



HORSE SA

Policies & Guidelines

2019



Endorsed by Horse SA Management Committee : TBA

Horse SA

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Overview

In formulating these policies HORSE SA takes account of the fact that its work incorporates all sectors of the horse industry and community. This includes horse owners, non-profit organisations, venues and horse related activities. HORSE SA endeavours to develop and promote best practice in all areas in which it operates. HORSE SA operates in the main using valued volunteers. Horse SA sees the welfare of the horse as important and will encourage, promote and educate horse owners and the general public on horse welfare and any advances in our knowledge to improve treatment of and general conditions for horses.

The objects of HORSE SA include:

To represent, advocate and promote on behalf of:

- ❖ The horse community (including those people who provide support or volunteer their services to the horse community)
- ❖ The horse industry (including non-profit organisations, related businesses and service providers)
- ❖ Horse-related recreation, sports and other activities, and
- ❖ The horse, as part of our culture and heritage.

Policies are living documents designed to serve the organisation. HORSE SA regularly reviews its policies. A copy is given to each new board member as part of his/her induction and new staff members and volunteers are shown where they can access a copy. A copy of the current set of policies can be accessed on our website www.horsesa.asn.au.

Note:

- **Policies** can be established or altered only by the Board; **Procedures** may be altered by the Executive Officer (EO).
- Herein the terms 'Board', 'Management Committee' and 'Committee of Management' are interchangeable.
- The name of the Association is 'The Horse Federation of South Australia Incorporated', hereinafter referred to as 'HORSE SA' or 'the Federation'.

HORSE SA

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HORSE SA REGISTER OF POLICIES 2019

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Add child safe policy to table of contents (mentioned on page 23)

Appendix 1: Child Safe Environment Policy

REGISTER OF APPOINTMENTS

Register of Appointments			
Queries may also be directed to the Executive Officer of Horse SA: Julie Fiedler			
Member Protection Information Officer	Helen Whittle	hw@senet.com.au	M: 0414 881606
Member Protection Officer	Denzil O'Brien	denzil.obrien@optusnet.com.au	M: 0407388411
First Aid Officer	Julie Fiedler	horsesa@horsesa.asn.au	M:0402 488 306
Media Officer	Julie Fiedler	horsesa@horsesa.asn.au	M:0402 488 306
Privacy Officer	Julie Fiedler	horsesa@horsesa.asn.au	M:0402 488 306
Fire & Evacuation Warden	Julie Fiedler	horsesa@horsesa.asn.au	M:0402 488 306

1. Horse SA Governance Principles

HORSE SA, and in particular the Management Committee ('the Board'), acknowledges the benefits of good governance, transparency, member participation and feedback to create a healthy organisation.

The role of the board includes:

- determining, reviewing and maintaining the vision, purpose and values of the organisation, including the 'culture' of the organisation
- approving short and long-term strategies
- approving annual budgets
- appointment, performance evaluation and (if necessary) termination of the employment contract of the EO
- risk oversight
- supporting effective engagement with key stakeholders
- sound financial management.

Management is responsible for implementing the strategy approved by the board.

Board self-evaluation

The board has a role to play in enhancing the capacity and capabilities of the organisation it serves. The board needs to regularly review its own performance, measured against the strategic plan.

The board will need on a regular basis to satisfy itself as to the financial soundness of the organisation. Financial indicators include, but are not restricted to, efficiency in: administration, programs, effectiveness of fundraising, ratio of grant submissions to grants obtained, general financial performance.

Non-financial performance indicators are also significant and need to be regularly assessed, e.g. is HORSE SA delivering on achieving its purpose? Is it making a difference? Is there membership satisfaction? These may be evaluated by regular membership surveys.

Effectiveness

The board's effectiveness will be enhanced through: careful forward planning; meetings run in an efficient manner; regular assessments of board performance; having a board succession plan; and the effective use of sub-committees where appropriate.

Culture

HORSE SA recognises that the culture of an organisation, which is determined primarily by the behaviour and attitudes of board members, staff members and active volunteers, influences what it does, its relationships with stakeholders and its reputation, and can be an important determinant of whether the organisation is able to achieve its strategic objectives and deliver on its purpose.

Accountability

The Board is ultimately accountable to the members and other stakeholders. As such, there is an expectation of transparency and regular reporting.

2. Code of Conduct for Members of the Horse SA Management Committee

Members of the Management Committee of HORSESA ('the Board') undertake that they will act in accordance with the Objects of the Federation at all times.

Members of the Management Committee accept that they serve in a number of roles, being principally as decision-makers, directors, representatives of the individual members, and promoters of the values of the Federation as executives, and that in carrying out the various tasks required in these capacities, they undertake to carry out their duties with diligence, honesty and integrity.

Members of the Management Committee will endeavour to operate according to best available management practices and accepted principles of governance. They will ensure that there is transparency and accountability in their activities at all times.

Members of the Management Committee recognise that there are common law duties imposed on Directors and Officers and that they will need to act according to these duties, which are:

- to act honestly in the exercise of their powers and in the discharge of their responsibilities,
- to exercise a reasonable degree of care and diligence,
- to declare any conflicts of interest,
- to not make improper use of information acquired to gain advantage for themselves or others,
- to not make improper use of their position to gain an advantage for themselves or others or to cause detriment to the Federation, and
- to ensure that to the best of their ability Horse SA provides an environment which is free of discrimination and/or harassment in any form.

Management Committee members who are absent from more than 3 consecutive meetings without apology will relinquish membership of the Committee unless the majority of members agree otherwise.

If a Management Committee member is absent with apology from more than 3 meetings in a 12 – month period they will be required to give explanation to the Board as to why they should retain membership. If no explanation is forthcoming and satisfactory, membership will be terminated.

3. Conflict of Interest

HORSE SA aims to ensure that Management Committee members and/or any other persons acting on behalf of HORSE SA (either paid or unpaid) are aware of their obligations to disclose any conflicts of interest and to effectively manage those conflicts of interest as representatives of HORSE SA.

Actions and decisions taken at all levels need to be informed, objective and fair. A conflict of interest may affect the way a person acts, decisions they make, or the way they vote in group decisions. Conflicts of interest need to be identified and action taken to ensure that personal or individual interests do not affect the organisation's services, activities or decisions.

Purpose

The purpose of this policy is to help management and subcommittee members to effectively identify, disclose and manage any actual, potential or perceived conflicts of interest in order to protect the integrity of HORSE SA and manage risk.

Definition

A conflict of interest occurs when a person's personal interests conflict with their responsibility to act in the best interests of the organisation. Personal interests include direct interests as well as those of family, friends, or other organisations a person may be involved with or have an interest in. It also includes a conflict between an individual's duty to HORSE SA and another duty that person has (for example, to another organisation). A conflict of interest may be actual, potential or perceived and may be financial or non-financial.

