



Pony Club SA

Rallies & Events Toolbox

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Introduction

This tool kit is a guide for voluntary committees planning a successful pony club rally or event. The document provides a series of task descriptions, checklists and useful hints.

It is divided into 4 sections, making it easier for volunteers responsible for a particular section of the event to separate out their tasks:

- **Planning**
- **People**
- **Event Venue**
- **Horses**

Experienced rally & event convenors will find this resource useful to both improve their current event and to support the recruitment of new volunteers.

The role of the day-to-day governance and rules of PCA SA, individual event rules and technical regulations relating to specific types of horse events are not covered in this guide.

1. Planning

- a. Overview
- b. Time lines for Tasks
- c. What is Risk Management?
- d. Emergency Response Plan
- e. Biosecurity & Emergency Response Preparedness
- f. Emergency Equine Incident Response
- g. OHSW
- h. Event Communications
- i. Licence & Permit Requirements
- j. About Policies & Procedures

2 People

- a. About Volunteers
- b. Contractors
- c. Hospitality check list
- d. Spectators
- e. Sponsors
- f. Promoting the Event – Quick Tips for Busy People

3 Event Venue

- a. Event Infrastructure Checklist
- b. Preparing a Site Plan
- c. Traffic Management Plan
- d. Security, money handling
- e. Licence & permit compliance
- f. Waste management
- g. Sample Event running sheet

4. Horses

- a. Horse Welfare
- b. Horse Ambulance
- c. Field Hospital
- d. Handling deceased horses with dignity

1. Planning the Rally or Event

In reality for club committees, it is the one and the same group of people who organise both the day to day activities of a club and the calendar of events.

Where possible, a separate committee should be formed to conduct larger events. This relieves often heavily over-burdened organisational volunteers and provides an opportunity for bringing in new people into an event, fresh ideas and new skills.

In the early event committee meetings, discussion will revolve around

- The “vision” for the calendar or rallies and events – what will it “look and feel” like? Does it promote PCA SA in a new and exciting way?
- Advancements for PCA SA– each activity has an opportunity to use new technologies to conduct the sport, trial a new way of doing things, make better use of media or apply some research findings in how horses are cared for.
- Budget constraints and opportunities – where vision and reality meet!
- What people and skills do we need?
- Meeting the technical requirements for the delivery of rallies & events, as per the rule book and governing organisation policies
- Meeting risk management and safety requirements

This very early work will help plan out a timeline for achieving key tasks to enable a safe and successful calendar of events to be delivered for members.

1 b Timelines for Tasks for Major Events

Task (Task list can be modified to suit rally days)	Deadline	Who is Responsible
12 months out (or more)		
Appoint club committee and sub committees for events or special events		
Key judging, officiating, organizational volunteer roles filled		
Hire grounds/ secure course		
Book radios/PA & other equipment/ Marquees & major contractors		
Date, venue, contact info on website/promoted		
Sponsorship packages prepared/ sponsors approached		
6 – 12 months out		
Risk management & biosecurity plan completed		
Officials accommodation booked		
Finalize schedule, social events, fundraisers		
Volunteer roles filled		
Contact previous trophy holders to return. Arrange other prizes & awards		
Major sponsors confirmed		
Entry forms, schedules & related info released		
Finalize contractors & PA speakers		
Invite trade sites		
Confirm First Aid attendance, emergency services, radios		
Arrange extra licenses e.g. liquor or raffle		

Merchandise ordered		
First Media Release		
3 – 6 Months Out		
Minor sponsors confirmed		
Confirm all catering requirements		
Order all prizes to be made up e.g. rosettes, rugs.		
Letters to all officials confirming date/time required.		
Organize needs for visiting officials e.g. airport transfers, drivers, gifts, laundry		
Invitations for special dinners/event functions		
Program and signage organised to recognise sponsors		
Site, traffic, communication plans completed		
Emergency services briefed		
Promotion & media plan implemented		
Volunteer training and/or briefings undertaken		
All loaned equipment sourced, checked and tested		
Horse feed, bedding ordered		
Permits and licenses obtained		
Budget review		
One Month Out		
Program printed		
All paperwork for officials is prepared, placed on clip boards, stop watches etc all sourced, tested, sorted.		
Site supplies purchased e.g. Toilet paper, cleaners, soap, bin liners, dishwashing liquid, paper towels etc		
Prizes and prize money sorted, tagged/ named/		
Gifts for officials purchased, wrapped		
Thank you letters for volunteers & officials prepared		
Name tags, ID badges prepared, volunteer sign in/ sign out book, accident report forms, incident report book		
Maps are available, circulated to emergency services, volunteers, grounds logistics		
Deposits & necessary payments made		
Lunch vouchers, water, sunscreen, toilets & any other volunteer needs arranged		

Event secretary stationary purchased		
Media strategy rolled out		
10 Days Out		
Ring media, remind and re-invite		
Check all keys work, all gates to be either open or closed as arranged, adjoining livestock moved etc		
Radios tested, radios allocated, sign in/out sheets		
Grounds prepared, signage erected		
Section leader volunteers (responsible for a group of helpers) contacted to make sure all is in order		
Grounds inspection after last hirer to ensure clean toilets, kitchen, and grounds prepared.		
Finalize catering numbers		
Check all the minor jobs are covered		
- Scratching are advised to all required persons		
- Officials and guest riders/teams hosted to plan		
- Fundraising events have enough helpers		
- Volunteer thank you activity/letters organised		
- Venue inspections		
- Entertainment & social program helpers		
- Arrange who will pack up & rubbish removal after		
Outstanding payments owed by anyone are contacted		
Lead Up Days		
Fencing, signage, stables, IT, power, water, marquees set up. Cleaning of existing facilities		
Course marked, signage erected, water points		
Technical Delegate sign off		
Post Event		
Debrief volunteers immediately after event, on the day		
Inspection of grounds prior to hand over to manager		
Thank you letters to all officials and volunteers		
Sponsor thank you letters and/or social function		
Any bookings for following year e.g. grounds		
Articles and photos to media outlets		
All outstanding payments and fees are made		
Return all loaned items		
Advise any breed societies/others e.g. best performed		

Update plans, procedural manuals based on learnings from event and volunteer feedback		
Budget review		

1 c Rally & Event Risk Management

The process of risk management requires an assessment of all aspects of the event based on sound general management principles and a thorough knowledge of the aspects involved (be they animals or humans, or the interaction of the two groups).

Good procedures are of no use unless they are applied rigorously and with consistency, with a flexibility which comes from an understanding of the underlying principles. Successful rally & event organising is where each person understands their responsibilities:

PRIMARY ROLES:

- a) An overall rally or event coordinator/director that makes executive decisions and has a knowledgeable overview of the whole situation.

b) Support roles (one person may have a couple of roles):

- ✓ **Risk management**
- ✓ **Compliance** with the rules & regulations of PCA SA
- ✓ **Venue** (accessible with emergency plans/ barricades/yards/seating/arenas /appropriate surfaces for activities/ toilets)
- ✓ **Food & drinks** (preparation/sub-contractors/sales)

- ✓ **Environment** related issues (noise/waste collection & removal)

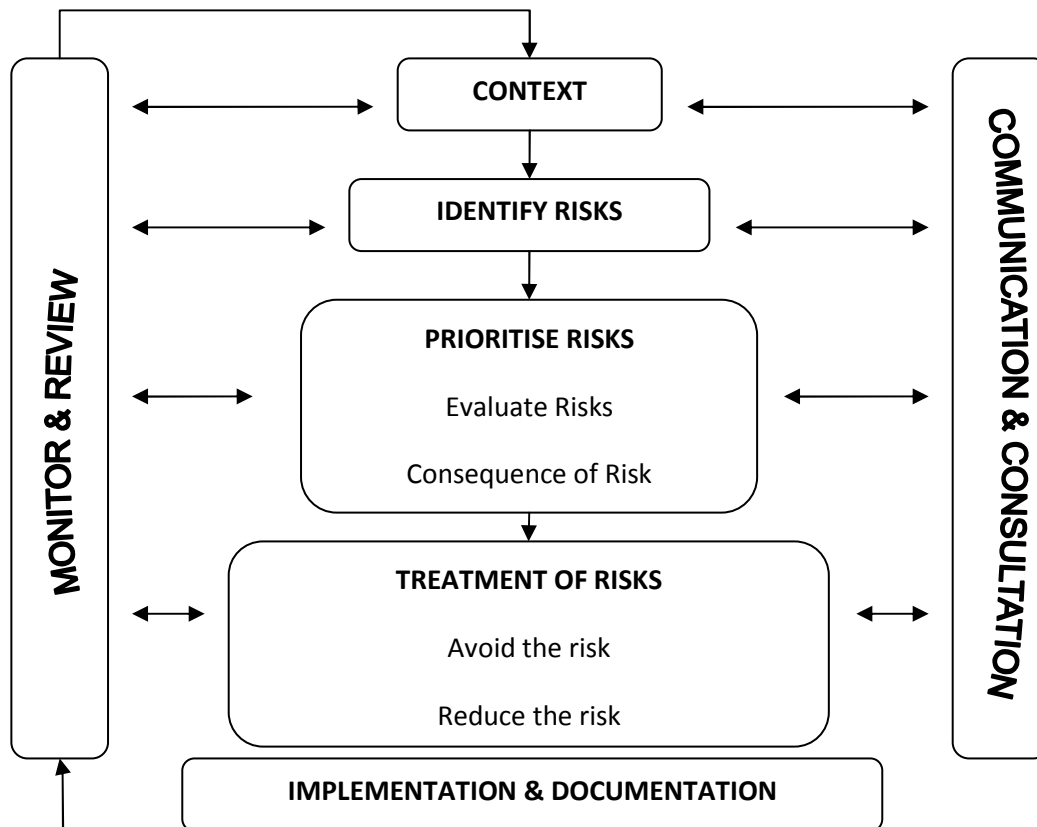
- ✓ **Traffic & signage** (vehicles/arena/crowd)
- ✓ **First Aid** (appropriate for size and type of event)
- ✓ **Accommodation** (overnight caravans /trucks/showers)

- ✓ **Security** (control of visitors/spectators/participants/intruders/liaison with authorities)
- ✓ **Equipment** (PA/ barricades/props)
- ✓ **Induction & training** (officials/volunteers/paid staff/job descriptions)
- ✓ **Participants** (rules/program/waivers/briefings/controls/security)
- ✓ **Administration** (tickets/entries/legal requirements/rules)
- ✓ **Public Relations**(publicity/communications/behaviour of participants & crowd, complaints system)
- ✓ **Finances** (management/ticketing & entries/recording systems)
- ✓ **Contingency management** (overview + insurance)
- ✓ **Horse welfare & wellbeing**

THE PROCESS OF RISK MANAGEMENT

Risk Management Model

Risk management is the process of identifying, analysing, evaluating and treating risk, as depicted in the following table: Risk Management Model



Context

Decide on the context of your club. The implications for risk management are different for small not for profit organizations, running in-house events, compared with a large event which attracts crowds of spectators. Is the club using volunteers who are familiar with horses, or outside staff with little or no horse knowledge? Does the club own or hire the venue?

What resources will you have available? (Members / parents /sponsors / support from a national organization)

What legislation do you need to consider? (food handling laws, OHS, building codes, animal welfare issues, Trade Practices, fire restrictions, road rules)

Are there regulations and by laws to consider? (council restrictions, rubbish disposal, parks and forest permits)

STEP 1 IDENTIFY RISKS

For rallies overall and again for events, gather a representative group of your club, brainstorm the risks and write them down using the list below as a prompt.

People

- An accident with a horse, such as a fall (inexperienced horse riders, poor combination of horse and horse riders)
- Anti social behaviour of a passerby/spectator/other horse riders
- A significant health issue of a participant or spectator (heart attack).

Environment (Venue)

- A fall due to adverse conditions (e.g. poor arena preparation, slippery surface, bad weather).
- A fall from a horse due to an unpredictable event (e.g. loose dog scaring the horse).
- An uncontrolled action by a horse (e.g. horse escapes float parking area)
- Interaction with a third party (e.g. horse escapes and causes a road accident).

Equipment

- A fall or other injury relating to inadequate equipment (e.g. chair collapses).

Horses

- horse welfare issues (heat stress, long hours on horse transport)

Legal issues

- Legal obligations: adequate fire protection, storage and use of hazardous goods, child safe environments

Financial Issues

- Loss of assets; bankruptcy theft.

