

# Guidelines for the Development of Risk Management Policies and Plans for Affiliated Clubs and Associations

Note: This document and others related to it will be updated from time to time.

## ***Risk Management Policy***

A Risk Management **Policy** is the overall guideline for how an organisation will manage its risks. The management of risk is an integral part of the management process. A risk policy itself does not contain details of the risks identified. They should be recorded in a schedule together with the decisions on how to treat them.

A Risk Management Policy should record the organisation's commitments to the following:

To establish, implement and maintain a risk management system with the aim of reducing risk and providing a reasonably safe environment for members, other participants and the general public.

The risk management system should ensure that the organisation

- Carries out a risk assessment of the organisation and of its activities at least once a year.
- Prepares a schedule that details the identified risks and the organisation's response to them.
- Reviews risk schedules at least once a year between full risk assessments.
- Follows the appropriate rules and regulations in respect of competition and to comply with all safety and risk management requirements of the sport involved.
- Writes and implements an event risk management plan/manual for its events ensuring that Organising Committees meet certain requirements.

Note: The EA Risk Management Manual may serve as a basic guide to the design of a risk management system. More resources are available from Departments of Sport and other bodies. Standards Australia has also published standard *AS/4360:1999 Risk Management* providing an authoritative framework for a risk management system. Committees are encouraged to send at least one of their members to risk management courses conducted by Departments of Sport or similar authorities.

## ***Risk Management Plan (or Manual)***

The overall risk management plan for the organisation will address more aspects than just equestrian events. It should look at the human, financial and other resources of the organisation and the risks that are related to these. For the purposes of this paper, however, we restrict discussion to the organisation and running of events.

The plan can be written in the form of a manual that is used by event organisers.

Requirements will obviously vary in detail depending on the type and size of the event and the sport(s) involved but all plans/manuals will have common features.

The manual needs to include provisions for:

- The appointment of a person responsible for safety and risk management at the event (where no one in particular is appointed, the Event Director or the Club President assumes this responsibility).
- Contact details of emergency personnel and agencies such as first aid and ambulance services, police and fire brigade, nearby hospitals, treating vet, farrier, etc.

- Provision on-site of some of these services, possibly including an emergency management system that outlines what should happen.
- The identification of risks for the event, including the competition(s) and, of course, the venue. (See sample checklist; not all items may apply; on the other hand, the event may have additional aspects that need to be considered. Also, EA and FEI Rules impose additional requirements, especially in Eventing.)
- The documentation of the measures proposed to deal with the identified risk.
- The physical inspection of facilities and equipment. (This may have been covered in the checklist.) Again, the scope of these will depend on the type and size of the event. There should be an initial safety inspection in any case, possibly followed by further inspections of some or all of the venue areas.
- The documentation of inspections, including any corrective action taken. This can be done on the checklist or a separate sheet.
- A system to ensure the waiver/release forms are signed by participants as appropriate.
- An incident reporting system that is communicated to all involved in the event.
- An incident/accident investigation system that helps prevent a recurrence of the incident.
- Suitable forms for all of the above (samples supplied).

The plan/manual must pay particular attention to horse-related matters, including stabling/ yarding/ tethering requirements; separation of the public from horses including in parking areas; control of traffic (horse, pedestrian, vehicle) and control of children and small animals; etc.

The sample Risk Management Plan provided is based on drafts prepared by a couple of clubs.

It may not cover what your club needs to consider, as requirements will vary from organisation to organisation. The same applies to the Basic Risk Management Manual, the

Event Risk Management Checklist and other documents provided by the EA. For Eventing, the Technical Delegate's Checklist is very useful. It can be found as an Annex to the 2005

FEI Eventing Memorandum at

[http://www.horsesport.org/fei/reference/reference\\_03/ref\\_03\\_02.html](http://www.horsesport.org/fei/reference/reference_03/ref_03_02.html).

## Equestrian Australia Risk Management Guide

### ***What is Risk Management?***

In our everyday lives, we face risks and we make judgements about whether we will accept these risks. For example, every time we sit behind the wheel of a motor vehicle, we accept that there is a chance of being injured in an accident, but we make a conscious decision that the benefits outweigh the risks.

However, organisations that invite people to participate in their activities have a responsibility to ensure that these activities are free from risk of injury and are as safe as reasonably possible. This responsibility is expressed in legislation such as the "Trade Practices Act" as having a "**Duty of Care**". It is very important that this duty of care is taken seriously and that you do all that is possible to make sure that you comply with this duty.

Risk Management is all about identifying those risks associated with your activities that may result in injury to another person or damage to their property. It is then the process you put in place to either remove the risk or minimise the risk to an acceptable level.

In this manual, we will provide you with some essential tools to assist in developing your own risk strategy that is particular to your activities. You are in the best position to assess your risks, as only you know the extent of your activities and those risks that may be peculiar to your circumstances.

### ***Benefits of an effective Risk Management program.***

There are a number of benefits and all are equally important.

Firstly, when an insurance company assesses both the premium and the acceptance of a cover, the factors that control their decision are the class of risk and the claims experience of the client. It is not only the size of the claims but the frequency and number of claims which will be taken into consideration.

Obviously, if there is in place an effective risk management strategy, which reduces the frequency of claims and the number of incidents that could result in claims, then an insurer is more likely to give the insurance greater consideration.

Secondly, serious injuries not only affect the injured person but can impact on their family and friends as well. We have seen examples in the media of the trauma that these people experience and the effect on their quality of life. The financial impact is only one part of the problem but the social impact on the community is far reaching. One effect of serious injuries is often overlooked and that is the emotional effect on those people involved in the activity which resulted in the injury, namely your committee members, club members, officials etc. This effect cannot often be measured but nevertheless it has a very real consequence.

Lastly, in these days of media scrutiny, injuries can have a significant effect on the reputation of your sport. As you are aware, there is much competition, particularly in the junior ranks, between sporting bodies trying to attract the future champions to their sport. If a sport is seen to be unsafe, it is unlikely to attract future participants.

### ***Rules and Regulations***

Before addressing the principles and strategies of Risk Management, we need to first deal with the issue of the rules and regulations that govern your sport. Equestrian Australia has detailed rules and regulations that govern the way in which the sport will be controlled in Australia. It is imperative that all clubs, committee members, coaches, officials, volunteers, members and others that participate in the sport, are fully aware of these rules and regulations and ensure that they are adhered to in the sport's administration and participation. These, by their very nature, have inherent risk management elements as they put in place measures and requirements that control the way the sport is conducted. The rules provide a consistent approach to the conduct of participants and the clubs and reduce the exposure that would result from a lack of control.

It is a vital part of any risk management procedure that any rules and regulations are strictly adhered to and it is imperative that all concerned are fully aware of the requirements.