These situations present the risk that a person will make a decision based on, or affected by, these influences, rather than in the best interests of HORSE SA and must be managed accordingly.

Policy

Conflicts of interest commonly arise, and do not need to present a problem to the organisation if they are openly and effectively managed. It is the policy of HORSE SA as well as a responsibility of the board, that ethical, legal, financial or other conflicts of interest be avoided and that any such conflicts (where they do arise) do not conflict with the obligations to HORSE SA.

HORSE SA will manage conflicts of interest by requiring Management Committee members and any other persons acting on behalf of HORSE SA to:

- avoid conflicts of interest where possible
- identify and disclose any conflicts of interest
- carefully manage any conflicts of interest, and
- respond to any breaches.

Responsibilities of the Management Committee

- to establish a system for identifying, disclosing and managing conflicts of interest across the organisation
- if necessary, to set up a Register of Declared Conflicts, to be managed by the Secretary,
- to monitor compliance with this policy, and
- to review this policy regularly to ensure that the policy is operating effectively.

Conflict of Interest

Conflicts of interest of Management Committee

Once a conflict of interest has been appropriately disclosed, the Management Committee (excluding the member disclosing and any other conflicted member) must decide whether or not those conflicted members should:

- vote on the matter (this is a minimum),
- participate in any debate, or
- be present in the room during the debate and the voting.

In exceptional circumstances, such as where a conflict is very significant or likely to prevent a board member from regularly participating in discussions, the board may need to consider whether it is appropriate for the person conflicted to remain on the board.

Considerations when deciding what action to take

- whether the conflict needs to be avoided or simply documented
- whether the conflict will realistically impair the disclosing person's capacity to impartially participate in decision-making
- alternative options to avoid the conflict
- the organisation's objects and resources, and
- the possibility of creating an appearance of improper conduct that might impair confidence in, or the reputation of, the organisation.

The approval of any action requires the agreement of at least a majority of the board (excluding any conflicted board member/s) who are present and voting at the meeting. The action and result of the voting will be recorded in the minutes of the meeting.

Compliance with this policy

If the Board has a reason to believe that a person subject to the policy has failed to comply with it, it will investigate the circumstances.

If it is found that this person has failed to disclose a conflict of interest, the board may take action against them. This may include seeking to terminate their relationship with the organisation.

4. Risk Management

HORSE SA is committed to ensuring that liability to risk in any form is minimised by ensuring that members are informed, by putting in place policies, regularly reviewing and updating these policies, inducting Board members in their administrative roles and maintaining a raised awareness of best practice.

Every effort will be made to identify applicable risks and to enable risk management procedures to be put in place, maintained and regularly reviewed. The board must maintain systems whereby there is a flow of information to the board that aids decision-making; there is transparency and accountability to external stakeholders; and the integrity of financial statements and other key information is safeguarded.

“Risk” is the possibility of an unwanted outcome for the organisation, staff, volunteers, members, sponsors, clients or the general public.

It includes, but is not limited to:

- physical hazards
- financial hazards
- reputational hazards
- legal hazards

Benefits of Risk Management

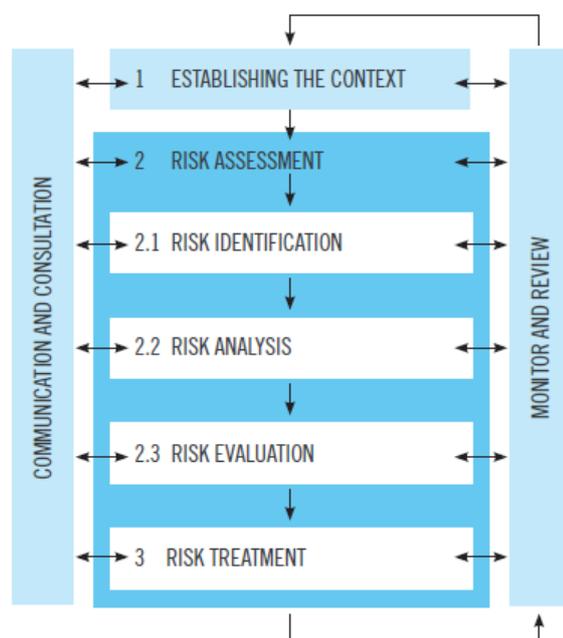
As well as contributing to legal compliance and good governance, effective risk management contributes to strategic planning and general operational activities. It creates confidence that the organisation can deliver desired outcomes, manage threats to an acceptable degree, and make informed decisions about opportunities.

HORSE SA recognises that the benefit of effective risk management includes that it:

- improves the quality of decision-making
- ensures that strategic decisions are informed
- improves planning processes by enabling the key focus to remain on core activities and helps ensure continuity of service delivery
- reduces the likelihood of potentially costly ‘surprises’, prepares for challenging events and improves overall resilience
- prioritises budgeted resources
- optimises performance through efficiencies
- assurance initiative contributes to the development of a positive organisational culture of improved governance, and helps establish clear purpose, roles and accountabilities
- improves stakeholder relationships and confidence in the organisation through enhanced accountability and reporting processes.

The Risk Management Process

- 1- Identify the risks.
- 2- Analyse the risks
- 3- Evaluate the risks
- 4- Treat the risks
- 5- Monitor and review the risks



Risk Management

Responsibilities

It is the responsibility of the Board, with the assistance of the EO, to carry out risk management analyses of the organisation, and to take appropriate and ongoing measures.

The Management Committee and EO have a responsibility to ensure that:

- effective risk management procedures are in place, applicable to all relevant areas;
- risk management procedures are reviewed regularly;
- recommendations arising out of the risk management process are evaluated and if necessary, implemented; and
- staff and volunteers are aware of all applicable risks and familiar with the organisation's risk management procedures.

It is the responsibility of staff and volunteers to ensure that:

- they are familiar with the organisation's risk management procedures applicable to their section;
- they observe those procedures; and
- they inform their supervisor if they become aware of any risk not covered by existing procedures.

Physical hazards

Every attempt will be made to assess potential risk at all venues where HORSE SA has a presence and to put in place any necessary procedures, signs, and training as required to minimise the potential of accidents.

Financial hazards

HORSE SA will ensure that it has in place correct and regular reporting procedures and is transparent in all its processes. (Refer Finance Policy)

Reputational hazards

HORSE SA encourages strong standards of behaviour and best practice in all areas – including governance, transparency and efficiency. All areas will be regularly reported on and KPIs of the Strategic Plan adhered to.

