



RISK APPRECIATION SUMMARY

Activity Title: Murrumbateman Adult Riders Equestrian Activity

Activity ID: MARC 001

Start Date: 1 Sep 2009

End Date: 1 Sep 2018

Location: Murrumbateman Community Grounds

Objective / Mission: Develop a broad Risk Management plan for specific application at Training Days, Directed Activities or Competitions

Activity End State: Each Training Day, Directed Activity or Competition achieves it's objectives with no detriment to the riders or their horse's physical wellbeing. The Club has enhanced its reputation in the eyes of the riders, committee members and the supporting community.

Risk Ref	Threats (source of negative impact)	Risk Impact (outcome of risk being realised)	Secondary Threat Source categories	Existing Controls		Inherent Risk		Additional Controls		Residual Risk		Control Task(s) - Responsibilities
				Existing Likelihood Controls (Controls the likelihood of the Risk Event occurring)	Existing Impact Controls (Controls the impact of the Risk Event once it has occurred)	Likelihood	Inherent Risk Level (Impact Category – Impact Rating – Risk Level)	Additional Likelihood Controls (Controls the likelihood of the Risk Event occurring)	Additional Impact Controls (Controls the impact of the Risk Event once it has occurred)	Likelihood	Residual Risk Level (Impact Category – Impact Rating – Risk Level)	
A: Competition												
B: Natural environment												
B 1	During the activity, sustained exposure to hot, humid conditions - coupled with exercise and inadequate personal hydration at the commencement of the activity causes a member to have elevated body temperature resulting in a heat injury (Conduct Phase)	EVENT: • Unseasonable weather causes heat related injuries • Some riders or parents may want their rider to continue as to stop is seen as weakness  IMPACT(S) Objective - Some riders may have to be excused from parts of an activity Personnel - Individuals could become heat casualty Reputation - The club could be perceived as uncaring	• Human nature	• Water will be made available during competition to keep competitors hydrated. • Individuals are to be briefed on the signs and symptoms of heat exhaustion / illness so they can self identify and so that instructors can diagnose early onset of dehydration / heat illness. • Water will be made available during competition to keep horses hydrated.	• First aid staff will be briefed on the likelihood of heat casualty and be required to effect rapid cooling if required.	R a r e	Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Medium Level: Moderate (13) REPUTATION Severity: Medium Level: Moderate (13)	Nil	Nil	R a r e	Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Medium Level: Moderate (13) REPUTATION Severity: Medium Level: Moderate (13)	• First Aid Officer: Ensure water is on hand for all riders on hot days and that frequent breaks are taken if exertion levels are greater than normal.   On the day   To be completed • Activity Coordinator: Ensure the signs and symptoms of heat illness / dehydration are briefed to participants on high risk days.   On the day   To be completed • Grounds Officer: Ensure water is on hand for all horses on hot days and that frequent breaks are taken if exertion levels are greater than normal.   On the day   To be completed • First Aid Officer: Ensure ice is on hand to assist heat casualties with rapid cooling   On the day   To be completed
B 2	During an activity riders are exposed to cold wet conditions causing members core temperature to fall resulting in the potential for hypothermia (Conduct Phase)	EVENT: • Very cold conditions can affect slight and young people before they affect older bigger people • Riders may present with inadequate cold weather gear thereby increasing their susceptibility to hypothermia.  IMPACT(S) Objective - Lessons / the activity may have to be interrupted if it gets too cold Personnel - Potential for young and slight people to become hypothermia casualties Reputation - The Club may be seen as poorly organised and uncaring.	• Cultural/man-made environment	• Potentially cold situations are to be identified early in the planning process and the safety brief adjusted accordingly • All riders, volunteers and activity participants are to be briefed on the signs and symptoms of hypothermia and the immediate actions on suspecting the condition. (remove the individual from the activity and get them dry and warm ASP).	• First aid and ambulance on standby • First aid officers on hand	R a r e	Objective Severity: Medium Level: Moderate (13) PERSONNEL Severity: Medium Level: Moderate (13) REPUTATION Severity: Medium Level: Moderate (13)	Nil	Nil	R a r e	Objective Severity: Medium Level: Moderate (13) PERSONNEL Severity: Medium Level: Moderate (13) REPUTATION Severity: Medium Level: Moderate (13)	• Activity Coordinator: Ensure mechanisms are in place to identify and cater for cold conditions on the day.   On the day   To be completed • Activity Coordinator: Ensure the safety brief identifies signs and symptoms of hypothermia for attendees   On the day   To be completed • First Aid Officer: Confirm before the start of the activity, that the local ambulance / hospital is able to respond to emergencies if required and that contact numbers are accurate.   On the day   To be completed • Activity Coordinator: Ensure a first aid officer is dedicated to the task and on standby in location for the duration of the activity   On the day   To be completed
B 3	During the activity riders and sensitive horses are exposure to excessive amounts of UV radiation causing sunburn and or dehydration resulting in short term illness and potentially longer term cancer exposures (Conduct Phase)	EVENT: • Unseasonable hot weather could increase likelihood of sun burn • Some individuals disregard scientific advice to cover-up and apply sun screen regularly  IMPACT(S) Personnel - Some fair skinned riders may not used to intensity of Australian sun Reputation - Sunburned riders is not a good look	• Human nature	• Safety briefings to include outlining the risks of to much sun on people and horses • Sunscreen and hats are to be encouraged on hot days by way of the safety and conduct brief.	• All principal volunteers and safety appointment holders are to be on the lookout for unsafe behaviour including evidence of sun burn • Riders believed to be affected adversely by the sun's harmful rays are to be moved out of the sun - even if that means dismounting and leaving a lesson / activity. • Riders are to self regulate their exposure to the sun's harmful UV rays.	O c c a s i o n a l	PERSONNEL Severity: Disruptive Level: Moderate (15) REPUTATION Severity: Medium Level: Moderate (12)	Nil	Nil	O c c a s i o n a l	PERSONNEL Severity: Disruptive Level: Moderate (15) REPUTATION Severity: Medium Level: Moderate (12)	• Activity Coordinator: Ensure all riders are aware of the hazard posed by the sun's harmful rays in the safety brief.   On the day   To be completed • Activity Coordinator: Ensure the safety brief includes firm guidance on the wearing of hats and sun screen.   On the day   To be completed • Activity Coordinator: Ensure all riders are aware of their responsibilities to keep themselves free from excessive exposure to the sun's harmful rays.   On the day   To be completed • Instructors: Monitor riders regularly on sunny / hot days to assess their level of exposure. At risk riders are to be moved to the shade.   On the day   To be completed • Riders: Be aware of their responsibilities to keep themselves free from excessive exposure to the sun's harmful rays.   On the day   To be completed



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C: Cultural/man-made environment												
C 1	*At the commencement of the activity, the manning level of the leadership \group is insufficient to achieve the mission/task causing amendment to the activity objectives resulting in compromises in safety or training objectives (Planning Phase)	EVENT: • Inadequate numbers of suitable pers to provide supervision • Inadequate numbers of suitable pers to provide supervision • People are reluctant to volunteer at times - need to be ID and asked directly  IMPACT(S) Objective - Smooth operation of activity compromised Personnel - Pers and horse safety could be at risk	• Resources available • Human nature	• Sub Committees structures used to assure sufficient Personnel are identified and available • Main committee ensures no unworkable dual taskings	• Reduce the tempo of the Activity • Limit the scope of the Activity	R a r e	Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Disruptive Level: Low (20) REPUTATION Severity: Disruptive Level: Low (20)	Nil	Nil	R a r e	Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Disruptive Level: Low (20) REPUTATION Severity: Disruptive Level: Low (20)	• Committee: Ensure the planned activity has sufficient experienced principal volunteers nominated and confirmed to conduct the activity     To be completed • Committee: Ensure no principal volunteer is overtasked     To be completed • Activity Coordinator: Be prepared to reduce the scope or tempo of the activity if insufficient instructors or principal volunteers are in attendance to safely conduct the activity   On the day   To be completed • Activity Coordinator: BE prepared to alter the scope of the activity in accordance with the resources available on the day.   On the day   To be completed
C 2	Before the activity, the number and competence level of riders is unknown causing delays in configuring lesson and synchronising instructors resulting in uneven training and limited lesson objective achievement for competency levels (Planning Phase)	EVENT: • Members do not confirm with the activity coordinator their anticipated attendance • Insufficient resource may be planned if numbers attending the rally are not accurate  IMPACT(S) Objective - Rider who attend late may be asked to attend un mounted if insufficient instructors are available Reputation - The club might be seen as poorly organised	• Resources available	• Riders who have not notified the Activity Coordinator of their anticipated attendance may be slotted into a lesson of opportunity if vacancies exist or they may be asked to continue the activity un mounted	• First aid staff on call for duration of the activity	O C C a s i o n a l	Objective Severity: Disruptive Level: Moderate (15) REPUTATION Severity: Minor Level: Low (23)	Nil	Nil	O C C a s i o n a l	Objective Severity: Disruptive Level: Moderate (15) REPUTATION Severity: Minor Level: Low (23)	• Activity Coordinator: Liaise with instructors to see if there are vacancies in any lessons. If so, an un announced rider may be able to slot into that group - if not they will have to attend the activity un mounted   On the day   To be completed • First Aid Officer: Before each activity, check the assumption that 'The water quality is adequate' by conducting a visual, odour and taste test to confirm no change from normal circumstances.   On the day   To be completed
C 3	During the activity a horse goes lame causing a disruption to the lesson resulting in the rider and horse being removed from the lesson (Conduct Phase)	EVENT: • Horse is unable to perform as a result of lameness / injury  IMPACT(S) Personnel - Injury tot he horse limits individuals participation Reputation - If the lame horse is not identified and dealt with quickly the judgement and experience of the committee will be bought into question.		• Any horse believed to be lame, unwell, emaciated or in any way unfit for the activity will be assessed by the horse welfare officer and the Activity coordinator to decide as to the ability of the horse to complete the activity safely. • Un fit horses will be excluded from further activities and the rider encouraged to consult their Vet.	• Safety briefings to include action to be taken by riders and or instructional and committee staff if a horse is believed to be lame or unwell.	R a r e	PERSONNEL Severity: Disruptive Level: Low (20) REPUTATION Severity: Medium Level: Moderate (13)	Nil	Nil	R a r e	PERSONNEL Severity: Disruptive Level: Low (20) REPUTATION Severity: Medium Level: Moderate (13)	• Horse Welfare Officer: A horse that is assessed as unwell or unfit will be stood aside from group training.   On the day   To be completed • Horse Welfare Officer: In consultation with the Activity Coordinator, ensure that unfit or unwell horses are identified and excluded from riding and the actions taken by committee appointees are recorded in the hot-debrief and subsequent committee meeting.   On the day   To be completed • Activity Coordinator: Ensure that the safety brief includes a description of the actions to be taken if a horse is found to have gone lame during the activity or is believed to be unwell.   On the day   To be completed



