

CODE OF PRACTICE



A booklet to support
welfare organisations involved in
the keeping of horses
ponies and donkeys



Preface

NATIONAL EQUINE WELFARE COUNCIL

Founded in March 1977, the first meeting of the National Equine Welfare Council (NEWC) was chaired by the famous horseman Captain Elwyn Hartley Edwards. The Council, supported by a handful of members, intended to persuade Equine Welfare Organisations to unite in their work and to speak with one voice on equine welfare matters of concern and importance throughout the equine world.

Now, 25 years on at the start of 2002, NEWC, with 60 member organisations, has earned respect for promoting discussion and communication on equine welfare issues. NEWC has also gained endorsement and support from leading equine welfare bodies, which has enabled the Council to provide a professional and valued voice for equine welfare.

As I retire after 5 years of office, I feel proud to have been part of this development and to have overseen progress and improvements as the Council's 5th Chairman. These achievements though are also due in no small way to the enthusiastic and motivating leadership from past Chairmen: Peter Hunt (Bransby Home of Rest for Horses), Vivien McIrvine (Glenda Spooner Trust), Eric Collier (Ada Cole Rescue Stables) and Vivien McIrvine for a second term.

The NEWC network is wide with member organisations from all parts of the UK and also from Ireland. One of the uniting factors is an overriding commitment to high standards of equine care and management of horses. This commitment was first enshrined as the 'Code of Practice for Organisations involved in the Keeping of Horses, Ponies, Donkeys, Mules and Asses' in 1997. In NEWC's 25th year this Code has been updated and republished together with this new detailed booklet which expands on statements made in the Code. This booklet is produced as a reference document to encourage 'Best Practice' and provide advice for those wishing to set up a welfare organisation or those organisations wishing to join NEWC. It is designed to be 'dipped into' as required for the relevant information rather than read in one sitting.

NEWC continues to encourage new members and once approved and accepted, members can take pride in belonging to the Council, knowing that it is a hallmark of respectability and gives extra credence to their work. Other organisations not primarily involved in welfare work, but having welfare as an aim are welcome to apply for Associate membership.

I commend this new booklet supporting the Code of Practice to you and the standards it defines. It has been my privilege to chair NEWC and, as I hand over to a new Chairman and at the same time depart from the Blue Cross, I wish you all well for the future.

Nigel Davenport (Blue Cross)
NEWC Chairman
April 2002



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Introduction And Aims

This booklet should be read in conjunction with the Code of Practice (See Appendix A) produced by the National Equine Welfare Council (hereafter referred to as the NEWC). It aims to ensure that high standards of husbandry are maintained by all the NEWC member organisations involved in the keeping of horses, ponies, donkeys, hinnies and asses (hereafter referred to as horses).

The NEWC is the representative body for member organisations. All equine welfare organisations are encouraged to become members of the NEWC in order to agree to maintain high standards of care and to work in conjunction with other similar organisations for the benefit of the horse.

There are three categories of membership of NEWC.

- **Full membership -**
Organisations involved in the keeping of horses, ponies, donkeys, hinnies and asses

An initial inspection of premises, animals and administration is required according to the guidelines laid down in the Criteria for Assessment of New Members (See Appendix B)
- **Breed Societies and Organisations -**
having members but not involved in the keeping of horses.
- **Associate Membership -**
Organisations involved in the equine industry, not actively keeping horses but having welfare as a main aim (e.g. Governing bodies of equine competitive disciplines)

An application form is shown as Appendix C and the membership fee structure is shown in Appendix D

Adherence to the Code is a requirement of membership as is the acceptance of regular external inspections to confirm that standards are maintained.

A high standard of husbandry is fundamental to and will have a direct bearing upon an organisation's ability to achieve its welfare objectives.

The Code is strongly recommended to all equine organisations and this expanded version gives more detail for those already running smaller organisations or who are thinking of starting such an establishment.

Planning For Success

Introduction.

Experience shows that success is dependent upon an organisation's ability to develop and adhere to a business plan, raise sufficient funds and maintain public support. Failure is frequently attributable to one or more of the following factors:

1. Correct Stocking Levels

- i) Organisations must ensure that clear entry criteria are set and that only as many horses as resources will allow are accepted in order to sustain a proper standard of care.
- ii) Organisations should be prepared to refuse animals and work with other organisations to find alternative care when maximum numbers have been reached.
- iii) Member organisations will agree optimum and maximum stocking levels based upon the following factors:
 - Availability of grazing/turnout.
 - Type & quality of land.
 - Type and age of horses held.
 - Availability of shelter/stabling.
 - Staff availability and qualification.
 - The type of organisation.
 - Availability of sufficient funds.

2. Good Husbandry and Presentation.

Organisations should demonstrate responsible ownership through a high standard of horse care and presentation of premises. This Code sets out the recommendations for so doing. It is vital that these standards are demonstrated to the donating public, especially those with little equine knowledge, in order to secure their financial support.

In addition to caring for their animals, organisations should attempt to maintain their premises in good order with repairs and re-decorations carried out promptly. Fences, hedges and gates should be well maintained to give the immediate impression of a well-run establishment. Piles of scrap, sprawling muckheaps and large areas of muddy yard should be avoided. (See Appendix E: Health & Safety)

Welfare centres have an educational role in setting examples of the ideal standards of horse care. Organisations will usually find that a clean, bright establishment will attract funds more easily. Time and money spent on maintenance may well be more than self-funding. Facilities need not be "glossy" – some of the best establishments are just very well run!

3. Sound Business Plan.

A sound financial plan must be maintained and the organisation's most recent accounts should always be available.

4. Availability

The number, size, type and fitness of the horses will have a direct bearing on the number and type of staff required in caring for them. For example, in a yard where a combined system of management is adopted (i.e. the horses are part stabled and part turned-out, with appropriate specialist treatment and/or exercise required), one experienced and/or qualified person would be needed for every four or five horses. However, where the residents are largely ponies that are turned out for most of the year and do not require exercise or specialist treatment, one experienced person might manage up to ten ponies.

When calculating the number of staff needed, allowance must be made for days off, holidays and sickness as well as the need to provide care for 24 hours each day. Sufficient staff must be provided to ensure proper, regular and timely attention to all horses held. In addition, if grooms are expected to carry out routine maintenance work, such as fence repairs and land management, extra staff/ hours may be required. Where a welfare organisation is open to the public, consideration should be given to employing additional staff to escort visitors without disrupting the daily routine.

In the interests of health and safety, at least two people should be “on duty” in case of accident or emergency to ensure that an injured or incapacitated person is not left unattended. If the organisation is dealing routinely with welfare cases then, ideally, some staff should live on-site or very close to the centre to be able to deal with emergencies or overnight nursing.

5. Voluntary Staff

The employment of voluntary staff can be a great asset to any welfare organisation. However, they should be in addition to the requisite number of paid employees since it is rare for volunteers to be able to commit themselves to a regular pattern of work. Paid staff are likely to be required in all organisations to ensure that the necessary supervision and continuity of care of the animals is maintained.

It is worth mentioning that ‘volunteer contracts’ or formal agreements are common in the voluntary sector. These try to establish a fair balance between the organisation and the individual so that both parties are aware of the expectations and requirements of the voluntary position. Contracts or agreements go a long way to ensuring that volunteers feel their support is appreciated. There are likely to be insurance implications and so these must be established from the outset.

6. Costs

The cost of paid staff is likely to be the single greatest expense that the organisation will incur and must be taken into account in the annual budget. This should also be a factor in calculating the number of horses and ponies that can be accommodated regardless of the quantity and quality of facilities available.

Employers must be aware of their responsibilities. These include: paying National Insurance, PAYE, holding employer’s liability and public liability insurance and producing a proper written statement outlining the terms of employment. For guidance on becoming an employer and up to date employment law requirements please find below some useful contacts.

Staffing

Department of Trade and Industry (DTI)
1 Victoria Street
London
SW1H 0ET
Tel: 0207 215 5000

Advisory, Conciliation and Arbitration Service (ACAS)
Clifton House
83 -117 Euston Road
London
Tel: 0207 396 5100

Scottish Executive
Meridian Court
Cadogan Street
Glasgow
G2 6AT
Tel: 0141 248 2855

ACAS
Franborough House
123 –157 Bothwell Street
Glasgow
G2 7JR
Tel: 0141 204 2677

7. Qualifications

Whilst formal qualifications are not essential with experienced staff, they can be useful in assessing a potential employee's abilities. In either case, any person responsible for the care and safety of horses must be able to demonstrate their competence in horse care and management.

Recognised qualifications include British Horse Society Stages and Instructors examinations, British Riding Clubs Grade tests and National Vocational Qualifications (NVQ's).

Experience and/or qualifications should relate to the type of welfare organisation concerned: for example, staff employed by an organisation which has only elderly, very young or ailing inmates would need to be proficient in stable management and nursing, but not necessarily riding. Conversely, where horses and ponies are to be backed and/or schooled prior to re-homing, riding skills will be vital

8. Riding

The background of horses taken into the care of welfare organisations is often unknown. It is therefore important that any training or riding is carried out by or under the supervision of a suitably qualified/experienced person.

Staff dealing with such animals must adhere to Health & Safety regulations and should observe simple precautions such as always wearing a hard hat, body protection (according to current BETA standards) and having another person present when lunging. (See Appendix E: Health & Safety for further details).

9. Health & Safety

The Health and Safety at Work etc. Act 1974, sets out the general duties which employers, the self-employed and people in control of premises have toward their employees and others who could be affected by their activities. It directs employees to ensure the health and safety of themselves and others. (See Appendix E: Health & Safety)

Entry Criteria

10. Reasons for Accepting Horses

Based on an organisation's aims and objectives, it is important to decide the exact nature of the animals that can / should be helped. When asked to take in an animal, consult the exact criteria that must be met and adhere to them. Factors such as staffing levels & skills, stable space, grazing facilities, funding for veterinary, farriery & dentistry costs and levels of emergency funds should all be taken into account.

The welfare of horses already in care should never be put at risk.

11. Quality of life

The completion of a simple form may help everyone to understand why any animal is taken in or refused a place. List all questions that need to be asked about the future quality of life. Leave enough space for the answers. It may be appropriate to score the answers. This may seem like a lot of work for nothing when it is easier to accept the horse and worry later, but this will not be the case when the yard and paddocks are full and several horses are in need of care at one time. This procedure can be helpful in justifying a decision to staff and volunteers too. Explaining with evidence why a decision has been made can prevent discord on the yard.

EXAMPLE. It would be inappropriate for an organisation specialising in the retirement of Shetland ponies to admit any horse that needs to be ridden. The size of paddocks, fencing, stabling arrangements would be unsuitable and inappropriate. In such cases the admission should be refused.

A possible suitable home may be found with a like-minded organisation through the NEWC network.

12. Purchase

Welfare organisations are strongly discouraged from purchasing horses, as this rewards those responsible for causing neglect and suffering and encourages the over production of poor quality animals that have no future other than with a welfare organisation.

13. Resources

It is unacceptable for an organisation to take in more horses than the resources (facilities, staff, grazing and funds) will allow for the proper care and attention of the animals.

Husbandry

14. Accommodation

Access to adequate and suitable housing is vital for the well being of a horse. Careful consideration should be given to the type of accommodation required before setting up an equine organisation.