Legal hazards

HORSE SA recognises that it operates within a legal framework and the Management Committee and EO need to be mindful of many laws that may impact upon the organisation. These may be in the areas of fundraising, workplace safety, discrimination, harassment, etc., as well as the rules relating to incorporation.

Incorporation limits liability to some extent but HORSE SA recognises that Board Members, Officers and employees of incorporated associations still risk incurring liability if a personal breach of duty by them causes personal injury or damage to property. They can be liable if they directly caused the loss or damage or if they authorised and directed the actions which caused the event giving rise to liability. As such, HORSE SA has in place an induction process for new members of the Management Committee, and every year board members re-sign the Code of Conduct to raise awareness of such issues, and has in place insurance cover to protect the organisation from such liability.

The Board will ensure that the organisation is compliant with all relevant legislation, is adequately insured and understands this will require regular review.



Effective Risk Management

- increases the chances of succeeding in an activity or preventing a loss,
- minimises the effect of a loss that could not be prevented,
- gives management, staff and volunteers the confidence to pursue their mission without the fear of legal action or harm,
- approaches risk in a structured and calculated manner.

Monitoring risks

A Risk Register is considered a useful tool to record all identified risks, their likelihood, probable consequences and risk priority. This will be revised periodically as the likelihood and consequences of risks alter over time.



5. Financial Management

HORSE SA will provide benefits to its members in a financially sound manner.

HORSE SA will ensure that it has in place correct and regular reporting procedures, including but not limited to: two signatories for banking purposes, members of the Management Committee with necessary skills to fully understand the financial position and implications, and safe storage of financial and associated intellectual material.

Financial information must be complete, accurate and transparent and reported on a regular basis to lead to the correct decisions. All members of the Board are expected to have a basic understanding of the financial information that is prepared and presented. The Committee of Management is ultimately responsible for transparency, accountability and stewardship of all financial matters to ensure that the objectives of HORSE SA are met and overseen in the best interests of members and stakeholders.

Financial risks

The Management Committee is responsible for protecting the assets of HORSE SA and paying any liabilities. As such, it will ensure that:

- the board is provided with adequate information to make informed decisions (properly prepared balance sheets, profit and loss statements, cash flow reports), on a regular basis
- financial procedures are sufficient to prevent or expose fraud or unauthorised trading
- if HORSE SA were forced to wind up, it would have adequately budgeted for paying all employee entitlements.

Regulations

HORSE SA will operate according to legal requirements and the objectives of the constitution. All returns and reports required by legislation or funding agreements will be filed in a timely manner.

Procedures

Day to day financial control is the responsibility of the EO & designated staff or paid consultants. The Treasurer will be assisted by a paid Book keeper and a MYOB (or similar) Consultant. The Finance Committee, which is made up of the Treasurer, Chairperson and the EO, will report at each Board meeting on all financial matters (based on the Treasurer's monthly reports).

There will be an annual budget, and at the end of the financial year, an annual report which will be audited by an accredited independent auditor, and an annual review of wages paid and conditions placed upon employees.

The audited annual report will be presented to members at the Annual General Meeting.

Budget Planning

The Board is responsible for overseeing the budget of the organisation and for ensuring that HORSE SA operates within a responsible, sustainable financial framework. The Board will conduct a budget planning process each year as part of its annual business planning. This will be regularly monitored and reviewed.

Authority

Banking transactions require two of four authorised persons and must be documented adequately.

Reimbursement

HORSE SA will reimburse its staff & volunteers for any authorised reasonable expenses incurred by them on behalf of HORSE SA, in a timely manner.



HORSE SA REGISTER OF POLICIES 2019

Financial transaction cards

The use of financial transaction cards, including credit cards, is a major convenience for employees/volunteers, and can, if properly managed, contribute to easier and more secure accounting of expenses.

Transaction cards issued to HORSE SA, including those held in the name of any staff, volunteers or officers on behalf of HORSE SA will only be used for those activities that are a direct consequence of the cardholders' functions within the organisation. Their use will be monitored accordingly. Any use of the card inconsistent with this policy will be grounds for dismissal.

Fundraising

Board members have the responsibility of ensuring the survival and continuation of the organisation. This includes responsibility for ensuring funding is available to support the activities of the organisation. While the Board may delegate many of the operations of fundraising to other parts of the organisation, the Board retains the responsibility for inspiring other fundraisers, demonstrating the perceived importance of fundraising to the organisation, and demonstrating their leadership in this area.

This may include:

- contributing to the short-term and long-term financial planning including a fundraising plan;
- supporting any fundraising efforts
- supporting special events or generating contacts; and
- where possible, supplying HORSE SA with names of prospective individual and corporate donors or sponsors or even where requested, approaching individual or corporate prospects that may provide beneficial links to HORSE SA.

Sponsorship

Sponsorship builds and strengthens partnerships and is beneficial to both parties and will be actively canvassed.

Sponsorship of HORSE SA or of any symposium, project, program or event held will not entitle any sponsor to influence any decision of the organisation.

HORSE SA will not enter into any alliance or partnership with any corporation or organisation where the association with the prospective partner or acceptance of the sponsorship would jeopardise the financial, legal or moral integrity of HORSE SA or adversely impact upon HORSE SA's standing and reputation in the community.

Grants

Full & correct grant acquittal and reporting requirements will be overseen by the EO, the Treasurer and the MYOB (or other) consultant employed by the Board. The EO has authority to sign off on grants.

6. Delegation of Authority

The structure of the Management Committee, responsibilities, powers and the term of appointment for committee members, operational matters, etc., are set out in the constitution.

The board will develop terms of reference for any committee it establishes. These terms will include:

- whether the committee is advisory or delegated, and the extent of the committee's authority
- regular reports of its activities
- ensuring that where delegations are exercised, an appropriate system for their oversight is in place, monitored by management or the board, as appropriate.

All Committees, including any subcommittees should:

- keep minutes of their meetings and include these in the papers for the next full board meeting
- ensure the chairman of the committee provides a brief summary of the committee meeting at the board meeting.

The board recognises that it cannot delegate those powers, authorities, duties and functions:

- 1) contained in the Constitution, or
- 2) that is required by legislation to be exercised by a resolution of the members.

The Executive Officer

The EO is primarily responsible for the efficient and effective operation of HORSE SA.

The EO has the following particular functions:

- the day-to-day management of HORSE SA
- to report to the board at each meeting on previous and proposed activity, and any financial matters not covered by the Treasurer's report
- to report to the board on performance related to HORSE SA strategic plan timeline
- to recommend events, strategies, new programs that may be in the best interest of the organisation
- to exercise such of the functions of HORSE SA as are delegated by the board
- to direct staff & volunteers.