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C 4	Before, during and immediately after activity, unsupervised children at the training activity cause safety distractions resulting in injury to themselves, other participants or third parties, horses or infrastructure. (Conduct Phase)	<p>EVENT:</p> <ul style="list-style-type: none"><li>Participants, visitors or members of the general public not realising the risks to young children around horses</li><li>Arrogance - leads to feeling it can't happen to them.</li><li>New members not being aware of the potential dangers un supervised children present around horses and associated traffic</li></ul> <p>IMPACT(S)</p> <p>Objective - Activity may be cancelled or delayed if SPI or fatality occurs</p> <p>Personnel - Potential to injure child or horse</p> <p>Reputation - The Clubs reputation could be severely damaged if a SPI or Fatality occurs</p>	<ul style="list-style-type: none"><li>Human nature</li><li>Technical competency</li></ul>	<ul style="list-style-type: none"><li>New members are to be briefed on the requirement for children to be supervised and under control at all times during horse activities.</li><li>Children found to be un supervised by any safety officer or responsible person are to be bought to their parents, guardian or responsible adult for exercise of appropriate control</li><li>Repeat offenders will be discussed at the Club Committee meeting as part of the review of safety and risk management controls and additional controls applied if needed.</li></ul>	<ul style="list-style-type: none"><li>First aid and ambulance on standby</li><li>First aid officers on hand</li></ul>	R a r e	<p>Objective</p> <p>Severity: Minor</p> <p>Level: Low (24)</p> <p>PERSONNEL</p> <p>Severity: Medium</p> <p>Level: Moderate (13)</p> <p>REPUTATION</p> <p>Severity: Critical</p> <p>Level: Moderate (11)</p>	Nil	Nil	R a r e	<p>Objective</p> <p>Severity: Minor</p> <p>Level: Low (24)</p> <p>PERSONNEL</p> <p>Severity: Medium</p> <p>Level: Moderate (13)</p> <p>REPUTATION</p> <p>Severity: Critical</p> <p>Level: Moderate (11)</p>	<ul style="list-style-type: none"><li>Activity Coordinator: Give new members a brief on general safety and risk controls in place for both ridden activities and behaviours required in the surrounding grounds during an authorised activity, including the need for children to be under control at all times.   On the day   To be completed</li><li>Riders: Ensure any children they bring to the activity are suitably monitored and controlled during the activity.   On the day   To be completed</li><li>Activity Coordinator: Ensure repeat offenders whose children were not effectively controlled during the activity are identified in the hot-wash up are raised as a separate agenda items at the club activity review / improvement meeting and additional controls agreed, recorded and implemented   On the day   To be completed</li><li>First Aid Officer: Confirm, before the start of the rally / activity, that the local ambulance / hospital is able to respond to emergencies if required and that contact numbers are accurate.   On the day   To be completed</li><li>Activity Coordinator: Ensure a first aid officer is dedicated to the task and on standby in location for the duration of the activity   On the day   To be completed</li></ul>
C 5	Before, during or immediately after activity unrestrained dogs at the training activity cause an accident resulting in injury to pedestrians, riders, third parties and or horses, or damage to vehicles, floats or infrastructure (Conduct Phase)	<p>EVENT:</p> <ul style="list-style-type: none"><li>Participants, visitors or members of the general public not realising the risks to the dogs or horses posed by unrestrained dogs causing horses to react unpredictably while being ridden, when tied up or yarded</li><li>Arrogant disregard of the activities rules</li></ul> <p>IMPACT(S)</p> <p>Objective - The activity may have to be stopped if a Medium incident occurs</p> <p>Personnel - Could lead to human or horse injury</p> <p>Resources - Could lead to damage to infrastructure, third party property or club equipment</p> <p>Reputation - The Clubs reputation could be severely damaged if a SPI or Fatality occurs</p>	<ul style="list-style-type: none"><li>Human nature</li></ul>	<ul style="list-style-type: none"><li>New members are to be briefed on the requirement for dogs to be restrained and under control at all times during horse activities.</li><li>Dogs found to be un restrained by any safety officer or responsible person are to be bought to their owners, to exercise of appropriate control</li><li>Repeat offenders will be discussed at the Club Committee meeting as part of the review of safety and risk management controls and additional controls applied if needed.</li></ul>	<ul style="list-style-type: none"><li>First aid and ambulance on standby</li><li>First aid officers on hand</li></ul>	R a r e	<p>Objective</p> <p>Severity: Minor</p> <p>Level: Low (24)</p> <p>PERSONNEL</p> <p>Severity: Medium</p> <p>Level: Moderate (13)</p> <p>RESOURCES</p> <p>Severity: Minor</p> <p>Level: Low (24)</p> <p>REPUTATION</p> <p>Severity: Medium</p> <p>Level: Moderate (13)</p>	Nil	Nil	R a r e	<p>Objective</p> <p>Severity: Minor</p> <p>Level: Low (24)</p> <p>PERSONNEL</p> <p>Severity: Medium</p> <p>Level: Moderate (13)</p> <p>RESOURCES</p> <p>Severity: Minor</p> <p>Level: Low (24)</p> <p>REPUTATION</p> <p>Severity: Medium</p> <p>Level: Moderate (13)</p>	<ul style="list-style-type: none"><li>Activity Coordinator: Ensure new members are given the new members brief on general safety and risk controls in place for both ridden activities and behaviours required in the surrounding grounds during an authorised activity, including the need to restrain dogs at all times.   On the day   To be completed</li><li>Riders: Ensure dogs are controlled at all times. Be prepared for the committee to ban riders from bringing dogs that repeatedly wander uncontrolled.   On the day   To be completed</li><li>Activity Coordinator: Ensure repeat offenders with uncontrolled dogs are identified in the hot-wash and raised as a separate agenda items at the club activity review / improvement meeting and additional controls agreed, recorded and implemented.   On the day   To be completed</li><li>First Aid Officer: Confirm, before the start of the activity, that the local ambulance / hospital is able to respond to emergencies if required and that contact numbers are accurate.   On the day   To be completed</li><li>Activity Coordinator: Ensure a first aid officer is dedicated to the task and on standby in location for the duration of the activity   On the day   To be completed</li></ul>





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C 6	Before or during the activity a fire breaks out in the vicinity of the activity causing evacuation of horses and participants from the affected area resulting in objectives not being achieved or injury / property damage. (Conduct Phase)	EVENT: • Fire caused by natural causes • Fire caused by human actions like smoking, un attended fires or children playing with matches  IMPACT(S) Objective - The activity might start late or be cancelled resulting in training objectives not being met Personnel - Personnel or horses could be burned or injured Resources - Equipment, stores, infrastructure or property could be damaged or destroyed Reputation - The club may be perceived as an unsafe place for riders to attend Pony Club Environment - Natural habitat and surrounding buildings could be damaged or destroyed	• Natural environment	• Fire ban warning are to be considered when planning an activity and relevant deductions included in the safety and conduct brief • The BBQ gas bottle and regulator is to be checked to ensure it is serviceable and does not pose a risk of initiating a fire during the activity. • Kitchen facilities that have cooking facilities and electrical appliances are to be checked before the activity to ensure all equipment is safe to use and will not cause a fire. • Children seen to be playing with matches / fire will be stopped from doing so immediately	• The location of fire extinguishers is to be briefed in the safety brief, and principal volunteers briefed on their correct use. • - (C4) Evacuation plans are to be developed and if possible rehearsed - any rehearsals are to be recorded and their success or otherwise reported to the club safety sub committee for continuous improvement of the plan. • First aid and ambulance on standby • First aid officers on hand • Kitchen has hot areas identified and restrictions placed on moving near them • The kitchen has suitable fire extinguishers and fire blankets in accordance with state government regulations	H i g h l y  I m p r o b a b l e	Objective Severity: Medium Level: Low (19) PERSONNEL Severity: Medium Level: Low (19) RESOURCES Severity: Medium Level: Low (19) REPUTATION Severity: Critical Level: Low (18) ENVIRONMENT Severity: Medium Level: Low (19)	Nil	Nil	H i g h l y  I m p r o b a b l e	Objective Severity: Medium Level: Low (19) PERSONNEL Severity: Medium Level: Low (19) RESOURCES Severity: Medium Level: Low (19) REPUTATION Severity: Critical Level: Low (18) ENVIRONMENT Severity: Medium Level: Low (19)	• Activity Coordinator: Ensure activity planning considers prevailing weather conditions and assesses the potential for a fire risk on the day. If a high risk day - ensure the safety or conduct brief forbids the use of naked flames in the open and have principal volunteers check their areas of responsibility for sources of fire risk in order to eliminate them.   On the day   To be completed • Catering Volunteer: Ensure the gas bottle and regulator do not present a fire risk before lighting the BBQ.   On the day   To be completed • Catering Volunteer: Ensure that the BBQ and the kitchen are free of fire risks   On the day   To be completed • Activity Coordinator: Ensure all personnel are briefed on the dangers of children playing with matches / lighters and empower all adults to intercede directly on behalf of the committee if such behaviours are seen.   On the day   To be completed • Activity Coordinator: Ensure the development of a fire evacuation plan to include action to be undertaken by, and training of, principal volunteers upon identification of a fire threat.   On the day   To be completed • Committee: Ensure the Club's Safety Sub Committee develops a fire emergency plan concentrating on eliminating fire hazards before they are realised but including controls to direct actions to minimise impacts of any fire   On the day   To be completed • First Aid Officer: Confirm before the start of the activity that the local ambulance / hospital is able to respond to emergencies if required and that contact numbers are accurate.   On the day   To be completed • Activity Coordinator: Ensure a first aid officer is dedicated to the task and on standby in location for the duration of the activity   On the day   In progress • Catering Volunteer: Ensure hot areas within the kitchen / BBQ area have been identified and controls implemented to minimise the number of people exposed to the heat hazard.   On the day   In progress • Catering Volunteer: Ensure state government regulations on fire prevention and emergency equipment is understood and implemented in the Club's kitchen.   On the day   To be completed
C 7	During the activity people and or horses are exposed to food and or waterborne diseases causing illness or disease after the activity resulting in members reluctance to continue their association with the club (Conduct Phase)	EVENT: • Poor food transport, storage, preparation or holding practices could cause food poisoning • Violations of the codes of practice will bring prosecution  IMPACT(S) Objective - Depending on numbers and individuals the activities success could be jeopardised Personnel - Individuals could become incapacitated for several days Reputation - The club will be perceived as being poorly run and recruiting and retention	• Legal and other requirements	• Faculties meet local government food preparation guidelines • Personnel involved in the purchase, transport, storage production and provision of food are to be aware of State food regulations and abide by them. • Water for the horses is to be checked before the commencement of the activity to ensure it looks and smells adequate. • Water for human consumption is checked before use to ensure its potable status.	• First aid officers on hand • First aid officers on hand to assist with water quality inspections	R a r e	Objective Severity: Medium Level: Moderate (13) PERSONNEL Severity: Medium Level: Moderate (13) REPUTATION Severity: Disruptive Level: Low (20)	Nil	Nil	R a r e	Objective Severity: Medium Level: Moderate (13) PERSONNEL Severity: Medium Level: Moderate (13) REPUTATION Severity: Disruptive Level: Low (20)	• Committee: Seek assurance from local council that the clubs facilities meet state guidelines   1 Jan 2011   To be completed • Committee: Ensure that nominated activity Catering Officers are aware of State regulations for the transport, storage production and provision of food and ensure they are implemented and reported to the Club Safety Sub Committee for assurance purposes.   1 Jan 2011   To be completed • Grounds Officer: Ensure the water source for the horses are checked before the activity commences and if it is believed to be contaminated, or is not available in sufficient quantities ,the matter is to be bought to the attention of the Activity Coordinator for a decision on additional controls   On the day   To be completed • Catering Officer: Seek assurances from local council that the water provided at the activity site is safe for human consumption.   On the day   Monitoring prior and during • Activity Coordinator: Ensure a first aid officer is dedicated to the task and on standby in location for the duration of the activity   On the day   To be completed • First Aid Officer: Check, before the activity commences, the assumption that 'The water quality is adequate' by conducting a visual, odour and taste test to confirm no change from normal



