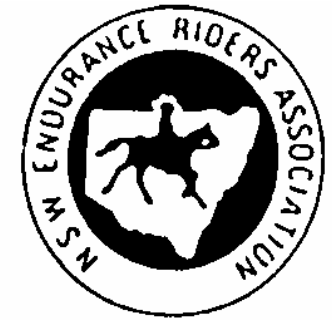


RISK MANAGEMENT PLAN



Version date: 31 January 2003

NSW Endurance Riders Association Inc

This Risk Management Plan has been developed by the NSWERA State Management Committee to apply to the sport at a state-wide level. It is an evolving document and input from ride organisers and members is welcome.

This Plan lists many of the risks involved in the sport of endurance riding. Risk is a part of our sport and inevitably accidents and injuries are sometimes going to occur, or problems are going to arise. Risk management is about:

- being aware of potential risks
- taking reasonable steps to minimise the likelihood of those problems occurring
- dealing with them appropriately when they do occur

The goal of this document is to address potential problems *before* they occur. Please read through the list of risks that have been identified, and the various steps that can be taken in response to them. Think about how you can apply this information to improving the running of your ride.

Note: this document should be printed in landscape (wide) format. An electronic version of this document is available on the NSWERA website (www.nswera.asn.au) which you can use as a base for making a risk management plan specific to your event.

RISK	Likelihood assessment	Impact Assessment	Risk Priority Rating	MINIMISATION STRATEGY
Accidents on course - general	5	4	9 Extreme	Clearly readable bib numbers to identify riders
				Reflectors on bibs or on rider equipment
				Helmets compulsory for all adult riders
				Junior riders under 10 years of age accompanied by senior at training rides
				Emergency services notified and on standby
				Radio checkpoints/effective on-course communications
				Rescue and retrieval vehicle available
				Travelling veterinarian at major rides
Accidents on track caused by inexperienced horses	5	4	9 Extreme	Limited speed for novice horses and riders
Accidents on track due to track conditions	5	4	9 Extreme	Caution signs or warnings on track
				Pre-ride talk description of hazards
Conflict between participants - physical	4	5	9 Extreme	Rules allow disqualification of rider for behaviour of strappers/friends
				Emergency services notified and on standby
Conflict between rider & ride official/s - verbal	5	4	9 Extreme	Members may be disciplined under the constitution and the AERA rules
Conflict between rider/strapper and veterinarian - verbal	5	4	9 Extreme	Disputes procedure in place at rides
				Members may be disciplined under the constitution and the AERA rules
Constitution not appropriate and relevant	5	4	9 Extreme	Constitutional review underway
Excessive workload on key committee personnel	5	4	9 Extreme	Redistribute and delegate work where possible
Inadequate number of vets in attendance	5	4	9 Extreme	Encouragement of pre-nominations to help predict entry numbers
Injury or harm to horses due to overriding	5	4	9 Extreme	Early warning system
				Veterinary checks on horses
				Provision of educational material, newsletter articles, seminars
Accidents at finish	4	4	8 Major	Gallop finish policy
Accidents at start	4	4	8 Major	Pace car when ride starts on bitumen
				Staggered or controlled start for large rides
				Start line may be moved away from ride base to more suitable location
Accidents in camp causing injury to people & horses from horses escaping from yards	4	4	8 Major	NSW-ERA recommends metal or 2 strand electrified fence yards

RISK	Likelihood assessment	Impact Assessment	Risk Priority Rating	MINIMISATION STRATEGY
Accidents on track and in camp causing injury to TPR stewards and vets	4	4	8 Major	Blue ribbons on stallions Red ribbons on tails of horses that kick
Accidents on track caused by inexperienced riders	4	4	8 Major	Limited speed for novice riders Novice riders must attend pre-ride talk Novice riders must successfully complete 240 km in rides <=120 km before attempting longer rides Novices must do 2 training ride before attempting 80 km
Blocked or inadequate access to amenities in the case of an emergency	4	4	8 Major	<i>No procedures in place at state level; ad hoc by ride committees; increased risk at crowded venues</i>
Budget not prepared for income and expenditure	5	3	8 Major	Subcommittee to prepare budget
Closure of trails by National Parks & Wildlife Service	4	4	8 Major	Course Preservation Portfolio Membership of and participation in Australian Horse Alliance Submissions on Draft Plans of Management Liaison between ride committees and local NPWS staff
Collision between horse and/or rider with vehicle on course	3	5	8 Major	Warning signs on all public roads advising drivers of presence of horses Selection of safe routes when planning course
Conflict between participants - verbal	5	3	8 Major	Chief steward can disqualify rider for behaviour of strappers/friends Disputes procedure
Death of horse	3	5	8 Major	Autopsy procedure Catastrophe reports Vets in attendance Rider education
Death of horse on course	3	5	8 Major	Rescue and retrieval vehicle
Dogs causing accident or injury to horses, riders, vets or volunteer workers	5	3	8 Major	Dogs must be on a leash at all times. Dogs prohibited from some ride bases Dogs prohibited from the vetting area
Excessive stress on young horses	4	4	8 Major	Novices must do 2 training ride before attempting 80 km Novice horses must must successfully complete 240 km in rides <=120 km before attempting longer rides Limited speed for novice horses

