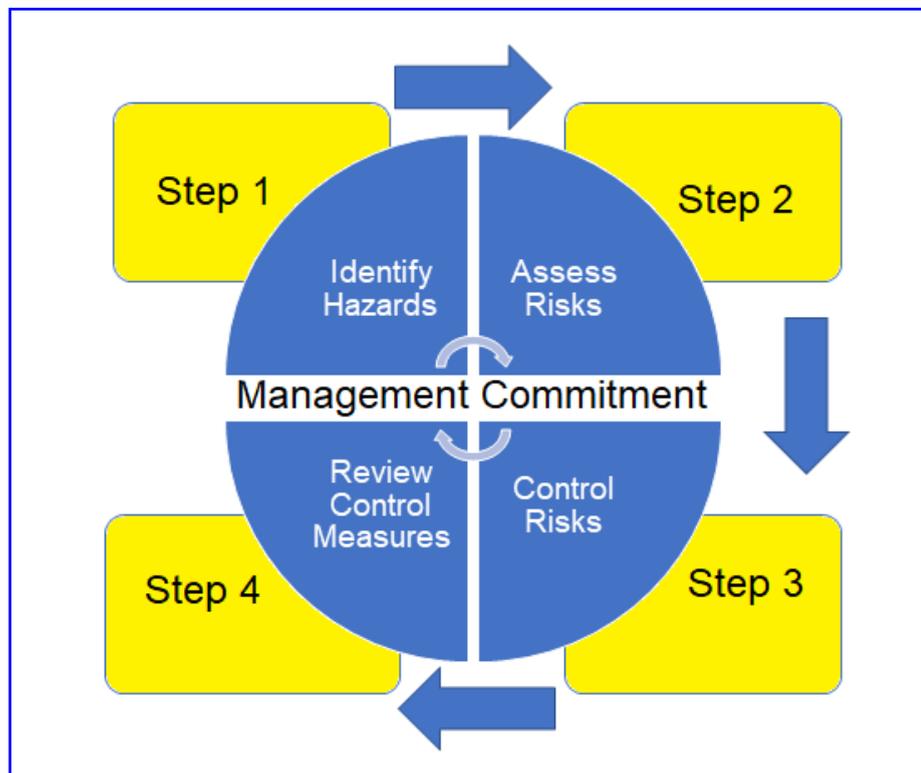




Australian Carriage Driving Society



RISK MANAGEMENT GUIDELINE

Australian Carriage Driving Society

Original Guidelines Produced in Australia for the ACDS by B. Dwyer.
Reformatted 2019_V2.0.

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1. OBJECTIVES

The objectives of the Risk Management Guidelines are to:

- encourage and support good practice in the promotion, display, use and competition involving horse drawn vehicles.
- demonstrate methods for fulfilling the organisation's duty of care to all members of the Australian Carriage Driving Society Inc (ACDS) and the general public.
- assist with identification of hazards, evaluation of risks and identification and implementation of appropriate control measures to mitigate that risk.
- assist in development of a high standard of risk management amongst members.
- provide consistent mechanisms for addressing issues relating to the safety of ACDS members, participants and spectators.
- develop a culture of continuous improvement.
- provide tools and guidance to assist ACDS affiliated Clubs with their Risk Management process.

2. SCOPE

This guideline is recommended practice for all ACDS activities, including those run by ACDS affiliated Clubs.

This Risk Management Guideline is not intended to, nor can it possibly, cover all contingencies – it is intended as a tool to help our organisation better manage risk, and as a result contains some guidance but is not a comprehensive catalogue of risks.

A full understanding of risk should be developed through individual, local assessment which identifies the risk present at that level in the organisation, and develops appropriate control measures to treat the risk.

3. DEFINITIONS

Hazard Something with the potential to cause harm.

Risk The possibility that harm may result when exposed to a Hazard.

Risk Control Means taking action to eliminate health and safety risks so far as is reasonably practicable, and if that is not possible, minimising the risks so far as is reasonably practicable.

SWMS Safe Work Method Statement

4. REFERENCE DOCUMENTATION

4.1 Legislation

Under nationally harmonised Work Health & Safety Legislation, the ACDS falls into the category of 'volunteer organisation'; this definition limits the application of WHS legislation to organisations such as the ACDS.

However not all Australian States have signed up to nationally harmonised legislation, so State Branches and Clubs are advised to familiarise themselves with the requirements of their respective State Workplace Health and Safety (WHS) legislation.

Notwithstanding this, the legal concept of 'Duty of Care' is relevant to the ACDS members and in order to ensure best-practice in management of risk, Risk Managers in the organisation are encouraged to familiarise themselves with the expectations of 'Duty Holders' as set out in Australian Workplace Health and Safety Legislation.

Workplace Health and Safety Legislation is state-based with some jurisdictions having adopted nationally harmonised legislation – copies of legislation may be sourced online through the relevant State Government website e.g. www.legislation.nsw.gov.au

4.2 Australian Standards

AS/NZS ISO31000-2009	Risk Management – Principles and Guidelines
AS/NZS 4801-2001	Occupational Health and Safety Management Systems – specification with guidance for use

Copies of these Standards may be purchased from www.saiglobal.com.au

4.3 ACDS Rules and Regulations

The Australian Carriage Driving Society has detailed rules and regulations that govern the way in which the sport/recreation will be controlled in Australia. It is imperative that all clubs, committee members, coaches, officials, volunteers, members and others that participate in the sport are fully aware of these rules and regulations and ensure that they are adhered to in the sport and recreation's administration and participation.

