



AUSTRALIAN  
POLO COUNCIL

# ***Event & Activity Guide***

***Risk Management Policies and Procedures***

***Version 2.3  
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## **1. DISCLAIMER**

The information contained within this risk management manual is intended only as a general guide to assist Clubs and The Australian Polo Council Ltd with managing facilities and events and to facilitate easy access to The Australian Polo Council Ltd forms, general information and policies and procedures. It does not constitute professional, expert or other advice. This manual is not intended to provide a comprehensive and exhaustive analysis of all of the issues relevant to Clubs and the council. It is strongly recommended that employees, volunteers and any others who read this manual conduct their own independent investigations to acquaint themselves with the specific implications and obligations relating to any policies, procedures or minimum standards contained within. There may be individual Acts, Codes, Regulations or Standards that are applicable in certain States to the roles and duties of a Club or the council (or associated volunteers or groups) that are not included in this Manual. Individuals should take appropriate steps to familiarise themselves with any additional such requirements that may be in force. It is not the intention of The Australian Polo Council Ltd to provide, imply or contradict any such requirements, but to provide Clubs with general risk management and other information.

The information contained within this manual is current as at the date shown on the bottom of each page and The Australian Polo Council Ltd takes no responsibility for ensuring the accuracy of the information subsequent to this date. No representation, warranty or undertaking is given or made as to the accuracy or reliability of any opinions, conclusions, recommendations or other information contained within this manual and no person should act or fail to act on the basis of the material contained herein alone, without prior assessment and verification of the accuracy of the information.

The Australian Polo Council Ltd, its officers, employees and agents expressly disclaim any and all liability howsoever arising (including any liability by reason of negligence or negligent misstatement) to any person, corporation or other entity directly or indirectly as a result of anything contained within this manual. The Australian Polo Council Ltd, its officers, employees and agents take no responsibility for any loss or damage howsoever suffered directly or indirectly by any person, corporation or other entity through reliance on anything contained in this or omitted from this manual.

### ***DEFINITION - PLEASE NOTE –***

All reference to the word “Club/s” also refers to the Australian Polo Council Ltd, State Associations, Sub Associations and their affiliate Clubs. All reference to the words “The Australian Polo Council Ltd, State Associations, Sub Associations” also refers to their affiliate Clubs.

## **2. PURPOSE OF MANUAL**

This manual has been developed through the effort of the Australian Polo Council Ltd. The purpose of this manual is simply a general guide to assist Clubs and the Australian Polo Council Ltd with general risk management and provide information, including managing facilities and events, and policies and procedures. I entrust members of the Australian Polo Council Ltd, players, volunteers and Committee members to acquaint themselves with the contents of the Manual. There may be Codes, Regulations, Acts or Standards that are applicable in your State which are not included in this Manual, but I am sure that you are familiar with these requirements, or will endeavor to familiarise yourselves with them. Whilst there can be no

substitute for common sense I strongly urge you all to use this manual as an important reference, and thus make Polo safer and more enjoyable for everyone.

*Leon Reardon*  
President

### **3. RISK MANAGEMENT**

The Australian Polo Council Ltd's policy is to use world's best practice in risk management to:

- support and enhance activities in all areas of our organisation
- ensure the risk management is an integral part of all our decision making processes.

We will use a structured risk management approach to minimise reasonably foreseeable disruption to operations, harm to people and animals, the environment and property. We will identify and take advantage of opportunities as well as minimising adverse effects. We will train our people to implement risk management effectively and we will strive to continuously improve our risk management practices.

#### **Processes**

A risk management process, based on the Australian/New Zealand Standard AS/NZS 4360:2004 has been established. It should be used for guidance by everyone involved with the application of risk management.

The association management committee has facilitated the development of a common risk management across areas of our business by:

- implementing a risk management program
- sharing information with broad applicability across all areas
- development of a risk management manual
- reporting progress in implementation of the risk management program on an ongoing basis.

#### **Monitoring and Review**

The association executive will monitor and review the implementation of the risk management program.

#### **Responsibilities**

The Board is responsible for the management of risk from the associations' perspective. Club executives are accountable for their individual clubs for the implementation of the risk management process and ultimately responsible to the association president from the associations' perspective.

All members are responsible for managing risk in their areas. While administrators will have a different view of risk to that of a player or referee, each has an important responsibility to ensure that risks within their control are managed according to the rules of the game and standards expected.

## **4. HEALTH & SAFETY**

The Australian Polo Council Ltd considers health and safety an integral part of our vision and core values. Our objectives are to provide, with the assistance of our people, an environment that protects the health, safety and welfare of our employees, members, customers, labour hire, contractors, subcontractors, volunteers, visitors and the public and comply with the appropriate State Health & Safety legislation. This will be done through the adoption of a **risk-based hazard management approach** for identifying, assessing controlling and monitoring Health and Safety risks as part of our business initiatives and operations. In doing so, minimum standards will be established, and the necessary procedures, practices, guidance and information implemented to assist Clubs and employees to provide and maintain a safe and healthy environment.

The Australian Polo Council Ltd will recognise other organisational policies and procedures where relevant. In maintaining this commitment, the association will provide the resources (including internal and external expertise), equipment, skills and training necessary to ensure the Clubs meets the association's objectives and assist club officials and employees to provide and maintain a safe and healthy environment.

### **Club Management Responsibilities**

All club officials are responsible for the environment condition under their control, ensuring safety procedures are in place and observed, and for communicating and implementing the necessary information and guidance to allow the safe performance of activities.

In the event of an accident or incident, club officials will ensure that the appropriate processes are adopted to reduce the impact on persons, animals and property. The association is committed to providing effective rehabilitation and equitable claims outcomes for employees (where they exist).

### **Members Responsibilities**

Members are at all times to observe safety rules, procedures and instructions provided and conduct themselves in a manner that controls the risk of injury to themselves, fellow members, animals, contractors and the public. Club officials are to be notified of any hazard, accident or incident.

### **Consultation**

Through a consultative process, we encourage two-way communication, cooperation and involvement of the association, club management, members, employees and contractors in the ongoing development and implementation of our health and safety program. This is seen to be critical to its success of preventing injuries and illnesses.

The association will review this policy on a regular basis to ensure it continues to reflect legislative requirements and organisational needs for continuous improvement.

# SECTION 1 MANAGEMENT

## **Purpose:**

To promote direction and leadership in order to ensure the associations risk management policy and action plans are implemented in a controlled and planned manner. Effective control of risk is an essential element of prudent risk management.

## **1. Responsibilities**

1.1. The Board of the association is ultimately responsible for the implementation of this manual and risk management in general throughout APC.

1.2. Appropriate delegation to individual clubs is required.

1.3. Club members have a requirement to comply with all risk management requirements and to report risk issues to club management.

1.4. Positive forms of monitoring compliance are required.

## **2. Consistent Leadership**

2.1. The council and Club management are expected to adopt practices that consistently reinforce to members and others the council requirement for prudent management of risk.

## **3. Review of Previous Seasons Activities**

3.1. Each Club needs to formally review its activities at the end of each season to highlight good and bad risk management issues. The review needs look at all Club activities including social functions etc.

3.2. The completed review needs to be in writing and be sent to the association secretary within one month of each seasons end.

## **4. Pre Season Risk Improvement Planning**

4.1. Clubs need to plan to have a risk improvement before the beginning of each season. The plan can be brief. Club committees need to keep track of risk improvements during the season to ensure that they are addressed in a timely way.

4.2. The use of a simple spread sheet that lists the work to be done, timing and the person or persons responsible would assist clubs to meet this requirement.

## **5. Continuous Improvement**

5.1. Clubs need to plan for progressive improvement in the quality of compliance and overall effectiveness of the risk identification and control.

## **6. Incident Investigation and Reporting**

6.1. Any incident causing injury, loss, damage or potential liability claim shall be thoroughly investigated by the Club or Clubs involved.

6.2. The investigation needs to be directed at establishing the immediate and underlying cause, mandate such remedial plans as to make recurrence less likely and fulfill any statutory obligations.

6.3. All incidents need to be rated (in accordance with the risk management standard AS4360). Details of any incident with a 'high' or 'extreme' rating need to be sent to the association's secretary within 7 days.

6.4. Any outcome of an incident investigation that suggests that the objective of effective control of Risk could be better achieved by amendment of the Manual should advise the council's Secretary in writing with suggestions.

# SECTION 2 POLICIES AND PROCEDURES

## 2.1 Horse Welfare Policy (See also APC Rules of Polo Section 4 – Ponies, Tack & Pony Welfare)

### 1. WELFARE OF PONIES

The APC are determined that any abuse of ponies whether on the ground or off, for instance when turned out, will not be tolerated.

### 2. INSPECTION OF PONIES

The Chief Horse Welfare Officer may ask a veterinary surgeon and a member of the committee, to inspect ponies belonging to a member or affiliated club, whether on a polo ground, in a yard or turned out. If the member or club refuses permission for the inspection, which may be carried out at short notice, they will be reported to the State Disciplinary Committee under point 6 of Horse Welfare Policy.

### 3. REFERRAL TO STATE DISCIPLINARY COMMITTEE

The Chairman of the Horse Welfare Committee may refer any club or member direct to the Club or State Association or APC for a disciplinary hearing.

### 4. COMPLAINTS

If a complaint is received, whether from the general public, a veterinary surgeon, a club official, an officer of any other horse welfare body or from a Horse Welfare Officer a report form should be completed and sent to the APC Horse Welfare Committee, State Association and the club concerned. The Chairman will liaise with the club concerned as to the action to be taken; if it is necessary for an inspection to be made with a veterinary surgeon his cost will be borne by the club concerned. A Club Disciplinary Committee is obliged under Regulation 6 to hold a hearing, if they receive a report from a veterinary surgeon who is a current registered member of an Australian State Veterinary Surgeons Board concerning abuse or cruelty to any pony. A report of that hearing must be sent to the APC Horse Welfare Committee.

### 5. RESPONSIBILITIES

**5.1 Owners.** Owners must take all responsible steps to ensure the welfare of their ponies, including during the winter months, and should only use veterinary surgeons who are current registered members of an Australian State Veterinary Surgeons Board. 'Owner' shall mean the individual or individuals whom the Disciplinary Committee is satisfied in fact enjoy the rights, privileges and powers incidental to ownership. This includes, without limitation, the power to make decisions concerning the care and welfare of the animal, whether such individual(s) had any legal status as owner or not. In the case of hirelings, a member of the APC involved in the hiring of ponies has the responsibility of 'owner' until the pony or ponies concerned have been handed over officially to another member of the APC or his agent.

**5.2 Clubs.** In view of the fact that, particularly early in the season, some ponies appear on the polo ground in poor bodily condition, it is recommended that a representative of the club should informally inspect the pony lines to observe any ponies in a poor condition and then refer them to the veterinary surgeon who is a current registered member of an Australian State Veterinary Surgeons Board, as required - see paragraph 4 above. If a club and a veterinary surgeon, who is a current registered member of an Australian State Veterinary Surgeons Board, stop a pony playing because of its poor condition, a report form must be sent to the APC Horse Welfare Committee and State Association.



## **6. RULES**

The Rules that affect the welfare of ponies must be adhered to by members and enforced by clubs and umpires.

### **7. PONY EUTHANASIA**

In the event that it is considered essential on humane grounds to put a pony down every reasonable effort should be made to contact the owner or his representative to obtain consent. In the absence of a legitimate representative refer to "owner" as defined in point 5.1 above. Immediate euthanasia should be reserved for a pony that is 'in extremis' i.e. there is confidence that movement is inhumane and there is no foreseeable prospect of the pony recovering from its injuries.

Chemical Euthanasia is the method of choice in areas of public view. This will require carcass removal and incineration.

### **8. MISUSE OF SUBSTANCES**

#### **8.1 Banned Drugs**

Although some drugs banned in other sports may be appropriately used in moderation in connection with polo ponies, heart stimulants of any kind are NOT to be administered under any circumstances, due to the danger to both horse and rider. The administration of any drug or substance which is not a normal constituent of horse feed is banned with the exception of the permitted drugs listed below subject to them always being administered within the manufacturers' recommendations and therapeutic guidelines:

- a. Licensed non-Steroidal Anti-inflammatory Drugs (NSAIDs).
- b. Corticosteroids
- c. Dembrexine
- d. Clenbuterol (Ventipulmin)
- e. Isoxsuprine
- f. Altrenogest
- g. Cimetidine
- h. Ranitidine (Zantac)
- j. Omeprazole (Gastroguard)
- k. Antibiotics.