For your information, the EA rules are available on the web at [www.EAnational.com](http://www.EAnational.com) and the FEI (International Rules) are available on [www.horsesport.org](http://www.horsesport.org)

In addition to the above, there may be particular legislative responsibilities that apply to each state and that impose requirements. We would suggest that these be investigated to ensure that you comply.

There are also Australian Standards, which detail a minimum level requirement of safety, and we would suggest that you also ensure that these are implemented. In the event of an incident, courts generally will apply the minimum standards that are set by the Australian Standards. We have addressed the issue of the rules and regulations of the EA and other possible statutory requirements. We would expect, however, that as part of your constitution, you also may have rules and codes of conduct that govern the way in which your committee and the club members operate as a club.

It is vital that all members of your club are fully aware of their requirements and it is essential that you have in place a system that ensures that these are complied with.

### ***Key components of Risk Management***

There are 3 basic components of Risk Management and they are as follows:

- 1. Risk Identification**
- 2. Risk Measurement**
- 3. Management of the risk**

Having completed a review of each of the components, there are generally 2 outcomes:

- 1. A Loss Control Prevention Program**
- 2. Risk Financing**

In conjunction with these components, there are also strategies that you can use in the risk assessment process, which will have a significant effect on the type of risk management plan you decide to put in place.

### ***Risk Management Strategies***

There are 5 strategies when you are considering the risks associated with the sport and they are:

- 1. Risk Avoidance**
- 2. Risk Reduction**
- 3. Risk Acceptance**
- 4. Risk Transfer**
- 5. Insurance**

#### ***Risk Avoidance***

This simply means can the risk be totally avoided. Can the activity be changed in such a way to completely remove any risk of injury or property damage?

#### ***Risk Reduction***

Having identified a risk and having made the decision that it cannot be avoided; can the risk be reduced so that the impact is contained? This can be done in a number of ways, which we will discuss later.

#### ***Risk Acceptance***

There are times when the risks associated with an activity are inherent and part of the activity that make it attractive. These cannot generally be removed or reduced but have to be accepted and acknowledged.

### ***Risk Transfer***

This strategy is all about making another party or organisation responsible for the identified risk exposure. An example of this would be the use of service providers at club events. You may ask the local food outlet to provide food for sale at the event. Although this will be seen as part of your risk exposure, you do not have any control over the quality or preparation of the food.

In this case, you would seek to transfer the risk to the provider by insisting they have the appropriate insurance coverage, noting your interests to cover the aspects of their involvement in your event. This can apply to any supplier or provider of goods and services where the control over the safety aspects is under their control.

### ***Insurance***

When you have considered all of the above options, you will come to the conclusion that you will be able to avoid some risks, reduce others and transfer others as well but there will always be some risks which need to be covered by insurance.

In developing a Risk Management Plan, you should consider the components as we have indicated and, using the strategies as part of the risk assessment, put in place a structured plan to deal with the risks in the appropriate manner according to your particular circumstances. Remember that you are in the best position to make the judgements about your risk exposures but we will provide some of the tools that will assist you in developing your plan.

### ***Risk Identification***

The first step to managing risk is identifying the exposures that are present in your activities. These can take a number of forms and they are as follows:

#### **1. Physical Hazards and 2. Management systems/training**

#### ***Physical Hazards***

These are the most obvious causes of risk to participants, spectators and officials/volunteers. In many cases, they can be controlled by having an effective system where **inspections** are carried out prior to the events/activities and on a regular basis during events.

#### **Why are inspections necessary?**

1. To identify and eliminate transient hazards
2. They check hazard control measures
3. Because conditions change
4. Because changes have effects
5. They measure safety performance
6. They detect management deficiencies
7. They demonstrate your commitment

The control of physical hazards that have the potential to cause injury is essential in reducing your exposure to claims. By having an inspection program, you have the

opportunity to identify the areas of risk and take the appropriate steps to manage these risks, before they become the cause of a claim.

Each activity will have its own risks but some examples of physical hazards are as follows:

#### **Competition area**

1. Is the ground surface in good condition and free of hazards such as holes, rocks, water troughs and other obstructions including other animals?
2. Is the fencing appropriate for the activity for the protection of both participant and spectators?
3. Is the size of the area appropriate for the number of participants?
4. If there are jumps or other equipment of any kind, are they in good repair and safe condition?
5. Is the holding/practice area for competitors free from ground obstructions and appropriate for the number of competitors?

#### **Spectator area**

1. Is the designated area ground surface free from obstructions as above?
2. Are all spectator traffic areas clear and safe?
3. Are any viewing structures in good condition and well maintained?
4. Are there barriers between spectators and horses?
5. Is there appropriate signage clearly showing spectator areas and restrictions?
6. Are there any barriers or officials preventing access to non-removable physical hazards e.g?

creeks, dams, structures, trees etc

#### **Vehicle areas**

1. Is there a designated area for vehicles and is this free from obstructions?
2. Is this area removed from the horse traffic area?

The above examples are only a guide and when you carry out the inspections, you should develop your own checklist to ensure that all of those potential risks that are peculiar to your activities are noted and dealt with.

### ***Management systems & training***

While it is very common to view risk management as dealing with the physical hazards, there are risks associated with the manner in which you manage your activities, your procedures and systems and your training programs.

The following are some examples of this that will impact on your risks:

1. In addition to the EA rules and regulations, do you have a "Code of Conduct"? How do you ensure that all competitors are aware of these rules and codes and how do you enforce their compliance?
2. How do you police the wearing of appropriate clothing and protection for competitors?
3. Do you have a standard of apparel and protection for official, volunteers etc and how do you police compliance?
4. What training do you provide to officials, volunteers, etc. to ensure they carry out their duties in the appropriate way?
5. Do you have a disclaimer printed on the entry forms, schedule or tickets?
6. Do you have appropriate signage at entry points to the event and restricted areas?

7. Do you review the site layout to ensure that conflicting risk areas are kept separate or are controlled, i.e. horses away from spectators, horses away from vehicles, animals such as dogs away from horses?

This is not, by any means, an exhaustive list but is a start point and you will need to review your procedures and systems for any other exposures

### ***Risk Measurement***

Now having identified the risks, the next step is to measure the possible outcome, i.e. is the risk likely to cause serious injury, minor injury, damage to property etc. This is an essential element of the process, as it will dictate the action and the timing of the action that you will need to take.

It is important that you consider the worst-case scenario particularly in the case of potential injury as it can be a fine line between a minor injury and a major injury. For example, falling off a horse may, in some cases, cause a minor injury but, depending on the circumstances, this injury can be more serious. As such, you need to not only consider the fall but take into consideration the environment as well.

### ***Risk Management – Management/Loss Control Prevention Program***

The next step is how you deal with the information that you have gathered as part of the assessment process. To assist with the process, we have included a "**Risk Priority Chart**" that will give you a guide to matching the likelihood to the consequences and a "**Simple Risk Assessment**" form to assist in the assessment process.