The Rules and Regulations have inherent risk management elements, which provide a consistent approach to the conduct of participants and the clubs involved and is intended to reduce the exposure that would result from a lack of control. It is a vital part of any risk management procedure that relevant rules and regulations are strictly adhered to.

Risk Assessment Guidelines

As part of its constitution, the ACDS has Rules and a Code of Conduct that govern the way in which all ACDS committees operate and Members are expected to behave. It is important that all members are fully aware of their obligations and the ACDS and affiliated Clubs ensure that these requirements are complied with.

The ACDS Federal Rules and Regulations are available from their website at www.australiancarriagedrivingsociety.org

State Branch and Club Rules and Regulations are available by contacting the relevant Secretary

4.4 Guidelines for Particular Carriage Driving Activities

ACDS Carriage Driving activities are covered by the published discipline practice manuals relevant to those activities.

These documents identify the guidelines and recommended practice (and in some cases Rules) for the conduct of these disciplines and should be followed by organising committees and individuals whilst organising and/or participating within these activities. These requirements are relevant to both competitive and non-competitive areas of the sport.

In addition, Schedules for particular activities may contain specific requirements, which are to be adhered to as a condition of entry.

ACDS Discipline Manuals and Handbooks are available from their website at www.australiancarriagedrivingsociety.org

5. RESPONSIBILITY LEVELS

5.1 Risk Managers / Technical Delegates and other Officials are responsible for ensuring:

- the activity in question is conducted in a manner which is consistent with the relevant rules or guidelines.
- the activity risk management is consistent with the requirements of this guideline, where applicable.
- that reasonably foreseeable risks associated with the activity are adequately identified and appropriate controls implemented to effectively manage the risk.
- that incidents are reported in accordance with ACDS reporting requirements.
- that Volunteers and other event personnel have the appropriate experience and knowledge or be appropriately instructed before commencing duties and supervised as appropriate.

Official positions and their responsibilities are outlined in the ACDS Rules and Regulations and Discipline Guidelines.

5.2 Club / Branch / Federal Executive Committee Members are responsible for ensuring:

- that ACDS activities are conducted in a manner consistent with the requirements of this guideline.
- that members of the Society are adequately informed of the procedures relating to Risk Management and the expected behaviour in relation to risk at ACDS activities.
- that the organisation is complying with relevant requirements under respective State Legislation.

5.3 Members and Volunteers Responsibilities

Members and volunteers involved in carriage driving activities should carry out their duties competently and manage interactions between people and vehicles in a manner that minimizes the likelihood of accidents.

Internal and external business activities should be conducted ethically, openly and fairly.

When members sign an entry form, they are agreeing to accept the conditions presented by the ACDS club responsible for the event, as per their membership agreement.

All incidents or near misses involving injury, property damage, or loss of control of a horse and/or carriage should be brought to the attention of the member in charge of the activity and recorded in an incident report.

Participants shall be expected to follow any and all reasonable directions given by an official in relation to safety.

All members are expected to conduct themselves in a safe manner and to exercise their Duty of Care in relation to seeking to prevent accidents.

All members are expected to abide by the ACDS Code of Conduct.

An individual's Duty of Care extends to taking action to address risk within the bounds of their level of authority and/or to what could be reasonably expected to be an appropriate course of action in the circumstances.

6. RISK MANAGEMENT PRACTICES

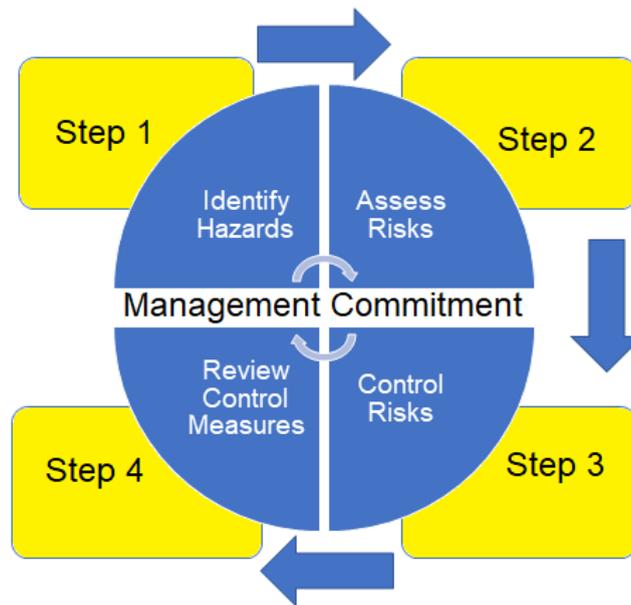


Figure 1: The Risk Management Process

The Risk Management Process is shown in Figure 1 above and explained in detailed on the following pages.

6.1 Hazard Identification

The process of identifying hazards associated with an activity follows the same basic steps, largely irrespective of the nature of the activity – through consultation with Members and other Duty Holders (e.g. Local Councils, Police, Public Event Organisers); observation; reference to Codes of Practice, Guides, Incident Reports etc; and by drawing on past experience, a comprehensive list of the likely hazards can be developed.

Hazards generally arise from the following aspects of the activity and their interaction:

- Physical environment.
- Equipment, materials and substances used.
- Elements of the Activity and how they are performed.
- Activity planning and management.
- The persons and animals involved.

Consider primarily what has the potential to cause harm – physical particularly (as in a health and safety sense), but also in terms of reputational risk, financial risk, organisational risk etc.

Once a list of hazards has been identified, the process of assessing the level of risk associated with those hazards can commence.

6.2 Risk Assessment

Risk is a function of the level of harm that may result from exposure to a hazard (Consequence) and how likely it is that exposure to the hazard will occur (Likelihood).

