

TADRA



Risk Management Manual

1 Risk Management process

TADRA's risk management process includes:

- i. Process for identification of risks;
- ii. Process for prioritising risks;
- iii. Identification of critical controls; and
- iv. Monitoring of ongoing adequacy of critical controls and implementation in the field;
- v. Evidence of stakeholder communication and consultation;
- vi. Reporting and auditing of control improvement actions;
- vii. Sign off/commitment from TADRA MC to support the process, particularly control management and improvement; and correctly.

1.1 Risk Identification

TADRA and its affiliated Event Organising clubs utilize risk management processes to identify potential hazards, determine the level of risk and ensure appropriate controls are in place. This allows all TADRA events to be managed to reduce the risk of illness/injury, property damage or public or environmental harm.

TADRA and its affiliated Event Organising clubs use a number of different ways to identify hazards that will be managed in line with event attendees' requirements. Some require the use of a "take 5" or similar to screen for risk before performing a task and others require safe work procedures or similar for the most common tasks.

Methods of identifying workplace hazards at TADRA events includes:

- i. Basic risk management of proposed work prior to commencement, to enable efficient job planning and hazard identification, and implementation of controls required to provide a safe system of work,
- ii. Safety observations where appropriate,
- iii. Conducting workplace inspections by all EO personnel,
- iv. EO personnel consulting with volunteers;
- v. Behaviour observation;
- vi. Periodic analysis of workplace safety performance by team leaders or senior management.

All EO personnel, helpers and volunteers are required to report workplace hazards and incidents immediately, or as soon as practicable. The responsibility to report incidents lies with each individual.

TADRA fully endorses a stop proceedings authority to ensure a hazard is removed or controlled when necessary.

Potential hazards or environmental aspects are identified from all event base sites and riding courses. The Environment and Hazard Risk Table (Table 1) below provides a list of potential (but not exhaustive) environmental and safety hazards that can be used as a guide.

Table 1 Environment and Hazard Risk Table

Ergonomics Weight/mass of product (manual handling – awkward postures, bending, lifting etc.) Electrical – tagged equipment High voltage Thermal Hot or cold environment Noise Animals and insects Machinery hazards (e.g. cutting, crushing) Occupational Violence	Radiation including UV Hazardous substances Biological Flammable or explosive substances Height Falling objects Slippery floors Tripping hazards Lighting (or lack of) Dust Distractions Fatigue Traffic and travel	Releases to water (e.g. pollutants to water or streams) Use of raw materials and natural resources Damage to flora and fauna Nuisance (e.g. Traffic disturbance, impact on businesses) Heritage
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1. Hazards are reported by all EO Personnel and volunteers
2. Hazards which require immediate action to eliminate or reduce serious risk of harm must be communicated to EO management as soon as possible.
3. Where a significant incident has occurred that puts any other persons at risk events are to be stood down until the completion of an investigation and implementation of controls.

1.2 Risk Assessment

An association specific risk assessment matrix is used to assess all the risk associated with identified hazards. All risks must be assessed as to their likelihood of occurring and the potential consequences if they did occur.

The risk levels before control measures have been applied (Initial Risk) are determined based on the following likelihood/consequences and risk matrices – Table 2.

Table 2 Likelihood Matrix:

Level	Descriptor	Description	Indicative frequency
A	Almost Certain	Recurring happening during the lifetime of a TADRA event.	Occurs more than twice per year
B	Likely	Happening that may occur frequently during the lifetime of a TADRA event	Typically occurs once or twice per year
C	Possible	Happening might occur during the lifetime of a TADRA event.	Typically occurs in 1-5 years
D	Unlikely	Happening very unlikely to occur during the lifetime of a TADRA event.	Typically occurs 5-10 years
E	Rare	Happened in the equine industry but not within TADRA.	Greater than 10-year event

Table 3 Consequence Matrix:

A simple version of the consequence level for HSEQ and Business risk (used by all employees).