### ***RISK PRIORITY CHART***

**LIKELIHOOD: CONSEQUENCES:** How severely could it hurt someone?

How likely is it that

It will occur?

EXTREME

(Death, permanent disablement)

MAJOR

(Serious bodily injury)

MODERATE

(Casualty treatment)

MINOR

(First aid only)

VERY LIKELY

(Could happen frequently)

1 2 3 4

LIKELY

(Could happen occasionally)

2 3 4 5

UNLIKELY

(Could happen, but rare) 3 4 5 6

VERY UNLIKELY

(Could happen, probably never will)

4 5 6 7

This stage of the risk assessment is a way of ranking risks in terms of their priorities. The risk scores obtained have no absolute value. This chart ONLY ranks the risks. The scores (1-7) in the risk priority chart indicate how important it is to do something about each risk, as follows:

### **Score Action**

- 1, 2 or 3 do something about these risks immediately
- 4 or 5 do something about these risks as soon as possible
- 6 or 7 these risks may not need immediate attention

### **Simple Risk Assessment**

#### **Identify Risk Issue(s)?**

“What would happen if ...?”

“Is it possible that ...?”

“Could somebody ...?”

**Identify Cause(s)?** Think what could cause the issue to occur.

**Impact?** What could be the consequences?

What is the likelihood of it occurring?

**Rank of the Risk?** Refer to Risk Priority Chart

**Controls –**

**Are they adequate?**

Are there any existing controls?

Are they adequate?

Think what could prevent or reduce this impact – does it work?

**Recommended Actions** Practical steps to prevent the cause (remove the risk) or lessen the impact.

**Action Priority/timing?** Use the Risk Priority Chart to prioritise the timing for the actions to treat the risk

### **Risk Management Action Plan**

It is now imperative that, having collected all of the information in relation to your risks, you put in place an action plan to ensure that the hazards are remedied or are scheduled for remedy. The action plan can be in the form of a Risk Management and Control Schedule (sample available).

Your Risk Management Action Plan should then be a document that is under constant review. Your risks will change from time to time and, with the inspection program, these actions will need to be updated to maintain the control over the risk exposures.

The importance of a continuing education program for your members, officials, volunteers and committee members in the importance of maintaining a diligent approach to risk management is of a vital importance. These people are the key to the success of your Action Plan.

There are always likely to be situations that may result in an incident that inevitably results in injury. The last component of Risk Management is “**Risk Financing**”.

The most commonly used method is to take out insurance to cover those inevitable claims that will occur from time to time.

**An effective Risk Management Plan will help protect that insurance from being exposed to claims that could have been prevented. It is in your best interest to protect your cover in order to provide the greatest chance of its continuance.**

The final component of your program is to assess the success of your actions. Should an incident occur (whether it results in an injury/property damage or not), it is important to review the details and circumstances surrounding the incident, to evaluate whether your processes and/or your Action Plan have failed or other processes need to be put in place to prevent the incident recurring.

We have included an **“Incident Analysis”** form for your use. This should be incorporated into your Action Plan and become a natural part of the process of assessment. By developing an ongoing analysis of each incident, however minor, this will continue to reinforce the importance of maintaining an effective Risk Management Plan and the benefits, over time, will become part of your success.

### ***Summary***

We are sure when this document is first read, the task will seem like an onerous undertaking, but once the principles and processes are adopted, it will become second nature and in time will be a natural part of way you conduct your activities.

Remember that the benefits are substantial and are not just financial. The emotional cost of accidents to the community and to each person is impossible to measure. By reducing the potential for these accidents to occur, we can minimise this effect on the community and benefit all.

### ***Incident Analysis Form***

#### **Name of Event:**

Name of Organising

Committee/Club:

Address:

Postcode:

Tel: No.: Fax No.:

E-mail Address:

#### **Responsible Officer**

Date of analysis

**What happened?** (Direct Cause of Incident/Loss of Success; attach drawing if appropriate)

**Why did it happen?** (What was the process Failure/Success?)

**Why didn't/did we pick it up?** (What was the Detection Failure/Success?)

**What could have prevented it from happening?**

#### **Recommended Action**

**To be completed by when?**

By whom?

Actions Completed (Date):

Responsible Officer's

Signature Date:

Club President's

Signature Date:

Please file this form in the Risk Management File when action is completed, and send a copy to

EA National Office  
PO Box 673  
SYDNEY MARKETS, NSW, 2129

### **“Sample” EVENT RISK MANAGEMENT PLAN / MANUAL**

*This sample plan includes guidelines to identify and reduce the risk of accidents during equestrian events.*

*The EA has a reasonably detailed event risk checklist available for download from [www.EAnational.com](http://www.EAnational.com).*

*Not everything will apply to your club’s situation, nor can this sample plan cover everything that could pose a risk.*

The plan intended to provide for a reasonably safe environment for people and horses. It must be recognised, however, that the handling and riding of horses is a dangerous activity and can result in serious injury and loss. Neither the Club, nor any member of the Club Committee, accepts any responsibility for any loss or damage suffered by any person. All persons who handle or ride a horse, or who attend on, any premises at which the Club is conducting an event do so entirely at their own risk.

#### **Background**

The *Policy for Affiliation of Equestrian Clubs & Associations* of the Equestrian Australia (EA) requires affiliated clubs and association to have a risk management policy and manual in place. Risk management is an integral part of good event management, particularly in higher-risk sports like Equestrian.

#### **General**

- The OC must appoint a Committee member to be responsible for safety and risk management at the event (Safety Officer/Risk Management Officer).
- At Club events and other activities, the Safety Officer and the delegated official of the day, or any committee member in attendance on the day, each have the authority of the Club Committee to make any decision necessary in relation to any matter concerning safety.
- The Safety Officer, the Venue Manager and at least one other member of the organising committee must inspect all areas of the venue that are likely to be used. If necessary, they will discuss with the venue manager/property owner any potential hazards that require attention before the event is run.
- Inspections of higher-risk areas (e.g. spectator areas, catering and meal areas) should be repeated during the event as appropriate.
- All events follow the rules of the EA or the FEI. This includes “unofficial” and “associate” classes where intent of the rules must still apply.
- Volunteers and other event personnel must have the required experience and knowledge or must be appropriately trained and supervised before commencing duties.
- All event personnel should know and understand safety procedures.
- Unusual occurrences must be recorded for future safety considerations.
- The Organising Committee must have appropriate crisis management documentation.
- There must be a list of emergency services contact details.
- First Aid kits and basic veterinary tools should be on site and easily accessible.
- All participants should sign waiver/release forms.
- Dogs must be on a lead at all times. Dogs that are creating a nuisance (e.g. barking or lunging at people or animals) must be removed from the premises if so directed.