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		will drop										circumstances.   On the day   To be completed
C 8	Before or during the activity inadequate sanitation causes participants to be exposed to bacteria or disuse resulting in illness after the activity (Planning Phase, Conduct Phase)	EVENT: • Poor personal hygiene and garbage disposal discipline • Local and state regulatory constraints to be complied with  IMPACT(S) Personnel - Pers could get sick to the extent that they will need hospitalisation Reputation - The Club's reputation sullied through perceptions of poor organisation Environment - Local environment could be contaminated as a result of poor hygiene or garbage disposal discipline	• Legal and other requirements	• First Aid Officer is to check for sanitation related risks and isolate and report them. • All participants reminded to report sanitation issues to the First Aid Officer. • First Aid Officer will assess and if necessary isolate the at-risk area, log the issue and raise it at the hot debrief for further analysis and application of additional controls if deemed necessary.	• First aid officers on hand • First aid officers on hand to assist with water quality inspections	R a r e	PERSONNEL Severity: Medium Level: Moderate (13) REPUTATION Severity: Medium Level: Moderate (13) ENVIRONMENT Severity: Disruptive Level: Low (20)	Nil	Nil	R a r e	PERSONNEL Severity: Medium Level: Moderate (13) REPUTATION Severity: Medium Level: Moderate (13) ENVIRONMENT Severity: Disruptive Level: Low (20)	• First Aid Officer: As part of the pre-activity hazard check, identify possible areas of poor sanitation and isolate the area for the duration of the activity or have the situation rectified.   On the day   To be completed • Activity Coordinator: Ensure all riders understand their responsibility to report sanitation and other hazards to the Activity Coordinator, or other principal volunteers, in the pre-activity safety brief.   On the day   To be completed • First Aid Officer: Ensure that when identified a sanitation hazard is to be cleaned, it is to a standard deemed safe or the area in question is to be isolated appropriately. Ensure such actions are recorded in the Hot-Debrief.   On the day   To be completed • Activity Coordinator: Ensure a first aid officer is dedicated to the task and on standby in location for the duration of the activity   On the day   To be completed • First Aid Officer: Ensure that before each activity the First Aid officer is to check the assumption that 'The event sanitation standards are adequate' by conducting a visual check to confirm sanitation standards in men's and women's toilets, the kitchen and BBQ areas and the grounds generally.   On the day   To be completed
C 9	Before, during or immediately after the activity, an interruption to water supply causes people and horses to be without water resulting in potential for dehydrated individuals / horses (Conduct Phase)	EVENT: • Internal interruption due to pipes or fittings being damaged on the day V external interruption due to situations beyond the control of the activity organisers • Individuals rushing and they damage watering infrastructure causing the system to be shut off while awaiting repairs.  IMPACT(S) Objective - Training or activity objectives may be compromised if water related interruptions are excessive Personnel - Generates a potential slip hazard if water runs away	• Technical competency	• The safety and conduct briefs are to highlight the extant watering facilities and any other infrastructure vulnerabilities are to be considered.	• Activity Coordinator is to have contact details of council emergency contact personnel • Activity handyman identified and asked to assess and fix small problems as encountered	R a r e	Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Disruptive Level: Low (20) RESOURCES Severity: Minor Level: Low (24) ENVIRONMENT Severity: Disruptive Level: Low (20)	Nil	Nil	R a r e	Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Disruptive Level: Low (20) RESOURCES Severity: Minor Level: Low (24) ENVIRONMENT Severity: Disruptive Level: Low (20)	• Activity Coordinator: Ensure the conduct safety brief identifies any water infrastructure vulnerabilities and the additional controls agreed at the pre-activity meeting of principal volunteers.   On the day   To be completed • Activity Coordinator: Ensure up to date local council emergency contact numbers are held centrally and are know by principal volunteers.   On the day   To be completed • Grounds Officer: Identify a person who is able to fix small infrastructure or equipment issues and ask them to be prepared to fix small things if required.   On the day   To be completed



RISK APPRECIATION SUMMARY

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Activity ID: MARC 001

Start Date: 1 Sep 2009

End Date: 1 Sep 2018

Location: Murrumbateman Community Grounds

Objective / Mission: Develop a broad Risk Management plan for specific application at Training Days, Directed Activities or Competitions

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				Existing Likelihood Controls (Controls the likelihood of the Risk Event occurring)	Existing Impact Controls (Controls the impact of the Risk Event once it has occurred)	Likelihood	Inherent Risk Level (Impact Category – Impact Rating – Risk Level)	Additional Likelihood Controls (Controls the likelihood of the Risk Event occurring)	Additional Impact Controls (Controls the impact of the Risk Event once it has occurred)	Likelihood	Residual Risk Level (Impact Category – Impact Rating – Risk Level)	
		unchecked Resources - Additional resources required to rectify issue Reputation - The club looks like poor organiser if the issue is internal Environment - Potential to cause environmental damage outside of the venue										
C 10	During the activity the hot water urn is placed in a thoroughfare causing a potential trip hazard or hot water to spill resulting in burns to members support staff, children or the public. (Conduct Phase)	EVENT: • Urn placement inadvertently causes trip hazard resulting in:  IMPACT(S) Personnel - Burn or concussive injuries Reputation - Club seen as poorly organised		• Kitchen facilities that have cooking facilities and electrical appliances are to be checked before the activity to ensure all equipment is safe to use and will not cause a fire. • The urn location is to be considered to ensure it does not present a trip or spill hazard and that the base it sits upon is stable.	• First aid officers on hand • Kitchen has hot areas identified and restrictions placed on moving near them	H i g h l y  I m p r o b a b l e	PERSONNEL Severity: Medium Level: Low (19) REPUTATION Severity: Medium Level: Low (19)	Nil	Nil	H i g h l y  I m p r o b a b l e	PERSONNEL Severity: Medium Level: Low (19) REPUTATION Severity: Medium Level: Low (19)	• Catering Volunteer: Ensure the kitchen and associated white goods do not present a fire risk.   On the day   To be completed • Catering Volunteer: Ensure the location of the urn does not present a trip or spill hazard for members seeking hot water or using the pedestrian areas.   On the day   To be completed • Activity Coordinator: Ensure a first aid officer is dedicated to the task and on standby in location for the duration of the activity   On the day   To be completed • Catering Volunteer: Ensure hot areas within the kitchen / BBQ area have been identified and controls implemented to minimise the number of people exposed to the heat hazard.   On the day   To be completed
C 11	Lessons from activity are not captured or reported causing learning opportunities to be lost resulting in the club not exercising it fiduciary duty to its members and safety hazards going un mitigated. (Learning Phase)	EVENT: • "If you always do what you always did, You always get what you always got." Resistance to change or continuous improvement. • People do not test their assumptions that the "process is working at its best".  IMPACT(S) Objective - Future objectives may be limited as current performance is not questioned. Personnel - Near misses go un investigated and learning opportunities are missed Reputation - The club may get a reputation for complacency Environment - Environmental hazards may go un recognised because no one is looking for them.	• Human nature	• The designated Activity Coordinator conducts Hot Debriefs at the conclusion of each activity and records the Activity outcomes and the controls that did and did not work., • The Debrief also identifies the additional controls applied on the day and any recalcitrant behaviours that need to be bought to the attention of the committee. • Risk management / threat profiles are amended in accordance with the analysed lessons by the committee and implemented in future activities.	Nil	R a r e	Objective Severity: Minor Level: Low (24) PERSONNEL Severity: Disruptive Level: Low (20) REPUTATION Severity: Minor Level: Low (24) ENVIRONMENT Severity: Disruptive Level: Low (20)	Nil	Nil	R a r e	Objective Severity: Minor Level: Low (24) PERSONNEL Severity: Disruptive Level: Low (20) REPUTATION Severity: Minor Level: Low (24) ENVIRONMENT Severity: Disruptive Level: Low (20)	• Activity Coordinator: Assemble the principal volunteers and receive back briefs on their areas of responsibility for the day. In particular lessons from the activities risk controls that worked well and those that required additional controls are to be recorded.   On the day   To be completed • Activity Coordinator: Be prepared to brief the next Club Committee meeting n the risk management process employed during the activity and the lessons identified.   On the day   To be completed • Committee: Discuss the Activity specific lessons identified and where appropriate direct that the activity threat profile and risk management guidance be amended. Such direction is to be minuted for audit purposes.   On the day   To be completed