It is unacceptable for an organisation to take in more horses than the resources (facilities, staff, grazing and funds) will allow for the proper care and attention of the animals.

Specific requirements will depend on the type of horses the organisation intends to accommodate and the amount of rehabilitation / re-schooling they will require. An organisation dedicated to the behavioural and physical rehabilitation of horses would require more accommodation facilities than an organisation where horses permanently live out. Horses should have access to a dry, sheltered area in their paddock as well as a separate dry, covered area for farriery, medical and veterinary attention.

Once the type and number of equines have been decided upon, the decision must be taken as to which type of stables / shelters are most suited. Much will depend on existing buildings, space and budget available.

Listed below are some examples:

- Loose Boxes - Ideal choice as horses can move freely and lie down.
- American Barn / Internal partitioning - This type of stabling has the advantages that it provides warmer, labour saving and easier working conditions for staff when the weather is bad. However, barns must be properly ventilated and separate isolation facilities are essential to avoid possible rapid spread of disease within the relatively confined space.
- Stalls - Convenient if space is limited. Horses are permanently tied up, but have room to lie down. This is only suitable in exceptional instances where significant exercise is routinely provided and round the clock manpower is available.
- Crew Yard - Large covered area able to take a number of horses at one time. Easily sub-divided according to need.
- Enclosed Field Shelters / Round field shelters. Ideal accommodation for hardy equines that live out all year.

Individual horses have different needs so a combination of the above would be ideal. If new stables are being constructed assess the site carefully ensuring good access, drainage and room for future expansion.

Poor housing can be more stressful than no housing. At the design stage consider size, ventilation, flooring, lighting and watering systems. Construct buildings from suitable materials ensuring no projections that are likely to cause injury.

Quarantine Facilities

Welfare organisations are likely to be taking in horses carrying infection. Isolation facilities are essential to avoid contagious diseases or parasites being brought into the facility by new arrivals. Keep these animals separated from the general population for a predetermined period of quarantine, tests and assessment based on veterinary advice. The location and management of the isolation facility can be difficult and so veterinary advice should be sought at the planning stage. If facilities are to be adapted to provide these, professional help is even more essential because they will inevitably have limitations on what can be achieved. All isolation facilities should be labelled and a protocol for entry and exit established in writing on the door / gate.

15. Stable Management Programme

Every equine establishment will need a consistent and appropriate stable management programme tailor-made to individual requirements. This should consist of a written schedule of daily tasks including feeding, mucking out, grooming, exercising, daily treatments and inspection of all horses. As well as providing a routine, this schedule will ensure consistency when performed by different members of staff. Important procedures such as treatment of ailments and daily inspections will ensure potential problems are noticed as soon as possible.

Accurate records should be kept for each horse and include foot care, worming and vaccination dates and full medical records. Day to day information should be readily available to all staff, whilst definitive records are kept in the manager's office.

Other important information such as emergency contacts, fire instructions, names of trained first-aiders, the accident book, Health and Safety information, staff rotas and holidays should also be prominently displayed.

Turnout

16. Pasture Management

Pasture management is an essential part of the day-to-day routine of a yard. Pasture quality can be dramatically improved and maintained by good management. Seek expert advice on soil analysis to ascertain the type and frequency of fertiliser application. Routine tasks include muck picking, harrowing and rolling / mowing as necessary.

17. Grazing

Horses should never be grazed in pasture with poisonous plants. The pasture and hedgerows should be checked on a regular basis for any evidence of poisonous plants and treated accordingly.

Owners have a legal responsibility to prevent their horses from straying. Ensure fencing, especially on boundaries, is strong and secure and adequate for the type of horses kept. Check it on a regular basis for security and to prevent injuries. Tools and repair materials should always be readily available.

Horses should always have access to an ample supply of fresh clean water in their fields. An automatic filling trough is ideal, but should still be checked and cleaned regularly throughout the year especially in frosty conditions.

Stocking Rate

The amount of grazing required will depend on the number of horses the organisation is intending to take and whether the horses are permanently turned out or part stabled. The recommended maximum stocking rate is one acre per horse or 0.5 acre for small ponies or donkeys. If it is intended that horses are to be turned out during the winter, then a much greater ratio of acres per horse is needed to reduce poaching. The amount of land should be proportional to the number and size of horses kept. Consideration should be given to soil type, grass type and drainage. Land should be available to enable paddock rotation and to prevent poaching and the build up of parasites and other disease.

18. Shelter

Adequate shelter, whether natural or man-made, should be available to turned-out horses. These provide respite from wind and rain in winter as well as shelter from the sun and flies during the summer months.

Enclosed man-made field shelters are ideal but, for large numbers of horses, can be expensive. Large man-made sturdy windbreaks, built to withstand every sort of weather condition are an alternative. Field shelters should be large enough to provide shelter for all the horses in the field and placed in a well-drained location, out of the prevailing wind.

19. Feed and Water

(a) Feeding

A feeding programme suitable for the type and condition of the horses is essential. This should be available to all staff to ensure consistency. The continual changing of diet can have adverse effects on condition and can be the cause of colic. Feeding is a large and complex subject and many feed companies offer the services of their nutritionists at no charge. (See Appendix G: Guide to Feeding).

Provision should be made for the storage of feed in a dry and clean area and food should always be used in order of purchase. Cleanliness will help to keep the feed area hygienic and mould free and limit the number of vermin. A pest-control programme should be in place in order to prevent disease.

(b) *Watering*

It is essential that horses have constant access to clean water. They may need at least 6 –12 gallons each per day. A horse can quickly become dehydrated if access to water is restricted.

Health Plan

20. Veterinary support

Any organisation responsible for equines should be registered with a local veterinary practice. Ideally this practice should be: -

- Within easy travelling distance
- Sufficiently experienced in equine work to be able to provide up-to-date advice.
- Readily approachable for advice at short notice
- Provide an efficient 24 on-call service
- Sympathetic to the aims of the organisation.
- Affordable.
- A balance may need to be struck between the quality of service provided by a veterinary practice and the fee scale. It should not be necessary to employ a top equine practice that normally deals with competition horses if the organisation takes in mainly retired ponies.
- Enquire in advance if the practice will supply extended credit or similar arrangement to cope with large or unexpected bills.
- Consult the practice for general advice at the planning stage and before making major changes. Expect a fee to be charged but enquire in advance what it will be.
- Discuss regular pre-planned visits to reduce call-out costs and ensure continuity of veterinary care.
- A policy outlining the criteria for calling the vet will avoid wasting time and money. Provide suitable staff and appropriate means of restraint for the horse when the vet attends.
- Full records should be kept of all equine medicines brought onto the premises, their usage (animals/date/indication/dosage/adverse reactions) and disposal when applicable.
- An emergency equine first-aid kit should be to hand. Instigate regular checks on expiry or 'use-by' dates and replace any items as necessary.

21. Health Plan

Various preventative measures need to be in place in order to maintain good health. The importance of closely followed, well thought out plans must be stressed. If, in the future, these plans seem inappropriate, then they should only be changed after full discussions with the appropriate advisors.

Worming

A suitable worm control programme *may* involve the regular worming of all animals and appropriate methods of pasture management or it may be based on regular monitoring of faecal samples for evidence of worm infestation and strategic worming treatment. No single wormer deals with all the worms and all their different life stages and a suitable wormer should be used dependent upon the time of year and the species of worm to be controlled. The choice of worming product varies according to the age and size of the horse, its management, climatic conditions and season. The vet will advise on an effective worming schedule and accurate records should be kept.

In the event of a general health problem occurring consultation of the pre-agreed plan and records should greatly assist investigative work and reduce costs.

Vaccination

Vaccination may be undertaken against various diseases and needs to be repeated on a regular basis.

- Tetanus vaccination
is essential as tetanus is a potential killer.
- Equine Influenza
is a useful vaccine and should be used if animals regularly leave the premises and return after being in contact with other horses. Because the disease is very infectious vaccinations may be compulsory if horses regularly leave the organisation's premises.
- Herpes Virus Vaccination
is available and is most useful in young horses, but is also important in breeding horses and sometimes in older animals too.

Discuss all vaccination options, including financial considerations, with the veterinary practice. Once a plan has been agreed it should be followed carefully. Records of all vaccinations entered both on the individual horse vaccination cards/passports and in a central record. The attending veterinary surgeon will complete the certificates with the batch numbers and types of vaccine used.

Dental Care

Dental examination should be undertaken on a regular basis. Teeth rasping may be carried out either by a veterinary surgeon or a qualified equine dental technician as recommended by a vet. The method and timing of equine dentistry should be agreed with the veterinary practice/qualified equine dental technician and carried out at the correct times. Full records should be kept.

If large numbers of horses are kept by the organisation it may be appropriate and money saving to arrange for regular visits booked in advance to ensure proper continuity of care.

Castration

From time to time it will be necessary to admit stallions to an organisations' premises. Initially these should be separated from mares. Castration is always performed by a veterinary surgeon. Castration is advisable in all but exceptional circumstances in order to avoid serious behavioural problems and unnecessary breeding.

Health Plan

22. Foot Care

All horses need regular attention from a registered farrier; normally every six to eight weeks but this may vary with the needs of the horse. The farrier should be booked well in advance so that regular attention can be maintained or a regular weekly or fortnightly visit may be appropriate.

Horses working on hard surfaces will need shoeing, but for many others regular foot trimming will suffice. A fixed plan should be written and adhered to for each individual animal and full records should be kept.

If the organisation does not already have a farrier obtain a list of registered farriers from the Farriers Registration Council (01733 319911) or ask the vet for a recommendation.

Costs for remedial shoeing, veterinary costs and possible complimentary treatments (eg: physiotherapy) may be significantly higher if the organisation takes neglect or ill-treatment cases.

23. Daily Inspections

All animals should be inspected at least once daily. This means being close enough to see them properly, not merely a distant observation.

A checklist for various aspects of each horse is ideal to ensure a thorough inspection from permanent staff or occasionally volunteers.

The following checks should be included:

- Signs of illness, injury or lameness should be followed by a thorough inspection, preferably with the animal caught and restrained.
- Recumbent animals should be encouraged to rise and all animals should be seen to move.
- If food is provided at an inspection be suspicious of any animal showing loss of appetite.
- Abnormal behaviour should be questioned.
- Water troughs should be inspected for cleanliness and action taken as necessary. Ball taps and other automatic drinkers should be individually checked for adequate operation.
- Fences, gates etc. should be inspected, preferably by walking, to ensure that animals cannot escape from fields or paddocks. Gates should be securely fastened and, preferably, locked when they open onto a public road. Repairs to fencing should be carried out promptly. Electric fencing should be checked for efficient operation.
- Rubbish and litter should be removed from yards and paddocks immediately to eliminate possible injury.
- Breakages to fences, gates or other structures should be examined for possible dangers to the animals and repairs carried out the same day.
- Check for other possible dangers, including any parked vehicles or electrical equipment, to which animals may have access.
- Check pasture and hedgerows for the emergence of poisonous plants.

24. Exercise

Some animals may need to be given regular exercise as a part of their health plan. This may include animals that are required to lose weight as part of their treatment but is mainly for animals that need to gain fitness in order to undergo re-schooling. A written schedule is advisable (a chalkboard/whiteboard may suffice) so that staff can record exercise

It should be noted that exercise cannot be readily started and stopped without causing health problems. Horses need frequent regular exercise, although occasional "days off" are acceptable. The exercise may range from turnout, lunging, schooling and ridden exercises to the use of a horse exercise machine. The exercise routine for each horse should be worked out and regularly modified to suit both the animal and the aims of the organisation. Full records should be kept.