#### **8.2 Testing**

Both random and specific tests will be arranged by the APC in conjunction with the relevant State Association on the instructions of the chief horse welfare officer as considered necessary. The services of the following Forensic Laboratories may be used:

NSW – Australian Racing Forensic Laboratory

QLD- Queensland Racing Science Centre

VIC- Racing Analytical Services Limited

SA- Racing Analytical Services Limited

WA- Racing Laboratory Chemistry Centre

#### **8.3 Positive Test**

If the result of a test on a sample of a pony's blood shows the presence of a substance above the permitted level, a report form must be completed and copies sent to the player, the owner of the pony, their club and to the Chairman of the Welfare Committee. The club may be directed by the APC to hold a disciplinary hearing. In any case, members are required to cooperate with the APC in producing any evidence relevant to any such enquiry by the club or the APC when requested to do so.

#### **8.4 Therapeutic Use**

Horses with a documented medical condition requiring the use of an S4 prescription medication not listed on the above exceptions (Article 2.8.1 a-l) must obtain permission for ongoing

participation through an Equine Therapeutic Use Exemption (ETUE) which must be submitted to the APC Horse Welfare Committee through the Club Horse Welfare Officer. ETUE forms are available from the APC see website [www.australianpolo.com.au](http://www.australianpolo.com.au)

## **2.2 HEAT POLICY**

### **1. De-hydration control/heat**

1.1 - The body's natural cooling system does not cope with heat and heat illness can occur if:

- the circulation is overloaded by too much heat and physical activity,
- too little sweat is produced e.g. if the person is dehydrated,
- sweat cannot evaporate freely from the skin (e.g. high humidity, excessive clothing or low air movement).

1.2 To protect members and others, when temperatures are extreme it is recommended the tournament management committee do everything practicable to avoid playing in the extreme heat. This can include postponing or canceling the tournament, in the same way as in the event of wet weather. They may also shorten the chukkas, or play fewer chukkas if they see the need. The welfare of players and horses is to have priority over commercial considerations

1.3 In order to ascertain; whether the conditions are extreme, the risk of thermal injury and the appropriate course of action to take. The following Wet Bulb Globe Temperature (WBGT) tables should be used (see article 2.2.1.5 for calculation table):-

<b><u>WBGT</u></b>	<b><u>Risk of Thermal Injury</u></b>
Under<22	Minimal
Over>22 but under<28	Moderate
Over>28 but under<32	High
Over>32	Extreme

### **1.4 Appropriate Course of Action:**

- **Over>28 - Under<32 on WBGT** = refer to Club Horse Welfare Officer for approval to play – considerations in deciding whether play should go ahead include:-
  - Intensity of play for horses (low goal/high goal)
  - Acclimatization to heat for horses (used to conditions or not)
  - Fitness of horses
  - Age of horses – older horses do not deal as well with heat
  - Available shade

If play does go ahead the following modifications should be considered:-

- shorten chukkas/number of chukkas
- Re-schedule to cooler time of the day
- Max 1 chukka per horse, Or Lengthen min. time between chukkas for horses (20-30 mins.)
- Increase length of break of play between chukkas i.e. 5-10 mins
- A Vet must be in attendance
- Temperate water available for horses to drink

- Sponge horses between chukkas
- Horses to be cooled using repeated wash/scrape method.
- **32.0 And Over on WBGT = No Play - polo must not be played**

1.5 – WBGT Calculation Table

		Wet Bulb Globe Temperature (WBGT) from Temperature and Relative Humidity																														
		Temperature (°C)																														
Relative Humidity (%)	0	15	16	16	17	18	18	19	19	20	20	21	22	22	23	23	24	24	25	25	26	27	27	28	28	29	29	30	31	31	32	32
	5	16	16	17	18	18	19	19	20	21	21	22	22	23	24	24	25	26	26	27	27	28	29	29	30	31	31	32	33	33	34	35
	10	16	17	17	18	19	19	20	21	21	22	23	23	24	25	25	26	27	27	28	29	30	30	31	32	32	33	34	35	36	36	37
	15	17	17	18	19	19	20	21	21	22	23	23	24	25	26	26	27	28	29	29	30	31	32	33	33	34	35	36	37	38	39	
	20	17	18	18	19	20	21	21	22	23	24	24	25	26	27	27	28	29	30	31	32	32	33	34	35	36	37	38	39			
	25	18	18	19	20	20	21	22	23	24	24	25	26	27	28	28	29	30	31	32	33	34	35	36	37	38	39					
	30	18	19	20	20	21	22	23	23	24	25	26	27	28	29	29	30	31	32	33	34	35	36	37	39							
	35	18	19	20	21	22	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39								
	40	19	20	21	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39									
	45	19	20	21	22	23	24	25	26	27	27	28	29	30	32	33	34	35	36	37	38											
	50	20	21	22	23	24	25	26	27	28	29	30	31	33	34	35	36	37	39													
	55	20	21	22	23	24	25	26	27	28	29	30	31	32	34	35	36	37	38													
60	21	22	23	24	25	26	27	28	29	30	31	32	33	35	36	37	38															
65	21	22	23	24	25	26	27	28	29	31	32	33	34	36	37	38																
70	22	23	24	25	26	27	28	29	30	31	33	34	35	36	38	39	WBGT > 40															
75	22	23	24	25	26	27	29	30	31	32	33	35	36	37	39																	
80	23	24	25	26	27	28	29	30	32	33	34	36	37	38																		
85	23	24	25	26	28	29	30	31	32	34	35	37	38	39																		
90	24	25	26	27	28	29	31	32	33	35	36	37	39																			
95	24	25	26	27	29	30	31	33	34	35	37	38																				
100	24	26	27	28	29	31	32	33	35	36	38	39																				

Note: This table is compiled from an approximate formula which only depends on temperature and humidity. The formula is valid for full sunshine and a light winds

1.6 The Australian Bureau of Meteorology (BOM) is able to provide information on thermal comfort and heat stress indicators on a regional basis through its website, in the form of web bulb global temperature or **WBGT**. True WBGT takes into account temperature, humidity, wind speed and solar radiation. However, the Bureau can only provide a calculated WBGT measurement which does not take into account wind speed and solar radiation. Nevertheless, the Tournament Committee is able to access this information from the BOM website as it is updated during the day, and therefore able to monitor for the possibility of adverse conditions for playing polo in hot weather.

**Heat stress is most likely to occur on days when the ambient temperature is 35°C or above, or when the “WBGT shade” is 26 or above.**

1.7 It is the responsibility of the Tournament Committee acting at any polo event to obtain the forecast conditions and monitor the NSW Thermal Comfort Observations as provided on the Bureau of Meteorology website <http://www.bom.gov.au/products/IDN65179.shtml>

See also APC Rules of Polo Section 4 – Ponies, Tack & Pony Welfare

## 2.3 Smoking and Alcohol Policy

### 1. Objective

The Australian Polo Council Ltd (APC) recognises that both smoking and passive smoking are hazardous to health and that non smokers and youth should be protected from tobacco smoke. The APC fully supports the responsible sale and distribution of alcohol. Accordingly, the following rules are adopted and are applicable at all events and activities under the control of the APC.

## **2. Responsibilities**

Each club is responsible for the adoption and operation of effective procedures.

## **3. Definitions**

Passive Smoking is the breathing in of air that contains other people's smoke.

## **4. Procedure**

### **4.1 Smoke free areas**

#### **4.1.1 Smoke free areas include**

- All office areas.
- All change rooms, toilet and shower areas.
- Any outdoor spectator grandstands and seated areas.
- Any indoor spectator areas and playing areas.
- All indoor areas where APC endorsed functions are being held.
- All food vending and preparation areas.
- Near youth in close proximity to junior activities.

#### **4.1.2 Anti smoking approach**

- No sponsorship accepted from tobacco companies.
- No advertising of tobacco products.
- Tobacco products will not be sold, including through vending machines.

### **4.2 Sport and alcohol**

Due to the risk of injury to themselves and/or other competitors, persons deemed under the influence of alcohol or drugs will not be permitted to play Polo in any events, activities or competitions organised by the APC, State Associations or Clubs.

Safety testing may be conducted at anytime – see APC Safety Testing Policy and APC Anti Doping Policy.

#### **4.2.1 Serving alcohol**

- Only trained staff and responsible adults are permitted to serve alcohol.
- Alcohol will be served in standard measures.
- The liquor licence will be displayed at the bar.
- The APC will discourage excessive or rapid consumption of alcohol at APC sanctioned events or activities.

#### **4.2.2 Minors**

- Under no circumstances will alcohol be served to minors.
- Bar staff will request proof of age if they deem it appropriate.
- Only photographic ID will be accepted.

#### **4.2.3 Intoxicated patrons**

- Alcohol will not be served to any person who bar staff deem is intoxicated.

- Bar staff will ask intoxicated patrons to leave the bar area.

#### **4.2.4 Safe transport**

- If applicable, phone numbers for a local taxi service will be displayed at the bar.
- The APC endorses programs designed to provide safe transport such as the designated driver program.

#### **4.2.5 Water and Snacks; Clubs will provide:**

- Water will be available at the bar at all times with tea and coffee available during social functions.
- A range of non-alcoholic and low alcohol drinks will be sold at prices competitive with those of full strength alcoholic drinks.
- Where possible a range of snacks will be available whenever alcohol is available.

#### **4.2.6 Promoting responsible use of alcohol**

- The APC will actively demonstrate its attitude relating to the responsible use of alcohol.
- The APC will not promote alcohol at junior events or activities.
- The APC will pursue non-alcohol sponsorship and revenue sources.
- Alcohol advertising will only be displayed at bar areas.
- The APC will not promote alcohol through “cheap drinks” strategies such as happy hours.

### **4.3 State and Territory Licensing Requirements**

If Clubs wish to sell alcohol on their premises they must apply for a liquor license. The licence controls the way alcohol is sold and distributed to your members and their guests. Licences are generally dealt with under legislation known as Liquor Licensing Acts. The Acts are not identical in each State or Territory. You should refer to the relevant legislation in your State or Territory. Information on the relevant legislation is usually available from State or Territory departments responsible for liquor and gambling. Some legislation requires a club to be incorporated before it can gain a liquor license.

## **2.4 Evacuation Procedures**

### **1. Objective**

In an effort to minimise potential harm and damage and to ensure the safe and orderly evacuation from a site during an unplanned emergency such as a fire, emergency plans needed to be developed to respond to all likely emergencies

### **2. Responsibility**

Each Club is to develop and maintain an Emergency Plan.

### **3. Definitions**

An Emergency includes a sudden crisis, urgent situation, disaster or tragedy.

### **4. Procedures**

In the event of an emergency there needs to be a plan and sufficient people trained to carry out the necessary duties. Specifically:

#### **4.1 Draw up a site Emergency Plan for the site that shows:**

- The location of emergency exits, no-go areas to avoid in an emergency (e.g. dead ends, access ways).
- The location and type of fire fighting equipment installed routes to evacuation safe areas.
- The evacuation procedure (i.e. any warning systems – bells sirens, where to proceed, who is in charge etc.
- All local emergency contact phone numbers.

#### **4.2 Establish and emergency control organisation.**

- Who are the people in the emergency organisation (ie wardens, first aid, vet etc - the number of people will depend on the size of the complex and number of people involved.)
- Identify and list the role and responsibilities of each emergency organisation member.
- identify who is in charge of the emergency organisation

#### **4.3 Write an Emergency Plan**

- talk to the local fire brigade about evacuation
- identify any specific needs relating to disabilities (e.g. hearing or vision impairment)
- ensure the plan covers all probable emergencies
- consider whether emergency lighting is required to allow for safe egress
- write in the need to emergency team members to inspect the site prior to commencement of an activity.
- identify the method of raising the alarm
- test the alarm system as appropriate (ie before starting a tournament.)

#### **4.4 Train Emergency team in the use of fire fighting equipment**

For a fire emergency, emergency team members need know to be able to:

- operate extinguishers
- hose reels
- fire blankets
- alarm systems etc.
- understand the procedures.

#### **4.5 Training**

Training needs to be undertaken at least annually and whenever a new member joins the team. Keep records of training.

#### **4.6 Emergency plan practice**

The plan needs to be practiced at least annually (at the beginning of the season) and more regularly if needed.

- Get as many people involved as possible.
- emergency team need to list problems experienced during practices
- Review the emergency plan immediately following a practice to make improvements.

## **2.5 Communicable Disease and Blood Procedures**

### **1. Objective**

While risk of one athlete infecting another with HIV/AIDS during competition is close to nonexistent, there is a remote risk that other blood borne infectious diseases can be transmitted. For example, Hepatitis B can be present in blood as well as in other body fluids. Infectious diseases are a constant risk to the health and welfare of horses. Despite a vaccination programs the threat of strangles, influenza, equine herpes virus, rotavirus, salmonella, Rhodococcus, etc. are ever present.