RISK	Likelihood assessment	Impact Assessment	Risk Priority Rating	MINIMISATION STRATEGY
Heat stress to horses and riders due to extreme conditions (>30 degrees)	4	4	8 Major	Discretion for Heat Vet to reduce maximum allowable heart rate at rides with gate-into-hold vetting
				Most rides held during cooler months
				Discretion for ride committee to cancel ride
				Discretion for ride committee to increase maximum riding time, amend start time or modify course
Inadequate number of TPR stewards in attendance	5	3	8 Major	Membership fee waiver to reward and encourage regular non-riding TPR stewards
				Prize draw at end of year
				Provision of TPR courses to train and licence more TPR stewards
Inadequate provision of first aid to riders	5	3	8 Major	<i>No procedures in place at state level; ad hoc by ride committees</i>
Injuries to people and/or horses in camp from horses escaping from yards	5	3	8 Major	NSW-ERA recommends metal or 2 strand electrified fence yards
Injury or harm to horses	4	4	8 Major	Invasive treatment reports
Injury or harm to horses due to dehydration	4	4	8 Major	Water to be available on track at least every 10-15 km
Injury to TPR stewards, strappers, riders, other horses in vetting area	4	4	8 Major	Adequate separation of horses in TPR area
				Disqualification for horses which cannot be vetted safely
				Provision of a vetting area of sufficient size with sufficient room in TPR area for anticipated number of entries
Injury to TPR stewards, vets and other voluntary workers	4	4	8 Major	Volunteer Worker insurance
Use of drugs to enhance horse performance	4	4	8 Major	Drug testing
				Disciplinary procedures for positive drug test results
Use of drugs to mask pain or lameness in horse	4	4	8 Major	Drug testing
				Disciplinary procedures for positive drug test results
Collision between horse and/or rider with vehicle at ride base	3	4	7 Major	Parking steward to control traffic
				Unobstructed entry, exit and access corridors
Conflict between rider & ride official/s - physical	2	5	7 Major	Police & ambulance services notified and on standby
				Rider may be disciplined under the constitution and the AERA rules
Conflict between rider/strapper and veterinarian - physical	2	5	7 Major	Disputes procedure
				Rider may be disciplined under the constitution and the AERA rules
Death of rider	2	5	7 Major	Catastrophe reports
Death of rider on course	2	5	7 Major	Radio communication with ride base

RISK	Likelihood assessment	Impact Assessment	Risk Priority Rating	MINIMISATION STRATEGY
				Emergency services on standby
Exposure of ride committees to litigation	4	3	7 Major	Disclaimers signed by riders/legal guardians Guidelines for ride standards Education of ride officials Public Liability insurance Voluntary Worker insurance
Riders getting lost on course	5	2	7 Major	Course maps supplied Course adequately marked Pre-ride instructions Radio communications with ride base
Risk management not considered when planning an event	2	5	7 Major	Distribution of this policy document to ride committees Education of ride officials
Unincorporated ride committees exposed to legal action	3	4	7 Major	All ride committees to become incorporated
Volunteer workers exposed to sun for long periods	5	2	7 Major	NSW-ERA recommends use of 15+ or greater sunscreen, wearing of hats and suitable clothing while working out of doors
Bad PR for sport resulting from horse welfare incidents	3	3	6 Moderate	Disciplinary actions Drug testing Early warning system Prompt attention to horse welfare issues Strict horse welfare rules Veterinary supervision
Damage to property by escaping horses	3	3	6 Moderate	Public Liability insurance incl. member to member
Electrocution, injury or damage to property from use of electrical equipment and leads	3	3	6 Moderate	<i>No procedures in place at state level except Shahzada and major 160 km events</i>
Fall in entries	3	3	6 Moderate	Adequate advance notice in newsletter
Fall in membership	3	3	6 Moderate	Publicity brochure
Financial embezzlement or misconduct by committee member/s	1	5	6 Moderate	Dual signature required on cheques Full financial balance sheet reported at each meeting Receipts or itemised expenditure reports required for expenses to be reimbursed Education of committee personnel

