



## RISK MANAGEMENT PLAN

<b>Club Name:</b>	Watagan Equestrian Club <i>(Henceforth known as 'The/ Our Club')</i>
<b>Date Completed:</b>	1 September 2023
<b>Next Review Date:</b>	30 June 2024
<b>Disciplines Offered:</b>	Dressage and Show jumping
<b>Members (No.):</b>	240
<b>Event location:</b>	Morrisset Show Grounds or Cooranbong Equestrian Grounds

As an Equestrian NSW affiliated club, we comply with the Equestrian NSW Risk Management Policy which states that all risks shall be managed to be as low as reasonably practical. Specifically, the Club Committee will:

- Collect relevant incident data and analyses, identify potential perils, factors and types of risks to which our club, its assets, activities and interests are exposed and detail these in a risk register showing a potential risk rating and what measures are in place, or planned, to address each identified risk.
- Allocate sufficient human and financial resources to ensure compliance with its risk management obligations.
- Clear assignment, understanding and acceptance of accountabilities for key personnel involved in risk management.
- Maintain insurance through renewal of Equestrian NSW affiliation annually.
- Where a harmful or damaging incident occurs, report the incident in accordance with the Equestrian Australia incident reporting requirements and investigate the incident to determine its root causes and identify opportunities for improvement to prevent a re-occurrence.

### RISK CATEGORIES

The broad categories of risk to our club can be summarised as:

Risk Category	Description
<b>Club Governance</b>	The systems and structures by which a club is directed and controlled
<b>Financial Management</b>	Processes and practices for effective management of club funds.
<b>Event Management</b>	Risk assessment and risk management of events
<b>People</b>	Planning for and caring for the people within our club including members, officials, volunteers, and children
<b>Horse Welfare</b>	Ensuring the safety and welfare of our equestrian partners

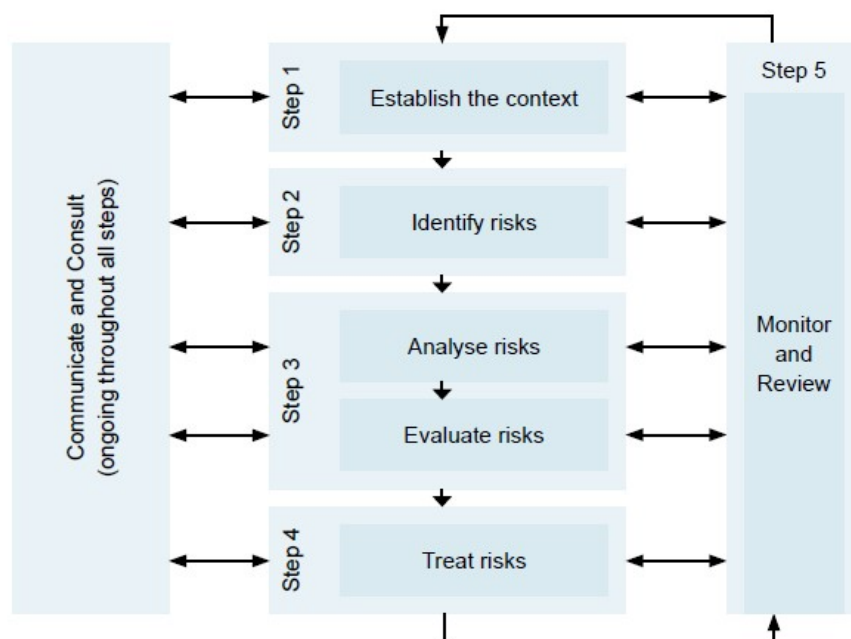
## PLAN CONTEXT

This plan was developed with reference to:

- ISO 31000:2018 – Risk Management Principles and Guidelines
- HB246:2010 – Guidelines for Managing Risk in Sport and Recreational Organisations
- The Sport Australia Risk Management Process

Both standards contain the following process.

### RISK MANAGEMENT PROCESS



## RISK EVENT HISTORY

In the last 10 years the following adverse events have occurred within our club:

Risk Category	Risk Event History
<b>Club Governance</b>	No risk events
<b>Financial Management</b>	No risk events
<b>Event Management</b>	Cancelled competitions due to weather (heat, thunderstorms, slippery surface); uncertainty about suitable long-term venue; rider falls; injuries when handling equipment requiring medical treatment
<b>People</b>	Verbal/written abuse of officials
<b>Horse Welfare</b>	No risk events

## RISK MATRIX COMPONENTS

The following likelihood ratings, impact risk matrix and risk management requirements were adopted from the model recommended by the Australian Sports Commission.

