



GOLDEN PLAINS SHIRE

# **ATTACHMENTS**

**Under Separate Cover  
Council Meeting**

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**6.00pm Tuesday 25 August 2020**



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# LEIGHDALE EQUESTRIAN CENTRE MASTER PLAN 2020 – 2030



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## Executive summary

The Leighdale Equestrian Centre is an exceptional local level equestrian facility located on the outskirts of Teesdale in Golden Plains Shire. It provides a diverse range of quality equestrian opportunities for the local community and for people from across the region.

The manager of the site, Leighdale Equestrian Centre Incorporated, and Golden Plains Shire Council acknowledge and value the significant contribution by the Committee, resident clubs and volunteers over the past seventeen years in relation to planning, development and operations of the Centre.

This master plan has been developed to provide a strategic guide regarding further enhancements and developments at the Centre to ensure that the facility continues to grow and be sustainable into the future.

There is general consensus amongst users and the local community that the facility provides a place to share the passion for horses, riding and competing in a range of equestrian disciplines, but also the strong sense of community and community connections it provides.

Equestrian sports provide an opportunity for people to participate in activities that:

- enable a lifelong involvement
- attract a high number of young people and women of all ages
- provide an alternate to more traditional sports
- attract and bring together rural people
- offer a number of various disciplines that cater for a range of interests and abilities.

Equestrian participation in general is strong and a result of the various disciplines available for people to participate in. This includes the disciplines located at the reserve, including show jumping, dressage, eventing and carriage driving. The Committee of Management has expressed interest in attracting other disciplines, such as quarter horse and Australian stock horse events. These are all high participation activities, which in partnership with enhanced and further developed facility improvements, will provide increased participation opportunities and further activate the Centre.

As part of the consultation process and to identify community interest and need, community surveys were distributed and feedback sought. A total of 163 community and stakeholder surveys were submitted. This significant submission rate and positive responses confirm the value both Golden Plains Shire residents and other equestrian users place on the Centre. Feedback from the surveys indicates strong support for further enhancement and development to ensure the Centre's sustainability into the future and to maintain and increase facility use and equestrian participation.

Due to Golden Plains Shire's proximity to major city centres such as Melbourne and Geelong, the area is experiencing strong demand from those in search of a rural lifestyle.

The Leighdale Equestrian Centre is well placed to continue providing facilities and programs for the growing local community now and into the future. However, further strategic planning work by the



Committee of Management with support from Council will assist in determining the extent of development that is sustainable, both economically and in terms of managing use of the site.

Whilst there are other public and private equestrian facilities located within Golden Plains Shire and in adjacent municipalities, Leighdale Equestrian Centre remains critical for both local users and regional visitors and will continue to service the growing population in areas within close proximity to Geelong and Metropolitan Melbourne.

Current trends in equestrian facility development across the State include undercover all-weather arenas, multi-purpose arenas, improved facilities for the maintenance and welfare of horses and participants and improved camping facilities.

As the significant equestrian centre in the south of Golden Plains Shire, it is important that the Leighdale Equestrian Centre is enhanced and developed to ensure that it continues to meet the needs of the community now and into the future. To help achieve this, consultations have been undertaken with the local community and equestrian users, to identify their specific needs. The clear message from the consultations is that existing user groups are committed to continuing to operate and grow their activities from the Centre. Users and potential users want to see the continued provision of space for riding horses (in training, competition and for recreation). Further, affiliate Associations recognise the opportunity that enhancing facilities provides not only to the local community but also to the growth of sport as a whole.

Recommendations made for the Leighdale Equestrian Centre take these needs into consideration, along with trends and best practice, including:

1. The Committee of Management and Council undertake the development of a strategic plan to identify a vision for the Centre, and subsequently provide a detailed action plan for the implementation of the master plan.
2. Undertake an accessibility audit to ensure access for all where practical.
3. Other high priority recommendations identified, which focus on participation, safety, and supporting volunteers, include:
  - Installation of lighting on arenas
  - Upgrades to sand arena surfaces
  - Continue development of the cross-country course and marathon obstacle course
  - Separation of horse and spectator areas
  - Improved vehicle access including separate car and horse transport entrances and carparking
  - Improve signage outside and within the site
  - Improve and expand facilities supporting the care of horses including construction of roofing over horse yards
  - Improved camping facilities
  - Construct additional storage facilities
  - Construct an all-weather roof over BBQ area
  - Address site drainage issues
  - Improve and construct fencing on the site boundaries and arenas
  - Install a power upgrade.

## Part 1 – Master Plan

### 1.0 Introduction

The Leighdale Equestrian Centre is located 1.6 kilometres to the East of Teesdale, on the Bannockburn-Shelford Road. Teesdale is a small town of 1,800 people. Many are attracted to live in Teesdale due to the lifestyle it offers while still being close to major centres such as Geelong and Melbourne for work.

The site is approximately 40 acres. Adjacent to the Reserve is the Don Wallace Recreation Reserve (home to the local Cricket and Tennis Clubs). Small landholdings of approximately half an acre to a couple of acres surround the reserve on the southern, northern and eastern boundaries.

The Centre has served as an equestrian facility for the local community for approximately 18 years. Resident clubs moved from individual small sites with fewer facilities and space available.

The Centre is managed by the Leighdale Equestrian Centre Inc. (Committee of Management). The Committee of Management has worked tirelessly, together with user groups and the local community, to develop the site and its facilities.

The following Clubs based at the site include:

- Inverleigh Riding Club
- Leighdale Pony Club
- Geelong and District Carriage Driving Club
- Bannockburn-Teesdale Riding Club
- Casual users, for example, individual equestrian users
- Event organisers, for example, other equestrian associations.

Facilities located on the site include:

- Pavilion – kitchen, toilets, large meeting space, storage
- BBQ area – with shade
- Four 60 x 20m sand arenas – with permanent dressage fencing
- One 40 x 100 metre sand arena – half arena permanent fenced on 3 sides
- One 69 x 60m sand arena - fenced
- Small sand yard - fenced
- Round yard
- 2 x Storage Sheds
- General car parking – informal, gravel surface
- Horse vehicle parking – informal, grass surface
- Horse facilities, for example, horse wash, yards
- Open space
- Dam
- Cross country course (Grades 3, 4, 5)
- Carriage driving obstacles

Due to the strong support of volunteers, consistent membership and participation, successful fundraising efforts and a large space with a good base of facilities, the Clubs are working towards growth in events, membership, participation and facilities.

Golden Plains Shire Council has recognised the need to develop a master plan that supports the Committee of Management to further enhance facilities that adequately reflect and address the changing and increasing demands of current and future users, along with safety concerns.

This master plan provides clear and prioritised recommendations for the proposed enhancement and further development of the site and facilities, backed by evidence of community need, benefit and sustainability.



## 2.0 The Leighdale Equestrian Centre

### 2.1 Location

The Leighdale Equestrian Centre is located on the Bannockburn- Shelford Road in Teesdale, within the Golden Plains Shire, in-between Inverleigh and Bannockburn.



### 2.2 Management

The Leighdale Equestrian Centre is located on Council owned Land and is managed by the Leighdale Equestrian Centre Incorporated Committee of Management. Powers of the Committee of Management under its incorporation status are outlined in model rules and these rules must be available to membership. 'Every incorporated association must have rules:

- are a written document
- guide how your association operates
- are a contract between the association and its members
- set out your association's purposes
- list the rights and responsibilities of members and office holders."<sup>1</sup>

The Leighdale Equestrian Centre Committee of Management comprises of representatives from each user group and members of the general public. It meets approximately six times a year, and additionally as needed.

The member Clubs are affiliated with different governing bodies, including Equestrian Victoria, Horse Riding Clubs of Victoria, Pony Club Victoria and Carriage Driving Victoria. Equestrian Victoria and Pony Club Victoria are affiliated with National bodies who are recognised by the Australian Sports Commission. All run similar programs and offer similar experiences. Carriage Driving, for example, has

<sup>1</sup> Consumer Affairs Victoria (20124) *Incorporated Association Rules*

a few different requirements such as arena size and low sand depths, however, the Committee of Management aims to support a variety needs where possible.

Day to day management of the Leighdale Equestrian Centre is also undertaken by the Committee of Management in a voluntary capacity. Bookings are made from the general public by emailing the Secretary of the Committee. Any issues are referred directly to the Committee of Management for consideration.

Maintenance of the Leighdale Equestrian Centre is the shared responsibility of Council and the Committee of Management, with each parties' responsibilities outlined in the Centre's Management Agreement. Additional Council support for maintenance is also considered upon request.

### 2.3 Existing user groups

The following organisations / people currently use the Leighdale Equestrian Centre:

<p><b>Leighdale Pony Club</b></p>	<p>The Leighdale Pony Club is affiliated with Pony Club Victoria. The Club has an ongoing average of 40-45 members. Membership is primarily made up of girls from the ages of 5 to 20 years of age.</p> <p>Programs hosted include:</p> <ul style="list-style-type: none"> <li>• Rally days: Approximately 11 held per year, with 30-40 participants at each rally</li> <li>• One day Barwon Equine Show Jumping Tournament: with approximately 70 competitors each competition</li> <li>• May Day Dressage and Show Jumping: Approximately 120-150 competitors</li> <li>• Horse trials: (inaugural event in 2019) 70 competitors</li> <li>• Barwon Equestrian Dressage Series: Averaging 160 – 180 competitors</li> </ul>
<p><b>Inverleigh Riding Club</b></p>	<p>The Inverleigh Riding Club is affiliated with the Horse Riding Clubs Association of Victoria. The Club has a membership base of 46. There have been fluctuations in numbers, but participation has remained steady for the last ten years. Membership is primarily females, with the majority between the ages of 45-55 years old.</p> <p>Programs hosted include:</p> <ul style="list-style-type: none"> <li>• Rally Days: Held each month</li> <li>• Dressage Day: With 90-130 competitors (with up to five camping)</li> <li>• Single day show: With 25-30 competitors (with no camping)</li> <li>• Midweek dressage series (one per month for three months): Attracting 60-80 competitors (with 2-5 camping)</li> <li>• Equitation 3 Phase: Two events catering for 30-45 competitors (2-5 campers).</li> </ul> <p>The Club is confident the interest in events will continue to increase and is looking at further opportunities for:</p> <ul style="list-style-type: none"> <li>• An additional two-day competitions and training days</li> </ul>

	<ul style="list-style-type: none"> <li>• A mini Equitana type event where a number of disciplines are brought together to compete on the one day</li> <li>• Other activities such as Extreme Cowboy training and events.</li> </ul>
<b>Bannockburn Teesdale Riding Club</b>	<p>The Bannockburn Teesdale Riding Club is affiliated with the Horse Riding Clubs Association of Victoria.</p> <p>The Club, which has been in existence since the late 1980's, currently has 12 members. The Club, although strong with lower numbers, is currently exploring strategies to increase its membership.</p> <p>Programs include:</p> <ul style="list-style-type: none"> <li>• Rally days held the first Saturday each month</li> <li>• A show held in January which draws competitors from approximately a three-hour radius, with some camping the night before the show.</li> </ul>
<b>Geelong and District Carriage Driving Club</b>	<p>The Geelong and District Carriage Driving Club is affiliated with the Australian Carriage Driving Society, Victorian Branch. A new Centre user in the last 12 months, it offers rallies, pleasure drives, training days and competitions.</p> <p>The Club has a membership base of 37. There have been fluctuations in numbers, however, membership numbers have remained steady over the past three years.</p> <p>Membership is one third males and two thirds females, with the majority between the ages of 40 and 60 plus years old, three under 40 years of age and three under 15 years of age. Members travel distances of up to a couple of hours drive as there are only a small number of Clubs scattered throughout Victoria.</p> <p>The Club has a committed volunteer and active membership base, with strong attendance as participants and volunteers at rallies and events. and Members are also actively engaged with meetings such as the AGM.</p> <p>With the combination of the Victoria Park and Leighdale venues, the club is now able to host a wide variety of programs and events for members who live across the region, including:</p> <ul style="list-style-type: none"> <li>• Two-day CDE Combined Driving Event (including Thursday set up, Friday vet check): 30 – 40 competitors (including camping of up to 25 vehicles – each vehicle could range from 1-5 horses and 1-5 people)</li> <li>• Two-day Driven Dressage: 20-30 competitors</li> <li>• One day Rallies: Eight per year with 4-12 drivers (held at varying locations)</li> <li>• Two day Indoor/Outdoor Competition: 20-30 competitors (not yet held at Leighdale)</li> <li>• One day Oz Trec/Gymkhana: 15-25 Competitors (not yet held at Leighdale).</li> </ul>

	The Club is looking at hosting further opportunities including two-day rallies, Indoor/outdoor competition, the Oz Trec/gymkhana and State Championships (held over 3 days) and the Australian National Championships (held over 10 days) to be held at Leighdale should facilities be suitable in the near future.
Casual Users	There is strong casual use of the Leighdale Equestrian Centre, with over 90 active individuals, of which the majority come from within the local area. Casual use consists primarily of individual and group training and coaching activities.

