



# Branch Handbook

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VERSION 3

**Address all Correspondence and Enquiries to:**

The Australian Stock Horse Society Limited  
PO Box 288  
SCONE NSW 2337  
T 02 6545 1122  
F 02 6545 2165  
E [info@ashs.com.au](mailto:info@ashs.com.au)  
[www.ashs.com.au](http://www.ashs.com.au)



Australian Stock Horse  
SOCIETY



Australian Stock Horse  
SOCIETY

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# 1 THE SOCIETY

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## 1.1 About the Society

**“The Australian Stock Horse is a fine working and performance animal, renowned for its toughness, endurance, resilience and strength. It also has a cat-like speed and agility, giving the horse a cosmopolitan blend of attributes which have produced the world’s best at work and play.”**

The Society was established in 1971 in Scone New South Wales, which promotes itself as ‘The Horse Capital of Australia’. Today the Society is one of the largest of the 70 individual horse breed associations in Australia.

- *Growing membership in excess of 9,500 individuals*
- *In excess of 175,000 registered horses*

### The Vision

The Australian Stock Horse Society wants the Australian Stock Horse to have the highest profile of any breed of horse in Australia with worldwide recognition.

### The Aims

- To preserve the heritage and identity of the Australian Stock Horse.
- To promote the development and popularity of Australian Stock Horses throughout Australia and the world.
- To maximise the benefits of owning a Registered Australian Stock Horse and being a Member of The Australian Stock Horse Society.

### The Mission

To maintain the heritage, to promote the bloodlines and high performance of the Australian Stock Horse among equestrian activities and the general public.

The Society was set-up with a particular structure to ensure that the aims could be achieved at a Local, State and National level. Branches were established to conduct competitions and activities in their local area in line with the policy of the Board of Directors. Management Councils undertake a similar task within their area of influence. The Board of Directors set the overall direction of the Society and set goals to be achieved in particular time frames. For a graphic representation of this hierarchy please see the following page.

## 1.2 Why Belong to the Society?

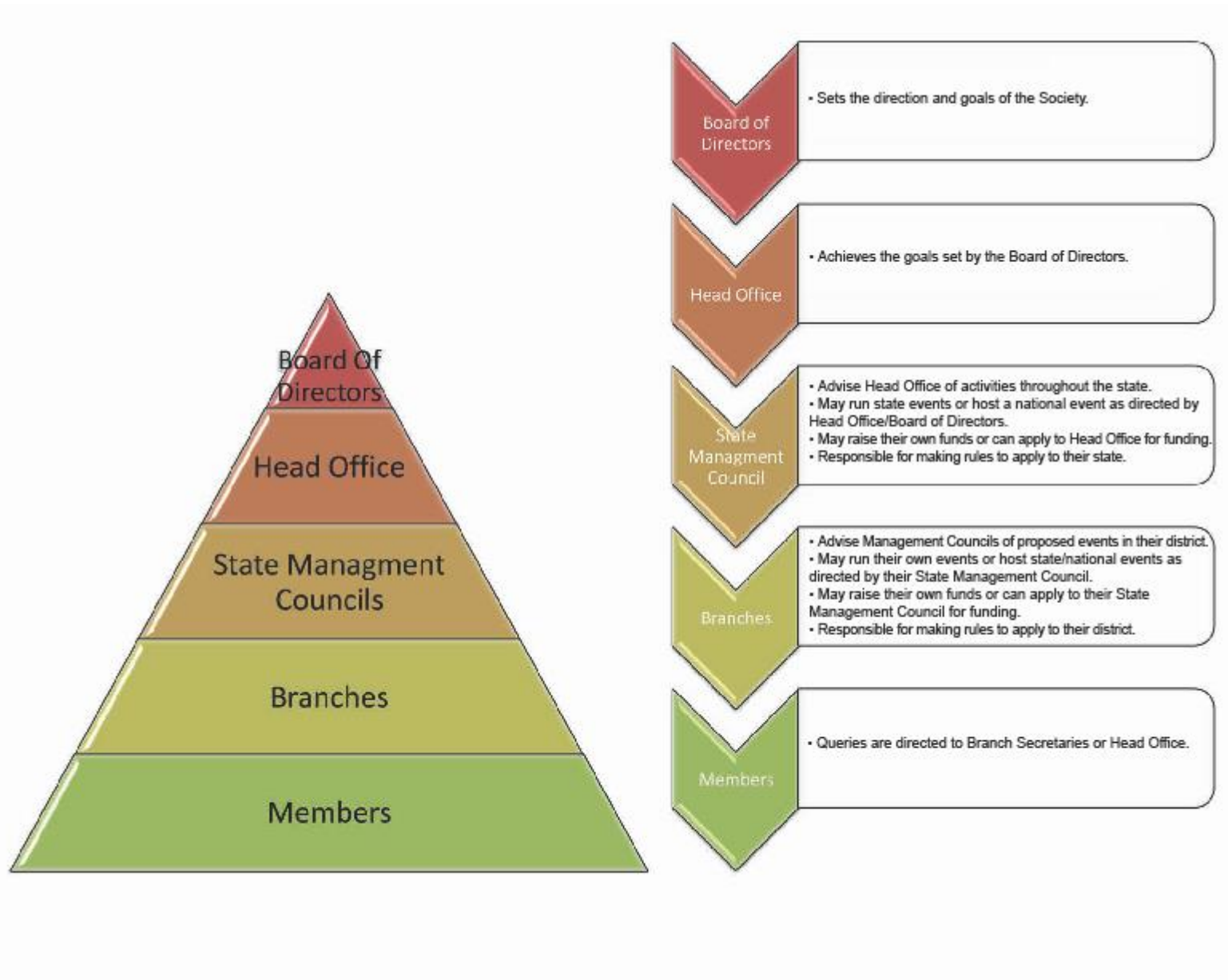
Affiliation with the larger parent body offers Branches benefits in terms of continued growth and development with the backing of a larger organisation.

Advantages of affiliation are:

- **Opportunity** to participate at state and national level
- **Pathways** for advancement in coaching, administration, officiating etc
- **Cost Savings** for the Branch
- **Knowledge**, skills and experience passed on by the more senior body

### 1.2.1 History

A brief history of The Australian Stock Horse Society is available on the Society website [www.ashs.com.au](http://www.ashs.com.au). This could be used for background when putting together promotional material, any additional details required may be requested from Head Office.

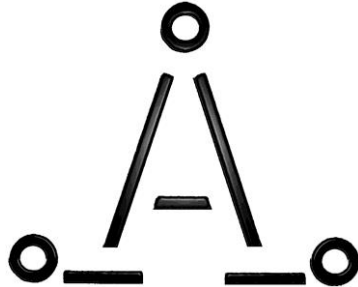


**Society Hierarchy**

Printed with thanks to Paula Garrard

### 1.3 Society Brandmark

In **2005**, a Society brandmark was introduced that consolidates and modernises the trusted image of The Australian Stock Horse Society, both as an organisation and as a brand. Central to the updated corporate image is the A brand which was originally designed in **1971**.



#### 1.3.1 Society Emblem

By **2005** there were a number of images and emblems used to represent the Society. There was a need to pull them all together into a single, strong and recognisable identity. At this time the Society adopted its current logo, incorporating the A brand. The logo positions the Society as a progressive organisation but with strong values built over thirty-five years of hard work. This is the logo that should be used by Branches for all promotional materials. Copies can be obtained on request from Head Office.



#### 1.4 Society Flag

The Society Flag was first commissioned in **1977**; over the years many variations of the flag appeared. In **2006**, the Board of Directors approved the official flag below. The Board provided a new flag for all Branches and Management Councils of the Society to commemorate the 35<sup>th</sup> Anniversary of the Society in **2006**.

This is the flag, which should be used at all Branch activities.



## 1.5 Resources Available from Head Office

Head Office is able to provide direction and resources for your Branch events and activities. Information is available on all aspects of Membership of the Society as well as information on helping run events.

### Equipment for Hire

Please ensure you book equipment well in advance of your event. Place a booking with the Sports Department who will be able to advise you of the fees and any conditions applicable. Equipment must be collected and returned by the Branch; return will be expected within one month unless prior arrangements are made with Head Office.

Equipment available for hire from Head Office includes:

- Bunting
- Team Yarding Collars
- Risk Management Signs and Banners
- Breast Plate Numbers
- Official Vests
- Official Tents
- Electric Timers

### Merchandise

Head Office maintains an excellent selection of ASHS Merchandise and items relevant to the Society. Please contact Head Office to obtain a copy of the current Branch Price List. The Branch Price List outlines the cost of merchandise and the retail price at which Branch and Management Councils can sell the merchandise.

### Risk Management

**Refer to Section 8 Risk Management and Legal Compliance.** Further information about Risk Management is available on request from Head Office. Please contact the Sports Department for more information.

### Additional Resources

The Society also provides the following to Branches and Management Councils, as long as the materials required under the Licensing Agreement with the Society have been provided (**Refer to Section 4.6.2 What to send to Head Office annually**):

### Branches

- ✓ Complete Insurance cover for ASHS approved activity at Branch level, upon submission of Site Inspection Checklists and Event Notification forms (excluding personal accident cover)
- ✓ Cattle Insurance for ASHS approved events (fees outlined on the form)
- ✓ Annual Branch reimbursement - \$300.00 per Branch
- ✓ 10 Green and gold sashes each year on application
- ✓ Discount on merchandise and gift vouchers from Head Office
- ✓ 2 x ¼ page full colour advertisements in the ASH Journal each year at no cost to the Branch
- ✓ Discounted advertising and editorial to Branch sponsors (conditions apply)
- ✓ Use of Society Name and Trademarks
- ✓ 2 lists of Branch Members annually free of charge. Additional lists may be requested in writing with an administration fee of \$50. These lists are confidential and are to be used for Branch use only and are not to be distributed.

Note: Forms referred to above are available on the website [www.ashs.com.au](http://www.ashs.com.au) and copies correct at publication are available in this document under **Insurance Templates Section 8.7**

## Management Councils

- ✓ Complete Insurance cover for ASHS approved activity at Management Council level, upon submission of Site Inspection Checklist and Event Notification forms (excluding personal accident cover)
- ✓ Cattle Insurance for ASHS approved events (fees outlined on the form)
- ✓ Annual reimbursement (\$300 plus \$10 per active ASHS Branch in their area) – **See section 4.6.2 What to Send to Head Office Annually.**
- ✓ Promotional allocation – provided by the Board annually to be used for promotional purposes for large events in the area. Note: these funds are not intended for use at Branch events or local Agricultural Shows.
- ✓ 10 Green and gold sashes each year on application
- ✓ Discount on merchandise from Head Office
- ✓ 2 x ½ page full colour advertisements in the ASH Journal each year at no cost to the Management Council
- ✓ Discounted advertising and editorial to Management Council sponsors (conditions apply)
- ✓ Use of Society Name and Trademarks
- ✓ 2 lists of Branch Members within a Management Council area, annually free of charge. Additional lists may be requested in writing with an administration fee of \$50. These lists are confidential and are not to be distributed.

Note: Forms referred to above are available on the website [www.ashs.com.au](http://www.ashs.com.au) and copies correct at publication are available in this document under **Insurance Templates Section 8.7**



## 2 MEETINGS

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### 2.1 Meeting Notices

All Branch Members should receive a Notice of Meeting – particularly of the Annual General Meeting. Head Office can supply names of financial Members in list form to the Branch Secretary. Please request this in a timely manner. Please advise Head Office of any errors or discrepancies that may appear in the supplied list.

Refer to section 2.7 Meeting Templates

### 2.2 Agenda

An agenda is simply a list of the things you want to discuss in your meeting. It helps to:

- Plan the meeting
- Get through the items of business of the meeting efficiently
- Members at the meeting follow what is going on
- Gives Members the opportunity to think about and do some preparation on the items of business in advance of the meeting

Refer to Section 4.6.6 Useful Templates for Secretaries for an Agenda Template

#### Items for the Agenda

- Put each issue down as a separate item
- Look through the minutes of the last Committee meeting. Is there anything to report back on or that needs to be discussed again?
- Correspondence – has your Branch received anything that needs to be discussed? Are there any letters that need to be sent?
- Standing items – these are items that are always on the agenda. A standing item for your Branch may be the Financial Manager's report or any reports from Subcommittees
- General Business – there may be requests for an item to be on the Agenda from Members

#### Some matters the Secretary and President should consider before a Meeting

- Think about what items need an introduction and who will do this
- Ensure that background papers are prepared in advance if an item needs them and distribute them to the Committee if necessary
- Ensure that you are informed what each item of business is about – reference to past minutes may be required

## 2.3 Annual General Meeting (AGM)

The Branch rules should stipulate the matters that should be discussed at the AGM. All other matters come under the classification of special business.