In simple terms: **Risk = Consequence x Likelihood**

The assessed Consequence will generally remain consistent in most situations (unless the hazard can be eliminated completely). It is typically Likelihood that is variable and it is Likelihood that we are most able to influence through the implementation of control measures.

The key outcome of assessing risk is deciding what priority should be applied to dealing with a particular hazard – higher risk hazards should be dealt with as a priority, but assessing this requires an objective approach.

The ACDS has adopted the following Risk Assessment Matrix to assist in the analysis of risk:

CONSEQUENCE: How severely could it hurt someone? LIKELIHOOD: How likely is this to occur?	Extreme: Death, Permanent Disablement	Major: Serious Bodily Injury	Moderate: Casualty Treatment	Minor: First Aid Only
Very Likely: Could happen frequently	1	2	3	4
Likely: Could happen occasionally	2	3	4	5
Unlikely: Could happen, but rare	3	4	5	6
Very Unlikely: Could happen, probably never will	4	5	6	7

Table 1: ACDS Risk Assessment Matrix

Risk Analysis Steps:

1. Determine the relevant Consequence & Likelihood associated with the hazard.
2. Line up the relevant column and row to determine the ‘Risk Rating’ for the hazard.

This stage of the risk assessment is a way of ranking risks in terms of their priorities. The risk scores obtained have no absolute value. The matrix ONLY ranks the risks.

As a guide, the priority for actions in relation to the ‘Risk Rating’ are as follows:

Risk Rating	Priority
1,2 or 3	Do something about these risks immediately
4 or 5	Do something about these risks as soon as possible
6 or 7	These risks may not need immediate attention, but should be

Table 2: Risk Rating and Priority

6.3 Risk Control

Once the priority for dealing with a particular hazard has been determined, a control plan should be developed.

The Control Plan can be as simple as eliminating the hazard, or in more complex situations, may require a number of actions by various people in order to effectively treat the Risk.

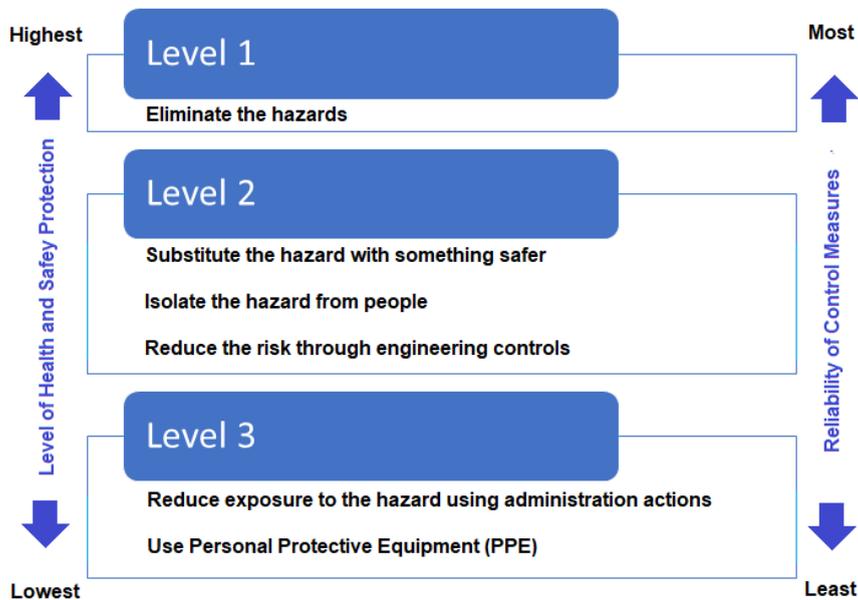


Figure 2: The Hierarchy of Risk Control

When deciding on appropriate controls, the Hierarchy of Risk Control, shown in Figure 2 above, is a useful guide on selecting controls that are the most practicably effective:

Preference should be given to controls which are ‘permanent fixes’ higher up the Hierarchy of Control) as opposed to those which rely on repeated ‘human action’.

A range of controls (i.e. more than one) may be the most appropriate treatment.

Chosen controls should be documented, along with the person responsible for implementation and the required timeframe for action/s to be completed.

6.4 Documenting the Process

The ACDS has adopted a range of measures to ensure that Risk Management practices are adequately documented. The specific circumstances and the level of Risk involved will dictate the level of documentation necessary.

6.4.1 Risk Management Checklist

A copy of the Risk Management Checklist is at Annex A.

This Checklist should be used for all ACDS activities where a simple assessment of the risks is possible and appropriate.

The Checklist provided is not exhaustive and additional items may be included as appropriate to the circumstances.

Completed checklists should be retained on file by the Club / Organising Committee concerned.

Where an incident has occurred, the completed Risk Management Checklist shall be forwarded with the Incident Report to the Federal Secretary.

6.4.2 Detailed Risk Assessment

Refer to 6.2 Risk Assessment on page 7 and 6.3 Risk Control on page 8. A sample of completed Risk Assessment form is at Annex B and the blank form are at Annex C

In some circumstances, particularly when liaising with Local Councils, Police or Regulatory Authorities it may be necessary to produce a detailed Risk Assessment relating to the proposed activities.

The document at Annex C, once filled out, provides a more comprehensive analysis of Risk and the relevant controls.

6.4.3 Incident Reporting

Where an incident occurs at an ACDS Activity (whether or not it resulted in injury or damage) an Incident Report shall be completed and forwarded to the Federal Secretary within the timeframes nominated on the form.

Incident Reports are important not only from an Insurance notification point of view but as a means of identifying risk areas and trends.

Incidents and outcomes should be discussed and minuted at a Club level to ensure any learnings from the incident are communicated to members.