### Likelihood Ratings

Rating	LIKELIHOOD: The potential for problems to occur
5	<b>ALMOST CERTAIN:</b> will probably occur, could occur several times per year
4	<b>LIKELY:</b> high probability, likely to arise once per year
3	<b>POSSIBLE:</b> reasonable likelihood that it may arise over a five-year period
2	<b>UNLIKELY:</b> plausible, could occur over a five to ten year period
1	<b>RARE:</b> very unlikely but not impossible, unlikely over a ten year period

### Risk Matrix

Impact	Likelihood				
	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)
Negligible (1)	L	L	L	M	M
Minor (2)	L	L	M	M	M
Moderate (3)	L	M	M	H	H
Major (4)	M	M	H	H	E
Catastrophic (5)	M	M	H	E	E

### Risk Management Requirements

Ranking	Code from above matrix	Requirements
<b>Low</b>	L	Observation
<b>Medium</b>	M	Must have measures in place
<b>High</b>	H	Must have an assurance program to ensure measures are in place and effective.
<b>Extreme</b>	E	Shall not be tolerated

N.B. This Risk Management Plan does not detail Rare or Negligible Risks (before mitigation and risk control measures put in place), so that efforts are prioritised to managing Medium, High and Extreme risks.

**CLUB RISK MANAGEMENT PLAN**

**RISK CATEGORY – CLUB GOVERNANCE & FINANCIAL MANAGEMENT**

**Context** – The Club is accountable to its members, Equestrian NSW and relevant government agencies to comply with legislation and to continuously improve its governance and finance processes.

IMPACT/CONSEQUENCE	Club Governance	Financial Management
5	Catastrophic – Club winds up	Catastrophic – Illegal activity leading to prosecution
4	Major – Serial breaches	Major – Insolvency
3	Moderate – Processes not followed leading to breach	Moderate – Club funds too low to run club activities
2	Minor – Processes not followed	Minor – Financial objectives not met
1	Negligible	Negligible

Risk Event	How it can occur	Mitigation& Risk Control	Responsibility	Likelihood	Impact	Risk Ranking
Governance processes not followed	<ul style="list-style-type: none"> <li>Out of date Constitution</li> <li>Non-compliance with the Constitution</li> </ul>	<ol style="list-style-type: none"> <li>Constitution reviewed annually and communicated to all committee members and published on website</li> <li>Committee meetings held and decisions made in line with the constitution</li> </ol>	Watagan Equestrian Club Committee	2	2	L
Fraudulent financial activities	<ul style="list-style-type: none"> <li>Collusion between committee members</li> <li>Collusion with outside parties</li> <li>Scam, hacked communications</li> </ul>	<ol style="list-style-type: none"> <li>Documented finance procedures including dual approval of expenditure</li> <li>Declaration of pecuniary interests</li> <li>Financial transactions documented and reported at committee meetings and annual general meetings</li> <li>Annual review of controls by the Club Committee</li> <li>Independent audits</li> </ol>	Watagan Equestrian Club Committee	1	3	L
Overspending	<ul style="list-style-type: none"> <li>Loss of financial controls</li> <li>Spending more money than is available</li> </ul>	<ol style="list-style-type: none"> <li>Committee approved budget for each event and all expenditure</li> <li>Monthly bank transactions and balance reporting to the Club Committee</li> <li>Annual external, independent audit</li> </ol>	Watagan Equestrian Club Committee	1	3	L
Significantly increased costs to comply with EA requirements	<ul style="list-style-type: none"> <li>Requirements for medical official attendance at events</li> <li>Requirements for gear stewards at events</li> </ul>	<ol style="list-style-type: none"> <li>Monitor cost increases and review in line with event budget and entry fees</li> </ol>	Watagan Equestrian Club Committee	3	2	M

**CLUB RISK MANAGEMENT PLAN**  
**RISK CATEGORY – EVENT MANAGEMENT**

**Context** – Events are to be carefully planned and managed to ensure the safety of the organising committee, volunteers, event entrants (riders and horses) and spectators. Management of biosecurity risks is important to ensure that the transfer of diseases (eg Equine Influenza, Equine Herpes, Hendra, Strangles) from horse to horse and horse-to-human is managed appropriately. The events require a standard of facilities at the venue to ensure events can be held safely.

**IMPACT/CONSEQUENCE**

IMPACT/CONSEQUENCE	Safety	Biosecurity	Venue (grounds)
5	Catastrophic – Injury or incident leading to death of person or horse	Catastrophic – Harmful diseases spread between horses or from horses to humans	Catastrophic – Suitable grounds for events are not available to the Club
4	Major – Hospitalisation or career-ending horse injury	Major – Breach of biosecurity laws or processes	Major – Uncertainty about venue for events, events not able to proceed locally
3	Moderate – Injury requiring first aid or veterinary treatment	Moderate – Multiple incidents	Moderate – Venue not safe at all times, occasional events not able to proceed
2	Minor – Incident with no injuries	Minor – Isolated incident	Minor – Temporary issues with venue
1	Negligible	Negligible	Negligible