The Branch AGM must be held each year in accordance with State Regulations. Please contact your State Department of Fair Trading or equivalent for information. At every Branch AGM the following business must be conducted:

- Election of Committee
- Receiving of the President's Report
- Receiving of the Financial Report

### Suggested Structure of an AGM is:

- **The President's Welcome:** Outlines the past year and welcomes members to the meeting
- **Apologies:** The Secretary reads out apologies. A motion that these be accepted is moved and carried
- **Minutes of the last Meeting:** The minutes for last year's Annual General Meeting are read. A motion that these be accepted and carried
- **Matters Arising:** Any matters arising from last year's minutes are dealt with
- **Correspondence:** All correspondence, bar letters of apology will be remits or notices of motion and should therefore be in the agenda in the appropriate place
- **Report from the President:** The President should deliver the Annual Report on the activities of the year. It should include information on the plans for the future. Discussion on the report can proceed once it has been moved, the report has been adopted, and a seconder to the motion has been found. If the Secretary intends to give a report this is the appropriate point in the meeting
- **Annual Statement of Accounts (Treasurer's Report):** The Treasurer presents the balance sheet and annual statement of accounts; he or she should move they be adopted. Discussion can take place once the motion finds a seconder
- **Reports from Subcommittees or other Delegated Persons:** Such reports should outline activities carried out and may present recommendations for the meeting to consider for adoption
- **Election of Committee Members:** At this point the President, Vice President, Secretary, Treasurer and incoming Committee should be elected. Outgoing Committee Members should be thanked for their service
- **Optional Guest Speaker:** The guest speaker should be a relevant personality and time for questioning should be made available. Pass a vote to thank the speaker
- **Motions of Notice:** The motions should appear on the agenda with a brief outline as to the purpose of the remit so Members can be well prepared for any debate on the issue. Motions can be amended at the meeting before being put to the vote
- **General Business:** Matters not already covered fall under general business. These are usually items, which can be swiftly dealt with
- **Date of Next Meeting:** The date is arranged for the next meeting
- **Close:** The President can now declare the meeting closed

Within one (1) calendar month of conducting an AGM the following must be sent to Head Office to comply with the Licensing Agreement:

- AGM minutes – minuting any Office Bearer changes
  - List of Office Bearers
  - Copy of Department of Fair Trading Paperwork
  - Financial Statement for the financial year
- Note: this does not have to be an Audit Report

## 2.4 Special Meetings

The timing and reasons for calling special general meetings must fall within the scope of your Branch rules. Notices of a special meeting must clearly outline the urgent business to be considered and any motions to be considered. Special meetings are usually only for major changes to constitution/rules. Check your Branch's Constitution.

## **2.5 Committee Meetings**

The primary Committee is the Management Committee elected at the AGM. It, in turn, appoints other Committees and gives them tasks and jobs. For example a Campdraft Subcommittee or a Youth Subcommittee could be appointed. Refer to your Branch Rules.

## **2.6 Social Meetings**

Social meetings can make a big contribution to the wellbeing of the Branch, by bonding Members and boosting morale. Well-organised social functions that offer the chance for enjoyment and discussion are best. Suggested social functions include a 'pool day', 'trail ride' and a 'Christmas barbeque'.

## **2.7 Meeting Templates**

See following pages

## Notice of Annual General Meeting Template



Australian Stock Horse  
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# X BRANCH

President:  
NAME  
Tel:  
Mob:  
Fax:  
Email:

Branch postal address  
Branch T

Secretary:  
NAME  
Tel:  
Mob:  
Fax:  
Email:

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## NOTICE IS HEREBY GIVEN THAT AN ANNUAL GENERAL MEETING OF THE X BRANCH WILL BE HELD AT

ON

Day Month Year

Time AM/PM

1. Welcome
2. Opening
3. Present
4. Apologies
5. Confirmation of Minutes of previous Annual General Meeting Minutes (see Attachment 1)
6. Matters arising from the Minutes
7. President's Report
8. Financial Report
9. Committee Reports (upon the activities of the Branch during the preceding financial year)
10. Elect Office Bearers of the Branch and ordinary Members of the Committee
11. Special Resolutions
  - Motions to consider and if thought fit, to pass
12. General Business

### Close of Meeting

## Notice of Committee Meeting Template



Australian Stock Horse  
SOCIETY

# X BRANCH

President:  
NAME  
Tel:  
Mob:  
Fax:  
Email:

Branch postal address  
Branch T

Secretary:  
NAME  
Tel:  
Mob:  
Fax:  
Email:

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**NOTICE IS HEREBY GIVEN THAT A COMMITTEE MEETING OF THE  
X BRANCH WILL BE HELD AT**

**ON**

**Day Month Year**

**Time AM/PM**

### **AGENDA**

1. Present
2. Apologies
3. Minutes of previous Meeting
4. Matters arising from Minutes
5. Correspondence – Incoming
6. Correspondence - Outgoing
7. Treasurer's Report
8. Membership Report
9. Publicity Report
10. Subcommittee Reports
11. Events
12. General Business
13. Next Meeting

### **Close of Meeting**

## 3 MEMBERS

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### 3.1 Register of Members

Incorporated organisations are legally required to keep a Register of Members. This must include names, addresses and occupations of Members and the date each Member joined the Branch. A way to gather this information is to use a Branch Membership Application form. A fee may be imposed on Members to complete their Branch Membership application.

Branch Lists provided by Head Office are **not** the equivalent of a Register of Members, as Members may join more than one branch at their discretion. The Society is required to comply with the Privacy Act 1988, as are the Branches, therefore Branch Registers or Branch Lists may not be distributed within the Branch or to any group outside the Branch without the Member's permission in writing.

Refer to Section 3.5 Membership Templates for a Register of Members' Template and a Branch Membership Application form.



**Star Tip:** All Branch Members must be Financial Members of the Society.

### 3.2 Rights and Obligations of Members

Members generally have the right to:

- Use and enjoy the Branch's facilities
- Participate in all Branch activities
- Attend all meetings
- Hold office
- Vote at Branch meetings – if over 18 years of age.

Members are obliged to:

- Observe the rules
- Protect and look after the Branch's assets and equipment
- Respect the rights of fellow Members
- Pay annual fees or subscriptions by the due date
- Pay levies according to Branch rules

Please refer to the website under Rules and Regulations for the Types of Members and their entitlements.

### 3.3 Termination of Membership

Membership ceases following death or resignation. A Member may be asked to step down or their membership may be suspended. Situations where termination of membership may occur are outlined in the Branch's constitution. In cases of removal, the committee must act responsibly.

Please refer to the website under Rules and Regulations for the Society rules regarding Termination of Membership.

### 3.4 Temporary Membership

Entitles an individual (regardless of age) to participate in a single ASH show, activity or programme run at a Branch level. The individual is **NOT** eligible to join an ASH Branch, register horses, vote, receive the ASH Journal or any of the other rights associated with other classes of membership.

Please refer to the website under Rules and Regulations for the Society rules regarding Temporary Memberships.

### 3.5 Membership Templates

#### Register of Members' Template

See following page



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## X Branch Register of Members

ASHS Member- ship No	Surname	First Name	Address	Occupation	BH Phone Number	AH Phone Number	Email



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# Application for Membership of X Branch

## 200X (1 January – 31 December 200X)

### Membership Details

Style of Membership (please tick)  
See Membership Information below

Full

Youth

Social (non Participant)

Surname

First Name

Postal Address

State

Postcode

Telephone – Business

Telephone – Home

Mobile

Facsimile

Occupation

Email

Date of Birth

Have you been a Member of X Branch before? (please tick)

No

Yes

Please briefly indicate what aspects of the Society you are interested in (for example Sport, Showing, Breeding):

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### MEMBERSHIP FEES AND INFORMATION

<p><b>Full Membership \$X</b> Adults (over 18 years) who wish to participate in Branch Activities and would like to receive bimonthly Branch Newsletter.</p>	<p><b>Youth Membership \$X</b> Individuals under 18 years who wish to participate in Branch Activities and would like to receive bimonthly Branch Newsletter.</p>	<p><b>Social Membership \$X</b> Spectator entry to Branch events and a one year subscription to the bimonthly Branch Newsletter.</p>
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## 4 COMMITTEE

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### 4.1 Responsibility

A Committee is responsible for:

- Administration
- Financial Management
- Leadership

A Branch Committee will consist of a President, a Vice-President, a Secretary and no more than ten (10) but no less than three (3) Financial Members. All Members of the Committee must be current Financial Members of the Society.

Broadly, the Committee's job is to ensure that the group:

- Does what it is set up to do
- Has enough money and does not get into debt
- Is well run



**Star Tip:** The Committee is a team – it should draw on the skills and talents of each Member, working with one common goal – *'To maintain the heritage and to promote the bloodlines and high performance of the Australian Stock Horse among equestrian activities and the general public.'*

### 4.2 What makes an Effective Committee Member?

To ensure the Branch's success, a Committee should draw on the skills and talents of each Member, whilst working towards a common goal. It is important to identify the mandatory skills and recognise gaps in skills that may require further training.

Effective Committee Members should have:

- Sufficient time to devote to the Committee
- An understanding of the role of the Committee
- Enthusiasm and dedication
- Leadership skills and willingness to accept responsibility
- Good communication skills
- Tact, judgement, discretion and listening skills

The Committee should become aware of the various skills that Members have and allocate tasks according to those skills.

### 4.3 Changing Committees

How your Branch structures its Committee will determine how often it changes. Whatever the reason the resultant loss of management experience can be disruptive, but think about the positive aspects of changing the Committee. New Committee Members may inject the Branch with fresh enthusiasm; increase expertise and new ideas.

Your Branch may like to operate a rolling Committee structure, which means some Members stand down after a set period to enable fresh input from new Members, for instance a Branch could use the same three (3) year cycle as the Board. In these situations, there is the potential for a lot of experience to be lost unless a Branch is careful.

It is important for outgoing Committee Members to pass on as much knowledge as possible. The new Committee can learn from past mistakes, and can gain an understanding of how past successes were achieved.

A senior official should brief the new Committee about the Branch, its history and its plans for the future. This could be backed up with a written plan.

## 4.4 Role of the President

The President is the principal leader and has overall responsibility for the Branch's administration. From a strategic perspective, the President should set the overall annual Committee 'agenda' (consistent with the views of Members), help the Committee prioritise its goals and then try to keep the Committee on track. At the operational level, the major function of the President is to facilitate/chair effective Committee meetings.

Throughout Committee meetings the President:

- Notes who wishes to speak, and indicates when a person may speak
- Is responsible for keeping the conversation to the subject
- Decides when discussion should be brought to an end
- Does not usually get involved in the discussion unless his/her opinion is sought
- Should summarise the issue under discussion to aid in decision-making
- Refer an item to a working group for a report at the next meeting if it is apparent that a decision cannot be made

The President should:

- Be well informed of all organisation activities
- Be aware of the future directions and plans of Members
- Have a good working knowledge of the constitution, rules and the duties of all office-bearers and subcommittees
- Manage Committee meetings
- Manage the Annual General Meeting
- Represent the Society at local and regional levels
- Be a supportive leader for all Branches' Members
- Act as a facilitator for Branch activities

### 4.4.1 Chairing Meetings



**Star Tip:** What are the Chairperson's main responsibilities?

- Getting the meeting through all the business in the time allocated
- Making sure everyone's view is heard, this can be done by checking that everyone has had their say before a decision is made, or you move on to another item
- Making sure that the decisions that have been made are clear. A tip is to summarise the main points and what has been decided at the end of discussion
- Making sure it is clear who is going to do what tasks
- Ensure the meeting is in order, this means stopping interruptions and irrelevancies, and allowing everyone to be heard

## 4.5 Vice-President

The Vice-President provides general support and back-up to the President and Committee. Part of the Vice-President's role is to chair the Meeting in the absence of the President and to carry out any duties delegated by the President. Some examples of where the Vice President can provide support and serve a useful purpose are:

- In charge of Membership drive
- Heading up particular Subcommittees
- Preparing reports for consideration by the Branch Committee

## 4.6 Secretary

The Secretary is the chief administration officer of the Branch. The person in this role is responsible for keeping people informed about the Branch's activities as it provides the coordination link between Members, the Branch's executive committee and outside agencies, eg another local Branch.