## 2.4 Current facilities and conditions

### 2.4.1 Audit of facilities

An inspection of the site and facilities at the Leighdale Equestrian Centre was undertaken, to gain a better understanding of issues and opportunities, such as the placement, flow and general condition of facilities.

In general, the facilities appear to be in good to excellent condition, primarily due to the maintenance and management of the Centre by the Committee of Management and Council.

The site and the facilities are also well utilised by the local community, providing for a range of needs and disciplines, from training through to higher level competition.

Facilities at the site and a summary description include:

Facilities	Description and Discussion
Pavilion <ul style="list-style-type: none"> <li>Kitchen, toilets, large meeting space, storage</li> </ul> BBQ area <ul style="list-style-type: none"> <li>Seating and outdoor shaded space</li> </ul>	<p>The pavilion was constructed in 2003 and has been well maintained since. It services the needs of local Clubs with kitchen and outdoor servery, toilets/showers, multi-purpose indoor space and storage (accessible from the outside).</p> <p>Improvements are needed in the pavilion to enable improved functionality and to support maximum use. Improvements may include a moveable partition dividing the main room, construction of a separate office and additional storage (accessible from inside the building) and upgrades to the kitchen for compliance.</p> <p>A BBQ is located adjacent to the pavilion, with fixed tables and seating and a large shade sail. This area provides protection from sun however there is no protection from rain.</p>
Arenas: <ul style="list-style-type: none"> <li>Four 60 x 20m sand arenas – with permanent dressage fencing</li> </ul>	<p>The existing sand arenas have been developed ad hoc in response to need at the time. Therefore, some issues exist with surfaces and different sand types used.</p>

Facilities	Description and Discussion
<ul style="list-style-type: none"> <li>• One 40 x 100 metre sand arena – half arena permanently fenced on 3 sides</li> <li>• One 69 x 60m sand arena - fenced</li> </ul>	<p>The arenas do cater well for current use, however, with strong and increasing demand during peak times, there is opportunity to reconfigure the arenas to allow for lighting and potentially an all-weather roof into the future.</p>
<p>Small sand yard and round yard - fenced</p>	<p>A small fenced sand yard provides those with young horses, nervous riders and young people opportunity to ride in a small safe environment prior to venturing onto the larger arenas.</p> <p>A round yard has been constructed to support the training and preparation of horses and riders, however, rubber lining and sand are yet to be installed.</p> <p>These facilities are valued by participants as they provide a much-needed safe space for the training and warm up of horses and riders.</p>
<p>Storage Sheds x 2</p>	<p>2 x large size sheds with concrete floors are located adjacent to the arenas. These are used for storage of Club equipment such as jumps, fencing, event materials and equipment.</p> <p>The sheds are at capacity, and not functional for the storage of jumps which require significant volunteer hours to pack up and put away. Therefore, opportunity exists for additional sheds purpose built to service need.</p>
<p>Horse facilities:</p> <ul style="list-style-type: none"> <li>• Horse wash bay</li> <li>• Horse yards</li> </ul>	<p>Horse yards have been constructed along the southern edge of the site. A horse wash bay is located adjacent to the yards. The horse yards and wash bay do not cater adequately for current demand.</p> <p>There is no shelter or shade over the yards or wash bay which is a disincentive to participation, particularly on hot and wet days.</p> <p>Therefore, opportunity exists to construct a shelter and extend the yards to cater for current and future use. And construct an additional set of horse wash bays.</p>
<p>Dam</p>	<p>A dam is located in the centre of the site, surrounded by vegetation and adjacent to the cross-country course water jump.</p> <p>The dam has low capacity and does not effectively retain water.</p>



Facilities	Description and Discussion
	When it has water stored it is used for filling the water jump and available for CFA in case of fires.
Cross Country Course (Grades 3, 4, 5)	<p>A cross country course has been constructed on the site catering for grades 3 – 5. The course has been planned by an Equestrian Victoria accredited course designer and constructed by volunteers of the Pony and Adult Riding Clubs</p> <p>The course does not cater for grades 1,2,6, however, there are plans to undertake these works to be able to meet need from the pony club and adult riding clubs.</p>
Marathon Obstacle Course	<p>Works have commenced in constructing a marathon obstacle course for the primary use of harness horses and drivers.</p> <p>With two obstacles completed, there are plans to develop further obstacles and to undertake alterations to the cross-country water jump to make it harness friendly.</p>
Vehicle parking: <ul style="list-style-type: none"> <li>• General car parking – informal, gravel surface</li> <li>• Horse vehicle parking – informal, grass surface</li> </ul>	<p>There is currently one entrance for general vehicles and horse transport vehicles. A dirt entrance track takes visitors from the Bannockburn-Shelford Road into the site. This track is one vehicle width and has a walking/cycling track running along its edge.</p> <p>There is also congestion within the site between general vehicles, horse transport vehicles and pedestrians. These issues have and will likely lead to future safety concerns and need to be addressed.</p>
Signage	<p>There is a sign on the Bannockburn-Shelford Road coming from the west and east indicating the Leighdale Equestrian Centre is coming up. However, there is no signage upon entering the track or any directional signage to the Centre.</p> <p>A welcome sign is placed at the front gate, however, this could be updated and enhanced with Council logo and the Leighdale Equestrian Centre branding.</p> <p>Another sign is placed at the Pavilion/BBQ area with the name of the Centre, however, this requires updating and the correct name.</p>

A detailed description, discussion and photos of each of the facilities is located in the Appendix.



2.4.2 Existing conditions site map

# LEIGHDALE EQUESTRIAN CENTRE CURRENT FACILITIES SITE PLAN 2020-2030



### 3.0 Strategic context

A number of strategic documents were reviewed in order to seek information of relevance to the development of the Leighdale Equestrian Centre Master Plan.

To progress community projects, facility developments and ensure the sustainability of the Leighdale Equestrian Centre, it is important to understand and acknowledge the broader strategic context. Aligning recommendations within this master plan with the strategic directions and objectives of Government, Sporting Bodies and relevant key stakeholders will assist both Council and the Committee of Management in seeking approvals and funding to deliver future upgrades and increase participation.

#### 3.1 Golden Plains Shire

The Golden Plains Shire Council Plan has a vision for “A healthy, safe, vibrant, prosperous and sustainable community supported by strong leadership, transparent governance and community partnerships - Our Community, Our Economy, and Our Pride.”

A number of strategic Council documents have been developed, identifying more specific aims and recommendations, in support of addressing and implementing the Council Plan. These strategies outline Council’s commitment towards achieving its vision for a healthy and sustainable community through:

- Increasing awareness and support for healthy eating, increasing physical activity, healthy and sustainable environments and connectedness across communities.
- Developing a profile of suitably designed, equitably distributed, maintained and managed open space areas now and into the future, and protection of environmental values
- A consistent and coordinated approach to facilitate Council’s tourism and economic development initiatives, activities and events.

Council’s planning guiding principles, specific to the development and enhancement of sport and recreation opportunities, are:

- Promotes and encourages physical activity, liveability and connections
- Demonstrated by an evidence base and community need
- Builds community capacity
- Sustainable (financial, participation, environmentally)
- Equitable
- Accessible
- Adaptable (multi-purpose, can change as needs change)
- Safe.

#### 3.2 Australian and Victorian State Governments

The Australian Sports Commission’s “*The Future of Australian Sport*” identifies six megatrends over the next 30 years. Megatrends are relevant to the equestrian industry as they identify a growing need for lifestyle sports, sports which provide lifelong participation opportunities, have a high percentage of female participation, and contribute significantly to the economy.

The Sport and Recreation Victoria strategic framework identifies a vision to create “A strong and connected sport and active recreation system that helps make Victorians healthier, creates economic growth and jobs, builds community cohesion and contributes to our liveability”. The Active Recreation Strategy also highlights “broader and more inclusive participation” as one of its key objectives.

### 3.3 Equestrian Associations

The Clubs located at the Leighdale Equestrian Centre are affiliated with State Equestrian Associations, including Equestrian Victoria, Pony Club Victoria, Horse Riding Clubs Association Victoria and Carriage Driving Victoria. These Associations and/or their National governing bodies, all have their own objectives in support of Clubs providing a safe, educational and enjoyable experience for members.

Both Equestrian Australia and Pony Club Australia are recognised by the Australian Sports Commission as National Sporting Organisations. With this status, member organisations are eligible to apply for funding under State and National government grants programs. Both Associations have developed Strategic Plans to support the continued growth of the sport over the next five years.

Further details of the above mentioned and other relevant strategic documents reviewed are contained within the Appendix.



## 4.0 The equestrian environment

It is important to understand and acknowledge the broader equestrian environment to ensure recommendations are responding to specific needs and are sustainable into the long term.

### 4.1 The Australian equestrian environment

Equestrian sport in Australia is made up of a number of different disciplines, for example, Western, English and Australian Stockhorse. There are various affiliations in place for the different disciplines and structures within equestrian sports and activities in Australia. There is no one State or National body that governs all disciplines. Many other traditional sporting codes, such as tennis and cricket, are structured by the one affiliation i.e. all Clubs affiliated with the State Association are then subsequently affiliated with the Australian National body.

Therefore, each affiliation generally operates quite separately from one another, almost as separate sports (just as tennis and cricket do). Each Affiliation also has its own set of rules and requirements for management, operations, infrastructure/facilities and programs. Participants are attracted to different disciplines and activities based on their personal interest and expectations of the sport, the facilities, support infrastructure and programs.

This poses opportunities and challenges in the planning and development of sites and facilities that are truly and effectively multi-use. Other sites have proven to be successful in supporting a range of disciplines and participant needs and expectations. Some examples include, Benalla, Tatura, Albury and Elmore Equestrian Centres. It is important to recognise, these regional centres have the space, facilities and available operations and management support in place to cater for the various requirements and needs of Clubs, events and casual use. However, smaller reserves also cater well for a variety of uses with complimentary needs.

### 4.2 Trends in equestrian participation

The Australian Sports Commission, through Ausplay, provides a National data collection and research service on sports participation. In the past 4 years (2016 to 2019), National equestrian participation trends have shown that, despite some minor fluctuations, participation is slightly increasing overall. General trends include:

- The total adult numbers (15-65 plus years of age) has increased from 180,200 to 229,100 participants
- Children's participation (0-14 years of age) has increased from 37,000 to 38,500 participants
- Of the total participation for children and adults, female participation far outweighs male participation by on average at least five times.<sup>2</sup>

Participation is overall generally consistent and/or increasing across all disciplines, however, fluctuations at different times are evident due to broader environmental and economic impacts, such as, the Equine Influenza, ongoing drought, the global financial crisis, bushfires and now Covid-19.

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<sup>2</sup> Ausplay Clearing House for Sport 2016 -2019

<https://www.clearinghouseforsport.gov.au/research/smi/ausplay>

“The Australian Bureau of Statistics conducted a survey into Children’s Participation in Cultural and Leisure Activities in Australia (2012). The study showed that Equestrian activities are the 10th highest participation for girls 5 to 14 years old with a total of approximately 27,500 girls participation (2% overall). This is 7.43 girls for every boy participating (approximately 3,700 boys).” Notably, “across all sports boys participation exceeds girls in all of the top 10 sports other than equestrian and dancing.”<sup>3</sup>

Participation in more traditional sports such as football, cricket, basketball and netball are not attractive to everyone, therefore, activities such as equestrian, offer an alternate option. Equestrian activities offer an attractive option for women, young people, families, older adults and people with a disability. It is imperative to recognise the importance of sport and recreation, including equestrian activities, in the health and wellbeing of individuals and communities.