Level	Description	Definition
5	Catastrophic	Event completion cannot be achieved
4	Major	Some important event objectives cannot be achieved
3	Serious	Some objectives affected
2	Minor	Minor effects that are easily remedied
1	Negligible	Negligible impact upon event objectives

Table 4 Complex Consequence Table

A comprehensive version of the consequence levels

Consequence	Safety	Environment	Quality/Reputation	Financial	Organisational
Negligible	No injury – no First Aid treatment required	Little or no environmental impact	Not required to re-perform activity. No delay, no impact on Assoc. reputation	Negligible financial impact	Verbal warning
Minor	Minor illness or injury – First aid treatment required	Small and/or localised impact	Lost positive outcome for client/entrant. Potential dissatisfaction. Improvement opportunity	Small financial impact	Written warning
Serious	Medical treatment illness or injury	Substantial environmental impact	Definite negative outcome that has flow-on affects for multiple participants. Poor reputational outcome.	Financial impact that affects profitability of event	Detailed reporting required, with show cause requirements
Major	Lost time injury/illness with hospitalisation	Serious environmental impact	Serious questioning of event management capability. Negative publicity, serious reputational damage	Event runs at substantial loss	Affiliation restrictions imposed pending investigation
Catastrophic	Fatality. Permanent disability or illness	Disastrous and/or widespread environmental impact	Total failure of event management. Loss of affiliation. Negative media exposure	Major financial loss	Possible legal ramifications. Affiliation cancellation.

Table 5 Risk Assessment Threshold Matrix

		CONSEQUENCE				
		1 - Negligible	2- Minor	3- Serious	4 – Major	5 - Catastrophic
LIKELIHOOD	A -Almost Certain	Moderate	Moderate	High	Critical	Critical
	B – Likely	Low	Moderate	High	Critical	Critical
	C – Possible	Low	Moderate	High	High	Critical
	D – Unlikely	Low	Low	Moderate	High	High
	E – Rare	Low	Low	Moderate	High	High

1.3 Risk Control

The level of acceptability is identified and control measures are set in place where the initial risk ranks as either a Moderate, High or Critical risk based on the following table:

Table 6 Level of Acceptability

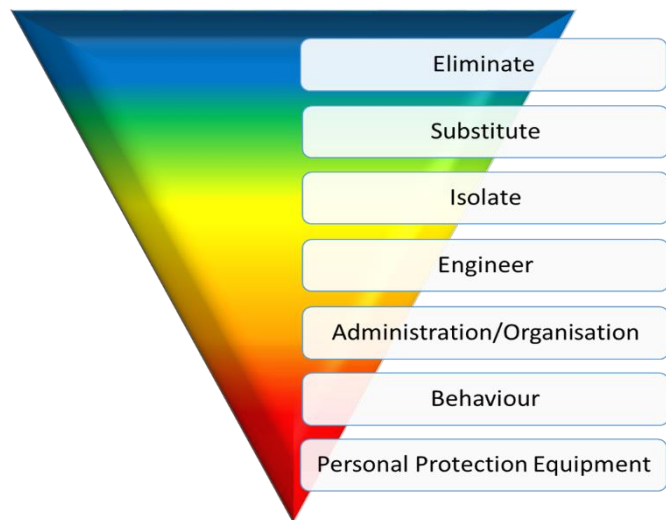
<p>CRITICAL RISKS</p> <p>Risks that significantly exceed the risk acceptance threshold and need urgent and immediate action</p> <p>If risk is “extreme”, STOP</p> <p>This is an unacceptable level of risk. Activity should be ceased until risk is reduced to a tolerable level.</p>
<p>HIGH RISK</p> <p>Risks that exceed the risk acceptance threshold and require investigation and proactive management</p> <p>If risk is “high” notify management immediately. Control or action should be taken as soon as possible</p>
<p>MODERATE RISK</p> <p>Risks that lie on the risk acceptance threshold & require active monitoring</p> <p>Management to decide on acceptability of risk and actions required</p>
<p>LOW RISK</p> <p>Risks that are below the risk acceptance threshold and do not require active management beyond routine procedures</p>

Controls will be recorded against the risk assessment to help reduce risk to the lowest possible level.