In order for the Board to focus on strategic issues and reduce the amount of meeting time required, the board recognises that it delegates many decisions to the EO to be able to respond more effectively to the HORSE community and provide for timely, consistent decisions to be made. Any such decisions will be reported to and ratified by the next meeting of the full Board and will be discussed at the time with the Chairperson if necessary.

The powers, authorities, duties and functions related to the following additional matters are not delegated to the EO:

- 1) adoption of new policies or variation of existing policies outside of operational issues, or
- 2) those matters delegated to Committees.

Other Horse SA Committees

The Executive consisting of the Chairperson, the Secretary and the Treasurer, assisted by the EO, may from time to time take decisions outside of the Board meetings. Any such decisions will be reported to and ratified by the next meeting of the full Board.

Currently the only existing formal subcommittee is the Finance Committee, which is made up of the Treasurer, Chairperson and the EO.



HORSE SA REGISTER OF POLICIES 2019

Delegation of Authority

It is the role of this committee to:

- make recommendation to the board on all financial matters based on the Treasurer's monthly reports
- annually review any wages paid and conditions placed upon employees
- prepare an annual budget and at the end of the financial year, an annual report.

Outside Committees

From time to time Horse SA members may be appointed to represent Horse SA on outside committees or other organisations.

Such representatives will be given authority to speak on behalf of the Board.

They must report back to Horse SA on a regular basis and supply minutes of meetings attended, and all other relevant documents.

7. Volunteer Policy

HORSE SA relies heavily on the unpaid work of volunteers and values their contribution highly. They are recognised as an essential part of our organization, performing many different roles. HORSE SA will endeavour to acknowledge their commitment, their efforts and their dedication.

All volunteers shall be treated with respect and gratitude for their contribution.

Volunteers shall carry out duties assigned by the management of HORSE SA and shall be under the direct supervision of the EO.

Volunteer rights

Volunteers have the right to:

- work in a healthy and safe environment free from discrimination and harassment of any kind
- be interviewed and employed in accordance with equal opportunity legislation
- be adequately covered by insurance
- be given an induction package which will include a copy of this policy and any other policy that affects their work
- have a job description and agreed working hours
- have access to a grievance procedure
- be provided with orientation to the organisation
- have confidential and personal information dealt with in accordance with the principles of the *Privacy Act 1988*
- be provided with sufficient training to do the job.

Volunteers Protection Act 2001

The intent of this legislation is to provide protection to individual volunteers from personal liability for loss, injury or damage caused as a result of an act or omission on their part while undertaking their volunteering duties on behalf of an incorporated organisation.

The act does not provide the volunteer with personal accident cover.

All other relevant legislation will be observed.

8. Code of Conduct for Staff and Volunteers

Staff and volunteers of HORSE SA are highly valued by the organisation for their contribution. They are expected to observe the highest possible standards of behaviour, ethics and integrity as a condition of their involvement with HORSE SA.

The standards expected include:

- compliance with all policies, procedures, rules, and contractual obligations;
- compliance with all relevant industry legislative requirements in the performance of all duties;
- compliance with all reasonable and lawful instructions of the Board or relevant supervisor;
- observation of occupational health and safety rules, responsibilities and practices as per the *Work Health and Safety Act 2012*
- adherence to the principles of confidentiality of any information, records or other sensitive material acquired, during the course of employment and after the cessation of employment with HORSE SA;
- honesty and fairness in all dealings with sponsors, clients, co-workers, volunteers, management and the general public;
- respect for HORSE SA equipment, supplies and property;
- not to make any unauthorised statements to the media about HORSE SA business (requests for media statements must be referred to the EO);
- no unlawful discrimination, harassment, offensive language or other such behaviour in the workplace.

A breach of this Code of Conduct by any employee or volunteer will result in disciplinary action being taken.

Acceptable Use of electronic media

HORSE SA recognises that staff and volunteers need access to email systems and the internet to assist in the efficient and professional delivery of services and supports their right to have access to reasonable personal use of the internet and email communications in the workplace.

Volunteers and staff may use the internet and email access provided by HORSE SA for:

- any work and work-related purposes,
- limited personal use; and
- more extended personal use under specific circumstances as authorised.

9. Confidentiality

Staff, volunteers and members of the Board of HORSE SA have an obligation to abide by this Policy.

For the purpose of this Policy, “confidential information” is defined as:

- the names, details and information relating to the business affairs of the clients or members of HORSE SA;
- matters of a technical nature, trade secrets, technical data, marketing procedures and information, accounting programs and procedures, financial information, strategic and business plans and like information relating to the business of HORSE SA;
- other information which HORSE SA deems confidential or which, if disclosed, could be reasonably assumed to be detrimental to HORSE SA;
- any other intellectual property; and
- all other information which is imparted in circumstances in which it could be reasonably assumed that the information is confidential to HORSE SA or any persons with whom HORSE SA is concerned;

but excludes any information that is public knowledge.

The employee/volunteer/person acting on behalf of HORSE SA:

- may use confidential information solely for the purposes of performing his/her duties within HORSE SA;
- must keep confidential all information known to be confidential; and
- may only disclose confidential information to persons who have a need to know (but only to the extent that each person has a need to know) as decided by the Board.

The person’s obligation of maintaining confidentiality does not extend to confidential information that the law requires to be disclosed.

At the end of any employment or connection with HORSE SA, an employee or volunteer must return to the organisation:

- all confidential information in material form;
- those parts of all notes and other records based on or incorporating confidential information;
- all copies of confidential information and notes and other records based on or incorporating confidential information; and
- any other HORSE SA property

in the person’s possession or control.

The employee’s/volunteer’s obligation of confidentiality will continue after the end of the involvement with HORSE SA in respect of all confidential information other than information forming part of the employee’s stock of general skill and knowledge. Any employee found to be in breach of this confidentiality obligation, whilst still employed by HORSE SA will be disciplined, and in serious instances, dismissed.

10. Work, Health and Safety

The most valuable asset to HORSE SA is its employees and volunteers. Their health, safety and welfare rank equally with all other financial and operational considerations. All persons who work at HORSE SA in any capacity have responsibilities to observe the *Work Health and Safety Act 2012*.

Management:

- has a responsibility to ensure, as far as reasonably practicable, that employees/volunteers, whilst at work, are safe from injury and risk to health;
- must be positively committed to the consultation process; and
- is responsible for ensuring adequate information, instruction, training and supervision of all employees/volunteers.

Employees and volunteers:

- have a duty to take care of their own health and safety, and that of others who may be affected by their actions or failure to act whilst at work.

Active consultation will be undertaken in order to ensure the best possible resolution for health, safety and welfare issues at HORSE SA.

In all instances, HORSE SA will seek to implement best practice solutions for work, health, safety and welfare concerns and is committed to ensuring compliance with current legislation.