#### **Venue**

- The venue must meet all safety requirements of the event.
- Arena(s): Arenas must be defined clearly and use appropriate surrounds.
- Parking: Parking areas must be safe and of sufficient size to permit safe movement of vehicles at all times.
- Spectators: Spectators attend at their own risk. However this risk must be managed by providing safe viewing areas.
- Entry to and exit from the venue should be safe for trucks and floats.
- Traffic: Vehicle, spectator and horse traffic should be kept separate and should be controlled or at least clearly marked where they intersect.
- Camping: Where electricity/gas is available these must be stored appropriately and all cables/pipes properly covered and/or fenced. Similar precautions relating to electricity and gas apply elsewhere.
- Horse accommodation: Horse accommodation (stables, yards) must be of a structure complying with current standards for horses
- Horse warm-up areas: The horse warm-up area(s) must be adequate for the number of horses and must be kept free of public spectators
- Electric fencing must be sign-posted
- Emergency personnel: Appropriate personnel (doctor, veterinarian, etc.) should attend where required by the rules or the Safety Officer.

#### **Float Parking**

- Vehicle drivers must ensure that horse floats are parked a sufficient distance (around 9 metres) from other floats to enable a horse to be tethered to each float and to move around without coming so close to another horse as to permit one horse to kick the other or to damage vehicles.
- Parking should be organized in a way that does not block the exit for others.
- If a tethered horse is known to have a propensity to kick or engage in any activity that might be a danger to a passer-by, that horse must be attended by a suitably experienced person at all times whilst it is tethered.
- All horses must be tethered in accordance with good practice.
- Any horse that is behaving in a manner considered to be dangerous to any personnel may be required to leave an event. Any horse so required to leave will be taken to have scratched from any competition for which it is entered on that day: the horse will not be permitted to be ridden in that competition.

#### **The Public**

- There are no restrictions on members of the general public attending any Club event. It should be assumed that members of the general public are not familiar with the behaviour of horses and do not know how to handle them or how to behave in their presence. Accordingly, persons riding or handling a horse must be especially alert for the presence of members of the general public (including in particular children).
- Members of the public should not, as a general rule, be permitted to enter an area that is occupied by competitors. This will include parking areas, areas where horses are tethered or being walked, stables, wash bays and warm up areas.

#### **Emergency contacts**

##### **Ambulance 000**

*NB: if using an Optus mobile you can also dial 112*

##### **Hospitals:**

Address:

Tel:

Address:

Tel:

Electrician

Plumber

(Below are some examples of special considerations.)

### **DRESSAGE**

- The horse warm-up area(s) must be adequate for the number of horses.
- The number of horses in the warm-up area needs to be controlled to avoid potential accidents.

Spectators must stay within assigned areas.

- Arena surrounds are safe.

### **SHOW JUMPING**

- The Course Designer must have the appropriate accreditation.
- The Judge/Ground Jury and/or the Technical Delegate must inspect and approve the course.
- The horse warm-up area(s) must be adequate for the number of horses.
- The number of horses in the warm-up area needs to be controlled to avoid potential accidents.

Spectators must stay within assigned areas.

- Practice fences must be flagged. The number of “helpers” in the arena should be kept to a minimum.

- Potential hazards can be, among others:

(a) Unnecessary cups in wings

(b) Incorrectly positioned ground rails

(c) Loose cups under wings

(e) Arena crowded with grooms, bystanders, etc.

### **CROSS COUNTRY**

- The Course Designer must have the appropriate accreditation.
- Section Controllers supervise segments of XC course and are responsible for
- Safety control
- Supervision of XC fence judges
- Training of new XC fence judges (also done by Technical Delegate)
- Coordinator conducts pre-start briefing of XC judges and safety crew.
- Coordinator checks courses with Technical Delegate for:
- Flagging
- Jump specifications
- Footings, both take-off and landing
- Alignment

### ***Event Risk Management Checklist***

**Equestrian Australia - [www.EAnational.com](http://www.EAnational.com)**

**Venue Hire/Lease** Okay/NA

Needs attention Person Responsible

Action

Completed

If leasing or hiring, check the Lease/Rental contract, especially for insurance requirements and for disclaimers by the lessor.

Insurance cover of the venue

Services provided by owner/manager

Hire of additional facilities (temp stables, marquees, tents, temp, seating, etc.)

Risk inspections of the site

**Hiring Equipment** Okay/NA

Needs attention

Person Responsible

Action

Completed

On-site vehicles Third Party insurance (golf buggies, etc.)

Vehicle lease/rental contract and its provisions

Best location for equipment in respect to refuelling, fuel leaks/spills, service access

**Contractors (for services/performances), Sponsor displays** Okay/NA

Needs attention

Person Responsible

Action

Completed

Insurance for people doing performances/displays (if not

EA, they should have their own policy)

Service providers (like security firms, caterers, etc.) have provided evidence of insurance cover.

If event is a ticketed event, consider cash security requirements

Is security firm experienced and licensed?

Briefing of security officers on functions, rights, and responsibilities

Liability waivers/disclaimers

**Records and Documentation** Okay/NA

Needs attention

Person Responsible

Action

Completed

Ample supply of 'incident report' forms and disclaimers/waivers distributed to relevant staff for issue to competitor, etc.

Incidence Management Procedures

Evacuation Procedures

Illness/ Injury procedures

Staff have been made aware of procedural requirements

Liability waivers

*Below is a checklist that is designed to assist event organisers in their risk management.*

*The list is by no means exhaustive. On the other hand, many items may not apply to small events or may have to be re-interpreted to suit the particular circumstances.*

*Some items are repeated under more than one category.*

*Technical Delegates for EA/FEI events have their own checklist for sport-technical and sport-safety matters.*

**EA Event Risk Management Checklist Page 1 of 5**

**The Venue Itself** Okay/NA

Needs attention Person Responsible

Action

Completed

Adequate light if operating at night (for the show itself, walkways, for camping areas, to parking areas, etc.)

Stand-by lighting in event of power failure

Warning and directional signage (spectator areas, spectator directions, "exclusion zones", etc.)

"No smoking"- signs posted; restrictions enforced

Rubbish bins (recycling where possible)

Disabled access and facilities ("accessibility")

Slip, trip and fall inspection in pedestrian/spectator areas

Footing and arena side/fence inspection

Toilets and other facilities clean and open

Portable Toilets in place and ready

Camping facilities are in place and working (power, lighting, water, etc., if available)

Inspection of spectator areas and seating areas

Emergency equipment, assembly areas

Bus parking, drop-off/pick-up zones

**Parking Areas** Okay/NA

Needs attention

Person Responsible

Action

Completed

Parking areas should be controlled. Signage should clearly indicate any restrictions before vehicles enter and should also have NO RESPONSIBILITY waiver.

Suitability of entry, parking areas (levels, bumps, incline)

Fencing (if star posts are used, they should be capped.)