Risk Event	How it can occur	Mitigation & Risk Control	Responsibility	Likelihood	Impact	Risk Ranking
Rider, spectator, official or horse injured	<ul style="list-style-type: none"> <li>Horse and/or rider fall/slip</li> <li>Pedestrian-horse-vehicle collision</li> <li>Untied/loose horse</li> <li>Traffic accident</li> <li>Horse injured in stables / yard</li> <li>Rider not wearing standard safety equipment</li> </ul>	<ol style="list-style-type: none"> <li>Risk assessment conducted for events and an event risk management plan completed, implemented, and reviewed after each event.</li> <li>Agreement in place and implemented with venue manager regarding standard of maintenance of surfaces, roads and traffic control.</li> <li>Areas to be avoided by horse/rider clearly signed or communicated to participants.</li> <li>Event cancellation if ground surface deemed too slippery or hard</li> <li>Gear checks made mandatory</li> <li>First aid volunteers at events</li> </ol>	Watagan Equestrian Club Committee  Gear Check official/volunteer  First aid volunteers	3	3	M
Horse or human contracts a disease from being at an event	<ul style="list-style-type: none"> <li>Horse-to-horse contact with sick or infected horse</li> <li>Horse-to-human contact with sick or infected horse</li> <li>Human health pandemic</li> </ul>	<ol style="list-style-type: none"> <li>Biosecurity Plan developed for the club and communicated to participants</li> <li>The property identification code (PIC) of the horse's origin and returning property recorded.</li> <li>No horses or dogs with signs of illness are to be brought to an event.</li> <li>Follow official government health directions</li> </ol>	Watagan Equestrian Club Committee	2	2	L

**CLUB RISK MANAGEMENT PLAN**  
**RISK CATEGORY – PEOPLE**

**Context** – Australian sporting organisations have legal obligations with regard to harassment, discrimination and child protection. We also have moral obligations in relation to establishing standards of appropriate member behaviour and to provide a psychologically safe and respectful environment for participants. As the Club and its events are run by volunteers, people management is critical to longevity of the Club.

IMPACT/CONSEQUENCE	Club Members	Organising Committee/Volunteers
5	Catastrophic – Illegal activity leading to prosecution	Catastrophic - Illegal activity leading to prosecution
4	Major – Significant loss of members	Major – Unable to fill office bearer positions
3	Moderate – Member dissatisfaction / complaints	Moderate – Too few people to run club events effectively
2	Minor – Participants feel uncomfortable	Minor – Small pool of volunteers
1	Negligible	Negligible

Risk Event	How it can occur	Mitigation & Risk Control	Responsibility	Likelihood	Impact	Risk Ranking
Harassment, discrimination, disrespectful behaviour	<ul style="list-style-type: none"> <li>Aggressive or abusive behaviour at events or meetings</li> <li>Disrespectful comments on social media, email communication</li> </ul>	<ol style="list-style-type: none"> <li>All members must comply with Equestrian Australia’s Member Protection Policy and Disciplinary Bylaws.</li> <li>Matters dealt with by the Discipline Council or Equestrian NSW as appropriate.</li> <li>Adhere to Watagan Equestrian Club Constitution and Bylaws in decision-making.</li> <li>All stakeholders made aware of their obligations and the process to report child abuse to the CEO of Equestrian NSW who will refer the matter to the Police.</li> </ol>	Watagan Equestrian Club Members and Committee	2	2	L
Child protection breach	<ul style="list-style-type: none"> <li>Professional photographers without WWCC</li> <li>Members / visitors may use phone for pictures or video without permission of competitor</li> </ul>	<ol style="list-style-type: none"> <li>All professional photographers engaged by the Club will provide a valid copy of Working With Children Check.</li> <li>Notice to alert members and attendees to not take photographs and video unless they have permission</li> <li>Competitors to be advised that for the purposes of promotion of the club and events our Social Media Coordinator may take photos of competitors as they warm up, ride tests, and show jump. If any competitor does not want their image used they are to report to the office and advise their bridle number</li> <li>Check amenities block is safe to enter and request parents/guardians stay with child when using facilities. Sign at entry to advise same.</li> </ol>	Watagan Equestrian Club Committee	2	2	L

		5. Request children are not left unattended while at our events				
Loss of Organising Committee members	<ul style="list-style-type: none"> <li>• Aging Committee members</li> <li>• Members leave and are not replaced</li> </ul>	<ol style="list-style-type: none"> <li>1. Targeted recruitment, training and retention plans</li> <li>2. Promotion of the Club and organising committee roles</li> <li>3. Consideration to pay some committee roles</li> </ol>	Watagan Equestrian Club Committee	<b>3</b>	<b>4</b>	<b>H</b>
Loss of Volunteers	<ul style="list-style-type: none"> <li>• Aging Volunteer base</li> <li>• Difficulty in filling tasks with people</li> </ul>	<ol style="list-style-type: none"> <li>1. Targeted recruitment, training and retention plans</li> <li>2. Promotion of the Club and help needed</li> <li>3. Add requirements to help with events when needed and track compliance</li> </ol>	Watagan Equestrian Club Committee	<b>3</b>	<b>3</b>	<b>M</b>