Secretaries should keep the following information in order and carry out the following tasks:

- ✓ Keep up-to-date copies of Society forms with instructions on how to use them
- ✓ Keep Head Office informed about Branch activities
- ✓ Keep files of past minutes and reports
- ✓ Prepare agendas and take minutes at Committee meetings
- ✓ Inform Members when and where the next meeting is and what it is about
- ✓ Keep a record of membership lists
- ✓ Create duty rosters
- ✓ Inform Members of competition and activity dates
- ✓ Produce and arrange printing of programmes for competition
- ✓ Keep a record of competition results

### 4.6.1 Secretarial Correspondence Duties

Inward Correspondence	Outward Correspondence
<ul style="list-style-type: none"><li>▪ Regularly clearing the mail box</li></ul>	<ul style="list-style-type: none"><li>▪ Listing the letters to be replied to and who wrote them</li></ul>
<ul style="list-style-type: none"><li>▪ Recording mail received and to whom it is distributed within the Branch</li></ul>	<ul style="list-style-type: none"><li>▪ Identifying the main points to be covered</li></ul>
<ul style="list-style-type: none"><li>▪ Acknowledging each letter promptly</li></ul>	<ul style="list-style-type: none"><li>▪ Ensuring all replies to correspondence are prompt</li></ul>
<ul style="list-style-type: none"><li>▪ Always clearing the mail before the Committee meetings so that correspondence can be distributed and dealt with at the meeting.</li></ul>	<ul style="list-style-type: none"><li>▪ Filing copies of all correspondence and replies in Branch records under the appropriate heading</li><li>▪ Sending an interim reply indicating progress if a letter will need further or wider consideration</li><li>▪ Listing matters which need letters to be written and to whom to write</li></ul>



**Star Tip:** File things! This is very important, as you may need to be able to find papers and reports quickly and easily. A good filing system makes an easier change-over for the next Secretary.

### 4.6.2 What to Send to Head Office Annually

Each year Branches are asked to forward the following documents/information as per the Licensing Agreement with the Society:

- ✓ AGM minutes (**within one month of the AGM**) – minuting any office-bearer changes
- ✓ List of Office-Bearers
- ✓ Copy of Department of Fair Trading Paperwork, or equivalent (**within one month of the AGM**)
- ✓ Financial Statement for the financial year (**within one month of the AGM**)  
Note: this **does not** have to be an Audit Report
- ✓ Changes to Branch banking details for direct payments as required
- ✓ Annual Insurance papers on request
- ✓ Notification of events – at least 3 weeks prior to event for insurance purposes
- ✓ Event Risk Assessment – within 30 days prior to event for insurance purposes

Branches complying with these arrangements receive the benefit of the Society's Insurance programme. In addition, a membership discount for 5 Committee Members (who have been office-bearers for at least 12 months) and funding to the value of \$2.00 per Branch Member, plus \$100.00 to assist with the administrative costs of running your Branch.

Other financial support for events and sponsorship is paid directly to your Management Council each year; you will need to liaise with them regarding this assistance.

[Refer to section 1.5 Resources Available from Head Office for full details of Branch Entitlements](#)

#### **4.6.3 What Should Former Secretaries Pass On?**

A former Secretary should pass on:

- ✓ Branch Satchel
- ✓ Branch Handbook
- ✓ Events Handbook
- ✓ Branch Rules
- ✓ Branch Incorporation information for example Branch Constitution, Licensing Agreement, ABN details, GST registration, details of the Public Officer
- ✓ Branch Register of Members
- ✓ Temporary Member Receipt Book with instructions
- ✓ Copy of the Membership Waiver form (for Temporary Members to sign)
- ✓ All Minutes (Minutes Book)
- ✓ All correspondence
- ✓ Membership Discount Application forms for Committee Members
- ✓ Cattle Lodgement forms
- ✓ Event Notification forms
- ✓ Site Inspection Checklists
- ✓ Prince of Wales Trophy nomination forms
- ✓ The Commonwealth Bank Star of the Year Award nomination forms
- ✓ Point Scores previously used by the Branch for their Annual Awards
- ✓ Official ASHS Flag (provided by the Board in January 2006)
- ✓ ASHS Pattern Book (2005) if purchased
- ✓ ASHS Instructional videos if purchased

#### **4.6.4 Branch Records**

In order for a Branch to run efficiently, it is necessary to keep records. It is recommended that Branches retain records for 10 years, as some legislation requires that Branch records be kept for a minimum period. Some records, such as rules and certificates of incorporation should never be thrown away.

There is now a wide range of computer packages available to assist with the maintenance of records. Speak to a computer expert in your Branch or in your local area to learn more about these.

However, if you do not yet have access to a computer or the appropriate programs you may need the following:

- A Register of Members – list, cards, book or file
- A Minute Book and notebook for taking notes at meetings
- A filing system suitable for keeping Branch records
- Stationery – plain or embossed with the Branch's name, address and the Society's logo
- A book to record Branch assets and liabilities
- Membership Application forms and other standard forms
- A calendar for recording dates of meetings, activities and deadlines

#### 4.6.5 How to Take Better Minutes

Minutes should start by showing the name of the organisation, the time, date and place of the meeting and the type (General, Extraordinary, Annual General, etc). Then should follow the President's name, a list of those present and any apologies.

**Refer to Section 4.6.6 Useful Templates for Secretaries for a Minutes Template**

Details of the business transacted should then follow step by step, with appropriate sub-headings. Motions and Amendments should be recorded accurately (word for word). It is not a legal requirement that the names of movers and seconders be recorded, but it is fairly common practice to show at least the mover's name. The President should assist the Secretary (and the Meeting for that matter) by asking that Motions be read out in full, and, if necessary, handed up in writing. The final item is the finishing time, and date/place of the next Meeting.

Authorisation for the expenditure of funds must be recorded, and the minute-taker must ensure that they are sufficient to show the expenditure has been authorised by a properly constituted Meeting.



**Star Tip:** Minutes are simply notes taken during the meeting. They need to record clearly what decisions were made at the meeting and who is going to carry them out.

#### 4.6.6 Useful Templates for Secretaries

See following pages



X BRANCH/MANAGEMENT COUNCIL  
MINUTES OF MEETING  
DATE  
HELD AT

---

Meeting Opened: TIME

**1. Present**

**2. Apologies**

**3. Previous Minutes**

*Moved XX seconded by XX that the Minutes of the X Branch Meeting held XX be approved as a true and accurate record of that meeting.*

*CARRIED*

**4. Matters Arising from Minutes**

•

**5. Correspondence - Incoming**

•

**6. Correspondence – Outgoing**

•

**7. Treasury Report**

•

**8. Membership Report**

•

**9. Publicity Report**

•

**10. Subcommittee Reports**

•

**11. Events**

- Upcoming Events
- Tasks to be delegated for upcoming events

	<b>Task</b>	<b>Responsibility</b>
1	Programme and Draw	
2	Trophies and Prizes	
3	Judges	
4	Officials and Stewards	
5	Ambulance / St Johns	
6	Veterinary Surgeon	
7	Sponsorship	
8	Publicity/Promotions/Advertising	
9	Commentators	
10	Catering	
11	Entertainment	
12	Bar	
13	Equipment and Setting Up	
14	Water	
15	Toilets	
16	PA System	
17	Horse Float Ambulance	
18	Flowers (decorations)	
19	Collection of Entries and Fees	
20	Risk Management	
21	Signage (Car Park, No Entry etc)	
22	Programme Printing	
23	Gate Collectors	
<b>24</b>	<b>Working Bee (grounds)</b>	<b>DATE</b>

- Event Reports

## 12. General Business

- 

All carried.

## 13. Time and date of the next Meeting

The next X Branch Committee Meeting will be held on DATE.

There being no further business the President closed the meeting at TIME.



**Australian Stock Horse**  
SOCIETY

The Australian Stock Horse Society Ltd.  
48 Guernsey Street, Scone.  
PO Box 288, Scone,  
New South Wales, 2337, Australia  
Telephone 02 6545 1122  
Facsimile 02 6545 2165

ABN 35 001 440 437

A/C NO: .....

Branch Name: .....

**BANKING DETAILS REQUESTED FOR  
ELECTRONIC FUNDS TRANSFER**

BANK: .....

BRANCH: .....

BSB NUMBER: .....

ACCOUNT NUMBER: .....

ACCOUNT NAME: .....

FAX NO (FOR REMITTANCE ADVICE): .....

Future payments will be made into your nominated bank account.  
Any queries please contact the office.



# X BRANCH

President:  
NAME  
Tel:  
Mob:  
Fax:  
Email:

Branch postal address  
  
Branch T

Secretary:  
NAME  
Tel:  
Mob:  
Fax:  
Email:

## PROXY FORM ANNUAL GENERAL MEETING DATE

If you want to appoint a proxy, use this form and make sure that the President receives it by DATE & TIME.

### Step 1 – Your Details (please print)

Family Name:

Given Names:

ASHS Membership No:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Postal Address (please include postcode):

\_\_\_\_\_

### Step 2 – Proxy Details

Mark one box only, as shown here

For the Annual General Meeting of NAME Branch of The Australian Stock Horse Society Limited on DATE and any adjournment of that Meeting:

- a)  I appoint the person I have named below as my proxy.

Note: This person must be a financial Member of the Branch and The Australian Stock Horse Society Limited.

Your Proxy's Family Name:

Their Initials:

ASHS Membership No:

Their Postcode:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- b)  I appoint the Chairman of the Meeting (including any adjournment of the Meeting) as my proxy to vote for me on a poll in accordance with my instructions (if any) on this Proxy Form.

### Step 3 – Voting Instructions

To direct your proxy how to vote on the resolution set out in the Notice of Meeting, mark one box only for the items set out below. If you do not direct your proxy how to vote, your proxy may decide how to vote. Where a person appointed as a proxy is not given instructions as to how to vote on this proxy form by you and the proxy chooses not to vote, the Chairman cannot vote as your alternative proxy.

I authorise my proxy to vote

Motion 1                       FOR                       AGAINST

Motion 2                       FOR                       AGAINST

the resolutions contained in the Notice to Members for the Annual General Meeting on DATE.

### Step 4 – Your Signature

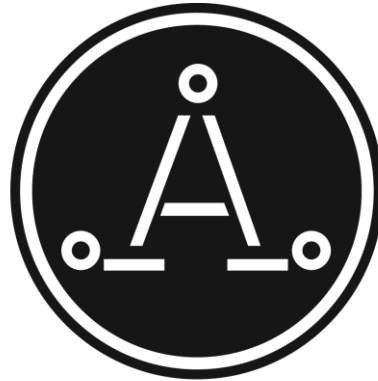
Member's Signature

Date

\_\_\_\_\_

\_\_\_\_\_

# Certificate of Appreciation



**Australian Stock Horse**  
S O C I E T Y

This Certificate is awarded to

[Empty rectangular box for recipient name]

In appreciation of the support given to

**X Branch**  
of the  
**Australian Stock Horse Society Limited**

.....  
President

.....  
Secretary

## 4.7 Treasurer

The Treasurer is responsible for the financial management of the Branch by preparing the budget planning for the Branch's financial future.

The Treasurer has the day-to-day responsibility with money. It is his/her job to keep accounts and report to the Committee. Apart from small amounts (which may be left to the Treasurer's discretion) the whole Committee should agree on spending decisions. The Committee, not just the Treasurer, is responsible for ensuring that proper records are kept.

The Treasurer needs to be:

- Well organised
- Able to allocate regular time periods to maintain the books
- Able to keep good records
- Careful handling money and cheques
- Able to work in a logical, orderly manner
- Aware of information needing to be kept for the annual audit

The Treasurer is expected to carry out the following duties:

- Prepare budgets for the forthcoming year describing all sources of income and expenditure
- Maintain a working level of petty cash
- Ensure Annual Returns are filed with the Commission for Corporate Affairs Office of your State, if required
- Undertake Income Tax Requirements for employees as required
- Ensure money received is banked promptly
- Maintain accurate records of current income and expenditure
- Manage Branch investment projects
- Prepare and present monthly accounts for payment for approval by the Committee
- Invoice Groups/Members for rentals eg building, equipment etc
- Prepare Annual Financial Accounts (which can be provided to an auditor)
- Be the signatory on Branch cheques (with at least one other person)

### 4.7.1 Treasurer's Report

The Treasurer's Report should provide a summary of information in the cash book so that the Committee is informed of its financial position. He or she should outline the list of accounts requiring approval for payment plus detail on how spending income is going against budgeted items. It is suggested that cash flow and financial statement documents support the Treasurer's Report.



**Star Tip:** The Treasurer should always be in the position at any meeting to say how much money the Branch has available. To provide the Committee with a useful picture of the Branch's financials, it is best to outline:

- Money available in bank account
- Amount received and amount spent so far in the year
- Expected bills and income over the next month or quarter

### 4.7.2 Report to the AGM

This should be a written report outlining:

- Total amount received, with a breakdown of receipts (ie how much the Branch received from competition entries, membership fees, grants etc)
- Total amount paid out, with a breakdown of payments (ie how much the Branch paid on stationery, catering, postage, equipment hire, etc)
- The amount of money left and where the funds are held. Therefore how much is in the bank and how much the Treasurer holds in cash or a float



**Star Tip:** It is a good idea to have a copy of the Annual Financial Report to circulate to Members.

### 4.7.3 Accounting System

The Treasurer of your Branch may like to consider the following pointers to help make his/her role easier.