### **2. Responsibility**

Each club is responsible for the adoption and operation of effective procedures.

### **3. Definitions**

A communicable disease is one that can be passed from one person, animal, or organism to another. Some diseases are more easily transmittable than others.

### **4. Procedures**

Procedures for reducing the potential for transmission of these infectious agents should include, but not be limited to, the following:

**4.1** The bleeding must be stopped; the open wound covered and if there is an excessive amount of blood on the uniform it must be changed before the athlete may participate.

**4.2** Emergency team members (refer to 2.3 Emergency Procedures) should routinely use gloves or take other precautions to prevent skin and mucous-membrane exposure when contact with blood or other body fluids is anticipated.

**4.3** Immediately wash hands and other skin surfaces if contaminated (in contact) with blood or other body fluids. Wash hands immediately after removing gloves.

**4.4** Clean all contaminated surfaces and equipment with an appropriate disinfectant before competition resumes.

**4.5** Practice proper disposal procedures to prevent injuries caused by needles, scalpels and other sharp instruments or devices. (Refer to 2.5 Sharps Procedure.)

**4.6** Although saliva has not been implicated in HIV transmission, to minimize the need for emergency mouth-to-mouth resuscitation, mouthpieces, resuscitation bags, or other ventilation devices should be available for use.

**4.7** Athletes/trainers/coaches/umpires with bleeding or oozing skin conditions should refrain from all direct athletic involvement until the condition resolves.

## **2.6 Sharps Procedure**

### **1. Objective:**

To ensure safe management and removal of syringes and potentially dangerous sharps.

### **2. Responsibility**

Clubs are responsible to ensure that the procedures listed in Clause 4 are followed.

Clubs need to have a sharps disposal container, pliers or tongs and disposable gloves at sites to facilitate the removal of sharps.

### **3. Definitions**

“Sharps” – Syringes and needles

### **4. Procedure**

In the event of a “sharp” being found at a site the Club will collect the sharp found and arrange for it to be removed from the site. This will remove the risk of anyone being accidentally punctured or pricked.

#### **4.1 On finding a syringe**

**4.1.1** Arrange for a team member to stay near the sharp while you obtain the necessary collecting equipment.

**4.1.2** Obtain the equipment you need and take it to the sharp including the Club’s:

- Sharps disposal container
- Pliers or tongs
- Disposable gloves.

**4.1.3** Put on gloves. (Gloves minimise the risk of needle stick injury and/or contact with contaminated fluids.)

**4.1.4** Place the container beside the sharp.

**4.1.5** DO NOT try to replace the protective cover of the needle if it has fallen off.

Pick up the cover with your gloves and place it in the disposal container.

**4.1.6** Using the pliers/tongs, pick up the sharp by the barrel end of the syringe with the needle facing away from you and place it in the container. Push syringe, needle point first, past the one-way flap in container.

- 4.1.7 Close and lock the lid of the container.
- 4.1.8 Take the container to Club's office or operating area. Secure the container if possible.
- 4.1.9 Dispose of gloves in a sealed plastic bag
- 4.1.10 Wash your hands well with soap and rinse them.
- 4.1.11 If necessary clean the area the syringe was found with bleach.
- 4.1.12 When the container is full to the recommended capacity, or as dictated by safe use, dispose of carefully. Disposal can be accomplished by taking the container to your local chemist, medical centre or local hospital. Containers can be purchased at any chemist.

#### 4.2 If a syringe punctures the skin

- 4.2.1 If at any stage the needle punctures the skin, immediately wash the wound or puncture with soap and water. Do not use household cleaning chemicals to wash the wound or puncture.
  - 4.2.2 Place the syringe in a puncture proof container as detailed above.
  - 4.2.3 Go to the nearest medical centre or hospital for advice and treatment.
  - 4.2.4 When appropriate contact APC for further advice and/or to arrange counselling if required.
- 4.3 Syringes used in hold-up - In the event of a hold up involving syringes and needles as weapons, they are not to be moved unless directed by police.

## 2.7 Children Unattended in Vehicles Procedures

### 1. Objective

Children should never be left unattended in or around vehicles. Below are just some of the dangers children are exposed to:

- Being inadvertently backed over in a driveway or parking area.
- Being left in a vehicle where the temperatures can reach deadly levels in minutes
- Knocking the vehicle into gear and setting the vehicle into motion
- Strangulation by a power window, sunroof or power accessory
- Being taken by a stranger in the course of a car theft
- Hopping into a car boot during an innocent game of hide-and-seek
- Carbon monoxide poisoning
- Finding matches that set the car aflame
- Leaving the vehicle alone to go to the toilet, or to go looking for you
- Being kidnapped from the vehicle.
- NRMA report that they attended about 1300 children rescues per year in Australia.

### 2. Responsibility

Each club is responsible for the adoption and operation of effective procedures.

### 3. Definitions

For the purpose of these procedures, children are classified as young people up to and including 14 years of age. Children left unattended includes children that are locked in vehicles, left in a vehicle or left around a vehicle in the absence of a responsible care giver.

### 4. Procedures

In the event that an unattended child or children are discovered in or near a vehicle, members, officials, contractors etc may take any measure deemed necessary, including the breaking of car windows and notification of the Police, to assure the safety of the child.



**4.1** Instruct all members, officials, security staff to be aware of children in and around vehicles and to take action whenever children are found unattended. Action is to be appropriate to the actual event and could include:

- breaking of vehicle windows
- providing water – if a dehydration ISSUE
- administering first aid
- calling for help
- notification of Police

## **2.8 Privacy Policy**

### **1. Objective**

On December 21, 2001 new Privacy Legislation came into effect. The Australian Polo Council Ltd (APC) is committed to respecting our right to privacy by limiting the ways we use your personal information and fully disclosing our policies.

### **2. Responsibility**

Each club is responsible for the adoption and operation of effective procedures.

### **3. Definitions**

For the purpose of this policy:

- “Personal member information”: This information is restricted to name, address, date of birth and contact details. It excludes all other information about a person.
- “Primary purpose” A primary purpose is one for which the individual concerned would expect their information to be used. Using the information for this purpose would be within their reasonable expectations.

### **4. Procedure**

The following procedure specifies how we collect information about you, what information we collect, and how it is used.

#### **4.1 Collection of information**

The Australian Polo Council Ltd collects personal member information in its capacity as the Australian managing body. Such information includes your name, address, date of birth and contact details. This information is maintained by way of a sophisticated computer database. The primary purpose for collecting this information is for the maintenance of data management, client registers and communications. Some of this information may be disclosed to regulatory bodies or print service providers for the preparation of information or for mail outs. Some of these disclosures may be permitted or required by the Corporations Act.

To ensure the integrity and safety of your personal information we, the APC will only disclose information if our internal procedures deem it necessary.

#### **4.2 Information Sharing**

##### **4.2.1 What information about you is shared?**

The APC does not share any information about you with anyone.**4.2.1 What information about you is shared? (Cont)**

We will only disclose personal information to comply with valid legal processes such as a search warrant, subpoena, or court order, or to protect our rights and property. We will disclose information when we believe in good faith that the law requires it.

##### **4.2.2 Ways information about you is used**

We may use the information you provide us, such as our name, email address, telephone number, or mailing address, to contact you.

We may also use the information you provide us, such as your name, email address, telephone number, or mailing address, for exchange between the APC other Polo members / State bodies (both state and interstate) to contact you.

If you submit a request, complaint, or comment to us through our website, we may also use the information you provide us to respond to your inquiry. We may also use such information to notify you of special information from the APC or to request your participation.

#### **4.3 External Web Visitor Procedures**

##### **4.3.1 Information collected about you**

You can visit most of our web pages without telling us who you are or revealing any personal information about yourself.

We may track your Internet Protocol (“IP”) address and your domain name to help us analyse this data for trends and statistics, but you will remain anonymous unless you voluntarily tell us who you are. (An IP address is a number that is automatically assigned to your computer by the ISP computer through which you access the Web and a domain name is the name of the ISP computer itself through which you access the Web).

This monitoring helps us evaluate how our website is used and continuously improve the content we provide.

## **2.9 Complaints Procedure**

### **1. Objective**

To provide a safe environment for players and spectators

### **2. Responsibility**

Each club is responsible for the adoption and operation of effective procedures.

### **3. Definitions**

A complaint is an expression of grievance, resentment or displeasure

### **4. Procedure**

There are various avenues in which complaints procedures can be initiated. The following documents provide guidance in determining the correct procedures.

**4.1** Disciplinary Policy

**4.2** Member Protection Policy – Section 7

**4.3** APC Rule Book

## **2.10 Riderless Horse Policy**

### **1. Objective**

To provide an adequate space around fields to allow a horse without a rider to pass.

### **2. Responsibility**

Each club is responsible for the adoption and operation of effective procedures.

### **3. Definitions**

3.1 Rider less horse is a horse without a rider.

3.2 Ensure the grounds are enclosed by adequate fencing and that the entry gate is either staffed or closed at all times, or there is a fencing arrangement to the satisfaction of the Horse Welfare Officer to prevent horses escaping.

### **4. Procedure**

4.1 *A Riderless Horse – Loose Horse* Announcement must be made over the Public Address System.

4.2 Adequate space to be provided around fields to allow a riderless horse to pass.

4.3 Keep the ends of the playing fields clear of spectators

4.4 Extreme care should be taken in attempting to recapture a riderless horse, particularly where the horse has suffered an injury.

## **2.11 Dogs on Ground Policy**

### **1. Objective**

Dogs and horses are not a good combination at tournaments. To ensure safety, dogs must be kept on a lead at all times .

### **2. Responsibility**

Each club is responsible for the adoption and operation of effective procedures.

### **3. Definitions**

Dogs - refers to domestic and wild dogs big and small. Except registered Guide and Companion Dogs

### **4. Procedure**

4.1 All members need to be notified at least annually of the Association's rule that dogs must be kept on a lead at all times.

4.2 Notices are required at gates to advise members and visitors about the dogs on lead at all times policy

4.4

## **2.12 Yards Policy**

### **1. Objective**

The objective of this Policy is to ensure that Yards are safe and secure.

### **2. Responsibility**

Each Club is responsible for the adoption and operation of effective policies.

### **3. Definitions**

### **4. Procedures**

The minimum size of a yard should be 3.6 metres long by 3.6 metres wide.

All three sides of the yard area must be hard (no tape or rope is to be used to establish the three hard sides).

Rope must not be used to establish the three-hard-sided yard area.

The fourth side (the opening to the yard) may be constructed of pipe rail, chain or rope. **2.13**

## **Armed Robbery Policy**

### **1. Objective**

To provide guidelines in the event of a hold-up.

### **2. Responsibility**

Each Club is responsible for the adoption and operation of effective policies.

### **3. Definitions**

- Hold-ups include all situations in which there are actual or perceived threats or demands made on a person. This includes situations where:
  - The offender/s is armed with knives, guns, syringes or other weapons.
  - There are verbal threats, demands or physical aggression.
  - Persons are taken hostage by being intercepted when leaving the premises and forced back onto the premises.

### **4. Procedures**

#### **4.1 Preparation for Hold-ups**

The incidence of hold-ups and threatening situations is increasing in the community.

This creates a risk for our members, visitors and contractors before, during and after a hold-up or threatening situation. While hold-ups may not be entirely prevented, preparation of members responsible for an event is crucial in minimising the risk to members' safety.

Club management must ensure all potentially vulnerable members are:

Familiar with these emergency procedures for armed hold-ups

Regularly reminded of Issues relating to hold-ups and referred to the appropriate procedures as described.

#### **4.2 Procedures during an Armed Hold Up**

**Try to remain calm and quiet**

**Do not place your life at risk**

**Stand Still**

**Obey the robber's instructions**

**Observe (if you can safely)**

**Stay where you are,**

**Never chase**

**Do not use PA or telephone**

**DO NOT attempt to delay offenders departure**

**Contact the Police, when it is safe to do so**

Speak only if spoken to:

Avoid any attention and avoid any staring or direct eye contact.

The welfare of members and others should always be placed before money or property.

Keep your hands where they can be seen and do not make any sudden or quick moves.

Do exactly (and only) what you are told, nothing more.

Allow the robber(s) to leave, as the sooner they leave the safer it is. If you are ordered to open the register or cash box and hand over money, do not hesitate. Avoid any hand contact when doing so.