Continual supervision should be given to animals during exercise in a mechanical horse walker. It should be accepted that some animals never accept such devices.

Beware of young healthy horses becoming bored and overweight if merely turned out. In these cases active exercise should be given. Younger animals often relish the prospect of sensible work.

Some older horses, particularly overweight ponies, will not self-exercise adequately and may need to be given hand exercise. This is particularly true of current or potential laminitis cases. If an animal is reluctant to exercise for more than a short period or seems to tire excessively rapidly then veterinary advice should be sought.

Euthanasia

Unless horses are released permanently from the organisation at some stage it will be necessary to take the decision for euthanasia. The criteria for this should be carefully considered in advance so that, when the time comes to make the decision, clear guidelines are available.

25. Guidelines & Checklist

If clear guidelines have been drawn up, then a decision can be made at the right time for the horse without the decision-maker incurring feelings of guilt. A checklist can be helpful in this process. Guidelines should consider the quality of life of the horse including medical conditions and likely progress, an animal's demeanour and its apparent state of mind under the current circumstances. The future management of the horse and the availability of facilities should also be taken into account. It is also important to involve veterinary opinion where there are doubts about the indications for euthanasia.

Euthanasia should be carried out either by a veterinary surgeon or licensed slaughterman. It should be carried out on the premises wherever possible. It is unkind to move an animal to unfamiliar surroundings for euthanasia. Circumstances should be arranged so that other horses do not witness the actual act of euthanasia. Some people believe it to be beneficial if companions of the dead animal are allowed access to the body before disposal.

Euthanasia may be carried out either by shooting or chemical injection and the method is usually at the discretion of the operative. Shooting is still considered the kindest method by many horse owners but, increasingly, young veterinary surgeons prefer euthanasia by injection. Chemical euthanasia usually renders the carcass more difficult and expensive to dispose.

An extract from the RSPCA booklet "Humane Destruction of the Horse" is attached as Appendix H.

A video tape and booklet describing the methods available and the actual procedures is available from the CPD Unit, University of Liverpool, Faculty of Veterinary Science, Leahurst, Neston, Wirral. CH64 7TE.

A booklet entitled 'Farewell' can be obtained from the Humane Slaughter Association.

General / Other Issues

26. Identification of Horses

NEWC recommends that all animals owned by a welfare establishment should be permanently marked. Marking provides security for the horses and is a demonstration of responsible ownership. The advantages are as follows:

- Proof of ownership, especially in the case of a dispute over a loaned animal.
- Ease of identification in large herds and especially when being home checked after loan. It can also assist with record keeping if large numbers of animals are stocked.
- Provides a disincentive to theft, although only if the marking is visible.

New animals taken in to the care and ownership of the welfare establishment should be marked as soon as is practicable.

Thought needs to be given to the method of marking and, equally importantly, how the data will be recorded and managed.

Marking methods are either visible (e.g. a freeze mark) or invisible (e.g. a microchip). Visible markings methods may act as a deterrent for theft and invisible ones may be used as proof of ownership.

Many marking agencies offer a system of data records which is available to the police and other authorities should an animal be found to have been stolen or straying. It is recommended that welfare organisations record their animals through such a central agency.

The advantages of the various methods are compared in Table 1.

Table - 1
Methods of Marking

Method	Comment
Freeze Marking	Easily visible when the horse is not rugged. Good visual indication of ownership or one that is suspected of being stolen or unlawfully obtained. virtually tamperproof.
Hot Branding	This is an extremely painful method; an anaesthetic must be used. Hot branding is common in Germany but has limited use in the UK. Virtually tamperproof.
Hoof Branding	Used by the Army. Limited life. Not permanent.
Microchip	Common and very certain tamperproof method. All racehorses now to be marked at birth. some chips are reported to migrate and so may become more difficult to find. it is not visible from outside and requires dedicated readers for each type of chip.
Description Recording	<p>Traditional method of recording horse's description. Still used on vaccination cards and passports. Not a deterrent to theft but still useful to prove ownership. Requires a veterinary surgeons signature and so is relatively expensive.</p> <p>In common use as most horses have vaccination records. But no value to the industry for the purposes of breeding and performance records.</p>
Photography	<p>Good quality colour photographs, showing the horse's distinctive markings, can often be vital in the event of publicity being sought following the disappearance of a horse. Such evidence may often be required by the police to aid identification should the animal be found.</p> <p>Horses that are normally clipped should be photographed before and after clipping, as the appearance of some horses can vary significantly.</p> <p>It can also be useful to photograph the horse being held or ridden by the owner or with some unique landmark in the background.</p>
Blood Typing	This is the definitive method of identification. In use now by certain breed societies e.g. Thoroughbreds. May include DNA identification.
Lip Tattoo	Not in UK but used in USA.

27. Re-Homing / Loan Schemes.

NEWC encourages welfare organisations to re-home their animals, where applicable, through a 'loan scheme', although some may decide to transfer ownership after a suitable probationary period. Most organisations that accept horses agree to take responsibility for them for the remainder of their lives. This is achieved by placing horses through a loan scheme rather than by transfer of ownership. The ideal situation is one where the horse is given a permanent home and is able to fulfil an active, useful life. There is also a need for some organisations to operate as sanctuaries by providing a home for life for those unsuitable for re-homing.

Advantages

- The organisation can make space for new animals
- Horses can be placed in loan homes to lead an active and fulfilled life that suits the animal's age, conformation and ability.
- Costs are spread onto the loaner who takes the responsibility for the horse.

Generally, an organisation running a loan scheme will be able to care for more horses, in a given period, than if it was to act simply as a sanctuary or home of rest.

Management of Loan Scheme.

The cost of administering a re-homing scheme will be a major expense requiring time, resources and staff. It is unacceptable to place a horse on loan and then forget it!. An agreed management procedure is required to ensure that horses are matched with the appropriate home and that regular follow-up home checks are conducted to ensure the well being of the animal. Knowledgeable, reliable staff will be required to carry out initial home checks and repeat visits and stringent record keeping will be required. Most organisations will offer on-going advice and specialist help in the event of a problem occurring.

Suggested Procedures

The following outline describes a useful sequence of events for a successful loan.

- (a) Initial reception and assessment of horse at welfare establishment.
- (b) Rehabilitation and re-schooling, where required.
- (c) Applications from potential loaners sought and processed.
- (d) Selection of potentially suitable loaners for the particular horse.
- (e) Initial home check and discussion of requirements at loan home.
- (f) Potential loaner introduced to horse including trial ride, if appropriate.
- (g) Horse is homed.
- (h) Follow-up home check takes place within 3 months.
- (i) Follow-up advice available.
- (j) Regular home checks continue. Some should be unannounced.

POINTS TO CONSIDER

(a) Choice of Home

Organisations loaning horses should be particularly careful to match the horse with the home and the requirements of the loaner. Failure to do so may mean the horse being returned as unsuitable. Loaners should possess a sound knowledge of stable management and care including feeding.

NEWC recommends that all potential homes be inspected for suitability prior to loan. The facilities on offer should be suitable for the particular horse. For example: Is barbed wire acceptable? Grazing areas should be free from weeds or poisonous plants and provide sufficient area per horse (1 acre/horse or 0.5 acre/donkey or pony as a guide), depending on the size of the horse and ground conditions. Some ponies may require restricted grazing. A suitable shelter, barn or stable should be available.

(b) Insurance

NEWC recommends that organisations make it a mandatory part of the loan agreement that third party liability insurance is undertaken by the loaner as well as insuring for the cost of veterinary fees relating to the horse/pony. Individual insurance companies may have restrictions on horses that are not the property of the person seeking the cover and may have restrictions on age and amount. Where insurance for death or destruction of the horse is in operation, an agreement will need to be in force regarding who receives the payment.

(c) Hire or Reward

Organisations normally prohibit the use of loan horses and ponies from use with a riding establishment or from being let out on hire or reward.

(d) Change of Circumstance

Organisations setting up loan schemes should be prepared for a percentage of animals to be returned annually through changes in loaners' circumstances. Provision should be made for these horses even though it will adversely affect the number of new horses that can be admitted.

It is not unknown for horses to be loaned to homes where responsibility for their day-to-day care is delegated to a member of the family or knowledgeable member of staff. In such circumstances the organisation must be made aware of any changes that may adversely affect the horse's welfare.

(e) Regular Home Checks and Enforced Return

Organisations should inspect all horses on loan at least twice annually. Some visits should be unannounced. Checks for bodily condition, foot care, shelter, companionship and security should be made and where possible the welfare and health of the horse should be discussed with the loaner. An inspection of health records should also be made.

In exceptional circumstances where the organisation believes that the horse had been abused or not properly provided for, it may be necessary to request the return of the animal. Provision must exist in the loan agreement (see below) for this contingency.

(f) Loan Agreement

Formal loan agreements are required to safeguard the welfare of the horses. The loan agreement should include details of:

- **The horse** - including description and markings
- **The owner** - the welfare organisation
- **The loaner** - where appropriate this may also identify the person who is responsible for looking after the horse. This may differ from the name of the loaner and may change from time to time.
- **The location** - where the animal is to be kept.
- **The circumstances under which the loan is agreed.**
These might include agreement that the loaner will:
 - ◆ Provide properly for the horse, including the providing the necessary level of care, shelter and stabling. Keep the animal in sound and healthy condition.
 - ◆ Take responsibility for the costs of feed, farrier, veterinary surgeon and other such costs.
 - ◆ Ensure that feet are trimmed or shod by a registered farrier as necessary (normally every 6-8 weeks in order to maintain healthy and well balanced feet) and full records kept.
 - ◆ Ensure that the horse is wormed regularly and keep full records.
 - ◆ Ensure that vaccinations against equine influenza and tetanus are kept up to date and are recorded correctly.
 - ◆ Ensure that teeth are regularly checked (usually annually) and full records kept.
 - ◆ Ensure that the horse has an equine companion.
 - ◆ Notify the organisation immediately if:
 - a) they are unable to continue to offer such care and
 - b) the animal undergoes any veterinary treatment.
 - ◆ Notify the Police and the owner immediately should the horse become lost or missing.

Inspections

The loaner should agree to permit the owner (i.e. the welfare organisation or its authorised representative) to inspect the horse at any time.

Restrictions of Use

The loaner should comply with any reasonable restrictions of use placed upon the animal.

These might include that the loaner will NOT:

- Use the animal for unauthorised activities.
- Turn the horse out to pasture with any animals known to be dangerous or diseased or when the pasture contains any poisonous plants.
- Breed from the horse if it is a mare.
- Ride animals loaned as companions.

General / Other Issues

Humane Destruction.

Agreement is required that in the event of horse suffering from a serious illness or accident and a veterinary surgeon advising that it is necessary for the horse to be immediately destroyed in order to avoid further suffering, the borrower will have the horse destroyed immediately. The borrower should also **immediately** notify the owner and supply full details of the nature of the illness or accident and the date of destruction and forward to the owner the veterinary certificate authorising and certifying the destruction.

Ownership.

The horse will remain the property of the owning organisation.

Return

The organisation should state the minimum amount of notice required for the return of a horse (i.e. 1 month / 3 months) other than in the case of an emergency.