The Incident Report Form is included on the ACDS website.

6.4.4 Risk Register

A Risk Register, shown at Annex D, is a means of recording identified Risks and respective controls for future reference.

State Branches & Clubs are encouraged to develop and maintain a Risk Register as this will assist in building organisational knowledge and with the assessment of future activities.

6.5 Key Risk Areas

Some aspects of ACDS activities have inherent and relatively consistent Risks associated with them, irrespective of the location, although individual circumstances should always be assessed.

The following Key Risk areas are not exhaustive and suggested controls provided as a guide only:

6.5.1. Horse Welfare

The ACDS Horse Welfare Policy Statement outlines the expectations of all members in relation to welfare of the horse.

Risk Management practices should have horse welfare as an underlying principle and measures actively taken to ensure that these standards are maintained.

6.5.2. Use of Grounds

This includes buildings used for meetings and gatherings and private or public grounds used for activities and displays. It refers to all premises, whether owned by a club, leased, hired or used at no cost.

Where possible, before commencing any carriage driving activity, Clubs should endeavour to ensure that the grounds or premises comply with relevant State and Local Government safety regulations. This maybe the responsibility of the ground committee of management or land owner.

Where it cannot be determined whether grounds or premises comply with regulations, a Risk Assessment should be carried out and documented for the event.

Areas designated for public use and areas designated for driving activities should be checked for obvious hazards, and should be appropriate and safe for their intended purpose.

Measures should be taken to prevent or discourage horses from jumping out of or otherwise escaping from the grounds or premises.

To minimize the uncontrolled interaction between horses, vehicles and people, areas should be designated for different activities such as parking, camping, spectators, etc.

A First Aid Kit and/or Medical facilities and appropriately trained personnel should be available at each activity. This should be as close as practicable to the main activity areas and all officials are to be made aware of its nature and location. The exact type and nature of first aid and/or medical assistance should be appropriate to the activity and be determined through the Risk Assessment process.

An effective means of communication with emergency services should be established, and officials are to be made aware of the communications link.

6.5.3 Officials, Stewards and Volunteers

This refers to any person actively associated with the conduct or management of an activity, whether elected official, member or non-member, paid or volunteer. Participants include, but are not limited to, drivers, co-drivers, grooms, passengers, support crew and officials. Participant does not include spectators.

Members and volunteers involved in driving activities should carry out their duties competently and manage interactions between horses, people and vehicles in a manner that minimizes the likelihood of accidents.

Members in charge of activities should have an induction process for participants to ensure that they are aware of safety, emergency and operating procedures for the activity being undertaken. Clubs are responsible for the on-going training of members and volunteers in safety, emergency and operating procedures and ensure that officials are properly trained and currently accredited.

It is recommended that the Club appoint one person as being responsible for ensuring risk management practices are implemented for a particular activity (Risk Manager).

It is recommended that details of Volunteers (name & contact) be recorded. A copy of the ACDS Activity Volunteer Register is at Annex E. This is important to ensure bona fide members and volunteers involved in driving activities carry out their duties competently and manage interactions between horses, people and vehicles in a manner that minimizes the likelihood of accidents.

6.5.4. General Public

This refers to interaction with members of the general public, whether they be as spectators, or persons wholly unrelated to the activity.

The use of public spaces (reserves, parks, roads) for organised carriage driving activities will typically require approval from the relevant regulatory authority (Local Council, Grounds Trust, Police as appropriate). This approval should be sought and gained in writing, well in advance of the planned activity and any relevant conditions complied with.

Steps should be taken as far as reasonably practicable to limit interaction between spectators and driving activity, or where direct interaction is the intention of the activity, ensure it is closely supervised and controlled.

Organising Committees have a responsibility should they become aware of the presence at an activity of a person or persons who are reasonably considered to pose a risk to themselves, other members of the public, or participants, to ask that person or persons to leave the venue. Should that person or persons not comply with the request, Organising Committee members are advised not to engage further but to contact Police, advise them of the circumstances and allow Police to deal with the matter. Any such occurrence should be documented through Incident Reporting procedures.

Where possible, capitalising on the presence of the general public at activities through positive promotion is encouraged, however Organisers should ensure this is done in an accurate and respectful manner and reflects the best interests of carriage driving.

6.5.5. General Driving Activities

This refers to an organized set of activities held in the one place during the one time period. It includes the pursuit and or undertaking of training, sporting or leisure involving horses and carriages.

Risks likely to be associated with conduct of the activity should be evaluated prior to the activity commencing and appropriate measures to minimize the reasonably foreseeable risks shall be identified and implemented.

Dogs should be either excluded from activities or required to be restrained at all times.

Participants should be informed of their responsibilities in relation to operating rules and procedures, maintaining their own safety, ensuring the safety of spectators and maintaining the welfare of the horses they drive (for inclusion on the entry form to be signed by competitor where possible).

If it becomes apparent that the safety of individuals is likely to be compromised by the presence of a horse that shows aberrant or dangerous behaviour, action to identify, isolate and/or control the offending horse should be taken.

All incidents or near misses involving injury, property damage, or loss of control of a horse should be brought to the attention of the member in charge of the activity and recorded in an incident report.

Members in charge of activities should be aware of procedures that address the issue of a participant failing to comply with a reasonable direction that is intended to prevent possible injuries or accidents – ACDS Rules and Regulations have discipline provisions in this regard.

It is important to consider and plan for possible emergencies that may arise – be it equine or human and have in place or readily available, appropriate resources to manage any such emergency.

A de-briefing session involving key personnel, should be conducted at the conclusion of each activity to identify problems, their resolution, and areas for improvement for future activities of **a similar nature**. It also provides an opportunity to update Risk Registers and other documentation.