#### 4.3 Equestrian as a contributor to health and wellbeing and the economy

Equestrian Australia, in its 2020-2025 Strategic Plan, has identified the sport is one of the top contributors in terms of the country’s economy and a crucial contributor towards the health and wellbeing of the population. It provides an activity that supports lifelong participation opportunities for men and women, and a family friendly environment. It also identified that members of Equestrian Australia are committed to the sport, both for the love of the horse and for the healthy outdoors option it provides. Three quarters of members have been involved for over 10 years and participate at least four times a week. It also supports a significant volunteer contribution with an estimated 9,000 volunteers who contribute over 50,000 hours per week.<sup>4</sup>

The Golden Plains Shire Economic Development and Tourism Strategy 2017-2021 identifies that equestrian activities provide a strong economic contribution to the local area. Equestrian centres and events were noted as strengths in the strategy SWOT analysis. While trails (walking, cycling and horse riding) and events were both identified as opportunities.<sup>5</sup>

#### 4.4 Equestrian environment in relation to demographics

With the continued increasing pressure on areas on the fringes of Melbourne and Geelong for lifestyle properties, such as Golden Plains Shire, it is anticipated there will be continued demand for equestrian facilities. Consultations with State and National equestrian associations agree the Centre is well placed to support the needs of those seeking a rural lifestyle and for Clubs and events to hold events.

The Golden Plains Shire Economic Development and Tourism Strategy 2017-2021 notes that “the growth in young families has resulted in increased demand for playgrounds and sport and recreation facilities.” Equestrian participation at the Centre currently supports a large percentage of women and young people. The main target market for the Riding and Carriage Driving Clubs are women and the Pony Club is towards young people.

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<sup>3</sup> Pony Club Victoria search Report (2018)

<http://ponyclubvic.org/site/ponyclub/vic/downloads/News%20and%20Media/2019/Research%20Report%202018%20-CogNETive-FINAL.pdf>

<sup>4</sup> Equestrian Victoria Strategic Plan (2020-2025). Refer to appendix.

<sup>5</sup> Golden Plains Shire Economic Development Strategy 2017-2021. Refer to appendix.

## 5.0 Consultation

Consultation was undertaken to understand the needs of stakeholders and the community, in relation to current and future use of the site. A summary of the consultation undertaken and key outcomes follows (Further detail on the consultation outcomes is provided in the Appendix):

### 5.1 Key stakeholders

A total of 22 individuals representing 16 different organisations and casual users took part in telephone discussions and on-site meetings, including:

- Leighdale Equestrian Centre Inc. Committee of Management (representing Leighdale Pony Club, Inverleigh Riding Club, Bannockburn-Teesdale Riding Club, Geelong and District Carriage Driving Club, casual users and the general community)
- Golden Plains Shire Council (Community Development, Recreation, Planning, Roads and Waste)
- Geelong City Council (Sport and Recreation)
- Equestrian Victoria
- Horse Riding Clubs Association of Victoria
- Pony Club Victoria
- Carriage Driving Australia
- Australian Quarter Horse Association
- Australian Stock Horse Association
- VicRoads
- Teesdale Community Planning Group
- Benalla Equestrian Centre

A summary of key issues and priorities from the key stakeholder interviews include:

Topics	Summary of responses
Facility priorities for enhancement or development	<ul style="list-style-type: none"> <li>• There is an opportunity to install lighting to arenas to distribute use into off peak times. This will also meet additional current demand by casual users and events and support further additional use by Clubs and events.</li> <li>• Development of the cross-country course to cater for grades 1 – 6 and the development of a marathon obstacle course will support existing users and provide opportunity to host major events.</li> <li>• Infrastructure that supports the health and well-being of people and horses is needed, for example, roofing over facilities (horse yards, BBQ area and an arena), judge's boxes, suitable storage sheds and permanent fencing.</li> </ul>
Position/location	<ul style="list-style-type: none"> <li>• Location of the Leighdale Equestrian Centre i.e. close proximity to Melbourne, Geelong, Western District</li> <li>• Aligns with the City of Greater Geelong and Golden Plains Shire Councils support for regional facilities, surrounded by out-lying local facilities servicing local need.</li> <li>• The demand for facilities will continue to increase with continued growth in lifestyle properties being experienced</li> </ul>



Topics	Summary of responses
	throughout the western section of the Golden Plains Shire and surrounding areas.
Access to and within the site	<ul style="list-style-type: none"> <li>• Access to the site is via the main entry is problematic and in some instances is dangerous. Issues include entering and exiting onto the Bannockburn-Shelford Road, (a single-track entry from the main road with a walking/cycling track along its edge). There is no separation between general vehicles and horse transport vehicles and signage is limited.</li> <li>• Opportunity exists to create separate vehicle entries and also separate spectator and horse/participants areas within the site, with improved signage and safety lighting.</li> </ul>
Use of the site	<ul style="list-style-type: none"> <li>• The Centre is booked out over most weekends for events and training by resident Clubs</li> <li>• It is accessed by over 90 active casual users during periods the facility isn't already booked, this includes weekdays and weeknights</li> <li>• The Centre is not utilised by local community members for other recreation activities, such as walking, because it is locked when not in use and is not available for dog walking.</li> </ul>
Other potential multi use options for consideration	<ul style="list-style-type: none"> <li>• The site lends itself to a range of equestrian disciplines due to the large sized and number of sand arenas. It is also able to support a number of events and uses at the same time (training and competition).</li> <li>• The Committee of Management is exploring potential options to offer other opportunities for activities outside of those currently on offer i.e. to provide variety, encourage other users and support use in off peak times.</li> </ul>
The State of volunteering	<ul style="list-style-type: none"> <li>• Equestrian activities require strong volunteer support, from administration and event management through to event set up and site maintenance. There is opportunity for the Clubs to attract volunteers by breaking up larger jobs to smaller ones and also actively ask individuals for help.</li> </ul>

## 5.2 Community survey

A community survey was undertaken and promoted/distributed via:

- Golden Plains Shire website including link to the survey
- Article in Golden Plains Times newspaper
- Emails to all user groups for further distribution to members and networks
- Email to Teesdale Community Planning Group for distribution to the wider local community.

The survey opened on 18 June 2020 and closed on 2 July 2020 with 163 surveys completed.

A summary of key issues and priorities from the community survey include:

Topics	Summary of responses
Who completed the surveys	The majority of surveys were completed by females. Just over one third of surveys were completed by people aged 36 – 50 age bracket, with almost another third from the 51 – 67 years of age bracket.
Distance users and non-users travel to the Centre	Of all survey respondents, the majority were from the local area. Over half of respondents travel up to half an hour away to reach the Leighdale Equestrian Centre, with just over a quarter located within walking and riding distance (please note, the survey as distributed primarily through local networks).
Respondents use of the Centre	Two thirds of survey respondents access the Centre for equestrian related activities and use. A quarter do not use the reserve at all. Non-equestrian users make up a small percentage.
Activities participated in at the Centre	Participation in activities at the Centre is essentially related to equestrian activities. Just over half of the respondents are a combination of Club and casual users (casual users are a mix of Club members and non-members). Support people make up approximately one sixth of respondents. A small number of respondents indicated they attend events while others who do not use the site indicated they have a perception it is only available for equestrian use.
Limitations in use of the Centre	<p>Key reasons which limit the use of the centre at present include:</p> <ul style="list-style-type: none"> <li>• lack of lighting around the reserve for access and safety</li> <li>• perception that the site is only accessible for horse riders</li> <li>• people not knowing what is on offer at the centre</li> <li>• affordability of equestrian activities.</li> </ul> <p>Comments also included “don’t think the Centre is open to use”, “don’t know how to get access to the Centre”, “Club is based at another site” and “lack of variety of events”.</p>
Volunteering at the Centre	Of the survey respondents, half volunteer for Clubs based at the Centre, while half do not volunteer. Of those who do not volunteer the main reason was lack of time or that they haven’t been approached. Other reasons include, not interested in volunteering, not a Club member, live too far away, perception that they are not able to use the ground on a casual basis.
Suggestions for additional activities	Respondents have suggested that they would like to see additional equestrian training days, clinics, shows and events on offer at the Centre. A couple of suggestions were made for general community and social events to be held at the reserve.
Importance of facilities	There was very strong support by the majority of respondents for enhancements and improvements to all facilities across the site. Respondents noted that they would continue their use of existing facilities at the centre or increase their usage if further enhancements are made.

## 6.0 Future planning considerations

### 6.1 Potential and probable use of the Leighdale Equestrian Centre by 2030

It is difficult to ascertain with any great certainty how a site will be used in ten years-time, however, based on feedback from stakeholders, equestrian activity participation trends and population growth, it is likely there will be continued high and increasing demand for equestrian facilities within the Golden Plains Shire.

In terms of development, there is a trend towards provision of facilities that better support competitors and horses, particularly in relation to quality surfaces, facilities that support the welfare of horses and competitors, such as shade and shelter in inclement weather, lighting to expand opportunities for participation and suitable facilities to support day use and camping.

Other sport, recreation and community activities that may continue to see demand generally for open space and joint use community facilities include:

- Walking and running
- Cycling (trails and skill development)
- Play (playground and open space areas for informal play)
- Activities that encourage social interaction (BBQs, social activities)
- Childcare (playgroup and after school care)
- Youth activities (guides and school holiday programs)
- Training opportunities (first aid courses)
- Events (circuses, rodeos)
- More passive mind, body, spirit activities (Yoga).

In order to provide the best possible environment for these activities, it will be important to ensure:

- A clear vision is established for the use and management of the Leighdale Equestrian Centre
- That facilities at the Leighdale Equestrian Centre are multi-purpose and accessible in design, where possible, to cater for a variety of different uses and abilities, and for uses that may change over time.



## 6.2 Universal Access

The Leighdale Equestrian Centre has been developed with a focus on horses and able-bodied participation, therefore aside from a disabled toilet/shower facility located in the pavilion, accessibility is somewhat limited, for example, no allocated car parking spaces. The Committee of Management recognises the need to cater for all and wish to support enhancements wherever possible.

Any enhancements and developments at the site, such as buildings, will need to be designed to meet relevant Australian Safety Standards, Australian Building Code regulations, Disability Discrimination Act (DDA) requirements as well as Universal Design Principles.

The seven key principles of Universal Design<sup>6</sup> to be incorporated are:

1. Equitable use – the design is useful and marketable to people with diverse abilities
2. Flexibility in use – the design accommodates a wide range of individual preferences and abilities
3. Simple and intuitive use – use of the design is easy to understand, regardless of the user's experience, knowledge, language skills or current concentration level
4. Perceptible information – the design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities
5. Tolerance for error – the design minimises hazards and the adverse consequences or accidental or unintended actions
6. Low physical effort – the design can be used efficiently and comfortably with a minimum of fatigue
7. Size and space for approach and use – appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture or mobility.

Some examples of activities to promote universal access include:

- Provision of continuous accessible path of travel where possible
- Provision of designated accessible parking bays
- Outside tables/seating to be accessible
- Multi-purpose facility to incorporate accessible access
- Signage and lighting to comply with Australian Standards.

## 6.3 Environmentally Sustainable Design

At present there are few features of the Reserve or the buildings on site which are considered to be environmentally sustainable. Opportunities could be explored to reduce the environmental footprint of the site through:

- Capturing run off from the roof of the pavilion and other proposed roof structures in water tanks and utilise this water around the grounds and to flush toilets
- Planting warm season drought tolerant grasses in any possible future landscaping improvements at the Centre

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<sup>6</sup> National Disability Authority – Centre for Excellence in Universal Design (USA):  
<http://universaldesign.ie/What-is-Universal-Design/The-7-Principles/>.