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				Existing Likelihood Controls (Controls the likelihood of the Risk Event occurring)	Existing Impact Controls (Controls the impact of the Risk Event once it has occurred)	Likelihood	Inherent Risk Level (Impact Category – Impact Rating – Risk Level)	Additional Likelihood Controls (Controls the likelihood of the Risk Event occurring)	Additional Impact Controls (Controls the impact of the Risk Event once it has occurred)	Likelihood	Residual Risk Level (Impact Category – Impact Rating – Risk Level)	
D: Operational complexity												
D 1	Before the activity commences inadequate briefings and or communication equipment cause participants and third parties to be inadequately briefed on relevant risk management strategies resulting in injury or third party property damage (Set-up Phase)	EVENT: • Required meetings not held as a result of increased tempo • Comms equipment not supplied in sufficient quantities for admin staff • Perception of insufficient time to communicate effectively  IMPACT(S) Objective - Confusion / poor Coord affects activity outcomes Personnel - Poor Coord could lead to safety risks to individuals Resources - Poor Coord could lead to inefficient use of resources Reputation - As above	• Resources available • Time and space available	• Daily stores checks to ensure all communications equipment is serviceable and is accounted for. • PA to reinforce previous evening briefings • The Activity Coordinator is to brief all principal volunteers of the activity's safety and conduct requirements • The Activity Coordinator is to ensure all activity participants receive and understand the safety and conduct briefs before they commence the activity. • Late arrivals (principal volunteers / riders) are to be briefed on the conduct and safety aspects of the activity before they are able to join the activity.	• Announcer to reinforce safety and conduct briefing messages to riders, support personnel and third parties / public. • First aid staff on call for duration of the activity	R a r e	Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Medium Level: Moderate (13) RESOURCES Severity: Disruptive Level: Low (20) REPUTATION Severity: Disruptive Level: Low (20)	Nil	Nil	R a r e	Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Medium Level: Moderate (13) RESOURCES Severity: Disruptive Level: Low (20) REPUTATION Severity: Disruptive Level: Low (20)	• Activity Coordinator: Ensure PA system and hand held radios have serviceable batteries with a back-up in reserve.     To be completed • Announcer: Be prepared to support the Activity Coordinator by passing safety and activity conduct instructions to riders, support personnel and the public.     To be completed • Activity Coordinator: Conduct a confirmatory inspection of the facility for the Activity and prepare and deliver the principal volunteer's brief and instructor's brief.   On the day   To be completed • Activity Coordinator: Brief all riders on the safety and conduct requirements for the day.   On the day   To be completed • Activity Coordinator: Late arrivals - volunteers or riders are to receive the safety brief for the day before they can participate in the group activity   On the day   To be completed • Announcer: Be prepared to reinforce safety and activity conduct messages as required to ensure the successful conduct of the activity.   On the day   To be completed • First Aid Officer: Be prepared to be on call from 30 minutes before the start of the activity until after the re-stow phase. Ensure the first aid kit is accessible for the duration of the activity and that ice is available for soft tissue injuries for the same time period.   On the day   To be completed
D 2	Before, during and after the activity inadequate communication causes confusion resulting in disgruntled principle volunteers, resulting in training objectives to be compromised and or learning opportunities to be lost. (Conduct Phase)	EVENT: • Required coordination meetings not held as a result of increased pressure in volunteers lives • Comms equipment not supplied in sufficient quantities for admin staff • Perception of insufficient time to communicate effectively  IMPACT(S) Objective - Confusion / poor Coord affects activity outcomes Personnel - Poor Coord could lead to safety risks to individuals being realised in the form of injury or illness to horse or riders, spectators, volunteers or third parties Resources - Poor Coord could lead to inefficient use of resources or damage to club equipment, infrastructure or third party's property Reputation - The Club will not be seen as an organisation which has the safety of its members at heart which could affect recruitment	• Resources available • Time and space available	• Activity Coord meetings are to take place at least a week before the activity and all principal volunteer appointments and critical safety appointments are confirmed, and members responsibilities articulated and recorded. • A coord briefing is to occur on the day of the activity to confirm attendance of principal volunteers and critical safety appointments, and confirm their responsibilities for the activity on the ground • Conduct a stores checks before the commencement of the activity to ensure all communications equipment, activity equipment, first aid equipment and signage is suitable and operational. • Public Address system is working and an announcer has been designated as responsible for its effective running during the day to reinforce safety controls and coordination issues for the activity • A Hot-Debrief is conducted at the conclusion of the activity between the principal volunteers and safety officers to ascertain which controls worked on the day, which did not, and to record additional	• Announcer is to reinforce safety and coord briefing points as required. • Activity Coordinator / announcer is to be prepared to call a halt to activities to limit potential further injury or damage .	R a r e	Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Minor Level: Low (24) RESOURCES Severity: Minor Level: Low (24) REPUTATION Severity: Medium Level: Moderate (13)	Nil	Nil	R a r e	Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Minor Level: Low (24) RESOURCES Severity: Minor Level: Low (24) REPUTATION Severity: Medium Level: Moderate (13)	• Committee: Appoint, on behalf of the committee, an Activity Coordinator for the proposed activity. The Activity Coordinator is responsible to the committee to ensure the safe and effective conduct of the activity.   On the day   To be completed • Activity Coordinator: Ensure a coordination briefing is delivered on the day of the activity - before the activity commences - to ensure all conduct and safety positions are filled by suitable individuals and that concurrent activities are synchronised and no conflict is envisaged.   On the day   To be completed • Activity Coordinator: Ensure all equipment required on the day is safe, serviceable and in sufficient quantities for the day's activities   On the day   To be completed • Activity Coordinator: Identify and appoint an announcer for the activity who is responsible for the functioning of the PA system and is the initial point of contact for all coord and safety announcements of the day.   On the day   To be completed • Activity Coordinator: Conduct a Hot-Debrief of the activity immediately after the conclusion of the activity - confirm the controls that worked and those that did not - record additional controls implemented on the day for inclusion in future planning and risk assessments.   On the day   To be completed • Activity Coordinator: Debrief the Club committee on the achievements of the activity, and as a sub set, brief the specific controls that did not work on the day and the additional controls implemented. Discuss any unsafe behaviours or practices that may need to be addressed by the committee for policy action.   On the day   To be completed • Announcer: As directed by the Activity Coordinator or on their own initiative if time is critical, make such safety and activity coordination announcements as required for the safe and effective conduct of the activity.   On the day   To be completed • Activity Coordinator: Be prepared to call a halt to activities to limit further exposure to a hazard. Any responsible individual can call a halt to the activity if they feel an unsafe act has occurred or is believed to be imminent.   On the day   To be completed



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Risk Ref	Threats (source of negative impact)	Risk Impact (outcome of risk being realised)	Secondary Threat Source categories	Existing Controls		Inherent Risk		Additional Controls		Residual Risk		Control Task(s) - Responsibilities
				Existing Likelihood Controls (Controls the likelihood of the Risk Event occurring)	Existing Impact Controls (Controls the impact of the Risk Event once it has occurred)	Likelihood	Inherent Risk Level (Impact Category – Impact Rating – Risk Level)	Additional Likelihood Controls (Controls the likelihood of the Risk Event occurring)	Additional Impact Controls (Controls the impact of the Risk Event once it has occurred)	Likelihood	Residual Risk Level (Impact Category – Impact Rating – Risk Level)	
		of committee members and riding families		controls used on the day to work around possible issues. • Results of the Hot-Debrief are to be reported to the club committee before the next activity								
E: Resources available												
E 1	*E1 *@ commencement of the activity there are insufficient qualified instructors and principal volunteers to conduct the activity safely, causing amendment to the activity plan, resulting in the Club's objectives not being met; (Set-up Phase)	EVENT: • Insufficient qualified instructors  IMPACT(S) Objective - Oversizes lessons with other instructors as lesson participants are re-allocated Personnel - Single or multiple injuries from lack of control in overcrowded lessons Reputation - The club may not be seen as a club of choice and may be formally investigated by zone, state or regulators		• Forthcoming training Days and activities are confirmed at monthly committee meeting on the last Thursday of the month • Un-mounted activities are planned as contingencies for the short notice loss of an instructor • Riders are reallocated to other groups where agreed ratios are not violated • Qualified instructors used to deliver training - Competent personnel in charge of the activity • Limit the scope of the activity to accommodate larger school or greater variance in abilities • Reduce the tempo of the activity to ensure all riders remain in control of their mounts at all times • Organise support for each activity/ competition and communicate responsibilities to principal volunteers.	• First aid and ambulance on standby • First aid officers on hand	O C C a s i o n a l	Objective Severity: Disruptive Level: Moderate (15) PERSONNEL Severity: Disruptive Level: Moderate (15) REPUTATION Severity: Minor Level: Low (23)	Nil	Nil	O C C a s i o n a l	Objective Severity: Disruptive Level: Moderate (15) PERSONNEL Severity: Disruptive Level: Moderate (15) REPUTATION Severity: Minor Level: Low (23)	• Committee: Conduct a meeting of the Club's principals and develop an annual training day and activity plan for the year - taking into account the other regional club's activities.   On the day   To be completed • Activity Coordinator: Brief the requirements to support the Training day / activity program. Ensure the Committee organises support and is responsible for communicating responsibilities to principal volunteers.   On the day   To be completed • Activity Coordinator: Request each instructor to be prepared to deliver at least one theory lessen in case of bad weather or other contingencies.   On the day   To be completed • Instructors: Be prepared to assess horse and rider combination from the group without an instructor to ensure they are reallocated to other groups according to ability levels.   On the day   To be completed • Activity Coordinator: Ensure that competent personnel are put in charge of rider groups that are adjusted before or during the activity.   On the day   To be completed • Instructors: Be prepared to reassess the scope and tempo of the training to ensure that the training / activity is safe for all riders in the lesson.   On the day   To be completed • Committee: - Organise support for each activity/ competition and communicate responsibilities to principal volunteers.   On the day   To be completed • First Aid Officer: Confirm before the start of the training day / activity that the local ambulance / hospital is able to respond to emergencies if required and that contact numbers are accurate.   On the day   To be completed • Activity Coordinator: Ensure a first aid officer is dedicated to the task and on standby in location for the duration of the activity   On the day   To be completed