Sundry

- Illness of key people
- Mechanical failure of equipment
- Vermin damaging feed/equipment

STEP 2 PRIORITISE THE RISKS

Use the next page to decide on a "rating" for each of your identified risks

1. Use the **Hazard Consequence Rating** to identify the possible consequence of the risk in the worst case scenario—before your risk minimization strategies are in place (e.g. a fall from a horse is classified as catastrophic as it COULD result in death...).
2. Go to the **Probability Rating Table** and work out the frequency that this worst case scenario *actually does* occur (death usually falls in the 'remote' category, or even sometimes as 'occasional' for some horse related activities. It would be hard to argue it should be in the category 'improbable', as it can and does happen: there are 20 horse related deaths in Australia each year).
3. Use the **Consequence Rating Table** to work out the rating of the risk and then:
4. With the information from the **Priority Rating** list, place the correct letter next to each risk.

HAZARD CONSEQUENCE RATING

RATING	Resulting in....
CATASTROPHE	Death or total loss of one or more bodily functions (e.g. loss of use of arm, sight ; major property damage).
CRITICAL	Severe injury, permanent or partial loss of one or more bodily functions (hearing loss, significant property damage).
MAJOR	"Reportable" accident: person unable to continue with normal duties/lifestyle for more than 7 days.
MINOR	Minor injury or property damage (broken window, bruising, minor sprain).
NEGLIGIBLE	First aid only, less than 30 minutes of time-out due to the

incident (cut needing washing and band aid).

PROBABILITY RATING TABLE

Frequent	Likely to occur frequently
Occasional	Likely to occur but <u>not</u> frequently
Remote	<u>Unlikely</u> to occur
Improbable	So unlikely you can assume it will not happen

CONSEQUENCE RATING TABLE

Consequence	Probability			
	Frequent/very likely	Occasional /likely	Remote/ Unlikely	Improbable /Unlikely
Catastrophic	Extremely serious	Extremely serious	Very serious	Serious
Critical	Extremely serious	Very serious	Serious	Not serious
Major	Very serious	Serious	Not serious	Not serious
Minor	Serious	Not serious	Not serious	None
Negligible	Serious	Not serious	Not serious	None

PRIORITY RATING:

Extremely Serious	U= Urgent :First issues to deal with, immediately
Very serious	H= High: As soon as possible after urgent priorities
Serious	M= Medium: Important but not high priority
Not serious	L= Low: Important but can wait its turn

None

N=negligible Not important, if you get time consider this

STEP 3 EVALUATE THE RISKS

- What are the standards of similar well-run events?
- Are the costs to people and/or reputation worth it?
- What is the \$ value of fixing the problem?
- What are the benefits of the activity that leads to this risk?
- If this occurs will it impact on insurance availability in the future?
- How severe an injury is 'unacceptable' to us? (1 day off work? a week off?)
- How much financial loss is too much?
- How important is our image? (adverse publicity)
- Could we cope with litigation against us?
- What are community and membership expectations of us?

STEP 4 TREATING THE RISKS

Decide how you will treat this risk....Your options include:

Avoiding it by replacing the activity with a less dangerous one

Minimizing risks: through a variety of strategies:

- Administrative (e.g. restriction of access to certain areas, policies).
- Training (volunteers are trained to understand their roles and what to look for to prevent the risks being realized).
- Implementing 'Standard Operating Procedures' (to ensure the risk is managed through effective strategies being implemented).
- Mechanical (physical barriers, equipment).

Transferring risks: shifting the responsibility to other parties

Retain risks: accepting the responsibility for the risk as part of a desirable activity.

STEP 5 DOCUMENT and EVALUATE / REVIEW

Document a hazard and risk matrix for your event (see example on next pages).

Review & evaluate this after the event to ensure it covered all contingencies.

Risk Group	EXAMPLES OF RISK	EXAMPLE Risk Rating	EXAMPLES FOR Minimization Strategies	EXAMPLE Risk Outcome	People responsible
Riders	Injury caused through falls from loss of balance of the rider or horse falling	H	Rules re use of approved helmets rules for competition: prerequisites for participants' skill levels ambulance/first aid on site training for officials, accident reports & debriefing warm ups areas separate from the public and vehicles waivers staff communications officials can remove dangerous combinations of horse and rider	M	
	Injury caused by <ul style="list-style-type: none"> horse reacting to unfamiliar surroundings or occurrence unruly or unexpected behaviour of horses. 	H	Rules re: elimination of dangerous horses rules for competition: prerequisites for participants' skills first aid available officials can remove dangerous combinations of horse and rider training for officials limitations to where horses may be ridden staff communications	M	
	<ul style="list-style-type: none"> Injury through effects of environment (poor surfaces/ loose dogs /flapping tents etc.) 	H	Policies for control (or exclusion) of dogs appropriate surfaces appropriate use of equipment , ongoing maintenance, checklists & records	M	
	<ul style="list-style-type: none"> Injury through failure of equipment 	H	Gear checks (random/all) Participants sign in waiver that equipment meets requirements set out in rules Materials check & monitoring (jumps/yards etc.)	L	
	<ul style="list-style-type: none"> Interaction between competitors/ spectators/ intruders 	M	Security personnel Access to outside authorities Restricted areas & signage Staff communications	L	

Risk Group	RISK	Risk rating	Minimization Strategies	Risk outcome	People Responsible
Assistants / officials	<ul style="list-style-type: none"> being knocked, kicked, or trampled by horses while assisting riders overstepping authority inappropriate 	M	Safety training programs; waivers for handlers/officials Traffic control using barricades, yard, fences, signs (Officials) Knowledge of: <ul style="list-style-type: none"> emergency management plans their authority & responsibilities 	L	

	<p>directions resulting in incidents</p> <ul style="list-style-type: none"> ▪ inappropriate behaviour towards minors 		<ul style="list-style-type: none"> ○ rules of organization ○ debriefing processes ○ child protection policies 		
Spectators	<ul style="list-style-type: none"> ▪ undisciplined horse ▪ escaped horse ▪ stands & other structures collapsing/ causing injuries ▪ food poisoning ▪ in-appropriate or inadequate facilities ▪ slips, trips, falls ▪ health problems (allergies, heart conditions) 	M	<p>effective barricades appropriate to event type ; signage training/assessment of officials responsibilities removal or confinement of dangerous horses separation of areas (warm up, events, public access) audit of buildings, stands, ablution & other facilities food handling certificates, sub-contractors self-insured crowd control measures maintenance program & checklists emergency management plans first aid available</p>	L	
Horses	<ul style="list-style-type: none"> • Welfare compromised 	M	<p>Training of staff, access to professional input Hot weather Long distance required to get to activity Promote Welfare Codes of Practice</p>	L	
Property	<p>Damage to</p> <ul style="list-style-type: none"> ▪ vehicles ▪ buildings <p>Waste control</p>	M	<p>Restricted areas & enforcement of rules traffic control security staff waste control program</p>	L	
External public	<ul style="list-style-type: none"> ▪ horse escaping beyond the perimeter of the event and causing damage 	M	<p>appropriate barricades and management of event layout : fences, perimeter fencing, gates kept shut, signage, gate keeper responsibilities</p>	L	
Organising body	<ul style="list-style-type: none"> ▪ Insurance claims ▪ Insolvency ▪ Participant grievances 	L	<p>Insurance current and covers all aspects of event Designated financial staff : projections for event Complaints process</p>	L	
Participants	<ul style="list-style-type: none"> ▪ accommodation - inappropriate facilities 	L	<p>Audit of venue: checklist includes weather/ security /resources available etc. Maintenance program for site during event</p>	L	

Prompt list for Risk Management Assessment	<input checked="" type="checkbox"/>
Induction and Training	
<u>Rules and regulations re.</u> rider equipment: minimum standards set & random checks; skill prerequisites for participation at various levels ; authority for officials to remove unsafe horses &/or riders; dogs excluded; limited access to certain areas	
Presence of appropriate first aid resources: ambulance/designated first aid officer/access and egress available for emergencies	
Separation of public with suitable barriers (bunting/fences/signage/marshals: type depends on size of event)	
Separation of vehicles/floats from public/separate areas for warm up)	
Designated personnel: (risk management, gate keepers, security, public relations; facility maintenance, finances, admin)	
Assessment, approval and maintenance of spectator facilities (stands, ablutions, food and drinks supplies, parking)	
Provision & maintenance of appropriate arena surfaces, fencing, yards	
Traffic control for spectator access, separation of horses and public, warm-up rings, vehicles (trucks & floats) signage, bunting,	
Appropriate barricade to prevent escape of animals from grounds(gate keepers, signage)	
Training of officials (rules and responsibilities, risk management, animal welfare issues)	
Formal documented risk management and risk assessment on event , checklists and records	
Reporting of incidents (training, availability of paperwork)	
Minimum food handling requirements, contracts for sub-contractors	
Waivers for participants	
Complaints process	
Animal Welfare rules and management procedures (injured/ill or mistreated animals; access to professional advice)	
Debriefing of staff and volunteers after event	

References:

- *AHIC Code of Practice Horse Safe* (revised October 2009)
- *Guidelines for Managing Risk in Sport & Recreation Standards Australia HB 246–2002*
- *Risk Management for Recreation and Sport Organizations Department of Recreation & Sport, SA Government, 2002*
- Office for Consumer & Business Affairs (SA only) www.ocba.sa.gov.au

1 d. Rally or Event Emergency Response Plan

An Emergency Response Plan is prepared to provide for a coordinated response to incidents occurring within, or affecting, the public area at the horse event and can be used to respond to equestrian incidents if and when necessary.

(Note: this section does not refer to the requirement for a documented fire escape plan for a building)

The Plan provides for

- The transfer of authority for the area during a major incident and support to the South Australia Police, Emergency and Functional Services.
- Minimization of any suffering or loss related to an emergency affecting health, finance and the environment by providing for the effective and coordinated response of resources to mitigate the effects of any incident.

The rally coordinator/event director has the responsibility for implementing the plan and for liaison between the Police Coordinator, Pony Club Committee and the Ground Jury (if relevant) in the event of any declared incident.

The Plan may be initiated either in part or in full during any incident that requires some extraordinary coordination over and above regular event organization.

Successful management of an incident will depend on familiarization of the Plan by the Pony Club Committee, Officials and key persons involved in an event organizing committee such that they are aware of their individual roles and responsibilities.

This plan excludes responses mounted under the **Equine** Emergency Incident Plan (accident or death of a horse) and the Biosecurity Plan.

This plan may be used to support the management of a major or serious equestrian incident.

The horse event organizing committee and relevant officials will need to receive training in the implementation of this plan.

1 e Biosecurity and related responses

The Australian Horse Industry Council, Harness Racing Australia, Australian Racing Board and Equestrian Australia are signatories to the Emergency Animal Disease Cost Sharing Agreement (EADRA). The agreement outlines how the Federal and State Governments and the horse industry & community will work together to manage an exotic disease outbreak.

Pony Club Australia and relevant state branches have the Australian Horse Industry Council as the umbrella organisation.

Through signing the agreement, all parties and their members have acknowledged the importance of keeping Australia free from exotic disease. Reflecting this, horse events should have a biosecurity plan and appoint relevant officials within an organisation to receive relevant training.

State governments may have staff that can assist your organisation write a plan and organise training, through the Department for Primary Industries.

Each state is also introducing **Property Identification Codes (PIC)** for all properties that have livestock, including horses. Requesting a PIC from competitors is a very effective and simple way to help manage a disease outbreak should one occur, including endemic diseases such as strangles.

To help horse event organisers, a biosecurity plan template has been included in a list of rally & event templates available from Pony Club SA.

Although usually a separate document, many of the administrative, people and venue actions taken to reduce the spread of disease should an outbreak occur can be “built” into how a regular rally or event runs. Examples include designated entry & exit gates, requirement for PIC numbers on entry forms, separate area to isolate sick horses etc. This will ensure an almost seamless move to the biosecurity plan should it be required to be implemented.

Additional resources are found:

Horse Biosecurity Glove box Guide

www.horsesa.asn.au

Horse Event Biosecurity Workbook (search under Manuals) and to have online forms to fill in, go to the tool kit section

www.farmbiosecurity.com.au/toolkit.cfm

Animal Health Australia

www.animalhealthaustralia.com.au

Farm Biosecurity

<http://www.farmbiosecurity.com.au/>

1 f Equine Emergency Incident Response

Increasingly, horse event organisers are re-evaluating their traditional committee roles and updating tasks to be undertaken when organising an event.

Community expectations about animal welfare are changing, society in general has higher expectations about animal-related safe incident and accident responses and organisers must take into account the perceived or real high-level emotional value that owners attach to their horses.

The following provides guidance on planning considerations and volunteer training for a pony club rally or horse event organising committee. It focuses primarily on the horse aspect as human first aid or ambulance medical response is catered for separately.

Caring for People

In a volunteer group of horse event organisers it is important to clarify the skills that exist in the group to effectively manage an incident and to identify, through a range of scenarios, when emergency services need to be called in.