- Using recycled materials for street furniture around the Centre
- Installing solar lights around the Centre
- Installing solar panels on the roof of the pavilion
- Utilising double glazed windows and passive heating and cooling in the pavilion
- Installing eaves to offer sun protection on the north side of the building
- Weather sealing all external doors
- Insulating walls and ceiling of the building
- Using cross flow ventilation to take advantage of cooler southerly prevailing winds.

#### 6.4 Safety and risk management

From a safety and risk management perspective, the following have been raised as issues for site at present:

- Safety lighting
- Separation of horse area from spectator area
- Arena lighting
- Entrance/exit to the site from the main road, the dirt track and into the Centre.

The Safer Design Guidelines, produced by Department of Environment, Land, Water and Planning,<sup>7</sup> are incorporated into the State Planning Policy Framework of the Victorian Planning Provisions. These guidelines must be considered in planning decisions and are the recommended guide when designing and addressing safety in public spaces.

With reference to the objectives and design considerations included in the guidelines, some key aspects to consider with the Leighdale Equestrian Centre development are:

- Maximise natural surveillance of the Leighdale Equestrian Centre by ensuring there is some passive visibility from neighbouring properties and sightlines deep into the site from the pavilion area.
- Provide comfortable places with well-placed seating, good shade. These areas are important for encouraging spectators and support people, as well as passive open space casual users, to make use of the site and attend events, particularly older adults and people with a disability.
- Locate public toilets adjacent to high traffic areas rather than in isolated areas and ensure that entrances are clearly visible. Design approaches and entrances to public toilets to be highly visible so that people cannot loiter or enter unseen.
- Ensure safety lighting is carefully integrated to further enhance visibility and vegetation does not obscure lighting, either during its growth phase or at maturity. White light is recommended for natural visibility.

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<sup>7</sup> Department of Environment, Land, Water and Planning (2005) Safer Design Guidelines for Victoria: [http://www.dtpli.vic.gov.au/\\_data/assets/pdf\\_file/0004/231619/Safer\\_Design\\_Guidelines.pdf](http://www.dtpli.vic.gov.au/_data/assets/pdf_file/0004/231619/Safer_Design_Guidelines.pdf).

### 6.5 Signage and branding

There is currently limited signage on the approaches to and within the Leighdale Equestrian Centre.

Future signage at the Leighdale Equestrian Centre needs to feature a consistent style and brand (which ties in with Council's signage policy and corporate image) and be clearly understood so that people can locate the Centre, find their way around it once there and understand rules and regulations while accessing the Centre. Signs need to be DDA compliant and meet Australian Standards.

The design of all signage must refer to Golden Plains Shire's Signage Policy and Guidelines.

### 6.6 Planning policy and zoning

The Leighdale Equestrian Centre is located on Council owned land, zoned Public Park and Recreation.

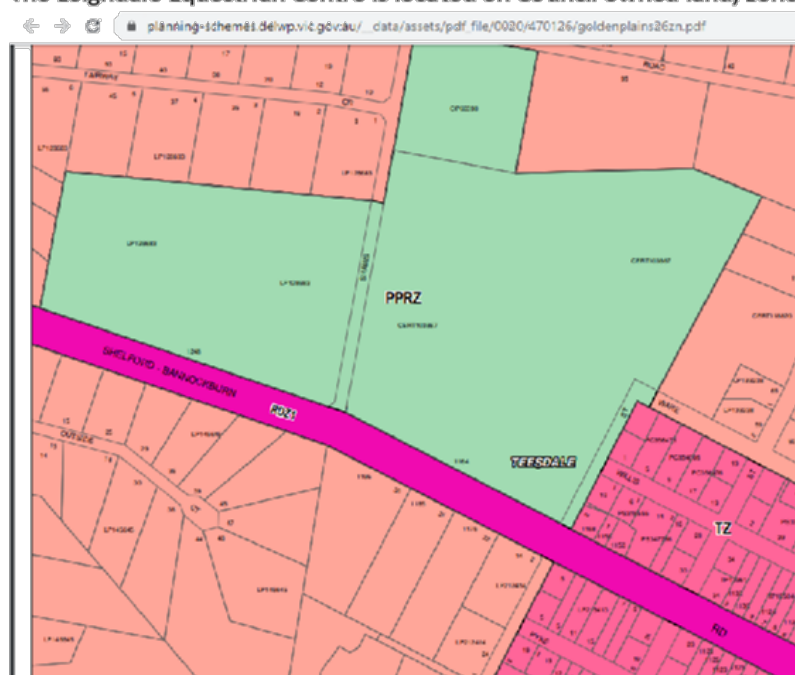


Figure 1: Leighdale Equestrian Centre shown in green, bordered by Bannockburn-Shelford Road (to the South) and Shaw's Road (to the East). The Don Wallace Recreation reserve and Woodlands, also shaded green, is located on the East side of Shaw's Road. The pink area surrounding the Centre is housing.

As the Leighdale Equestrian Centre is located on Council Land and is zoned Public Park and Recreation, a permit may be required for some works. In order to determine whether or not works are acceptable, consideration will be given to:

- "The State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies.
- The comments of any public land manager or other relevant land manager having responsibility for the care or management of the land or adjacent land.
- Whether the development is appropriately located and designed, including in accordance with any relevant use, design or siting guidelines."<sup>8</sup>

<sup>8</sup> Department of Environment, Land, Water and Planning Public Park and Recreation Zone

Discussion with the Golden Plains Shire Planning and Building Departments will be required to discuss in detail which items will require building and planning approvals. However, it is expected that the following works at the Leighdale Equestrian Centre may require building and planning approvals:

- Construction of shelter over horse yards
- Extensions to the pavilion
- All-weather shelter over the BBQ area
- All-weather roof over arena
- Arena upgrades and extensions
- Upgrades to the roadway
- BBQs, seating, picnic tables and shelters
- Security lighting
- Signage
- Irrigation, drainage and underground infrastructure
- Fences and horse yards less than 1m in height.

7.0 Site Master Plan

# LEIGHDALE EQUESTRIAN CENTRE MASTER PLAN 2020-2030





### 8.0 Recommendations

The series of recommendations have been developed in order to provide a future plan for the ongoing sustainability and growth of the Leighdale Equestrian Centre. Costings for each component are included at the end of this table. In priority order, the recommendations are:

No.	Item	Action	Priority	Rationale	Partners
<b>General</b>					
<b>a</b>	Business/strategic planning and branding	<p>Each Club develops a strategic plan to identify and agree on future directions and plans.</p> <p>Committee of Management to develop a strategic and business plan, including:</p> <ul style="list-style-type: none"> <li>• a vision for the Centre</li> <li>• logo/branding for the Centre</li> <li>• marketing and promotions strategy</li> <li>• financial plan</li> <li>• volunteer strategy</li> <li>• feasibility for an all-weather arena roof.</li> </ul>	Highest	<p>It is recommended each Club undertake a 3 to 5-year strategic plan to identify their future direction and set of objectives towards ensuring sustainability into the future.</p> <p>The Club strategic plans will provide crucial input into the development of a 5 year Leighdale Equestrian Centre strategic plan. The purpose of this plan is to ensure the Committee of Management has a planned approach towards the governance, management and currency of the site in meeting the needs of the local community now and into the future.</p> <p>The Leighdale Equestrian Centre strategic plan should as a minimum:</p> <ul style="list-style-type: none"> <li>• identify an agreed vision for the Centre</li> <li>• outline a clear set of objectives to achieve the vision</li> <li>• identify and develop branding</li> </ul>	<p>Committee of Management</p> <p>Individual resident Clubs</p> <p>Golden Plains Shire</p> <p>Sport and Recreation Victoria</p> <p>Volunteering Victoria</p> <p>State Equestrian Associations (Equestrian Victoria, Pony Club Victoria, Horse Riding Clubs Association of Victoria, Carriage Driving Victoria)</p> <p>Golden Plains Shire community planning groups</p>

No.	Item	Action	Priority	Rationale	Partners
				<ul style="list-style-type: none"> <li>• identify opportunities for use by other potential disciplines and the general community</li> <li>• fine tune priorities and actions in master plan accordingly</li> <li>• outline an action plan to support implementation of the master plan</li> <li>• a financial plan, including income generation and expenditure, including identification for best use of funds to provide maximum benefit</li> <li>• provide guidance for promotional and fundraising activities with the aim of achieving the vision and objectives and achieving maximum reach and branding impact.</li> </ul>	
b	Accessibility	Undertake a specialist accessibility audit, identifying opportunities to improve accessibility throughout the centre, throughout indoor and outdoor spaces.	High	The Centre has been developed over time with horses and able body competitors in mind. There is opportunity to make some alterations and enhancements to support improved accessibility, where possible, for all.	Sport and Recreation Victoria (Access for All Abilities)
c	Landscaping and beautification	Develop a landscaping plan for the site.	Low	Landscaping will improve aesthetics and provide shade and shelter.	Committee of Management
		Identify opportunities for other community groups to become involved with projects that	Low	A landscape planner could design a plan, using local and indigenous plants and	Local Community Landcare Groups

No.	Item	Action	Priority	Rationale	Partners
		could potentially have an arts and culture focus.		deciduous trees to create habitats and to link to surrounding bushland.  Seek community interest for assistance with art and creative ideas and work around the site, including assistance with cross country course, carriage driving obstacles and landscaping development/features.	Golden Plains Shire  Individual resident Clubs  Golden Plains Community Planning Groups  Local arts and culture groups
<b>Arenas</b>					
1a & 1b	Arena lighting	Stage 1 - Install lighting on the west end of the large arena covering an area of 75m x 40m	Highest	Installing lighting will support current demand for an increase in access to facilities outside of peak times.	Committee of Management
		Stage 2 – Install lighting on the western end of the medium arena should there be future demand (either stand alone or as part of an all-weather arena roof development)	Medium	Lighting will support achieving objectives of the Golden Plains Shire and Victorian State Government for maximum use of facilities.	Golden Plains Shire  Sport and Recreation Victoria
		Future: install lighting on remaining dressage arenas, small arena and remaining area of the large arena, should there be demand in the future.	Low	Lighting will enable access to the arenas at twilight and after dark for additional training, rallies and events. It will support an increase in programs offered by Clubs and a shift in how programs are offered. It will attract further usage by organisations and casual users in off peak times, including early mornings for training and events.	Department Environment, Land, Water and Planning

No.	Item	Action	Priority	Rationale	Partners
2, 3, 4	Extend arena sizes	<p>Extend the medium arena to the north to provide a 75m width.</p> <p>Shift current permanent dressage arenas slightly to the east, accommodating for the 75m x 40m multi-purpose area</p> <p>Extend the medium and small arenas to the east to be able to maintain current sizes and accommodate the relocation of dressage arenas. Re-fence the small arena.</p>	Low	<p>Based on demographics and State/National Association data, there is likely to be demand in the near future for either additional arena lighting and/or an all-weather arena roof.</p> <p>Slight extensions to the current arenas will ensure square metre space is not lost.</p>	<p>Committee of Management</p> <p>Golden Plains Shire</p> <p>Sport and Recreation Victoria</p> <p>Department Environment, Land, Water and Planning</p>
5	Arena fencing	Fence remainder of the north, east and southern sides of the large arena, ensuring gate widths allow for large vehicles and carriages.	High	<p>Fencing the large main arena will ensure safety for all levels of participants, horses and spectators.</p> <p>Permanent fencing avoids additional volunteer hours being spent putting up and pulling down temporary fencing.</p>	<p>Committee of Management</p> <p>Golden Plains Shire</p>
6	Arena surface issues	Seek professional advice from an arena specialist regarding sand levels and arena surfaces	Highest	<p>Professional advice will help to ensure that:</p> <ul style="list-style-type: none"> <li>• surfaces are safe and sustainable</li> <li>• Appropriate maintenance regimes are implemented</li> <li>• different equine disciplines are able to access the facilities i.e. varying</li> </ul>	<p>Committee of Management</p>