If used at night: Lighting. Parking officers with torches and reflecting vests

Parking Lines and Exits clearly marked

Staff comfort in hot/wet weather

Protection of trees, flower beds, fixtures

Access and parking for caterers, entertainers, VIP guests horse/pedestrian paths

Separation of horse vehicles from general parking

**Staffing** Okay/NA

Needs attention Person Responsible

Action

Completed

Safety and security briefing (awareness of risks in areas listed, disclaimers)

Breaks and relief staff for event personnel

Security of cash and cash collections

Adequate first aid facilities/personnel

Staff and contractor training in their areas of responsibility

Staff use & store tools (rakes, shovel, etc.) safely.

Staff uniforms/clothing

**EA Event Risk Management Checklist Page 2 of 5**

**Food Outlets (especially when staffed by volunteers)** Okay/NA

Needs attention

Person Responsible

Action

Completed

Contractors carry their own insurance.

Liquor licenses displayed.

Staff uniforms/clothing clean

Hair covered/hat or cap worn

Use of gloves or tongs when handling food

Others to handle money/coupons

**Checks during events - "Management by walking about" Okay/NA**

Needs attention

Person Responsible

Action

Completed

Staff are relieved on regular basis.

Staff "overloads" are addressed during peak times.

Food areas are kept clean. Spillages to be cleaned regularly

Crowd control - marshals required - trained personnel

Safety announcements over PA

Vehicle parking controls in place

Lost children procedures and facility establishment

Translation services (where appropriate)

Press/ Media reception hosts/hostesses

Ticketing and coupons sales staff and outlets

Internal Communications

External Communications (Inc Mobile Phones)

**Electrical Okay/NA**

Needs attention

Person Responsible

Action

Completed

Fuses/ circuit breakers suited to cable load capacity in leads and boards

Leads, cables and plugs

**Housekeeping Okay/NA**

Needs attention

Person Responsible

Action

Completed

Rubbish bins emptied regularly

Aisles and access ways clear of obstructions and litter

Free access by staff to electrical switches and controls

Exit and entry ways clear

Merchandise, stock and other goods stored neatly

**Smoking Okay/NA**

Needs attention

Person Responsible

Action

Completed

NO SMOKING signs on proper locations

Ashtrays and receptacles of sufficient size in smoking areas (20-Litre metal drums half-filled with sand are acceptable)

**EA Event Risk Management Checklist Page 3 of 5**

**Fire Emergency Checklist Okay/NA**

Needs attention

Person Responsible

Action

Completed

Personnel trained in and understands his/her emergency duties

Personnel trained in use of extinguisher types

Availability of Fire Blanket for cooking areas

Emergency Plan current and reviewed

All exits clearly marked

Are any fixed systems on site useable (e.g. Fire Hoses etc)

If the area/arena is fenced are gate keys freely available to

Emergency services/event organisers

**Siting of Facilities, Outlets etc. Okay/NA**

Needs attention

Person Responsible

Action

Completed

The siting of food outlet shall take into account the requirements for power, water and sullage. (Some mobile operations are complete with separate water and sullage tanks and can be located at will.)

Local Government Health regulations need to be observed.

Try to site food outlets on level ground adjacent in the appropriate areas, providing easy access.

Check for slip or trip hazards and be clearly lit at night.

**Agree (where appropriate) with contractor in advance that: Okay/NA**

Needs attention

Person Responsible

Action

Completed

Storage and preparation areas are kept clean.

All food is behind glass or plastic screens

Hot food is held at greater than 60 degrees.

Utensils are clean and used properly.

Personnel are dressed in clean and in light coloured uniforms.

Hair is covered/hat or cap worn.

Personnel preparing or handling food use gloves or tongs.

Personnel handling food are not handling money, etc. or with the same glove.

Fire extinguishers/mats are current and in good order.

**EA Event Risk Management Checklist Page 4 of 5**

***Training and Competition Areas (Arenas) Okay/NA***

Needs attention

Person Responsible

Action

Completed

Fencing and/or marking of arenas is adequate.

Arena footings inspected and repaired where appropriate (holes, rocks, etc.)

Arena footings maintained during competition.

Tools (rakes, shovels, wheelbarrows, etc.) handled and stored safely.

Water truck drivers are experienced

Spectators are kept away from horses (as much as this is practicable).

Stewarding supervision for arenas.

Safe jumping gear (and use thereof).

**Stabling and Related Matters** Okay/NA

Needs attention

Person Responsible

Action

Completed

Adequate parking areas for trucks and horse floats (separate from cars).

Where horses are tied to floats, adequate distances between floats

Safe horse unloading areas near stables.

Safe stables with adequate services nearby (water, light, hosing bays, manure bins, etc.)

Clear stable aisles, no clutter.

Security is in place where appropriate.

Stable manager/steward appointed for overnight supervision where required.

Horses kept away from parked vehicles.

"No Smoking" signs in stables.

Fire extinguishers/hoses in stables.

Grazing areas for horses.

"Beware of Snakes" warning signs where appropriate.

Safety notices and emergency contact numbers on noticeboard.

Evacuation plan for horses.

Access and exit plan for horse traffic.

**Sport-Technical Aspects (often handled by a Technical Delegate or EA/FEI Steward, especially in Eventing)**

*(Note: Eventing matters are not covered here. Please refer to FEI TD Checklist available from*

*[http://www.horsesport.org/fei/reference/reference\\_03/ref\\_03\\_02.html](http://www.horsesport.org/fei/reference/reference_03/ref_03_02.html) as an Annex to the 2004*

*Eventing Memorandum)*

**EA Event Risk Management Checklist Page 5 of 5**

***Risk Management & Control Schedule***

There are various ways to construct and complete a Risk Management & Control Schedule. The basic idea is, however, to identify risks, evaluate their likelihood and seriousness, to work out what to do about them and then **do what has been agreed**.

The next important step is to re-visit the schedule on a regular basis to make sure that the planned actions are indeed being carried out.

Risk management concerns the whole organisation and all of its activities. There are various other resources available from State Departments of Sport and other authorities that can guide you through the process. Some provide detailed "audit questionnaires" that cover most areas. The NSW "*It's Your Business*" resource published by the NSW DSR recommends a "Context Analysis" followed by an audit questionnaire. The long version has over 300 questions covering the following areas:

- Administration
- Governance
- Finance

- Insurance
- Policy
- Planning and strategy
- Personnel management
- Education, training and accreditation
- Contracts
- The physical environment
- Legislation and industry standards
- Event management
- Management
- Risk management

The attached sample schedule is just one example of how risks could be recorded. As said earlier, the process of identifying risks, rating them, agreeing on their treatment and actually carrying out what is agreed is the important part. The paperwork is secondary, although necessary.