HORSE SA will endeavour, through regular review of systems, to strive to bring about an ongoing improvement to work, health and safety environment with the aim of eliminating work-related hazards and related injuries.

Smoke-Free

In order to meet our duty of care to volunteers & employees, HORSE SA believes it has a responsibility to discourage smoking and therefore HORSE SA will be a smoke-free workplace.

HORSE SA will not permit smoking inside any of its owned or rented buildings, hired rooms, on client premises or in motor vehicles on HORSE SA business.

All functions (including dinners, fund raising events, meetings, trade fairs, etc.) of the organisation will be smoke free. Smoking will only be permitted in designated areas identified by venue management.

Alcohol and Other Drugs

Volunteers and employees of HORSE SA have a responsibility to ensure that they take reasonable care to protect their own health and safety and that of others whilst in the workplace by not being affected by alcohol or other drugs to the extent that it impacts on their own or another person's work performance or safety.

For the purpose of this Policy, HORSE SA defines alcohol and drugs as follows:

- **“Alcohol”** refers to any beverage containing an alcoholic content that temporarily impairs a person's physical or mental capacity.
- **“Drugs”** refers to a chemical substance, whether it is legal or illegal, which may have the ability to impair a person's physical or mental capacity. These can include prescribed drugs issued by a medical practitioner, or non-prescribed drugs, for example, but not limited to, 'speed', heroin, amphetamines, LSD, crack, cocaine, ecstasy, marijuana, etc.



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Work, Health and Safety

Volunteers and staff of HORSE SA are prohibited from selling, distributing, manufacturing, possessing or consuming alcohol or any other drugs when working for and/or on the premises of HORSE SA.

There may be occasions where alcohol is available at HORSE SA functions. In these situations, HORSE SA accepts that alcohol may be consumed in moderation within the appropriate guidelines and with the permission of management. In instances when staff or volunteers attend functions on behalf of HORSE SA, they will be expected to behave in a professional and responsible manner, ensuring that duty of care is provided to both themselves and others.

In circumstances where an employee or volunteer is taking medically prescribed drugs to manage a specific condition that may interfere with their work performance, they are required to notify the Executive Office. The EO, in consultation with the person (and their doctor if relevant), may (if practicable) make adjustments to the work requirements of the person concerned.

11. Privacy

HORSE SA is committed to protecting the privacy of personal information which the organisation collects, holds and administers. Personal information is information which directly or indirectly identifies a person.

HORSE SA may require the collection of personal information from individuals to enable it to provide HORSE SA

- with a membership database as required under The HORSE Federation of SA Inc Constitution
- with information to conduct events
- with information to build a contact database
- with Information gathered during the sale of items or services
- survey information.

HORSE SA recognises the essential right of individuals to have their information administered in ways which they would reasonably expect – protected on one hand, and made accessible to them on the other. These privacy values are reflected in and supported by our core values and philosophies and also reflected in our Privacy Policy, which is compliant with the *Privacy Act 1988*.

HORSE SA is bound by laws which impose specific obligations when it comes to handling information. The organisation has adopted the following principles contained as minimum standards in relation to handling personal information.

HORSE SA will

- collect only information which the organisation requires for its primary function;
- ensure that stakeholders are informed as to why we collect the information and how we administer the information gathered;
- use and disclose personal information only for our primary functions or a directly related purpose, or for another purpose with the person's consent;
- store personal information securely, protecting it from unauthorised access; and
- provide stakeholders with access to their own information, and the right to seek its correction.

Where information held by HORSE SA is no longer required to be held, and the retention is not required by law, then HORSE SA will destroy such personal information by a secure means.

Compliance

If an individual has any concerns regarding the privacy of personal information, then the individual may make a complaint to HORSE SA Executive Officer who will then endeavour to resolve the complaint.

Sources of Information

Where possible, HORSE SA will collect the information directly from individuals, customers and clients. In some instances, HORSE SA may collect personal information from press reports or published mediums, in which case it will endeavour to verify such details with the person concerned.

HORSE SA acknowledges that there is no obligation for an individual to provide it with personal information. However, if an individual chooses not to provide HORSE SA with personal details, it may not be able to provide the individual with a full range of services and the ability of servicing the individual's organisation direct may be reduced.



13. Expense Reimbursement

HORSE SA will reimburse employee travel and associated expenses, incurred during the course of their employment, subject to the requirements of their specific position and under stipulated conditions and circumstances. All travel and expense claims must be approved by the appropriate manager/supervisor prior to reimbursement occurring.

Motor Vehicles

When an employee uses their own motor vehicle for HORSE SA business, following approval by the appropriate manager/supervisor, a motor vehicle allowance as determined by the Australian Tax Office per kilometre rate for the vehicle type, covering all costs such as petrol, oil, repairs, tyres and maintenance, as outlined in the relevant Agreement/Award or organisational policy, will be paid to the employee.

Before an employee will be permitted to use their own motor vehicle for HORSE SA business, proof will be required to be produced that the motor vehicle is registered, covered by comprehensive insurance and third party property and damage insurance that incorporates the utilisation of the motor vehicle on business relating to HORSE SA.

HORSE SA will not be responsible for any traffic or parking fines incurred by any employee.

Employees are required to complete the necessary documentation and obtain authorisation from the appropriate person before reimbursement will be made.

Air Travel

If funded air travel is approved by HORSE SA for employees and/or volunteers, such travel will be economy class, and any variations to the class of travel used must be approved by the appropriate person.

Accommodation

HORSE SA will reimburse for accommodation and meal expenses whilst an employee is on approved business travel provided prior approval has been given by the appropriate person. Employees will be expected to produce all receipts of expenses incurred for authorisation and verification by the appropriate manager/supervisor.

Taxis

If a company or private motor vehicle is not available, employees may be permitted to use taxis to travel on HORSE SA business, following approval by the appropriate manager/supervisor. The employee will be required to provide all details regarding the necessity to use the taxi service to the appropriate manager/supervisor.

14. Honorary Life Membership & Meritorious Service Awards

HORSE SA provides for the recognition of individual and organizational achievement in, or contribution towards, the organization with the following award system:

Honorary Life Membership

Honorary Life Membership is considered the highest honour HORSE SA can bestow upon one of its members.

Criteria:

A potential recipient must have been a member of HORSE SA for a minimum of 5 years, must be a current financial member, must have demonstrated a long-term and significant commitment to the organization and must have made a considerable contribution to the progress and/or success of some aspect of HORSE SA.

Volunteers must have received no remuneration for their services (apart from reimbursement for expenses incurred). Their dedication and achievements as volunteers must be outstanding.

Member Awards

Members may be recognised for significant contribution to HORSE SA by means of acknowledgement at General Meetings, certificates or however the board may decide.