Risk and Insurance

The horse should be held at the borrower's risk and the borrower should be responsible for maintaining satisfactory insurance for injury caused to riders, third parties or damage to property and should also indemnify the owner.

Ongoing liability

On going liability in respect of loaned horses must be considered and covered by insurance. Consult specialist equine insurance companies for professional advice.

28. Inspection of NEWC Members

Member organisations should be prepared to accept external inspection under the authority of NEWC to confirm that standards are being maintained.

29. Permanent Closure of Organisations

Provision must be made to protect the future welfare of all horses in the care of the organisation in the event of closure.

It is difficult to face possible closure especially when the organisation is newly created and when it relies on mainly one person or one family to run it.

I

NEWC will give advice and guidance in cases such as this, but organisations are advised to seek advice as soon as a problem is identified. Communications with other like-minded organisations can be established and the possibilities of an arrangement in the case of emergency closure discussed. The future of the horses in care, either on the premises or in approved loan homes, must never be compromised.

The Charity Commissioners will give advice on the legal aspects of winding up a charity

Starting A New Organisation

30. Objectives

The work of equine charities usually falls into three categories

- **Sanctuaries or Homes of Rest**

Horses, ponies and donkeys stay in the care of one organisation for the rest of their lives. They are usually old, may be unsound and need appropriate care in a peaceful environment.

- **Rescue, Rehabilitation and Re-home**

These are centres where horses provided with a second lease of life after trauma. After veterinary clearance, they are re-schooled and prepared for a new start in an approved loan home whilst remaining the property of the organisation for the rest of their lives.

- **Emergency centres**

Some centres take very vulnerable horses for intensive nursing care / veterinary treatment. Alternatively, they provide emergency accommodation/care whilst a prosecution is pending. Decisions have to be made about the future of these animals when the emergency is over.

These often overlap. It is important to clarify the type of work an organisation will undertake and to set out its aims and objects accordingly. In many cases it will help to have strict definitions of the numbers of each case type that can be cared for at any one time.

1. Decide how many horses can be properly and safely looked after. (The sections on Accommodation, Staffing and Turnout should be consulted so that an appropriate figure can be reached.)
2. Try not to exceed the chosen limit.
3. Allow adequate short-term emergency accommodation. Use isolation precautions in order not to compromise the horses already on the premises.
4. Assess the staff that are available and do not over estimate what they will be able to cope with (It is important that to have help, because if too much is taken on by one person there is no time to evaluate what is being done and other horses being cared for may suffer).
5. Special skills, experience and staff are required if the rehabilitation of animals with behaviour problems is undertaken (This type of work will usually be a long-term exercise requiring extra funding and many months of commitment).
6. Nursing and feeding very sick animals is expensive and staff intensive (This type of work is mentally and physically exhausting as some cases will require 24 hour nursing care).

Starting A New Organisation

7. Facilities and staffing may be available for providing emergency care for animals taken in by the police or a prosecuting agency. (Research this option carefully assessing frequency and costs implications. Appropriate transport and a competent driver, plus an assistant, **must** be able to go out at any time of the day or night, with suitably competent staff living on site to attend to the animals requirements. These cases can take years to come to a conclusion.)
8. Animals signed over to a sanctuary or home of rest are committed for care for the rest of their natural lives.
(Old animals can be very demanding. Many have led very busy lives and can be profoundly unhappy when denied the activities and human contact to which they have always been accustomed. Some suffer if moved to new surroundings with new companions and may not thrive. Many will require special nutritional, farriery and veterinary treatment. Veterinary advice must be sought to set definite criteria for the euthanasia of injured, sick, elderly and infirm animals. (See Appendix H: Humane Destruction of the Horse)
9. It is preferable for healthy animals to go to knowledgeable loan homes where they can be usefully employed.
(Ideally an organisations' aim should be to return as many animals to the horse community as possible, but financial and staff implications must be carefully addressed. It is important to remember also that an adoption/loan can fail at any time and that it may be necessary to provide immediate accommodation for the animal concerned. See General / Other Issues: Section 2 – Loan Schemes)

Once clear, practical and achievable aims and objectives (both long and short term), have been defined and set using the guidelines outlined in this booklet, a strong business plan can set up to include all the required fund raising. It is important to refer to these aims when assessing whether or not a horse can be accepted into care and will be dependent upon the facilities and standards of care available. They will help clarification when difficult situations arise or decisions need to be taken.

31. Need

When the type of work that the organisation will do has been finalised, it is time to assess whether there is a need for such an organisation. NEWC can provide information of members and their specific type of work. Research should be undertaken (nationally and regionally) to identify others working in the chosen field. Make contact, visit and establish if more facilities of this kind are needed. In some cases it may be better to establish a liaison rather than set up a new organisation.

Starting A New Organisation

32. Trustees

Great care should be taken in the selection of Trustees for the new organisation. It is helpful if they have knowledge of equine management, veterinary care, business organisation, investment management or Charity law. The combined bank of knowledge of Trustees can have a significant effect on the overall success of the organisation.

Trustees should be prepared to take an active part in identifying potential problems and managing future expansion.

- It is the duty of those undertaking Trusteeship to ensure that, when the organisation is a registered charity, it complies with Charity Commission requirements. Anyone being asked to undertake the role of Trusteeship should contact the Charity Commission and ascertain the roles, responsibilities and liabilities that Trusteeship brings with it.
- It is the organisations' responsibility to make its Trustees aware of their legal responsibilities and to protect them from any possible financial liability that may occur. It may be therefore be applicable to take out insurance or to form the charity as a Limited Liability Company. Specialist advice must be sought.
- When the organisation is not a registered charity, those responsible for its management must ensure that it is being run correctly and ethically in a reputable and honest way.

The Charity Commission also produces information booklets. See Section 35 on page 28.

33. Fundraising

It is very important that sufficient funds are available to maintain and sustain the organisation.

Fund raising is a very time consuming task and is best undertaken by people other than those actually caring for the animals on a daily basis. It must be stressed that the care of the animals must come first. Remember that disasters can happen to every organisation and sufficient funding must be in place for such emergencies.

34. Business Plan

A sound business plan must be established. This should include allowance for wages, feed, veterinary fees, farriery, special equipment, transport & repairs, buildings and repairs, fence and pasture management as well as the emergency fund. It is important that a new organisation starts small, initially taking only the animals it can care effectively for within its current capabilities and growing with as funds increase.

A basic Business Plan structure suitable for an equine organisation to follow can be found in Appendix I. Advice can also be sought from high street banks and other financial institutions.

A Business plan has been described as "giving sensible clear answers to all those questions that you hope would never be asked. Once all questions can be answered without fudge, the business plan is ready"

Starting A New Organisation

35. Charity Commissioners

The Charity Commissioners produce much information about starting a charity and responsibilities of Trustees available as a pack called 'Starting a Charity'. They will also answer questions and provide advice and guidance. The general enquiry line number is 0870 333 0123 or log onto the web site – www.charitycommission.co.uk

The aims and objectives of an organisation usually form the basis of its Governing Document or, if it is not a registered charity, then the guidelines under which it works. It is advisable to consult a charity solicitor when drawing up charity documents, but the Charity Commission will also advise and help you to draw up the relevant forms.

National Equine Welfare Council will be pleased to advise on the setting up of welfare organisations involved in the keeping of horses.

Please contact NEWC at:

Stanton, 10 Wales Street, Kings Sutton, Banbury, Oxon, OX17 3RR.

Tel/Fax: 01295 810060

E-mail: info@newc.co.uk

Web site: www.newc.co.uk

Appendix A

NEWC Code of Practice for Organisations involved in the keeping of horses, ponies and donkeys.



CODE OF PRACTICE

for
**WELFARE ORGANISATIONS INVOLVED
IN THE KEEPING OF HORSES,
PONIES & DONKEYS**

April 2002

Appendix A

INTRODUCTION

This Code of Practice, produced by the National Equine Welfare Council (hereafter referred to as the NEWC), aims to ensure that high standards of husbandry are maintained by all the NEWC member organisations holding horses, ponies, donkeys, hinnies and mules (hereafter referred to as horses).

The NEWC is the representative body for member organisations. Adherence to the Code is a requirement of membership as is the acceptance of regular external inspections to confirm that standards are maintained.

All equine welfare organisations are encouraged to become members of the NEWC, to agree to maintain high standards of care and to work in conjunction with other similar organisations for the benefit of the horse.

A high standard of husbandry is fundamental to, and will have a direct bearing upon, an organisation's ability to achieve its welfare objectives.

The Code Outlines minimum levels of equine care, which are expected of member organisations of the NEWC and is strongly recommended to all equine organisations.

PLANNING FOR SUCCESS

Experience shows that success is dependent on an organisation's ability to develop and adhere to a business plan, raise sufficient funds and maintain public support. Failure is frequently attributable to one or more of the following factors:

1. Correct Stocking Levels.

Organisations must ensure that clear entry criteria are set and that only as many horses as resources will allow are accepted, in order to sustain a proper standard of care.

Organisations should be prepared to refuse animals and work with other organisations to find alternative care when maximum numbers have been reached.

Member organisations will agree optimum and maximum stocking levels based upon the following factors:

- Availability of grazing/turnout.
- Type & quality of land.
- Type and age of horses held.
- Availability of shelter/stabling.
- Staff availability and qualification.
- The type of organisation.
- Availability of sufficient funds.

2. Good Husbandry and Presentation. Organisations should demonstrate responsible ownership through a high standard of horse care and presentation of premises.

3. Sound Business Plan. A sound financial plan must be maintained and the organisation's most recent accounts should be available on request.

STAFFING

4. Availability. Sufficient staff must be provided at all times to ensure proper, regular and timely attention to all horses held. Allowance must be made for holidays and sickness when calculating staff requirements.

5. Voluntary Staff. The assistance of volunteers may be encouraged but full-time paid staff are likely to be required to provide the necessary supervision and continuity of care

6. Cost. The cost of paid staff is likely to be the single greatest expense that the organisation will incur. Attention must be directed to ensuring that sufficient funds are available.

7. Qualifications. Persons responsible for the care and safety of horses must demonstrate competence in horse care and management either by a recognised examination or practical experience.

8. Riding. Horses should be ridden only by, or under the supervision of, a suitably qualified/experienced person.

9. Health and Safety. Staff and volunteers must be made aware of current Health and Safety Regulations and it is the responsibility of all parties to maintain a safe working environment. Appropriate safety equipment should be provided. Organisations must carry sufficient insurance.

ENTRY CRITERIA

10. Reasons for Accepting Horses. Each organisation should have a clear view of:

- (a) its aims and objectives.
- (b) the criteria that each horse must meet before it is accepted.

11. Quality of Life. Before acceptance, careful consideration must be given to the future welfare and quality of life of the animal and the organisation's ability to provide it.

12. Purchase. Rescuing horses by purchase, which rewards those responsible for neglect, is strongly discouraged.

13. Resources. It is unacceptable for an organisation to take in more horses than the resources (facilities, staff, grazing and funds) will allow for the proper care and attention of the animals.

Appendix A

HUSBANDRY

14. Accommodation.

Suitable, safe accommodation of adequate size and quantity to cope with maximum stocking rates must be provided.

15. Stable Management Programme. An effective stable management programme must be adhered to and should include appropriate record keeping.