As a guide:-

- *Minor Incidents* are those up to and including human or horse minor first aid treatment by on-site personnel,
- *Serious Incidents* include those that require one or more emergency services and/or a veterinarian to be called in, and
- *Major Incidents* involve life-threatening injury of a human or horse.

At the very minimum each horse event needs a human First Aid officer and a dedicated area for First Aid treatment where a patient can lie down, rest and recover from minor injuries. First Aid services often provide their own van or vehicle if

advance notice is given. Many horse event organising committees will determine that an ambulance is required to be on site before an event can commence.

Briefing the first aid service (A volunteer, St John's First Aid or Ambulance) on the type of event, venue facilities and number of people expected on the grounds is important.

Caring for Horses

For various reasons, the horse incident response has not been considered until now in a structured way. What will the club committee do if a serious or major horse or human incident occurred?

Over recent times, State Emergency Service volunteers & RSPCA officers have been improving their skills and knowledge in safe horse-related incident management and rescue or recovery. Increased urbanisation, resulting in a loss of large animal handling skills within the emergency services, is fortunately seeing a reversal through applied technical training and the establishment of SES specialist units made up of volunteers with horse skills.

In South Australia, the RSPCA has a large animal rescue trailer with maintained and tested equipment ready for deployment. In the future, it is hoped further sets can be available and more evenly distributed across the State.

Large animal rescue training for horse event organisers is also now available.

Attempting more complex incident responses, for example, extraction of an overturned horse from a trench beneath a cross-country fence or an overturned horse float accident, requires specialist equipment, training and knowledge.

Does your committee have the skills to manage the scene safely and rescue the horse without further injuring the horse or people?

In a UK study, a tiny 4–10% of large animal rescues were deemed successful whereby the act of incident management or rescue did not further maim, severely injure or kill the animal. Since technical large animal rescue training has been introduced the success rate has risen to 96% (P. Baker 2006).*

Horse owners are highly likely to become injured during and after an incident in an effort to save their horse. While veterinarians have excellent animal care training, they are unlikely to have received training in incident scene control, triage, heavy lifting equipment logistics or crowd control.

Therefore, it is unfair to expect or assume your horse event veterinarian is there to do anything other than treat horses.

An equine veterinarian trained in Large Animal Rescue (LAR) techniques with a trained team of volunteers will be able to manage simple situations. Where the situation is complicated by a confined space, heavy lift requirement, extraction or involves water or mud– emergency responders should be called in.

Think about the cat up a tree. The SES will rescue a cat up a tree if this saves them from coming back later to set up a medical retrieval for a human who has fallen out of the tree. (Heights)

Planning to respond to an accident involving a horse

With these thoughts in place, let's have a look at what a small-to-medium horse event with low numbers of spectators might need to consider:

- Key roles for first response horse event volunteers
- Equipment Officer and equipment list
- Practise of an incident response
- Working with emergency services

A pony club rally or horse event committee typically has a few people doing many different jobs. In the normal course of a day, this works until something goes wrong. When selecting volunteers, try to ensure that important event roles, such as a judge or chief steward, can continue their function and keep their area of responsibility for riders and personnel not involved in the accident, if that is what is directed.

Some events, like those held on an oval or single arena, will most likely stop operating until the accident scene is managed. Horse activities in an unrelated secondary area may be in a position to continue during an incident response.

All volunteers for these listed roles need to be adults. It is not appropriate to ask juniors to place themselves in potentially dangerous situations if a horse is in distress. Heavy lifting may also be involved.



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Key Roles

Horse Event Incident Controller (IC): This is a critical role. This person is in charge of the incident scene; therefore you need someone who has been trained in incident response and scene management. The Incident Controller role oversees safety, operations, planning and logistics or works closely with others who have been delegated to undertake one or more of these roles. In the case of a Serious or Major Incident, the horse event IC will hand over to the emergency services IC on their arrival if they are called.

Immediately an incident occurs, the IC will assess the scene, identify risks, secure the area, appoint a horse handler for each horse involved, and determine if it is just first aid, or the ambulance, police or veterinarian that is required. The IC will also advise the rally or event manager to stop the horse event as a whole or just one particular section, depending on the type and location of the incident.

The IC will request that screens are put in place around a horse that is down or visibly injured. It is best to use screens for all injured horses as a decision could be made at any time to euthanize the horse.

For horse event organisers, consider inviting a suitable local SES or off-duty police officer, army officer or other trained person to volunteer for this role with your event. You will need someone who is ready to help you plan and prepare for managing a potential incident PRIOR to the activity taking place.

The person who may be volunteering to be the IC will not be involved in tedious organising detail such as ordering ribbons but will need to be free to coordinate key responses with the event executive. They may be expected to organise specific rally & event incident-planning sessions and, if possible, a training session at the venue itself.

Remember, the welfare of people comes before that of horses.

Logistics Officer: This person has access to information about the owner of the horse, the horse rider's personal details and next of kin contact details. They will have copies of any incident plans, site plans showing access/egress points, caterers and volunteers' contact numbers – in other words, all the administrative information related to the event.

The logistics officer does not need to be the club or event secretary, but will need access to similar information. An IPAD charged ready to use in the field and use of “cloud” technology is one way to approach this.

For minor incidents not requiring emergency services' attendance, this person will work under the direction of the IC, supporting communication by relaying any messages, including public safety messages, to the ringmaster, PA system or stewards.

Event radios, mobile phones and other communication options are essential.

Horse Rally/Event Risk Management Officer: This person works under the direction of the IC to ensure people remain in the incident safety zones and, where possible, wear personal protective equipment (at the very least, riding helmets). Volunteers can be appointed on the day to support the Risk Management Officer with crowd control and incident zone boundary identification if required. In the case of a Serious Incident, the Risk Management Officer will hand over many tasks to the emergency services Safety Officer on their arrival.

Veterinary Support: This is a volunteer who will assist the veterinarian by carrying their bag and/or equipment and taking care of drugs and tools while the veterinarian is attending a Serious Incident. This includes holding loaded syringes and disposing of used hypodermic needles in a sharps container. Previous veterinary nurse training is useful but not required. An ability to follow instructions from the IC and the veterinarian is essential.

Nominated Horse Handler: The nominated Horse Handler is an experienced person who is able to follow instructions instantly and work as part of a team. This person must be identified and nominated in advance of the rally or event. With minor incidents, the Horse Handler is on hand to lead the horse back to its rider or to the float area. In more serious incidents the Horse Handler will work under the direction of the Incident Controller as part of a large team of emergency responders. A webbing or cotton head collar and very long lead are part of the Horse Handler's equipment.

The nominated Horse Handler in a Serious Incident or Major Incident is not the owner/horse rider who may also be injured or emotional. In these incidents the owner is required to observe changes in the horse's behaviour or condition and feed this information to the veterinarian and IC.

Incident Reporter: This person records aspects of the incident scene: the response, people involved in the incident, weather, time of day and general observations. This information will support a post-event incident report, investigation or potential future insurance claim and can be evaluated by the committee post event to look for ways to make improvements.

Incident Photographer: This person photographically records all aspects of the incident scene, the response and the surrounding aspects (sun, ground surface, hazards) to support information collected by the Incident Reporter. Ideally the Incident Reporter and photographer are two different people, but often this is not possible.

Horse Ambulance and Driver: Modern horse ambulances allow recumbent horses to be loaded and lie flat on the floor. Amongst many other features, they are equipped with on-board winch, rescue glides and exterior flood lights.

Most horse events will only have access to a regular four wheel drive and float. The inside fittings of the float will need to be easily removed. Ideally the owner/driver volunteer should not have their own horse at the event.

Horse Welfare Officer: Increasingly, Horse Welfare Officers are being appointed for events and horse activities. Whilst their role is broad they will observe the incident response and management and provide advice if any welfare issues become apparent. Their biggest role may very well be after the incident to ensure that the horse is cared for appropriately and taken home or to an equine clinic in a timely manner.

The advantages of creating this role and having an identified officer are that:

- Horse welfare is a priority
- Promoting your events horse welfare policies may help attract sponsors,
- One person can provide information on solutions to current non-clinical problems that may compromise horse welfare, freeing any veterinary personnel to focus on clinical incidents,
- One person can liaise with veterinarians from one event to the next and provide continuity over time on the most likely need for intervention, and
- Records can be kept of incidents that accrue over time, leading to improvements for all events.

Human Welfare Officer: The appointed Member Protection Officer/Child Safe Officer for the club or event should have the skills to also be on standby to provide general human welfare services. In consultation with the IC, they may call in further professional counselling support if needed when a serious or major incident occurs.

Equipment Officer and Equipment: This volunteer will need to source a range of items to have ready to use should an incident occur:

1. High visibility vests, safety helmets and disposable gloves.
2. Webbing/cotton head collar and very long lead with extra-strong snap hook for the handler.
3. Several tarpaulins or sheets for lying equipment out on, or to use for shade or shelter. At least one must be big enough to fully cover a deceased horse, and if a rescue glide is not available, to carry a horse.
4. Blankets for wrapping people in, protecting a horse from further injury, padding and protection uses.
5. Lengths of 9M x 150mm webbing rescue straps for dragging a horse or rolling a horse over.
6. A lunging whip for pulling rescue straps under a recumbent horse's body.
7. A couple of poles with hooks, brooms or a walking stick with a hook top to help manoeuvre ropes or items near a horse that may be thrashing about or in a confined space.

8. Containment fencing (for some events)
9. Screen/s.
10. Yards to hold a horse for treatment or for other reasons..
11. Water, water container and feed on standby in case a horse needs to stay overnight.
12. Water in a jerry can to take to a site
13. Torches and battery powered radio.

Media/Communications

The event media liaison person will play a key role in communication of information about the incident to the spectators and media.

Statements can be prepared in advance relating to event cancellation and such topic areas as serious injury or death of a horse rider or horse..

The media spokesperson for the event is generally the most senior representative available from the event organising committee, normally the President or Event Chairperson. It cannot be the Incident Controller or other role directly involved in management of an incident.

The media liaison officer will prepare information about the incident and, with approval of the President or Event Chairperson, undertake such tasks as information for PA announcements, arrangement of interviews, posting of internet information on the official event website and may arrange more general short notice briefings for key personnel.

Practise an Incident Response

Ideally, event organisers should build relationships with local emergency services, many of whom are volunteers from within the community in which the event is being held. These are the people you will be working with in an emergency and they can also help train your event volunteers.

Set a time and date for the training session, preferably on site where the event is to be held. This way you may pick up that there are mobile phone black spots, hoses may be too short or the glare of the sun hinders clear vision. A training session that is close to a real life event will help to keep people engaged and constructive. Invite your event veterinarian and the person in charge of the horse ambulance to attend.

During the training, discuss how you may work as a team with emergency services in an incident response.



“Bruce” A training mannequin similar to this model is now available in Australia thanks to sponsorship organised through the Australian Equine Veterinary Association. “Riley” is available to use in SA.

Training courses are now able in Australia and can be arranged for pony club rally & horse event organisers.

These courses will typically include;

1. Overview of common horse event incidents and what Large Animal Rescue is
2. Supporting a horse event Incident Controller to manage a scene.
3. Monitoring the vital signs of a horse.
4. Working with emergency services..
5. Handling horses in stressful situations.
6. Forward assist, backwards drag, assisting a cast horse..
7. How to get a horse up, how to keep a recumbent horse down.
8. How to erect horse screens quickly and when to use them.
9. Containing a loose horse.
10. Guide to completing an incident report.
11. General discussion: decisions that an Event Organiser may need to make around holding, postponing, altering or cancelling an event due to an incident.

Preparing an Equine Emergency Incident Response Plan

Preparation of these plans can only be written up after discussion with the people who are running the event, and in consideration of the event venue and available resources. Ideally after drafting a response plan, the event organising committee can arrange for training to take place at the event venue site to practice applying the plan and update as required.

A plan outline will contain

1. Plan name
 2. Information relating to document control (date/circulation list)
 3. A brief overview of the event (context) e.g. number of horses, terrain, distances
 4. Outline of incident types (from minor to major)
 5. Response procedure for a minor incident
 6. Response procedure for a serious or major incident
 - Initial /first actions of the closest official
 - Actions for Horse event Base/Event Control to action the plan
 - Actions to be taken at the site (Equine Emergency Response)
 7. Additional considerations if a major incident (crime scene/police requirements)
 8. Incident reporting requirements
 - for the event
 - for the overarching state, national or international government body under whose rules the event are being run
 - for insurance requirements
 - for any other event contractual or legal requirements e.g. venue hire agreement
 - checklist for incident reporter & photographer in meeting above.
 9. Human Welfare Officer
 - Guiding statements for use during an incident and post-incident liaison with police, record keeping
- Annex 1: Names of all key personnel expected to be involved in an equine event related incident, event title, a sentence to outline their role within an incident response and mobile phone number/radio channel.
- Annex 2: Equipment list for a site response (directly at the scene)
- Annex 3: Equipment list & venue requirements for event organisers to establish a control room (applies to major equine emergency, fire, flood or disease). Includes IT & communication capability, stationary, access to all event documentation, services directory.

