

WESTERN DRESSAGE ASSOCIATION OF AUSTRALIA

EVENT EMERGENCY AND RISK MANAGEMENT GUIDELINES AND TOOLKIT

*A resource document for
WDA-AUS Branches, Associations and Affiliates*

This Event Emergency Management Guidelines and Toolkit document applies to the conduct of Western Dressage Association of Australia events. The event organisers and participants should adhere to these guidelines and procedures. Event organisers can use this document to develop their Event Emergency Management Plan, as follows:

1. **Event Details**
2. **Emergency Contact List**
3. **Emergency Planning and Response**
4. **Biosecurity Risk Management**
5. **Biosecurity Incident Contingency Plan**
6. **Participant Information and Guidelines**
7. **Information for Event Organisers**
8. **Event Incident Plan**
9. **Event Crisis Management and Media/Communication Plan**

1. Event Details

WDA-AUS - Event Emergency Management Plan
<i>Name of Event:</i>
<i>Event Organisation:</i>
<i>Contact Details:</i>
<i>Date of first arrivals:</i> <i>Date of last departures:</i>
<i>Event Organiser:</i> <i>Contact Details:</i> <i>Mobile:</i> <i>Email:</i>
<i>Venue:</i> <i>Physical Address</i> <i>(PIC no if applicable)</i>
<i>Venue Manager:</i> <i>Contact Details:</i> <i>Mobile:</i> <i>Email:</i>
Attachments
* Event Areas/Facilities – Attach Site Map/Event Layout * Emergency Access – refer to Site Map/Event Layout * Quarantine Area/Facility – refer to Site Map/Event Layout

2. Emergency Contact List

ORGANISATION	NAME	PHONE NUMBER
Emergency Animal Disease Watch Hotline		1800 675 888
Government Department/Biosecurity Authority	Biosecurity Qld	13 25 23
Event Organiser/s		
Incident Controller		
Veterinarian		
Venue Management		
Workplace Health Safety – State or Territory authority		
Nearest Hospital		
Nearest Police Station	Policelink in Qld	131 444
Emergency Services (Fire/Ambulance/Police)		000 or 1122 (mobile)
SES		132 500

3. Emergency Planning and Response

The types of emergencies to plan for may include a serious event incident, medical emergency, fire, severe weather, explosion, hazardous chemicals, bomb threats, armed confrontations and natural disasters.

The emergency plan should be based on a practical assessment of hazards associated with the event and venue, and the possible consequences of an emergency occurring as a result of those hazards. External hazards should also be considered in preparing an emergency plan, for example a bushfire in adjacent land.

In developing the plan, consideration should be given to the application of all relevant laws, including public health laws and state or local disaster plans. Emergency plans do not necessarily have to be lengthy or complex. They should be easy to understand and tailored to the specific event as required.

Responsibilities of Event Organisers

In the event of an emergency the division of responsibility will be partly determined by any site or activity specific issues. In the case of a serious emergency, all activities will cease once the alarm has been raised.

Chain of Command

- **Overall in Charge is the Event Organiser**
- **Second in Charge is the Incident Controller**

Emergency Communications and Alarm System

<Complete this section detailing your emergency communication/alarm system options>

Emergency Evacuation Plan, Assembly Areas and Emergency Equipment

- Emergency Evacuation Plan *<outline plan; evacuation diagrams in each building>*
- The Assembly Area/s are designated to clear visitors / participants and get them to a safe location *<describe access to assembly area/s>*
- There is *<specific emergency and first aid equipment>* located at *<location of equipment>* and *<name of personnel>* are trained and authorised to use this equipment

Access, Vehicles and Keys

<Provide details of access to and within the site, etc. Include details of any locked gates, roads & tracks that are not signposted, restricted areas, etc>

<Provide summary of vehicles likely to be used on the site; where the vehicle and gate/building keys are and any vehicle/site security issues that need to be sorted out before the vehicle can be used or areas accessed>

4. Biosecurity Risk Management

A Biosecurity risk exists when you deal with any pest, disease or contaminant, or with something that could carry one of these. This includes moving or keeping a pest, disease, contaminant or animals, plants, soil and equipment that could carry a pest, disease or contaminant. A Biosecurity event is caused by a pest, disease or contaminant that is, or is likely to become, a significant problem for human health, social amenity, the economy or the environment. Individuals and organisations whose activities pose a Biosecurity risk will have some legal responsibility for managing them.