TURNOUT

16. Pasture Management. An effective pasture management system should be employed primarily to maximise grazing but also to allow a favourable presentation of the organisation. Efforts must be made to avoid horses having to endure 'poached' land, especially in frozen conditions.

17. Grazing. Sufficient grazing and/or exercise facilities, with appropriate fencing and a suitable water supply should be available *throughout* the year.

18. Shelter. Animals should have access to adequate shelter (purpose built or natural).

20. Feed and Water. All horses must receive sufficient, regular feed and water appropriate to their individual type, condition, age and level of work.

HEALTH PLAN

21. Veterinary Support. A nominated veterinary practice, experienced in equine care, should be retained to treat animals and provide advice.

22. Health Plan. A health care plan should be agreed with veterinary advisers to include details of worming, vaccination and dental health. Full records should be kept.

23. Foot Care. All horses should have their feet attended to by a registered farrier as necessary. This treatment should be recorded.

24. Daily Inspections. All horses must be inspected daily to ensure their health and well being. Facilities should also be checked for water supply, security and safety.

25. Exercise. All horses should be given adequate and regular exercise/turn out according to their type, age, fitness and state of health.

EUTHANASIA

26. Guidelines & Checklist. Horses should be humanely destroyed promptly on veterinary advice or when their quality of life is considered to be significantly and permanently reduced. Where possible, this should be carried out on site.

Organisations must recognise that these decisions are an essential part of responsible horse management.

GENERAL

27. Identification. Organisations are encouraged to provide permanent identification of their horses for security and as a demonstration of responsible ownership.

28. Loan Schemes. Where a loan or other re-homing scheme is in operation:

- (a) Horses should only be transferred to homes where persons accepting them appear to be responsible, suitably experienced in horse care and have adequate facilities and resources.
- (b) Whilst ownership is being retained by the organisation, regular follow up inspections must be made to ensure that these standards are maintained.
- (c) The cost of administering the re-homing scheme will be a major expense that must be taken into consideration.
- (d) On going liability in respect of loaned horses must be considered and covered by insurance. Professional advice should be sought.

29. Inspection of NEWC Members. Member organisations should be prepared to accept external inspection under the authority of the NEWC to confirm that standards are being maintained.

30. Closure. Provision must be made to protect the future welfare of all horses in the care of the organisation in the event of its closure. The NEWC will offer advice where appropriate.

STARTING A NEW ORGANISATION

For those considering starting a new equine welfare organisation, the following questions should be considered:

30. Objectives. Have clear, practical and achievable aims and objectives been set?

31. Need. Is there a need for such a welfare organisation? If a local or national organisation already exists, it may be better to develop a liaison with it rather than to set up a new one. A list of member organisations is available from the Secretary.

Appendix A

32. Trustees. Have potential Trustees with sufficient knowledge of: equine management, business organisation and Charity law been identified?

33. Fundraising. Can sufficient funds be raised and maintained to sustain the organisation?

34. Business Plan. Has a sound business plan been established?

35. Charity Commissioners. Has further advice been sought from the Charity Commissioners? Enquiry Number: 0870 333 0123.

For more information please write to:

NEWC Secretary, Stanton, 10 Wales Street, Kings Sutton, Banbury, Oxon, OX17 3RR

Tel/Fax: 01295 810060

e-mail: info@newc.co.uk

web site: www.newc.co.uk

Appendix B

Criteria for Assessment of New Members

Criteria for Assessment of New Applicants for Membership



These criteria will be applied in conjunction with the NEWC Code of Practice for organisation involved in the keeping of horses, ponies, donkeys, hinnies and asses

1. Brief history of the organisation and any planned expansion of premises and/or activities.
2. Observations of animals on site. Number of horses on establishment at the time of the visit to give a base line for future comments. (ie: later overcrowding or change of animal type for example)
3. Observations and description of premises and their present / planned usage. In this particular sector, the assessor should report on the type, structure and suitability of stabling; forage / feed storage; equipment storage; office / administration facilities and attendant factors for animal and staff health and safety.
4. Inspection of land / fencing / hedging / gates / exercise areas / segregation / isolation facilities. These factors would be variable in relation to use / intended use as would land / horse ratio.
5. Inspection of veterinary records, feed quality and management and all equine related equipment including method / type of horse transport.
6. Basic support services including veterinary call-out arrangements, farriery and staff on-call facilities in the event of emergency.
7. Contingency arrangements to include emergency procedures in event of fire, serious injury to horse or staff and whether there is a live on / nearby overnight supervision facility. (If not, then for the purposes of horse welfare, there should be some late evening / early morning check of the equine stock.)
8. Assessment of associated staff suitability and experience.
9. Documentation: Where the organisation has a re-homing policy but wishes to retain ownership of the animal then adequate supervisory after-care arrangements should be made and recorded. Any legal documentation concerning the rights of the owner / carer should be scripted in such a manner that will ensure the validity in the event of Court proceedings. Check that documents such as signing over forms / gifting forms / application to provide a loan home / loan agreement are in use and regularly reviewed and updated.
10. Administration / Finances: Check that the organisation's accounts reflect those forwarded in the initial pro-forma application. Are equine information and records up to date and easily accessed in the case of veterinary attendance or emergency? Assess current fund-raising activities. Is the organisation running according to its aims and objectives? Do any expansion plans follow these aims & objectives? If not does the organisation have the expertise to cope with the new plans.
11. Areas of concern. (This observation, if applicable, may not necessarily preclude the assessor failing to recommend the applicant for membership. However, if accepted, the said applicant should be informed of same, in writing, by the assessor who made the observation.)

Appendix C

NEWC Application Form

Application Form for NEWC Membership



Name Of Organisation:	
Charity Registration Number: Date of registration	
Address:	
Telephone Number:	
Fax Number:	
E-mail Address:	
Web Site Address:	
Directo/Chief Executive/ Chairman/Manager:	
Secretary:	
Treasurer:	
Trustees:	
Patron:	
Solicitor:	Name: Address:
Bank Details:	Name: Address: A/C No: Sort Code:
Date Organisation Founded:	
Aims and Objectives: (Please continue on a separate sheet if necessary)	

Appendix C

If your organisation does not care for any animals or if you are applying for Associate Membership, please ignore the next section and go to the signature box at the bottom of the page.

Type of animal cared for: (Please tick those that apply to your organisation)	Equines only Equines and others (Please specify and continue on a separate sheet if necessary)
Type of Work Undertaken: (Please tick all that apply to your organisation)	Rescue Sanctuary Rehabilitation Re-home Other (Please specify)
Number of Resident Equine:	
Number of Equines in Loan or Foster Homes:	
Staff Numbers:	Full Time Part Time Volunteer Other (Please specify)
Facilities: Leasehold or Freehold? (Please continue on a separate sheet if necessary)	
Grazing Acreage:	
Number of Equines Handled Annually: Please state number handled during the last twelve months.	Number currently held: Number out in loan homes:
Signature:	
Position in Organisation:	
Date:	
Please send this application together with copies of the last full years accounts, Governing Document / Constitution and the latest Newsletter or Annual Report to: NEWC, Stanton, 10 Wales Street, Kings Sutton, Banbury, Oxon, OX17 3RR	

Appendix D

NEWC Membership Fee Structure

NEWC Subscription Structure wef 1st January 2002

Donating members (See Note 2)	£1,500
Small organisations (less than 25 horses)	£25
Medium organisations (25 to 50 horses)	£50
Large organisations (over 50 horses)	£75
Breed Societies and /or Organisations with members	
Up to and including 99 members	£25
100 and over members	£50
Other organisations not having members	£30
Associate members.	£110

NOTES.

1. The total number of horses kept refers to those currently being looked after by an organisation on its premises and does NOT include any horses currently in loan homes.
2. Some larger organisations voluntarily donate £1,500 per annum to support the administration of NEWC.
3. It is at member's own discretion to choose to give a larger subscription if they so wish.
4. NEWC is not registered for VAT.

Appendix E

Health and Safety (The Donkey Sanctuary)

Legal Duties

The information given in these guidance notes will assist in the necessary procedures and policies being put into place, effectively managing the health and safety requirements of organisations

General Duties of Employers

When an organisation has at least one paid employee, it is considered to be an “employer” for the purposes of the Health and Safety at Work Act and the Regulations made under it.

Section 2 of the Act places a duty on employers to ensure, so far as is reasonably practicable, the health, safety and welfare of their employees while at work.

Section 3 of the Act places a duty on employers to conduct their undertakings in a way that ensures, so far as is reasonably practicable, that persons not in their employment i.e.: voluntary workers, members of the public etc, are not exposed to risks to their health and safety.

What is Health and Safety?

Health and safety describes measures designed to protect the health and safety of people at work and that of others, such as visitors and members of the public, who are affected by the organisations’ operational activities.

Ninety five percent of health and safety involves common sense. Don’t take risks. Ensure the correct safety procedures are in place. Identify and correct unsafe acts or conditions before an accident occurs. Most accidents would never occur if correct health and safety procedures were followed.

Health and Safety Policy

It is a legal requirement for any organisation that has five or more employees to have a written health and safety policy to identify persons with specific responsibilities for health and safety within the organisation. The most senior person is responsible for signing this policy and ensuring that the identified arrangements are carried out. Dependent upon the size of the organisation, other members of staff may have specific health and safety responsibilities. (eg: departmental manager/supervisor or anyone else responsible for staff).

The policy should clearly define employers’ and employees’ responsibilities towards health and safety and sets out specific rules and procedures. The content of the policy will depend on the size of the organisation and the nature of its activities. It would be prudent, however, for even a very small organisation to have a health and safety policy to ensure that everyone (employees, visitors and voluntary workers) is covered.

The contents of the health and safety policy must be brought to the attention of all employees and voluntary workers. The policy should be amended if significant changes occur within the organisation.

Risk Assessment

All employers have a legal duty under the Management of Health and Safety at Work regulations 1992, to assess the risks to the health and safety of their employees and others, including voluntary workers and members of the public.

Appendix E

Risk is the chance, big or small, of harm actually being done. The risk assessment process is a careful examination of what could cause harm to people. A decision can then be made as to whether sufficient precautions have been made or if more should be done to prevent harm.

The process involves a five-step approach:

- Step 1.** Look for the hazards. A hazard is anything that can cause harm.
Look at all work activities, including non-routine tasks.
Look at what **actually** happens rather than what **should** happen.
- Step 2.** Decide who might be harmed and how. Think about how employees, voluntary workers, and members of the public may be at risk. Does their work involve lone working, manual handling, working with machinery etc.?
- Step 3.** For each hazard, evaluate the chance, big or small, of harm actually being done. Decide whether existing precautions are adequate. Should more be done? For each hazard, consider what could be the worst result? Would it be a broken finger or someone being killed? How likely is it to happen?
- Step 4.** Record the significant findings of the assessment, listing the main risks and the measures you have taken to deal with them.
- Step 5.** Review the assessment from time to time. Revise it if necessary. Remember that things change, rules are broken and people don't always do as they have been told. The only way to find out about changes like these is by checking. Don't wait until things have gone wrong and an accident occurs.

Everyone carries out risk assessment on a daily basis - driving vehicles, crossing roads, using electrical equipment etc. - the only difference is that the findings are not recorded. Risk assessment is a very useful tool in accident prevention.

Health and Safety Arrangements

These can either be incorporated within the policy or be subject to specific procedures where applicable.

(a) Fire Procedures

Ensure all flammable materials are safely stored away from ignition sources.