Make a mental note of the robber's appearance. (Don't discuss your observations with other.)

Leave this to the police, observe the direction of departure and getaway car details it is safe to do so.

Don't make public announcements and wait until the robbers are off the premises before calling the Police on 000

To do so will put yourself and others in danger.

After contacting the Police and or emergency services attend to anyone injured. Preserve the crime scene. To ensure that your recollection does not become coloured or distorted don't discuss your impressions with others prior to the arrival of the police.

#### **4.3 Hostage Being Taken**

If a person is taken hostage for any reason, the most senior member of management who is not involved in the situation must, if possible without endangering life, immediately contact the Police.

#### **4.4 After an Armed Hold Up**

After a hold-up the most senior member must ensure that other members and visitors are unharmed, then:

- Arrange first aid assistance if required.
- Seal off the Hold-up area. Evidence must not be touched. Any interference may destroy vital clues.
- Call the Police when it is safe to do so. Ring 000. Make a full report before discussing the hold-up with the other members and visitors involved.
- Ask witnesses to remain. The person in charge should ask all witnesses and employees to remain until the police arrive. Assist distressed members and visitors if possible.
- Do not discuss the robbery with media or others.
- Do not drive a vehicle anywhere immediately after a hold up (in case of shock).
- Do not remove or touch anything involved in the incident until instructed to do so by police
- Ask witness not to discuss the incident amongst themselves until after the
- Police have finished interviews.
- Should a witness have to leave the area before police arrive obtain contact details and if possible a brief written report.

#### **4.5 Follow Up After the Incident**

It is important not to pass judgment or criticise the acts that individuals have taken when facing a traumatic event. Criticism or perceived criticism is a major factor in ongoing emotional problems.

Distressed members should not travel home alone until they have seen the most senior member present.

Counselling should be arranged if required. The counsellor will assess if ongoing assistance is required for any member or visitor. If required the most senior member present or their representative should organise assistance and contact the family of a distressed member or visitor to advise them of circumstances.

It is recognised by APC that experiencing an armed hold up can have traumatic effect on everyone. If required, Association can arrange counselling for all involved.

This counselling is provided to minimise the emotional and psychological effect and provide support for their return to work.

The club needs to monitor any on-going issues resulting from the hold up so that appropriate follow up support can be arranged immediately.

#### **4.6 Club Checklist Post Hold up**

##### **Step Action Yes/ No**

##### **Notes**

1. Arrange first aid for those who require it.
2. Seal off the area in readiness for police investigation.
3. Contact the police. (Phone 000)
4. Write down any important information that may help police.
5. Ask any witnesses to remain at the scene until the police arrive.
6. Contact District, Regional Managers and Human Resources Manager.
7. Assist distressed members and visitors if possible.
8. Contact APC to arrange counseling for members or visitors.
9. Once the situation is under control, encourage team members to resume normal duties, if possible.
- 10 Allow distressed members to go home after they have spoken to the most senior member present and the police.

#### **2.14 Volunteer screening policy**

##### **1. Objective:**

To provide guidelines to protect members of the Polo Community.

##### **2. Responsibility**

Each Club is responsible for the adoption and operation of effective procedures.

##### **3. Definitions**

A volunteer is someone who performs or offers to perform a service out of his/her own free will.

##### **4. Procedure**

**Refer APC Member Protection Policy Part C for full screening requirements and procedure.**

#### **2.15 First Aid Policy**

Please note:

To ensure you are covered by the APC Insurance:

All Club Practices must be acknowledged and approved by the Club.

A minimum level of first aid is in attendance at matches.

##### **1. Objectives**

To provide a safe environment for players and spectators.

To ensure that all Clubs have suitable First Aid and Trauma Assistance on their grounds at all times whenever a match is being played.

***These Guidelines are set as a minimum requirement. APC minimum requirements should not be implemented if State requirements are set higher.***

**Note: The 2012 Rules of Polo state:**

## **10. MEDICAL COVER**

Clubs must ensure that at all matches played under APC Official Tournament Conditions there will be one person present with First Aid qualifications. The presence of a paramedic is recommended and clubs must inform their local ambulance service in advance that the match is taking place and ensure that the correct telephone number is readily available. A First Aid qualification means having attended and completed at a minimum, a (Workplace Level 2) Senior First Aid Course covering CPR from a Nationally Registered Training Organisation (RTO), and completed such post-training refresher courses as are required to maintain a current attendance certificate. Should the umpire require medical assistance for an injured player, he should signal by waving his stick above his head.

## **2. Responsibilities**

The Chief Umpire and each Club is responsible for the adoption and operation of effective policies and procedures.

## **3. Definitions**

**3.1 First Aid** is emergency treatment given to an injured, wounded or sick person before the services of a Medical Officer can be secured.

**3.2 Qualified First Aid Officer** must have completed, at a minimum, a (Workplace Level 2) Senior First Aid Course covering CPR from a Nationally Registered Training Organisation (RTO).

**3.3 First Aid Kit/Bag** – the contents must comply with Occupational Health and Safety Regulations.

*As a guide only;* the contents of the *St John's Occupational Excursion Kit (large) – K1930* comply with OH&S Regulations and the contents includes a varying array of products which are suitable for basic First Aid requirements.

## **4. Procedures**

**4.1** At least Two (2) First Aid Kits/Bags are available ready for use – one for “onfield” use and the other in the Food Preparation and Handling Area. The First Aid Kit/Bags are to be re-stocked at the beginning of the Season.

**4.2** Ice packs must be iced and ready for use at all games.

**4.3** If the any contents of the Kit/Bag has been used it is the responsibility of a designated Club Official to ensure the Kit/Bag is re-stocked before the commencement of the next game.

**4.4** A contact list of medical support in the local area is to be compiled by a designated Club Official and distributed for reference purposes during games (Doctors, Ambulance, Medical Centres and Hospital Emergency Departments).

**4.5** At least One (1) Qualified First Officer is required at all times. A vehicle set aside at the ready for transportation if necessary in the event that an Ambulance is unavailable.

**4.6** There must be suitable location for First Aid parking with clear access to and from the ground.

**4.7** Clear-ways for Ambulance vehicles need to be maintained and where necessary bunting or other identifiers used to delineate access ways..

**4.8** Notify Local Ambulance Service of Tournament.

## **Content List**

Quantity Code Description Use

2 1060 Bandage Crepe Heavy Duty 10cm Support bandage

1 1070 Bandage Crepe 5cm Support bandage

2 1080 Bandage Crepe 7.5cm Support bandage

1 1120 Tape Zinc Oxide 2.5cm x 5m Secure Dressings/Strapping

- 1 1128 Tape Hypoallergenic 2.5 x 9m Secure dressings
- 2 1181 Bandage Triangular 110 x 110cm For slings, padding etc
- 1 1210 Cold Pack Instant Disposable Reduce swelling/pain
- 1 2000 Dressing universal small Wound cover
- 3 2020 Swabs Gauze 7.5cm 3 PK To aid wound cleaning
- 2 2050 Pad Combine 10 x 10cm Bleeding control
- 2 2060 Pad Combine 10 x 20cm Bleeding control
- 2 2140 Pad Non Adherent 7.5 x 10cm Wound cover
- 2 2152 Pad Non Adherent 5 x 5cm Wound cover
- 2 2170 Pad Eye Sterile Emergency eye cover
- 1 2190 Dressing Length Adhesive 6cm x 1m Wound cover
- 1 2291 Swabs Alcohol 10PK Cleans Instruments
- 1 3010 Scissors SS Sharp/Blunt 12.5cm Cut dressings/bandages
- 1 3030 Sheers Trauma Scissors 14cm Cut clothing
- 1 3070 Forceps SS Splinter Pointed Removing splinters
- 2 3080 Blanket Emergency Shock Retain body warmth
- 1 3130 Pins Safety 12 PK Secure wound cover
- 1 3140 Notepad & Pencil Record vital information
- 2 4057 Bag Plastic specimen Severed parts/other uses
- 10 5111 Saline Eye & Wound Irrigation 15mL Eye/wound irrigation
- 5 220102 Primapore Dressing 8.6cm x 6cm Wound cover
- 1 224450 Strips Adhesive Plastic 50PK Minor wound cover
- 1 224902 Strips Adhesive Fabric 50PK Minor wound cover
- 1 309105 Splinter Probes disposable 5 PK Removing deep splinters
- 1 505410 Swab Antiseptic 10PK Clean skin/wounds
- 2 518305 Stingoes Sachets 3ml 5 PK Soothes bites/stings
- 5 305402L Glove Disposable Nitrile Large Pair Hygiene
- 1 3225/1 Guide Emergency First Aid Easy Read Book
- 4 528001 Sunscreen Sachets 30+ 10ml Sun Protection
- 1 LA460000 Resuscitation Protection Shield To aid resuscitation

## **2.16 Media Plan**

### **1. Objective**

To ensure Polo Tournaments and Events are promoted publicised in a professional manner

### **2. Responsibility**

Each Club is responsible for the adoption and operation of effective procedures.

### **3. Definitions**

### **4. Procedures**

For Tournaments and other Events the Organising Committee must appoint a Media Liaison Officer. This Officer will be the single spokesperson to handle media enquiries and interviews. No other person should make any comment to a media representative, or agree to be interviewed on any matters without the approval Liaison Officer. The media Liaison Officer should be someone who is articulate, comfortable dealing with the media and have the required enthusiasm to effectively talk about the Carnival or Event. For Carnivals and other Events the Organising Committee must appoint a Media Liaison Officer. This Officer will be the single spokesperson to handle media enquiries and interviews. No other person should make any comment to a media representative, or agree to be interviewed on any matters without the approval Liaison Officer. The Club is responsible for advising members of this Policy and for



regular reminders. This can be done via club by-laws, newsletters, emails or verbal announcements.

The media Liaison Officer should be someone who is knowledgeable about Polo and its protocols, articulate, comfortable dealing with the media and have the required enthusiasm to effectively talk about the Carnival or Event.

The Liaison Officer should be encouraged to write down key points before making a significant announcement.

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### **Media Release**

A media release is the best way to notify the media of an upcoming Carnival or Event.

Timing is important for an effective media release. Fax your media release out one or two weeks before the Carnival or Event this will enable the news outlets to schedule the date in their diaries.

You could even ring around to make sure that everyone on your media list received the release.

To be effective the media release should follow a few simple conventions:

- The release should include - WHAT, WHERE, WHY, HOW, WHEN and WHO.
- Be concise and avoid rambling, the release should be kept to one page.
- Use Plain English – avoid jargon and acronyms, do not use technical terms without explaining what they mean.
- Accurate - check your facts and details.
- The heading should summarise the story in no more than half a dozen words.
- Proofread your media release before you send it.
- Make it easy for the media to contact you - provide as much contact detail as you can e.g. names, phone numbers, fax numbers, email addresses, web site addresses.

### **Media Kits**

Media kits are a package of useful information that can be provided to media outlets prior to a Carnival or Event or on the day. A media kit can consist of:

- The media release
- Background information on the Carnival or Event
- Background/ biographical information on the Players
- The Carnival or Event Program
- Other relevant information

### ***Tips.....from the Australian Sports Commission***

#### **Making the Most out of Local Media**

Many sporting clubs and organisations greatly underutilise their local media, mistakenly believing that newspaper, radio or television journalists would not be interested in their story. Journalists are always looking for interesting stories, but if they don't know what's going on in your sport or activity, they can't cover it. The media is not as unapproachable as many people think and there are ways of getting your message, or story across. There are a few ways to go about getting coverage in the media. The first is to send out a press release through the mail, by fax or by email. You can also contact the media outlet directly with a telephone call. It is great if you can develop a good relationship with a journalist.

**Media Training** If your organisation is likely to be used regularly by the media, it may be worthwhile investing in some media training for key people. Check the Yellow Pages or contact local journalists who may be able to help.

### **Print Interview Tips**

If you are interviewed for a story, think of it as a great opportunity to get your message across. Make sure you are prepared for the interview. Most athletes or coaches would never go into a match or event without training; the same applies to interviews. Prepare four or five key points you want to get across.

Preparation prevents poor performance. A journalist may not know a lot about your sport or organisation, so you need to provide the necessary background information as briefly as possible. A one-page media release with relevant facts can help a journalist. Be aware that during a telephone interview you risk being misquoted. Most journalists do not do this on purpose, but mistakes can be made interpreting hastily written notes. Try to make your quotes as interesting and colourful as possible. There will be more chance of them being used, rather than paraphrased. Avoid using jargon associated with your sport.

Remember, you want to appeal to as many people as possible.