This means that event organisers and participants will need to:

- Take all reasonable and practical steps to prevent or minimise each Biosecurity risk
- Minimise the likelihood of the risk causing a Biosecurity event and limit the consequences of such an event
- Prevent or minimise the adverse effects the risk could have and refrain from doing anything that might exacerbate the adverse effects

Biosecurity risks can be reduced by taking steps to:

- Prevent introduction of disease onto grounds by providing *Information and Guidelines for Participants*
- Prevent the spread of disease on the grounds by preparing the *Event Management Plans and Site Layout*
- Minimise the effect and spread of a disease incident within the ground by following the *Event Biosecurity Incident Contingency Plan*

People will not be expected to know about all the Biosecurity risks, but will be expected to know about those associated with their day-to-day work and hobbies.

The event planning process considers a set of preventative control measures and actions aimed at reducing the risk and spread of an infectious diseases outbreak affecting people and horses on and off the event venue. Every individual entering the event site has a responsibility to abide by the event's Biosecurity, Safety and Emergency Management Plans, Guidelines and Procedures, and to follow the directions of the event organiser and venue management or risk expulsion from the event and/or venue.

The event organiser is responsible for the event area and will consult with the venue manager in relation to the overall coordination and control of the site should a Biosecurity risk arise. While the event organiser does not possess the legal powers necessary to quarantine or restrict movements of people, they will arrange to record the details of any person and/or animal leaving the grounds if they have been advised of a venue/event lockdown.

5. Biosecurity Incident Contingency Plan

In the event that a sick horse is confirmed at the event, the following plan is to be followed:

Sick horse

- Event organiser and Venue Manager are to be advised of a sick horse immediately.
- Event organiser will contact the event vet.
- Horse is to be taken to isolation area, via the most direct route avoiding any unnecessary contact with other people or horses until review by the vet.

Vet attendance

- If the event vet declines to attend to a non-Hendra vaccinated horse, the owner will be required to organise for their own treating vet, and if able to travel, leave the venue.

- If the horse is unable to travel, the event vet may decide to perform a Hendra virus exclusion test and the horse will remain in isolation until the test results are available.
- If the horse is deemed to be non-infectious it may be returned to regular stable and will be managed by owner/ exhibitor and attending vet (at owner's expense).

If a Biosecurity issue is identified

In the unlikely event of a Biosecurity incident, the event organiser will:

- Arrange for the horse that is diagnosed as being a possible Biosecurity threat to remain in isolation with a minimum five-metre perimeter to other horses or passing people.
- Inform all people who made need to enter the isolation zone (e.g. vet, officials and owner) that they are to follow the Biosecurity protocols regarding PPE, hygiene and infection control.
- Advise the Venue manager of the situation.
- Meet with the directly affected parties to advise the actions to be taken, including isolating the horse/s, contacting vet and authorities.
- In conjunction with attending vet and Venue manager contact the relevant government authorities through the emergency disease hotline.
- Identify all parties who may have had contact with the sick horse.
- Act as the main point of contact between the authorities and the event organisation and participants.
- Liaise with the Venue Manager to control event exit points and request all present at the venue to remain on site until further information is available.
- Take advice about whether to continue with the event, after discussion with the relevant government authorities, and advise participants of this decision.
- Will make available to the relevant government authorities the horse movement, property of origin and ownership information for all horses on site.
- Control access to isolation area and limit this to essential personnel.
- Advise all horse movement to cease unless otherwise authorised by the relevant government authorities.

During the event if there is a Biosecurity threat/incident

The event organiser will:

- Arrange for event staff to be stationed at venue exit points.
- Provide staff at exits with equipment to take car/truck registration details of anyone who leaves the site and information sheets to hand to people in exiting vehicles.
- Advise all attendees at the event via public address system that a Biosecurity matter is being investigated, the horse/s have been isolated, and authorities have been called.
- Ask all people to stay well clear of the isolation area and request everyone to remain on site until further notice.
- Advise everyone that updates will be provided as soon as information comes to hand.
- Invite attendees to come to information booth if they have any questions.
- Brief key messengers.
- Arrange for notices to be produced and placed on vehicles on the grounds if required.