Ensure good housekeeping standards are maintained especially on fire exits and escape route.

Provide properly maintained extinguishers of the correct type to deal with outbreaks of fire.

Ensure staff are instructed how to raise the alarm and how to use the extinguishers provided.

An action plan should ensure all personnel, including members of the public, can easily reach a place of safety in the event of fire.

(b) Instruction and Training

Instruction means telling people what they should and should not do.

Training means helping them learn how to do it.

Decide who needs to be trained, what training is needed and what the objectives are. It is important to include induction training for all new members of staff including voluntary workers.

(c) Lone Working

It is important to consider the increased health and safety risks specific to being a lone worker.

These may include:

- Vulnerability.
- Personal safety.
- Outdoor working.
- Accidents.
- Excessive driving.

A risk assessment will show if the current control measures adequately manage the risk. A procedure relating to lone workers might be appropriate (eg: the provision of a mobile phone/radio to ensure maintenance of regular contact).

(d) Work Equipment.

Any equipment used for work should be fit for the purpose and maintained in effective working order at all times. A system should be in place where the reporting of defects in equipment is clearly understood by all. Equipment to be considered includes mechanical & electrical equipment, ladders/step ladders, toolbox tools etc. It is essential that staff using the equipment receive the appropriate level of training to enable them to work safely.

(e) Chemicals /Substances

All products that are classified as toxic, very toxic, harmful, corrosive or irritant must be subject to the necessary safety requirements outlined in the Control of Substances Hazardous to Health (COSHH) Regulations 1999. Persons using these substances should be made aware of the suppliers Health and Safety data sheets and wear any personal protective equipment recommended.

All substances and veterinary products have the ability to harm the user irrespective of how innocuous they seem.

(f) Personal Protective Equipment (PPE)

Risk assessments should reveal what type of PPE is required to protect the person carrying out the activity. This may include: gloves, eye protection, hearing protection, dust or chemical vapour mask, safety footwear, wet weather gear etc.

The Health & Safety Policy or safety procedures should refer to the fact that persons using PPE must maintain equipment and replace it when no longer fit for the purpose.

(g) Accident Reporting

All accidents including minor injuries must be reported. Details of when the accident occurred, to whom, where it happened, the nature of the injury etc must be entered into an **accident book**. Accidents suffered by volunteers and members of the public should also be entered.

Accident investigation should take place to establish the root cause of the accident and appropriate measures put in place to prevent recurrence.

Appendix E

Certain accidents and dangerous occurrences must be reported to the Enforcing authorities by virtue of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 1995. It is an offence, with a large fine, not to report certain accidents to the local authority's Environmental or Health & Safety Department. (See Appendix F: HEALTH & SAFETY – REPORTING OF ACCIDENTS)

(h) First Aid

Depending on the size of the organisation, it may be a legal requirement to have qualified first aid personnel available to deal with any accident. All organisations should have a First Aid Kit and a qualified person to administer first aid. If the First Aid Kit contains licensed veterinary products they should be kept in a locked metal cabinet and specific arrangements for the disposal of clinical waste (eg: needles, syringes, dressings etc.) must be made.

(i) Health problems associated with equine activities

These may include:

Farmer's lung – moulds and fungal spores from mouldy hay and straw can cause respiratory problems.

Diseases caught from animals – Leptospirosis (Weils disease), Salmonella, Ringworm. Chemicals/veterinary products can cause respiratory problems or skin disorders if the correct safety measures are not used.

Tetanus – from wounds contaminated with soil.

Musculoskeletal disorders including manual handling.

Personal hygiene and the correct PPE can help reduce risks.

Useful Contacts

Health & Safety Executive (HSE)
Information Centre
Broad Lane
Sheffield
S3 7HQ.

Information line 0541 545500.

HSE home page on the World Wide Web [http // www.Open.Gov.hse/hsehome.htm](http://www.Open.Gov.hse/hsehome.htm)

Free literature on all health and safety matters is available from the HSE at the above locations.

Charities Safety Group
PO Box 804
Croydon
CR9 8BJ

Tel: 0700 900 9128

Offer general guidance.

Local **Environmental Health Departments** offer guidance on specific health and safety issues.

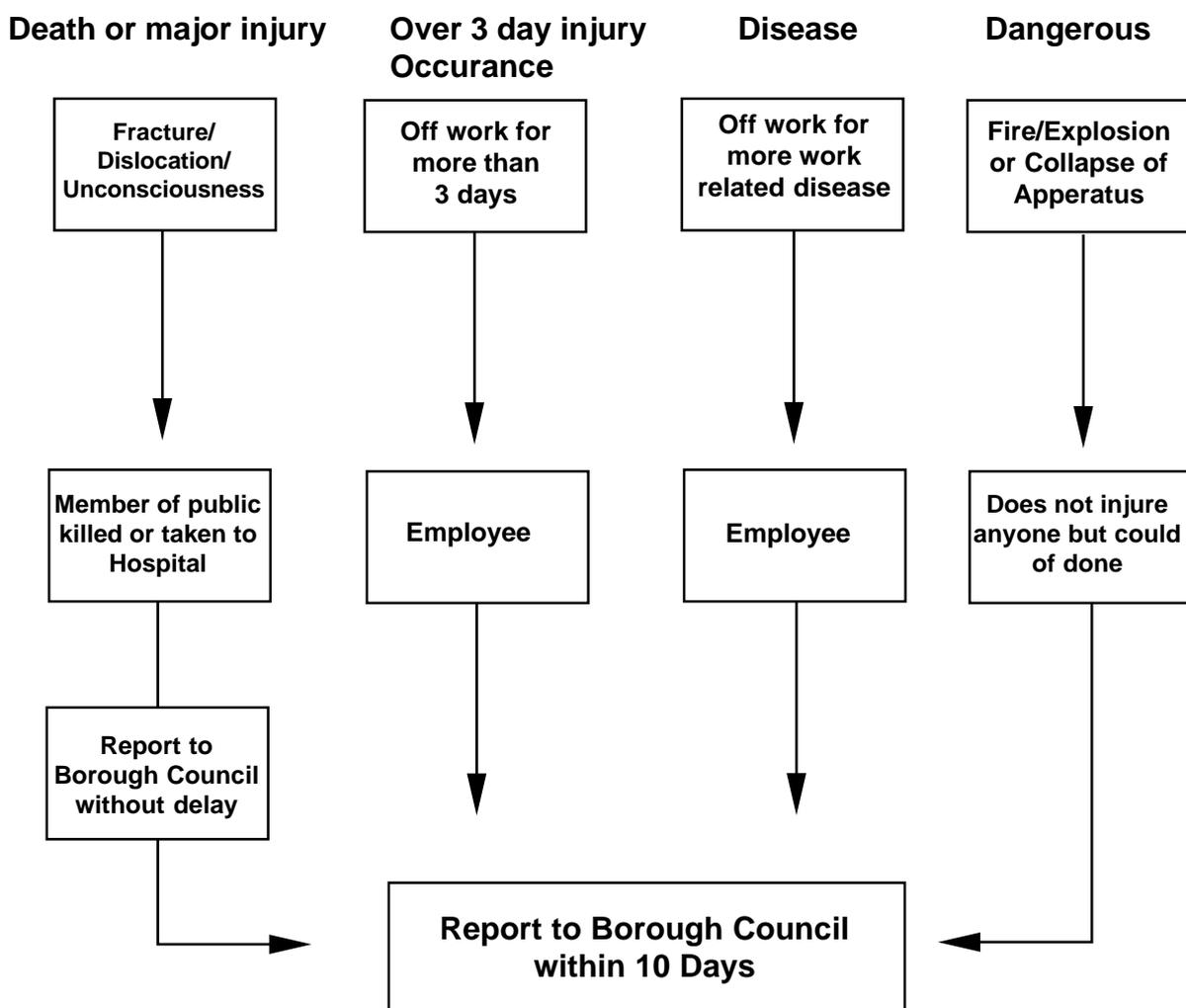
Appendix F

Health and Safety - Reporting of Accidents (RSPCA)

The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR) requires the reporting of certain accidents to this authority.

If there is a major incident or a member of the public is taken to hospital, you must notify this authority **without delay**. (e.g. by telephone).

WHEN YOU NEED TO ACT.



It is important to follow the requirements of this legislation.

**FAILURE TO NOTIFY THIS AUTHORITY OF
CERTAIN ACCIDENTS IS AN OFFENCE.**

Appendix G

Guide To Feeding

Extract from “The Basics of Horse Nutrition and Feeding” Spillers Speciality Horsefeeds Ltd.

1.0 Feed and Grassland Management

The modern horse's digestive system is the product of an evolutionary period of several million years, during which the animal existed as a selective browser, constantly grazing and drinking, and covering large distances daily. Its digestive system therefore adopted to be one of a “trickle feeder”.

As we have domesticated the horse, we asked more in the way of physical effort and, have controlled horses' diets offering cereals and protein sources in addition to its natural fibrous material. Failing to understand these changes lie behind some of the welfare cases seen where ignorance or even excessive kindness lead to illness or disease in today's horses.

Following the rules of good feeding underpins good feed management of horses in all situations.

1.1 Rules of Good Feeding

- Allow access to fresh clean water at all time in clean trough or buckets.
- Feed concentrates on a little and often basis - preferable mixed with a chaff to slow down rate of feeding. In practice feed horses in light to medium work require at least 2 feeds a day and horses in heavy work require feeding 3 to 4 times a day. Keep feeds of concentrates below 2-2½ kg at a feed for horses over 400kg (less for lighter horses.)
- Feed by weight not volume of feed. Weigh a scoop of feed and know the weight of each feed.
- Use high quality feeds. Do not feed dusty, mouldy or old feed.
- Feed according to body weight of the horse. Each horse is an individual and adjustments must be made for each horse depending on how he responds to feed given.
- Make any changes to the diet gradually so as to reduce the risk of digestive upset. This applies to concentrates and roughages.
- Delay exercising after feeding. Allow 2-3 hours after feeding before working the horse and do not feed until 1 hour after working.
- Increase feed quantity and type according to the level of work required from the horse. Increase the level of work gradually.
- Feed plenty of good long fibre. Horses have evolved to live on high fibre diet. Good fibre levels help give a healthy gut function and reduce the risk of digestive upsets. A minimum of 50% of the diet should be roughage - apart from horses with a heavy workload.

Key Nutrients

1. Water

- Fresh water must always be available to the horse.
 - Water should be given:
 - In buckets on the floor
 - In buckets in wall fittings
 - In automatic drinkers.
- Buckets should be removed when mucking out in order to prevent contamination.

2. Fibre

Fibre is found in all feeds, but in greater levels in grass, hay and straw. Sugar beet pulp and other by-products from the human food industry also contain fibre. Fibre is digested in the hind gut or large intestine.

3. Carbohydrates

The term carbohydrate refers to sugar, starch and certain compounds within fibre.

4. Fats and Oils

Fats and oils are concentrated sources of energy containing 2½ times as much as energy in a given volume compared to carbohydrates. They are digested efficiently in the small intestine. Some oil is commonly found in many food ingredients and is commonly added as soya, or sunflower oil to horses diets.

5. Protein

Protein is mainly used for growth, milk production, pregnancy and everyday repair. It is not a basic source of energy and does not cause heating. Protein is not needed in high levels. For adult horses in light work, 8-10% of the hard feed is plenty. This increases for horses in heavy work to 12-14%, and in late pregnancy and early lactation, to 16%.