### **Getting on Radio**

Radio is a great way to reach a mass audience. Many people tune in throughout the day to keep in touch with what is going on in their region.

The beauty of radio is we can listen to it while still going about our busy lives. You can catch up on the news while commuting, tidying up around the house or doing the gardening. Different radio stations appeal to different audiences and you need to consider the demographics of the radio station's listeners (ie which particular age the station is targeting). And don't limit yourself to aiming for coverage in news updates.

You can get a lot more exposure from a longer interview during a radio program or talkback show. The number of regional and local sports stations is growing, and they have a lot of air-time to fill.

### **News**

Most radio stations run hourly news bulletins. Each story is usually only 30 seconds long in total, which sometimes includes a 10-second 'grab' from an interview. So if you are interviewed, you need to make sure your 10 seconds have maximum impact. You can do this by preparing a few key points and trying to get them across in each of your answers.

### **Talkback**

Talkback radio producers are always looking for interesting material to fill their programs. A producer backs up the on-air broadcaster and does much of the research and preparation. You need to be entertaining and enthusiastic---what the industry calls being 'good talent'. Remember people are usually listening to the radio while they are doing something else.

### **The Interview**

The interview will be done in one of three ways:

1. A journalist will come to you and record an interview on a portable tape player. Try to forget the microphone is there and just chat enthusiastically to the reporter.
2. You may be interviewed over the telephone. A producer will ring you and get you to wait on the line until the journalist or broadcaster is ready to do the interview. They will record the interview and either run it as is, cut parts of it out, or use just one or two grabs.
3. Then there is the studio interview, where you actually go into the radio studio and do a live or pre-recorded interview. This can be the most daunting because you are in unfamiliar surroundings and there is a lot of equipment. Try to ignore what is going on around you and just concentrate on having a lively and interesting conversation with the broadcaster.

### **Radio Interview Tips**

Try to relax and be natural. Do not think of it as an interview, but a conversation in which you have the chance to get your message across.

Prepare your key points, but don't memorise them as you want to sound natural.

Good presentation demands good preparation. For radio it is important to talk in pictures so you can create the imagery for the listener. Describe events, places, people and situations.

Make sure you know the audience---are your listeners at home, office workers, commuters, families, teenagers or retirees? Remember that radio listeners only get to hear what you say once, so speak clearly and concisely, with lots of expression in your voice. If you smile, your voice will sound better. Use everyday language, which you would use when talking to your friends or family. In fact, pretend you are chatting to a friend at home.

Try to avoid repetitive words such as 'you know' and 'like', and keep 'ums' and 'ers' to a minimum.

Don't forget to breathe, but take care not to sniff, cough, click pens or shuffle papers.

And make sure you turn off your mobile phone.

### **Getting on Television**

More people are turning to television as the main way to catch up on the day's news.

It is perceived as the most credible news outlet, because people believe what they see. As well as nightly news bulletins some regional stations have sports shows, which can be a good place to get your story to air.

Pictures are the driving force behind television news. If a story has good vision, the chances of getting coverage are better. Most sports and physical activities lend themselves to television because there is lots of colour and movement.

### **The Interview**

Most people find television interviews the most daunting, because you are on camera. There will be a reporter, camera operator and sometimes a sound-recordist. Most interviews will be done standing up and the camera operator usually decides what will be a good background.

You may also be required to do a studio interview, which can be a bit overwhelming because of all the lights and technology. You need to try and ignore everything that is going on around you and concentrate on the presenter's questions. Forget the camera is there. If you are required to do a studio interview, you will need television make up, because the lighting is very harsh. There will be someone at the station to do this for you.

Once the interview is done the camera operator will get some additional shots, called cutaways, such as a 'two-shot', which is simply a shot of you and the reporter talking.

They will need footage to go with the story, so you may need to get a class, group or team together to provide the action.

### **Television Interview Tips**

Try to relax and not be overwhelmed by the journalist and camera operator, they are just doing a job. The camera operator will tell you where and how to stand or sit, and from then on try to forget the camera is there.

Most television interviews are pre-recorded so you can think about what you are going to say before you answer. Prepare a few short, clear, simple things to say. If you are not happy with the way an answer is going, ask if you can start again. Obviously you would not do this during a live interview.

Try not to move around too much. A lot of people rock back and forth, or sway from side to side when they are nervous. The camera accentuates all movements. Don't be afraid to brush away stray bits of hair or insects (don't let a fly crawl up your cheek!). Caps, hats and sunglasses should be avoided. But if you want to wear a cap or hat, make sure it is pushed back as eye contact is very important for a television interview.

## **2.17 Food Handling and Hygiene Procedures**

***Please note this procedure is a guide only; each Club is to refer to and comply with their relevant State Legislation.***

### **1. Objective**

To ensure all venues provide safe preparation and handling of food.

### **2. Responsibility**

Each club is responsible for the adoption and operation of effective procedures.

It is the responsibility of businesses or clubs to serve safe food to their customers.

Legislation exists in all states concerning safe food handling.

It is an offence to sell food that does not comply with the respective Food Acts.

Penalties include prosecution, fines and/or closure of the business.

#### **Note:**

While the Food Act is important in the control of food contamination, the law alone cannot stop this from happening. Commitment is also required from every food handler to always comply with the Food Act.

### **3. Definitions**

#### **3.1 What is a Food Safety Program?**

A Food Safety Program is a set, written procedure for always producing safe food. It looks at each step in producing the food from buying and receiving all your ingredients to selling the final product to your customers.

A Food Safety Program considers the risks in terms of likelihood and consequence. Within your program you must describe anything that could go wrong at each step of your food process, and explain the controls you have in place to make sure the food is produced safely.

### **3.2 What is food poisoning?**

Food poisoning is an illness caused by eating food, or drinking liquid, that is poisoned or contaminated. Food poisoning can be caused by:

- bacteria or their poisons (toxins);
- viruses;
- chemicals such as pesticides;
- metals such as lead or mercury;
- natural poisons such as rhubarb leaves and toadstools.

The symptoms of food poisoning include diarrhoea, vomiting, nausea, fever, stomach pains and headaches, starting from 1 to 72 hours after eating contaminated food, and usually lasting from 1 to 7 days. Bacteria are easily the most common cause of food poisoning, which can sometimes result in death.

### **3.3 What are bacteria, and where do they come from?**

Bacteria are tiny germs (or micro-organisms) which are too small to be seen without a microscope. They grow by dividing into two identical bacteria, so quickly multiplying to high numbers if conditions are favourable: Bacteria are found all around us in the air, in soil and dust and in water. Bacteria are also found on and inside people, animals, and pets. Many bacteria are not harmful; in fact, some bacteria are used in the food industry to manufacture specific foods such as yoghurt. However some bacteria, called food poisoning bacteria, will become a problem if they are allowed to grow in numbers to the point where they cause illness when contaminated food is eaten. The main difficulty for food handlers is that these bacteria are too small to be seen, so it is difficult to know if they are present in food.

#### **Note:**

Food containing food poisoning bacteria may not look, taste or smell 'off' - so it's a good idea to assume that all food contains harmful bacteria.

### **3.4 How can I prevent food poisoning?**

#### **3.4.1. By preventing contamination of food**

The first step in ensuring that food is safe to eat is to stop bacteria from contaminating (getting into) food wherever possible. This can be done by using the following simple controls:

- Store uncooked and ready to eat foods separately at all times.
- Store all food in waterproof and pest proof containers with well fitting lids.
- Keep all pests and pets out of the food preparation areas at all times.
- Limit direct handling of food. Clean forks, tongs etc can also be used to handle the food instead of bare hands. Food handler gloves can be used to put a barrier between the food handler and the food.

- Keep raw and cooked foods separate at all times during preparation. Always use separate utensils and cutting boards for the preparation of raw and ready to eat or cooked foods, and washed and unwashed foods.
- Handle and dispose of garbage correctly & keep garbage areas clean.
- Protect self-serve foods from contamination by the customer.
- Keep all food preparation areas, work surfaces, equipment and utensils in a clean condition.
- Ensure that all food handlers wear clean overalls, uniform or aprons while in the food preparation areas.
- Discard damaged or deteriorated utensils, crockery immediately and do not use under any circumstances.
- Practice good personal hygiene at all times.
- Do not use tea towels and wiping cloths.

### 3.4.2 By preventing any bacteria in the food from multiplying to high numbers

All of the above will help to ensure that contamination of food is kept to an absolute minimum. It is wise to assume that low numbers of bacteria are present in all foods, and your aim then is to ensure that these bacteria are not given time to grow to large enough numbers to cause illness.

Bacteria grow well in high protein foods, which are therefore called 'high risk' or 'potentially hazardous' foods. Examples of high risk foods include:

#### High risk foods Examples:

**Milk & milk products butter:** yoghurt, custards, cream cakes, soft cheeses & some dips

**Eggs and egg products:** quiche & fresh pasta

**Meat & poultry:** all cuts of red meat, poultry & game.

**Smallgoods:** ham, bacon, Strasburg (fritz), chicken loaf, salami

**Processed meat products:** pate, casseroles, patties, stews, soups, stocks, pies, sausage rolls

**Fish & shellfish:** whole fish, fish fillets, prawns, scallops, caviar, fish balls

**Other foods:** sauces, soups, stocks, salads, pizzas, sandwiches with any of the above fillings, rice dishes.

To grow quickly bacteria also need moisture, time and warm temperatures (between 5°C and 60°C), and this is therefore called the 'danger zone'. Some simple ways you can help to control or reduce the growth of bacteria in food include:

- Keep all dry foods dry at all times before use - dry foods include cereals, flour, rice, pasta, powdered milk etc.
- Keep all cold food in the fridge at less than 5°C
- Keep hot foods hot by storing them at more than 60°C
- Keep all foods out of the danger zone (5°C - 60°C) as much as possible by:
  - placing food in the fridge if there are delays in preparation;
  - cooling food quickly and correctly - divide large quantities of food into smaller shallow containers;
  - do not leave cooling foods at room temperature for longer than 1 hour before removing to the fridge;
  - reheating food quickly (to at least 70°C);
  - never refreeze thawed foods.

### **3.4.3 By destroying any bacteria in the food**

There two ways you can destroy some of the bacteria that may be present in food:

- 1.** Cooking food thoroughly so that all of the food reaches at least 75 °C at the centre; and
- 2.** Sanitising all utensils, crockery, cutlery, equipment, food storage areas and food preparation surfaces.

## **4. Procedures**

All food handlers can use the following good food hygiene practices to ensure that the food is safe to eat.

### **4.1 Storing food:**

It is important that food is not kept too long in your cupboards, fridges and freezers, even under the correct storage conditions. Generally food stored in the freezer at -18°C should be kept as follows:

- Vegetables, fruit and most meats up to 12 months
- Pork, sausages, offal, fish, soft cheeses and cooked foods up to 6 months
- Generally food stored in the fridge at less than 5°C should be kept as follows:
- Milk and milk products 5-7 days
- Poultry, mince and all seafood 2 days
- Cooked dishes, leftover food and mince with no preservative 1 day
- Other raw meats 3 days

Always check the manufacturers' instructions on the length of time a specific food should be stored, and always ensure that food is stored at the correct temperature.

#### **Note:**

Do not buy or prepare more food than you can use within the suggested time - because once food has reached the end of its shelf life it may not be safe, and must be discarded. Storage of all raw ingredients and prepared foods must be carried out correctly. To store all food correctly consider the following:

- When storing food in the fridge always keep raw food and unwashed foods separate from cooked and ready to eat foods to prevent contamination – by storing them in separate fridges, or on separate shelves with raw and unwashed foods below cooked and ready to eat foods.
- Store all food in clean, washable containers, such as plastic, glass and stainless steel.
- Store all dry foods on shelves above the floor, in containers such as plastic buckets, tubs or bins with lids, so that insects and water are kept out.
- Ensure that stock is not stored for too long by practicing good stock rotation, where older stock is used first - a regular stock take check will help.
- Always store cleaning chemicals and pesticides well away from food storage and preparation areas.

### **4.2 Displaying food:**

#### **4.2.1 Temperatures**

Many foods are prepared and then displayed either hot or cold until the customers make their selection. It is essential that all food on display is maintained at the following temperatures:

- Less than 5C for cold food, such as salads, sandwiches and some desserts;

- More than 60C for hot dishes in a Bain Marie or pie warmer, such as pies, pastas and casseroles.

#### **4.2.2 Protection**

When displaying food make sure it is wrapped. Unwrapped food should be covered or protected from touching, coughing and sneezing with a sneezeguard or fully enclosed display unit.

#### **4.2.3 Decoration**

Always place your decorations so that they do not come into direct contact with the food on display.