6.5.6. Event Biosecurity

With the increasing occurrence of equine infectious diseases, clubs and organising committees should consider appropriate equine biosecurity measures as part of the overall risk assessment for an activity.

The ACDS presently recommends that members observe the advice of their respective State Department of Primary Industries in relation to vaccination (where available) and event biosecurity management.

Additional procedures may apply for particular diseases from time to time.

A horse event is defined by the NSW Department of Primary Industries as a gathering of ten or more horses from three or more properties.

Guidelines for Horse Event Biosecurity are available from:

www.dpi.nsw.gov.au/agriculture/livestock/horses/health/general/horse-events-guidelines

Clubs may wish to consider appointing an Animal Health Official with the responsibility to coordinate and manage equine health matters, particularly for major events drawing equines from a variety of areas.

Refer to Annex F for further detail in relation to management protocols associated with Hendra Virus.

Annex G contains a template for Event Biosecurity/Equine-Health Declaration Form, which Clubs may choose to implement as part of Event Biosecurity Management procedures.

6.5.7. Crisis Management

The ACDS has in place a Crisis Management Policy which outlines the steps to be taken in the event of a serious incident which has the potential to impact on the wider organisation.

Whilst publicity for the sport is to be encouraged, clubs and organisers should be aware of the potential for adverse publicity to occur, particularly in relation to horse welfare or where a serious accident or fatality may have occurred.

Under the ACDS Crisis Management Policy only the Event Director is authorised to speak on behalf of the ACDS and they are advised to keep any related statements to media to a minimum and restrict any comment to the facts only.

A Statement for the Media Form is at Annex H.

6.5.8. Organisational Governance

All levels of the ACDS (Federal, State Branches and Clubs) are required to conduct the management of their affairs in accordance with their respective Rules & Regulations / Constitution and the Incorporations Legislation of the State in which they are registered.

Offices Bearers within the ACDS are strongly encouraged to familiarise themselves with the relevant requirements as they have a duty under law to ensure compliance.

All formally convened meetings within the ACDS shall be run in accordance with the Rules & Regulations / Constitution of the respective body and accepted meeting procedure. Minutes of these meetings shall be recorded and retained.

Requirements for financial reporting, Annual Returns etc are set out in respective State Incorporations Legislation and should be adhered to.

Office Bearers are required to declare any material conflict of interest which may influence, or reasonably be perceived to influence, their ability to perform their role. The ACDS Conflict of Interest Policy provides further detail in this regard.

The risk of fraud or impropriety within the organisation should be managed through regular financial reporting and auditing where appropriate / as required under the relevant Incorporations Legislation.

Office Bearers within the organisation are expected to set an example through their own behaviour and compliance with the ACDS Code of Conduct.

6.5.9. Emergency Response Plans

Clubs and Organising Committees are encouraged to develop written Emergency Response Plans appropriate to the location and nature of their activities.

These Plans should take into consideration potential emergencies arising from the activity itself (e.g. horse or human accident or injury), but also possible external emergencies such as bushfire, flood etc.

It is important that Emergency Response Plans are communicated to those participating in the activity, either through a verbal briefing and/or written material.

Dependent on the assessed level of risk, it may be appropriate to maintain a register of participants and associated persons on the grounds during the activity, in case an emergency evacuation is required (such as in circumstances of very high bushfire risk).

It is also advisable to liaise with local Emergency Services prior to the activity if possible, so they are aware of the potential for an incident.

An Emergency Response Plan is included at Annex I and may be modified to suit individual requirements.

7. DOCUMENT REVIEW

This is a controlled document. Any changes must be authorised by ACDS Federal Council.

The document shall be subject to review at periods not exceeding 5 years, or where significant change in Risk Management practice occurs.



Risk Management Checklist

ACDS Club: _____

Activity: _____ **Date:** _____

Item	✓	x	Reason	✓
Venue				
Horse Security				
Emergency vehicle access				
First Aid and Emergency Services				
Spectator areas clear of horse areas				
Safe ablution facilities				
Hygienic catering arrangements				
Venue special requirements				
Marshalling and rest areas adequate				
Paths from camping to competition areas				
Controlled motor vehicle movement				
Separate horse-free motor vehicle site				
Power supply / electrical hazards				
Fire / flood risk and evacuation				
Course				
Permits obtained				
ACDS control of activity				
External controls identified				
Course and obstacles sites checked				
Alternative routes checked				
Assembly and dispersal areas adequate				
Safe spacing of participants in marathon				
Spectator barriers adequate				
Competitors				
Entries sufficiently competent				
Advised of any hazards (water/bridges etc)				
Briefing scheduled				
Marathon harness/vehicle/equipment				
Treating Veterinarian available				
Officials				
Sufficient numbers				
Briefing scheduled				
Communications from course to office				
Miscellaneous				
Dogs – Yes/No/Controlled				
Incident Reports available				
Debriefing scheduled				
Other Concerns				

Name: _____ **Signature:** _____ **Date:** _____
Technical Delegate or
Risk Management Officer

Checklist to be retained by the Organizing Club.

A copy to be supplied to the Federal Secretary with any forwarded Incident Report Form.