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F: Time and space available												
F 1	During the activity late participants arrive who miss the conduct and safety brief causing unsafe and ill-informed behaviours during the activity resulting in injury to horses / riders and or property damage (Conduct Phase)	EVENT: • Participants do not leave themselves enough time to receive conduct or safety brief and or tack up correctly  IMPACT(S) Objective - Could cause a delay to the start of the activity Personnel - Rushing to get to the lesson could cause inadequate warm-up of the horse or rushed tacking-up of the horse which could lead to a subsequent loss of balance or control Resources - Damage to Club equipment, infrastructure or third party property Reputation - The Clubs reputation could be severely damaged if a SPI or Fatality occurs		• Individuals who miss the safety and conduct briefs are to self identify to the Activity Coordinator and receive briefs individually before they can join a lesson / group. • Instructors are to confirm that late individuals have received a the safety and conduct brief before the new arrival joins the lesson • If a late arrival has not received a safety or conduct brief, then they are to be sent to the Activity Coordinator for both the conduct and safety briefs.	• First aid and ambulance on standby • First aid officers on hand	Rare	Objective Severity: Minor Level: Low (24) PERSONNEL Severity: Disruptive Level: Low (20) RESOURCES Severity: Minor Level: Low (24) REPUTATION Severity: Medium Level: Moderate (13)	Nil	Nil	Rare	Objective Severity: Minor Level: Low (24) PERSONNEL Severity: Disruptive Level: Low (20) RESOURCES Severity: Minor Level: Low (24) REPUTATION Severity: Medium Level: Moderate (13)	• Riders: Ensure late arrivals self identify and receive conduct and safety briefs before being allowed to join the lesson / group.   On the day   To be completed • Instructors: Confirm that late arrivals have received safety brief from the Activity coordinator before they can join the lesson / group.   On the day   To be completed • Instructors: Ensure that late arrivals who present but have not been briefed into the activity are to be sent back to the activity Coordinator to receive both.   On the day   To be completed • First Aid Officer: Confirm, before the start of the activity, that the local ambulance / hospital is able to respond to emergencies if required and that contact numbers are accurate.   On the day   To be completed • Activity Coordinator: Ensure a first aid officer is dedicated to the task and on standby in location for the duration of the activity   On the day   To be completed
G: Human nature												
G 1	At the commencement of activity insufficient resources are present like, activity coordinator, principal volunteers, first aid officer, safety officers and horse welfare officer to ensure the safe and efficient conduct of the activity (Set-up Phase)	EVENT: • Insufficient principal volunteers to adequately organise and conduct the activity • She'll be right attitude could lead to the doubling up of responsibilities on principal volunteers  IMPACT(S) Objective - Critical timings might be missed if the set-up and pack-up programs do not run to schedule Personnel - Individuals conducting the activity could become swamped and make inappropriate decisions and jeopardise the safe conduct of the activity / rally Reputation - The Club seen as being disorganised and not a club of choice	• Resources available	• Forthcoming Training Days and activities are confirmed at monthly committee meeting • Reduce the scope of support to allow training / activity to continue with limited support • Re-allocate resources on the day to make best sensible use of the people available. Ensure they are suitably briefed on their duties, responsibilities and accountabilities. • Un-mounted activities are planned as contingencies for the short notice loss of an instructor	• Re-allocate resources on the day to make best sensible use of the people available. Ensure they are suitably briefed on their duties, responsibilities and accountabilities	Occasional	Objective Severity: Disruptive Level: Moderate (15) PERSONNEL Severity: Disruptive Level: Moderate (15) REPUTATION Severity: Disruptive Level: Moderate (15)	Nil	Nil	Occasional	Objective Severity: Disruptive Level: Moderate (15) PERSONNEL Severity: Disruptive Level: Moderate (15) REPUTATION Severity: Disruptive Level: Moderate (15)	• Committee: Conduct a meeting of the Club's principals and develop an annual training day and activity plan for the year - taking into account other clubs activities and events.   1 Jan 2011   To be completed • Activity Coordinator: Be prepared to reduce the scope of the activity if insufficient principal volunteers or instructors are available on the day   On the day   To be completed • Activity Coordinator: In accordance with assessment of abilities for reallocation of riders to other groups - reassess the scope of the training to ensure that the training / event is safe for all horse rider combinations.   On the day   To be completed • Activity Coordinator: Ensure un-mounted activities like lessons on the theory of training horses or schooling the young horse are prepared as contingencies in case an instructor is unavailable with little or no notice or conditions change dramatically after commencement of the activity.   On the day   To be completed • Activity Coordinator: Confirm all critical tasks are re-allocated and briefed to suitable personnel including their responsibilities and relevant safe work practices.   On the day   To be completed



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G 2	@ commencement of activity, participants do not receive or do not understand the safety brief causing unsafe practices to occur resulting in injury to rider/s and or horse/s (Set-up Phase)	EVENT: • Members / riders do hear the brief because they were late arriving for the activity • Members / riders do not hear or understand the safety brief  IMPACT(S) Objective - Riders do not conform with the requirements of the day and the objectives of the activity are not fully achieved Personnel - Riders might not be aware of critical safety issues for activity which results in injury to horse / rider / third parties or volunteers Resources - Infrastructure or equipment may be damaged causing insurance claims and or litigation Reputation - Injury to horses or riders and or litigation will damage the Club's reputation and may drive members away	• Time and space available	• Activity conduct and supporting safety plan is developed and briefed to all safety and coordination appointment holders for that activity • Conduct and safety briefs are given to all principal volunteers before the activity commences • A separate activity-specific safety brief is to be given to riders at the commencement of the activity and or by specific instructors at the commencement of a lesson • Late arrivals (principal volunteers / riders) are to be briefed on the conduct and safety aspects of the activity before they are able to join the activity.	• Any late arrivals found to have slipped through the briefing crack for the activity are to be recorded as a lesson learned and steps taken to ensure it does not happen again in the future	R a r e	Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Medium Level: Moderate (13) RESOURCES Severity: Disruptive Level: Low (20) REPUTATION Severity: Minor Level: Low (24)	Nil	Nil	R a r e	Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Medium Level: Moderate (13) RESOURCES Severity: Disruptive Level: Low (20) REPUTATION Severity: Minor Level: Low (24)	• Activity Coordinator: Ensure principal volunteers and key appointment holders for the day discuss coordination and timing issues, associated safety issues and controls for the activity and who is responsible for implementing the controls and who is responsible for checking the controls. The brief should include time and place for a hot debrief to capture lessons immediately after the activity.   On the day   To be completed • Activity Coordinator: Brief principal volunteers on their specific requirements for coordination of the activity and the associated safety controls.   On the day   To be completed • Activity Coordinator: Brief all riders on safety requirements for the activity at the commencement of the activity before riders disperse.   On the day   To be completed • Activity Coordinator: Late arrivals - volunteers or riders are to receive the safety brief for the day before they can participate in the group activity   On the day   To be completed • Activity Coordinator: If / when late arrivals or other attendees are found to not have received the safety brief or have not understood it, these instances are to be recorded in the Post Activity debrief and presented to the committee to discuss the root causes and rectify it for future activities   On the day   To be completed
G 3	@ commencement of the activity a rider already suffering the effects of illness, fatigue / hung-over causing the rider to be disruptive, tunnel visioned and taking risks resulting in injury to themselves or their horse or other riders and their horses. (Conduct Phase)	EVENT: • An individual presents for the activity and they are either sick, fatigued or hung over • Parents of a fatigued / sick child present the rider for the activity when the riders attention span and motivation is decreased  IMPACT(S) Objective - Fatigued or ill rider may be a disruptive influence on other riders resulting in the compromise the activity objectives Personnel - Inattentive individual may cause an accident resulting in injury to horse or rider, third parties or volunteers Resources - Inattentive individual may cause damage to infrastructure, or club or personal equipment	• Technical competency	• Riders presenting for the activity may be assessed for fitness by the instructor and if deemed to be too sick or fatigued to continue they will be asked to leave the ridden part of the activity	• First aid officers on hand	H i g h l y  I m p r o b a b l e	Objective Severity: Minor Level: Low (25) PERSONNEL Severity: Minor Level: Low (25) RESOURCES Severity: Minor Level: Low (25) REPUTATION Severity: Minor Level: Low (25)	Nil	Nil	H i g h l y  I m p r o b a b l e	Objective Severity: Minor Level: Low (25) PERSONNEL Severity: Minor Level: Low (25) RESOURCES Severity: Minor Level: Low (25) REPUTATION Severity: Minor Level: Low (25)	• Instructors: Individual that appear to be at risk of not controlling their horse due to reasons of illness or fatigue will be asked to dismount and to leave the activity (under supervision if necessary)   On the day   To be completed • Activity Coordinator: Ensure a first aid officer is dedicated to the task and on standby in location for the duration of the activity   On the day   To be completed



RISK APPRECIATION SUMMARY

Activity Title: Murrumbateman Adult Riders Equestrian Activity

Activity ID: MARC 001

Start Date: 1 Sep 2009

End Date: 1 Sep 2018

Location: Murrumbateman Community Grounds

Objective / Mission: Develop a broad Risk Management plan for specific application at Training Days, Directed Activities or Competitions

Activity End State: Each Training Day, Directed Activity or Competition achieves it's objectives with no detriment to the riders or their horse's physical wellbeing. The Club has enhanced its reputation in the eyes of the riders, committee members and the supporting community.