When determining the types of things that can be done to eliminate or reduce the likelihood of a risk causing harm to people, a preferred order of risk control measures will be followed. The control measures are listed in descending order of preference on the preferred order of risk control listed below. In all cases, the control measure which will eliminate a risk altogether should be considered the preferred control measure, bearing in mind the operational requirements, costs, reasonableness and feasibility of this control measure. It may be the case that a combination of control measures best addresses the management of the identified risk.

Preferred order of risk control (Hierarchy of Controls):

1. Eliminate Hazard
2. Substitute Hazard
3. Isolate Hazard
4. Engineering Control
5. Administrative/Organisational Control
6. Behavioural
7. Personal Protective Equipment



If corrective actions are required, the nature and practicalities of the actions will be discussed with the [Company] directors and relevant employees. Corrective actions are verified by the fact that if they were pre-implemented before the event they would have reduced or prevented the incident.

Corrective actions will be implemented by management once the action owner has agreed on the action and the date of completion. [Company]' management are able to easily identify the number of open, closed and outstanding actions. They will be responsible for, once verified, will signing off that the item has been satisfactorily closed.

Team leaders will re-evaluate the closed actions and conduct a risk ranking to confirm the level of residual risk that will remain on the task is deemed acceptable.

1.4 Risk Register

TADRA Risk Register

The TADRA Risk Register is used as the platform to manage risk exposures by category proactively and is reviewed on an annual basis and accessible to all affiliated Event Organiser club.

Incident Register

All hazards unable to be immediately eradicated are recorded for corrective actions.

Hazards that require ongoing monitoring or are unable to have immediate corrective actions will be recorded, to determine if higher level risk assessment is required.

2 Incident Investigation

All reported incidents will be investigated, assessed as to their likely risk of harm, and the potential consequences of that harm. The responsibility to investigate incidents and initiate effective control or preventative actions lies with the team leaders.

Where an incident occurs on a client's premises [Company] will make available and assist the Client in any investigation.

Incident analysis shall include:

- Identification of contributing factors and root causes;
- Identification and implementation of effective controls; and
- Review of controls and corrective actions to ensure optimal outcome.

Investigations of all incident and hazard reports require consultation with the applicable workforce in a timely manner. Communication should be in person, via telephone or email. Lessons learnt from internal incidents and industry activities will be distributed via team leaders.

3 Emergency Management

An emergency is any situation that is or could potentially be a threat to the safety of people, property or the environment. TADRA's objectives are to prevent or minimise:

- Injury to all persons (employees, clients and the general public),
- Detrimental impact upon the environment,
- Property loss or damage,
- Service disruption, and any
- Detrimental impact to TADRA reputation or operations.

The establishment and maintenance of a system to quickly identify and professionally respond to any incident or hazardous situation will achieve these objectives. TADRA is committed to ensuring the components of prevention, preparedness; response and recovery are exercised and addressed at all times in order to achieve the above objectives.

4 Risk Register

The EO will appoint a Risk Management Manager, who will record in the Risk Register:

- I. Existing Risks, and detail how they are to be managed;
- II. Emerging Risks, with detail of how best to limit escalation of them.

Change Manager					
Is risk now acceptable					
Risk Owner					
Added controls					
Existing controls					
Possible Consequence					
Risk Trigger					
Risk Type Existing/ Emerging					
Risk					

5 Incident Report for incidents at TADRA affiliated events.

This report is to be completed for all incidents except for a minor (without injury) incident that is fully resolved at the time of occurrence, at the event.

5.1 Overall Incident details

Date of incident:	Time of incident: AM / PM
Person Injured:	
Official incident reported to:	
Person reporting incident:	
Incident witness:	
Report compiler:	

5.2 Injured Person Details

Full Name:	Date of birth:
Address:	
Phone:	Email:
Was medical attention sought? Yes / No	Did ambulance attend? Yes / No
Was a doctor seen? Yes / No	Doctor Name:

5.3 Describe the incident – what happened?

5.4 Injury Details

5.5 Where were you injured?

Tick or circle parts injured