No.	Item	Action	Priority	Rationale	Partners
				sand depths and densities are required (for example, showjumping requires a heavier surface, while carriage driving requires low sand levels and lighter surface).	
7	All-weather arena roof	Construct an all-weather roof with lighting over the western end of the large arena of 75m x 40m.	Low	<p>Refer to items 2, 3 and 4</p> <p>An all-weather arena roof will provide opportunities for participation in hot and cold/wet weather, supporting the health and wellbeing of participants, volunteers, officials and welfare of the horses. It will also provide a consistent surface to train and compete on.</p> <p>The Committee of Management strategic planning process will need to determine an exact arena size as this should be based on supporting not only current use, but future use of the site by a range of other disciplines.</p>	<p>Committee of Management</p> <p>Golden Plains Shire</p> <p>Sport and Recreation Victoria</p> <p>Department Environment, Land, Water and Planning</p> <p>Local community</p>
8a & 8b	Spectator seating	Purchase tiered outdoor aluminium seating for use around arenas	Low	Moveable tiered aluminium seating that can be both permanently fixed and relocated around the site as required will enhance viewing of equine events.	Committee of Management
	Judge's boxes	Provide moveable judge's boxes which have protection from inclement weather.	Medium	The provision of moveable judge's boxes will alleviate the need for judges to drive and park their cars in-between arenas.	Committee of Management
<b>Storage</b>					

No.	Item	Action	Priority	Rationale	Partners
9a & 9b	Storage Sheds	Construct additional storage sheds: <ul style="list-style-type: none"> <li>• Adjacent to existing</li> <li>• Adjacent to medium arena</li> </ul>	Medium High	<p>The existing two Club storage sheds and the storage attached to the pavilion, are at capacity. It would be ideal for each Club to have its own storage shed due to the large amount of equipment required to be stored for events and programs.</p> <p>A drive through shed accommodating show jumping equipment is proposed adjacent to the medium arena, allowing easy access for set up and pull down.</p> <p>Storage for the Committee of Management (maintenance equipment) is captured in the pavilion section i.e. extend the pavilion to the west. Refer to number 10 below.</p>	Committee of Management
<b>Pavilion and BBQ area</b>					
	General area around Pavilion and BBQ area	Erect fencing to separate immediate surrounding area of the BBQ area, pavilion and general car parking, from adjacent areas requiring access for horses.	High	<p>To help support a safe environment for all, it has been identified that areas where horses and spectators gather should be separated with a barrier in place.</p> <p>Fencing will provide an immediate and achievable treatment that will have a large impact on safety at the Centre.</p>	Committee of Management  Golden Plains Shire

No.	Item	Action	Priority	Rationale	Partners
10a & 10b	Extend pavilion	Extend pavilion (western side) to incorporate additional storage and office space  Construct a veranda (northern side) to protect against inclement weather	Medium  Medium	An extension to the pavilion for additional office and storage space will provide better flow during events and open up the facility for further community use.  A veranda on the north side will provide much needed protection from the hot sun in summer and the colder weather during winter.	Committee of Management  Sport and Recreation Victoria  Golden Plains Shire
11a, 11b & 11c	Install dividing partition in main room  Upgrade kitchen  Install large screen TV	Install a dividing partition in the main pavilion room to create two separate rooms	Medium	Installation of a partition will enable the current large multi-use space in the pavilion to be divided into smaller rooms for events. This will create a much more user-friendly space. It will also avoid the need to construct additional rooms on the pavilion that may only be used during major events.  The kitchen requires an upgrade according to current standards, for example, benchtops and splashbacks.  A need exists for a large screen for training and meeting purposes.	Committee of Management
12	Showers and toilets	Construct additional showers and toilets in the pavilion	Low	Should demand increase in the future, consideration should be made for using the current storage space, located adjacent to the current showers and toilets, to construct additional change facilities. This would avoid	Committee of Management  Golden Plains Shire

No.	Item	Action	Priority	Rationale	Partners
				the need and cost of constructing an extension or separate building.	Sport and Recreation Victoria
13	BBQ area shelter	Construct an all-weather roof, with lighting, over the existing BBQ area.	High	<p>There was strong support from user groups and community survey respondents to provide an all-weather space for events and social use.</p> <p>There is currently no other all-weather undercover space for spectators and competitors during events at the site (i.e. the indoor pavilion is used for officials, volunteers and event management).</p>	<p>Committee of Management</p> <p>Golden Plains Shire</p> <p>Sport and Recreation Victoria</p> <p>Potential local sponsors</p>
	General car parking (without horses)	Continue to maintain the current gravel area around the pavilion as general car parking, with access and logistical improvements.	Medium	<p>A separate and larger dedicated car park for spectators, officials and delivery vehicles is needed, with a separate horse vehicle entrance and parking area to be developed (see below).</p> <p>Consideration should be given towards allocating dedicated space to accessible parking. Details to be determined by an accessibility assessment of the Centre (see above).</p> <p>Extend car parking into the space achieved from relocation of the small sand yard.</p>	<p>Committee of Management</p> <p>Golden Plains Shire</p>
Horse and float parking area					



No.	Item	Action	Priority	Rationale	Partners
14	Fencing	Construct fencing around the horse and float parking area	High	A fenced camping, horse yard, and horse transport area will create a safe and dedicated space for competitors and horses, without risk of vehicles also spilling out into the cross-country course and spectator areas.	Committee of Management
15a & 15b, 16, 17	Horse yards and horse wash area	<p>Extend the number of existing horse yards along the southern boundary, from the small sand yard site to the new horse vehicle entrance.</p> <p>Should there be demand in future for additional horse yards, consider a line along the existing trees diagonally across the site.</p> <p>Construct an all-weather roof over the horse yards.</p> <p>Construct a second horse wash bay.</p>	<p>High</p> <p>Low</p> <p>High</p> <p>High</p>	<p>The demand for horse yards already exceeds current capacity. Additional yards will avoid the need for temporary fencing to be set up by riders, which can be unsafe and use up needed vehicle space.</p> <p>There is need for an all-weather roof to protect horses from hot and wet days and provide a comfortable place for overnight stays. This space will assist riders to saddle and unsaddle out of the elements and in a safe environment, which will also avoid the need for horses being tied to floats where possible.</p> <p>There is currently only one-horse wash available to service the whole Centre. An additional horse wash is required to meet current and future needs.</p>	<p>Committee of Management</p> <p>Golden Plains Shire</p> <p>Sport and Recreation Victoria</p> <p>Department Environment, Land, Water and Planning</p>
18	Small sand yard and round yard	Relocate the small sand yard and round yard to the east of the horse yards. Increase size of sand yard to 20m x 25m.	High	Relocation of the small sand yard will provide space for car parking around the general vehicle and pavilion area. Relocation of the	Committee of Management

No.	Item	Action	Priority	Rationale	Partners
				<p>round yard will enable construction of additional horse yards and wash bays.</p> <p>Relocation of these facilities will also place improve overall safety and functionality of the site.</p>	<p>Sport and Recreation Victoria</p> <p>Golden Plains Shire</p>
19	Horse manure pit	Construct a horse manure collection pick/up point, for example, a concrete panel U shape, adjacent to the horse yards and horse vehicle entrance	High	Construction of a dedicated place for horse manure will ensure the site is well maintained and provide opportunity for easy collection.	<p>Committee of Management</p> <p>Golden Plains Shire</p>
20	Powered sites and water taps	Install powered sites for camping and additional water taps	Medium	<p>Installation of power outlets and water taps will provide an incentive for an increase in the number of participants who use the facility.</p> <p>There is current use of the site for camping by those participants who do not live locally. With the increasing interest by participants and Clubs to offer multi-day events, there will be stronger demand for camping and associated supporting facilities.</p> <p>Suitable camping facilities will also be required for attracting Regional, State and National events.</p>	<p>Committee of Management</p> <p>Golden Plains Shire</p>

No.	Item	Action	Priority	Rationale	Partners
21	Gravel areas	Provide a layer of gravel over the new entrance  Provide a layer of gravel across the front of the horse yards.	High  High	Providing gravel in high use areas will ensure improved surfaces and greater longevity of the surface.	Committee of Management  Golden Plains Shire
22	Showers and toilets	Construct a separate shower and toilet block in the horse area, female friendly and access for all	Low	Construct a separate shower and toilet block in the future should there be demand.  However, it is anticipated current demand and some increases in demand can be catered for in the pavilion (including possible future additional shower and toilet facilities constructed within the existing pavilion roof line and adjacent to current septic).	Committee of Management  Golden Plains Shire  Sport and Recreation Victoria
<b>Site drainage and dam</b>					
23, 24, 25	Dam, open water drainage line and site drainage	Decommission and fill in the open water drainage line.  Upgrade the dam to increase capacity and ability to retain water.  Tidy up around the edges of the dam and consider removing a small section of vegetation to create line of sight from the main pavilion area to the cross-country water jump.	Medium	The open water drainage line running from the dam diagonally across towards the south west area of the site has little to no function in relation to drainage.  The dam located in the middle of the site, separating the cross-country course from the main arena and pavilion area is used to fill the cross-country water jump and serves as water storage in-case of bushfire. Therefore, an increase in depth and ability to better hold water would increase the functionality of this facility.	Committee of Management  Golden Plains Shire

No.	Item	Action	Priority	Rationale	Partners
				<p>The associated vegetation around the dam creates a visual barrier between the main arena and pavilion area to the rest of the site including the cross-country course and the feature water jump. Therefore, removal of a small section of vegetation would provide line-of sight through the space.</p> <p>Seek professional advice to develop a plan to ensure drainage through the site (particularly off the arenas).</p>	
<b>Cross Country and Marathon Obstacle Courses</b>					
26, 27, 28	Cross country jumps and marathon obstacles	<p>Upgrade cross country course to grades 1, 2 and 6</p> <p>Upgrade water jump to be harness friendly</p> <p>Continue development of obstacles for the marathon obstacle course</p>	<p>High</p> <p>High</p> <p>High</p>	<p>The cross country and marathon obstacle courses are key facilities within the site, attracting a range of users and disciplines.</p> <p>These facilities will also provide the catalyst for attracting high level events and competitions including state and national level.</p> <p>There is also a strong need for training venues for horses and riders to gain experience across different courses.</p>	<p>Committee of Management</p> <p>Pony Club</p> <p>Adult Riding Clubs</p> <p>Carriage Driving Club</p> <p>Potential sponsors</p>
<b>Site access and parking</b>					

No.	Item	Action	Priority	Rationale	Partners	
29a, 29b, 30	Entrance track	Upgrade the entrance track to two car widths	High	<p>As part of the safety and functionality measures:</p> <ul style="list-style-type: none"> <li>• separate the horse and pavilion/BBQ areas</li> <li>• restrict the current entrance track to cars (non-horse transport vehicles)</li> <li>• upgrade to support two car widths</li> <li>• under-prune trees at the interface of Bannockburn-Shelford Road.</li> </ul> <p>The current entrance track needs to be named in order to avoid confusion around the location of the centre.</p> <p>An extension of the gravel car park will allow more cars within the site (avoiding the need where possible for overflow parking outside the venue on Bannockburn-Shelford Road).</p>	Committee of Management	
		Name entrance track, for example, Leighdale Lane	High			Golden Plains Shire
		Extend gravel car park	High			
31a	Horse transport vehicles	Construct new horse transport vehicle entrance	High	<p>Significant safety and access issues exist in relation to the entry to and exit of the site from Bannockburn-Shelford Road. Therefore, a second entrance for horse transport vehicles will help to alleviate safety concerns and congestion.</p> <p>Finalise options with VicRoads for safely entering and exiting the Centre onto</p>	Committee of Management	
		Install automatic gate				Golden Plains Shire VicRoads