### ***Risk Management & Control Schedule***

**No.**

**Identified Risk Classification<sup>1</sup>**

**Examples of Impact Treatment of Risk Party/Person**

**Responsible**

**To be in place by**

**(date)**

**Committee & Administration**

**Legal & Insurance**

**Physical Risks**

**Sport - Membership**

**Events & Venues**

<sup>1</sup> **HF, MF, LF:** High, Medium or Low **Frequency/Likelihood**; **HI, MI, LI:** High, Medium, Low **Impact/Consequences**

## **Equestrian Australia**

### **Risk Management Guide**

#### ***What is Risk Management?***

In our everyday lives, we face risks and we make judgements about whether we will accept these risks. For example, every time we sit behind the wheel of a motor vehicle, we accept that there

is a chance of being injured in an accident, but we make a conscious decision that the benefits outweigh the risks.

However, organisations that invite people to participate in their activities have a responsibility to ensure that these activities are free from risk of injury and are as safe as reasonably possible. This responsibility is expressed in legislation such as the “Trade Practices Act” as having a “**Duty of Care**”. It is very important that this duty of care is taken seriously and that you do all that is possible to make sure that you comply with this duty.

Risk Management is all about identifying those risks associated with your activities that may result in injury to another person or damage to their property. It is then the process you put in place to either remove the risk or minimise the risk to an acceptable level.

In this manual, we will provide you with some essential tools to assist in developing your own risk strategy that is particular to your activities. You are in the best position to assess your risks, as only you know the extent of your activities and those risks that may be peculiar to your circumstances.

### ***Benefits of an effective Risk Management program.***

There are a number of benefits and all are equally important.

Firstly, when an insurance company assesses both the premium and the acceptance of a cover, the factors that control their decision are the class of risk and the claims experience of the client. It is not only the size of the claims but the frequency and number of claims which will be taken into consideration.

Obviously, if there is in place an effective risk management strategy, which reduces the frequency of claims and the number of incidents that could result in claims, then an insurer is more likely to give the insurance greater consideration.

Secondly, serious injuries not only affect the injured person but can impact on their family and friends as well. We have seen examples in the media of the trauma that these people experience and the effect on their quality of life. The financial impact is only one part of the problem but the social impact on the community is far reaching.

One effect of serious injuries is often overlooked and that is the emotional effect on those people involved in the activity which resulted in the injury, namely your committee members, club members, officials etc. This effect cannot often be measured but nevertheless it has a very real consequence.

Lastly, in these days of media scrutiny, injuries can have a significant effect on the reputation of your sport. As you are aware, there is much competition, particularly in the junior ranks, between sporting bodies trying to attract the future champions to their sport. If a sport is seen to be unsafe, it is unlikely to attract future participants.

### ***Rules and Regulations***

Before addressing the principles and strategies of Risk Management, we need to first deal with the issue of the rules and regulations that govern your sport.

Equestrian Australia has detailed rules and regulations that govern the way in which the sport will be controlled in Australia. It is imperative that all clubs, committee members, coaches,

officials, volunteers, members and others that participate in the sport, are fully aware of these rules and regulations and ensure that they are adhered to in the sport's administration and participation.

These, by their very nature, have inherent risk management elements as they put in place measures and requirements that control the way the sport is conducted. The rules provide a consistent approach to the conduct of participants and the clubs and reduce the exposure that would result from a lack of control.

It is a vital part of any risk management procedure that any rules and regulations are strictly adhered to and it is imperative that all concerned are fully aware of the requirements.

For your information, the EA rules are available on the web at [www.EAnational.com](http://www.EAnational.com) and the FEI (International Rules) are available on [www.horsesport.org](http://www.horsesport.org)

In addition to the above, there may be particular legislative responsibilities that apply to each state and that impose requirements. We would suggest that these be investigated to ensure that you comply.

There are also Australian Standards, which detail a minimum level requirement of safety, and we would suggest that you also ensure that these are implemented. In the event of an incident, courts generally will apply the minimum standards that are set by the Australian Standards.

We have addressed the issue of the rules and regulations of the EA and other possible statutory requirements. We would expect, however, that as part of your constitution, you also may have rules and codes of conduct that govern the way in which your committee and the club members operate as a club.

It is vital that all members of your club are fully aware of their requirements and it is essential that you have in place a system that ensures that these are complied with.

### ***Key components of Risk Management***

There are 3 basic components of Risk Management and they are as follows:

- 1. Risk Identification**
- 2. Risk Measurement**
- 3. Management of the risk**

Having completed a review of each of the components, there are generally 2 outcomes:

- 1. A Loss Control Prevention Program**
- 2. Risk Financing**

In conjunction with these components, there are also strategies that you can use in the risk assessment process, which will have a significant effect on the type of risk management plan you decide to put in place.

### ***Risk Management Strategies***

There are 5 strategies when you are considering the risks associated with the sport and they are:

- 1. Risk Avoidance**

2. Risk Reduction
3. Risk Acceptance
4. Risk Transfer
5. Insurance

### ***Risk Avoidance***

This simply means can the risk be totally avoided. Can the activity be changed in such a way to completely remove any risk of injury or property damage?

### ***Risk Reduction***

Having identified a risk and having made the decision that it cannot be avoided; can the risk be reduced so that the impact is contained? This can be done in a number of ways, which we will discuss later.

### ***Risk Acceptance***

There are times when the risks associated with an activity are inherent and part of the activity that make it attractive. These cannot generally be removed or reduced but have to be accepted and acknowledged.

### ***Risk Transfer***

This strategy is all about making another party or organisation responsible for the identified risk exposure. An example of this would be the use of service providers at club events. You may ask the local food outlet to provide food for sale at the event. Although this will be seen as part of your risk exposure, you do not have any control over the quality or preparation of the food.

In this case, you would seek to transfer the risk to the provider by insisting they have the appropriate insurance coverage, noting your interests to cover the aspects of their involvement in your event. This can apply to any supplier or provider of goods and services where the control over the safety aspects is under their control.

### ***Insurance***

When you have considered all of the above options, you will come to the conclusion that you will be able to avoid some risks, reduce others and transfer others as well but there will always be some risks which need to be covered by insurance.

In developing a Risk Management Plan, you should consider the components as we have indicated and, using the strategies as part of the risk assessment, put in place a structured plan to deal with the risks in the appropriate manner according to your particular circumstances. Remember that you are in the best position to make the judgements about your risk exposures but we will provide some of the tools that will assist you in developing your plan.

### ***Risk Identification***

The first step to managing risk is identifying the exposures that are present in your activities. These can take a number of forms and they are as follows:

1. Physical Hazards and
2. Management systems/training

### ***Physical Hazards***

These are the most obvious causes of risk to participants, spectators and officials/volunteers. In many cases, they can be controlled by having an effective system where **inspections** are carried out prior to the events/activities and on a regular basis during events.