Meritorious Service Award

Should HORSE SA wish to bestow an honour upon a person who is not a member of HORSE SA, or an organization, and it does not meet the criteria for Honorary Life Membership, a Meritorious Service Award can be considered.

Criteria:

Someone who has not necessarily been a member of HORSE SA, or an organization, that has made a significant and effective contribution to some facet of HORSE SA either regularly over a long period of time or substantially over a short period e.g. sponsor.

Volunteers must have received no remuneration for their services (apart from reimbursement for expenses incurred). Their dedication and achievements as volunteers must be outstanding.

Also, an organization offering outstanding service resulting in significant benefit to HORSE SA which flows on to the horse industry or horse community may be considered.

Procedure

1. The person proposing the award (nominator) must be a current financial member of HORSE SA.
2. The awards are not automatically offered annually. The nominator must complete the appropriate form (available from HORSE SA office or website).
3. The Nomination is then submitted to the Management Committee for consideration and possible further investigation.
If the MC considers the nomination to be worthwhile, the MC will put this as a recommendation to the next Annual General Meeting.
For the nomination to be accepted, it will need to be passed by a 2/3 majority of members present at the AGM.
4. A nomination must reach the MC one month prior to the AGM to be considered at that year's AGM.
5. If a nomination is received for Honorary Life Membership and in the opinion of the Management Committee it does not meet the criteria for this award, the nominee may be considered for a Meritorious Service Award.

15. Member Protection

Workplace Bullying and Unlawful Discrimination

HORSE SA is committed to providing an environment which is free of discrimination, bullying and any other form of harassment (including sexual), where individuals are treated with respect and dignity, and where children are protected from abuse.

HORSE SA will not tolerate behaviour which constitutes abuse, bullying, discrimination or harassment under any circumstances and will take disciplinary action against anyone who breaches the Member Protection Policy.

This Policy aims to provide the best possible environment in which its members, service providers, staff and volunteers, can enjoy their pursuits and discharge their responsibilities to the best of their abilities.

Child Safe Environments

Protecting children from abuse is a responsibility that we must all undertake. HORSE SA is committed to ensuring that the safety, welfare and wellbeing of children and young people is maintained at all times during their participation in any activities connected with HORSE SA. Refer to table of contents for separate policy within this document.

Discrimination

Discrimination may take many forms. HORSE SA will not tolerate discrimination on the grounds of sex, chosen gender or sexuality, disability, or in any other form.

Sexual Harassment

HORSE SA is committed to ensuring that volunteers and staff are not subjected to any form of sexual harassment in the workplace. Sexual harassment is unlawful under both the *Equal Opportunity Act 1984* and the *Sex Discrimination Act 1984*.

“Sexual harassment” refers to any unwanted, unwelcome and uninvited behaviour of a sexual nature that results in a person feeling humiliated, intimidated and offended, and under the circumstances, it would be reasonable for them to feel this way. The perception by a volunteer/staff member that they have been sexually harassed is sufficient for them to lodge a complaint.

HORSE SA recognises and acknowledges that sexual harassment may involve comments and behaviour that offend some persons but not others. HORSE SA accepts that individuals may react differently to certain comments and behaviour, and as a result, has determined that a high standard of behaviour is required of all staff and volunteers.

HORSE SA acknowledges it has a legal responsibility to take all reasonable steps to prevent sexual harassment from occurring in connection with the workplace.

In addition to this, all employees and volunteers have a responsibility to assist HORSE SA by ensuring that:

- they comply with this Policy by ensuring that they do not perpetrate sexual harassment in the workplace;
- they offer assistance or support to any person being harassed; and
- they keep any complaint confidential.

The Management Committee will ensure that all complaints of sexual harassment will be investigated quickly and fairly and treated with complete confidentiality.

Disability

Every attempt will be made to see that people with a disability have the same opportunity to access and participate in HORSE SA events and opportunities and volunteering on the same basis as those without disability. All volunteers and staff will be treated with dignity and enjoy the benefits of an inclusive environment that values and encourages participation by all.



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Use of language

Horse SA has a strong commitment to equity, the acceptance of diversity and equality of opportunity. The use of inclusive language plays an important role in achieving equality and eliminating discrimination. Discriminatory language can hinder inclusivity by demeaning, offending or stereotyping individuals or groups. It is important that everyone takes the responsibility to be mindful of the language used to communicate. It is incumbent on individuals, whether they belong to a minority or dominant grouping, to be sensitive and wise in the choice of the language they use. Any language that discriminates against any person on the basis of their gender is unacceptable.

Complaint Handling Procedures

All complaints will be investigated promptly, fairly and confidentially by nominated Complaints Officer. During any meetings or discussions, the complainant has the right to be represented or accompanied by a person of their choosing, such as the Member Protection Information Officer (MPIO), a family member or friend.

If any person is not comfortable in approaching the nominated Contact Officer or other nominated representative of HORSE SA in the first instance, or if they are not satisfied with the way their complaint has been handled, they have the right to refer the matter to an outside body.

Grievance & Dispute Resolution

HORSE SA encourages staff and volunteers to resolve any issues or concerns that they may have at the earliest opportunity with their immediate supervisor or MPIO. The preferred process involves staff and volunteers being able to resolve issues to their satisfaction internally, without feeling they have to refer to external organisations or authorities for assistance.

Policy

Open communication and feedback are regarded as essential elements of a satisfying and productive work or volunteer environment. Staff and volunteers should feel comfortable with discussing issues with the MPIO, Member Protection Officer (MPO), EO, or Chairperson, in accordance with the procedures outlined below.

All formal avenues for handling of grievances will be fully documented and the employee/volunteer's wishes will be taken into account in the determination of appropriate steps and actions. No employee will be intimidated or unfairly treated in any respect if they utilise this Policy to resolve an issue.

Responsibilities

It is the responsibility of the **HORSE SA Management Committee** to ensure that:

- they identify, prevent and address potential problems before they become formal grievances;
- they are aware of, and are committed to the principles of communicating and information sharing with their employees and volunteers;
- all decisions relating to employment practices are made with consideration given to the ramifications for the individual, as well as the Organisation in general;
- any grievance is handled in the most appropriate manner at the earliest opportunity;
- all employees and volunteers are treated fairly and without fear of intimidation; and
- matters are kept confidential.

It is the responsibility of **employees and volunteers** to ensure that they attempt to resolve any issues through internal processes at the earliest opportunity.

Employment Practices

HORSE SA will ensure that all employees and volunteers are treated with fairness, equality and respect. If there is any doubt, the MPIO, MPO or the HORSE SA Chairperson, should be contacted for advice at the earliest opportunity.