No.	Item	Action	Priority	Rationale	Partners
				Bannockburn-Shelford Road (will require an application to VicRoads for approval)	
32	Alternate access	Maintain current access on Shaws Road	High	Maintain current access on Shaws Road for emergencies vehicles.  This gate also provides access to the adjacent Woodlands for riding and events.	
<b>Signage</b>					
33, 35, 35	Welcome and directional signage	Install new signage (including new Leighdale branding and Council branding) at strategic locations: <ul style="list-style-type: none"> <li>• Directional signage when entering onto the entrance track and horse transport entrance from the main Bannockburn-Shelford Road</li> <li>• Install safety signage for users of the walking track and warning vehicles accessing the entry track of the shared pathway</li> <li>• Directional signage from both directions</li> </ul>	High	People who are unfamiliar with the site can be uncertain about where the entrance is and where the features are located within this site. Directional and safety signage will alleviate this confusion and potentially increase safety.  Any signage treatments would need to refer to Council's signage policy and guidelines to ensure consistency with corporate messaging and branding.  There is opportunity to jointly apply the Centre's own professional image branding once developed.	Committee of Management  Golden Plains Shire  VicRoads

No.	Item	Action	Priority	Rationale	Partners
		<p>guiding horse transport vehicles to a second entry/exit and general vehicles to the current car park</p> <ul style="list-style-type: none"> <li>• Directional signage at start of entrance track indicating direction of Leighdale Equestrian Centre</li> <li>• Larger more up to date welcome signage at the entry gate with cars and deliveries only. Also detailing activities and resident Clubs at the site, contact details for bookings and for emergencies, outline of regulations.</li> <li>• A duplication of the welcome sign at the horse transport vehicle gate, incorporating horses and competitors only entrance.</li> <li>• Labelling of specific areas such as arenas, outdoor space, pavilion</li> </ul>			

No.	Item	Action	Priority	Rationale	Partners
<b>Utilities, fencing and safety lighting</b>					
36	Power	Upgrade power at the site	High	A power upgrade is required to support new lighting and additional power outlets.	Committee of Management  Golden Plains Shire  Sport and Recreation Victoria  Department Environment, Land, Water and Planning
37a & 37b	Powered sites	Install powered sites (food vans)	Low	Powered sites will enable the site to be used for a greater range of activities, including events with food and for people wishing to stay on site for an event.	Committee of Management
		Install powered sites (camping)	Low		Golden Plains Shire
38	Solar power	Investigate the option to install solar panels on the roof of the pavilion and BBQ shelter	Low	Should the all-weather arena be constructed in the future, there will be space to install a large number of solar panels, which in turn will help to reduce operating costs for users groups.	Committee of Management  Golden Plains Shire  Sport and Recreation Victoria  Department Environment, Land, Water and Planning
39	Water tanks	Install water tanks and connect to facilities with a large roof, for example, pavilion, BBQ area,	Medium	Environmentally sustainable initiatives, such as water tanks, will reduce the impact of the facility and its users on the environment and	Committee of Management



No.	Item	Action	Priority	Rationale	Partners
		horse yards and all-weather arena roof		will also help to reduce running costs. Currently town water is used on the site including in the horse wash bays and on the arenas.	Golden Plains Shire Sport and Recreation Victoria
40	Fencing	Fence northern and western boundary fencing	High	A large section of the northern and western boundary fencing is damaged and has fallen down. This poses a safety issue for both people and horses. It also runs a risk that neighbouring stock can wander onto the site during use.  Kangaroos are also an issue at the site, causing damage and a safety issue, therefore consideration of higher fencing could be worthwhile.	Committee of Management Golden Plains Shire Boundary neighbours
41	Safety lighting	Install safety lighting at strategic places around the Centre, for example, driveway entrance and car parking area, around the pavilion/BBQ area and horse yards	High	There is currently limited to no safety lighting in place around the site, therefore, this poses a safety issue to users and a deterrent to use.  Lighting will provide for a safe and more user-friendly facility, encouraging increased use and participation outside of daylight and off-peak hours.	Committee of Management Golden Plains Shire Sport and Recreation Victoria Potential Sponsors
42	Outdoor speaker system	Install an outdoor speaker system at strategic locations around the site, for example, pavilion/BBQ area, horse area and around the arenas	Medium	Installation of a speaker system will provide as efficient way to get information to competitors, spectators, officials and volunteers as required.	Committee of Management Potential sponsors

## 9.0 Indicative Costings

Indicative costings for the works proposed at the Leighdale Equestrian Centre are provided at commercial rates. It may be possible, using in-kind support and voluntary labour to reduce some of these costs. The exact cost will be dependent upon materials used and finer design details. Where works are required to be tendered out, the cost will be dependent upon contractor's quoted price. Wherever possible, grants should be sought from government and the private sector to reduce the local contribution required to fund these works.

Please note, cost estimates are based on site visits, information and discussions. Detailed supportive documentation has been provided to Council for reference, detailing inclusions and exclusions. Going forward the Committee and Council will be required to develop relevant design drawings (including items such as engineer reports and soil tests where applicable) and a bill of quantities to obtain accurate quotes.

As with all capital works projects, a contingency amount and a yearly cost escalation will need to be built into the budget. For example, 20% contingency and 5% yearly cost escalation is a commonly used scenario, however, this will depend in individual circumstances, broader economic influences and the nature of the projects.

A total project budget cost has not been calculated. It is strongly recommended the Council and Committee of Management undertake further strategic planning in relation to establishing a vision for the Centre. This planning process will assist in prioritising master plan options and quantities to best realise the vision.

Items such as cross country and obstacle course have not been costed, as design is to be determined by the Clubs.

No	Supplier	Cost Item	Indicative Cost (exc gst)
1.	Koyuga Electrics	Arena lighting under roof approximately 75m x 35m 150 Lux lighting level (**300Lux Lighting level additional \$15,410). Includes switchboard and two power points.	\$27,740 **\$15,410
2.	Koyuga Electrics	Arena Lighting of an area approximately 75m x 35m 150 Lux lighting level (**300 Lux Lighting level additional \$36,930. Large price difference due to wiring size required.)	\$81,650 **\$36,930
3.	Koyuga Electrics	Lighting in covered horse yards/wash bays of approximately 100m x 5.5m. Includes four weatherproof power points & twenty LEDs lights evenly spaced along yards and switchboard.	\$8,740

4.	Koyuga Electrics	Safety lighting around pavilion/spectator/BBQ/parking area and vehicle entrances. Cost is for Solar powered 30W lighting on poles fully installed. \$3,650 each. Number required to be determined.	tbc
5.	Koyuga Electrics	10 x Powered sites in the horse/camping area. Estimate only for heads to be supplied & installed. One head can have up to 6 outlets. Power metres not included as not required.	\$10,000
6.	Koyuga Electrics	5 x powered sites outside the BBQ area. Estimate only for heads to be supplied & installed. One head can have up to 6 outlets. Power metres not included as not required.	\$5,000
7.	Koyuga Electrics	Power upgrade for site (new underground supply, switchboard & underground supply to arena switchboards and horse yards switchboard) is an estimate only. **Please note, additional costs will be incurred should a pit upgrade (approximately \$5,000-\$7,000) and transformer be required (approximately \$30,000 - \$40,000). Further investigation required.	\$14000 - \$18000  **\$47,000
8.	Entegra	75ml x 40mw x 6mh arena roof – supply and install	\$306,000
9.	Entegra	100ml x 6mw x 4.5mh horse yard roofing – supply and install	\$76,000
10.	Entegra	15ml x 10mw x 4mh BBQ shelter roofing – supply and install	\$29,510
11.	East Contractors	Horse vehicle entrance	\$21,801
12.	East Contractors	Drainage works	\$6,000
13.	East Contractors	Increase dam capacity	\$6,075
14.	East Contractors	Arena surfaces	\$13,800
15.	East Contractors	Vehicle entrance and car park	\$22,405
16.	Quantity Surveyor	Pavilion extension (storage/office and veranda) indicative cost approximately \$2,000 square metre. Size of extension to be determined.	tbc
17.		Water tanks and associated plumbing	tbc
18.		Fencing (horse area, boundary and arenas)	tbc
19.		Horse Yards	tbc

## Part 2 - Appendix

### Appendix 1 - Benefits of Sport and Recreation

It is important to recognise the benefits that sport and recreation provide. Not only do individuals benefit from a health and wellbeing perspective, but the whole community benefits from a greater sense of community, economic opportunities, improvement to the environment, reduction in crime and a more liveable community. The benefits of sport and recreation are well documented, including:

#### Social Benefits

- Greater sense of community
- Stronger, more self-reliant communities
- Greater social and friendship networks
- Improved liveability of an area
- Reduction in anti-social behavior and vandalism
- Helps to develop shared attitudes, values and codes of behavior in the community (cohesion)
- Breaks down barriers between different sectors of the community

#### Health Benefits

- "Protects against cardiovascular disease, hypertension, type 2 diabetes, osteoporosis, musculoskeletal impairments, obesity, some cancers and poor mental health."<sup>9</sup>
- Improved balance and coordination, resulting in fewer falls
- Stronger muscles, joints and bones
- Improved confidence, self-esteem
- Improved body image
- Improved motor skills
- Less likely to suffer from depression and anxiety
- Greater sense of achievement
- Reduced stress levels

<sup>9</sup> VicHealth (2015) Promoting equity in physical activity: An evidence summary

- Higher energy and concentration levels
- Reduction in incidence and severity of illness and disability
- Increased life expectancy.

#### Environmental Benefits

- Protects areas of conservation or cultural heritage value
- Contributes to storm water management
- Contributes to abatement of urban heat island effect
- Sequesters carbon
- Reduces air pollution
- Reduces noise pollution
- Encourages a greater appreciation and awareness of the natural environment.

#### Economic Benefits

- Attracts visitors and generates tourism
- Attracts businesses and creates employment
- Creates higher market value of properties near public open space
- Improvements to local business viability through sale of sport and recreation equipment, services and programs
- Physical inactivity costs the Australian economy \$805 million annually - \$640m in direct costs (healthcare expenditure) and \$165m in indirect costs (loss in productivity) (2013 figures)<sup>10</sup>
- Physical inactivity causes an estimated 16,000 premature deaths a year.<sup>11</sup>
- Productivity loss due to physical inactivity is estimated at 1.8 working days per worker per year.<sup>12</sup>

<sup>10</sup> Eoin Blackwell (2017) Physical Inactivity is Costing Australia Nearly \$1 Billion a Year: *HuffPost* 29 July 2017 [https://www.huffingtonpost.com.au/2016/07/28/physical-inactivity-is-costing-australia-nearly-1-billion-a-yea\\_a\\_21441164/](https://www.huffingtonpost.com.au/2016/07/28/physical-inactivity-is-costing-australia-nearly-1-billion-a-yea_a_21441164/)

<sup>11</sup> Ibid

<sup>12</sup> Ibid

### Appendix 2 - Policy context

The following documents provide information of relevance to the development of the Leighdale Equestrian Centre Masterplan:

Document	Relevance
<p><b>Golden Plains Shire (2013-2017) Council Plan</b></p>	<p>The purpose of the Council Plan is to demonstrate to the community how Council will achieve its vision for Golden Plains, i.e. “A healthy, safe, vibrant, prosperous and sustainable community supported by strong leadership, transparent governance and community partnerships – <b>Our Community, Our Economy, and Our Pride.</b>”</p> <p>Supporting the vision, is Council’s mission:</p> <ul style="list-style-type: none"> <li>• demonstrating good governance and involving the community in decision making</li> <li>• working and advocating in partnership with our community to address social, economic and environmental challenges</li> <li>• promoting gender equality and equity and inclusion for all</li> <li>• sustaining a focus on long term outcomes and delivering increased public value through good decision-making and wise spending</li> <li>• building awareness and strategic alliances with government, regional groups and community.</li> </ul> <p>The four strategic directions contained within the Council Plan are:</p> <ul style="list-style-type: none"> <li>• Promoting healthy and connected communities                         <ul style="list-style-type: none"> <li>○ Provide and support programs, activities, and spaces to promote and encourage health and wellbeing for people of all ages and abilities.</li> <li>○ Support local sporting and community groups to provide participation and engagement opportunities and continue to encourage and value volunteering in our community.</li> <li>○ Implement a range of activities and programs to support young people in our Shire to be healthy, resilient and empowered.</li> </ul> </li> <li>• Enhancing local economics</li> <li>• Managing natural and built environments                         <ul style="list-style-type: none"> <li>○ Promote and support innovative and environmentally sustainable management of water resources through strategic partnerships.</li> </ul> </li> </ul>