Lockdown

The relevant government authorities will:

- Advise if a total lockdown of the venue is required and the event manager and Venue manager will advise participants of this decision.
- Advise the event organiser and Venue manager and participants of any further protocols required.
- Liaise with the event organiser and Venue manager to arrange removal and disposal of deceased animals if required. A disposal area to bury or burn deceased horses should be organised prior to the event. This may be offsite. If this is the case a plan will need to be developed as to how the carcass will be transported to the burial site. Ensure that you advise the horse disposal contractors of any potential human health risks if a horse is suspected, or confirmed to be infected, with a zoonotic disease.

The Venue manager should make arrangements for waste removal if required. The event manager will arrange for fodder to be available for purchase by participants.

6. Participant Information and Guidelines

Primary responsibility for Biosecurity at horse events lies with the horse owners and competitors long before the event takes place. Inform participants of their responsibilities and stipulations that they must adhere to as a condition of entry to the event:

- **Practise good Biosecurity before, during and after going to an event.**
- It is a legal requirement that all Queensland horse owners must apply to register their property with Biosecurity Queensland <http://www.daff.qld.gov.au/animal-industries/moving-selling-livestock/national-livestock-identification-system/property-registration/multiple-land-parcels>.
- The physical address and property identification code (PIC) where applicable, of the horse's origin and returning property must be included on the event entry.
- Every effort should be made to ensure the cleanliness of vehicles/floats entering the venue.
- All local regulations regarding the transport of plant material, seeds, weed control, etc must be adhered to.
- Any feed brought into the venue from must comply with relevant authority regulations and a fodder declaration must be completed if required. For Queensland events further information is at: <http://www.daff.qld.gov.au/plants/moving-plants-and-plant-products/into-or-within-queensland/bringing-fodder-or-hay-into-queensland>
- Horses must not enter non-equestrian areas.
- Bring your own equipment including rakes, barrows, hoses, buckets, etc that you may need during your stay. Do not share equipment, including food and water containers, between horses.
- Do not use communal water troughs.
- If using communal hoses, avoid touching buckets when filling with water to avoid spreading disease from bucket to bucket.
- Participants are responsible for cleaning up manure from horse areas and placing it in the designated waste collection points.
- Practise good hygiene and decontaminate equipment thoroughly. Everyone handling horses should wash or sanitise hands between contacting different horses.
- No horses with signs of illness are to be brought onto the grounds.
- Participants are required to advise the event organisers immediately if a horse is sick, to stop all non-essential contact with the sick horse and not allow children to have close contact with the sick horse. Isolate any equipment that has been in contact with the sick horse.
- Dogs must remain tied up or on a short lead in camping areas at all times.
- Dogs are not permitted in horse areas, including spectator and judging areas.
- Camping and parking of vehicles are allowed in designated areas only.
- Horse preparation, working areas and stables and yards are separate from the areas designated for parking and camping.
- Horses are not permitted in camping and parking areas.
- Children must have adult supervision.

7. Information for Event Organisers

Workplace Health and Safety Requirements

Horse Industry associations that conduct a business or undertaking have duties under work health and safety legislation to ensure the health and safety of themselves, their workers and other persons so far as is reasonably practicable. Risks to health and safety must be eliminated so far as is reasonably practicable. If this is not reasonably practicable, the risks must be minimised so far as is reasonably practicable.

A horse event may be a workplace for some persons but not others. Events must:

- Provide and maintain a work environment without risks to health and safety
- Provide and maintain safe plant and structures
- Provide and maintain safe systems of work
- Ensure the safe use, handling, and storage of plant, structures and substances
- Provide adequate facilities (including hand hygiene and first aid facilities) for the welfare at work of workers including ensuring access to those facilities
- Provide any information, training, instruction or supervision that is necessary to protect all persons from risks to their health and safety

A Safework Australia Volunteer Resource Kit is available at: <http://www.safeworkaustralia.gov.au/sites/aws/model-whs-laws/guidelines/volunteers/pages/resource-kit>

Further information about horse movements, Biosecurity concerns and documentation requirements in Queensland is at: http://www.daff.qld.gov.au/27_5857.htm

Record keeping

Participant and event details including the physical address and, where applicable Property Identification Code (PIC), of each horse's origin and property it is returning to should be kept by the event convenor for six months after the event. These records are available on the Nominate database for all events using this online entry system.

Records should be kept of any volunteer/staff training activities the club or organisation has undertaken as it relates to activities/roles individuals are expected to perform during events or in the advent of a Biosecurity outbreak.

Reviews and updates any procedures or of your Biosecurity Plan should also be recorded and amendments noted on all such documents as soon as the reviews are completed.