References:

Equine Emergency Rescue MaryAnne Leighton 2010

Technical Large Animal Emergency Rescue Rebecca Gimenez, Tomas Gimenez,
Kimberly A May 2008

Don Crosby

1 g Workplace Health, Safety & Welfare (WHS)

Safety of the public, participants and volunteers as well as the event staff themselves must be the number one priority for the event organizer.

Volunteers are also included in new Workplace Safety legislation.

The aim must be to minimise the risk of injury and disease to every person attending the event including any contractors, visitors, paid and unpaid workers by adopting a planned and systematic approach to the management of occupational health, safety and welfare and by providing the resources for its successful implementation.

This can be achieved through:

- all hazards and risk to health and safety being identified, assessed and where they cannot be eliminated effectively controlled (this you should have accomplished when completing your risk assessment);
- having a system in place to monitor and evaluate the controls put in place for hazards and risk to health and;
- ensuring participation and contribution by all to following the controls and safety rules outlined in the assessment.
- ensuring all persons receive the information, instruction, and any supervision they need to safely carry out their responsibilities.

A safe workplace relies on good communication, effective consultation and prompt hazard reporting, so everybody must be involved in the day-to-day safety issues.

While the event organiser has a number of responsibilities, the volunteers and other workers must also be made aware of their responsibilities.

Worker responsibilities (Volunteers, Contractors, Staff)

- Follow all prescribed work policies, standard operating procedures and local rules. Make safety a priority in the work environment;
- Report all incidents, injuries, near hits and any unsafe conditions to the event organisers;
- Obtain prompt first aid treatment for all injuries however minor;
- Exercise due care in the performance of work to prevent incident and injury to the worker, co-workers, the public, participants and any property;
- Use and maintain the personal protective equipment provided to reduce or eliminate the probability of accidents and injuries; and

- Fulfil all duties in a safe manner at all times. If asked to perform a task which seems unsafe or to perform work that they have not received training for, the worker has a responsibility to draw this to the attention of the event organiser and should not carry out the task.

Injured persons

Must not leave the premises without obtaining First Aid treatment from the on-site first aiders and notifying the event organiser.

If necessary, transport should be arranged for the person and in emergency situations, the Ambulance service must be called, e.g. kicked by a horse and suspected head injury.

Reporting & investigating injuries & incidents

Workers must report any incident (including any 'near-hit') using an Incident Report Form.

All incidents resulting in injuries should be recorded and investigated to enable preventive actions to be taken to reduce the chance of recurrence.

The potential for injured parties to claim medical or other costs due to an injury sustained while at the event should be considered and therefore accurate reports of the incident will assist the event organisers to manage the claim appropriately.

General Safety Rules for employees

A general set of Safety Rules may be useful, such as:

- Never use vehicles, tractors, equipment or machinery at the event unless trained to do so and authorised;
- Safety signs and markings must be observed and complied with;
- Observe all non-smoking signs and smoke only in designated areas;
- Running, fighting, skylarking and similar behaviour is not allowed and jumping on or off platforms, raised surfaces should be discouraged;
- Workers must not ride in the back of a ute or on the back of a trailer;
- Keep work areas, aisles and steps clean and clear of rubbish. Place refuse in the appropriate containers;
- Clean up spills immediately;
- Keep exits clear at all times, exits must never be blocked;

- Any electrical items that are brought onto site must be checked to ensure that they are fitted with a current test tag as evidence that the electrical item has been tested;
- Any hazardous chemicals/substances must be accompanied by a material safety data sheet;
- Report defective equipment to the event organiser immediately;
- When driving all speed limits are to be followed, when passing close to horses or a horse and rider then reduce the speed to walking pace.

Sun Smart

Outdoor workers are in a high risk group for developing skin cancer because of the increased exposure to UV radiation. Over-exposure to the sun during childhood and adolescence can be a major cause of skin cancer in later life. Skin damage accumulates over the years and can become skin cancer. People who spend a lot of time in the sun at work or in their leisure time are at high risk of developing skin cancer.

The use of personal protection is an important component in the control of exposure to weather extremes and UV radiation. Combining a variety of personal protective equipment is the most effective way to minimise exposure rather than relying solely on a single item. For instance wearing sunscreen and a hat is preferable to a hat or sunscreen alone.

Sun screen is to be applied to neck, face and ears and is to be reapplied at least every two hours in order to provide sufficient protection. Workers are encouraged to wear at least $\frac{3}{4}$ length sleeves for protection. When short sleeved shirts and shorts are worn then 30+ sun screen must be applied to the legs, arms and hands. For adequate head and face protection, hats with brims of at least 8cm are recommended.

Protective Clothing

Not all hazards can be controlled at the higher end of the hierarchy of controls and require employees to use Personal Protective Equipment (PPE). In order to be effective PPE must be used correctly.

Personal protective equipment and clothing shall be used in all designated areas (each location to be defined) as indicated by the event risk assessment.

Workers must wear appropriate boots, safety helmets and safety vests at all times when undertaking horse riding activities and working around animals.

Housekeeping

Keep all areas as clean as possible and free from items that could be a fire hazard (e.g. cardboard boxes).

All means of access and egress to the tents and structures should be kept clear at all times and all work areas to be maintained in a tidy manner. Any surplus or scrap material must be regularly removed from public areas in a manner which will not contaminate the environment. In the event of any spillage of any substance the person identifying it shall immediately:

- notify the employer or person in charge;
- ensure notice of the spillage is erected in the vicinity and that pedestrian traffic and other traffic is redirected until the spillage is cleaned;
- safely clean up and remove the spillage and make safe the surface upon which the substance has been spilled;
- take steps to ensure that the spillage does not recur.

First Aid

Each event should have a designated First Aider(s) (this could be a St John or SA Ambulance volunteer) and all workers should be made aware of their location.

First aid kits are to be made available and the location signposted.

Any first aid treatment is to be provided by the first aider who will ensure that first aid is provided appropriately and can assess whether further medical treatment is required. All first aid treatment must be reported in a register.

Smoking in the Workplace

It is widely recognised that smoking is hazardous to health, and that non-smokers should be protected from the involuntary inhalation of tobacco smoke. Accordingly, smoking of any type is prohibited in any enclosed space including all public areas, buildings, structures and vehicles except for designated areas. It is advisable for the event organiser to provide a designated smoking area(s).

Alcohol & Drug Policy

All workers or people engaged to work on behalf of the event organiser, have a responsibility to present for work and remain unimpaired by drugs or alcohol.

It is recognised that the inappropriate use of drugs and alcohol can impair the person's ability to maintain safe work practices. This is also in line with the event organiser's duty of care and to comply with the rules for licensed premises if alcohol is sold to the public.

Drivers are reminded that they still have a responsibility under the *Road Traffic Act 1961*.

Electronic Tag & Testing

All electrical hand tools and electrical equipment used at the event must be connected via an RCD (Safety Switch) at the source of power. Portable RCDs, electrical tools/equipment and extension cables must be tested and tagged. Any electrical equipment without a current tag must not be used and reported to the event organiser. All electrical tools must be isolated from the electricity supply at the end of each day.

Manual Handling & Lifting

General principles

Manual handling means any activity requiring the use of force exerted by a person to lift, lower, push, pull, carry or otherwise move, hold or restrain any person, animal or object.

This means that manual handling is carried out by all of us every day. Injury statistics indicate the necessity for constant consideration of safe manual handling practice in all work routines.

- Assess the load, if you don't think you can move the object yourself or the object will block your vision, ask for help or use a mechanical aid;
- Always lift correctly (and if unsure, ask);
- Examine the load for grease, oil, moisture or sharp edges before moving;
- Reduce the size of the load for safe handling
- Wear gloves that fit well;
- Plan your path; make sure it is free from obstacles;
- Squat down, bend your knees and lift with your legs not your back. Keep your back straight and avoid jerky movement;

- Grasp the object firmly, making sure your grip or footing won't slip and keep the load close to your body;
- Turn with your feet instead of twisting your back.

Critical Incident Management

Fire and Emergency Evacuation *

In the event of a fire (real or for practice purposes) all workers are required to follow instructions from designated marshals. Assembly Area(s) must be designated and clearly signed. All volunteers, participants and contractors should be made aware of the evacuation procedures during the pre-event induction/orientation of the site.

During this induction workers should be expected to acquaint themselves with the location of all fire fighting equipment, its correct use, and emergency assembly points.

Fire Extinguishers

Fire extinguishers must be located throughout the site, where there is a risk of fire.

Loose horses

Loose horses are very dangerous; attempts to catch or restrain a loose horse should only be attempted by appropriately trained personnel. The most effective way to deal with a loose horse is to contain the horse on the property and not to allow the horse access to a public road or internal roadway; therefore it is essential that all gates, access doors are closed when not in use.

Immediately that you identify a horse as loose a worker should notify a designated marshal, or if not available the nearest co-worker, only then should you attempt to catch the horse.

Event Communications

Communication is one of the most vital logistical items that should be available for an event.

It is desirable to have more than one means of communication and in this day and age the cost is relatively low.

The various means of communication are –:

- Mobile telephone
- Landline telephone
- Facsimile
- E-mail
- Courier
- Public Address
- Local FM Radio broadcast
- CB Radio
- Handheld radio

Mobile telephone can be used in a lot of events but the down side is the cost of calls, some limitation due to areas and you are limited to advising one person at a time.

Landline telephone whilst calls are cheaper than that of mobile telephones, they are a fixed point of contact and again you are limited to advising one person at a time.

Facsimile has the same limitations as landline although it is a very good means of forwarding written communications and maps/drawings.

With the increased availability and range of the internet, e-mail communication is becoming more user friendly however cost and limitations make them impractical for the majority of field events.

A Courier is often used especially to collect result sheets from remotely located judges but has severe restrictions for any other need for communication.

Public Address systems have a limited range capacity and are not suitable for discreet message transmission. The system can be vital in communicating with the patrons especially during any emergency but again the messages need to be well scripted.

Some major events now have their own local FM Radio Station but these are expensive to install and have a very limited use for event management and are more directed toward the patrons at the event.

CB Radio has limitations on range and most importantly it is NOT discreet.

In a field style event the handheld radio is the most desirable as the radio channel belongs to your event only, it has the ability to provide numerous channels/talk groups and it is a means of broadcasting a discreet message to a number of persons simultaneously.

Having provided a brief description of the various means of communication, more detail is provided for the most practical and convenient means of communication – the handheld radio as a downloadable guide from PCA SA.

1 I Licence & Permit Compliance

A community group running a temporary event on a hired site will need to consider the laws and compliance requirements associated with permits and licences.

As part of planning and site logistics an ability to easily comply can be built in early in the event planning stages, especially through administration procedures and venue layout.

A list (or “Register”) of permits and licences helps keep track of when licences are due for renewal, fees, contact details and any compliance requirements to specifically be noted in relation to the event organisation.

A pony club using their regular venue may still require additional permits & licences if a large event is to be run. Check with your local council for requirements.

1 J About policies and procedures

Policies & procedures guide the way a club or event is run, to help volunteers with consistency of tasks, safety, communication and job satisfaction.

A policy is a statement of “agreed intent” providing a shared viewpoint that defines a direction for the organisation. It helps outline what action is expected and can underpin times when a decision has to be made.

A policy is also short, has a statement as to why the policy is needed and is signed off by the horse organisation Board of Management e.g. Pony Club SA State Board. It might last for several years before an update is required, although reviews should be annual.

A procedure is a clearly written description of how to achieve the policy in a step by step way. There are different ways of describing the steps, including flowcharts, photos, illustrations, checklists or text. The procedures are often specific to a site or location and may be updated at any time to take into account new conditions, new tools or any other changes that affect how the steps are undertaken.

For example, a horse event organising committee may have a **policy** stating that: *reimbursement will be provided for out of pocket expenses occurred by volunteers.*

A **procedure** will outline the type of expenses that can be claimed, a requirement to advise the treasurer ahead of expenditure the approximate amount and a requirement for receipts to be lodged with a claim form within a certain time period.

Policies and procedures need to be developed through consultation with members and volunteers. Preparing a draft and asking for feedback helps to involve the volunteers who will carry out the procedures to understand why or how things are being done in a certain way.

Once developed, policies and procedures will need to be promoted. With volunteers that assist in running a horse event, this can be done in several ways including newsletters, noticeboards, a volunteer handbook, the internet and available at the site where a task is to take place.