1. Keep your accounting system as simple as possible. This not only makes the Auditor happy but also makes it easier for the Treasurer when he/she is asked questions at a Meeting.
2. The system revolves around the Cash Book, which can also be known as the Ledger. The minimum columns needed would be:
  - a. INCOME
    - i. Date (of receipt of money)
    - ii. Receipt Number
    - iii. From (whom it was received)
    - iv. Details (what it is for)
    - v. Amount (of the receipt)
    - vi. Bank (the total of column 5 actually banked)
  - b. EXPENDITURE
    - i. Date (of payment out)
    - ii. Cheque Number
    - iii. Payee (to whom paid)
    - iv. Details (what it was paid for)
    - v. Amount

Refer to Section 4.7.6 Account Cash Book Example

3. The books your Treasurer will need are:
  - a. Ledger
  - b. Receipt Book
  - c. Bank Deposit Book
  - d. Cheque Book
4. One of the most important things to remember is to write receipts for **all** money received and cheques for **all** money paid out. It is advised not to bank money until the Treasurer has written a receipt. If your Branch requires a cash advance, or petty cash for the Secretary, then draw a cheque and insist that the person receiving the cash keeps a detailed record of how the money was spent.
5. Setting up a Branch bank account.
6. Some people are not sure what is required when they are presenting their Treasurer's Report to a monthly (or annual) Meeting. Refer to the handy hints that are outlined under the Treasurer's Report in [Section 4.7.1](#).
7. Keep the Receipt Book, Cheque Book, Bank Statements and copies of accounts together with the Cash Book in a safe place so they are available for the Auditor when needed.
8. Your books are "closed off" at the end of each year and presented to the Auditor so that he has enough time to inspect and report back before the Annual General Meeting.
9. Be sure to have enough money in the bank to cover all costs incurred in the general working of the Branch. Don't let the Meeting be carried away by a big bank balance early in the year.



**Star Tip:** Some other handy hints and basic rules for dealing with money:

- Don't leave everything to the last minute.
- Keep on file supporting paperwork for any money that is received or paid out.

#### 4.7.4 Financial Management

##### Budget

The budget is a plan based on accurate quotes from all contractors and suppliers. Careful investigation should be undertaken to ensure that no expenses have been overlooked and the financial aspects of the event remain on course.

A suggested process to follow when drafting a budget:

- Draft the budget based on an analysis of all available information.
- Consider any potential impacts on the budget and alternative approaches to the budget. For example lack of entries due to drought etc.
- Ensure the draft budget reflects the objectives of the Branch activities.
- Circulate the budget for discussion at a Committee meeting and make necessary amendments.
- Finalise the budget.

As the Branch activity draws closer review the budget regularly and assess performance.

Your Branch could adopt the following procedures to develop an annual Branch Budget:

1. The Branch Executive prepares a list of their anticipated expenditure for the coming year. This list could be in two parts, namely “essentials” and “luxuries if funds permit”.
2. The list is then presented to Members, preferably at a General Meeting held in the month prior to the Annual General Meeting.
3. The Meeting estimates the likely income, having regard to last year’s fund-raising activities and seeing which were successful and which were not.
4. Those functions that were not so good are scratched, and replaced (where possible) with alternative ideas. Any new suggestions are incorporated, and a fund-raising calendar drawn up for the year.
5. The Meeting then looks at the estimate of expenditure received from the Committee and draws up its budget. This need not be in great detail and unless a special project is being contemplated, it will serve the purpose to allocate money in groups, so much for Show, so much for Promotion etc.
6. Each item should be assessed on its merits. Deal with the ‘essentials’ first, and only go on to the ‘luxuries’ if it seems that enough money will be available. In any case the Budget should be drawn on the conservative side. It can always be amended later.
7. At the Annual General Meeting the Budget is presented for Adoption. Remember that all accounts for payment must be presented to a Meeting of the Branch for ratification.
8. The Budget should be reviewed from time to time and any necessary modifications made by the Meeting. If it looks as though income will be ‘above budget’, that is the time to look at some of the ‘luxuries’ previously dropped.

Don’t forget that a Budget is only a ‘working paper’ of estimated income and expenditure and can be altered at any time by the normal decision-making processes of the Branch. However, you should be quite clear that no items would be passed for payment that have not previously been specified in the Budget or added later by specific decision of the Branch. No item can possibly be so urgent that it can’t wait for a properly constituted Meeting for discussion.

## Income Strategy


Developing an income strategy for each Branch activity could be one of the most difficult areas. Consider your Branch's activity objectives and costs of all those attending when developing a strategy for income.

Income for your Branch activity could come from the following sources:

- Competition Entry fees
- Spectator Entry tickets
- Rental for stalls and stands
- Fees from exhibitors
- Merchandise sales
- Sale of programmes
- Sale of food and beverages
- Sponsorship or grants
- Holding an auction or raffle (seek information from your local equivalent of the Department of Gaming and Licensing prior to conducting any raffles or competitions)

## Cash Flow Analysis

Capital is required in the planning phase of your Branch activity as in most cases the period for capturing revenue may be very short. Cash flow issues could arise as the bulk of the revenue is generally collected close to, or during the event and the majority of expenses may occur early in the planning process. A handy hint on how to prepare and manage cash flow issues is to develop a spreadsheet of monthly expenses and projected revenue.

 **Star Tip:** The aim of financial management for an event is for all expenses to be recouped at the time. It is advisable to develop a budget prior to your Branch activity that anticipates all revenue and expenditure.

### 4.7.5 Applying for Funding or Grants

There are 10 basic details that should be considered when applying for grants

1. Ensure your Branch is eligible for the grant. Check the guidelines of the grant
2. Check to see the project/event your Branch is seeking funds for is eligible for this grant
3. Check the closing date for applications – ensure your Branch is not wasting its time
4. Take the time to read the guidelines for the grant. The organisation supplying the grant will assist your Branch when submitting the grant application
5. Note the additional material that is required to support the grant application and ensure you include it with your application.
6. Read and follow the instructions with each question. If there is a word limit for one of the questions – stick to it
7. Make sure your Branch's contact details are correctly listed in your application and that the right Branch Member can be contacted when needed. Provide an after hours number and email address as well
8. Do not leave any questions unanswered – if a response is not applicable then mark that on the application.
9. Proof read your application and then have someone else do the same
10. If in doubt or any questions arise contact the grant maker's project officer. It is advisable to ensure they know who you are so they remember you have taken the time to ring them

### 4.7.6 Account Cash Book Example

See next page

# Cash Book Example

## Receipts

Date	Details	Receipt No	Amount \$	Membership \$	Entry Fees \$	Sponsorship \$	Food \$	Beverages \$	Banked \$
1 July 2007	B Smith	00245	\$15.00	\$15.00					
3 July 2007	K Red	00246	\$65.00	\$15.00	\$50.00				\$65.00

Receipts are usually entered in three places, depending on the amount of detail required and the type of cash book system used. They are usually entered in the amount column (in receipt number order), under its account column and in the banked column when it is banked. At the end of each month the cash receipts columns should balance with one another (ie the amount column when totalled should tally with the total of all other columns, excluding banked, added together).

Total all receipt columns at the end of each month. Accumulated totals can be compared to budgeted items to reveal whether items are on budget, ahead or behind. When balanced the monthly closing balances can be carried forward as the opening balances for the next month.

## Payments

Date	Details	Cheque No	Amount \$	Wages \$	Electricity \$	Printing \$	Telephone \$	Hiring (Equipment & Venue) \$	Event Supplies \$
4 July 2007	Telstra	00352	60.00				60.00		
10 July 2007	Local Council	00353	300.00					300.00	

When a cheque is issued, the details should be entered in the appropriate columns, usually in cheque number order. The amount column provides a running total of expenditure for the organisation. At the end of each month the cash payments columns should balance with one another (i.e. the amount column totalled should tally with the total of all other columns added together).

All payment columns should be totalled at the end of each month. Accumulated totals can be compared to budgeted figures to reveal whether expenditure items are on budget, ahead or behind. When balanced, the monthly closing balances can be carried forward as the opening balances for the next month.

## 4.8 Publicity/Promotions Coordinator

Roles and Responsibilities of a Publicity/Promotions Coordinator:

- Develop and implement a public relations programme.
- Ensure that the Branch receives maximum promotional exposure in all spheres.
- Submit results from each Branch event to the Society and to local media.
- Write media releases concerning upcoming events, interesting personalities or Branch events.
- Coordinate arrangements for press media coverage of Branch news releases on functions, staff changes, players and recruits.
- Assist in the publication of Branch newsletters and reports. See below for some suggestions for topics to include.
- Assist in the development of a programme for the recruitment and retention of financial supporters of the Branch.
- Act as a liaison person for media at all events.
- Be familiar with all local media personnel.
- Develop a strategy to better market and promote the Branch.
- Arrange for sponsorship of teams and or advertising of organisations through the Branch newsletter.
- Liaise with other Committee members regularly.

Also refer to [Section 6 Branch Activities and Events](#)

### 4.8.1 Suggested Newsletter Topics

Predominantly Branch Newsletters should be kept local and of interest to your Branch Members. Take their suggestions for topics or stories. Starting points could be:

- Local Show Results
- Upcoming Local Events
- Local Event Reviews
- Head Office news and information
- Upcoming Meeting details
- Requests for suggestions for activities
- Local news as appropriate

## 4.9 Volunteer Coordinator

The roles and responsibilities of the Volunteer Coordinator:

- Seek out and recruit volunteers for the Branch activities.
- Determine where the volunteers are needed.
- Provide job descriptions for all tasks.
- Plan the recruitment strategy.
- Prepare written material for posters, newsletters etc.
- Hold regular meetings with volunteers.
- Supervise volunteers or find other Members to supervise volunteers.
- Keep up-to-date records of volunteers (volunteer register).
- Keep volunteers motivated and enthusiastic.
- Ensure that each volunteer has training and help in carrying out their designated tasks.
- Make volunteers feel “special” by public and personal acknowledgments.
- Ensure that the right person is found for the particular job and that where there is a mismatch that the volunteer’s feelings are considered and valued.
- Revise volunteer duties.
- Liaise with other Committee Members regularly.

Also refer to [Section 5 on Volunteer Management](#).



## 5 VOLUNTEER MANAGEMENT

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The Australian Stock Horse Society Branches and events rely on volunteers and therefore we need those volunteers to take an active interest in the future of the organisation and their specific roles within it.

### **A Volunteer is:**

“A representative from the community who freely chooses to give their time, skills and experience to support Branch activities.”



**Star Tip:** Effective planning and management of people is at the core of any successful event. Ensure an event is adequately staffed with the right people, who are appropriately trained and motivated.

### **The Task/Job Description**

A job description gives a Volunteer a clear understanding of what their responsibilities will be and acts as an official agreement between the Branch and the Volunteer.

*A Job description may include:*

- *Job Title*
- *Organisation and immediate supervisor (name and title)*
- *Place and time requirements (hours, frequency, dates, etc)*
- *Duties and responsibilities*
- *Basic qualifications needed (if applicable)*
- *Special skills or training required (if applicable)*

### **5.1 Recruiting**

Your Branch may like to start a Volunteer Register, which will enable it to call upon volunteers when required.

When recruiting volunteers emphasise the benefits for the volunteers rather than the needs of the organisation.

By designing a programme that best suits volunteers' needs and having an idea what motivates them, the recruiting process will be straightforward. One myth to dispel about volunteers is that they share exactly the same interests, expectations and reasons for volunteering. Remember volunteers may include a wide variety of people such as grandparents, students, parents, friends, neighbours, etc.

### **5.2 Retaining**

Your Branch should make a considerable effort at making volunteers feel part of the Branch. The volunteers should be aware of The Australian Stock Horse Society Vision, Aims and Mission and how their position contributes towards that direction. Offer them lots of support, reward them for their efforts and listen to their ideas.

The four pillars of retention are:

- Satisfying motivation (Checking that outcomes of work match expectations)
- Sense of belonging (Social interaction, involvement in decisions, Christmas Cards, etc)
- Recognition of volunteers (Badges, t-shirts, certificate schemes, etc)
- Keeping down the negatives (Providing good tools for the job, two way communication and conflict resolution)

### 5.3 Recognising

Remember, volunteers work without pay and their motivation for continuing to work depends on their feeling of value and accomplishment. Recognition is extremely important. By understanding the needs and interests of the volunteers, appropriate rewards for each person can be devised.

Most importantly be consistent about recognising the achievements and efforts of your volunteers. This should be done as soon as possible in relation to the event. It is advised not to leave this important task until the end of competition season or after all the Branch activities, as you may then lose your volunteers.

Your Branch may like to adopt a 'Volunteer of the Day' award. Be creative about recognition and the way it is done, personalise it so that each volunteer is recognised in a way that is special to him or her.

Here are some ideas:

- Use VIP recognition awards
- Letters of thanks
- Certificates of appreciation (refer to Template in Section 4.6.6 Useful Templates for Secretaries)
- Identification pins, buttons, t-shirts
- Recognition of outstanding effort in newsletters or in Committee meetings
- Special awards for Volunteers, presented at the Annual General Meeting (note this down in minutes)
- Award hard working Volunteers the honour of life membership
- Reimburse Volunteers for "out of pocket" expenses
- Allow time to listen to their ideas
- Nominate your Volunteers for local and state awards

### 5.4 Common Reasons for Loss of Volunteers

As it is hard to find volunteers it is important to secure them once you have sourced them. To help your Committee in retaining volunteers the following 10 grumbles should be kept in mind.

