International Horse Trials	Private	Ballarat and Tonimbuk events always over-subscribed - mainly in lower levels. <b>(Eventing Victoria)</b>
Wandin Park	305 Victoria Rd, Gruyere	Area that fits 8 dressage arenas or show jumping arena, 4 dressage arenas, 3 warm up areas, cross country course, sand show jumping arena, grass show jumping arena, yards, Little Wandin cross country course, YEH arena		Wandin Park International Horse Event		
Leighdale Equestrian Centre	Sheford-Bannockburn Rd, Teesdale	Small dressage arenas	Leighdale Pony Club	Rallies, competitions		
Woody Yaloak Equestrian Centre	5 Lords Lane, Smythesdale	Cross country course, Sand area (4 dressage arenas or 2 show jumping arenas), 4 dressage arenas, 95 yards, amenities, clubrooms, storage	Rokewood Pony Club, Smythesdale Pony Club, Smythesdale Adult Riding Club	Rallies, Golden Spurs Dressage Jackpot	Council	
Victoria Park Equestrian Precinct (Ballarat Pony Club)	Winter Street, Ballarat	5xdressage arenas, 2xsand show jumping arena (80x80m), general purpose grass area, 20m fenced round yard, yards, clubrooms, wash bays	Ballarat Pony Club, Ballarat Adult Riding Club	Club rallies, Private lessons, Ballarat Pony Club Horse Trials x 2	Council	Ballarat and Tonimbuk events always over-subscribed - mainly in lower levels. <b>(Eventing Victoria)</b>
Lake Lorne Reserve	51-59 Reserve Rd, Drysdale	Cross country course, show jumping facilities, pavilion	Bellarine Adult Riding Club, Drysdale Leopold Pony Club	Club rallies, Drysdale Leopold Show	Council	



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Mt Moriac Equestrian Centre	485 Forest Rd, Moriac	Agistment, camping (self-contained hut sleeping 12 people)		Clinics	Private	
Melbourne Indoor Equestrian Centre	Macs Rd, Kinglake West	Indoor arena, outdoor arena, 21 stables, trail riding, parents retreat room, agistment, 92 acre property			Private	
Oakwood Riding School	10 Smiths Lane, Clyde North	Indoor arena (75x35m), outdoor arena (70x30m), outdoor arena (60x20m), 15 undercover stables, 2 hot wash bays, large clubroom with licenced bar, cross country course, agistment		Boot camps, lessons, rallies, clinics	Private - Not for Profit company	
JurAvon Park Equestrian Centre	1748 Gisborne Melton Rd, Kurunjang	Indoor arena, conference room, camping (unpowered, powered and bunk beds),			Private	
Victorian Equestrian Centre	76 Beaconsfield Emerald Rd, Beaconsfield Upper	Indoor arena (300 seating) 2 outdoor ménages, stables, covered stalls		Victorian Interschool Equestrian Challenge, Victorian Interschool Show Jumping Challenge, Victorian Primary Interschool Challenge, Victorian Interschool Dressage Challenge.	Private	
Victorian Show jumping Stables	36 Thomas Rd, Humevale	Indoor arena (25x68m), outdoor arena, walking machine, agistment		Show jumping clinics,	Private	
Riddles Creek Pony Club	267/281 Sutherlands Rd, Riddells Creek	50 acres of land, club rooms (canteen, committee room, office, storage, amenities), 100 holding yards, 2xwash down bays, sand arena (20x60m), 2x multipurpose sand arenas, cross country course	Riddles Creek Pony Club	Rallies	Council	Private clubs. All used for pony Club events. All also host EA events. (PCAV)
Heytesbury Pony Club	Campbell Rd, Scotts Creek	Club house	Heytesbury Pony Club	Rallies	Private	Private clubs. All used for pony Club events. All also host EA events. (PCAV)
Mansfield Pony Club	Mansfield		The Mansfield and District Pony Club		Private	Private clubs. All used for pony Club events. All also host EA events. (PCAV)



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Benalla Pony Club	5809 Midland Hwy, Benalla		Benalla Pony Club	Rallies, Moyhu Show jumping & Dressage Championships, Benalla Horse Trials, Benalla Combined Training Day, Benalla PC Equathon & Olympic Pentathlon Qualifier, Winter Woolies Gymkhana	Private	Private clubs. All used for pony Club events. All also host EA events. (PCAV)
Mildura Pony Club	Mildura		Mildura Alcheringa Pony Club	Instructional Camp, rallies	Private	Private clubs. All used for pony Club events. All also host EA events. (PCAV)
Tooradin Pony Club (Mornington Peninsula)	Lynes Rd, Tooradin				Private	Private clubs. All used for pony Club events. All also host EA events. (PCAV)
Pakenham Pony Club	Huxtable Rd, Pakenham	Large sand arena, dressage and show jumping arenas, cross country course	Pakenham Pony Club	Pakenham Produce & Saddlery Horse Trials, rallies	Private	Private clubs. All used for pony Club events. All also host EA events. (PCAV)
Bacchus Marsh Pony Club	Bacchus Marsh Racecourse Reserve, Balliang/ Bacchus Marsh Rd, Bacchus Marsh		Bacchus Marsh Pony Club		Private	Major venue. Conducts PCAV Mounted Games. Not used by EA. (PCAV)
Treehaven Equestrian Centre	53 Western Port Hwy, Somerville		Treehaven Equestrian Club	Autumn Dressage Day, Treehaven Equestrian Club Spring Dressage Day,		Privately owned. Satisfied (PCAV)
Elcho Park Equestrian Centre	125 Elcho Road, Lara	8xdressage arenas (20x80m), show jumping area, cross country course, 200+ yards, round yard, amenities block, 2 storey clubroom facility	Corio and Moorabool Pony Club, Westcoast Adult Riding Club	Club rallies	Council	Major venue for EA, HRCav and PCAV events. Has become quite popular. Query re going can be difficult. (HRCav) Smaller venue, but satisfactory (Dressage Victoria)
Bendigo Showgrounds	Holmes Rd, Bendigo	5 hectare arena, exercise sand arena, 16 pavilions, 230 horse stables,				Currently hosts the Saddlehorse Championships. Venue regarded as satisfactory (Victorian Agricultural Society Ltd)