6. Vitamins

These are substances required in minute quantities required in the diet to maintain health and normal bodily functions. The main vitamins are A, D, E, K, and the B group. Green feeds and grass are a good source, but hay and many straights are low.

7. Minerals

There are two types of minerals; major minerals, needed in relatively large quantities, i.e. grams per day, and trace elements, needed in tiny quantities, frequently measured in mg per day or parts per million. The major minerals are calcium, phosphorous, magnesium, potassium, sodium and chloride. There are many trace elements known to man, but the ones most significant in horse nutrition are copper, zinc, manganese, selenium and iron.

All minerals interact, however the most important is the ratio of calcium to phosphorus. More calcium needs to be in the diet than phosphorus with a ratio of around 1.5 parts calcium to 1 part phosphorus. Performance horses, pregnant mares, and growing horses require more total calcium and total phosphorus than horses in light work.

1.2 Key Ingredients of a Horse's Diet**1.2.1 Forages**

Forages for horses fall into the following categories: grass, hay, haylage, silage and straw.

1.2.2 Straights

Straights are defined as cereals, by-products and protein sources bought individually rather than part of a compound feed. Some horse feeders like to make up their own ration for their horses from these ingredients.

(a). Cereals

Common cereals fed to horses as straights are: oats, barley and maize. These are either fed rolled, to break open the cereal, or flaked or micronised, both of which cook the starch. All these processes improve their digestibility.

(b). Sugar Beet Pulp

This is available in nuts or shreds. It is a good feed for horses and is very palatable. It has to be soaked, as once water is added, the nuts or shreds will absorb the water and swell a great deal.

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1.3.3 Compounds

Compounds are blends of ingredients formulated to produce a balanced ration (in conjunction with forage) for horses. The main ingredients of equine compounds are a) cereals and cereal by-products, b) proteins and oil seeds and c) vitamins and minerals. Varying physical forms are made with different nutrient concentrations for different classifications of horses.

1.3.4 Succulents

Something succulent will make the feed more appetising and is another way of adding bulk. Usually they are fed in the form of carrots or other roots, or apples. Grass clippings should never be fed to horses.

2.0 Practical Feeding

When feeding a horse or pony, it is important to think about several factors including the type of horse, work undertaken, temperament, fitness, daily routine and so on. The following points and tables will assist in working out suitable horse rations. However use these as a guide only and remember to assess the horse practically at all times.

2.1 Condition Scoring

The first step in designing a ration is to assess the condition of the horse.

2.2 Ration Calculation

In order to determine rations, the typical workload of the horse should be established. Many people overestimate work levels and therefore over feed their horse. Table A can be used as a good guide to workloads.

TABLE A. A guide to work levels in the horse.

Maintenance	Horses and ponies not working (at rest)
Light work	Hacking - Leisure riding (Approx. 1-2 hours a day) Show horses - Novice level Dressage - Prelim / Novice Show jumpers - British Novice/Discovery Racehorse - Light fittening work
Medium work	Showing - Working Hunters Dressage - Medium Show jumpers - From Foxhunters to Grade A Eventing - Novice One Day Event/Intermediate Endurance - 20 - 50 miles Racing - Fast canter work
Hard Work	Hunting - 1-2 times a week Dressage - Grand Prix Eventing - Advanced ODE Endurance - 75 -100 miles races Horses in training - Flat, National Hunt, Point-to-point

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- For accurate diet formulations, the weight of the horse must be established. If for some reason it is not possible to use a weigh tape or weighbridge to determine the weight of the horse or pony, Table B can be used as a guide. Weights of horses can be deceptive.

Appetite levels should be based on 2% bodyweight on an “as fed” basis. This percentage may have to be adjusted accordingly, for example:

- Overweight horses: use 1.5 - 1.75% bodyweight
- Good doers’ or horses in light work: use 2% bodyweight
- Lactating mares or ‘Poor doers’, horses in hard work: use up to 2.5% bodyweight.
- Horses at maintenance can receive their total daily ration as forage. Those in light-medium work should receive about 60-70% of the total daily amount as forage plus 30-40% as hard feed. Those in hard work should receive about 50% of their total diet as forage plus 50% as hard feed. In extreme hard work situations, the proportion of forage can be as low as 30% of the total diet.
- Feed values need to be known in order to work out energy and protein levels.
- Hays and grasses vary tremendously in analysis.
- Bear in mind that it is virtually impossible to establish the amount of grass consumed by the horse. A ‘guestimate’ is the best way of deciding intake. On average, a horse can roughly eat 50 kg of grass when at grass for 24 hours. Horses turned out for limited periods will eat relatively more per hour.
- The moisture content of grass is usually about 80% and this must be taken into consideration. Haylage such as HorseHage has a moisture content of 35% - 50% and as a consequence of this, the fibre levels in the diets of horses eating restricted volumes of haylage is often too low.

Table B. Typical Weights and Appetite Levels for Horses in Light Work

Breed	Approx Height Guide in Hands	Girth (cm)	Body Weight Guide (kg)	Total Daily Ration (kg) (as fed)
Dartmoor	11	140	230	4.6
Welsh Pony	12	145	260	5.2
Riding Pony	13	155	320	6.4
Welsh Section C.	13.2	160	350	7.0
New Forest	14	165	390	7.8
Arab	14	170	420	8.4
Welsh Cob / Fell	14.2	175	460	9.2
Small Hunter	15	180	490	9.8
Riding Horse	15.2	185	520	10.4
Thorough-bred	16	190	550	11.0
IrishType	16.2	195	580	11.6
Warmblood	17	205	640	12.8
Shire	18	210	680	13.6

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They are only rough guides but can be compared against the levels of weight, energy and protein that the horse is currently being fed. Minerals and vitamins requirements are not covered here. A horse on *ad lib* good pasture or one that is receiving over 30% of its total diet as a compound feed will be receiving sufficient supply of these.

It should be stipulated to the owner that all horses are different in their metabolism and that the levels that are recommended can be adjusted to suit the horse.

Table C. shows energy and protein requirements for ponies and horses of various weights undertaking a variety of activities.

Bear in mind that thoroughbreds are usually poor doers and therefore require higher feed intake. Irish and Native ponies are usually good doers and may require a lower feed intake.

As a guide:

- A typical slice of hay weighs approx 2 kg
- A typical large haynet of haylage weighs approx. 8 kg. This is roughly equivalent to 5 kg of hay.
- The amount of food held by the scoops used should be weighed, and the same scoops used for regular feeding. It must not be assumed that different designs of scoop will necessarily hold the same amount of food.

TABLE C. Energy and protein requirements for ponies and horses of various weights undertaking a variety of activities (all figures given on an “as fed” basis).

	WEIGHT OF HORSE (kg)					
	200	300	400	500	600	700
Total intake (kg/day) - Working on 2% bodyweight						
Maintenance	4	6	8	10	12	14
Light Work	4	6	8	10	12	14
Moderate Work	4	6	8	10	12	14
Hard Work*	5	7.5	10	12.5	15	17.5
Energy (MJ/day)						
Maintenance	31	43	55	70	80	90
Light Work	37	52	68	82	96	105
Moderate Work	45	65	85	102	120	130
Hard Work	55	76	105	130	152	165
Protein (g/day)						
Maintenance	300	400	530	650	770	850
Light Work	350	500	650	780	930	102
Moderate Work	470	620	800	980	1,160	1,280
Hard Work	560	750	1,020	1,240	1,470	1,610

* Hard work based on 2.5% of bodyweight.

2.3 Feeding the Pony

Principles

Ponies evolved to live off a small amount of mainly fibre feeds when at rest and as a consequence are excellent converters of food to fat, converting glucose into fat rather than using it immediately for energy for exercise. Therefore, the following are guidelines to remember when feeding ponies.

Feed requirements

Spring/summer

As ponies tend to be more prone to laminitis than horses, diets high in fibre and low in soluble carbohydrates should be fed. Turning ponies out on lush grass is also advised against and during the spring, a bare paddock should be made available for overweight ponies.

Autumn/winter

During the winter, native ponies are capable of wintering out. If possible a field shelter or high hedges should be available. Good quality hay should be fed at regular intervals and if necessary the pony should be rugged.

Feeding strategy

- Good quality grass and hay will usually sustain a pony in light work; i.e. hacking.
- For ponies undertaking Pony Club type activities, energy requirements will be raised and a high fibre or horse and pony cube should be fed.
- Feeding levels should be between 1 – 3 kg a day.
- Many ponies are greedy and therefore chaff should be added to slow their consumption. Feed between 0.5 – 1 kg a day.
- For ponies on an all hay diet a general purpose broad-spectrum, supplement is recommended to ensure vitamin and mineral requirements are met.

2.4 Feeding the Older Horse and Pony

Principles

Horses, like humans become old at different ages. Generally speaking, horses are classed as 'elderly' when they reach 16 years of age. Often, however, a 16 year old works normally and no signs of age are present. Other horses age well before their time and as a consequence have to be fed accordingly.

Feed requirements

Limited research has been carried out on the requirements of the elderly horse, however, as with the human species, a higher plane of nutrition is required from that of the mature, younger equine. Good nutrition in later years, however, will not make up for poor nutrition earlier in life.

- *Protein* - An average working horse will require between 10% - 12% of protein in the diet. The older horse requires between 12-14% in order to maintain better muscle and body condition.
- *Phosphorus* - phosphorus retention is reduced in the elderly horse and this has been connected to hormonal problems such as pituitary and thyroidal tumours, as well as to poorer fibre digestion.
- *Fibre* - fibre sources should be high in digestible fibre low in indigestible fibre. Straw should be only fed in moderation as should hard hay in order to reduce the risk of impaction colic. Dry cubes should be fed with care as the risks of choking will be increased. If teeth are worn or missing, cubes should be fed soaked.

Feeds designed for the older horse are common on the market.

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Feeding Strategy

For an old horse or pony that maintains its weight well, a high fibre, low energy cube will be sufficient. Some brands soak down to a meal if water is added, making them suitable for equines with poor teeth.

For a horse that does not keep on condition, a higher specification older horse feed or conditioning feed can be used either as the whole diet or as a proportion with the low energy feed. Such feeds should have:

- High quality protein, not less than 12%;
- Digestible fibre sources;
- Digestible cereals and peas, steam flaked or micronised to promote digestion;
- An enhanced mineral and vitamin content higher than a maintenance feed.

Recommended levels are:

- Ponies - between 1 - 3 kg a day
- Horses - between 2 - 5 kg a day

2.5 Feeding During Winter

Principles

A horse or pony should enter the winter in good condition, having enjoyed a summer of plentiful food.

However with the onset of winter, not only do temperatures drop, but grass quantity and quality drops significantly. Horses need energy to keep warm in winter so that in grass fed horses, their energy requirements increase whilst their nutrient supply decreases, and this can cause a loss of condition.

Grass growth stops once temperatures fall below 6 °C, but its nutritional value will decline from August onwards.

A horse kept at grass during the summer has an opportunity to store the fat-soluble vitamins A and D in its liver to compensate for the lack of these in hay. However for horses on an all hay diet in the winter these stores will soon be used up. Horses that have been stabled all summer will not have these stores.