At least once a year, all policies need to be reviewed. This can be as simple as a read through, date update and recording in the Minutes of the meeting. Feedback on procedures can be gathered at any time, including during an event and updated.

2 People

2 a. About Volunteers

Volunteers are critical to running a successful horse event.

People volunteer for different reasons, and are often willing to do many hours often in poor weather or outside of business hours in order to contribute meaningfully to the broader aims of the organisation and the event.

All too often volunteers feel that they are “taken for granted” or “not valued” for what they have to offer. Larger organisations employ volunteer managers to provide structure and reward around the volunteering roles. Horse event organisers would rarely have this opportunity and must rely on volunteers to manage other volunteers.

Even the smallest horse event run at a riding or pony club rally, benefits from having one person whose role is to make sure that volunteers needs are considered (this can be as simple as providing them with refreshments).

The federal and state governments, and in many states community volunteering centres provide information, guidance, training and reward programs to support even the smallest community organisation attract, retain and reward volunteers.

Volunteers have the right to:

- ✓ be inducted into the organisation, and to their supervisor and the specific role
- ✓ be matched to a role that suits their interests, skills and abilities
- ✓ work in a healthy and safe environment
- ✓ be covered by appropriate insurance
- ✓ to be provided with information about the event and organisation
- ✓ to receive sufficient training to undertake the role safely
- ✓ be reimbursed for out of pocket expenses
- ✓ know where to rest, refresh and lock up valuables if required
- ✓ know how to access policies and procedures relevant to the volunteering role, including a grievance procedure
- ✓ to have a written job description and agreed working hours
- ✓ expect that policies & procedures exist in relation to privacy

- ✓ know how and when feedback will be sought about their role.

Rewarding volunteers should not be an afterthought, but planned as part of the event or organisations normal operations. Provision of a good work environment as suggested above is actually one of the first and best forms of recognition. Through providing the basic volunteering framework, the event organisation committee has demonstrated a commitment to creating a good working environment.

The Volunteering Australia website has a list of 101 ways to recognise and reward volunteers; here are just a few ideas

- ✓ celebrate achievements and efforts, including a horse event well done
- ✓ cards, thank you letters, certificates & a public “thank you” go a long way
- ✓ provide training, allow volunteers to develop further skills on the job
- ✓ seek input on improving OHSW standards or other policy & procedure improvements
- ✓ take the time to explain and listen to volunteer's ideas and concerns.
- ✓ keep volunteers informed via newsletter, emails, phone calls
- ✓ celebrate birthdays, Christmas, the Melbourne Cup or other noted occasions
- ✓ allocate notice board space at the event to celebrate volunteer achievement.

Horse organisation committees can also recognise and reward volunteers through participation in a range of public events established just for this purpose:

National Volunteers Week	www.volunteeringaustralia.org
International Volunteers Day	www.worldvolunteerweb.org/intl-vol-day.html

Along with appointing a volunteer to manage the event volunteers, there are identified roles that are also required by law to be filled, even in a volunteer sport & recreation organisation. Child protection is an area for all clubs to be familiar with.



2 b Contractors Induction Checklist

2 c Hospitality Checklist

Invitations

- Invite Minister and other VIP guests in writing (3 months prior to event)
- Invite list for sponsors, officials & corporate. Check spelling and titles for accuracy
- Invitation composed & spell checked prior to printing & mailing out
- RSVP list established
- Special guests/speakers approached and arrangements confirmed

Catering

- Internal or external catering/ Self service or waiting staff
- Cost per head or upfront payment
- Dress code
- Beverages – orange juice, mineral water, tea and coffee (instant or percolated)
- Menu – may include fruit platters, sandwiches, biscuits and cakes. Hot/cold. Print menu
- Power & equipment/bench space required by caterers/cooks and refrigeration
- Tables, tablecloths, cups and saucers, plates, napkins, knives and forks
- Special dietary requirements of guests

Program/running sheet/speeches/ room layout plan

- Program finalized
- Running sheet written/ sent to key personnel including speakers,caterers, meet & greet volunteers
- Speeches written / Speakers fully briefed, arrange reserved seating near microphone
- Sponsor signage produced & positioning arranged
- Draw up how the room will be laid out & prepared

Guests

- Programs & Catalogues/ Copy of organization publication, CD of event any gifts
- Special offers/discounts/competitions/prizes. Designate a display table

- Floral arrangements, room decorations/ background music

Security & OHSW Checks

- Security staff required? Volunteer to check credentials?
- Occupational health, welfare and safety checks undertaken e.g. trip hazards
- First aid location known

Audio/visual requirements

- PA system/ Lapel or handheld microphone
- CD or tape player/data projector
- Lighting & Lectern (and lighting on lectern to aid reading)
- Extra electrical requirements e.g. leads, power points

Guest comfort

- Wheelchair access
- Toilet facilities

Hospitality

- Welcome signage at entrance/ other directional signage at event venue if required
- Ushers briefed/ meet and greet VIPs
- Registration desk and name tags
- Book courier/transport

On the day

- Time for set up & dismantle by whom
- Room layout plan followed

-
- VIP seating plan followed
-

2 d Spectator Checklist

It is vital to consider spectator & crowd management. Even an event with a small attendance can become crowded—it depends on the capacity of the venue/area where the event is held, in relation to the number of people expected.

It may be that an event will only become crowded in particular areas, or at certain times, for example, a concert at the end of a horse event.

You should seek advice from the venue manager or landowner about the capacity of the venue/site. There may be rules about maximum number of patrons on a venue or within a liquor licence area.

If you are expecting large numbers of people it is strongly recommended you employ the services of a professional event organiser to advise you on how to address crowd management issues such as:

- Entry and exits at venues—are they clearly marked and large enough to allow an evacuation if required?
- Provision of sufficient facilities to ensure the health and safety of a crowd
- Sale of alcohol and BYO alcohol
- Use of security guards who are licensed for crowd control
- Communication with event participants
- Potential risks such as overheating, crush, fire, etc.
- Whether you should ticket your event to control crowd numbers.

If you are expecting large numbers of people you will also need to consult emergency services.

2 e Sponsors

Horse event organisers are increasingly relying on sponsorship to help conduct a successful event on budget.

Often what your event can offer a sponsor is not immediately evident (eg, horse people have needs other than horses, and many have dogs – i.e. a different market for a potential sponsor to promote to – major international events are sponsored, eg, by car companies or watch manufacturers, so think outside the square). If you have been given the task of seeking out sponsorship take some time to talk to others who are familiar with the venue, the township, the type of horse event you are conducting and senior club officials to gather ideas together.

Google horse clubs in your area of sport and region to see who is sponsoring them and if you can, gain a copy of their sponsorship proposal or “offer”.

Larger horse events will be employing staff or a company to assist to attract a higher level of sponsorship. When this occurs, a far more professional approach includes sponsorship contracts, “brand” development, targeted marketing messages, merchandising and development of specialised collateral (signage, brochures, promotional videos etc).

However, most local or regional events are run by a valued group of local volunteers who do their best with the resources at hand.

Checklist:

- Is the proposal or “offer” costed out, so it does not cost more to deliver services (e.g. special ticketing or hospitality) to the event sponsor than what they give in return? Are you seeking cash and/or in-kind? Allow at least 10% for contingencies.
- Is there a general policy for the type of sponsors that are **not** suitable? E.g. many sports today will not take sponsorship from tobacco companies?
- Is what your event is offering sponsors clearly outlined in writing?
- How will you measure if your event sponsorship has been successful? Or how will you measure the value offered by each sponsor against different benchmarks?
- Will the potential sponsor see value for their company in what is on offer?
- Is it easy to deliver the offers (e.g. signage) as part of event operations?
- Is there opportunity to leverage anything further from the sponsor e.g. maybe their company can help promote your event through their database?
- How will your sponsor know that they were an important key factor in making the event a success?

- Do your sponsors have an opportunity to be active and visible throughout the event? e.g. award trophies, attend event functions. (Appoint someone to oversee their needs so that they are happy at all times – that will help to guarantee they are –sponsor).
- Plan to promote the sponsor including taking photos to use in post event reports which feature the sponsors signage or logos, preparation of sponsor promotional messages for the PA and program, provide an opportunity to meet featured competitors.
- Remember to be considerate about advertising companies that compete with your sponsor , especially if your sponsor has “paid more” to be at the event.
- Is your sponsor prepared to celebrate successes? This could be a “thank you” function, agree to be in a newspaper photo story, have a trophy displayed in the foyer of their company premises or a certificate of appreciation on the wall.
- What is “plan b” if the sponsor pulls out or reduces their offer close to the event?

More ideas can be found in hospitality checklist for corporate and VIP guests. Arranging for someone to meet your sponsor and introduce event organisers and other guests is a small but impressionable gesture.

2 f Promoting Horse events – Quick tips for busy people

This is a quick guide for busy people who have found themselves responsible for promoting a horse event.

Organisations with enough resources can engage a public relations consultant, advertising or marketing company, or you may have access to a person with these skills who will give freely of their expertise. It is important to utilise these resources if available.

However, for many horse events, that is just not possible. If your event committee is a bit short of budget, time and expert knowledge then this guide should help towards promoting the day.

Even a very basic marketing plan can make all the difference!

Time Frames

If you look around at how other events are promoted, often small messages are frequently seen in the weeks leading up to the big day. On paper, set out the date of the event and then work back from that date, list key dates for magazine editorial closures, advertising closures, other horse events you could promote your horse event at and other fixed dates.

A second column can be established to plan to use social marketing (e.g. Twitter, Face book) remembering to upload snippets of new information every few days to keep the event to the fore of people's minds. This supports the flyers, free noticeboards and newsletter inserts that will also be circulating at the same time.

Some tasks require more preparation or hours of work than others. A timeline will help determine exactly what volunteers might be required when and for what task. Help is more likely to be forthcoming if tasks are descriptive, small and achievable.

The purpose of the event

As one of the organisers of a horse event, you may or may not be directly involved in preliminary planning processes. If you are not, ask to be provided with some background information as this will help you to develop promotional messages that capture more closely what is going to happen on the day.

Essential questions to ask before you get started include:

- Why are you conducting the horse event?
- Who is the target audience you are promoting to?
- What are the proposed outcomes (goals)?
- What are the proposed classes/feature prizes?
- Are there any high-profile invited guests, horse riders, judges or officials?
- Is there access for disabled spectators or competitors?
- Do people know about the club organising the event?
- Is there a marketing budget?

Scoping out the marketing "idea"

Know your audience

Once you have gathered up the essential background information, the next step is to find out as much as you can about whom you are marketing the event to, and what will best influence them to participate. Who are you trying to reach and where do they live, work or go socially? Think about the ‘What’s in it for me?’ question. From their perspective, why should they enter your event or come along as a spectator? What might attract them (prize money, a personality, a trade village)?

Consider your resources

You also need to think about the resources you have at your disposal.

- What is practical given your budget, your capabilities and the time available?
- Are there any other volunteers who may be able to assist?
- Are there any opportunities for entrants to help promote the event?
- Do any committee members have access to databases or networks which can be used to send out information, or shop fronts or other locations where posters or signs can be displayed?

- Where do the people who are likely to be interested go to do business or gather socially?
- Are there opportunities to display posters or hand out information at these places?
- Are there any media outlets in your area who might be interested in running a story about the event, or where you can place advertisements, depending on your budget?
- Can your sponsors help in any way by providing information via their shop front or website, or sending a flyer out to their customers and contacts?
- Can you access any ‘personalities’ from your committee members contacts?

Promotional messages

Another important aspect is developing promotional messages that clearly convey what the event is about, and capture briefly and succinctly why people should participate. These messages should highlight the special features of the event; when and where it is being held; and make the most of what you think are the deciding factors that might encourage people to participate.

Test your ideas

Once you have thought about all these aspects and have some idea of how you want to approach marketing the event, it is highly valuable to contact horse owners in the district first and talk to them about your marketing concepts. This will help you know if your marketing messages and ideas have ‘hit the spot’ and are likely to work, and it will help avoid making assumptions that might affect your success.

Talking to potential competitors will also highlight “points of difference” between them choosing to attend the event or another similar one. This could be incentives such as the availability of overnight yarding or an opportunity to join in a master class.

For potential spectators, these incentives may be considerations such as an informative program, considered commentary, food & wine available, a trade village, or simple things like shelter, seating and clean amenities.

Evaluate your approach

It is always a good idea to evaluate afterwards what was successful and what wasn't to help with planning next time. Think about ways to keep track of the effectiveness of your marketing, and whether it is possible to collect both formal (statistics or validated) and informal (anecdotal feedback and general observations) data.