Risk Assessment - Sample

Risk Assessment Number: EDC-004

Description of Activity: Combined Driving Event

ACDS Club: Ellmore Driving Club

Location of Activity to be Performed: Grenfell Showgrounds and surrounds

LIKELIHOOD How likely is it to occur	CONSEQUENCES: How severely could it hurt someone?			
	Extreme: Death, Permanent Disablement	Major: Serious Bodily Injury	Moderate: Casualty Treatment	Minor: First Aid Only
Very Likely: Could happen frequently	1	2	3	4
Likely: Could happen occasionally	2	3	4	5
Unlikely: Could happen, but rare	3	4	5	6
Very Unlikely: Could happen, probably never will	4	5	6	7

Risk Rating

1,2 or 3

4 or 5

6 or 7

Priority

Do something about these risks immediately

Do something about these risks as soon as possible

These risks may not need immediate attention, but should be



Activity Step (list all significant steps from start to finish)	Hazard (Source of Harm)	Contributing Factors	Potential Outcome	Likelihood	Consequence	Risk Rating (initial)	Control Measures (Brief description or reference to appropriate procedure)	Risk Rating after Controls (Residual Risk)	Responsible Person & Action By Date
Approvals	Unauthorised use of public & private land, lack of awareness by Authorities, resulting in unplanned impact on general public	Lack of pre-planning	Event halted by authorities. Access limited. Inconvenience / irritation to general public. Adverse publicity	Likely	Major	3	Seek approval from Weddin Shire Council, NSW Police, Grenfell Showground trust, Lands Department & other affected parties	5	Risk Manager – prior to the event
Assessment of potential risks	Lack of / inadequate planning / assessment	Lack of pre-planning. Not adequately identifying possible hazards.	Lack of pre-planning. Not adequately identifying possible hazards.	Likely	Major	3	Conduct review of planned course, assess potential hazards and identify control measures through this risk assessment. Follow ACDS Risk Management guidelines	5	Risk Manager & Course design team – prior to event
Insurance coverage	Competitors not covered by Public Liability policy	Driver's membership not current	Void insurance cover. Personal cost	Likely	Moderate	4	Confirm competitors are paid up members of ACDS	6	Event Secretary – prior to event
Insurance coverage	Exposure to public claims	Risk management processes not effective	Injury or negative outcomes for general public. Reputational / financial cost to ACDS	Likely	Moderate	4	ACDS has \$20mil public liability insurance – hold copy of CoC. Risk Management systems in place	6	Event Secretary – prior to event. Risk Manager & Team
Grounds & facilities	Horse/s escaping from grounds resulting in personal injury / property damage	Ineffective yards. Inadequate restraint of horses	Injury or negative outcomes for horses and general public. Adverse publicity. Reputational and financial cost to ACDS members	Unlikely	Major	4	Competitor's encouraged to make use of yards/stabling on grounds. Showground gates to be kept closed after dark.	5	Event Committee
	Injury to horses from unsafe yards	Poorly maintained / unsafe yards	Injury to horses. Impact for Club reputation	Unlikely	Moderate	5	Yards & stables to be inspected before use – any unsuitable areas to be roped off	6	Event Committee



Activity Step (list all significant steps from start to finish)	Hazard (Source of Harm)	Contributing Factors	Potential Outcome	Likelihood	Consequence	Risk Rating (initial)	Control Measures (Brief description or reference to appropriate procedure)	Risk Rating after Controls (Residual Risk)	Responsible Person & Action By Date
	Electric shock from fixed 240V power supplies.	Damaged power boxes.	Death or serious injury	Unlikely	Extreme	3	Power outlets to be inspected prior to event – any unsafe boxes to be tagged out and reported to showground trust	4	Risk Manager
	Unsanitary toilets and showers	Inadequate cleaning regime during event	Health effects. Damage to Club reputation	Likely	Moderate	4	Facilities to be cleaned prior to event and addressed during course of weekend as required.	6	Club Members
	Injury to horses or persons from hidden holes/objects in arena and on course	Area not inspected before use. Effects of feral animals.	Serious injury	Likely	Major	3	Arena and course to be inspected for any such hazards prior to competition commencing. Areas of concern to be repaired or marked.	5	Course design team
Construction of marathon obstacles	Manual handling injury to personnel	Excessively heavy materials. Inappropriate lifting techniques adopted.	Serious injury	Likely	Major	3	Use appropriate manual handling techniques when moving materials and equipment – Risk Manager to instruct team members if reqd	5	Club Members
	Personal injury from powered equipment	Rotating equipment such as post hole borers and drills, chainsaws. Noise, flying debris. Incorrect use or technique.	Rotating equipment such as post hole borers and drills, chainsaws.	Likely	Major	3	Follow instructions for use and keep clear of moving components. – only competent and capable persons to use equipment. Wear appropriate PPE – glasses, earplugs, gloves etc	5	Club Members
Equine Biosecurity	Transmission of infectious diseases	Potential for attendance of horses from Hendra 'Risk Areas'	Equine & human fatality. Quarantine and transport shutdown	Unlikely	Extreme	3	Follow NSW DPI event biosecurity guidelines and ACDS Hendra management protocol. Competitors to supply horse-health declaration. Segregated stabling for horses from Hendra 'risk areas'	4	Risk Manager / Event Secretary – prior to and during event