RISK	Likelihood assessment	Impact Assessment	Risk Priority Rating	MINIMISATION STRATEGY
Insufficient toilet facilities available at ride base	4	2	6 Moderate	Encouragement of prenominations to help predict entry numbers Supply of portable toilets where permanent facilities not available
Rubbish left at ride base	5	1	6 Moderate	Riders asked to remove rubbish on departure, or collection bins provided
Rubbish left at ride base: Broken glass causing injury	3	3	6 Moderate	Riders asked to remove rubbish on departure, or collection bins provided
Spread of equine infectious disease	3	3	6 Moderate	Adequate camping space to allow yards sufficiently separated so that horses cannot touch Horses displaying symptoms not permitted to start ride Telephone contact details for all riders recorded on entry forms
Disclosure of confidential committee information especially disciplinary discussions	4	3	5 Moderate	Confidentiality agreement signed by committee members
General misconduct by committee member/s	1	4	5 Moderate	Education of committee members
Loss of Sport & Rec funding	2	3	5 Moderate	Development of correct policy documentation Progress accounting Correct implementation of Business Plan agreement
Spread of serious human infectious disease	2	3	5 Moderate	Telephone contact details for all riders recorded on entry forms
Fire	1	3	4 Minor	Comply with total fire bans and fire weather warnings Recommend use of fire drums Request campfires be kept to a minimum number & shared by neighbouring camps Water available at campsite site
Ineffective or delayed emergency evacuation of ride base	1	3	4 Minor	<i>No procedures in place at state level; ad hoc by ride committees</i>
Theft of valuables or equipment from ride base	2	2	4 Minor	<i>No procedures in place at state level; ad hoc by ride committees</i>

Communication Strategies

Methods of communicating risk management strategies to ride committees, riders, committee members and volunteer workers:

- Newsletter
- Ride stationery
- Printed handouts at rides
- Pre-ride talk
- Info line
- Chief Steward accreditation scheme

Actions

- Notice to All Participants: Waiver/warning document to be signed off by riders
- Similar warning on display at ride offices
- Series of articles in newsletter highlighting different aspects of risk management
- Talks at seminars about safe riding practices
- Inclusion of risk management plan in ride stationery
- Introduction of Personal Accident insurance
- Development of new constitution
- Improve quality of pre-ride talks:
 - prepare checklist
 - keep written notes
- Improve information available to first time and novice riders
- Distribute feedback forms at rides
- Expand and distribute "How to run a ride" handbook
- Encourage use of bunting and markers or ground stewards to keep access ways clear
- Review constitution
- Prepare budget

Statement of Purpose

The purpose of this document is as follows.

- 1) To identify potential risks specifically associated with the aims and objectives of NSW-ERA and the activities affiliated with this organisation.
- 2) To assess the severity and importance of those risks and the consequences to the sport of endurance riding if they are disregarded.
- 3) To identify existing methods already in place which abate those risks.
- 4) To identify additional processes for minimising those risks.
- 5) To initiate new risk minimisation strategies and improve the implementation of existing risk minimisation strategies.
- 6) To identify and improve the means by which these risks and their management strategies are communicated to ride committees and NSW-ERA members.

Method of Risk Audit

The aims and objectives of NSW-ERA are set out in detail in the Constitution. The primary aim of NSW-ERA is "to enjoy, promote and regulate the sport of endurance riding in New South Wales."

Below is a list of risks which may have an impact on these aims and objectives. These risks are graded by likelihood and by severity, resulting in a risk priority rating ranging from Minor to Extreme.

The scale used is as follows:

Likelihood:

- 1 Rare: very unlikely but not impossible, unlikely over a ten year period.
- 2 Unlikely: Plausible, could occur over a five to ten year period.
- 3 Possible: Reasonable likelihood that it may arise over a five year period.
- 4 Likely: High probability, likely to arise once a year.
- 5 Almost certain: the potential for problems to occur in a year.

Potential Impact in terms of the criteria and goals of the organisation:

- 1 Negligible: very small impact, rectified by normal procedures.
- 2 Minor: easily remedied, with some effort the criteria can be achieved.
- 3 Moderate: Some criteria affected, considerable effort to rectify
- 4 Major: Most criteria threatened, or one severely affected
- 5 Catastrophic: most criteria may not be achieved, or several severely affected.

The risk priority is the sum of the two assessment scores. It represents the degree to which NSW-ERA needs to have procedures in place to guard against the event occurring, or to deal with it effectively if it does.

Finally, the minimisation strategies are the actions or procedures already in place, and/or the actions which should be implemented.