1. *I do not know what I'm doing here* – some of your volunteers will not know a lot about the Society or event, they'll be there because a friend or relative asked them. It always helps to explain why the event is being held and provide some background about the Society.
2. *I do not know what I'm doing* – make sure your volunteers have clearly defined tasks.
3. *I do not know why I'm doing this* – volunteers need to understand how their job fits in with what everybody is doing and where they sit in the wider scheme of things.
4. *I do not know why I'm doing this* – try to match volunteers and their skills to jobs.
5. *I do not know how to do this* – be sure volunteers have enough training to carry out the job satisfactorily.
6. *I do not know if I'm doing this properly* – volunteers like feedback to verify if they are carrying out their task properly.
7. *I'm thirsty and my feet hurt* – ensure volunteers know where the bathroom is and provide a good work environment (food and water).
8. *I haven't got a pen* – ensure volunteers have the equipment requirements for their role.
9. *Nobody loves me* – as volunteers are not paid they need to be rewarded in another way – certificates, praise, t-shirts, pep talks, and/or post-event events.
10. *Are we having fun yet?* – Anything you can do to make the day enjoyable is a big plus. Think about contests between different volunteer teams, pizza and beer to follow etc.

**Good Volunteer Management Practice results in:**



## 6 BRANCH ACTIVITIES AND EVENTS

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### 6.1 Types of Events and Activities

Branches and Management Councils may only conduct the events listed in the Events Handbook. The Board of Directors must approve any other event being considered by a Branch or Management Council prior to advertising the said event. The following is a list of types of events Branches may consider hosting:

- Campdrafting
- Youth Events
- Coaching Clinics and Riding Schools
- Recreational Rides and Novelty Events
- Australian Stock Horse Classes/Events – Led, Hack, Working, Station Horse, Pleasure Hack, Time Trial, Stock Horse Challenge, Futurity, Maturity, ASHLA, Stockman's Turnout
- Station Cutting
- Team Yarding
- Show Hunter
- Dressage
- Sales

#### Youth Events

One of the Society's objectives is to foster and promote its youth. Branches are encouraged to conduct youth events or youth training days or camps. It is essential to arrange for the services of one of the Society's Accredited Coaches or a Coach Accredited with another organisation such as EFA. A list of the current Accredited Coaches is available on the Society's website – [www.ashs.com.au](http://www.ashs.com.au). Refer to Section 7.3 **Conducting Training Schools and Youth Camps** for additional information.

There is no equestrian sport that the Australian Stock Horse will not excel at, given equal opportunity and training. The breed has many excellent proven bloodlines for various disciplines. The following is a list of types of events Branches may consider supporting through sponsorship of Australian Stock Horse prizes or ribbons:

- Agricultural Shows
- Polocrosse
- Polo
- Pony Club
- Australian Light Horse
- Endurance
- Harness/Carriage Driving
- Tentpegging
- FEI Disciplines - Dressage/Showjumping/Eventing
- Stockman's Challenges

Branches are encouraged to host or support a wide variety of disciplines and activities on their annual events calendar. This will not only help develop the riding skills of their Members but also assist the Branch in increasing its membership base.

#### Leisure Events and Beginner Riding Schools

The Australian Stock Horse is ideal for the leisure and beginner rider markets. Your Branch is encouraged to host events that are suitable for both of these markets. By hosting such events it can increase your Branch's membership base and create a wider marketplace for Australian Stock Horses.

Events that could be ideal for the leisure and beginner rider's market:

- Training Clinics
- Trail Rides
- Novelty or Sports Days

## 6.2 Event Selection

There are a number of elements to consider when deciding to run an event. These include:

- Purpose of the event – why are we conducting this event?
- Committee/Event team and other stakeholders – skills required to run the event.
- Financial considerations – will the event be financially viable?
- Venue for the event – planning implications of using a certain venue (amenities, arenas, stabling, seating, etc).
- Event competitors/participants/spectators – the needs of all participants must be considered.
- Timing of the event – it is often linked to the season such as the 'campdrafting season'. (Consider when Members will have their horses in work and when other events are on in your area).
- Horse welfare – do we have a Horse Welfare Officer? Do we need a Horse Welfare Officer for this event?
- Cattle Welfare – Have we considered the Society Code of Cattle Care? (see section 9.1 in the Events Rules & Regulations). What should we do to comply?
- Community Impact – impact on the local and wider community.
- Regulations – what regulations and laws have an impact on the event? (Consult your Local Government).

## 6.3 Feasibility of Event

To discuss the feasibility of conducting an event the following questions could be addressed:

- Is the event a good idea?
- Do we have the skills required to plan and run the event?
- Will the host community be supportive of the event?
- Do we have access to infrastructure in the community?
- Can we hire a venue at a price we can afford?
- Will the event attract enough competitors?
- Will the event attract media and sponsor support?
- Finally, will the event be financially viable?

## 6.4 Event Venue and Site Selection

The following should be considered when analysing the suitability of a venue or site:

- Facilities and services to be provided
- Competition requirements
- Capacity of site or venue
- Budget limitations
- Location and accessibility
- Emergency services availability
- Availability and timing
- Sponsor and corporate personnel requirements
- Venue safety
- Regulatory authorities

## 6.5 Event Marketing and Promotion

### 6.5.1 Publicity

Publicity is the means of using an external entity to increase the awareness levels of your Branch activity amongst the public or your Members. It appears in story or editorial form in the print media and in the non-commercial portion of radio and television programmes.

## 6.5.2 Print Media – Press Releases

A media release is the best way to notify the media of an upcoming event or an important issue. News agencies receive lots of releases each day so it is important that yours is newsworthy and catches the editor and audience's attention. An effective media release should be:

- Concise - Best to keep it to one A4 page only.
- Clear - using plain English and quotes where possible.
- Accurate - facts and details.
- Complete – do not leave out vital information. List all contact information.
- Easy to read and interesting. Use positive words and phrases. Use short sentences and paragraphs. Use 12-point font and a plain format with some white space.

The heading should summarise the story in no more than half a dozen words. Lead with your most interesting point – other points should be placed in order of importance.

To ensure your media release goes directly to the right people, write the names of the relevant editors or journalists at the top of the release before you fax it through.



**Star Tip:** Timing is important for the media. If you are organising an event, fax your media release out one or two weeks beforehand. This will give the media enough time to do some research if required, and to schedule it into their diaries.

## 6.5.3 Advertising

Advertising can be a costly method of promotion, however if it is considered necessary, do some homework into costs and placements. When producing the advertisement make sure it reaches your target market – therefore on air or screen at the most suitable times and in the correct newspapers or print media.

Advertising media includes: television, radio, newspapers, cinema, billboards, outdoor, trams/buses, neon signs, magazines, trolleys, taxi backs, mobiles, videos, point-of-sale.

## 6.6 Sales Promotion

Sales promotions are designed to have an immediate impact on sales by stimulating market demand. A sales promotion is intended to persuade a buyer to purchase or enter immediately, so they often include incentives or discounts. Your Branch can use sales promotions to increase demand for ticket sales to a social function, for a raffle or for entries in a particular competition.

Sales Promotion includes: coupons, competitions, displays, t-shirts, co-promotions, giveaways, stickers, posters, merchandise.

### Community Service Announcements

The majority of local newspapers and radio stations will be happy to promote your cause if you provide them with a community service announcement. The spiel should be around 60 words in length, containing details of the Branch activity/event. A contact phone number should be given for any inquiries.

## 6.7 Major Events

Media coverage will be important if a Branch is organising a major event. The media will be more interested as the event draws closer, but a series of press releases in the months leading up to the event can serve both as reminders and educational material.



**Star Tip:** Information about unique Australian events such as the Australian Stock Horse Challenge, Campdrafting and Polocrosse can draw attention and educate the public about the disciplines in which the Australian Stock Horse competes.

Appoint a media releases liaison office to issue media releases, prepare media kits, ensure a media room with good communication facilities is available and organise press conferences.

Make sure media releases state what the event is, where it is, when it is, how important it is and why, how it is organised (times, ground, etc) and who is entered. Put your name on the releases so journalists know who to get in touch with for further information. (High profile entries are always of interest to the media).

## Photographs

A picture is worth a thousand words! Local newspapers are often on the lookout for a good photo opportunity. When planning a Branch activity think of how you can set up an interesting photo. Let the media know by giving them details of the photo opportunity at the end of your media releases.

☆ **Star Tip:** Information about taking a better photograph is available on request from Head Office. This can be useful for submitting your stories to our Journal but also for sending to your local newspaper if they cannot send someone to your event.

## 6.8 Event Sponsorship

Sponsorship cannot be taken for granted! Do not confuse sponsorship with charity; it is rather an equal partnership – an exchange of services. Your obligation as an organising Committee is to help the sponsor profit. It is suggested to approach businesses that have a similar target market as your event.

☆ **Star Tip:** Before your Branch approaches a sponsor – put yourself in their shoes and ask the following question:

- ✓ Will this sponsorship provide me promotional opportunities, generate publicity or obtain access to a target audience?

To retain received sponsorship it's a good idea to make the giving of sponsorship worthwhile:

- Sponsor naming rights for the event
- Sponsor/Corporate viewing facilities
- Sponsor/Corporate hospitality centre
- Sponsor tickets for admission
- Sponsor advertising on ringside (arena)
- Sponsor to officially present awards
- Publicise the sponsor's phrase (PA System)
- Officials to wear sponsor's logo
- Good manners and common courtesy

Not all sponsorship is by way of money. It can be provided in vouchers, product, trophies, hire of equipment, broadcasting, cattle, etc.

Keep the sponsor aware of the exposure you are giving them by sending all press clippings, press releases and a full report of every event and promotional activity. Ensure there is regular communication between you and the sponsor and present them with a full colour framed photograph at the conclusion of the event.

At the event, organise for someone to meet the sponsor upon arrival and make sure they're catered for. Ensure that the sponsor is in the right place at the right time – to watch the event they sponsored, present awards or say a few words. Provide meals for your sponsors, these could be via vouchers or VIP areas with specific meals or snacks. Make provisions for them with free entry and special seating areas.

If there are spaces in the programme while scores are being totalled, courses dismantled, cattle changed, etc., you have the opportunity to promote the sponsor. If the sponsor is able to provide a ten minute display of products, whether it be equestrian clothing, saddlery, horse feeds, fencing equipment, electrical appliances, vehicles, etc, it can give spectators something to pay attention to and provide an ideal fill-in while promoting the sponsor.

The organisations that provide cattle should be considered sponsors and receive the same sort of recognition as other sponsors.

[Refer to Sponsorship Proposal Format on following page](#)

### 6.8.1 Signage

Your sponsor should get their full value before the activity commences. Sponsorship lies in promotion and public relations rather than advertising. Display sponsor logos and distribute sponsors material such as flags, banners, and brochures at every opportunity.



Australian Stock Horse  
SOCIETY

# Sponsorship Proposal Format

## **INTRODUCTION**

This should be a simple one-page statement of what the proposal is for. Remember it is not a proposal to finance your Branch's activities, but a promotional and sales opportunity for the potential sponsor. This statement should create curiosity.

## **VENUE**

Where your activity takes place

## **CONTACT DETAILS**

Name, Address, Contact details

## **PROGRAMME**

Introduction to the event

Number of events

Venue

## **THE EXPOSURE OFFERED**

Signage

Media coverage

Advertising in programme

Merchandising opportunities

Anticipated spectators

Media release details

Suggested promotional activities

## **INVESTMENT REQUIRED**

Total cost

Use figures

Method of payment

## **SUMMARY**

## 6.9 Available ASHS Journal Support

The Society provides advertising support to Branches and Management Councils as detailed below; this support is designed to assist Management Councils and Branches to attract sponsorship for their events:

### Management Council – Advertising

- Management Councils - each Management Council is entitled to 2 x ½ Page full colour Advertisements in the Journal each year at no cost to the Management Council
- Management Council Sponsors - each Management Council is entitled to 5 x ¼ Page full colour Advertisements in the Journal each year at half price for sponsors of Management Council events at a level of \$1,000 or over

### Branch – Advertising

- Branch - each Branch is entitled to 2 x ¼ Page full colour Advertisements in the Journal each year at no cost to the Branch
- Branch Sponsors - each Branch is entitled to 2 x ¼ Page full colour Advertisements in the Journal each year at half price (or as negotiated) for sponsors of Branch events at a level of \$500 or over

### Editorial for Branch Sponsors

- Sponsors of Branch Events at the level of \$500 or over are provided with an opportunity to have editorial of no more than 100 words. The editorial should focus on the sponsor's support of the event.

## 6.10 Logistics

Logistics is getting things (and people) in the right place at the right time. It is advised the organising Committee appoints a Chief Steward for the day. The Chief Steward ensures that equipment, competitors, Judges and Pencillers are in the right place at the right time. In preparation for the Branch activity, the Chief Steward should create an event logistics plan and brief all event official personnel including suppliers of infrastructure and food, etc.