It is also worth considering ways to survey spectators and competitors during or after the event to find out how they heard about it, and why they decided to come. Including a question on the entry form or getting the gate stewards to ask people as they arrive are two quick methods.

Checklist to help plan an approach

- You have developed a draft marketing plan and talked it through with the horse event committee.
- You are very clear about the outcomes you are trying to achieve.
- You have enough resources to make your plan work.
- You are making the most of networking opportunities to promote the event.
- You thought about what other methods are available that fit into a budget e.g. social marketing (Face book, Twitter), free listings in the community section of the local paper and maybe paid adverts.

- You have identified specific marketing activities both leading up to the event, and “on the day”.
- You have gained any permissions or permits necessary for planned promotional activities such as putting up signage.
- You have worked out who is responsible for what and made sure they know well in advance what you would like them to do.
- You have developed a contact list of key volunteers, including their mobile numbers.
- You have checked for conflicting events related to horses or being held locally which may compete for “air time” or people’s attention (ideally this should be done in the very early stages of planning the event in case you have the option to change the timing).
- You have considered what you need in the way of materials such as flyers, adverts, and media messages.
- You have developed the materials and had them approved by the horse event chairperson or committee (if required). *Including any photos approved for promotional use.*
- Important points about catering, alcohol and amenities can be answered if enquiries are made.
- Key wording/messages about inclement weather/ hot weather plans are worked out in advance so you know what to tell people and can provide consistent information.
- You have a checklist of who to advise if the event is cancelled, including media.

Checklist for Promotion of a Horse Event for Busy People

Here is a quick checklist of potential marketing ideas or activities to help with your planning.

Promotional Flyer

- Has a flyer been prepared?
- DL, A4 or A5 size is preferred. A3 size is less likely to be passed around or displayed on noticeboards due to its size.
- Save the flyer as a PDF or jpeg file and upload it to your organisation's website or the event site, and promote the link via other marketing materials. If you are bulk emailing to promote the event, copy the basic points of the flyer and put into the body of an email so everyone sees it – often if the flyer is sent as an attachment, it won't, or can't, be opened..
- List all of the distribution sites where your flyer can be displayed. Fodder stores and saddlers are usual, but what about giving some to a farrier to distribute on his rounds, or ask the fodder store to tuck it into hay bales for on-farm deliveries. Look for people who can do the leg work for you as part of their day-to-day business.
- List all the ways that an electronic version of the flyer can be distributed (use networks, use links in club or business newsletters – brainstorm a list!).
- What websites can the flyer be uploaded to? Don't forget that sponsors might be very happy to include it on their websites too.
- What notice boards, libraries, cafes and other public information points can be utilised?
- What blogs, whose face book page or twitter sites can be utilised?
- Write up a list of people who should receive a flyer because they are well networked themselves and like to promote local events e.g. Member of Parliament, local Visitor Information Centre.

Media

- Has a media release been prepared?
- Do you have a high quality photo ready to use by the media?
- Do you have a video clip link on YouTube which can be promoted?
- What media outlets and journalists are you going to send the media release to?
- Who is going to make follow-up calls to the media to make sure they have received the media release and encourage them to use it? Consider making

the media release available online media release as well as sending it direct to journalists.

- Has a “notice of event” been sent to free community information notice boards on websites, free community newspapers, the local council or radio stations?
- Who is going to be the spokesperson for the event?
- Are they ready to do media interviews or photo shoots at short notice?
- Are you able to use Text Messaging (SMS) to spread the news?
- Invite a few people with a face book, MySpace or other social networking site who can mention the event for you – talk about being excited about going!
- What other information do you have that might help media cover the story, e.g. judges profile, an event program, the flyer, more information on the history of the event? Any interesting statistics?

Signage

- Have your prepared pre-event promotional signage and worked out the best place to put it?
- Do you need permission or permits to place the signage?
- Do you have signage ready for directions on the day?

Word of mouth

- Word of mouth is by far the most powerful method of communication. Keep talking to people who may be interested in attending, and ask them to pass the message on. Follow up every conversation with an email with links and a flyer thanking them in advance for help to promote the event.
- Make sure it is very easy to find out more about your horse event, e.g. your website is up to date
- Provide the horse show announcer with promotional information a few weeks ahead. They may be able to promote your horse event at other horse events where they are working.

Checklist for the day before

- Contact any media outlets who have agreed to do promotion on the day of the event to confirm timing.

- Pack the car with any last minute signage, copies of media releases, fact sheets, camera and anything else you may need.
- Contact any high profile guests who may be required for interviews to make sure they are able to attend, know what time to arrive, know where to meet you and any other details.
- Place directional signage out the night before if it will be safe (not stolen), especially if there is an early start involved the next day. Chain and lock it to a fixed post if needed.
- Update any websites.
- Send out a last-minute reminder through social networking sites, especially if the weather is good and you take entries on the day.

“On the day” checklist

- Directional signage has been placed out.
- Designated car park areas for any invited guests and media is sign-posted.
- Horse event announcer has any last minute promotional information at hand.
- You have a list prepared of people to thank.
- Directional signage is collected promptly from roadsides.

“After the day” checklist

- Thank all persons involved, including the property owner on which the horse event was held.
- Debrief key persons, even informally, to determine what could be improved on next time.
- Gather up any surveys or evaluation forms and collate a summary of the results.
- Complete any other reports required (most likely if the day has some government funding).

Template for a Flyer

Insert Logo if available

Insert horse event title

Insert a photo or drawing

What: Insert a sentence saying what the horse event is about.

When: Include start and expected finish times, date with year number.

Where: Include the site name, and a brief description which will help people locate the site e.g. road names, distances in kilometres from major intersections.

Who: Who is conducting the horse event and who is involved? E.g. guest speakers, high profile judges.

For more info: place all contact details, include a website if at all possible.

Sponsorship Recognition: Insert prominently the logos (or name of the organisations/ businesses in text) that may be supporting the horse event.

Template for a Media Release

INSERT HEADER: MEDIA RELEASE

Insert small logo on the top left corner, if available

Insert date (i.e. _ 01 December 2011_ format)

INSERT MEDIA RELEASE HEADING

FACTS:

The first paragraph needs to be “snappy” to catch people’s attention.

What is the horse event about?

Who is organising it?

Where is it happening?

When (time, date)?

CONTEXT:

The second paragraph gives context. Is this horse event part of a series or some other larger program or project? Who is funding the horse event?

WHO ARE YOU/REASON FOR THE HORSE EVENT:

The third paragraph needs to have a few words about you, your organisation’s background and why the event is being held.

FURTHER INFORMATION:

This paragraph needs to provide all contact details. Remember to include mobile phone, email and a website.

ENDS

Place this word at the end of the main body of the media release, i.e. the material which would want published or broadcast. Below this word will be information for journalists and editors.

Photo caption: If the media release was sent with a photo, include a caption and any information about to whom the photo needs to be credited (if necessary).

Notes to Editors: Use this section to include your further contact details, if there is someone available for interviews, further details related to the horse event that are not in the main body of the release, links to research or facts that will provide background information for a journalist.

3 a. Event Infrastructure Checklist:

VEHICLE M/MENT	NOTES
Truck Ramp	<ul style="list-style-type: none"> • Design may cater for other livestock • Floodlight. Fully fenced option (loose animals) Include mini ramp with wings for two-horse style trailers. Truck waiting areas to be defined. May need to correlate with street parking options • Ramp to have non-slip surface able. Drainage to suit wash down for disinfecting purposes (separate from storm water) • Manure waste bin nearby. Small storage shed nearby for portable gate systems for traffic management devices
Car park (short-term)	<ul style="list-style-type: none"> • Coordinate as part of whole of event grounds parking plan. Quick pull up/reserved parking area for key officials and VIP guests
Car park (whole of event)	<ul style="list-style-type: none"> • Plan according to available infrastructure, restricted zones, VIP guests
Bus Parking	<ul style="list-style-type: none"> • Coordinate as part of whole of showground parking options
Vehicle wash areas	<ul style="list-style-type: none"> • If offered as part of event, to be identified and set up according to law requirements to separate “dirty” drainage from “clean” storm water
Float Parking (long-term)	<ul style="list-style-type: none"> • On or off site
Float parking (daily)	<ul style="list-style-type: none"> • On site
Float unloading areas	<ul style="list-style-type: none"> • May need to outlay traffic plan to support unloading of horses & equipment to stables if floats are parked

	elsewhere
Gatehouse entrance	<ul style="list-style-type: none"> • Entry/Exit point for horses & floats • Fit computer & communication, kettle, fridge, 1st aid kit incl. lockable storage. • Need isolation area identified in case sick stock arrive
Goods Receiving	<ul style="list-style-type: none"> • Goods receiving gate clearly marked with directions to office/reception, • Couriers, storage of trolleys, fork- lifts, warehousing of bulk items
Clear Ambulance Access/Police parking areas	<ul style="list-style-type: none"> • Independent access points or priority access points clearly marked. Reserved priority parking
Disability Access	<ul style="list-style-type: none"> • Clearly marked areas for disabled parking
Treating Veterinarian	<ul style="list-style-type: none"> • Priority parking near stables or main arena by arrangement
Horse Ambulance	<ul style="list-style-type: none"> • As above
Event Farrier	<ul style="list-style-type: none"> • As above
Airstrip/Helipad	<ul style="list-style-type: none"> • Closest identified & known

EVENT	
Main Arena/s	<ul style="list-style-type: none"> • Surface free of dust & mud • Serviced with power, water, communications • Human & horse ambulance have ID parking, easy to access • Rules of use may need to be signed at entrance • Access & egress points are free from hazards, monitored if

	required
Secondary Arenas	<ul style="list-style-type: none"> • As above
Warm Up areas	<ul style="list-style-type: none"> • As above
Primary Spectator seating	<ul style="list-style-type: none"> • Covered, overlooking and bordering arena/ main areas of interest • Seating provided Disability viewing
Secondary spectator seating	<ul style="list-style-type: none"> • Identified viewpoints around a course • Spectators advised in advance to BYO chair, drinks if needed
Corporate marquees	<ul style="list-style-type: none"> • Can also used as small mtg rooms
Entry/exits into main arena	<ul style="list-style-type: none"> • Traffic separation between competitors and officials • Vehicle access gate to be separate from horse gate
Judges	<ul style="list-style-type: none"> • Provide shade & shelter • Water & food • Communications & IT requirements met • Air-conditioned/fan/heated if possible
Ticketing	<ul style="list-style-type: none"> • To accommodate numbers expected. • Will need to be secure for cash purposes. Shade/shelter for personnel
Equipment storage	<ul style="list-style-type: none"> • Secure, dry, easily accessible
Wheelchair mounting	<ul style="list-style-type: none"> • RDA has portable ramps if required

ramp	<ul style="list-style-type: none"> To be positioned adjacent to warm up arena if required
Media centre	<ul style="list-style-type: none"> Positioned near secretaries area may enable sharing of administration equipment e.g. photocopier, fax Warm, dry, all IT requirements met
Horse riders change rooms, showers & Lockers	<ul style="list-style-type: none"> Provided to meet expected numbers
First Aid room	<ul style="list-style-type: none"> Discuss with your first aid officers what their requirements may be. Some considerations are: First Aid kit, communication (landline or mobile coverage), power, Wash basin with hot and cold water, disposable hand towel and nail brush, fridge, made bed, stretcher, screens, lockable and regular storage, waste containers (for both medical & regular waste) sharps container, good lighting, clock with a second hand, list of emergency contacts, crutches, signage
First Aid point (s)	<ul style="list-style-type: none"> Signed designated locations with shade & shelter
Drug Testing Area	<ul style="list-style-type: none"> Discuss with the officer in charge of human drug control testing as to what their facility requirements are
Secretary	<ul style="list-style-type: none"> Central point All IT requirements met, including mobility factors (IPAD, mobile, radios)
Officials Office	<ul style="list-style-type: none"> Allow for small meetings in quiet space. Report writing
Security Room	<ul style="list-style-type: none"> Security Staff, lost & found

Stable manager office	<ul style="list-style-type: none"> • May need a caravan/accommodation for night duty officer
Competitor & Volunteer Briefings	<ul style="list-style-type: none"> • Area to be used for briefing meetings. • May need to have IT for power point and microphone.
Stewards/ Jury Room	<ul style="list-style-type: none"> • All IT systems. Secure. Tables & chairs, water. Waiting area outside. Away from main competitor, spectator area but near arena. To review complaints, disciplinary hearings other secure meetings with evidence
Rooms/Space for each functional area	<ul style="list-style-type: none"> • Radios, score keepers, time keepers, emergency incident response room identified, each area to ID needs well in advance
(Electronic) Scoreboard, Big Screens & time clocks	<ul style="list-style-type: none"> • Allocate space and access for recharging, setting up & repairs. • Connected to Media Centre. • Big screen hooked to internet if possible for real-time score updates • ID where synchronized clocks required around venue • Master Clock positioning • Manual scoreboards to have allocated volunteers
Commentary Box	<ul style="list-style-type: none"> • Direct view to arena. • Determine number of commentators & support IT staff. • Chairs & workbenches