#### **4.2.4 Leftovers**

Leftover food from hot or cold display units should be discarded at the end of each day.

**Note:** If in doubt - throw it out!

#### **4.3 Serving food:**

To ensure that you serve food safely always:

- Follow good food hygiene practices, including the correct use of tongs, spoons and disposable gloves to minimise direct handling of food;
- Always use clean and sanitised utensils for serving food;
- Avoid handling money and food together. Whenever possible assign individual staff to carry out one task or the other - if this is not possible staff must wash hands frequently (every 10 minutes) while serving food and handling money;
- Do not touch the food surfaces of plates, insides of glasses, cups or containers, or the food contact end of cutlery during service;
- Ensure that all containers, cutlery, crockery and glassware are stored hygienically
- Make a staff member responsible for supervising self service areas at all times;
- Any food returned to your kitchen after serving must never be reused or resold;
- Use food grade containers and wrapping for all food to protect it from contamination until it is served.

#### **4.4 Personal Hygiene**

Some common food poisoning bacteria are found on our skin, in our nose and throat, and on our hair and clothing, while other bacteria are found inside our digestive system. Practicing a high standard of personal hygiene at all times is essential to ensure that these bacteria are not allowed to contaminate the food being handled and prepared by food handlers.

One of the most important and simple hygiene practices that will reduce the numbers of live bacteria on hands is thorough and effective hand washing:

#### **4.5 Hand washing**

To wash your hands thoroughly always follow these steps:

1. Wet hands with warm water
2. Add soap - either liquid or cake soap
3. Take time to lather well between fingers, around nails and up to the wrists
4. It is advisable to give your nails a quick scrub with a nailbrush
5. Rinse hands thoroughly with warm water to remove all soap
6. Dry with disposable paper towels or using a hot air hand drier

Never use a tea towel, rag or cloth to dry your hands, as this may only recontaminate washed hands.



All food handlers should wash their hands frequently throughout the working day, and especially:

- before commencing work
- before handling food
- after visiting the toilet
- after handling raw food
- after using a handkerchief or tissue
- after handling garbage
- after performing cleaning jobs
- after touching the ears, mouth, nose, hair
- after smoking
- after each break.

**Note:** To ensure all your food handlers wash their hands thoroughly and regularly they must be supplied with a hand wash basin, warm water, soap and drying facilities near the food preparation area - also don't forget a disposal bin if you use disposable paper towels.

#### **4.6 Hair, Jewellery and Personal Behaviour**

Bacteria may be present in hair and on the scalp, and hairs and dandruff continually fall out. For this reason long hair must be tied back or otherwise effectively covered to prevent contact between hair and food. All hair, including facial hair must be kept clean and neat.

Jewellery such as earrings, rings, watches and bracelets collect food scraps and dirt around them, and are an ideal place for bacteria to survive and grow. For this reason jewellery should not be worn while working with food, or should be limited to plain banded rings, and simple sleeper or stud earrings.

Fingernails also harbour bacteria, and so should be kept short and clean. Nail polish should not be worn as it may chip and fall into food.

#### **4.7 Illness and injury**

A food handler who is suffering with almost any illness has an increased risk of contaminating the food they handle. For this reason it is important that sick food handlers do not directly work with food, and that they take even more care with their personal hygiene.

Food handlers suffering from certain infectious illnesses **must not**, handle unpackaged food under any circumstances. These illnesses include:

- Salmonella infections
- Hepatitis A or E
- Dysentery
- Diarrhoea
- Cholera
- Tuberculosis.

Food handlers suffering from these diseases must not come to work, and should only return to work once they have a doctor's certificate to prove that they are fully recovered. A record should be kept of illnesses suffered by all food handlers employed in the business.

#### **4.8 Protective clothing**

Bacteria and other contaminants are carried on ordinary street clothing, and the wearing of protective clothing over, or instead of street clothes prevents these contaminants from transferring to food.

Clean protective clothing provides a barrier between food and ordinary clothing, and must be worn when handling food. Protective clothing may be a uniform worn instead of everyday clothing, or an apron or overall worn over everyday clothing.

Protective clothing must be worn in the food preparation areas only, and not outside the premises. Personal effects and clothing must be stored in staff rooms, lockers or other suitable areas provided for that specific purpose.

#### **4.9 Smoking**

It is illegal to smoke in the food preparation area, as smokers transfer bacteria from their mouths to their hands, and then possibly into food.

**Note:**

All visitors to the food handling or preparation area must also observe all rules of personal hygiene.

#### **4.10 Effective Cleaning**

It is just as important to keep your business in a clean and sanitary condition as it is to practice good personal hygiene. Food prepared in a dirty environment, using dirty equipment and utensils will inevitably become contaminated, and may then be unsafe for your customers.

To ensure that all aspects of your business are always clean you will need to follow a clean plan or schedule that outlines what is to be cleaned, who is to do the job, how they should clean, and what chemicals should be used. Using such a plan will help you to make sure that nothing is missed, and that all cleaning is done regularly, frequently and effectively.

When cleaning anything in your business the following steps should be used:

- 1. Pre-cleaning** removing and loosening of food scraps, dirt and, grease by scraping, sweeping, wiping or soaking;
- 2. Washing** removing surface dirt, food scraps and grease by washing in hot water with a detergent;
- 3. Rinsing** removal of any residues and detergents with clean hot water;
- 4. Sanitising** reducing the numbers of live bacteria by using either very hot water (above 70°C), or a chemical sanitiser (chlorine based bleach is an effective sanitiser) diluted in hot water according to the manufacturers instructions.
- 5. Drying** should always be done by allowing the air to dry utensils.

Do not use tea towels to dry utensils, crockery, cutlery, equipment or work surfaces.

Commercial dishwashers complete all of the steps above, using hot water and detergent for washing, and very hot water to rinse and sanitise.

**Note:** You have a legal requirement under the Food Act to always keep your food business in a clean and sanitary condition.

#### **4.11 Pest Control**

Common food pests include rats, mice, flies, cockroaches and ants, and as they often carry disease they can contaminate food, utensils, containers, equipment, storage areas and work surfaces. It is essential that pests are kept out of all food businesses. There are two main ways to ensure you do not have problems with pests:

Prevention:

- keep the premises in a clean and tidy state;
- ensure that all garbage and refuse is stored correctly;
- store food in strong and durable containers with fitted lids;
- clean up all food spillages particularly in storerooms;
- remove any packaging or wrapping materials which might offer harbourage for pests;
- ensure all gaps, cracks and crevices in walls are sealed;
- ensure you have fly screens on all windows and doors;
- ensure that doors are close fitting.

**Extermination:**

- A professional pest control operator should be contracted to visit and inspect each food premises regularly;
- If at other times, signs of pests are seen in the food premises the pest control professional must be notified immediately so that steps can be taken to control and eradicate the problem.

#### **4.12 Scolding Water**

Each year in Australia, an average of 1,800 children suffer scald burns requiring admission to hospitals. Of these approximately one in five are due to exposure to hot tap water. The key risk group is children aged under three years.

Older persons and people with disabilities are also at risk of tap-water scalds.

Often water systems currently deliver water at dangerously high typically around 70°C. At 70 to 75°C water causes a full thickness epidermal scald to children in one quarter of a second.

Reducing the temperature at the outlet to 50°C increases the safety margin for scalding to five minutes. Another area of concern is kitchens where hot liquids hazards are common.

“Scalding” means extremely hot liquid that burns the skin through to the underlying dermis.

“Dermis” means the thick sensitive layer of skin or connective tissue beneath the epidermis that contains blood, lymph vessels, sweat glands, and nerve endings.

**1.** Ensure that all hot water outlets are set to deliver water at a maximum temperature of 50°C. In rented, leased or hired properties this will necessitate getting conformation from owners.

**2.** Prohibit children up to and including 14 years from entering a kitchen or cooking area while hot food is being prepared or heated.

**3.** Ensure that urns, cooking utensils and cookers and barbeques etc used to heat food and liquids are adequately arranged and supported.

**4.** Ensure that sufficient clean cold running water is readily available in the event of a scold. (Minimum of 15 minutes is needed,)

## **2.18 Emergency Contact Policy**

### **1. Objective**

Quick and effective efficient emergency plan

### **2. Responsibility**

Each club is responsible for the adoption and operation of effective procedures.

### **3. Definitions**

An emergency is a sudden unforeseen crisis (usually involving danger) that requires immediate action.

#### **4. Procedure**

A proper and adequate list of all emergency contact numbers should be available to club or zone officials at any event that which is covered under our insurance policy.

Emergency phone numbers:

- Ambulance
- Doctor
- Electricity Authority
- Fire
- Hospital
- State Emergency Service
- Shire Council
- Vet

# SECTION 3

## EVENT (TOURNAMENT)

### MANAGEMENT

**Purpose** - To ensure that:

Tournaments / carnivals are run safely and that people and horses do not come to harm.  
To retain the good name of the sport.  
To comply with rules and regulations.

#### **3.1 Venue risk review and mitigation (eg grounds, fencing, stands, parking)**

#### **3.2 Horse floats and horse transportation location.**

3.2.1 To be parked in an orderly manner to allow the safe passage of horse and people.  
Refer to your Tournament coordinator

#### **3.3 Stables and Yards**

3.3.1 Should be set out in a orderly manner for the safe passage of horses and competitors.

#### **3.4 Clear access for Ambulance, Paramedic and First Aid**

3.4.1 There must be suitable location for Ambulance, Paramedic and First Aid parking at Polo games that provides clear access to and from the ground.

3.4.2 Suitable hard standing for parking together with a turning circle is needed.

3.4.3 The on-site road used for ambulance (where needed) must be suitable for all weather conditions.

#### **3.5 Washing and watering of horses**

3.5.1 Suitable designated areas to allow for adequate drainage.

#### **3.6 Registration of Volunteers**

3.6.1 A register of volunteers is to be organised; name, activity undertaken and the time.

#### **3.7 Grandstands Seating**

3.7.1 Portable grandstands needs to be designed to the Australian Standard AS/NZS 1170.0:2002 Structural design actions - General principles. The stand provides the procedure for structural design and robustness.

3.7.2 Portable grandstands should have a Standards label affixed to the structure that confirms that the stand conforms to AS/NZS 1170. **3.8 Car parks & Traffic Control**

3.8.1 Adequate car parking is needed at tournaments/carnivals to ensure the safety of members, visitors and others.

3.8.2 Ground conditions need to be considered when selecting parking on grassed areas to identify any soft areas.

3.8.3 Car parking needs to be managed and when appropriate park clearly identifiable parking attendants should be used.

3.8.4 Clear-ways Emergency Service vehicles need to be maintained and where necessary bunting or other identifiers used to delineate access ways.

3.8.5 When appropriate speed signs should be used (the maximum speed should be 8kph).

3.8.6 Unlicensed drivers are not permitted to ride a motor bike or drive a vehicle within the Car park or Tournament Grounds.

### **3.9 Crowd and Horse management**

**3.19.1** A crowd and horse management strategy is needed at every venue to ensure the safety of people and horses. While strategies will vary depending on the site and crowd numbers, it is important to ensure that horses and bystanders do not come into direct contact with each other. The main spectators' area may need to be roped off from the safety zone to prevent spectators from entering the safety zone.

### **3.10 Waivers**

3.10.1

### **3.11 Requirements for World Championships & Zone Play Off**

3.11.1 Refer to FIP World Championship & Zone Play off Tournament Procedures May 23 2005.

### **3.12 Pre-event inspections**

3.12.1 Prior to the commencement of a tournament/carnival a responsible member needs to undertake a full site inspection to ensure that all facilities are adequate and in place. The inspection should include, but not be limited to:

1. parking arrangements suitable for floats, transporters and cars and cones, notices barricades in place as appropriate available.
2. parking attendants available for pre and post event as appropriate
3. ambulance in attendance and clear egress provided
4. fields inspected, appropriate and correctly marked out
5. safety lines in place
6. stables and or yards suitable
7. facilities for washing and watering horses appropriate

8. seating and any seating stands safe
9. refreshment booths appropriately organised, licensed and staffed
10. any kitchens, BBQs are safe and operators have safe food handling/storing procedures
11. public address system set up and announcer available
12. toilet arrangements satisfactory (check for no scalding water) and clean
13. cleaning arrangements are in place
14. Where appropriate security staff on site, licensed and briefed
15. electrical extension cords in test, appropriately located and run via residual current devices

### **3.13 Post event inspections and risk evaluation**

3.14.1 After an event it is important to undertake a review to follow up on complaints or comments and to review any incidents or accidents. All incidents must be recorded on the Polo Accident/Incident Report. The post event review should be done within a week of the event.