Activity Step (list all significant steps from start to finish)	Hazard (Source of Harm)	Contributing Factors	Potential Outcome	Likelihood	Consequence	Risk Rating (initial)	Control Measures (Brief description or reference to appropriate procedure)	Risk Rating after Controls (Residual Risk)	Responsible Person & Action By Date
Interaction of spectators/traffic/ general public with competitors	Persons / horses / vehicles struck by or other interference	Lack of awareness of potential for interaction	Personal injury / damage. Adverse publicity.	Likely	Major	3	Areas of potential interaction on showground such as marathon obstacles, laneways etc to be roped off where appropriate. Erect signage to direct spectators to parking areas.	5	Course design team, Obstacle stewards
							Traffic management plan to be developed for areas of course on public roads – to be approved by Weddin Shire Traffic Committee.		Risk Manager – prior to event
							Traffic warning signs to be erected in accordance with TMP - Prior to start of marathon. Removed at finish		Course design team
							Stewards may be required at intersections if visibility is impaired. Stewards to direct Competitors <u>only</u> , not general traffic.		Risk Manager, Course Design team
							Competitors to abide by Road Rules – reminder at Competitors conference		Risk Manager
	Competitors dogs causing nuisance or injury to other competitors/general public	Inadequate control of dogs	Personal injury / damage. Adverse Publicity	Likely	Moderate	4	Dogs to be kept on leash at all times – note to be included in Schedule	6	Risk Manager / Event Secretary
Competition activities	Competitors presenting with unsuitable / inappropriate harness / vehicle	New / inexperienced competitors.	Injury to horses and people. Adverse publicity	Unlikely	Major	4	Competitors reminded of their obligations to have safe gear. Ground Jury empowered to act in the event of an unsafe situation. Use of protective headgear in the marathon is ACDS policy	5	Risk Manager, Ground Jury, Event Committee



Activity Step (list all significant steps from start to finish)	Hazard (Source of Harm)	Contributing Factors	Potential Outcome	Likelihood	Consequence	Risk Rating (initial)	Control Measures (Brief description or reference to appropriate procedure)	Risk Rating after Controls (Residual Risk)	Responsible Person & Action By Date
Competition activities (cont'd)	Heat stress, lameness	Weather conditions. Course ground conditions & footing	Injury to horses. Adverse publicity. Reputational damage to sport	Likely	Moderate	4	TD to inspect course and arrange rectification where necessary. Assessment of likely weather conditions when setting times / speeds. ACDS Vet Rules to be adhered to. Water to be available at vet check. TPR Stewards to assess soundness of horse/s to continue, in consultation with Ground Jury.	6	Technical Delegate, Ground Jury, Stewards
	Cruelty, poor horse welfare practices	Excessive use of whip. Continuing when horse lame or injured or other inappropriate conduct	Injury to horses. Adverse publicity. Reputational damage to sport	Unlikely	Moderate	5	ACDS Horse Welfare Policy and Rules in place – competitors aware of expected behaviour. Stewards to report any horse welfare issues and Ground Jury empowered to act.	6	Competitors, Stewards, Ground Jury
	Poor conduct by competitors	Unsportsmanlike behaviour, Abuse of officials or other poor conduct	Stress and aggravation to individuals. Reputational damage to event	Unlikely	Moderate	5	ACDS Code of Conduct and Rules in place – competitors aware of expected behaviour. Stewards & officials to report any instances of poor conduct. Ground Jury empowered to counsel and warn individuals and/or report for further disciplinary action if appropriate.	6	Competitors, Stewards, Ground Jury
Stewarding activities	Poor or inappropriate response to issues as they arise	Lack of knowledge or experience. Inadequate instruction and resources	Delayed response to incident. Incorrect recording of competition information	Likely	Moderate	4	Inexperienced stewards to be briefed on their responsibilities. Ensure sufficient stopwatches, radios etc are available. Oversight during competition	6	Course designer, TD and Ground Jury



Activity Step (list all significant steps from start to finish)	Hazard (Source of Harm)	Contributing Factors	Potential Outcome	Likelihood	Consequence	Risk Rating (initial)	Control Measures (Brief description or reference to appropriate procedure)	Risk Rating after Controls (Residual Risk)	Responsible Person & Action By Date
	Interaction of stewards with traffic	Checkpoint & steward location	Personal injury	Unlikely	Major	4	Section checkpoints all located within confines of showground to minimise interaction. Stewards if required on public roads are to wear high-visibility vests	5	Course designer, Risk Manager
Catering	Food contamination	Food preparation standards not met	Illness. Reputational damage	Likely	Moderate	4	Only engage caterers which have appropriate training/accreditation in food preparation and service	6	Event Committee
Accident & emergency response	Incident involving competitors / spectators / horses: Rollover, runaway, equipment failure, ill health	Inadequate response exacerbating situation	Serious injury	Likely	Major	3	1st aid personnel on site as part of organising team. 1st aid kit available. Equine 1st aid trained personnel on site. Details of local vet services to be available.	5	Risk Manager
							Ambulance service to be provided with information on event & course route		Risk Manager – prior to event
							4wd Vehicle & horse float available to access all course areas		Risk Manager
							UHF & mobile phone communication available to key stewards.		Risk Manager
							Emergency Response procedure provided in Competitor Kits and on noticeboard		Risk Manager / Event Secretary

Monitor & Review: This document shall be reviewed as a minimum on a 12 monthly basis, and where activity conditions change significantly, to ensure currency and accuracy.

Developed by: B. Dwyer Authorised by: _____ Last Review by: _____
Date: xx/xx/xxxx Date: _____ Date: _____



Risk Assessment

Risk Assessment Number: _____

Description of Activity: _____

ACDS Club: _____

Location of Activity to be Performed: _____

LIKELIHOOD How likely is it to occur	CONSEQUENCES: How severely could it hurt someone?			
	Extreme: Death, Permanent Disablement	Major: Serious Bodily Injury	Moderate: Casualty Treatment	Minor: First Aid Only
Very Likely: Could happen frequently	1	2	3	4
Likely: Could happen occasionally	2	3	4	5
Unlikely: Could happen, but rare	3	4	5	6
Very Unlikely: Could happen, probably never will	4	5	6	7

Risk Rating
1,2 or 3
4 or 5
6 or 7

Priority
 Do something about these risks immediately
 Do something about these risks as soon as possible
 These risks may not need immediate attention, but should be