### **Why are inspections necessary?**

1. To identify and eliminate transient hazards
2. They check hazard control measures
3. Because conditions change
4. Because changes have effects
5. They measure safety performance
6. They detect management deficiencies
7. They demonstrate your commitment

The control of physical hazards that have the potential to cause injury is essential in reducing your exposure to claims. By having an inspection program, you have the opportunity to identify the areas of risk and take the appropriate steps to manage these risks, before they become the cause of a claim.

Each activity will have its own risks but some examples of physical hazards are as follows:

### **Competition area**

1. Is the ground surface in good condition and free of hazards such as holes, rocks, water troughs and other obstructions including other animals?
2. Is the fencing appropriate for the activity for the protection of both participant and spectators?
3. Is the size of the area appropriate for the number of participants?
4. If there are jumps or other equipment of any kind, are they in good repair and safe condition?
5. Is the holding/practice area for competitors free from ground obstructions and appropriate for the number of competitors?

### **Spectator area**

1. Is the designated area ground surface free from obstructions as above?
2. Are all spectator traffic areas clear and safe?
3. Are any viewing structures in good condition and well maintained?
4. Are there barriers between spectators and horses?
5. Is there appropriate signage clearly showing spectator areas and restrictions?
6. Are there any barriers or officials preventing access to non-removable physical hazards e.g. creeks, dams, structures, trees etc

### **Vehicle areas**

1. Is there a designated area for vehicles and is this free from obstructions?
2. Is this area removed from the horse traffic area?

The above examples are only a guide and when you carry out the inspections, you should develop your own checklist to ensure that all of those potential risks that are peculiar to your activities are noted and dealt with.

### ***Management systems & training***

While it is very common to view risk management as dealing with the physical hazards, there are risks associated with the manner in which you manage your activities, your procedures and systems and your training programs.

The following are some examples of this that will impact on your risks:

1. In addition to the EA rules and regulations, do you have a “Code of Conduct”? How do you ensure that all competitors are aware of these rules and codes and how do you enforce their compliance?
2. How do you police the wearing of appropriate clothing and protection for competitors?
3. Do you have a standard of apparel and protection for official, volunteers etc and how do you police compliance?
4. What training do you provide to officials, volunteers, etc. to ensure they carry out their duties in the appropriate way?
5. Do you have a disclaimer printed on the entry forms, schedule or tickets?
6. Do you have appropriate signage at entry points to the event and restricted areas?
7. Do you review the site layout to ensure that conflicting risk areas are kept separate or are controlled, ie horses away from spectators, horses away from vehicles, animals such as dogs away from horses?

This is not, by any means, an exhaustive list but is a start point and you will need to review your procedures and systems for any other exposures

### ***Risk Measurement***

Now having identified the risks, the next step is to measure the possible outcome, ie is the risk likely to cause serious injury, minor injury, damage to property etc. This is an essential element of the process, as it will dictate the action and the timing of the action that you will need to take.

It is important that you consider the worst-case scenario particularly in the case of potential injury as it can be a fine line between a minor injury and a major injury. For example, falling off a horse may, in some cases, cause a minor injury but, depending on the circumstances, this injury can be more serious. As such, you need to not only consider the fall but take into consideration the environment as well.

### ***Risk Management – Management/Loss***

#### ***Control Prevention Program***

The next step is how you deal with the information that you have gathered as part of the assessment process. To assist with the process, we have included a "**Risk Priority Chart**" that will give you a guide to matching the likelihood to the consequences and a "**Simple Risk Assessment**" form to assist in the assessment process.

#### **RISK PRIORITY CHART**

LIKELIHOOD: How likely is it that it will occur?	CONSEQUENCES: How severely could it hurt someone?			
	EXTREME (Death, permanent)	MAJOR (Serious bodily injury)	MODERATE (Casualty treatment)	MINOR (First aid only)
VERY LIKELY (Could happen frequently)	1	2	3	4
LIKELY (Could happen occasionally)	2	3	4	5
UNLIKELY (Could happen, but rare)	3	4	5	6

VERY UNLIKELY (Could happen, probably never will)	4	5	6	7
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This stage of the risk assessment is a way of ranking risks in terms of their priorities. The risk scores obtained have no absolute value. This chart ONLY ranks the risks.

The scores (1-7) in the risk priority chart indicate how important it is to do something about each risk, as follows:

Score	Action
1, 2 or 3	Do something about these risks immediately
4 or 5	Do something about these risks as soon as possible
6 or 7	These risks may not need immediate attention

### ***Simple Risk Assessment***

#### **Identify Risk Issue(s)?**

“What would happen if ...?” “Is it possible that ...?” “Could somebody ...?”

**Identify Cause(s)?** Think what could cause the issue to occur.

#### **Impact)?**

What could be the consequences?

What is the likelihood of it occurring?

**Rank of the Risk?** Refer to Risk Priority Chart

#### **Controls –**

#### **Are they adequate?**

Are there any existing controls? Are they adequate?

Think what could prevent or reduce this impact – does it work?

**Recommended Actions** Practical steps to prevent the cause (remove the risk) or lessen the impact.

**Action Priority / timing?** Use the Risk Priority Chart to prioritise the timing for the actions to treat the risk

### ***Risk Management Action Plan***

It is now imperative that, having collected all of the information in relation to your risks, you put in place an action plan to ensure that the hazards are remedied or are scheduled for remedy. The action plan can be in the form of a Risk Management and Control Schedule (sample available).

Your Risk Management Action Plan should then be a document that is under constant review. Your risks will change from time to time and, with the inspection program, these actions will need to be updated to maintain the control over the risk exposures.

The importance of a continuing education program for your members, officials, volunteers and committee members in the importance of maintaining a diligent approach to risk management is of a vital importance. These people are the key to the success of your Action Plan.

There are always likely to be situations that may result in an incident that inevitably results in injury. The last component of Risk Management is **“Risk Financing”**.

The most commonly used method is to take out insurance to cover those inevitable claims that will occur from time to time.

**An effective Risk Management Plan will help protect that insurance from being exposed to claims that could have been prevented. It is in your best interest to protect your cover in order to provide the greatest chance of its continuance.**

The final component of your program is to assess the success of your actions. Should an incident occur (whether it results in an injury/property damage or not), it is important to review the details and circumstances surrounding the incident, to evaluate whether your processes and/or your Action Plan have failed or other processes need to be put in place to prevent the incident recurring.

We have included an **“Incident Analysis”** form for your use. This should be incorporated into your Action Plan and become a natural part of the process of assessment. By developing an ongoing analysis of each incident, however minor, this will continue to reinforce the importance of maintaining an effective Risk Management Plan and the benefits, over time, will become part of your success.

### **Summary**

We are sure when this document is first read, the task will seem like an onerous undertaking, but once the principles and processes are adopted, it will become second nature and in time will be a natural part of way you conduct your activities.

Remember that the benefits are substantial and are not just financial. The emotional cost of accidents to the community and to each person is impossible to measure. By reducing the potential for these accidents to occur, we can minimise this effect on the community and benefit all.