### **3.14 Tournament job and check list**

3.15.1 To assist with the smooth running of a tournament a Job List Check sheet should be used well ahead of the day. The person nominated for each task should be written on the sheet. See template sheet at the end of this section. The template should be modified to suit individual clubs and events.

### **3.15 Contractor control**

3.16.1 All contractors need to have the appropriate licences, be competent and work safely. To ensure a good level of control, clubs need to check the following items, prior to work starting.

1. evidence of a written health and safety policy
2. written procedures that cover: individual responsibilities, training, equipment maintenance records, emergency procedures, first aid procedures, proper use of personal safety equipment and for bigger companies a safety manual
3. documented procedures for hazardous jobs that identify safely hazards eg working at heights, noisy work, hot work ie (cutting & welding).
4. safety equipment where required
5. material safety data sheets covering any hazardous materials that will be used
6. written details of current public liability cover (Note: Minimum cover \$10 million)
7. workcover registration details
8. provision of first aid kit
9. provision of necessary fire fighting equipment

3.16.2 Clubs need to monitor contractors for compliance and take appropriate action when issues are identified.

### **3.16 Food vendors**

3.17.1 Food vendors need to be vetted and comply with APCs Food Handling & Hygiene Procedures (see Procedure 2.35) . Likewise Clubs engaged in food handling need to comply with the procedures.3.16.2 Assistance and special forms regarding major events need to be obtained from JLT Insurance Brokers on an as needed basis. All queries regarding food vendors need to be channeled to JLT Insurance Brokers

### **3.17 Entertainment/rides/trade stalls**

3.17.1 All entertainers, children’s rides and trade stall operator need to have the appropriate licences and liability cover. 3.17.2 Clubs must sight certificate and ensure that they are current. 3.17.3 All ride equipment must comply with Australian Standards and the appropriate regulation.

### **3.18 Toilets and showers**

3.19.1 All toilets and shower facilities need to comply with local authority regulations.

### **3.19 Temporary structures (ie tents, marquees)**

3.19.1 Temporary structures such as tents and marquees need to be correctly sited and be suitable for the anticipated weather conditions.  
3.19.2 Tent/marquee pegs and guy ropes need to be arrange so that they do not present a trip hazard. (Screen off with barriers if necessary.)  
3.19.3 Ensure that tents and structures are erected according to the hirers or manufacturers instructions.

### **3.20 Paramedics/ambulance/First Aid - refer to 2.18 First Aid Policy**

3.20.1 First Aid and ambulance requirements required by the Rule Book must be complied with.

### **3.21 Veterinarian**

A Veterinary Clinic must be notified of the Tournament to enable a vet to be on stand-by. Contact details for the Clinic must be noted by Tournament Committee.

### **3.22 Commentator**

3.23.1 Commentators need to be suitable for the job and be briefed/trained on how to handle an emergency.

### **3.23 Mobile screen for horse destruction**

3.23.1 Any animal seriously injured on the field shall be removed by conveyance. A conveyance suitable for this process shall be available at all times during play

3.23.2 When it is necessary for a horse to be destroyed on the field, a mobile screen shall be placed around the animal prior to it being destroyed and shall remain in place until such time as it allows the destroyed animal to be loaded for transportation from the area.

### **3.24 Signs/notices/bunting**

3.25.1 Bunting (flags on rope) or plastic safety tape should be used to screen off hazards

### **3.25 Security**

3.25.1 Adequate security arrangements are needed at tournaments. This will include the use of security officers.



3.25.2 If present Security officers must be clearly identifiable.

3.25.3 Security officers need to be give a briefing prior to commencing work. (This should include vehicle checks.)

3.25.4 Any outside security staff must hold a current Security Officers licence and have Liability insurance. Licences and insurance cover must be checked for currency.

## Appendix to Section 3

### PRE-TOURNAMENT JOB CHECKLIST

Club Name: .....

Tournament/Carnival Date: .....

TASK	ORGANISATION RESPONSIBLE	ACTION PLANS	CHECKED & DONE
Accommodation			
Administration Office	Club		
Ambulance	Club		
Announcers	Club		
Balls	Club	3 for each field with a spare for each field	
Bells	Club	1 for each field	
Brochure	Club	If applicable	
Catering	Club	See risk management guidelines	
Disputes	Club	Disputes Committee established	
Draw	Club		
Electricity	Club	Ensure enough power outlets – electrical leads and appliances to possess current certification tags	
Entry Tickets	Club		
Field Marking	Club		
Fields	Club	* Check all fields comply with Rules of Polo Article 11 * Maintain fields * Must be stone free * Water trucks for dry & dusty conditions	
Goal Posts	Club		
Grand Parade	Club		
Guest Passes	Club	Mail any VIP Guest Passes	
Hessian Curtain/screen	Club	Must be ready in case of horse injury	
Horse Float Ambulance	Club	Must be ready on standby on the grounds See also APC Rules of Polo Article 4n.	
Horse Welfare	Club	Horse Welfare officer – see Rules of Polo Annex B paragraph 5	
Judges	Club	Best Playing Pony etc	
Media Coverage	Club	Local Newspapers	
Nominations	Club		
Official Welcome Host	Club President	Acknowledge – Local dignitaries, VIP's, Sponsors, State Association or APC representation and any other special guests you may have.	
PA system	Club		
Photographer	Club		
Risk Management	Club / State Association	Ensure all facets of the Tournament or Event comply with the Risk	

		Management Policy	
Promotional Items	Club		
Showers & Amenities	Club	Refer Risk Management Policy	
Signage	Club	* No Dogs Allowed * Umpires Horses Only * Road signs advertising Polo * Speed limit signs And any other you may think appropriate	
Social Activities	Club	Food/bar-need marquee (food MUST be separate from the bar area) Refer Risk Management Policy	
Spectator/safety zone separation rope	Club		
Stables and Yards	Club	Refer Yards Policy	
Timers	Club		
Time Keepers/Scorers/Flag People	Club		
Trophy Presentation	Club	Inform presenters Need table, platform / podium, shelter Teams and Players are required to be in uniform	
Umpires	Club	Club Chief Umpire Contact Director of Umpiring for assistance	
Umpire Shirts	Club		
Vet		Club Must have a vet on standby for the duration of the tournament – see APC Rules of Polo Article 4b.	
Wash-bays	Club	Adequate number of bays with running water and hoses	
VIP Tent / Area		Requirements to be discussed before tournament	
Waste Management Ensure there is an ample supply of new whistles.	Club	Ensure you have enough rubbish bins. Arrange to have them emptied every day	
Water (for horses)	Club	Reasonable access is required	
Whistles	Club		

# SECTION 4 OCCUPATIONAL HEALTH & SAFETY

**Purpose:** To ensure that:

- People do not come to harm.
- To retain the good name of the sport.
- To comply with rules, and regulations

## **4.1.1 Responsibilities**

4.1.1 Individual clubs are responsible to ensure that procedures are in place at tournament/carnivals to ensure the safety of everyone present.

## **4.2 Incident Investigating and Reporting**

4.2.1 Polo Accident/Incident Report Form (see sample form in the Appendix at the end of this section) needs to be filled in for all incidents and accidents. This should be done at the earliest opportunity following an incident.

4.2.2 The official Forms should be used and copies sent to the Tournament Committee (Club), State Association and APC.

4.2.3 The Polo Investigation Report should be used following an incident to determine the underlying cause and to put in place any remedial action plans to prevent recurrence. (See Appendix for a copy of the form.)

## **4.3 At risk riders**

4.3.1 All players who have been previously injured (pre-existing injury) who have been treated by a Doctor in private practice or Hospital, taken away by Ambulance for Treatment, or admitted to hospital are required to have a current medical clearance before competing at a Tournament or Practice.

4.3.2 Umpires need to check clearance certificates prior to play commencing.

## **4.4 Electrical safety**

4.4.1 Portable electrical equipment needs to comply with Australian Standard AS/NZS 3760. (The standard defines the requirements of routine inspection and testing of electrical equipment, including portable equipment, leads and cables.)

4.4.2 Visually inspect electrical leads, tools and equipment for damage before each use.

4.4.3 Test and tag electrical leads, tools and equipment prior to initial use then every twelve months, fixed items, e.g. computers, every five years. Safety switches every two years.

4.4.4 Use safety switches such as Residual Current Devices (RCDs) when using electrical tools and equipment

4.4.5 Always use licensed/qualified people to repair damaged electrical leads, tools and equipment.

4.4.6 Clubs with own premises should consider install RCDs at switchboards.

4.4.7 Ensure that all power extension cords are installed so as not to cause a safety hazard.

#### **4.5 First Aid Kit**

4.5.1 Ensure there is adequate First Aid as in accordance with **2.18 First Aid Policy**. Also ensure there is a First Aid Kit in the Canteen.

**INCIDENT REPORT**

Send to: Secretary  
 Australian Polo Council  
 PO Box 150  
 Windsor, NSW 2756  
 Tel: 02 9388 9593  
 Fax: 02 9388 9793  
 Email: [apc@australianpolo.com.au](mailto:apc@australianpolo.com.au)

DATE	CLUB	GROUND	MATCH
TEAM		TEAM	
1		1	
2		2	
3		3	
4		4	
UMPIRES		REFEREE	

**REPORT**

**SIGNATURES** .....

**NAMES (CAPS)**.....

This form should be completed to record any significant incident, including where a player is sent off or where a pony has been subject to abuse.

One copy should be sent by email and post to the office above (APC), the second given to the State Association and the third kept as a record by the Club.

## POLO ACCIDENT / INCIDENT INVESTIGATION FORM

To be used following an incident to establish underlying cause.

Name of Injured Person	
Date of Accident	
Location of Accident (Where the accident occurred)	
What was your injury? <ul style="list-style-type: none"> <li>• Location of Injury – (left/right, wrist, shoulder, ankle etc)</li> <li>• Type of Injury (sprain, strain, burn, dislocation, foreign body etc)</li> </ul>	

**A. Ask the Following Questions and document on this form. Remember you are finding out what happened, not trying to find blame:**

- Ask the Injured person what happened.
- What did they see happen?
- Who were the witnesses?
- Are there any other factors, which should be considered?  
(Fatigue, distractions, standard of equipment etc)

*- Do you have all the information, which clearly describes what happened from start to finish? If not, clarify areas of uncertainty or conflicting information.*

**B. Identify all the immediate causes (behaviours and conditions contributing to the accident). It is likely that more than one of these will have contributed to the incident.**

- Equipment – use of or location
- Work factors -
- Environmental factors
- Materials or design
- People and behaviours
- Health factors

Describe:
-----------

**C. Identify the Root Cause. These are the core reasons why the accident occurred.**

**You should identify the core safety management deficiencies of why the incident occurred. There may be more than one factor contributing to the core reason why this incident occurred.**

- Knowledge or training
- Supervision or management
- Procedures or practices
- People selection or placement
- Feedback or information communication
- Maintenance or inspection
- Identification and management of hazards
- Protective equipment
- Design or placement of equipment

**For each ticked box, ask 'why' this occurred or 'how' this occurred. Record on this sheet**

## **Analysis**

### **Response to Section A (use additional pages if required)**

What happened from start to finish (diagrams may assist). Remember to document factors which need to be considered i.e. fatigue, deadline, absent personnel, distractions, environmental factors etc

### **Response to Section C:**

'Why' or 'how' did this occur?



**Corrective Actions Required.** This is those actions required to prevent this type of incident occurring again. Consider changes to policies, procedures, training, rules, workloads or timing, etc. The Consequence and Likelihood Information Sheet to be used as a guide to ascertain whether Corrective Action is required.