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Melbourne Showgrounds	Epsom Rd, Ascot Vale	Main arena - 9,000 sqm, 4,300 seating		Mattresses R Us Sale of a Lifetime, Lunar New Year TET Festival, Victorian Caravan, Camping and Touring Supershow, Melbourne International Coffee Expo, RMIT Exams, Royal Melbourne Show		Show jumping is the major discipline in the RMS where competitors have to be members of EV/EA. Also conduct show horse classes (e.g. dressage), sporting horse and light and heavy harness events (also held at Werribee). The Show Grounds hire the venue to Equitana (privately owned event) every two years and conduct master classes in a wide range of equine disciplines ( <b>Royal Agricultural Show of Victoria</b> )
Peppercorn Equestrian Centre (Oaklands Junction)	230 Oaklands Rd, Oaklands Junction	Indoor arena, 3x floodlit outdoor arenas, floodlit jumping arena, cross country course,		School holiday programs,	Private	Council owned (Hume). Mostly Pony Club, HRCav and 2 EA events ( <b>HRCav</b> ) Outdoor show jumping arena. Host a World Cup qualifier each year and HRCav Top Team Show jumping event. ( <b>HRCav</b> )
Shepparton Equestrian Centre	850 Mitchell Rd, Kialla East					
Ranges Equestrian Centre	2425 Healesville-Kooweerup Road Yellingbo	Indoor arena, outdoor arena, jumps paddock, 7 indoor stables, agistment, storage areas			Private	
Doongala Pony Club	Sheffield Rd, Montrose	120x60m fenced area with judges boxes, 60x20m fenced sand arena, round yard, picnic facilities, grassed riding area, cross country course, corrals, canteen, clubrooms	Doongala Pony Club			
Yarrambat Horse and Pony Club	Yarrambat Park, Yan Yean Rd, Yarrambat	Dressage arenas, club house, show jumping arenas, cross country course	Yarrambat Pony Club, Yarrambat Adult Riding Club, Whittlesea Plenty Valley Dressage club	Rallies, clinics, WPVD Dressage Competition		



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Whittlesea Agricultural Society	Mcphees Rd, Whittlesea			Whittlesea show		Easy access. Used for major events. Good hire fees. <b>(Show Horse Council of Victoria)</b>
Yggdrasil Equestrian Training	288 Lauriston Reservoir Rd, Kyneton			Riding Camp, Pony Camp	Private	
Mingela Homestead	Drummond-Kyneton				Private	2 tournaments pa <b>(Aust Polo Federation/Vic Polo Federation)</b>
Lakes and Craters Sporting Complex (Camperdown)	Merri Road, Camperdown			Camperdown Horse Trials	Council	
Greenvale Equestrian Centre (Avenel)	Section Rd Greenvale	Dressage arena, jumping rings, cross country course, club room, yards	Tullamarine Pony Club, Bulla Adult Riders, Carriage Club	Avenel Horse Trials, Open Pre-Royal Show	Crown Land	
Yeringberg	Coldstream			Yeringberg Horse Trials		Private club. All used for pony Club events. All also host EA events. <b>(Pony Club Association of Victoria)</b>
Lilydale (Flower Field)	25 Coldstream West Road, Coldstream	Polo field	Yarra Valley Polo Club	Yarra Valley Christmas Polo,	Private	2 tournaments pa <b>(Aust Polo Federation/Vic Polo Federation)</b>
Eynesbury	Eynesbury Road, Eynesbury					3 tournaments pa <b>(Aust Polo Federation/Vic Polo Federation)</b>
Wonthaggi Pony Club Grounds	South Dudley Rd, South Dudley					
Oxley Recreation Reserve	Meadow Creek Rd, Oxley					
Randall Park Equestrian Centre	272 Warragul-Lardner Rd, Warragul					
KWR Recreation Reserve	Boundary Drain Rd, Koo Wee Rup					



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Lancefield Park Equestrian Centre	Park Lane, Lancefield					
Ivens Reserve	506 Narre Warren North Rd, Narre Warren North					
Officer Equestrian Club	460 Brown Rd, Officer					
IR Robertson Reserve	Couangalt Rd, Gisborne South					
Doongala PC Grounds	Sheffield Rd, Kilsyth South					
Langwarrin Equestrian Reserve	Cosy Valley Rd, Langwarrin					
Colac Pony Club Grounds	95 Christies Road, Elliminyt					