The following information should accompany an event logistics plan and be made available to all official event personnel:

- A general contact list
- A site map
- Schedules/Programmes
- Emergency Plan
- Subcontractor details, including all time constraints
- Evaluation sheets (questionnaires)

## 6.11 Event Recommendations

### ASHS Rules and Regulations

When planning your event please be aware of the Society Rules and Regulations. A copy of the Rules and Regulations can be downloaded from the Society's website – [www.ashs.com.au](http://www.ashs.com.au). Ensure that your event type is listed in the Events Handbook or seek Board Approval.

### Judges

Since January 2009 it is compulsory that Level 1 Accredited ASHS Judges be used for all ASHS sanctioned events. A list of the Accredited Judges is available on the Society's website – [www.ashs.com.au](http://www.ashs.com.au).

### Volunteers

Volunteers must be aged between 12 years and 80 years and do not have to be Members of the Society.



## **Insurance**

Event organisers must ensure all necessary insurance is finalised prior to the event. An **Event Notification Form** should be completed and sent to Head Office preferable three months prior to your event or as soon as possible. Your Branch Secretary should have a current copy of the ASHS Certificate of Currency for Public Products Liability (reissued annually). If the owner of the venue wishes to be a named party on the Certificate of Currency for the particular event, please contact the Sports Department at Head Office in a timely manner.

Refer to **Section 8.7 Insurance Templates for a copy correct at publication**. For the latest copy refer to our website: [www.ashs.com.au](http://www.ashs.com.au)

Additionally if your Branch would like to use the Society's Cattle Insurance cover a **Cattle Cover Lodgement Form** will need to be completed and forwarded to the Sports Department at Head Office with payment. Refer to **Section 8.7 Insurance Templates for a copy correct at publication**. For the latest copy refer to our website: [www.ashs.com.au](http://www.ashs.com.au)

## **Risk Management – Site Inspection Checklist**

Prior to competition a Competitor Nominee and Committee Nominee need to walk around the site. They should identify and remedy safety issues prior to commencement of competitions. It is required that this inspection be done 30 days prior to the event and again 24 hours prior to the event. The Committee Nominee must use the ASHS **Site Inspection Checklist** (page 54) which then needs to be forwarded to Head Office and a copy retained by the Branch. Please refer to **Section 8.3 What is Risk Management?** for more information.

## **Programmes – Entry Forms – Conditions of Entry**

Please refer to the Events Handbook Rule 1.10 for recommendations on information that should be inserted on entry forms and programmes. Additionally Events Handbook Rules 1.11 and 1.12 outline conditions of entry for horses and rider/handler.

## **Child Riders** (Section 7.1.4 of Rules and Regulations)

Children under 13 years of age are permitted to ride horses other than registered Australian Stock Horses in Branch conducted youth events (except State or National events) to encourage children to become part of the Society.

## **Food and Beverage**

People handling food should follow basic hygiene practice – wash hands immediately prior, or upon, entering the food preparation area. Sanitary gloves should be worn at all times when handling food. Enquiries should be made through your local Food Authority or equivalent as to notification requirements and the types of foods which can be served.

Event organisers must institute responsible service of alcoholic beverages and comply with liquor licensing laws. Persons serving alcohol must be trained in Responsible Service of Alcohol practices and aged over 18 years.

## **Stabling**

Event organisers must confirm with grounds/location management to clarify their policy on stabling and electric fencing.

## **Stock**

All Stock handling must comply with the Code for Cattle Care in the Events Handbook - see section 9.1. Any temporary or permanent yards need to be of adequate height; be very secure and braced to ensure stock cannot escape. Yards should have self-locking gates and be constructed to ensure that damage to the animals cannot occur. Finally stockyards should be separate from horse stabling areas.

## **Horse and Float Area**

Areas accessible to the Public should be separated, by fencing, from Horse and Float areas.

## **Signage**

Signs should be displayed at designated areas restricting access to the public. Secondary fencing or barriers may be required to keep the public at a safe distance from competitions.

### **Ambulance Officer or Certified First Aid Attendant** (Section 1 Events 8.1 & 8.2 of Event Rules and Regulations)

At Australian Stock Horse Society shows and events, an ambulance officer or certified first aid attendant must be rostered for duty at all times when competitors or members of the public are present for competition. The first aid area must be properly signposted and accessible with means of contacting the local hospital or a doctor. This is a minimum requirement for Branches to operate an event. Some Branches or Committees may elect to have an ambulance or oxy viva equipment in attendance at events following Risk Assessment.

### **Emergency Planning**

Emergency Management Australia (see website – [www.ema.gov.au](http://www.ema.gov.au)) has very useful guidelines for planning safe and healthy mass gatherings. The organising committee should have an emergency response plan or emergency procedures in place such as marshalling or control/coordinating points, people check, communication systems and emergency equipment.

### **Finances**

The Bank may be closed during or at the conclusion of the event therefore a plan must be in place to store finances (monies). All monies (petty cash, prizemoney and event takings) must be stored in a secure, lockable area.

### **Hospitality**

Provision may be made for VIP Hospitality. This could be a designated area with favoured seating and meals available for your important sponsors, or vouchers for meals from the canteen, whichever time and resources can provide.

### **Public Address System**

All events need communication – an adequate public address system can go a long way in communicating with participants and spectators. Ensure prior to commencing activities that this can be heard in all required areas including stabling.

### **Temporary Membership** (Section 2.1.2.3 of Membership Rules and Regulations)

Entitles an individual (regardless of age) to participate in a single ASH show, activity or programme run at Branch level. For example, the activity might be a weekend school or campdraft, a one-day show, a five-day trail ride and the like.

The Member is NOT eligible to join an ASHS Branch, register horses, vote, receive the Australian Stock Horse Journal or any of the other rights associated with other classes of membership.

The member is NOT eligible to compete at events run by a Management Council or at some Royal or Agricultural Shows.

### **Sashes**

Ten free green-gold-green sashes are available to incorporated Branches and State Management Councils each year. To receive these you must apply in writing each year to the Sports Department at Head Office.

## **6.12 Waste and Environment Management**

It is recommended the organising Committee has an environmentally friendly approach to waste management for your Branch activity and will need to check requirements with your local council. Please contact them in relation to waste management issues in your area. They may be able to provide this service for you, if not contact your local waste management organisations and obtain comparative quotes.

### 6.13 Notifying Head Office of Events

Please **notify Head Office of any and all forthcoming events** organised by your Branch by completing the Event Notification and the Site Inspection Checklist forms as required. Refer to **Section 8.7 Insurance Templates for copies correct at publication** (also available on the website: [www.ashs.com.au](http://www.ashs.com.au)). This will ensure that your Public Liability insurance is in place, that your event appears on the website and in the Coming Events page in the Journal (if received prior to publishing deadlines).

In addition, if your Branch requires advertising for your event in the Australian Stock Horse Journal please complete a booking form or contact the Journal Department at Head Office. All requests must be received prior to Advertising Deadlines - these are available on the website: [www.ashs.com.au](http://www.ashs.com.au).

### 6.14 Programme Example

The Society would recommend that you keep your programme as similar to the events conducted at the National Championships as possible. Another way to keep the public interested and desiring to watch the events may involve breaking up the programme to avoid the same thing over and over.

#### Ring 1 - Commence at 8.00am

Led Mare under 15 hands  
Junior Judging – under 13 years  
Led Mare 15 hands & over  
Hack Mare under 15 hands  
Hack – ridden by youth 13 & under 17 years  
Hack Mare 15 hands & over  
Working Mare under 15 hands  
Working – ridden by youth 17 & under 21 years  
Working Mare 15 hands & over  
Led Stallion  
Junior Judging – 17 & under 21 years  
Hack Stallion  
Hack – ridden by youth under 13 years  
Working Stallion  
Working – ridden by youth 13 & under 17 years

#### Ring 2 - Commence at 10.00am

Led Gelding under 15 hands  
Junior Judging – 13 & under 17 years  
Led Gelding 15 hands & over  
Hack Gelding under 15 hands  
Hack – ridden by youth 17 & under 21 years  
Hack Gelding 15 hands & over  
Working Gelding under 15 hands  
Working – ridden by youth under 13 years  
Working Gelding 15 hands & over

CHAMPION LED HORSE  
CHAMPION HACK  
CHAMPION WORKING HORSE

Judges may also give an oral reason for their placing, so people know what to look for in the next event. This is easier with a broken programme.

Alternatively, for two day events, you may be able to organise a four hour Spectacular on the second day, being the judging of all Championship events, and the major event of the show. If all other ring events can wind down for the Spectacular, other competitors have the opportunity to watch the best in action.

The organising Committee must ensure that the promotion of the event creates interest and excitement, and then maintains the stimulation created.

### 6.15 Evaluation

It is advisable for the organising Committee to hold a debrief meeting as soon as practical after the event. Some questions that could be addressed in this type of meeting may include:

- What went well and why?
- What went badly and why?
- How could operations be improved?
- Were there any significant risk factors that we did not anticipate?
- Are there any outstanding legal issues, such as injuries or accidents?
- What can we learn from this event?
- Were the facilities adequate?
- Did the programme work well?
- What changes, if any, should we make?



**Star Tip:** Evaluation is an area often neglected, however feedback and information collected can provide the organising Committee with some great assistance for the next planned event. When planning evaluation, it is very important to work out what information you require. If you have the time and resources the points below can be useful.

Feedback and information can be obtained from surveys conducted during and after the event, personal interviews or group discussions. The following are examples of questions that may be included in a survey:

- How did you find out about this event?
- What was the main purpose for you attending this event?
- How did this event meet your expectations?
- Should events at this event be made more attractive to spectators?
- Would you like to see the programme shortened/lengthened? If yes, what events would you like to see removed/added to the programme?
- Was the parking adequate?
- Was the food and beverage adequate?
- Would you attend this event again?
- What other events would you like this Branch to host? (Leisure rides, Youth Camps etc)

## **7 JUDGING, COACHING AND CONDUCTING TRAINING SCHOOLS**

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### **7.1 Judges' Accreditation and Workshops**

In order to support and develop Australian Stock Horse Society Judges, Stewards and Volunteers, the ASHS Judges' Accreditation Scheme was introduced in 2005.

#### **7.1.1 Level 1**

For a current Level 1 Accredited Judges' List, please refer to the Sports section of the Society website: [www.ashs.com.au](http://www.ashs.com.au).

Level 1 Judges' Accreditation is delivered in a two-day workshop format. If your Branch is interested in hosting a Level 1 Accredited Judges' Workshop please submit in a request to your Management Council outlining the following information:

1. Location/Venue:
  - Name, address and directions and/or map if available.
  - The venue must have a classroom area and outdoor area for practical exercises (preferably under cover).
2. Cost – Workshop Facilitators and Resources:
  - Will be on a user-pays basis from January 2008. Exact costs are currently under review; details will be forwarded to Branches when available.
3. Cost – Catering (a per head contribution towards catering and other expenses):
  - The cost of the Workshop for participants should be kept to a minimum although a contribution towards food/catering is recommended. This could vary from \$10 to \$50 for the weekend depending on the expenses. Catering should include morning and afternoon teas and lunch both days. At some venues dinner Saturday night and breakfast Sunday morning has also been included.
4. Participants – At least 18 participants' names should be provided to the Management Council as part of your application.
5. Accommodation Options:
  - Participants to make their own arrangements, but please include some suggestions and/or the Tourist Information contact details.

For further information regarding hosting a Level 1 Judges' Workshop please contact the Sports Department at Head Office. Information regarding the content of the Workshop is also available from the Sports Department.

#### **7.1.2 Level 2**

Future levels of the ASHS Judges' Accreditation Scheme are currently in development. Information regarding this will be published in the Australian Stock Horse Journal.

### **7.2 Coaches' Accreditation and Workshops**

In order to support and develop Australian Stock Horse Society Coaches, the ASHS Coaches' Accreditation Scheme was introduced in 2005.

Australian Stock Horse Society Accredited Coaches have a qualification recognised by the Australian Sports Commission. All ASH Level 1 Coaches are registered with the Australian Sports Commission's National Coaches' Accreditation Scheme. (NCAS)

#### **7.2.1 Level 1**

For a current Level 1 Accredited Coaches' List please refer to the Sports section of the Society's website: [www.ashs.com.au](http://www.ashs.com.au).

The Level 1 Accreditation process includes both theoretical and practical components. This course is currently under review.

### 7.3 Conducting Training Schools and Youth Camps

When planning a Training School or Youth Camp your first consideration should be getting the right coach. To comply with Society requirements you should use an Australian Stock Horse Accredited Coach. If a Society Coach is not available, then a Coach with an accreditation from the EFA or Polocrosse Association will be acceptable until the end of 2009. This policy will then be reviewed and details will be published in the Journal and on the website.