Document	Relevance
	<ul style="list-style-type: none"> <li>○ Implement our Paths and Trails Strategy to increase safety, connectivity, and active transport networks within and between townships.</li> <li>○ Invest in maintenance, renewal and improvement of community infrastructure.</li> <li>● Delivering good governance and leadership.</li> </ul> <p>A range of health and wellbeing priorities of relevance to the Recreation Strategy are incorporated into the Council Plan. These include:</p> <ul style="list-style-type: none"> <li>● Healthy eating and active living – increase participation in physical activity</li> <li>● Healthy and sustainable environments – improve access to safe and universally designed built environments including community facilities and spaces, open spaces and places for active recreation</li> <li>● Connected communities – increase support for our community groups to provide opportunities for social connection</li> <li>● Family violence and gender equity – proactively address gender equity issues in our organisation and our community</li> </ul>
<p><b>Golden Plains Shire Planning Scheme</b></p>	<p>The purpose of the Planning Scheme is to:</p> <ul style="list-style-type: none"> <li>● Provide a clear and consistent framework within which decisions about the use and development of land can be made</li> <li>● Express state, regional, local and community expectations for areas and land uses</li> <li>● Provide for the implementation of State, regional and local policies affecting land use and development.</li> </ul> <p>Of particular note, 15.01-45 Healthy Neighbourhoods (page 81), the objective is to achieve neighbourhoods that foster healthy and active living and community wellbeing. The key strategy to achieve this is to design neighbourhoods that foster community interaction and make it easy for people of all ages and abilities to live healthy lifestyles and engage in regular physical activity by providing:</p> <ul style="list-style-type: none"> <li>● Streets with direct, safe and convenient access to destinations.</li> <li>● Conveniently located public spaces for active recreation and leisure.</li> <li>● Amenities and protection to support physical activity in all weather conditions.</li> </ul> <p>The planning scheme notes that the four major cluster areas are Bannockburn, Meredith, Rokewood and Smythesdale. It states that “the majority of growth has occurred in the small towns and communities at the south-east and north west as more people come from Melbourne and the regional cities looking for affordable housing and a country lifestyle, but still close enough to services and facilities in Ballarat and Geelong. In the south-east of the municipality the population has</p>

Document	Relevance
	<p>increased rapidly, by about 40% between 2005 and 2015. In the north-west area, the population increased by nearly 6% during the same period.”</p>
<p><b>Golden Plains Shire (2013-2017) Open Space Strategy</b></p>	<p>The goal of the Open Space Strategy is to guide Council in relation to the planning, provision and management of open space. The five key objectives of the strategy are:</p> <ul style="list-style-type: none"> <li>• An active, vibrant healthy and connected community.</li> <li>• A profile of open space that Council and the community have the capacity to deliver, properly maintain and effectively manage.</li> <li>• A range of suitably designed and accessible open space areas that are optimally used and adequately satisfy the various needs of the Golden Plains’ community, now and into the future.</li> <li>• An equitable distribution of open space across the municipality.</li> <li>• The protection, conservation and enhancement of open space areas with environmental and heritage values.</li> </ul> <p>The strategy provides overall Shire recommendations, as well as recommendations for each town. Some of the key Shire-wide actions include:</p> <ul style="list-style-type: none"> <li>• Adopt the policy that new open space areas will only be developed if there is an adequate maintenance and management regime in place and funding committed to implement the maintenance regime.</li> <li>• Develop an asset management plan for Council managed/controlled open space areas.</li> <li>• Review the management of passive recreation reserves currently managed by S86 and DSE community committees.</li> <li>• Identify locations in open space areas for the provision of seating, shelters, water fountains and bicycle racks.</li> <li>• Explore opportunities for community use of outdoor facilities at schools and the joint development of outdoor facilities by schools and Council</li> <li>• Develop a position paper on the provision of camping facilities in the Shire.</li> <li>• Develop and implement a signage policy/program.</li> </ul>
<p><b>Golden Plains Shire (2020-2030) Recreation - Strategy</b></p>	<p>This strategy outlines the Golden Plains Shire’s key directions and priorities for recreation provision in the Shire and the actions it proposes to take during the period 2020-2030.</p>



Document	Relevance						
	<p>To help achieve the Council vision for ‘Active, Connected Communities’, a series of planning principles have been developed. These planning principles will guide Golden Plains Shire and the community when considering implementing new initiatives or facilities or when considering upgrades to facilities. Any sport and active recreation initiatives instigated by Golden Plains Shire will ensure that the following planning principles are addressed:</p> <p>Promotes and encourages physical activity, liveability and connections                      Demonstrated by an evidence base and community need                      Builds community capacity                      Sustainable                      Equitable                      Accessible and inclusive                      Optimisation of community infrastructure                      Partnerships and collaborations                      Safe</p> <p>The three key pillars of focus are:</p> <table border="0"> <tr> <td data-bbox="611 975 869 1054">Active and healthy</td> <td data-bbox="869 975 1339 1054"> <ul style="list-style-type: none"> <li>•Focus on participation and programs</li> <li>•Diversity, activation</li> </ul> </td> </tr> <tr> <td data-bbox="611 1066 869 1145">Liveability</td> <td data-bbox="869 1066 1339 1145"> <ul style="list-style-type: none"> <li>•Focus on places and spaces</li> <li>•Quality environment</li> </ul> </td> </tr> <tr> <td data-bbox="611 1157 869 1236">Connectedness</td> <td data-bbox="869 1157 1339 1236"> <ul style="list-style-type: none"> <li>•Community cohesion through sport and recreation</li> <li>•Volunteers, gender equity, inclusion</li> </ul> </td> </tr> </table>	Active and healthy	<ul style="list-style-type: none"> <li>•Focus on participation and programs</li> <li>•Diversity, activation</li> </ul>	Liveability	<ul style="list-style-type: none"> <li>•Focus on places and spaces</li> <li>•Quality environment</li> </ul>	Connectedness	<ul style="list-style-type: none"> <li>•Community cohesion through sport and recreation</li> <li>•Volunteers, gender equity, inclusion</li> </ul>
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Connectedness	<ul style="list-style-type: none"> <li>•Community cohesion through sport and recreation</li> <li>•Volunteers, gender equity, inclusion</li> </ul>						

Document	Relevance
	<p>The Strategy highlights that the Golden Plains Shire relies on volunteers and local community-based organisations as the prime providers of sport and active recreation opportunities at local level sport and recreation facilities. Golden Plains Shire and its partners in sport and active recreation therefore need to be innovative and resourceful in order to ensure that local residents are able to access quality, affordable and enjoyable sport and recreational opportunities locally.</p>
<p><b>Golden Plains Shire (2016-2019) Access and Inclusion Plan – Part A</b></p>	<p>The Access and Inclusion Plan provides a framework to guide Council to address disability access and inclusion issues across all areas of the organisation’s operations (natural and built environment; services and programs; information and communication and Council operations) and to support it in meeting its requirements under the Disability Discrimination Act and other relevant access legislation.</p> <p>According to the Australian Bureau of Statistics, in 2011 in Golden Plains Shire:</p> <ul style="list-style-type: none"> <li>• Approximately 3,800 people had a permanent disability and 1,300 had a temporary disability at any one time</li> <li>• 447 males (4.7%) and 339 females (4.3%) had a profound or severe disability</li> <li>• There was a higher proportion of people aged 85 years and over with a disability compared with both Victoria and Australia.</li> <li>• 1,842 (13.6%) of residents provided unpaid assistance to a person with a disability.</li> </ul> <p>As the population ages, there is expected to be increased demand for: accessible community facilities, car parking, pedestrian infrastructure such as footpaths and kerb ramps, as well as public seating and toilets designed for the needs of older people.</p>
<p><b>Golden Plains Shire (2017-2021) Economic Development and Tourism Strategy</b></p>	<p>The purpose of this document is to provide Council with direction and a consistent and coordinated approach to facilitate Council’s tourism and economic development initiatives, activities and events.</p> <p>Five key pillars have been identified in order to help deliver economic development and tourism functions:</p> <ol style="list-style-type: none"> <li>1. Investment and attraction</li> <li>2. Business support</li> <li>3. Tourism development</li> <li>4. Lobbying and advocacy</li> <li>5. Partnerships</li> </ol>

Document	Relevance
	<p>The strategy notes that an additional 2,391 dwellings are expected to be constructed in Bannockburn by 2036 and an additional 1,020 dwellings are expected to be constructed in the North West region abutting Ballarat during this timeframe. The strategy also notes that the growth in young families has resulted in increased demand for playgrounds and sport and recreation facilities.</p> <p>One project of relevance identified in the strategy is to investigate improvement to tourism infrastructure such as trail networks. Roads, telecommunications and water are three key issues that impact the growth of businesses in the region.</p> <p>From the SWOT analysis, equestrian centres and events were noted as strengths, whilst lack of accommodation providers was identified as a weakness. Trails (walking, cycling and horse riding) and events were both identified as opportunities.</p>
<p><b>Golden Plains Shire (2015-2018) Events, Marketing and Communications Strategy</b></p>	<p>The purpose of this document is to provide Council with a direction on marketing and communication activities to attract people to live, work, visit and / or invest in the Shire.</p> <p>The five key strategies emanating from this strategy are:</p> <ol style="list-style-type: none"> <li>1. Develop a new Council website</li> <li>2. Develop a community portal</li> <li>3. Build capacity amongst event organisers</li> <li>4. Adopt a segmented approach to marketing and communications</li> <li>5. Support community engagement and the work of the Economic Development unit.</li> </ol>
<p><b>Australian Sports Commission “The Future of Australian Sport”</b></p>	<p>Six megatrends have been identified within “The Future of Australian Sport report”, which will impact on the makeup of sport in Australia over the next 30 years. These megatrends are relevant to participation in equestrian activities as they identify a growing need for lifestyle sports, provide lifelong participation opportunities, have a high percentage of female participation, and contribute significantly to the economy.</p> <p>The megatrends identified include:</p> <ul style="list-style-type: none"> <li>• <b>A Perfect Fit</b> – Personalised sport for health and fitness</li> <li>• <b>From Extreme to Mainstream</b> – The rise of lifestyle sports</li> </ul>