Venue/Event Planning

Planning should include arrangements for the following:

- Placement of hand washing facilities and sanitiser at strategic, prescribed areas eg near the toilet shower block, horse wash area, waste disposal area, isolation area, etc.
- An isolation area for sick horses
- On call veterinarian identified
- Horse incident and deceased animal plan
- Event crisis management and media/communication plan
- Restricted entry/exit points for spectators and competitors
- Restricted access to isolation areas
- Location of food preparation and dining areas away from animal contact areas
- Identification of trees on-site that are attractive to flying foxes and restriction of access to these areas while the trees are flowering/fruitletting and attracting flying foxes
- Covering feed and water troughs and not placing these under trees
- Installing surfaces, equipment, fittings and materials that can be readily cleaned and disinfected
- Good general ventilation
- Design of traffic management systems and vehicle parking and delivery points for spectators, competitors, vendors, tradespersons, and emergency vehicles

- Design of horse movement corridors within the facility
- Design of waste management points and waste water management
- Pest and vector control
- Placement of Biosecurity signage
- Event communication and public address systems
- Event First Aid kit

Venue/ Event Site Map

A site map should include:

- Entry and exit point/s
- Isolation area
- Stabling
- Public access
- Public parking
- Participants' parking
- Designated exercise/warm up areas
- Event activities
- Manure disposal area
- Other waste areas (eg feed, soiled bedding, clinical waste including sharps)
- Location of cleaning agents, disinfectant
- Location of hand washing basins and hand sanitisers
- Location of first aid kits
- Location of PPE kit
- Water sources
- A traffic flow/movement of people information (spectators, competitors and officials), vehicles, animals and emergency vehicles for safe exiting of the venue.

8. Event Incident Management Plan

Levels of Incidents

- Minor Incident - An incident is defined as where either rider or horse need medical or veterinary intervention but are both able to return to their stable unassisted.
- Serious Incident - A serious incident is defined as an incident where either the horse or rider is unable to continue due to injuries sustained.
- Major Incident - A major incident is defined as an incident where: the injuries to the horse are such that it may need to be euthanased; the injuries to the rider, such as serious head or spinal injuries, are to the level that they may be life threatening; a member of the public sustains an injury that can be deemed related to the actions of an official or competitor.

Steps for Event Officials Responding to an Incident

- Identify yourself as an official to those at the scene if required
- Undertake an initial risk assessment
- Call the event organiser to alert them to the situation giving an exact location
- For a minor incident where the rider and horse can walk away, it is unlikely the full Team will be needed. The event organiser will call in the required personnel to ensure the necessary support, investigation and documentation is provided
- If the situation is Serious or Major, use an agreed term e.g. “Code Green” or other term rather than provide a graphic description
- The event organiser will action the **Event Incident Management Plan** if needed, stop the event and call in the response team including the Incident Controller, First Aider and/or Veterinarian to the scene
- Support the Incident Controller in the early stages to manage the incident until the full response team arrives and takes up their roles
- Make some notes in case an Incident Reporter requires your input into a report

Event Incident Management Team

These volunteers have taken part in training sessions to understand and execute their roles:

Event Incident Management Team Personnel		
Role	Name	Mobile
Event Organiser		
Medical Officer/First Aider		
Event Incident Controller		
Safety Officer		
Incident Record Keeper		
Media Liaison Officer		
Logistics/Equipment Officer		
Veterinarian		
Horse Handler		
Horse Ambulance Driver		
Horse Welfare Officer		
Human Welfare Officer		

- *Event Incident Controller (IC):* This is a critical role. This person is in charge of the incident scene; therefore someone who has been trained in incident response scene management is ideal. The Incident Controller role oversees safety, operations, planning and logistics or works closely with others who have been delegated to undertake one or more of these roles. In the case of a Serious or Major Incident, the event IC will hand over to the emergency services IC on their arrival. Immediately an incident occurs, the IC will assess the scene, establish and maintain a management structure, identify risks (in fact dynamic risk assessments run continually), monitor and review safety and welfare. Tasks also include developing, monitoring and reviewing a response specific Incident Action Plan, manage communication, conclude the incident and debrief. The IC will

also advise the event manager to stop the horse event as a whole or just one particular section, depending on the type and location of the incident. The IC will request that screens are put in place around a person or horse that is down or visibility injured, secure the area, appoint a horse handler for each horse involved, and determine if it is just first aid, or the ambulance, police or veterinarian that is required.