<p><b>For new Hazards ask:</b>          Why was this potential hazard not identified earlier?          What processes/procedures needs to change to ensure that these types of hazards are picked up before harm occurs?          What controls are required to prevent this accident occurring again?          What training, equipment, processes or procedures are required?          What do people need to know to protect themselves?          Record the new hazard in the Hazard Register</p>	<p><b>For existing Hazards ask:</b>          Is this hazard identified in the hazard register?          What controls were in place?          Why did the controls not work?          Were the controls identified sufficient?          What needs to be done to ensure that the controls do work?          What do people need to know?          Review this hazard in the Hazard Register</p>
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Describe fully what needs to occur to prevent further accident. There may be more than one action required to ensure that this scenario does not occur again including, training, changes to procedures, environment, work practices or schedules, processes, behaviours/attitudes, organisational culture etc:

Actions Required	When	By Whom

**Investigated by:**

**Date:**

<p><b>List other personnel involved in the investigation:</b></p>
---

**Attach a copy of the Incident/Accident Report Form**

# Australian Polo Council Ltd

## Consequence Descriptors

<u>Descriptor</u>	<u>Example Impacts</u>
5 – Catastrophic	<ul style="list-style-type: none"> <li>- Single death and/or</li> <li>- Loss of assets or revenues exceeding \$200,000 and/or</li> <li>- National TV news headlines and/or government investigation and/or</li> <li>- Long term environmental harm and/or</li> <li>- Loss of 50% of clubs from the Association</li> </ul>
4 – Major	<ul style="list-style-type: none"> <li>- Multiple injuries and/or</li> <li>- Loss of assets or revenues \$200,000 - \$100,000 and/or</li> <li>- Local TV news and/or regulator investigation and/or</li> <li>- Significant long term environmental harm and/or</li> <li>- Loss of up to 20% of clubs from the Association</li> </ul>
3 – Moderate	<ul style="list-style-type: none"> <li>- Individual injury and/or</li> <li>- Loss of assets or revenues \$100,000 – \$50,000 and/or</li> <li>- Local newspaper (not front page) and/or regulator inquiry and/or</li> <li>- Significant release of pollutants with mid term recovery and/or</li> <li>- Loss of up to 10% of clubs from the Association</li> </ul>
2 – Minor	<ul style="list-style-type: none"> <li>- First Aid and/or</li> <li>- Loss of assets or revenues \$50,000 – \$5,000 and/or</li> <li>- Suburban newspaper and/or</li> <li>- Minor transient environmental harm and/or</li> <li>- Loss of 5% from the Association</li> </ul>
1 – Insignificant	<ul style="list-style-type: none"> <li>- No injuries and/or</li> <li>- Loss of asset or revenue less than \$5,000 and/or</li> <li>- reporting (not front page) in suburban newspapers and/or</li> <li>- Brief pollution but no environmental harm and/or</li> <li>- Threat of loss of a club</li> </ul>

## Likelihood Descriptors

<b>Descriptor</b>	<b>Description</b>	<b>Frequency</b>
Almost Certain – 5	The event is expected to occur in most circumstances	Will occur more than once per year
Likely – 4	The event will probably occur in most circumstances	Will occur once per year
Possible – 3	The event should occur at some time	Will occur once every 5 years
Unlikely – 2	The event could occur at some time	Will occur once every 10 years
Rare – 1	The event may occur only in exceptional circumstances	Less than once in 30 years

## Controls

<b>Descriptor</b>	<b>Example Impacts</b>
Strong	<ul style="list-style-type: none"> <li>- Significant attention to the risk.</li> <li>- Have undertaken all feasible economic controls.</li> <li>- Are maintaining an ongoing monitoring system.</li> </ul>
Moderate	- Controls in place provide a reasonable certainty of control, although will not allow management of all potential risk events.
Weak	- Controls in place are insufficient to prevent or mitigate this risk.
Uncontrollable	- Outside the control of the organisation in respect of likelihood.

# SECTION 5

## PROPERTY

**Purpose:** To ensure that:

- property risks are identified and correctly managed so as to avoid unnecessary loss
- legal obligations are complied with.

### 5.1 Raising the alarm, evacuation

5.1.1 All sites need to be able to effectively raise an alarm during a tournament/carnival or other function.

5.1.2 Evacuation procedures are needed for all events especially major events.

See Procedure 2.3 Evacuation Procedures for details.

5.1.3 There needs to be a sufficient number of suitably trained/instructed Officials at every function (Official numbers will depend on the total number of people on site).

5.1.4 Announcers need to be trained.

### 5.2 Extinguishers and hose reels

5.2.1 To protect buildings, hand operated extinguishing equipment is required in addition to any other fire control measures. Where possible hose reels are to be provided. To supplement hose reels or water extinguishers, special hazard extinguishers should be provided for flammable liquids or electrical hazards. (i.e. Use AB(E) dry powder for flammable liquids and AB(E) dry powder or CO<sub>2</sub> for electrical hazards.)

Refer also to Local and State Legislation.

5.2.2 Fire blankets are to be provided for deep fat fryers in kitchens.

5.2.3 The location of hand operated fire fighting equipment is to be signposted.

5.2.4 Such equipment and any other manually operated system is to be kept in good working order and accessible at all times,

5.2.5 A pre meeting inspection of all equipment is to be carried out to check fire fighting equipment.

5.2.6 Servicing of equipment by an approved outside service provider to comply with Local and State Standards and Legislation.

5.2.7 All equipment and servicing is to comply with Australian Standards.

5.2.8 All key people are to be given training in the use of fire extinguishing equipment.

5.2.9 A record of maintenance inspections and training is to be maintained.

### 5.3 Emergency egress and lighting

5.3.1 Emergency lighting and egress doors must comply with local legislation.

5.3.2 Emergency lighting systems must be maintained and tested in accordance with Australian Standards.

## **5.4 Deep Fat Fryers**

5.4.1 Deep fat fryers sometimes overheat leading to fire. A fire blanket is needed for each deep fat fryer installed.

5.4.2 Deep fat fryers should not be left unattended.

5.4.3 A dry powder extinguisher is needed for deep fat fryers. (Note: water and CO<sub>2</sub> extinguishers are not suitable,)

## **5.5 Fire Protection**

5.5.1 Clubs need to maintain adequate separation between combustible material and sources of heat. In particular portable radiant heaters need to be avoided in buildings as the heat source can come into contact with combustibles.

5.5.2 Unnecessary accumulation of combustible material is not permitted.

Appropriate bins are needed for all types of waste products. Bins containing oily rags and bins in workshops, plant rooms and storage areas need close fitting lids.

5.5.3 Flammable liquids are to be used, stored, transported and dispensed legally and safely.

Approved non combustible chips or beads rather than sawdust or sand should be used to clean up spills.

5.5.4 Combustible gases are to be used, stored and piped legally and safely.

5.5.5 Smoking is to be controlled and prohibited in areas which by occupancy, activity, construction, combustible storage or process present a high fire hazard.

5.5.6 Electrical equipment and cable runs are to be kept free of accumulations of combustible material.

5.5.7 Staff awareness of the nature of various forms of fire risk at each location is required.

5.5.8 The fire hazards of existing and proposed site activities need to be identified.

# SECTION 6

## LEGAL RESPONSIBILITIES

**Purpose:** To ensure that:

- legal risks are identified and correctly managed so as to avoid unnecessary loss
- all legal obligations are complied with

The law does not recognise a club or association as having any legal existence in its own name unless it is incorporated by law.

There is no legal necessity for a sport or recreation organisation to become incorporated if it remains a voluntary association. **However, remaining unincorporated does leave the organisation in a difficult situation in regard to the law. If an association is not incorporated, legal rights and obligations can fall on to individual members.**

If your club is incorporated there are specific legal obligations that apply to your club. Please ensure that your Club is aware of these obligations.

# SECTION 7 ENVIRONMENT

**Purpose:** To ensure that:

- environmental risks are identified and correctly managed
- legal obligations are complied with

## **7.1 Horse trailer / transporter location**

7.1.1 Horse trailers need to be located away from water courses to prevent possible groundwater contamination from horse waste.

7.1.2 The protection of fauna and flora needs to be considered when selecting horse trailer sites.

7.1.3 Ground stability, access, clearances and turning circles needs to be considered when selecting parking areas for horse trailers and transporters.

## **7.2 Removal of pollutants**

7.2.1 All solid waste material, other than faeces deposited on fields, should be gathered up at the end of the day and be appropriately disposed of in accordance with the local Environmental Protection Act.

## **7.3 Removal of Rubbish**

7.3.1 A procedure that ensures that all rubbish is removed from site following a tournament or other event is needed.

7.3.2 Food scraps that could attract vermin must not be left in accessible areas.

# SECTION 8

# CLUB FINANCIAL

# MANAGEMENT

**Purpose:** To ensure that:

- Club finances correctly managed so as to avoid unnecessary loss
- Legal Obligations are complied with.

The law does not recognise a club or association as having any legal existence in its own name unless it is incorporated by law.

There is no legal necessity for a sport or recreation organisation to become incorporated if it remains a voluntary association. **However, remaining unincorporated does leave the organisation in a difficult situation in regard to the law. If an association is not incorporated, legal rights and obligations can fall on to individual members.**

If your club is incorporated there are specific legal obligations that apply to your club.

Please ensure that your Club is aware of these obligations.

## **8.1 Accounting for money in and out**

As a minimum clubs need to handle finance as follows:

- 8.1.1 Club money must not be used for private purposes
- 8.1.2 All monies shall be banked as soon as practicable after receipt thereof
- 8.1.4 All outward payments should be by cheque and electronic banking; not cash. Invoices should be retained.
- 8.1.6 Regular financial statements are needed for management committees
- 8.1.7 Accounts must be audited at least annually
- 8.1.8 Annual returns must be lodged with regulatory authorities on time.

## **8.2 Cheque & Cash control**

- 8.2.1 Must have a Club account with a commercial Bank/Building Society/Credit Union
- 8.2.2 The funds of the association shall be banked in the name of the Association in such bank as the Management Committee may from time to time direct
- 8.2.3 Two signatories are needed for cheques and electronic banking. Cheques should not be pre-signed
- 8.2.4 Cheques shall be crossed "not negotiable" except those in payment of wages, allowances or petty cash recouperment's which may be open
- 8.2.5 The Management Committee shall determine the amount of petty cash, that shall be kept.

## **8.3 Issuing of receipts**

8.3.1 All income must be receipted on numbered carbon to acknowledge the amount received, the date and the person/source received from

8.3.2 Receipts must be issued promptly

#### **8.4 Keeping records**

8.4.1 There needs to a numbered, dated receipt book with a carbon page. The Clubs name needs to be on each page.

8.4.2 Clubs must have a numbered, dated petty cash payment voucher/book.

Again the Clubs name needs to be on each page.

8.4.3 A cash book needs to be maintained

8.4.4 A file for to store invoices and accounts paid is needed.

8.4.5 A file for orders placed with outside organisations is needed

8.4.6 A file to store bank statements is needed.

#### **8.5 Approving payments**

8.5.1 All expenditure shall be approved or ratified at a management Committee meeting

#### **8.6 Depositing money**

8.6.1 All monies must be deposited into the clubs nominated bank account.

#### **8.7 Financial Statements**

8.7.1 As soon as practicable after the end of each financial year the Treasurer shall cause to be prepared a statement containing particulars of:

a) The income and expenditure for the financial year just ended; and

b) The assets and liabilities and of all mortgages, charges, and securities affecting the property of the Association at the close of that year

#### **8.8 Financial Accounts**

8.8.1 Proper books and accounts shall be kept and maintained either in written or printed form in the English language showing correctly the financial affairs of the Association and the particulars usually shown in books of like nature.

#### **8.9 Meetings and Minutes**

8.9.1 Club secretaries need to maintain a permanent record of all proceedings. A suitable 'minute' book or folder is needed to enable a permanent record to be kept.

8.9.2 Minutes should be a accurate record of what occurred and what was discussed and decided at meetings

8.9.3 All meetings must be held in accordance with the by-laws and be chaired by the President or vice president or person specified in the constitution.

8.9.4 Meetings should be suitably advertised so as to give all members the opportunity to attend should they wish to do so.

8.9.5 Debates at meetings should follow recognised conventions. The main points include:

a) that any motion put forward needs to be 'seconded' before the motion is allowed to be discussed, with the proposer getting the right to speak first.

b) the chairperson ruling fairly on 'points of order'

c) ensuring that meetings are not held if a quorum is not preset.

#### **8.10 Auditing**



8.10.1 All such statements shall be examined by the auditor who shall present his report upon such audit to the Secretary prior to the holding of the annual general meeting next following the financial year in respect of which such audit was made

### **8.11 Payments to Members**

8.11.1 The income and property of the club or Association whence soever derived shall be used and applied solely in the promotion of its objects and in the exercise of its powers as set out herein and no portion thereof shall be distributed, paid or transferred directly or indirectly by way of dividend, bonus or otherwise by way of profit to or amongst the members of the club or Association provided that nothing herein contained shall prevent the payment in good faith of interest to any such member in respect of monies advanced by him/her to the club or Association or otherwise owing by the club or Association to him/her or of remuneration to any officers or servants of the club or Association or to any member of the club or Association or other person in return for any services actually rendered to the club or Association provided further that nothing herein contained shall be construed so as to prevent the payment or repayment to any member of out of pocket expenses, money lent, reasonable and proper charges for goods hired by the club or Association or reasonable and proper rent for premises demised or let to the club or Association