Risk Ref	Threats (source of negative impact)	Risk Impact (outcome of risk being realised)	Secondary Threat Source categories	Existing Controls		Inherent Risk		Additional Controls		Residual Risk		Control Task(s) - Responsibilities
				Existing Likelihood Controls (Controls the likelihood of the Risk Event occurring)	Existing Impact Controls (Controls the impact of the Risk Event once it has occurred)	Likelihood	Inherent Risk Level (Impact Category – Impact Rating – Risk Level)	Additional Likelihood Controls (Controls the likelihood of the Risk Event occurring)	Additional Impact Controls (Controls the impact of the Risk Event once it has occurred)	Likelihood	Residual Risk Level (Impact Category – Impact Rating – Risk Level)	
		Reputation - The Club may be seen as an unattractive option for pony club activities										
G 4	During the activity unfit / inappropriate horse is presented for the training activity causing unnecessary pain to the horse or loss of control resulting in disruption to the training objectives and /or injury to the horse and or riders (Conduct Phase)	EVENT: • Ignorance or arrogance leads potential rider to bring an inappropriate horse to the activity  IMPACT(S) Personnel - Potential for multiple incidents if horse gets loose or tries to fight with other horses during the activity resulting in injury to horse, rider or third parties Resources - Incident could result in damage to club infrastructure or club or personal equipment Reputation - If the Club allows this rider to ride an inappropriate horse at the activity it will be seen as an unsafe Club with which to be associated		• Suspect horse and rider combinations will be identified at the commencement of the activity and the rider will be asked to dismount and demonstrate control of the horse in-hand and over a simple course under saddle. • Any horse believed to be lame, unwell, emaciated or in any way unfit for the activity will be assessed by the horse welfare officer and the Activity Coordinator to decide as to the ability of the horse to complete the activity safely.	• First aid officers on hand	R a r e	PERSONNEL Severity: Medium Level: Moderate (13) RESOURCES Severity: Minor Level: Low (24) REPUTATION Severity: Critical Level: Moderate (11)	Nil	Nil	R a r e	PERSONNEL Severity: Medium Level: Moderate (13) RESOURCES Severity: Minor Level: Low (24) REPUTATION Severity: Critical Level: Moderate (11)	• Activity Coordinator: Be prepared to ask a rider of a suspect horse to demonstrate their horse's fitness for the activity or their control of their mount in-hand and under saddle. Horses that are assessed as being a risk to their rider or other riders / property will be asked to join a less challenging group or will be excused from the activity completely.   On the day   To be completed • Horse Welfare Officer: A horse that is assessed as unwell or unfit for the activity will be stood aside from group training.   On the day   To be completed • Activity Coordinator: Ensure a first aid officer is dedicated to the task and on standby in location for the duration of the activity   On the day   To be completed
G 5	Before, during or immediately after activity, horse/s gets loose and is uncontrolled causing injury to participants or third parties resulting in damage to vehicles, floats or infrastructure. (Conduct Phase)	EVENT: • Insufficient care taken hitching / yarding a horse • Participant rushed and does not close gate or tie the horse securely • Participant does not know how to securely tie a horse  IMPACT(S) Objective - The activity may be delayed or cancelled Personnel - Potential for horse rider or third parties be injured Resources - Infrastructure or third	• Cultural/man-made environment • Technical competency	• When a horse is yarded gates are to be securely closed • Horses are to be schooled in being led under control • Rushing or sudden movements of equipment or personal apparel around led or yarded horses is not to occur	• Gates separating horse holding / activity areas from public access areas and roads are to be closed while horses are in the vicinity. • Tack and grooming gear is to be placed away from the tied up or yarded horse once it is no longer needed.	R a r e	Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Medium Level: Moderate (13) RESOURCES Severity: Minor Level: Low (24) REPUTATION Severity: Medium Level: Moderate (13)	Nil	Nil	R a r e	Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Medium Level: Moderate (13) RESOURCES Severity: Minor Level: Low (24) REPUTATION Severity: Medium Level: Moderate (13)	• Riders: Ensure horses are securely yarded when not being ridden. If horses are to be tied up, there is to be sufficient distance between tied horses so that they cannot kick each other. Horses must not be tied up in a pedestrian or vehicular thoroughfare.   On the day   To be completed • Riders: Ensure that their horse is under control when being led and is secured by a bridle or head collar at all times.   On the day   To be completed • Riders: Ensure that no sudden movements, throwing of equipment or personal apparel or rushing occurs in the vicinity of yarded or secured horses.   On the day   To be completed • Grounds Officer: Ensure all gates separating the horse activity and loading areas from the general public, and public access areas for the entirety of the activity are closed after opening.   On the day   To be completed • Riders: Ensure equipment and gear no longer being used by the rider is put safely out of the way of a tied-up or yarded horse   On the day   To be completed





RISK APPRECIATION SUMMARY

Activity Title: Murrumbateman Adult Riders Equestrian Activity

Activity ID: MARC 001

Start Date: 1 Sep 2009

End Date: 1 Sep 2018

Location: Murrumbateman Community Grounds

Objective / Mission: Develop a broad Risk Management plan for specific application at Training Days, Directed Activities or Competitions

Activity End State: Each Training Day, Directed Activity or Competition achieves it's objectives with no detriment to the riders or their horse's physical wellbeing. The Club has enhanced its reputation in the eyes of the riders, committee members and the supporting community.

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				Existing Likelihood Controls (Controls the likelihood of the Risk Event occurring)	Existing Impact Controls (Controls the impact of the Risk Event once it has occurred)	Likelihood	Inherent Risk Level (Impact Category – Impact Rating – Risk Level)	Additional Likelihood Controls (Controls the likelihood of the Risk Event occurring)	Additional Impact Controls (Controls the impact of the Risk Event once it has occurred)	Likelihood	Residual Risk Level (Impact Category – Impact Rating – Risk Level)	
		party's property is damaged Reputation - The Clubs reputation could be severely damaged if a SPI or Fatality occurs										
G 6	Before, during and immediately after activity, inadequate control of vehicle speed, parking locations and pedestrian access routes causes collisions resulting in injury to pedestrians, riders, horses and or damage to vehicles, floats or infrastructure (Conduct Phase)	EVENT: • Inadequate signage to direct participants or signage is obscured of ineffective • Members disregarding staff direction or signs  IMPACT(S) Objective - Activity may have to stop if injury or damage is significant Personnel - Individuals could put themselves or horses in danger resulting in injury or incapacity Resources - Damage to infrastructure or third party's property Reputation - The Club could be breaching council requirements which will impact on image	• Cultural/man-made environment	• Activity Coordination Officer is to ensure adequate signage is available and posted in high usage areas • Speed and traffic control areas are to be briefed in the safety brief and included in pre activity communication • Participants found not observing the speed, route, gate and parking signs will be counselled by the Activity Coordinator and their behaviour monitored for further unsafe behaviours / regard for the signs / controls. • Speed and parking zones are to be checked to ensure participants are adhering to signs / controls.	• First aid staff on call for duration of the activity	R a r e	Objective Severity: Minor Level: Low (24) PERSONNEL Severity: Medium Level: Moderate (13) RESOURCES Severity: Minor Level: Low (24) REPUTATION Severity: Critical Level: Moderate (11)	Nil	Nil	R a r e	Objective Severity: Minor Level: Low (24) PERSONNEL Severity: Medium Level: Moderate (13) RESOURCES Severity: Minor Level: Low (24) REPUTATION Severity: Critical Level: Moderate (11)	• Grounds Officer: Ensure adequate parking, speed restriction and vehicular and pedestrian 'in and out' routes and marked / sign posted.   On the day   To be completed • Activity Coordinator: Ensure traffic movement, gate closing requirements and parking controls signs are posted, briefed and implemented. Ensure that participants are aware of the identity of the authorised activity Grounds Officer who is responsible for monitoring and enforcing movement controls for the activity.   On the day   To be completed • Activity Coordinator: When necessary, counsel recalcitrant's about the reason for the controls and gain assurance that the controls will be implemented in future. Ensure records of such counselling are made and briefed at the next committee meeting for recording in the Club's Minutes   On the day   To be completed • Grounds Officer: Monitor participants adherence to signed area controls and rectify safety perceptions of individuals if necessary. Be prepared to report repeat offenders to the activity Coordinator for counselling action.   On the day   To be completed • First Aid Officer: Be on call for the duration of the activity with full first aid kit and be in communications with the Activity Coordinator at all times.   On the day   To be completed
G 7	During the activity a rider or an instructor is incapacitated or taken ill potentially causing students to be re placed in other classes resulting in objectives being modified (Conduct Phase)	EVENT: • An instructor may become incapacitated by being hit by an uncontrolled horse and rider during a lesson • People get sick from time to time and an instructor may become ill during the delivery of a lesson  IMPACT(S) Objective - Lessons or activities could be interrupted and desired outcomes compromised Personnel - Instructor may compromise their ability to conduct a lesson safely if they continue to instruct while	• Cultural/man-made environment	• Instructors and are to self identify if they are feeling ill during a lesson or activity. • The Activity Coordinator is authorised, through the safety brief and risk management plan, to stand an instructor down from his or her duties if they feel they are at risk of harming themselves further by being stoic. • Riders and are to self identify if they are feeling ill during a lesson or activity.	• First aid and ambulance on standby • First aid officers on hand • An instructor or rider involved in an accident in any way is to be checked by the first aid officer and the Activity Coordinator before being allowed to continue the activity.	R a r e	Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Medium Level: Moderate (13) REPUTATION Severity: Medium Level: Moderate (13)	Nil	Nil	R a r e	Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Medium Level: Moderate (13) REPUTATION Severity: Medium Level: Moderate (13)	• Instructors: Notify the Activity Coordinator if they have become ill during the course of the activity or have sustained an injury / knock.   On the day   To be completed • Activity Coordinator: Ensure instructors who have become ill during the day or who have sustained an injury are stood down from their instructional duties until deemed fit.   On the day   To be completed • Riders: Notify the Instructor if they have become ill during the course of the activity or have sustained an injury / knock.   On the day   To be completed • First Aid Officer: Confirm, before the start of the activity, that the local ambulance / hospital is able to respond to emergencies if required and that contact numbers are accurate.   On the day   To be completed • Activity Coordinator: Ensure a first aid officer is dedicated to the task and on standby in location for the duration of the activity   On the day   Complete • Instructors: Ensure that instructors or riders who have been involved in an accident or who have presented ill are well and fit before they are returned to the activity. ensure suitable records are made and that same are presented to the hot debrief and



RISK APPRECIATION SUMMARY

Activity Title: Murrumbateman Adult Riders Equestrian Activity

Activity ID: MARC 001

Start Date: 1 Sep 2009

End Date: 1 Sep 2018

Location: Murrumbateman Community Grounds

Objective / Mission: Develop a broad Risk Management plan for specific application at Training Days, Directed Activities or Competitions

Activity End State: Each Training Day, Directed Activity or Competition achieves it's objectives with no detriment to the riders or their horse's physical wellbeing. The Club has enhanced its reputation in the eyes of the riders, committee members and the supporting community.