Many Branches host camps specially designed for Youth Members with some of the best Coaches available. The camps are designed to assist young riders and give them the confidence to move from Pony Club into other areas of competition such as Campdrafting, Polocrosse, Working ASH Classes, etc. If your Branch is looking to host a Youth Camp please do not hesitate to contact and seek advice from Members of the Society who have been involved in the running of a camp.

The following points are general ideas for consideration and development when organising an ASHS Coaching Clinic. Do not limit yourself to this list - if there are other points that should be covered please include them:

- Coaches
  - ✓ How many people will you invite to coach?
  - ✓ Are they qualified?
  - ✓ How much will each coach cost?
  - ✓ Is a Working with Children check required?
  - ✓ Is their Coaching Insurance current - own or ASHS provided? Note that ASHS provided insurance covers only Coaches who work on a voluntary basis, that is, they are not being remunerated.
  
- Organisation
  - ✓ Length of time/number of days
  - ✓ Total number of participants you can cater for
  - ✓ Group sizes and divisions
  - ✓ Number of participants per coach
  - ✓ How will you advertise the clinic?
  - ✓ Who will be helpers on the day?
  - ✓ Will you need a Working Bee prior to the event?
  - ✓ Who will have responsibility for participants after sessions?
  - ✓ First aid support available suited to size of event
  
- Venue
  - ✓ Camping facilities
  - ✓ Horse facilities and supplies
  - ✓ Have you undertaken a Risk Assessment of the ground?
  - ✓ Is there a work area for adverse weather?
  - ✓ Location proximity to Vet and Medical facilities
  
- Topics
  - ✓ What are the Members in your area most interested in?
  - ✓ What groups will you target – sports, age groups, rider standards, gender?
  - ✓ Which ASH disciplines will you cover?
  - ✓ How long will the sessions run?
  
- Financial considerations might include
  - ✓ Funding available from ASHS for first camp
  - ✓ Support from local Council. (Ground hire, rubbish removal etc)
  - ✓ Is there a cost to hire the ground?
  - ✓ Will you need a cool room for food/drinks?

- If using Cattle
  - ✓ Do you need to source cattle insurance? (Available through Head Office - refer to Section 8.7 Insurance Templates for a copy correct at publication. For the latest copy refer to our website: [www.ashs.com.au](http://www.ashs.com.au))
  - ✓ How will cattle be transported?
- Catering
  - ✓ Catering supplies
  - ✓ Lunch orders or self serve buffet
  - ✓ Does anyone have special dietary needs?
  - ✓ Utilisation of participants or parents as helpers
- Entertainment
  - ✓ Will you provide entertainment or demonstrations?
  - ✓ Activities for after sessions
  - ✓ Guest speaker/entertainers

## 8 RISK MANAGEMENT AND LEGAL COMPLIANCE

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### 8.1 Duty of Care

Duty of care is a fundamental legal principle affirming that all reasonable care is taken to avoid acts or omissions that could injure a 'neighbour'. An area of law known as torts covers duty of care. A tort is a breach of duty owed to other people and imposed by law.

For your Branch, duty of care means taking actions that will prevent any foreseeable risk of injury to the people who are directly affected by, or involved in the Branch. This could include the Branch Committee, Members, Volunteers, Competitors, Spectators, Contractors, etc.

#### **So how careful does your Branch have to be?**

The degree of care that ought to be applied in particular circumstances is known as the 'standard of care.' The test for the required standard of care is how a reasonable person would have behaved in the same situation – that is, whether the result of the action was reasonably foreseeable, and whether reasonable steps were taken to prevent injury occurring.

### 8.2 Insurance

#### **The Australian Stock Horse Society Insurance Programme Overview**

Please contact the Sports Department at Head Office for queries regarding the insurances the Society currently has in place. Information can be provided on request on the scope and protection offered by those insurances. The Society has a proactive approach towards insurance and is keen to protect its Members and the public and ensure that everyone involved with the Society is informed and educated regarding the various insurance products the Society has in place.

Insurance coverage that can be provided by the Society does include:

#### **Cattle Cover**

- Upon payment of the required fee (please see the Cattle Cover form on the website for the current fees [www.ashs.com.au](http://www.ashs.com.au)) 80% of the value of a limited number of stock lost is paid.
- Coverage applies at sanctioned events only.
- Coverage applies whilst the Organising Committee and/or Accredited Coach comply with the Cattle Care guidelines only.
- Cattle will be covered for losses during competition.
- **Voluntary Carrier:** Cattle will be covered in transit and during loading and unloading. This does not include cover for losses during muster or in yards while on the Owner's private property prior to loading.
- **Commercial Carrier:** Cattle will **NOT** be covered for losses when transported by a commercial stock carrier - the carrier's insurance should be pursued.

#### **To Activate a Claim**

- The Australian Stock Horse Society Limited must be notified of all injuries and/or deaths within 48 hours by fax/phone. Claims to be lodged within 14 days - claim forms are available on request from the Society.
- A copy of the Weekly Market Report to be attached to the Claim to verify the per kilo estimate.

#### **Personal Liability Cover**

- Coverage applies at sanctioned events only. To be sanctioned The Australian Stock Horse Society must be notified of the event prior to commencement.
- Site Inspections must be carried out 30 days prior to the event and again 24 hours prior. Site Inspection checklists must be used and copies retained by the Branch and sent to Head Office.
- Coverage applies whilst the Organising Committee and/or Accredited Coach comply with the Society Rules and Regulations only.

### 8.3 What is Risk Management?

Risk Management is the process of identifying the risks associated with your activities/events that may result in injury to another person or damage to their property. The process of Risk Management then involves either removing the risk or minimising the risk to an acceptable level.



### 8.3.1 Things to Consider in Risk Management

#### 1. Identify risks of activity:

- What could happen?
- What is the likelihood of this happening?
- What are the consequences of this event?
- Discuss:
  - ✓ Possible source of risk (eg. horse trips on tree root)
  - ✓ What is at risk (assets: horse, people: rider, business: reputation from injury)
  - ✓ Effects (damage: injury to horse or rider, other riders' confidence, confidence of Guide; Loss: business, litigation, reputation)
  - ✓ Three actual risks
    - i. Horse injury,
    - ii. Rider falls off and is hurt, other riders worried
    - iii. Club does not affiliate
- Look at:
  - ✓ Short and long term effects of these
  - ✓ Current controls which could prevent events occurring



Examples of areas for discussion:

Sources of risk	Assets at risk
Service/advice to clients	People (staff, volunteers or clients)
Human error	Horses
Negligence	Buildings
Anti-social behaviour	Land/environment
Fire/hail/thunder storm etc	Equipment
Breakage of equipment	Reputation
Vermin/Disease	Vehicles

#### 2. Analyse risks

- Likelihood/probability it will happen
- Possible consequences
- Estimate level of risk and priority for management  
(Use anecdotal information and experience to make these assessments, together with statistical data – accident reports etc.)

#### 3. Evaluate risk

- Is it an acceptable outcome?
  - ✓ Costs to people and or reputation
  - ✓ \$ Value of fixing it
  - ✓ Benefits of risk
  - ✓ Risk borne by other stakeholders (insurance)
  - ✓ Controls already in place to manage the risk
- Determine criteria for unacceptable consequences:
  - ✓ Injuries resulting in more than one day off work
  - ✓ Financial loss exceeding \$
  - ✓ Adverse publicity
  - ✓ Legal action
- Likelihood may influence acceptability:
  - ✓ Frequent minor injuries
  - ✓ Events which frequently interrupt rides
  - ✓ Frequent small financial losses

#### 4. Treat risk

- Accept the risk: monitor and review
  - ✓ Retain the risk (benefits outweigh the negatives)
- Reject the risk: monitor and review
  - ✓ Avoid them (run alternative activity?)
  - ✓ Reduce them
    - Mechanical eg: toe stoppers
    - Administrative: policies and rules
    - Personal protection – helmets etc.
  - ✓ Transfer them through treatment (waivers, insurance, contracts, warning signs etc.)
  - ✓ What resources are needed to carry this out? Who is best placed to monitor and implement this? Will measures be effective? Feasibility?

#### 5. Document the whole process

- Document the whole process, especially who will be responsible to carry it out, what resources are required, when is completion expected, and review time frames.
- Ensure all parts of this process are carried out - do this by consulting and communicating with those involved.
- Monitor (ongoing assessment of effectiveness of measures) and review (on a schedule: formal discussion)

#### Recommended Actions – Risk Management

Ensure your Branch adopts sensible standards of preparation for an event and then measure against those standards by a system of planned self-assessment. The ASHS Site Inspection Checklist should be utilised to measure those standards, along with previous experience (Refer to Section 8.7 Insurance Templates for a copy correct at publication. For the latest copy refer to our website: [www.ashs.com.au](http://www.ashs.com.au)).

### 8.4 Legal Issues - Incorporation

The legislation governing Incorporation is different in each state/territory and is subject to regular updating so you should check the Act to be sure of the current regulations. If legal advice is required, seek out a competent professional, preferably someone who has been personally recommended to the Branch.

The legal advantage of an Incorporated Association arises because, in the eyes of the law, an Incorporated association has existence separate from that of its Members. Incorporation means that Members of a Branch are not personally liable for its debts.

This means that an Incorporated Branch can:

- Sue and be sued in its own right
- Own land and property in its own right
- Enter into tenancy or lease agreements in its own right
- Enter into contractual agreements in its own right
- Receive a bequest or gift from a will
- Perpetually exist, that is, remain in existence no matter who is a Member until it is disbanded by direct operation of the law

Another advantage is that Incorporation may be a prerequisite to obtaining a grant from a State or Federal Government.

Further, the Committee and Members are not personally liable for the debts of the Branch, nor the negligent acts or errors made by the Committee and Members. Liability of Members to contribute towards the payment of the debts and liabilities of the Branch or the costs and expenses of winding up the Branch is limited to a sum provided in the rules. However Incorporation does not protect the individual from liability for his/her own negligence.

Incorporated Associations may not be formed for the purpose of trading or earning profit for Members. If the Branch earns a profit from commercial activity, this profit may not be distributed among the Members. It must be used for activities carried on by the Branch.

It would be advisable for the Secretary of the Branch to obtain a copy of the Associations Incorporation Act and familiarise themselves with the statutory requirements. Copies of the Act are available from the Government Bookshop in your state/territory.

## **8.5 Contracts**

A Contract is an agreement between two or more parties that sets out their obligations and is enforceable by law; it is advised to put all contractual agreements in writing. The Society recommends that legal advice should be sought prior to entering into any Contracts. Seek out a competent professional, preferably someone who has been personally recommended to the Branch.

A Branch may enter a Contract between various categories of people such as:

- Participants
- Funding bodies
- Employees
- Providers of goods and services

## **8.6 Regulations, Licences and Permits**

### **Local Government Acts and Regulations**

There are a number of Local Government Acts and Regulations that may apply to events. These vary considerably from one area to another. Likewise larger events require more detail submitted to the Local Government than a smaller event due to the size of impact on the community. Items that may need to be approved could be using loudspeakers in public spaces or building a temporary structure. Local Governments are also very concerned about cleaning programmes during and after an event, noise and disturbance to local residents and traffic management.

### **Liquor Licensing for Alcohol**

There are a number of issues to be considered when serving alcohol at an event. Issues include: the age of drinkers, the venues and the situations in which alcoholic drinks are served, as well as the legal hours of alcohol service.

Please consult your State's Office for Liquor, for example the NSW Office for Liquor, Gaming and Racing.

### **Raffles**

There are a number of Local Government Acts and Regulations that may apply to raffles and competitions. These vary considerably from one area to another.

Please consult your State's Office for Gambling, for example the NSW Office for Liquor, Gaming and Racing.

## **8.7 Insurance Templates**

See following pages



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## ASHS Event Notification Form

This form must be completed and returned to Head Office at least **3 weeks prior** to an event. Please note for your Event to be listed in **Coming Events** in the Society's Journal and on the website at least **three months' notice** is required. .

Would you like this event listed on the Society's website under 'Coming Events'?

Yes  No

BRANCH / MANAGEMENT COUNCIL \_\_\_\_\_

EVENT NAME \_\_\_\_\_

EVENT CONTACT \_\_\_\_\_

CONTACT NUMBER \_\_\_\_\_

DATE AND TIME OF EVENT \_\_\_\_\_

EVENT LOCATION \_\_\_\_\_

VENUE ADDRESS \_\_\_\_\_

VENUE OWNER \_\_\_\_\_

**Note:** *If the Location/Venue Owner would like to be a named party on the Branch/Management Council Certificate of Currency for this event, please contact Head Office in plenty of time for it to be arranged.*

### Event Details

What is the Event? (Eg: Campdrafting, Show, Leisure Ride, Youth Camp, Training School etc)

Number of Expected Participants \_\_\_\_\_ Number of Expected Horses \_\_\_\_\_

Number of Expected Spectators \_\_\_\_\_

First Aid Support Organised Yes  No  Detail \_\_\_\_\_

Horse Welfare Officer Organised Yes  No

Cattle Details (Only if required)

Number of Cattle to be used \_\_\_\_\_

Owner of Cattle to be used \_\_\_\_\_

**If your Event requires Cattle Insurance**, please complete an ASHS **Cattle Lodgement Form** and send with relevant money for Cattle Insurance to Head Office.