- *Logistics/Equipment Officer:* This person will have easy access to information about the horse, the owner and the rider. They will have copies of any incident plans, site plans showing access/ egress points, and a long list of contact numbers – in other words, all the administrative information related to the event. This person will work under the direction of the IC, supporting communication by relaying any messages to the Team and will source a range of items to have ready for the Team to use should an incident occur..
- *Safety Officer:* This person works under the direction of the event organiser to prepare, conduct and monitor event and other associated risk assessments, risk mitigation and safety management plans. During an event they will assist the event organiser to monitor risk and participant compliance with safety requirements. During an incident they will assist the IC to ensure people remain in the incident safety zones and, where possible, wear personal protective equipment.
- *First Aid:* A qualified First Aider/Medical Officer to work as part of a response team to treat people.
- *Veterinarian:* A qualified veterinarian to work as part of a response team to sedate and treat horses.
- *Horse Handler:* The nominated Horse Handler is an experienced person who is able to follow instructions instantly from the IC and the veterinarian and work as part of a team. This person must be identified and nominated in advance of the event.
- *Incident Record Keeper:* This person records aspects of the incident scene: the response, people involved in the incident, weather, time of day and general observations. This information will support a post-event incident report, investigation or insurance claim and can be evaluated by the committee to look for ways to make improvements. This person also photographically records all aspects of the incident scene, the response and the surrounding aspects (sun, ground surface, hazards) to support information collected by the Incident Reporter.
- *Horse Welfare Officer:* This role is broad. The Officer observes the incident response and management and provides a supporting role. This includes ensuring that after the incident, the horse is cared for appropriately and taken home or to an equine clinic in a timely manner.
- *Human Welfare Officer:* The appointed Member Protection Officer should have the skills to also be on standby to provide general human welfare services. In consultation with the IC and Police, they may call in further professional counselling support or other services if needed when a serious or major incident occurs.
- *Media/Communications:* The event media liaison officer will play a key role in communication of information about the incident to the spectators and media. Statements can be prepared in advance relating to event cancellation and such topic areas as serious injury or death of a horse or rider. The media officer will work with the event spokesperson who is generally the most senior representative available from the event organising committee. It cannot be the Incident Controller or other role directly involved in management of an incident. The media liaison officer will prepare information about the incident and, with approval of the event spokesperson, undertake such tasks as information for PA announcements, arrangement of interviews, posting of internet information on the official event website and may arrange more general short notice briefings for key personnel and a press release. The Media Manager needs to have in hand: general office stationery; copies of the program, schedule and other event information; relevant rider and/or horse details or biography; previous event results; history of event, including numbers of any previous major incidents; general facts and figures.



Incident Operations Centre

For a large event, space will need to be dedicated to support a range of incident responses, including a Biosecurity threat. This is in addition to the normal event administration office for small events.

The room or area needs to be set up as an office as well equipped as possible, with power, communications, desktops, maps and information about the courses, access to event participant information. A person will need to be responsible for the pre-event preparation of this room.

It should be established in a secure, quiet area where it is difficult to be overheard. If necessary have a person posted on the door to maintain security. At most events, it may be the event administration room that is prepared in advance, and is taken over should a serious or major incident need an operations centre. Provision needs to be made in advance for the event administration to continue in a temporary environment.

Incident Record Keeping

- For every incident, however minor, the Officials involved should complete an Incident/Accident Report Form.
- Advice and reports may also need to be prepared for the insurance company and potentially for the insured horse.
- Serious and Major incidents will require reports for the national sporting organisation and maybe WorkSafe or equivalent state department.
- In the case of a human fatality there will be a Police investigation. The Incident Investigator will need to work with the Police on the day to support gathering of information.

Incident Debrief

- Before dispersing, the Event Incident Response Team should hold an internal incident debrief to confirm in everyone's minds precisely what happened and to arrange how to progress.
- Agree upon a spokesperson to liaise with any other Investigation Committee and prepare a complete incident dossier including all relevant paperwork.
- The Human Welfare Officer may arrange contacts for counselling. The Horse Welfare Officer may also consider a report related to their role.

9. Event Crisis Management and Media Communication Plan

WDA-AUS may engage a media company to manage promotions relating to specific events. Event organisers arrange to promote their upcoming events and report on successful events. This may include posting photos to social media and preparing positive wording to send to local papers in accordance with WDA-AUS Social Media Policy.