HORSE INFRA-	
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STRUCTURE	
Horse Stabling	<ul style="list-style-type: none"> • Demountable style within Pavilions if none on site. • If own yarding being constructed, rules will need to apply for safety. • Horse keeping total area to be fenced.
Locker & tack space	<ul style="list-style-type: none"> • To meet expected usage. Lockable.
Tie up points	<ul style="list-style-type: none"> • Safe tie up points identified or provided/ tie up stalls
Wash bays	<ul style="list-style-type: none"> • Ideally has a roof, warm & cold water, separation out of water. Avoid mud.
Utility boxes	<ul style="list-style-type: none"> • Powered, well lit, dry – for veterinary treatments or other tasks
General exercise areas	<ul style="list-style-type: none"> • Space allocation. Temporary/rotating use of other areas within event ground, other than the formal practice arenas
Sand roll	<ul style="list-style-type: none"> • If required. Ideally covered. Sand roll area provided for selected events • Rules re use of sand rolls by horses with runny noses, coughs, skin disorders
Round Yard	<ul style="list-style-type: none"> • If required. Demountable panels. Ideally covered. Sand. • Wall mounted white board so can roster on own use.
Horse walking area	<ul style="list-style-type: none"> • Designated area for horse walking (leading) warm up & cool down
Post Event/Hors	<ul style="list-style-type: none"> • Ice & Water • Fans/Cooling /Misting tent

e event Recovery Area	<ul style="list-style-type: none"> • Veterinary services and their requirements met
Weighing scales (horse)	<ul style="list-style-type: none"> • Separate or incorporated into height measuring bay
Farrier area	<ul style="list-style-type: none"> • Identified, segregated, sheltered. Vehicle access
Horse Hospital	<ul style="list-style-type: none"> • According to event requirements
Manure collection, storage	<ul style="list-style-type: none"> • ID manure storage area which is covered, has design features which prevent rainfall or liquid run off from entering watercourses or storm water drains. • Part of overall event waste management plan. • Use of bob cat/ fork –lifts etc to reduce manual labour
Day yards	<ul style="list-style-type: none"> • Convert to tie-up stalls or temporary stabling as required • Consider surfacing to avoid dust & mud. Provide shade/shelter

Isolation stables	<ul style="list-style-type: none"> • Near gate, separated from other boxes • Vehicle access to door. Fronts need to open up full width, float access as will deal with injured or deceased horses. • Will need hand washing facility adjacent, ideally power/water supplied
Swab boxes	<ul style="list-style-type: none"> • Meet rule requirements.
Vet area to	<ul style="list-style-type: none"> • Security, fridges, kitchen, lockable storage

swab boxes	
Medical Waste Disposal Area	<ul style="list-style-type: none"> • Waste disposal options for medical waste, which is used syringes, chemical containers or take home policy • Sharps container
Crush/treatment area	<ul style="list-style-type: none"> • Identified if required and purposes • Crush with roof
Small amenities/kitchen area (vets)	<ul style="list-style-type: none"> • Incl. bed for overnight stays if anticipated; office space
Fodder supply	<ul style="list-style-type: none"> • Delivery, storage, distribution, waste management
Bedding supply	<ul style="list-style-type: none"> • Delivery, storage, distribution, waste management
COMPETITORS & CORPORATE	
Hospitality & Officials	<ul style="list-style-type: none"> • According to event catering requirements
Campsite	<ul style="list-style-type: none"> • Powered & un powered sites
Ablutions Area:	<ul style="list-style-type: none"> • Include showers, baby change area
Competitors /Grooms-Owners	<ul style="list-style-type: none"> • Seating, TV (event CC) tea/coffee/water
Other	<ul style="list-style-type: none"> • e.g. bunk houses, motel rooms & how these fit into event plan

accommodation options	
Community Kitchen/BBQ	<ul style="list-style-type: none"> To meet event requirements - other than corporate & hospitality
Toilets	<ul style="list-style-type: none"> Include disability access
Showers	<ul style="list-style-type: none"> Include disability access
Informal eating areas	<ul style="list-style-type: none"> Picnic tables, rubbish bins, open air BBQ's - identify if required & where.
Bar	<ul style="list-style-type: none"> Lockable, refrigeration
Take away food	<ul style="list-style-type: none"> Space allocation / power requirements
Laundromat	<ul style="list-style-type: none"> Hire washers / Dryers

3 b Preparing a Site Plan

Once the level of infrastructure is decided upon, a site plan needs to be prepared. Horse event facilities to support the main competition such as stables, yards and exercise areas need to be planned out to meet rulebook requirements and managed to avoid horse health, environmental and neighbourhood issues which may form part of the hire agreement such as:

- excess noise (potential concern to neighbours)
- traffic (may need to close roads or arrange for lower speed limits)
- off-street parking
- camping, cooking (campfires may not be allowed in certain seasons)
- waste management
- management of people, crowds
- plan to minimise dust and/or mud
- plan to avoid pollution of water resources from "dirty" water runoff
- other compliance requirements of the hire agreement

These potential issues guide how you may layout and manage event related facilities.

Councils or Recreation Ground management committees often have quite strict requirements about how event infrastructure is put into place. You may be asked to provide evidence on how you will comply with state legislation, such as the Natural Resources Management Act.

Each aspect of the site and related infrastructure will have its own set of questions to be asked, an example for perimeter fencing:

- Perimeter fencing must contain livestock (e.g. a loose horse), this is law.
- Work out who or what else you want to keep in, or out e.g. dogs, onlookers.
- A suitable main gate and rules about when it is opened & closes are essential.
- Do any of the gates need to be wide enough, and positioned at such an angle to allow for articulated horse transport semi-trailers to enter?
- Will a car & float be required to park while a main gate is opened? If so, a recessed gate is the answer if it can be arranged, to allow the car & float to completely clear the main road prior to stopping to open a gate.
- Are any other access or egress gates required? And for what purpose?
- Hardened surfaces in good condition around gate ways, due to heavy traffic.
- Will the fence form part of a biosecurity barrier between your stable yard and neighbours?
- Is the perimeter fence required to be inspected, patrolled or checked, and when?

Fencing may have the additional use of displaying your event information, CFS property identification or sponsorship signage. Note that some signage may require additional council permission.

It will pay to discuss plans with neighbours and if there are any issues, aim to negotiate a solution that is reasonable and meets everyone's needs.

Drawing up a site plan

A site plan helps the “look and feel” of an event, setting the all important atmosphere that people will remember it for. A site plan can help reduce costs for example, through strategic placement of marquees near to existing power sources. A site plan helps share information amongst key volunteers about traffic

management, event safety, emergency access and helping meet the rule book requirements for the conduct of the event.

Plans can be drawn up on paper which is useful for site meetings and group planning. Information can then be placed onto an electronic map (e.g. Google Maps), which can be used for emailing to Local Council or the venue manager. Electronic maps may also go to competitors, contractors, form part of a trade fair or sponsors sales kit and versions placed in the program or on a website.

The first step is to visit the site and undertake a preliminary evaluation. Mark key areas down on the map.

- Entry & Exit points. Note what type, if they have gates
- Capacity of each area within the venue to handle the number of horses, people or vehicles expected for that part of the event or time of day
- Emergency routes
- Are there parts of the site that emergency vehicles cannot currently access?
- Site safety risks (e.g. dams, wells, rubbish dumps, broken fencing)
- Service points (water, power)
- Lighting existing and proposed for the event
- Toilets, showers – existing and proposed
- First Aid and Veterinary sites in relation to the event & other venue services
- Note nearest watercourses, native vegetation or other aspects of the environment to include in event management considerations
- PA system location and expected coverage of the site
- Existing spectator infrastructure (grandstands, seating)
- Note flat areas, slopes, mud holes, useful observation points
- Note noise from other sources, noise the event might make, and are there any close neighbours?

Go through the “Event Infrastructure Checklist” prepared prior to visiting the site and note on the map the entire event identified requirements, including

- Proposed food area & marquee sites (in relation to power/water / level site)
- First Aid and Veterinary sites in relation to the event & other venue services
- Horse related infrastructure e.g. stabling
- Camping
- Where overhead wiring or additional piping is expected to run

- Sight lines needed for competitors, stewards and officials
- Enquire as to if other events will be occurring nearby , e.g. a footy match
- Will the site plan need to be altered if temperature extremes occur e.g. heavy rain, heat.

Be flexible with early plans, as volunteers responsible for other areas of the event will also need to work with the group to have their section needs met.

It will pay to discuss plans with neighbours and if there are any issues, aim to negotiate a solution that is reasonable and meets everyone's needs.

Traffic Management Plans

Traffic Management Plans helps identify the best way to promote a safe event through management of the flow of traffic and parking. It is an integral part of the overall horse event risk management plan.

When conducting a horse event, notify the local police station and Council and include a horse event map. Advice may need to be provided if any further requirements need to be met, eg:

- A plan may be required by a Local Council if the event will disrupt normal street traffic flow around a venue or impact on parking;
- A plan **will** be required if you are closing a road, if a road is to have a speed limit lowered, a clearway is required or other traffic affecting action;
- A plan may be needed by the venue manager for internal areas of the venue, including emergency access routes, disabled parking, however one is beneficial for to support your own planning.

Points to consider as part of planning for event safety include

- Warning signs for motorists where horses are expected to cross over roadways or horse event adjacent to them as part of your event. Determine internal venue signage requirements.
- How will people move around? Pedestrians outside the venue, spectators inside – especially around food vans and toilets.

- Promoting the free training available through the Community Education section of the Police Department in each state for volunteers who direct traffic or park vehicles.
- Provision of Volunteers guiding traffic with '*hi-vis*' vests
- Is the event going to co-incide with a public holiday or other time where higher than normal traffic is expected e.g. school pick up time, a footy match?

If a Council requires a site specific Traffic Management Plan, some guidelines will be provided on the type of information required in order for the plan to be approved. These same headings are useful for drawing up an internal venue plan.

- Name of the event, date, hours of operation (incl. social events) description of activity
- Contact details for the person in charge of traffic and parking
- Current speed limits, road condition and other existing factors
- A description of how you will control the movement of traffic and parking related to the event
- Assessment of risks involved in the control and movement of traffic in and around the event venue. Identify OHSW issues, such as where horses may cross through a car park, through spectator areas, share a gate with vehicles or leave a venue onto a public road
- Identify if traffic will be sent through an alternate route
- Do you need any clearways or other temporary traffic management actions?
- Identify parking, and any segregated areas e.g. spectator parking and horse truck (heavy vehicle) parking
- Parking for people with a disability
- Identify if any extra assistance is needed, and when, for all or part of the traffic management from police, council, contracted security or volunteers
- Is public transport available and being promoted? (This may reduce some traffic)
- Cross-check the event public liability insurance package.

Much of this information can be provided through drawing onto a good map.

3 d Security & Money Handling

At any horse event, there will be a requirement for a secure place to be provided for money or valuables.

How money is managed and accounted for should form part of normal procedures of a club or organisation.

- Fixed price quote are obtained for contractor services or planned purchases and arrangements made to pay/purchase either before or after the event to reduce or eliminate need to manage money during an event
- Any two (of up to four) signatories can only sign cheques
- Don't give one person authority over both spending and book keeping
- Procedures exist for back of data & electronic book keeping records and to provide a copy to another committee member on a regular basis for safe keeping
- Two people are present for money counting sessions at events
- Consider personnel safety & money security when allocating volunteers to entrance gates who will have cash
- How is money transferred safely within the venue?
- Prize money cheques are pre-written or direct deposit arrangements made for winners (within 7 days)
- Investigate ways of receiving money at the venue that do not involve cash e.g. EFTPOS
- Only a limited amount of money is kept at the venue during the day and none overnight if possible
- No fundraising money tins or similar items are left unattended, and must always be secured to the desktop
- Anyone collecting money for any purpose should be clearly identified
- A lockable room or van is available for trophies
- Identify if there is any conflict of interest in areas related to financial management which may increase the risk to an event
- Do volunteers need to be provided with a safe area to leave valuables, bags etc?
- The event insurance policy covers the club for loss and theft of money
- Suspected theft during an event is a police matter and make it known that police will be called.

References

Office for Liquor & Gambling in your state

Charities & Community Groups Food Safety Information Kit

<http://www.health.sa.gov.au/pehs/Food/kit-charities-community.htm>

3 f Waste Management

This section has some dot points which will help this most important part of the event run smoothly.