Document	Relevance																																																																																															
	<ul style="list-style-type: none"> <li>• <b>More than Sport</b> – The attainment of health, community and overseas aid objectives via sport</li> <li>• <b>Everybody’s Game</b> – Demographic, generational and cultural change</li> <li>• <b>New Wealth, New Talent</b> – Economic growth and sports development in Asia</li> <li>• <b>Tracksuits to Business Suits</b> – Market pressures and new business models</li> </ul> <p><i>A megatrend is defined as a major shift in environmental, social and economic conditions that will substantially alter the way people live. Megatrends occur at the intersection of multiple trends. A trend is defined as an important pattern of social, economic or environmental activity that will play out in the future.</i></p>																																																																																															
<p><b>Sport Australia “AusPlay”</b></p>	<p>The most recent AusPlay data for equestrian participation for adults, youth and males and females is:</p> <p>Adult Participation</p> <table border="1" data-bbox="602 687 1664 916"> <thead> <tr> <th></th> <th>Total</th> <th>15-17</th> <th>18-24</th> <th>25-34</th> <th>35-44</th> <th>45-54</th> <th>55-64</th> <th>65+</th> <th>Males</th> <th>Females</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>229.1</td> <td>9.1</td> <td>32.5</td> <td>46.5</td> <td>34.6</td> <td>47.8</td> <td>36.7</td> <td>21.9</td> <td>41.3</td> <td>187.7</td> </tr> <tr> <td>2018</td> <td>178.6</td> <td>7.4</td> <td>21.1</td> <td>40.1</td> <td>39.6</td> <td>45.8</td> <td>15.7</td> <td>8.9</td> <td>26.7</td> <td>151.9</td> </tr> <tr> <td>2017</td> <td>193.1</td> <td>9.6</td> <td>38.5</td> <td>27.2</td> <td>30.8</td> <td>40.7</td> <td>27.9</td> <td>18.5</td> <td>25.9</td> <td>167.2</td> </tr> <tr> <td>2016</td> <td>180.2</td> <td>5.2</td> <td>35.2</td> <td>40.0</td> <td>30.6</td> <td>38.1</td> <td>21.0</td> <td>10.0</td> <td>31.2</td> <td>149.0</td> </tr> </tbody> </table> <p>Young People</p> <table border="1" data-bbox="602 979 1545 1147"> <thead> <tr> <th></th> <th>Total</th> <th>0-4</th> <th>5-8</th> <th>9-11</th> <th>12-14</th> <th>Males</th> <th>Females</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>38.5</td> <td>0.0</td> <td>11.6</td> <td>8.1</td> <td>18.9</td> <td>5.8</td> <td>32.8</td> </tr> <tr> <td>2018</td> <td>63.3</td> <td>5.6</td> <td>28.1</td> <td>13.0</td> <td>16.6</td> <td>24.1</td> <td>39.2</td> </tr> <tr> <td>2017</td> <td>37.1</td> <td>0.0</td> <td>17.4</td> <td>10.8</td> <td>8.9</td> <td>11.7</td> <td>25.4</td> </tr> <tr> <td>2016</td> <td>37.0</td> <td>2.5</td> <td>9.1</td> <td>5.5</td> <td>19.8</td> <td>7.6</td> <td>29.3</td> </tr> </tbody> </table>		Total	15-17	18-24	25-34	35-44	45-54	55-64	65+	Males	Females	2019	229.1	9.1	32.5	46.5	34.6	47.8	36.7	21.9	41.3	187.7	2018	178.6	7.4	21.1	40.1	39.6	45.8	15.7	8.9	26.7	151.9	2017	193.1	9.6	38.5	27.2	30.8	40.7	27.9	18.5	25.9	167.2	2016	180.2	5.2	35.2	40.0	30.6	38.1	21.0	10.0	31.2	149.0		Total	0-4	5-8	9-11	12-14	Males	Females	2019	38.5	0.0	11.6	8.1	18.9	5.8	32.8	2018	63.3	5.6	28.1	13.0	16.6	24.1	39.2	2017	37.1	0.0	17.4	10.8	8.9	11.7	25.4	2016	37.0	2.5	9.1	5.5	19.8	7.6	29.3
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<p><b>Sport and Recreation Victoria (2017-2021) A strategic framework for</b></p>	<p>Sport and Recreation Victoria has developed a strategic framework to guide the development of sport and recreation opportunities towards meeting changing community need and sustainability.</p>																																																																																															

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<p><b>sport and recreation in Victoria – Active Victoria</b></p>	<p>The vision “A strong and connected sport and active recreation system that helps make Victorians healthier, creates economic growth and jobs, builds community cohesion and contributes to our liveability”.</p> <p>The objectives outlined in this plan is that sport and active recreation in Victoria will be:</p> <ul style="list-style-type: none"> <li>• More active</li> <li>• More diverse and inclusive</li> <li>• Robust, flexible, sustainable and affordable</li> <li>• Broad-based and connected</li> <li>• Collaborative.</li> </ul> <p>Partners will include: not-for-profit; commercial; schools; LGAs; State Government; and Federal Government.</p> <p>Focus will be on female participation and traditionally disadvantaged groups including Aboriginals, people with disabilities, people with poor health, recently arrived migrants and those with little English, people with low incomes or living in areas of relative socio-economic disadvantage.</p> <p>Strategic directions include:</p> <ul style="list-style-type: none"> <li>• Meeting demand</li> <li>• Broader and more inclusive participation</li> <li>• Additional focus on active recreation</li> <li>• Build system resilience and capacity</li> <li>• Connect investments in events, high performance and infrastructure</li> <li>• Work together for shared outcomes.</li> </ul>
<p><b>Victorian Government Universal Design Fact Sheet</b></p>	<p>This fact sheet explains what universal design is and describes how it is different to accessible design. Universal design is described as “a design philosophy that ensures that products, buildings, environments and experiences are innately accessible to as many people as possible, regardless of their age, level of ability, cultural background, or any other differentiating factors that contribute to the diversity of our communities.”</p> <p>The seven key components of universal design are:</p> <ol style="list-style-type: none"> <li>1. Equitable use</li> </ol>

Document	Relevance
	<ol style="list-style-type: none"> <li>2. Flexibility in use</li> <li>3. Simple and intuitive use</li> <li>4. Perceptible information</li> <li>5. Tolerance for error</li> <li>6. Low physical effort</li> <li>7. Size and space for approach and use.</li> </ol> <p>Sport and Recreation Victoria Universal Design “Design for Everyone Guidelines” provide further detail on universal design principles. These guidelines encourage stakeholders such as facility designers, builders, planners, architects, engineers, facility staff, maintenance staff, etc to ensure that sport and recreation facilities and settings more accessible to everyone by using universal design and where possible adapting enhanced dimensions that go beyond the minimum Standards. Universal design looks above and beyond the minimal compliance levels articulated in the Disability and Discrimination Act and the Building Code of Australia.</p>
<p><b>Woody Yaloak (2017-2022) Equestrian Centre Master Plan</b></p>	<p>This regional level facility, which is one of the best in the state, has the potential to attract very high-level equestrian events such as Olympic and world games qualifications for athletes and their horses, providing it:</p> <ol style="list-style-type: none"> <li>1. Increases the distance of the cross-country phase and improves footings in some areas</li> <li>2. Improves the quality of its arenas and surrounds for dressage and show jumping,</li> <li>3. Establishes dedicated vehicle crossings of the creek</li> <li>4. Constructs additional parking space</li> <li>5. Constructs additional yards.</li> </ol> <p>Recommendations contained within the master plan include:</p> <ul style="list-style-type: none"> <li>• Upgrade arena surface</li> <li>• Improve building maintenance, i.e. repair septic system</li> <li>• Review pine trees along Glenelg Highway boundary</li> <li>• Establish at least two dedicated vehicle creek crossings</li> <li>• Construct a new car park area</li> <li>• Build an additional 100 horse yards</li> <li>• Improve drainage on the cross-country course</li> <li>• Construct an additional water jump</li> </ul>

Document	Relevance
	<ul style="list-style-type: none"> <li>• Fence the show jumping area on the multi-purpose arena</li> <li>• Construct new toilet and shower block</li> <li>• Install event and security lighting</li> <li>• Clean up creek bed</li> <li>• Develop an indoor arena</li> <li>• Upgrade sprinkler system</li> <li>• Connect power to camping areas</li> <li>• Extend lower function area</li> <li>• Acquire additional land</li> <li>• Purchase on course huts for judges</li> </ul>
<p><b>Equestrian Australia (2016) Community Impact Study</b></p>	<p>In 2016 Equestrian Australia commissioned a Community Impact Study, undertaken in partnership with its state branches. It focused on the benefit equestrian sport brings to Australia (primarily jumping, dressage, eventing, show horse, driving, endurance, vaulting).</p> <p>The study aims to better understand the sport and stakeholders and the potential for future growth and development, particularly in relation to economic, social and health aspects.</p> <p>Key findings include:</p> <ul style="list-style-type: none"> <li>• Total economic contribution of equestrian activities is \$1.143 billion (excluding the disciplines of horse racing, polo/polocrosse, western and tent pegging.) Of this figure, \$1.135 billion is an economic contribution while \$12.754 million is an annual contribution towards physical and mental health.</li> <li>• Unique social strengths not offered by other sports including lifelong participation opportunities and a structured, disciplined and selfless mindset.</li> <li>• 75% of EA members say they participate for the love of the horse</li> <li>• \$371 million is spent each year on maintenance and transport of horses.</li> <li>• 75% of members participate in the sport more than four times per week</li> <li>• 78% of members have been involved for more than 10 years, showing a significant level of commitment to the sport.</li> <li>• The sport offers a healthy outdoors lifestyle for men and women of any age and ability. It also offers a female friendly, and family friendly environment.</li> </ul>

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	<ul style="list-style-type: none"> <li>Over 9,000 active volunteers contribute 50,000 hours in the sport each week.</li> </ul>
<p><b>Equestrian Australia (2020-2025) Strategic Plan</b></p>	<p>The EA 2020–2025 Strategy provides four strategic themes against which detailed implementation plans and execution will be measured:</p> <ul style="list-style-type: none"> <li>Excellence in risk management and compliance</li> <li>Pathways that meet all participants’ needs</li> <li>Sustainability and efficiency</li> <li>Governance and culture.</li> </ul> <p>The context is that all activity of national organisations, the state bodies, discipline committees, clubs and affiliates should be measured against the benefit that accrues to participating members.</p> <p>Detailed strategy implementation plans will be developed for each of the strategic themes. In the meantime, the strategic themes are used to guide Equestrian Australia’s development and efforts.</p>
<p><b>Equestrian Australia (2018-2019) Annual Report</b></p>	<p>In its 2018-2019 Annual Report, Equestrian Australia identifies “Issues for The Future”.</p> <p>A number of key areas have been identified for future development within Equestrian Australia. The priorities for the 2019-2020 financial year include:</p> <ol style="list-style-type: none"> <li>The Strategic Framework 2020-2025, a roadmap for the future that must be developed and agreed by State branches, National Discipline Committees, our 20,000 EA members and our major sponsor, Sport Australia.</li> <li>The development of a new Governance Structure for equestrian sports in Australia which is culturally appropriate, efficient and sustainable.</li> <li>Further development of sporting opportunities for participant members.</li> </ol>
<p><b>Equestrian Victoria (2018-2022) Strategic Plan</b></p>	<p>Vision – to “provide leadership and support to create a thriving state-wide equestrian community and enable all participants to live their equestrian dream”.</p>



Document	Relevance
	<p>The plan has identified four key pillars:</p> <ul style="list-style-type: none"> <li>• Industry Leadership</li> <li>• Sport Development</li> <li>• Facility Oversight (including growing and enhancing Victoria’s Equestrian Sport facilities)</li> <li>• Organisational Excellence.</li> </ul> <p>These pillars will enable leverage of the Sport’s strengths while taking advantage of partnerships and new opportunities.</p>
<p><b>Pony Club Association of Victoria (2019-2022) Strategic Plan</b></p>	<p>Vision – Pony Club is the first choice for a fun, inclusive experience for young people and families in a safe, educational environment that teaches horsemanship skills and equestrian opportunities.</p> <p>Brand – A life with horses starts here.</p> <p>Mission – to provide education in rider safety and horse welfare while developing horsemanship skills through participation and competition.</p> <p>Our Riders – Our riders are supported in achieving their goals throughout Pony Club. Participants are better educated, safer, have greater enjoyment and have clear pathways for rider development in education, competition and career.</p> <p>Our People – Our people are volunteers, coaches, officials, staff councillors and committees at club and zone level. They receive the support they require to enable the success of Pony Club. Welcoming and supportive clubs that provide an enjoyable atmosphere through knowledgeable coaches, officials, volunteers and club personnel.</p> <p>Our Business – Providing best practice in managing and growing the business and brand of Pony Club, and in all that we do. The business of Pony Club Victoria and member clubs is self-sustaining, effectively and efficiently managed.</p> <p>The strategic vision aligns with Pony Club Australia priorities:</p> <ul style="list-style-type: none"> <li>• enhance visibility of the brand</li> <li>• increase participation (existing and new)</li> <li>• improve quality and accessibility</li> <li>• grow external revenue</li> <li>• develop and apply best practice.</li> </ul>

Document	Relevance
<b>Horse Riding Clubs Association of Victoria Strategic Objectives</b>	Objectives include: <ul style="list-style-type: none"> <li>• to promote interest in equestrian sports</li> <li>• promote good fellowship amongst those interested in equestrian sports</li> <li>• to educate, train, coach and encourage members of the Association</li> <li>• To do all such things and acts conducive to the furtherance of the objectives and interests of the Association.</li> </ul>
<b>Australian Carriage Driving Society Strategic Objectives 2020</b>	Objectives include: <ul style="list-style-type: none"> <li>• Improving the organisation’s governance</li> <li>• Addressing risk management and safety issues</li> <li>• Identifying promotional and fundraising opportunities</li> </ul>