It is when things go wrong, when a “crisis” occurs, that management of the media becomes critical to protecting the reputation of the organisation and event, including its reputation relating to human and horse welfare. Not all events run smoothly all of the time. There may be an occasion where bad news, an accident or other crisis needs to be proactively managed by the organisation. This includes situations where a person or a horse is seriously injured or may have died.

When things go wrong, they can go very wrong, very quickly. Official (professional) and unofficial media (competitors, followers) will put out information about your event with the click of a smartphone camera. Media are trained to get information – where official information has not been made available, they will use any information and photographs/video to hand. Be aware that any channel may be abused – emails should be written as though they were public information. By creating an Event Media/Communication Plan, event organisers can work quickly and proactively to manage the situation to make sure their side of the story is put forward.

Media Communication Plan

The Communication Plan includes:

- The event spokesperson/s and contact details
- Information provided to the WDA-AUS Board regarding event promotion and communications as part of the event approval process
- The opportunity for key persons including the WDA-AUS Board to be informed and to meet quickly and confidentially in the case of a Major Incident before any statements can be made to the media
- Pre-approved access to data and information that the spokesperson may need to underpin any statements being prepared
- Pre-approved access to social media that can be used to quickly disseminate correct information to both individual journalists and the general public
- A list of key media contacts that need to be kept informed
- Media checklist and pre-arranged media statements

Communicating with Media

- You may not have the chance to talk to your communication team when a crisis arises. You may not even know a crisis has occurred before media approach you. Media can literally park on your doorstep. Should this occur, it is ideal to enlist the services of a third party who can inform the media that you are being briefed fully on the events leading up to the crisis and the crisis itself and will speak to them as soon as possible.
- Be aware that TV camera operators are trained to capture your emotions – maintain a calm and confident demeanour. Be suitably serious, as circumstances dictate.
- When addressing the media, the organisation/event spokesperson needs to consider any questions put forward by the media before answering, responding only with facts and the agreed statements. Do not be drawn into putting blame on anyone or answering questions based on hypothetical situations.
- Pre-arranged media statements are key sentences prepared in advance so that in the heat of the moment a positive image can be put forward by your horse organisation.

Media Checklist:

- Acknowledge that an incident/crisis has occurred
- Stay calm and composed
- Stick to the agreed statements
- Only state the facts
- Show concern by words and deeds
- Be aware of any legal implications that may arise from the incident, keeping comments measured.

- Only speak about what you know. A police officer or lawyer may be an appropriate person to hand over to during the interview if a very serious incident occurred
- Correct or challenge errors or opinions
- Avoid “no comment” replacing with other phrases such as, “I can’t answer that until I receive the full report/have spoken with the right person”
- Do not at any time appear defensive or aggressive.
- Thank the media for their time.

Key Messages for Participants

- *‘The event organiser is managing a potential Biosecurity matter/safety incident.’*
- *‘We have a plan and will be enacting it for the safety of every person and horse on site.’*
- *‘Horse/ person are being attended to/have been isolated and authorities/medical help called.’*
- *‘We ask everyone to stay well away from the incident/isolation area.’*
- *‘Please do not leave the venue without discussion with the event organiser.’*
- *‘We will keep you updated. If you have any questions please come to the information booth.’*

Pre and Post Event Briefing

At the pre and post event briefings for participants and officials/volunteers the event organiser should:

- Have a structured section dedicated to media and welfare matters
- Remind them who the media spokesperson is for the event
- Introduce the Horse Welfare Officer
- Remind them about social media policies endorsed by the organisation, encourage positive images of the event on personal social media pages and forward “official” images from the event’s own pages

Website Checklist

Journalists will refer to an organisation’s website to gather background information. The WDA-AUS Horse Welfare Policy and other policies, the Rulebook and other policies, guidelines and procedural documents are publically available on the WDA-AUS website.

Acknowledgements

*Information has been taken from and prepared with the use of **The Australian Horse Welfare & Well-Being Toolkit** A resource for horse organisations and event based horse welfare officers provided by the Australian Horse Industry Council. The full resource is available at:*

[http://www.animalwelfarestandards.net.au/files/2016/09/HOR0288_Horse_welfare_and_well-being_toolkit WEB.pdf](http://www.animalwelfarestandards.net.au/files/2016/09/HOR0288_Horse_welfare_and_well-being_toolkit_WEB.pdf)