Risk Ref	Threats (source of negative impact)	Risk Impact (outcome of risk being realised)	Secondary Threat Source categories	Existing Controls		Inherent Risk		Additional Controls		Residual Risk		Control Task(s) - Responsibilities
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		sick or injured Reputation - The club could be seen as insensitive if it required sick or injured instructors to continue to support an activity they are not fit to conduct.										subsequently to the committee.   On the day   To be completed
G 8	Riders and support personnel depart the activity area and do not help re-stow the equipment causing principal volunteers to restore equipment resulting in unfair workloads on the day and disgruntled volunteers. (Re-stow Phase)	EVENT: • Individuals are not held accountable for their inaction or selfish behaviours. • Some self centred people do not feel the need to help pack up after a day's activities  IMPACT(S) Personnel - Principal volunteers may become disgruntled and decline future invitations to assist in the conduct of an activity Reputation - The Club could get a reputation as not supporting its principal volunteers	• Cultural/man-made environment	• Riders who register for an activity are rostered for pack up duties. • Riders given pack-up duties present for pack-up when called at the conclusion of the activity.	Nil	O C c a s i o n a l	PERSONNEL Severity: Disruptive Level: Moderate (15) REPUTATION Severity: Disruptive Level: Moderate (15)	Nil	Nil	O C c a s i o n a l	PERSONNEL Severity: Disruptive Level: Moderate (15) REPUTATION Severity: Disruptive Level: Moderate (15)	• Grounds Officer: Ensures riders designated to help pack up and re-stow stores are aware of their requirement at the start of the day and that they do assist with the pack up at the conclusion of the day. Recalcitrant's are noted in the Hot-Debrief.   On the day   To be completed • Riders: Nominated riders stay to assist with the pack up and take their leave from the Grounds Officer once no longer needed.   On the day   To be completed
H: Technical competency												
H 1	*At the commencement of the activity, participants are not yet proficient relative to the requirements of the activity causing horse control issues resulting in slower group lessons and reduced group achievement (Conduct Phase)	EVENT: • Lack of experience could lead to the rider becoming unseated  IMPACT(S) Objective - Training Objectives may have to be modified Personnel - Potential for SPI or injury to the horse Reputation - The Clubs reputation could be severely damaged if a SPI or Fatality occurs		• Limit the scope of the Event to accommodate larger school or greater variance in abilities • Only if the horse or rider becomes agitated will a rider be withdrawn for the school and given one on one training or be taken from the horse for safety reasons • Qualified instructors used to deliver training - Competent personnel in charge of the activity • Reduce the tempo of the activity to ensure all riders remain in control of their mounts at all times	• First aid officers on hand • Re-allocate resources on the day to make best sensible use of the people available. Ensure they are suitably briefed on their duties, responsibilities and accountabilities	R a r e	Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Disruptive Level: Low (20) REPUTATION Severity: Disruptive Level: Low (20)	Nil	Nil	R a r e	Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Disruptive Level: Low (20) REPUTATION Severity: Disruptive Level: Low (20)	• Activity Coordinator: In accordance with assessment of abilities for reallocation of riders to other groups - reassess the scope of the training to ensure that the training / activity is safe for all horse rider combinations.   On the day   To be completed • Activity Coordinator: Ensure that all instructors are aware of their responsibility to structure their lesson to meet the capability of the participating riders.   On the day   To be completed • Activity Coordinator: Ensure new members are briefed on general safety and risk controls in place for both ridden activities and behaviours required in the surrounding grounds during an authorised activity   On the day   To be completed • Instructors: Be prepared to adjust the tempo and scope of the lesson if proficiency levels of riders is lower than expected.   On the day   To be completed • Activity Coordinator: Ensure a first aid officer is dedicated to the task and on standby in location for the duration of the activity   On the day   To be completed • Activity Coordinator: Confirm all critical tasks have responsible and briefed personnel, and that any shortfalls in personnel are rectified with additional volunteers who are correctly briefed-in on their responsibilities and relevant safe work practices   On the day   To be completed



RISK APPRECIATION SUMMARY

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Activity ID: MARC 001

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H 2	*@ the commencement of the activity participants are not yet proficient relative to the requirements of the activity causing activities to be rushed or control to be compromised resulting in injury to horse/s or rider/s (Conduct Phase)	EVENT: • Lack of experience could lead to the rider becoming unbalance and unseated  IMPACT(S) Personnel - Potential for SPI or injury to the horse Reputation - The Clubs reputation could be severely damaged if a SPI or Fatality occurs		• Structured activity plan caters for riders to learn progressively while reinforcing previous lessons • Riders are progressively challenged at the activity, within their limits of control and group dynamics, using qualified and experienced instructors	• Lessons are to start slow and confirm previous related skills before new skills are attempted. • New skills are to be taught and demonstrated collectively but practiced individually with the remainder of the group in a controlled location • Horses that start to rush the activity / new skills are to be slowed and or stopped until the rider and horse are back under control	O C C a s i o n a l	PERSONNEL Severity: Medium Level: Moderate (12) REPUTATION Severity: Disruptive Level: Moderate (15)	Nil	Nil	O C C a s i o n a l	PERSONNEL Severity: Medium Level: Moderate (12) REPUTATION Severity: Disruptive Level: Moderate (15)	• Committee: The Club's annual broad training plan is to cater for a sequenced progression of skills so that rider and horse combinations can improve in a safe and controlled manner   On the day   To be completed • Activity Coordinator: Ensure that instructors at an activity are suitably prepared and matched with their instructional group to ensure riders are progressively challenged in a safe, controlled environment.   On the day   To be completed • Instructors: Are to ensure that all lessons are to start with revision of previous lessons / competency levels, which confirms riders are ready to progress to the next level of competence. Riders who are deemed not yet ready will be put in a lower group or be given one on one instruction   On the day   To be completed • Instructors: Maintain control of their whole group during the explanation, demonstration, imitation and practical phases of their lesson. They should be prepared to have a rider stand out of the school if they are not in control of their horse or they are being disruptive in the lesson and to other riders   On the day   To be completed • Instructors: Slow the horse and rider to a safe controllable pace, or if necessary, have the rider dismount under control and remove the combination from the lesson / activity for one on one assistance.   On the day   To be completed
H 3	PPE and ill-fitting or inappropriate tack are not identified causing a rider to lose balance and or control resulting in an accident / injury. (Conduct Phase)	EVENT: • Rushed gear check causing inadequate checking of tack fit and security • Rider may be embarrassed to ask for assistance or advice • Rider tacks up in haste and does not check fit and comfort or inexperienced rider unsure of what fit and comfort is for their horse  IMPACT(S) Objective - Activity may have to be stopped or delayed if severe injury occurs during the activity Personnel - A rider becomes unseated and injury occurs when he/ she hits the ground or equipment. Potential for the horse to be injured as well Resources - Club or grounds infrastructure and or third parties property is damaged Reputation - The Clubs reputation could be severely damaged if a SPI or Fatality occurs	• Cultural/man-made environment • Human nature	• Instructors are to ensure riders are happy with their PPE fit and adjustment • Misadjusted tack, if found to be an issue, is to be fitted firm and comfortable for the horse. • Riders are responsible for exchanging any unsuitable or worn tack for suitable tack before the rider can continue with the activity. • Unsuitable PPE (boots, helmet, jodhpurs, shirts) are to be replaced with suitable PPE before the rider is allowed to continue with the activity.	• First aid officers on hand	O C C a s i o n a l	Objective Severity: Disruptive Level: Moderate (15) PERSONNEL Severity: Medium Level: Moderate (12) RESOURCES Severity: Disruptive Level: Moderate (15) REPUTATION Severity: Disruptive Level: Moderate (15)	Nil	Nil	O C C a s i o n a l	Objective Severity: Disruptive Level: Moderate (15) PERSONNEL Severity: Medium Level: Moderate (12) RESOURCES Severity: Disruptive Level: Moderate (15) REPUTATION Severity: Disruptive Level: Moderate (15)	• Instructors: Ensure all riders are happy with their PPE fit and adjustment. Any doubt about equipment fit or suitability is to be discussed with the rider before a determination is made as to whether the rider can continue or not.   On the day   To be completed • Riders: Rectify any problems of loose fitting or over tight tack before continuing with the activity.   On the day   To be completed • Riders: Ensure that any unsuitable or worn tack is replaced or rectified before the rider can continue with the activity.   On the day   To be completed • Riders: Ensure that helmets are assessed for conformance with the Australian Standard and the fit adjusted so it is snug. Boots must be a type that will not become stuck in the stirrups, jodhpurs / riding pants are to protect the lower body while shirts etc, are to protect the upper body.   On the day   To be completed • Activity Coordinator: Ensure a first aid officer is dedicated to the task and on standby in location for the duration of the activity   On the day   To be completed