Waste management can be shared across everyone attending the event as part of a “Clean Event” policy, while helping event organisers meet council and EPA compliance requirement,

General Rubbish

- Number and location of bins at venue, will you need more?
- Is recycling going to occur?
- Will the bins need to be cleared more than once? When/by whom?
- What about rubbish that is not put into the bins, who/when will this be cleaned up?
- Do special arrangements need to be made with Council/Venue manager to collect rubbish after the event?
- Is there any waste water or different rubbish expected from any food stalls?
- Plan for extra bins to be placed around food stall areas as people discard food wrapping.

Stable Waste

During the event, stable waste will need to be stored in such a way as to prevent water entering the storage site and causing a liquid drain off to occur. The storage site will need to be easily accessible by the method selected for waste removal e.g. truck or tractor

Options for disposal of stable waste from an event include:

- **Removal** by a waste disposal company
- **Removal** by Council or the venue manager
- **Collection** by a community organisation who may want horse manure, e.g. community gardens or neighbours & friends. Collection will need to occur with some sort of agreement otherwise the event may be liable for clean up if manure was not removed in a timely fashion.

Tips:

- Have event rules about cleaning stables (what time of day/where to place waste)
- Clean out horse's hooves prior to leaving the event stable complex.
- Ensure waste or other material is swept away from (not into) gutters.
- Collect all manure that has been discharged onto public areas near the stable yard and place into the designated storage area.
- Plan to assist amenity and reduce watercourse pollution through keeping the immediate area footpaths or public road entrances used by event participants clean.

Horse floats should not be cleaned out on the street or in public car parks where manure may enter the public stormwater drain system. Horse manure from floats is disposed of in the event stable yard manure bin or placed in a bag to take home.

Keeping a site clean and preventing contaminants from entering watercourses is a requirement under EPA legislation.

Veterinary medical waste —storage, transport and disposal

Medical waste (including veterinary waste) in stable yards includes sharps, needles and veterinary use syringes. It does not include used wound dressings, bandages or wrapping.

The Environment Protection Authority in each state will have guidelines for the storage, transport and disposal of medical waste.

Key points to remember include;

- Store all containers of medical waste in a secure location. At nearly all events the attending veterinarian will organise this.
- Treat any waste mixed with medical waste, as medical waste

The disposal of sharps should not incorporate cutting, bending or any other manipulation that could generate aerosols or splatter contaminated fluids.

Place sharps into a suitable container that:

- is puncture-resistant, leak-proof, shatter-proof and able to withstand heavy handling,
- displays the universal biohazard label and has a label clearly indicating the nature of the contents,
- has an opening which is accessible, safe to use, and designed so that it is obvious when the container is full,
- is sealed when full or ready for disposal, and
- can be handled without danger of the contents spilling or falling out.

Sample Event Running Sheet

To aid in communication and planning a “whole of event” running sheet is essential. The sheet is shared with event executive & key volunteers, contractors, security and the venue manager. The event PA commentator will benefit from having a running sheet to underpin the flow of information.

Sub – sections within a horse event will have their own running sheets e.g. corporate tent.

Time	Duration	Who	Task	Resources
Day Before				
8.30 am	AM	Logistics	Bump in Marquees Signage, bins	
9 am	Finish by 5pm	Hospitality	Hospitality set up	Chairs, tables, microphones, banners etc.

11am	Finish by 5pm	Event management	Course marking started Water points established	
	Finish by 6pm	Horse steward	Horses received	Microchip scanner Documentation
1 pm	Finish by 5pm	Logistics	Bump in for stall holders	
4pm	Finish by 5pm	Logistics	Set up road closures	
On the Day				
11am	11.15		Event opening	
12.30	1pm		Lunch break	
4pm	4.15pm		Award ceremony	
4pm	Finish by 6pm		Event clean up	

Horses

4 a Horse Welfare

Horse welfare is about considering the wellness or well-being of horses associated with your organisation. Often people think of horse welfare as being what is commonly described as a “welfare case” – a horse which has very poor body condition or treated very badly. There is in fact, much more to welfare than extreme cases of neglect.

Welfare includes seeing to the care and well-being of the horse in relation to all of its physical, social and physiological needs both on and off the field of play.

Horse organisations will be familiar with welfare requirements as found in their rulebook which maybe penalty based for non compliance, however, equally important for a balanced approach are the range of educational and role model or mentoring approaches employed.

Increasingly, organisations are including a whole-of-life or career considerations within their scope of welfare practices.

Society too is changing its attitude towards the care and well-being of domestic animals. Horse event organisers must be aware of expectations around how horses are to be cared for and treated as valued members of our wider community.

Legislation and Codes relating to Horse Welfare

The Australian Animal Welfare Strategy (AAWS) is currently preparing standards of care around a number of animal species, including horses. When completed, each State will have the opportunity to adopt the standards as law under their relevant animal welfare legislation. The AAWS is a managed program of the Commonwealth Department for Agriculture, Fisheries & Forestry.

The AAWS has completed the “Land Transport of Livestock” Standards & Guidelines, which includes horses. Most states, including South Australia, have adopted these. Horse event organisers will need to be familiar with the requirements within the State in which their event is to be held and inform competitors.

Some states of Australia have existing Horse Welfare Codes of Practice, and where these exist, they must be adhered to by the horse event organisers. These Codes may or may not be enshrined in legislation. South Australia has no Code.

The Department of Primary Industries in each State will be able to provide relevant information regarding horse welfare and land transport.

Organisation Horse Welfare Codes of Practice

Horse Welfare Codes of Practice prepared by organisations are valuable, as it is a policy prepared by the members, for the members.

For a policy to be effective, it should be:

- reviewed and updated at least annually, to take into account new research findings;
- cross-checked with any State or National Codes;
- evaluated by an independent third-party from time to time;
- easily found on the organisation website;
- have a written procedure outlining on how the policy will be implemented;
- promoted through reproduction in newsletters, being clearly posted on websites, event programs, noticeboards or signage;
- clearly explained as to how it will be enforced.

Most national horse organisations will have a welfare policy which can be used or adapted for your own club or event.

Horse Welfare Officers

Horse organisations & event managers are continuously seeking ways to improve how horses are cared for. Consideration can be given to appointing a horse welfare officer, even though a veterinarian may be present. The advantages of creating the Horse Welfare Officer role include:

- welfare being seen as a high priority by the organizing committee;
- promotion of an organization's horse welfare policies may help attract sponsors;
- support with implementing an organisation or event continuous improvement program (see below)
- one person can provide information on solutions to current non-clinical problems that may compromise horse welfare, freeing any veterinary personnel to focus on clinical incidents;
- one person can liaise with veterinarians from one event to the next and provide continuity over time on the most likely need for intervention; and

- record keeping of incidents that accrue over time and other indicators of how horse welfare policy, procedures or practices are measured in the organization.

Continuous Improvement

Continuous Improvement for horse welfare within horse organisations, clubs and events can be described as;

- an ongoing effort to improve horse welfare
- taking into account changing needs and expectations of all stakeholders including riders, members and those who service the organisation e.g. veterinarians, farriers
- incremental changes, taking small steps at a time
- relying on an active feedback process and self-reflection matched against the goals and aims of the organisation
- being measurable in outcomes or outputs
- being part of an overall management ethos
- being able to be validated by a third party if required.

You can see, it is really just a way of managing ongoing improvement in an organisation and documenting it. Many clubs are doing this already but quite informally.

The suggested items below will provide a starting point for a continuous improvement register or checklist for your horse organisation. Perhaps start with some of the headings and work through a few items at a time until in the future, your organisation can undertake an annual assessment against a whole-of-organisation criteria checklist.

Five Minute Horse Organisation or Event Committee Checklist

Organisation Governance

- A **horse welfare statement** is included in key organisational documents including Constitution, Mission Statement and membership form.

- **State & Federal laws** or Codes relating to horse welfare are known and promoted.
- **Standing item** on Agendas for horse welfare in board meetings, activity and event sub-committees.
- **Policy & Procedures Library** includes horse welfare code of practice, policies on specific issues identified for the organisation which may include heat stress, travel and sporting effort recovery. Clear procedures for each policy are written down and promoted.
- **Rule book** is regularly reviewed from a horse welfare aspect, including updating wording, implementing new requirements as a result of research findings and clarifying enforcement procedures & penalties.
- **Event programming** considers total hours or total courses. Event planners consider flexibility in programming & travel options for weather or other condition extremes.
- **Staff & volunteers** have a job description which includes a horse welfare statement.
- **Involve members** in organisational governance, policy review and implementation of procedures. This will ensure a higher level of ownership and adoption.
- **Appoint a Horse Welfare Officer** as part of a clear line of authority.

Benchmarking & Best Practice

- **Benchmark** organisation governance, procedures and recreation & sporting conduct against international best practice. Identify where improvement can be made.
- **Promote best practice options** amongst members where a choice is provided.
- **Assess** horse event venue infrastructure design & sporting surfaces to evaluate components such as shade & shelter, water supply & performance surfaces. Plan for improvements.
- **Invest in Research, Development and Extension** become involved in contributing to, partaking in, development of end solutions and imparting of research findings.
- **Engage** with other horse organisations in discussing welfare. Join or network with organisations & industry leaders who can add value to your organisation.

Event / Activity

- **The Horse Welfare Officer** appointed for the day is made known.
- **An Equine Emergency Incident Plan** is written down.
- **Training** is provided to volunteers on responding to an equine emergency incident.
- **Equipment** is ready for responding to an equine emergency incident.
- **Promote best practice horse welfare, care & training options** amongst members where a choice is provided.
- **Pre & post career** programs in place or promoted for members horses.

Education & Training

- **Share information** with members about organisational statements, codes of practice, rules relating to welfare and information about horse care & training. Utilise a range of communication methods including website, newsletters, noticeboard and speakers.
- **Education programs** are promoted or provided for coaches, officials, office bearers and members both formal and informal. Encourage recording of training received.
- **Reward and Recognise** members or affiliate clubs who have demonstrated their contribution to horse welfare awareness or improvement within your organisation.

A 'Pocket Guide for Horse Organisations - Welfare' is available for download from www.horesesa.asn.au

4 b Horse Ambulances

Traditionally, a two horse float has served as a horse ambulance, to transport lame or injured horses back to horse event base. Volunteers with suitable vehicles and floats fitted out with communication radios will always have a role within a horse event.

Ideally, the fully enclosed float has a fully removable central divider and a winch fitted inside.

An oval or paddock holding a central horse competition may only require one dedicated horse ambulance. This vehicle & float are ready near the main competition arena for immediate use. It is not enough to assume that “someone” in the float parking area would be willing to undertake this role at a moment’s notice. Just one look around the average horse show with horse floats set up with yarding, BBQs, chairs, horses tied to the sides and gear strewn around the site– generally not ready for immediate action!

An event that is spread out over a wider geographical area, e.g. a horse event or eventing cross-country course will require more than one dedicated horse ambulance.

Divide the course up into sectors. Each sector has a horse ambulance and volunteers who can respond to an incident in a timely manner – but set a goal– can the ambulance get to all areas a horse can access in under one minute?

As training and awareness increases in Australia over the coming years around large animal rescue techniques, specialist ambulances will come to the fore. In the USA and UK, these ambulances may be run as part of a not-for-profit equine welfare program or as part of a wider animal ambulance or University program.

Where there is a likelihood of increased injury or accident due to the nature of the horse event, then specialist ambulances will be hired in for the day.

Features of a specialist horse ambulance include;–

- Wide floor base, to enable a horse to rest in a recumbent position
- Cupboards & shelving for rescue & safety equipment
- Winch

- Glide (to enable recumbent horses to be placed on this “sled” and winched out of trouble/into the float)
- Overhead fittings & fixtures to hang drip bags or other medical items
- Internal fittings able to be easily removed to support versatility
- Self sufficient in power, water & equipment to support patient stabilisation & field work
- On-board camera from the vehicle cabin
- External floodlights to support night work.

The horse ambulance takes patients to the event field hospital or directly to the local equine clinic. It is also used to remove deceased horses from the accident scene.

4 c Field Hospitals

Equine Veterinarians are generally quite adept at treating horses in the field.

Horse event organisers should discuss requirements for a field hospital with the treating veterinarian if a large event requires one.

Some logistical considerations;

- A dry, sheltered site that will not flood in a downpour
- Stabling, permanent or temporary
- Vehicle & float access to the doorways of the stables
- Power and water
- Refrigeration
- Shelter, rest area for veterinarian.

A separate holding yard or stable should be provided away from all other horses, in the case a suspect disease or infective horse is identified.

4 d Handling Deceased Horses with Dignity

To be inserted

Annexure: List of templates available from PCA SA