Activity Step (list all significant steps from start to finish)	Hazard (Source of Harm)	Contributing Factors	Potential Outcome	Likelihood	Consequence	Risk Rating (initial)	Control Measures <i>(Brief description or reference to appropriate procedure)</i>	Risk Rating after Controls <i>(Residual Risk)</i>	Responsible Person & Action By Date



Activity Step (list all significant steps from start to finish)	Hazard (Source of Harm)	Contributing Factors	Potential Outcome	Likelihood	Consequence	Risk Rating (initial)	Control Measures <i>(Brief description or reference to appropriate procedure)</i>	Risk Rating after Controls <i>(Residual Risk)</i>	Responsible Person & Action By Date



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Activity Step (list all significant steps from start to finish)	Hazard (Source of Harm)	Contributing Factors	Potential Outcome	Likelihood	Consequence	Risk Rating (initial)	Control Measures (Brief description or reference to appropriate procedure)	Risk Rating after Controls (Residual Risk)	Responsible Person & Action By Date



Activity Step (list all significant steps from start to finish)	Hazard (Source of Harm)	Contributing Factors	Potential Outcome	Likelihood	Consequence	Risk Rating (initial)	Control Measures (Brief description or reference to appropriate procedure)	Risk Rating after Controls (Residual Risk)	Responsible Person & Action By Date

Monitor & Review: This document shall be reviewed, as a minimum, on a 12-month basis and where activity conditions change significantly – to ensure currency and accuracy.

Developed by: _____ Authorised by: _____ Last Review by: _____

Date: _____ Date: _____ Date: _____



Risk Register

Date Identified	Risk Assessment Reference	Description of Risk	Risk Rating (initial)	Control Measures (Brief description or reference to appropriate procedures)	Risk Rating after control (Residual Risk)



Hendra Virus Management Protocol

The Australian Carriage Driving Society (ACDS) recommends the following approach in relation to the management of risks posed by Hendra Virus in equines and the possible transmission of the disease to humans.

Certain common and widespread species of flying foxes are the reservoir for Hendra virus. It should be noted that evidence to date indicates transmission of Hendra Virus between equines and from equines to humans requires direct contact via body fluids such as saliva and mucous. There is no indication that the virus can be transmitted by airborne means.

Hendra Virus 'risk areas' are presently not defined officially, however to date the virus has occurred in horses in South-East Queensland, North and Mid-North Coast areas of New South Wales.

ACDS members are encouraged:

- to seek the advice of their local veterinarian on the appropriateness of vaccinating their equines for Hendra Virus.
- to ensure their equines are fully vaccinated if they reside, or are travelling through, known Hendra Virus 'risk areas'; or if their animals are likely to come into close contact with equines from these areas.

ACDS Clubs and Event Organisers are encouraged:

- to seek advice from a local veterinarian and their respective State Department of Primary Industries as to the risk profile for their area.
- to adopt Event Biosecurity controls for events, where a Risk Assessment determines this is appropriate – refer to:
www.dpi.nsw.gov.au/agriculture/livestock/horses/health/general/horse-events-guidelines for guidance on Event Biosecurity Management.
- to require event participants to complete a "Event Biosecurity / Equine-Health Declaration" form, where equines from outside the immediate local area may be attending the event.
- to determine the Hendra Virus vaccination status of equines travelling from Hendra Virus 'risk areas', which may be attending the event. Where vaccination status cannot be confirmed, organisers should implement strict biosecurity controls in relation to those equines concerned.
- to consider the impacts and develop appropriate contingency plans should an outbreak of Hendra Virus (or other infectious disease) result in a stock-standstill during an event.

ACDS Federal Council will take into consideration the advice of relevant State Departments of Primary Industries when developing a response to any specific disease outbreak or risk.



Statement for the Media

We can confirm that a serious accident/fatality (delete one) has occurred today at the carriage driving event at _____.

The police have been informed and investigations into the serious accident/fatality (delete one) are underway.

Until the results of the investigation are received, we will not be making any further statements.



Emergency Response Plan

Emergency Response Plan for: _____

ACCIDENT, SERIOUS INJURY OR FIRE

In the event of an accident, serious injury or fire:

1. Do not rush into unsafe situations – you are of no help if you get injured as well.
2. **Mobilise emergency services by telephoning 000**

It is important to remain on the line and advise the operator of the following:

- Incident Location:
 - Nature of incident
 - Assistance required
 - Any other relevant information the operator may request
3. Emergency Veterinary Services are contactable on: _____
 4. Provide first aid if possible – do not attempt to move injured person/s or animals unless they are at immediate further risk by remaining where they are.
 5. First Aid Kit is located at: _____
 6. If the incident is a fire, take steps to fight the fire if it is safe to do so and you are appropriately trained
 7. Inform the Event Director or Technical Delegate of the situation.
 8. If possible, send someone familiar with the venue to meet emergency services at the entrance and escort them to the site of the emergency.
 9. Keep all non-essential personnel clear of the incident area.
 10. Once Emergency Services arrive, provide any additional assistance they may request.
 11. Once injured person/s or animals have been treated and removed from site, secure and preserve the incident scene for subsequent investigation.



EVACUATION

In the event of an incident requiring the evacuation of part or all of the venue, the following process shall be adopted:

1. Event Director shall notify all personnel that an evacuation is required.
2. The means of notification shall be: _____
3. Personnel shall move to designated Emergency Assembly Point (EAP) at _____ or alternative nominated point in the event that the EAP is not accessible.
4. Event Director shall ascertain the presence of all personnel known to be on site by visual confirmation.
5. Personnel will be given further instructions by the Event Director