- a) Complaint Handling Procedures

All complaints will be kept confidential and will not be disclosed to another person without the complainant's consent except if law requires disclosure or if disclosure is necessary to effectively deal with the complaint. Individuals and organisations may also pursue their complaint externally under anti-discrimination, child protection or other relevant legislation.

Resolving complaints

Step 1: Self-management

The person with the complaint tries to resolve the problem directly with the person who has occasioned the complaint.

Step 2: Obtaining information and support

The MPIO or the EO is available to provide assistance to listen and provide options (based on the Complaint Handling Procedures as laid out by Office for Recreation & Sport) to the person with the complaint if he/she:

- has not been able to sort out the problem themselves
- is not sure how to handle the problem
- wants to talk about the problem and get some more information about what to do
- continues to experience the problem after approaching the other person(s) involved.

Step 3: Informal internal process (low level resolution)

After talking with a MPIO or the EO, the person with the complaint may decide:

- there is not a problem
- the problem is minor and that they do not want to proceed with the matter
- to try and work out their own resolution, with or without support
- to seek an informal mediated resolution with the help of a third person such as a mediator or an official.

Step 4: Formal internal process (written complaint and internal investigation)

If the complaint has not been resolved, the person with the complaint may decide to make a written formal complaint to the Management Committee.

A formal procedure is most appropriate when:

- matters have not been satisfactorily resolved at the informal level
- matters involve serious allegations
- the other person denies the allegations
- the person or people being complained about are more senior than the person with the complaint.

Step 5: An appeals process

If the person with the complaint or the person complained about is not happy with the process or outcome of the investigation, or any recommended mediation does not result in a mutually acceptable solution, then either party is entitled to appeal. In an appeals process, the complaint will be reheard by a different decision maker and the decision reviewed. A person has the right to one internal appeal.

Step 6: External options

If the internal complaint resolution procedure does not achieve a satisfactory outcome, or if the person with the complaint believes it would be impossible to get an impartial resolution within HORSE SA, they may approach an external body (such as an anti-discrimination agency) for advice or to lodge a complaint at any time during the process.

Step 7: Documenting the resolution

The MPO will document the complaint, the process and the outcome. This document will be stored in a confidential and secure place.

External Approaches



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There are a range of other options available depending on the nature of the complaint. If a person feels they have been harassed or discriminated against, they can seek advice from the State Anti-discrimination Commission without being obliged to make a formal complaint. If the commission advises that the problem appears to be harassment within its jurisdiction, then a formal complaint may be lodged with the Commission.

If a complaint is lodged under anti-discrimination law, the person may use an appropriate representative of HORSE SA (e.g. the MPIO) as a support person throughout the process, or a legal representative, particularly at the hearing stage of a complaint. It may also be appropriate to approach another external agency such as the police.

Covering legislation that will be observed

Federal:

Australian Human Rights Commission Act 1986

Disability Discrimination Act 1992

Equal Opportunity for Women in the Workplace Amendment Act 2012

Racial Discrimination Act 1975

Age Discrimination Act 2004

Sex Discrimination Act 1984

State:

Equal Opportunity Act 1984

Work Health and Safety Act 2012

Children's Protection Act 1993

Children and Young People (Safety) Act 2017



16. Media

HORSE SA works on behalf of our members to promote horse industry & community issues & topics in accordance with our Constitution. Our relationship with the media is vital to our success including our advocacy role for our members. We work positively and collaboratively to ensure that we have effective relationships with our partners and provide accurate, reliable, up to date, valid information to the best of our knowledge at all times.

Procedures

All media enquiries are to be directed to the EO.

Where media statements are required immediately, the EO will respond. The Chairperson or authorised delegate may also respond to media inquiries following consultation with the EO.

Confidentiality and privacy of members and stakeholders should always be respected.

Verbal consent should be sought prior to any photographs, films or interviews for media activities. The EO or her/his delegate is responsible for seeking this consent.

HORSE SA will seek to promote positive coverage of its achievements, horse industry issues, topics of interest and future vision.

All media releases and events will aim to educate and inform the public about issues facing the horse community and industry.

HORSE SA will, where possible and appropriate, convey media releases in a culturally and linguistically appropriate manner.

HORSE SA will not provide endorsements of any political party, but will comment in a qualitative manner on the merits and deficiencies of any policy initiative with respect to any impact on our stakeholders.

Under no circumstances shall staff/ Management Committee or other members engage in media activities to air concern/grievances regarding the operation of HORSE SA.

Credit: Adapted from Sport SA Media Policy 2011

17. Social Media

Social media offers growing opportunities to communicate with members and the wider public and other communities with shared interests.

HORSE SA seeks to grow its social media base and use this to engage with existing and potential members, donors and stakeholders. At the same time, a professional balance must be struck which avoids placing the organisation's reputation at risk.

HORSE SA is committed to providing an online environment free of discrimination and harassment, where individuals are treated with respect and dignity. It is asked that all online participants assist in supporting fellow online users to meet this request.

The essential guiding principles are:

Integrity: HORSE SA will not knowingly post incorrect, defamatory or misleading information about its own work, the work of other organisations, or individuals and will observe our own Privacy policies.

Professionalism: HORSE SA's social media represents the organisation as a whole and will seek to maintain a professional and uniform tone.

Information Sharing: HORSE SA encourages the sharing and reposting of online information that is relevant, appropriate to its aims, and of interest to its members.

There are two ways that this policy may apply to HORSE SA stakeholders:

They are appointed to represent HORSE SA on social media platforms and are using a social media platform for business purposes.

They choose to make references to HORSE SA, its people, products or services, and/or other business related individuals or organisations when using a social media platform in a personal capacity.

Social Media Engagement for Business Purposes on behalf of HORSE SA

Representation

The staff member/volunteer is required to:

- disclose they are acting on behalf of HORSE SA, and be clear about the role and accountabilities;
- disclose only publicly available information and not comment on or disclose confidential HORSE SA information (such as financial information, future business performance, business plans, imminent departure of key executives);
- provide new information as part of a planned media program, by arrangement with HORSE SA EO;
- ensure that any content published is factually accurate and complies with relevant policies, particularly those relating to confidentiality and disclosure;
- ensure that appropriate approvals are in place in accordance with HORSE SA's policy for releasing information in the public domain;
- only offer advice, support or comment on topics that fall within the area of responsibility at HORSE SA;
- ensure material posted is in no way obscene, defamatory, threatening, harassing or discriminatory to another person or entity (including horses), including HORSE SA, its members, employees, contractors, partners, competitors and/or other business related individuals or organisations;
- ensure any posting complies with the Privacy Policy.

Anything posted on behalf of HORSE SA must be respectful of others' opinions (even in times of heated discussion and debate); respect copyright, privacy, financial disclosure and other applicable laws.