Please fax or post this completed form with any supporting documentation to:

#### Sport & Events Coordinator

The Australian Stock Horse Society Limited

PO Box 288

SCONE NSW 2337

T: 02 6545 1122

F: 02 6545 2165

E: [info@ashs.com.au](mailto:info@ashs.com.au)



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# CATTLE COVER LODGEMENT FORM

Branch Name \_\_\_\_\_

Event Name \_\_\_\_\_

Event Date \_\_\_\_\_

Name of Coach \_\_\_\_\_

Event Venue \_\_\_\_\_

Number of Cattle \_\_\_\_\_

Owner of Cattle \_\_\_\_\_

MAXIMUM CARTAGE DISTANCE \_\_\_\_\_ KMS  
*Kilometres from most distant property or origin of cattle to venue – one way only*

Branch President/Secretary Name \_\_\_\_\_

**Signature** \_\_\_\_\_

**Date** \_\_\_\_\_

**Include Fee of \$110 for a single event with less than 80 cattle**  
or  
**\$220 for a full campdraft programme with more than 80 cattle**  
with this form and post to:

The Australian Stock Horse Society Limited  
PO Box 288  
SCONE NSW 2337

## PAYMENT METHOD

Cheque  Money Order **Credit Card:**  Visa  Mastercard

Credit Card No: \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Exp Date: \_\_\_\_/\_\_\_\_

Name on Credit Card: \_\_\_\_\_

<p><b>OFFICE USE ONLY</b></p> <p>Processed by _____ Date _____</p>
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# SITE INSPECTION CHECKLIST



In relation to Risk Management Assessment, please use the following points as a guide for ensuring a safe event. During the assessment, you will need to consider the placement of barriers for the safety of spectators; establish laneways for horses; have a first aid and/or veterinary attendant emergency strategy; separate parking areas for trucks and trailers and the like.

## SAFETY FIRST – Page 1 of 2

Are there designated areas for?	Tick ✓		Notes – High, medium, low risk, plus preventative measures
	Yes	No	
➤ Competition (including warm-up areas)			
➤ Spectators (separated from horses & vehicles)			
➤ Competitor parking (floats, trucks etc)			
➤ Public parking (guest & spectator vehicles etc)			
➤ Horses (yards, stables, laneways etc)			
➤ First Aid (competitors/general public/access by emergency vehicles & services)			

Inspection of Competition/Activity Areas (including warm-up areas)	Yes	No	Notes – High, medium, low risk, plus preventative measures
➤ Are each of these areas free of hazards and obstacles? (Rocks, sticks, overhanging branches, rubbish...)			
➤ Are the surfaces safe and appropriately prepared for their intended use? (Slippery, too wet, too dry, dust, level, ploughed, suitable depth...)			
➤ Are the fences and gates appropriate for the activities? (Keeping livestock in, spectators out, numbers of competitors...)			
➤ Is there signage identifying each of these areas and their intended use? (Competitors Only, No Dogs, Warm-up Arena, Marshalling Yard...)			
➤ Is there appropriate signage at all access points to competition areas? (No Entry Competitors Only...)			

Inspection of Spectator Areas (separated from horses & vehicles)	Yes	No	Notes – High, medium, low risk, plus preventative measures
➤ Are each of these areas, including roads & tracks free of hazards & obstacles? (Rocks, sticks, overhanging branches, rubbish, uneven surfaces ...)			
➤ Seating & grandstands are properly erected and separate from livestock access? (Check access to seating areas, that access to under grandstands is limited...)			
➤ Food, eating & drinking areas are separated from livestock? (Livestock should not have access to these areas...)			
➤ Access to food areas, toilets & public parking is free of hazards & obstacles? (Check for varied weather conditions, night lighting, trip hazards...)			
➤ Are fences or barriers properly erected? (Check for nails, broken rails, rail heights...)			
➤ Is there signage identifying each of these areas and their intended use? (Spectators Only, No Horses, No Vehicles...)			



# SAFETY FIRST – Page 2 of 2

Inspection of Parking Areas	Tick ✓		Notes – High, medium, low risk, plus preventative measures
	Yes	No	
➤ Are competitor and spectator parking areas separated?			
➤ Are loading and unloading areas for livestock separated from the general public?			
➤ Is supervision of parking areas required?			
➤ Has traffic flow and pedestrian flow been addressed?			
➤ Is there signage identifying each of these areas and their intended use? (Competitors Only, ← Public Parking, Floats and Trucks → ...)			

Inspection of Livestock Yards & Stable Areas	Yes No		Notes – High, medium, low risk, plus preventative measures
	Yes	No	
➤ Are fences and rails secured properly? (Safe, appropriate height, no hazards...)			
➤ Is adequate water available?			
➤ Do the gates & latches work properly?			
➤ Can escaping livestock be contained effectively? (Perimeter fencing, gates closed, emergency procedures ...)			
➤ Is there signage identifying these areas and restricting access? (No Entry Competitors Only...)			

General	Yes No		Notes – High, medium, low risk, plus preventative measures
	Yes	No	
➤ Can officials be identified clearly?			
➤ Is there a designated and signed "Assembly Area" in the event of an emergency?			
➤ Is there a map of the facility identifying each of the designated areas?			

**EVENT TITLE/NAME:** \_\_\_\_\_

**LOCATION:** \_\_\_\_\_ **EVENT DATE:** \_\_\_\_\_

**This form has been completed by:** \_\_\_\_\_

**On behalf of the committee of the** \_\_\_\_\_ **, an affiliate of the ASHS.**

**SIGNED:** \_\_\_\_\_ **Date Completed:** \_\_\_\_\_



## EVENT RISK STRATEGY

**It is recommended that a preliminary site inspection occurs 30 days in advance of the event to identify any risk or hazard that needs attention. These issues should be addressed and a final review conducted a minimum of 24 hours prior to the commencement of the event. A Committee Member should be available during the event to continually review the site for potential hazards and take the necessary action to reduce the chance of potential harm as soon as possible.**

The Australian Stock Horse Society Limited is committed to ensuring that all activities pursued by affiliates are safe and risks/hazards inherent in these activities are minimised. The risk assessment **MUST** be completed by a Committee Member appointed by the Branch in consultation with other Committee Members. The Branch shall keep a copy of the Risk Assessment and a copy must be lodged with the Society.

A **HAZARD** is an unsafe state or condition with the potential to cause harm to livestock, competitors or others. The **RISK ASSESSMENT** is a measure of the chance that a particular hazard may cause harm and the severity of harm caused. When conducting an assessment and identifying high/medium risk hazards (if any); action must be taken to reduce the risk to an acceptable level. Consider what precautions you already have in place to mitigate risk. Give priority to any risk that might affect a large number of people and/or could result in serious harm. After identifying risk, can the risk be removed or minimised through restricting access to a hazard, or can procedures be adopted to reduce the exposure to the hazard?

**The Risk Management Assessment MUST be lodged with The Australian Stock Horse Society Limited, PO Box 288, SCONE NSW 2337**  
Please attach any other information in relation to your Risk Management Assessment, including precautions adopted to reduce or manage risk.



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## RISK MANAGEMENT JOURNAL

No.	Identified Risk	Classification <sup>1</sup>	Examples of Impact	Treatment of Risk	Party/Person Responsible	To be in place by (date)
	Committee & Administration					
	Legal & Insurance					
	Physical Risks					
	Sport – Membership					
	Events & Venues					

<sup>1</sup> **HF, MF, LF**: High, Medium or Low **Frequency**/Likelihood: **HI, MI, LI**: High, Medium, Low **Impact**/Consequences  
ASHS – BRANCH HANDBOOK



## 9 FREQUENTLY ASKED QUESTIONS

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### 9.1 Events

**Our Branch is wishing to run an event, do we need to notify the Society?**

Yes, your Branch must notify the ASHS of the event and its details for insurance and awareness purposes. Use the Event Notification form and send to Head Office at least three (3) weeks prior to the event. Also complete two Site Inspection Checklists (one 30 days prior to the event and another 24 hours prior) retain a copy and send a copy to Head Office.

**Our Branch is hosting an event, are we covered for Public Liability under the Society's Insurance?**

Yes, if the Branch notifies Head Office via an Event Notification Form and completes Site Inspection Checklists (as above) and receives a letter from Head Office confirming that the event is sanctioned. A copy of the Society's Certificate of Currency for Public and Products Liability Insurance is sent to your Branch Secretary every year once the Branch has submitted its annual returns to Head Office.

**Our Branch is wishing to run an event, it is not in the Events Handbook – can we run it?**

You may be able to, you will need to seek permission from the Board prior to running the event.

**Our Branch is hosting an event, using cattle, is there any way to insure our cattle?**

Yes, the Branch should complete a Cattle Notification Form and send it to Head Office with payment. This covers transport (with a voluntary carrier) and competition (conducted under the Cattle Care Code) at sanctioned events.

**A Branch Member is competing at an event, and they need to administer a sick horse with medication. Is this Member still able to compete in the enrolled event on that horse?**

All competitors should consult with a veterinarian prior to administering any medication. The vet can advise the competitor on the effects and life span of the medication. Ultimately the decision to compete is that of the competitor.

**Who do I approach for Sponsorship for my event?**

Some financial support for events and sponsorship is paid directly to your Management Council each year; you will need to liaise with them regarding this assistance. Alternately you should develop relationships with local businesses and approach them for sponsorship.

**We are running a Stockman's Turnout class at our Show, how do we know what the competitors should wear?**

All attire and event specific rules are in the Events Handbook, which each Member should have. They are also available on the Society Website under Sport, Events Handbook.

**A Member wishes to compete at an event on a First Cross horse; can they compete against the Pure Bred horses?**

Yes, for horses to compete at Australian Stock Horse Society events they must be "Competition Eligible". That is, they must be Registered Horses owned by Full Financial Members at the time of competition. This includes all categories of horses other than Breeding Purposes Only - therefore First Cross horses, Second Cross horses and Special Merit horses are all eligible to compete against Stud Book (Pure Breds).

### 9.2 Riders

**Even though my children are competent riders and handlers, are they eligible to ride a stallion?**

No, children under 18 years of age may not, under any circumstances, ride or handle stallions at events. Please refer section 6, Item 4.1 in the Events Handbook.

**Can my child ride an unregistered horse at a Branch Event?**

Yes, children under 13 years of age are permitted to ride horses other than registered Australian Stock Horses in Branch conducted youth events.

**Does my rider/handler need to be a Member of the Society to compete at Branch Events?**

Yes, they need to be Members – Full, Youth, or Participant. They can also become a Temporary Member for that event.

**Do I need to pay my Membership to compete in a Branch event?**

Yes, all competitors at a Branch event should be Financial Members of the Society - either Full, Youth, Participant, Life Honorary, Honorary or Temporary Members. In addition, all horses should be competition eligible to compete – which means their owner or lessee must be a Financial Member of the Society.

### 9.3 Meetings

**How many people are needed for a General Meeting Quorum?**

Only three Branch Members are needed for a quorum at a general meeting – one of these must be a Committee Member.

**How many people are needed for an Annual General Meeting Quorum?**

Ten Branch Members are needed for a quorum at an Annual General Meeting – one of these must be a Committee Member.

**How many people are needed for a Committee Meeting Quorum?**

At every Meeting of the Committee, 50% plus one of the Committee Members are needed for a quorum.

Please refer to your Branch Rules for further explanation.

### 9.4 Membership

**Our Branch is hosting an event; can we make Temporary (day) Memberships available for competitors?**

Yes at Branch level. A Temporary Membership Receipt Book has been provided to all Branches. These forms need to be completed as well as a Liability Waiver form. Please ensure all paperwork is completed and returned to Head Office with the correct monies.

**Do Members of our Branch need to be Members of the ASHS?**

Yes. For competition they need to be Full, Youth, Participant, Life Honorary or Honorary Members and currently Financial. To vote at Branch Meetings they need to be over 18 years of age and Full, Life Honorary, Honorary Members or Participant Members and currently Financial.

**Do I need to be a Member of a Branch to participate in that Branch's Point Score system?**

This is at the discretion of the Branch Committee.

**Can I be a Member of more than one Branch?**

Yes, you can join more than one Branch, but only one Branch will appear on your renewal and this Branch will be reimbursed each year for your participation.

**As a Branch Secretary do I need to maintain a Register of Members for my Branch?**

Yes, independently of any lists provided to you by Head Office you are required by law to maintain a list of Members of your Branch.

### 9.5 General

**Can I have a copy of the Templates in this Handbook?**

Yes, please contact the Sport Department at Head Office to request softcopies or hardcopies of any templates. Or check the website – any of the “public” forms are available online.

Sport Department Contact details: T 02 6545 1122 F:02 6545 2165 E: [events@ashs.com.au](mailto:events@ashs.com.au)