## Incident Analysis Form

<b>Name of Event:</b>			
Name of Organising Committee/Club:			
Address:			
		Postcode:	
Tel: No.:		Fax No.:	
E-mail Address:			
<b>Responsible Officer</b>		Date of analysis	

**What happened?** (Direct Cause of Incident/Loss of Success; attach drawing if appropriate)

**Why did it happen?** (What was the process Failure/Success)

**Why didn't/did we pick it up?** (What was the Detection Failure/Success)

**What could have prevented it from happening?**



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On-site vehicles Third Party insurance (golf buggies, etc.)

Vehicle lease/rental contract and its provisions

Best location for equipment in respect to refuelling, fuel leaks/spills, service access

**Contractors (for services/performances), Sponsor displays**

Okay/NA

Okay/NA	Needs Attention	Person Responsible	Action Completed

Insurance for people doing performances/displays (if not EA, they should have their own policy)

Service providers (like security firms, caterers, etc.) have provided evidence of insurance cover.

If event is a ticketed event, consider cash security requirements

Is security firm experienced and licensed?

Briefing of security officers on functions, rights, and responsibilities

Liability waivers/disclaimers

**Records and**

Okay/NA	Needs Attention	Person Responsible	Action Completed

Ample supply of 'incident report' forms and disclaimers/ waivers distributed to relevant staff for issue to competitor, etc.

Incidence Management Procedures

Evacuation Procedures

Illness/ Injury procedures

Staff have been made aware of procedural requirements

Liability waivers

*Below is a checklist that is designed to assist event organisers in their risk management.*

*The list is by no means exhaustive. On the other hand, many items may not apply to small events or may have to be re-interpreted to suit the particular circumstances.*

*Some items are repeated under more than one category.*

*Technical Delegates for EA/FEI events have their own checklist for sport-technical and sport-safety matters.*

**The Venue Itself**

Adequate light if operating at night (for the show itself, walkways, for camping areas, to parking areas, etc.) Stand-by lighting in event of power failure

Warning and directional signage (spectator areas, spectator directions, "exclusion zones", etc.)

"No smoking"- signs posted; restrictions enforced

Rubbish bins (recycling where possible), disabled access and facilities ("accessibility")

Slip, trip and fall inspection in pedestrian/spectator areas

Footing and arena side/fence inspection Toilets and other facilities clean and open Portable Toilets in place and ready

Camping facilities are in place and working (power, lighting, water, etc., if available)

Inspection of spectator areas and seating areas

Emergency equipment, assembly areas

Bus parking, drop-off/pick-up zones

**Parking Areas**

Parking areas should be controlled. Signage should clearly indicate any restrictions before vehicles enter and should also have NO RESPONSIBILITY waiver.

Suitability of entry, parking areas (levels, bumps, incline) Fencing (if star posts are used, they should be capped.)

If used at night: Lighting. Parking officers with torches and reflecting vests

Parking Lines and Exits clearly marked Staff comfort in hot/wet weather Protection of trees, flower beds, fixtures

Access and parking for caterers, entertainers, VIP guests horse/pedestrian paths

Separation of horse vehicles from general parking

**Staffing**

Safety and security briefing (awareness of risks in areas listed, disclaimers)

Breaks and relief staff for event personnel Security of cash and cash collections adequate first aid facilities/personnel

Staff and contractor training in their areas of responsibility

Staff use & store tools (rakes, shovel, etc.) safely. Staff uniforms/clothing

Okay/NA	Needs Attention	Person Responsible	Action Completed

**Food Outlets (especially when staffed by volunteers)**

- Contractors carry their own insurance. Liquor licenses displayed.
- Staff uniforms/clothing clean
- Hair covered/hat or cap worn
- Use of gloves or tongs when handling food
- Others to handle money/coupons

**Checks during events - "Management by walking about"**

- Staff are relieved on regular basis.
- Staff "overloads" are addressed during peak times.
- Food areas are kept clean. Spillages to be cleaned regularly Crowd control - marshals required - trained personnel Safety announcements over PA
- Vehicle parking controls in place
- Lost children procedures and facility establishment
- Translation services (where appropriate) Press/ Media reception hosts/hostesses Ticketing and coupons sales staff and outlets Internal Communications
- External Communications (Inc Mobile Phones)

**Electrical**

- Fuses/ circuit breakers suited to cable load capacity in leads and boards
- Leads, cables and plugs

**Housekeeping**

- Rubbish bins emptied regularly
- Aisles and access ways clear of obstructions and litter
- Free access by staff to electrical switches and controls
- Exit and entry ways clear
- Merchandise, stock and other goods stored neatly

**Smoking**

- NO SMOKING signs on proper locations
- Ashtrays and receptacles of sufficient size in smoking areas (20-Litre metal drums half-filled with sand are acceptable)

Okay/NA	Needs Attention	Person Responsible	Action Completed

**Fire Emergency Checklist**

- Personnel trained in and understands his/her emergency duties
- Personnel trained in use of extinguisher types Availability of Fire Blanket for cooking areas Emergency Plan current and reviewed
- All exits clearly marked



**Training and Competition Areas (Arenas)**

Okay/NA	Needs Attention	Person Responsible	Action Completed

- Fencing and/or marking of arenas is adequate.
- Arena footings inspected and repaired where appropriate. (holes, rocks, etc.)
- Arena footings maintained during competition.
- Tools (rakes, shovels, wheelbarrows, etc.) handled and stored safely.
- Water truck drivers are experienced
- Spectators are kept away from horses (as much as this is practicable).
- Stewarding supervision for arenas. Safe jumping gear (and use thereof).

**Stabling and Related Matters**

Okay/NA

Okay/NA	Needs Attention	Person Responsible	Action Completed

- Adequate parking areas for trucks and horse floats (separate from cars).
- Where horses are tied to floats, adequate distances between floats
- Safe horse unloading areas near stables.
- Safe stables with adequate services nearby (water, light, hosing bays, manure bins, etc.)
- Clear stable aisles, no clutter.
- Security is in place where appropriate.
- Stable manager/steward appointed for overnight supervision where required.
- Horses kept away from parked vehicles. "No Smoking" signs in stables.
- Fire extinguishers/hoses in stables. Grazing areas for horses.
- "Beware of Snakes" warning signs where appropriate. Safety notices and emergency contact numbers on noticeboard.
- Evacuation plan for horses.
- Access and exit plan for horse traffic.
- Sport-Technical Aspects (often handled by a Technical Delegate or EA/FEI Steward, especially in Eventing)**

***(Note: Eventing matters are not covered here. Please refer to FEI TD Checklist available from [http://www.horsesport.org/fei/reference/reference\\_03/ref\\_03\\_02.html](http://www.horsesport.org/fei/reference/reference_03/ref_03_02.html) as an Annex to the 2004 Eventing Memorandum)***