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Personal Uses of Social Media Platforms

This Social Media Engagement policy is applied if any stakeholder chooses to make references to HORSE SA, its people, members or services, its competitors, and/or other business related individuals or organisations when using a social media platform in a personal capacity. It is important in these circumstances that readers of the posts do not misconstrue personal comments as representing an official HORSE SA position.

Representation

The stakeholder/volunteer/staff member is required to:

- identify themselves as a HORSE SA employee if they refer to HORSE SA, its people, members and services, its competitors and/or other business related individuals or organisations;
- ensure they do not imply in any way that they are authorised to speak on HORSE SA's behalf;
- be mindful of the importance of not damaging the organisation's reputation, interests and/or bringing HORSE SA into disrepute;
- disclose only publicly available information (consult the EO if clarification is required);
- not include HORSE SA's logos or trademarks, or those any of our funding partners or other business associates.

Responsibility

Stakeholders/volunteers/staff members are personally responsible for the content of any personal posts online that may refer to HORSE SA. In this context, they have a responsibility to ensure that:

- any information about HORSE SA's services is factually accurate;
- personal opinions should be clearly expressed as such. If offering a personal perspective on a matter related to HORSE SA, be mindful that any such commentary and opinion does not cause damage to HORSE SA or its interests;
- a disclaimer should be added to ensure that stated views and opinions are understood to be their own and not those of HORSE SA.

A disclaimer is required when stakeholders / volunteers / staff members:

- refer to the work done by HORSE SA;
- comment on any HORSE SA related issue; or
- provide a link to the HORSE SA website.

Breach of Policy

As is the case with all of HORSE SA's policies and procedures, any volunteer/staff member not complying with this Policy may face disciplinary action under HORSE SA's Performance Management process. This disciplinary action may involve a verbal or written warning or, in serious cases, termination of employment or engagement with HORSE SA.

HORSE SA may recover any costs incurred as a result of a breach of this Policy.

Due to the fast-moving nature of social media and the constant development of new social media programs, HORSE SA recognises that this policy and its procedures need to be reviewed at regular intervals.

18. Weather / Declared Emergency

SunSmart

The health of participants in HORSE SA activities is of primary concern to the Management Committee of HORSE SA. It is acknowledged that skin cancer is a major public health problem in Australia, with two out of every three people requiring treatment for some form of skin cancer in their lifetime. It is recognised that skin cancer is preventable and like any other medical condition, it is best dealt with by the application of preventative measures.

While HORSE SA will endeavour to assist in sun protection when conducting activities outdoors, it is recognised that ultimately, the responsibility is that of each individual.

Policy

In the event that a Horse SA activity is held outdoors, ideally if held during summer it will be scheduled outside the peak sun damage hours of 11.00am and 3.00pm, during daylight saving time.

Information will be provided to participants which:

- encourages use of natural and artificial shade and shelter,
- encourages and promotes the use of high SPF Broad Spectrum sunscreen, and
- encourages wearing of collars, long sleeves, hats with brims and wraparound sunglasses.

Hot Weather

HORSE SA has a duty of care to the health, comfort and welfare of its employees, members and volunteers. In arranging or being part of any event organisers will be mindful of the need for shade and plenty of water for both human and equine participants. The Sun Smart Policy will be actively promoted at such events. Events may be cancelled if weather is extreme.

Extreme Weather or Declared Emergency

HORSE SA will seek, through an event risk management plan, to manage extreme weather impacts on events through selection of suitable venues, time of day and provision of amenities and forward planning.

HORSE SA does not run sport sporting or recreation events outdoors as core business but runs events and functions at venues with appropriate indoor or sheltered areas.

HORSE SA will inform registered event participants as early as feasible, prior to the event, of any decision to cancel or modify the event due to extra-ordinary conditions, and in particular:-

- if a declared emergency is taking place in the locality, such as a bushfire with road closures, heavy smoke, or if a flood or catastrophic fire danger rating has been issued etc.
- if an outdoor event is scheduled with no indoor/air conditioned option and the forecast weather by the Bureau of Meteorology predicts that the local temperature will reach 38deg or more.

Event participants will be advised if the event is to be rescheduled or cancelled and a refund, or portioned refund, is applied. If a decision is made to continue, event coordinators will endeavour to encourage participants to be SunSmart and take appropriate action to prevent sunburn, dehydration, undue stress, etc. If event co-ordinators have a concern with the weather they should contact the Executive Officer or Chairperson to discuss possible courses of action.



18. Environmental Concerns

HORSE SA is committed to best practice within the environment. HORSE SA recognises that horses can have a high impact on the environment if not well managed. Many of our members are horse owners and/or land owners, or agist on properties belonging to others where, given the right information, they may be able to quietly influence best practice.

Our environmental benchmarks are promoted via the website and program **'HorsesLandWater'**, which can be found at <http://www.horseslandwater.com>

Educational events – seminars, workshops, conferences and displays etc shall take steps to reduce environmental impacts and promote sustainability



19. Horse Welfare

The welfare of the horse is important. HORSE SA acknowledges the need to encourage, promote and educate horse owners and general public on horse welfare and any advances in our knowledge to improve treatment of and general conditions for horses.

Basic Protocol

As well as respecting State legislation and existing Codes of Conduct, HORSE SA is a signatory to the Australian Horse Welfare Protocol produced by the Australian Horse Industry Council (AHIC) 2011.

This Protocol sets out how Australian Horse organisations, collectively and individually, will voluntarily act to promote horse welfare and wellbeing. The full document can be found at:

http://www.australiananimalwelfare.com.au/app/webroot/files/upload/files/AUST_HORSE_WELFARE_PROTOCOL_FINAL_2_2011_2.pdf

The Australian Horse Welfare Protocol provides an industry-wide platform for open engagement of horse organisations and their members with researchers and key stakeholders (including government) to continuously improve the health and wellbeing of horses in our care.

The Protocol has two basic premises:

1. We should take every reasonable step to advance horse welfare by providing information, advice and education.
2. When evidence of horse suffering is presented, we should take every reasonable step to alleviate that suffering as quickly and efficiently as possible.

Welfare of Horses at Competitive Events

HORSE SA also acknowledges the contribution of the International Society for Equitation Science (ISES) in developing guidelines to ensure optimal horse and rider welfare and safety at competitive events. These guidelines highlight the most salient aspects relating to ethical and welfare concerns and how these should be addressed during competitive events by organizers, sponsors, riders, trainers, grooms and other interested parties and can be found at:

<http://www.equitationscience.com/documents/Equitation/WDM%20Code%20of%20Conduct.pdf>

Emergency rescue

HORSE SA actively promotes and educates on safe procedures for Large Animal Emergency Rescue. If there is an issue call 000.

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