RISK APPRECIATION SUMMARY

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Risk Ref	Threats (source of negative impact)	Risk Impact (outcome of risk being realised)	Secondary Threat Source categories	Existing Controls		Inherent Risk		Additional Controls		Residual Risk		Control Task(s) - Responsibilities
				Existing Likelihood Controls (Controls the likelihood of the Risk Event occurring)	Existing Impact Controls (Controls the impact of the Risk Event once it has occurred)	Likelihood	Inherent Risk Level (Impact Category – Impact Rating – Risk Level)	Additional Likelihood Controls (Controls the likelihood of the Risk Event occurring)	Additional Impact Controls (Controls the impact of the Risk Event once it has occurred)	Likelihood	Residual Risk Level (Impact Category – Impact Rating – Risk Level)	
H 4	*During an authorised club activity a rider loses control of their mount causing injury to either the rider or the horse or others in the class / activity resulting in injury to horse or rider and or damage to third party property. (Conduct Phase)	EVENT: • Rider presents of the activity but it becomes apparent that he/she is not in control of the horse  IMPACT(S) Objective - Training or the activity may have to be stopped if their is an accident resulting in some group activities not being achieved Personnel - Rider or horse may be injured if lack of control leads to an accident Reputation - The reputation of the club / organising group may be tainted if the accident could / should have been prevented			• New horses and rider combinations are to be assessed before the commencement of the activity to confirm the combination is safe (the rider has the horse under control in-hand and under saddle). • Questionable combinations will be asked to demonstrate control with the horse in hand and then under saddle • Qualified instructors used to deliver training - Competent personnel in charge of the activity • An activity safety plan is developed and briefed to all safety and coordination appointment holders for that activity - before the activity commences.		Objective Severity: Disruptive Level: Moderate (15) PERSONNEL Severity: Critical Level: Substantial (7) ABOVE THRESHOLD	• Horse - rider combinations assessed as at-risk are to work only in the enclosed dressage arena until the instructor is confident they are safe to leave the confines of the arena.	Nil		Objective Severity: Disruptive Level: Low (20) PERSONNEL Severity: Critical Level: Moderate (11)	• Instructors: Ensure that all new horse and rider combinations at an authorised activity are presented to their Instructors at the start of the lesson for assessment. The Instructor will advise the rider of the combination's suitability for the conduct of the activity and in which lesson / group the rider should start.   On the day   To be completed • Instructors: Conduct an assessment of any questionable horse rider combinations and apply such controls as are necessary to assure the continued safety of the horse and rider.   On the day   To be completed • Activity Coordinator: Ensure that all instructors are suitably qualifies and are instructing groups within their levels of competence.   On the day   To be completed • Activity Coordinator: Ensure that all instructors and principal volunteers receive a brief on the activity safety plan for the day and that they fully understand their part in it.   On the day   Monitoring on the day • First Aid Officer: Ensure that the local hospital is aware of the activity being conducted and that they are aware of the possible need for an ambulance during the day.   On the day   To be completed • Activity Coordinator: Ensure a qualified first aid officer is to hand before the activities can commence and that the first aid officer is aware of the location of the announcer and that both have communications if the First Aid officer is going to move away from the announcer for an extended period.   On the day   To be completed • First Aid Officer: Ensure casualty evacuation routs are identified before activity commences and that potential choke points are identified with signage to assist guides if required. Casualty evacuation routes should be detailed in the Emergency management plan.   On the day   To be completed • Instructors: Ensure that riders believed to be at-risk of losing control of their horse work only in the enclosed dressage arena until the instructor is confident sufficient control has been achieved.   On the day   To be completed
H 5	During the activity a particular horse / rider combination proves to be insufficiently experienced for the activity causing rider to become frustrated or panicked and the horse to rush tasks resulting in injury or property damage (Conduct Phase)	EVENT: • Rider may not want to take advice from Principal Volunteers / instructors • The horse too hard or asking it to do something it has not been adequately trained to do  IMPACT(S) Objective - Activity may have to be stopped or delayed if severe injury occurs during the activity Personnel - Potential for the rider to be unseated and injury occurs when he/ she hits the ground or equipment. Also potential for the horse to be injured Reputation - The Clubs reputation could be severely damaged if a	• Human nature		• A rider experiencing difficulties will be monitored in the first instance and given slow exercises within their level of competence to steady both horse and rider • Only if the horse or rider becomes further agitated will the rider be withdrawn for the school and given one on one training or be taken from the horse for safety reasons		Objective Severity: Disruptive Level: Moderate (15) PERSONNEL Severity: Medium Level: Moderate (12) REPUTATION Severity: Medium Level: Moderate (12)	Nil	Nil		Objective Severity: Disruptive Level: Moderate (15) PERSONNEL Severity: Medium Level: Moderate (12) REPUTATION Severity: Medium Level: Moderate (12)	• Instructors: Conduct an assessment of any potentially at-risk rider combinations and apply such controls as are necessary to assure the continued safety of the horse and rider.   On the day   To be completed • Instructors: Be prepared to withdraw the rider and horse from the activity, explain the decision to the rider and recommend a corrective course of action. Ensure any withdrawal is noted in the Hot- Debrief with the activity coordinator and that the reasons are briefed to the committee.   On the day   To be completed • First Aid Officer: Be on call for the duration of the activity with full first aid kit and communications with the Activity coordinator   On the day   To be completed



RISK APPRECIATION SUMMARY

Activity Title: Murrumbateman Adult Riders Equestrian Activity

Activity ID: MARC 001

Start Date: 1 Sep 2009

End Date: 1 Sep 2018

Location: Murrumbateman Community Grounds

Objective / Mission: Develop a broad Risk Management plan for specific application at Training Days, Directed Activities or Competitions

Activity End State: Each Training Day, Directed Activity or Competition achieves it's objectives with no detriment to the riders or their horse's physical wellbeing. The Club has enhanced its reputation in the eyes of the riders, committee members and the supporting community.

Risk Ref	Threats (source of negative impact)	Risk Impact (outcome of risk being realised)	Secondary Threat Source categories	Existing Controls		Inherent Risk		Additional Controls		Residual Risk		Control Task(s) - Responsibilities
				Existing Likelihood Controls (Controls the likelihood of the Risk Event occurring)	Existing Impact Controls (Controls the impact of the Risk Event once it has occurred)	Likelihood	Inherent Risk Level (Impact Category – Impact Rating – Risk Level)	Additional Likelihood Controls (Controls the likelihood of the Risk Event occurring)	Additional Impact Controls (Controls the impact of the Risk Event once it has occurred)	Likelihood	Residual Risk Level (Impact Category – Impact Rating – Risk Level)	
		SPI or Fatality occurs										
H 6	During the activity, helpers or third parties with inappropriate footwear (open toed) help around horses causing a breach of Club's safety rules which could result in severe foot injury to the helper / third party if trod on by a horse. (Conduct Phase)	EVENT: • Individuals may be arrogant and not want to conform to the Club Rules • Individuals may not realise the risk of being around horse with open toed footwear  IMPACT(S) Objective - The activity may be interrupted while first aid is applied and while waiting for an ambulance. Personnel - Person with inappropriate footwear gets trodden on by a horse and they are evacuated from the activity and subsequently lose several toes Reputation - The club seen as having inadequate safety standards	• Human nature	• Members or third parties are directed to either change their footwear to appropriate footwear, or stay clear of all horses for the entirety of the activity / day.	• First aid officers on hand • First aid staff on call for duration of the activity	R a r e	Objective Severity: Minor Level: Low (24) PERSONNEL Severity: Medium Level: Moderate (13) REPUTATION Severity: Medium Level: Moderate (13)	Nil	Nil	R a r e	Objective Severity: Minor Level: Low (24) PERSONNEL Severity: Medium Level: Moderate (13) REPUTATION Severity: Medium Level: Moderate (13)	• Activity Coordinator: Safety brief to include confirmation that no person is allowed to wear open toed footwear while in the close vicinity of horses.   On the day   To be completed • Activity Coordinator: Ensure a first aid officer is dedicated to the task and on standby in location for the duration of the activity   On the day   To be completed • First Aid Officer: Be on call for the duration of the activity with full first aid kit and communications with the Chief instructor and the Activity coordinator   On the day   To be completed
I: Legal and other requirements												
I 1	Before or during the activity, alcohol is consumed by riders, instructors or principle volunteers causing unsafe behaviours or loss of control of a horse resulting in injury or property damage (Conduct Phase)	EVENT: • Some people have a very liberal attitude to alcohol consumption • EA rules on consumption of alcohol to be adhered to  IMPACT(S) Objective - Some activity objectives may not be achieved Personnel - Members could make poor decisions as a result of alcohol influences which result in injury to hors, rider or third parties	• Cultural/man-made environment	• EA rules on alcohol consumption by all activity attendees is to be briefed in the safety brief to all members • Any principal volunteer, safety officer or rider consuming alcohol during the activity or believed to be under the influence of alcohol or drugs at the commencement of the activity will be stood down from their riding program or duties.	• Recalcitrant's found to be, or believed to be, under the influence of alcohol or drugs are to be recorded at the Hot-Debrief for discussion at the post activity safety discussion.	R a r e	Objective Severity: Minor Level: Low (24) PERSONNEL Severity: Disruptive Level: Low (20) RESOURCES Severity: Minor Level: Low (24) REPUTATION Severity: Disruptive Level: Low (20)	Nil	Nil	R a r e	Objective Severity: Minor Level: Low (24) PERSONNEL Severity: Disruptive Level: Low (20) RESOURCES Severity: Minor Level: Low (24) REPUTATION Severity: Disruptive Level: Low (20)	• Activity Coordinator: Remind all participants of the EA rules on Alcohol or drug consumption at authorised activities   On the day   To be completed • Activity Coordinator: Ensure at-risk individuals are identified and excluded from riding or their duties, and the actions recorded in the hot-debrief and subsequent committee meeting.   On the day   To be completed • Activity Coordinator: Record unsafe behaviours at the Hot-Debrief and discuss and record proposed additional controls at the post activity safety discussions.   On the day   To be completed



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		Resources - Accident could damage club property or equipment or third party property Reputation - The Club's reputation sullied										