Feed requirements

Plenty of hay should be fed to make up for the lack of grazing. Also, the process of digestion of hay produces heat that will help keep the horse or pony warm. Horses and ponies require about 30% extra energy to keep warm during the winter (less if they are rugged).

For horses with dust allergies, haylage or a dust free hay replacer, chop or cubes should be fed.

Feeding strategy Native ponies

These have evolved to survive on poor quality forage, and will do well on a mainly hay diet supplemented with a high fibre, low energy feed. Hay is short on fat-soluble vitamins and some trace elements, so supplement an all hay diet with some low energy cubes or general purpose supplement.

Horses that lose condition

These horses will need more energy, protein and micronutrients. Conditioning feeds used as part of the daily hard feed supply will put on and hold condition.

2.6 Feeding During Summer

Principles

If grazing, most horses and ponies will put weight on after the winter. Spring grass is nutrient rich and will supply most nutrients for horses and ponies up to moderate work. It will also supply good levels of nutrients for breeding stock.

Grass can contain up to 80% water and large amounts of grass are eaten per day in order to supply necessary nutrients. This will often result in a 'grass belly'. Once the horse has been off the grass for a day or two, the grass belly should diminish in size.

Feeding requirements

If grazing land is maintained well, little if any concentrate feed is required during spring and the first part of the summer for most ponies and horses. Once the grass levels begin to decline, supplementary feeding is necessary.

Overweight horses and ponies should have limited grazing, being turned out for an hour or two at the most. Grazing sheep or cattle on the pasture is one solution. Conversely, use electric fencing to strip graze the land with or limit the time grazing.

Feeding strategy

When making diets for horses at grass it is often difficult to estimate the amount of grass eaten, and therefore the total energy supply of the horse. A guide is shown in Table D. If the horse or pony does not obtain adequate energy from the grass, a low energy cube can be fed. Levels should be around 1 kg – 2 kg a day.

2.7 Feeding to Put Weight on a Horse

Principles

In the wild, weight gain/loss, follows a seasonal fluctuation. The horse stores body fat during the good times (spring, summer and autumn) and uses these stores during the winter. The same is often true of domesticated horses and ponies at pasture throughout the year.

The main period of weight loss occurs during the winter if sufficient supplementary feed is not fed. Adequate weight is often re-established during the following spring. There may, however be instances when weight remains low. The following points need to be addressed:

- Check the teeth. Sharp teeth will cause pain and a reluctance to eat. These should be routinely looked at every 6 months.
- Check worming history - is the horse carrying a worm burden or has digestive efficiency been compromised by past worm infestation.
- Is adequate hard feed being fed for the level of work undertaken?
- Does the horse have plenty of good quality fibre in the diet?

Feed requirements

The horse should be weighed by either:

- Mathematical formula
- Weigh bridge
- Weigh tape.

Once the body weight has been established, work on 2.5% body weight to determine the horse's intake per day. For example: a 500 kg horse would require 12.5 kg per day.

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Table D.

Hours at Grass	Typical intake (kg/day)	What to look out for
1hr	10 kg grass fresh weight, 2kg dry matter equivalent	<ul style="list-style-type: none"> Quality of grass Does the horse eat or move around
During day, or during night	Assume 50-60% of daily intake is grass. For 500kg horse, this equivalent to: $500 \times 2\% \text{ bodyweight} \times 50\%$ = 5 kg of grass dry matter, or 25 kg of fresh weight	<ul style="list-style-type: none"> Quality of grass
All the time	Assume 100% of daily intake is grass. For 500 kg horse this is equivalent to $500 \times 2\% \times 100\% = 10 \text{ kg}$ of grass dry matter, or 50 kg grass fresh weight.	<ul style="list-style-type: none"> Quality of grass

It is difficult to determine grass intake when the horse is grazing. Make sure the grass availability is good.

Hay should be fed *ad lib* if the horse is stabled. If grazing is poor, hay should be available in the field.

2.8 Feeding to Keep Weight off a Horse

Principles

The breeds of horses and ponies more likely to put on weight are native breeds (including Irish Draft), cobs, cob crosses and arab types. These types are regarded as 'good doers' and are difficult to keep weight off.

When putting a horse or pony on a diet, it is important that quality feed is given in order to ensure the horse is receiving the correct nutrients. Under no circumstances should a horse or pony be starved. Starving will create both digestibility and behavioural problems.

Feed requirements

The weight of the horse or pony should be established. It is usual to work on between 2% - 2.5% body weight. For weight loss, work on between 1.5% and 2% body weight depending on how much weight should be lost.

For example a 350 kg pony requiring weight loss should be fed:

$350 \text{ kg} \times 1.5\% = 5.25 \text{ kg/day}$ of total feed. A typical diet in this situation may be all hay or a combination of hay and low energy cubes.

Table E.**Recommended feeding levels of conditioning feeds.**

Type of horse/pony	Conditioning feed
Small native breeds	up to 1.5 kg
Large native breeds	up to 2 kg
Small horses up to 15hh	up to 3 kg
Large horses up to 16hh+	up to 4 kg

Feeding strategy

Grass should be restricted and hay should be limited to a minimum of 1% body weight.

A general purpose, broad-spectrum supplement should be added to feed when low levels of concentrates are fed to ensure micro nutrient requirements are met.

As with any dietary change, move to the diet-feeding regime gradually over 7-10 days. Although it sounds obvious, feed the equine dieter separately to other horses - if feeding together outside, the animal on the diet will finish first and raid other horse's feeds.

Measure feeds by weight, not volume, and use as high a fibre, low in energy feedstuff as possible for the level of work required.

Step up the exercise, especially for those horses that don't get much. When ridden, keep them up to the bit. Alternatively plenty of trot work, for instance on the lunge, will help.

Have regular weigh-ins. A weigh tape, although not 100% accurate will give a good indication of progress.

Finally, be patient. Quality weight loss takes some time to come off. Slow steady progress will not stress the horse, nor cause digestive upset.

Appendix H

Humane Destruction of The Horse (RSPCA)

Owning a horse, pony or donkey carries with it many responsibilities. Arranging humane destruction in the event of an accident, incurable illness, old age or permanent unfitness for work may become your duty – perhaps suddenly.

This leaflet is designed to provide information to those owners who are faced with the distressing situation of having to have their animal put down.

DO

- Face facts calmly and with determination to act in the animals' best interests.
- Consult a Veterinary Surgeon, Licensed Horse Slaughterer/ knacker. For telephone numbers consult Yellow Pages or the Police.
- The local BHS Welfare Officer can offer advice in cases of difficulty
- The horse may be put down either with a humane killer, or by lethal injection. The choice will depend on various factors and the wishes of the owner may not be paramount. With increasing restrictions on firearms, the use of injections is becoming more common.
- Either stand with the horse yourself, or get a reliable friend to look after him. Try to keep him calm and distract him with food or titbits if possible.
- Follow exactly instructions from the expert. He will be able to advise you about what should happen, and afterwards about disposal.
- Euthanasia should be carried out either by a veterinary surgeon or licensed slaughterman. It should be carried out on the premises wherever possible. It is unkind to move an animal to unfamiliar surroundings for euthanasia.
- In emergency the RSPCA may be able to help. 08705 555 999

DON'T

- Allow anyone to take your horse away live without supervision.
- Panic, or allow your natural emotions to affect the horse.
- Allow anyone inexperienced to attempt destruction, even if to avoid delay. This is both illegal, and likely to cause great suffering.
- Create problems and distress for your horse by refusing to take advice from the expert on the most suitable method to be used in each case.
- Move an injured animal unnecessarily or remove a suffering horse from his normal surroundings.
- Allow a horse with a broken limb to be transported live to a slaughterhouse.
- Try to influence the person in charge or override his decision.

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Horses may only be put down by a veterinary surgeon or licensed slaughter-man. They may only be disposed of through a Knackers Yard, Rendering Plant or incinerator. These are often all part of the same organisation. Horses should not be buried without permission from the Local Authority, which in practice is not always easy to obtain. An equine veterinary surgeon should be able to advise you who would be able to slaughter and dispose of your horse. It can be quite expensive, possibly several hundred pounds, particularly if the horse is put down by injection.

A more comprehensive booklet on this subject may be obtained from

The Humane Slaughter Association.

The Old School,
Brewhouse Hill,
Wheathampstead,
Herts. AL4 8AN

Tel. 01582 831919,

Appendix I

Outline Structure for a Business Plan for an Equine Charity

A simple business plan may be written using the following structure and headings.

Introduction	<p>Brief Outline of the background of the organisation, how the Business Plan is to be structured and other introductory comments including the period that the Business Plan aims to cover.</p> <p>Summary of the primary focus for the organisation, outline of key operational plans for the forthcoming period and summary of key sources of income.</p>
Mission/Vision Statements and Organisational Aims	<p>Summary of statements and high level organisational aims.</p>
Background and Current Status	<p>Summary of present position highlighting key operational and financial issues and deficiencies.</p>
Operational Aims and Objectives for the Given Period	<p>Detailed operational aims (by department as necessary). Aims, Sub Aims and Objectives may be shown as an Annex if required.</p> <p>Note: An Aim is a summary of a desired intention An Objective is the detailed description of how the aim is to be achieved and by whom, and needs to be SMART: Specific, Measurable, Achievable, Realistic and Time-bound -i.e. by when.</p>
Financial Plans and Limitations - Leading to Summary of priorities	<p>A summary of expected income and costs giving proportion and priorities to the Operational Aims and Objectives.</p>
Summary of Governance and Management plans to achieve the proposed Priorities	<p>The plan and timetable of activity.</p>
Other possible areas to include	<p>Summary of accountability and monitoring. Risk analysis. Strategic direction and plans for review.</p>
Possible Annexes	<p>Organisational Charts. The detail of the revenue and Capital budgets. Forecast budgets</p>

Appendix J

Donkey Care Training Courses (The Donkey Sanctuary)



The Donkey Sanctuary exists to prevent the suffering of donkeys worldwide through the provision of high quality professional advice, training and support on donkey care and welfare. In the United Kingdom and Ireland permanent Sanctuary is provided to any donkey in need of refuge. The Donkey Sanctuary at Sidmouth, Devon is the largest Donkey Sanctuary in the world. The Donkey Sanctuary has taken more than 8,000 donkeys into care so we have gleaned a wealth of experience in donkey care and management. The Donkey Sanctuary has a specialised training facility that opened in 1993. The Training Centre has a large, well-equipped lecture room, which has seating for up to 25 people at a time. The Training Centre yard can stable up to 14 donkeys. Most of these are being prepared to join our Fostering Scheme and go out to foster homes.

The Training Centre's mission statement is **"To facilitate learning and educational opportunities by promoting the value and intelligence of the donkey"**. At present the Donkey Sanctuary Training Centre offers four courses, which are detailed below.

Donkey Care Induction Day (Stage 1) – This course is aimed at the new donkey owner and covers all aspects of looking after a donkey including theory and practical sessions on field and stable management.

Donkey Health Care Day (Stage 2) – This follows on from the Donkey Care Induction Day. It covers first aid for donkeys, including how to recognise if your donkey is unwell, when to call the vet, how to treat minor wounds, foot care, body scoring and ageing by the examination of their teeth. There are theory and practical sessions.

An Introduction to Driving your Donkey Day (Stage 3) – This covers the need to assess our donkey's suitability to drive, the harness, and types of vehicle, long reining, putting to and road safety awareness.

Preparing to ride your Donkey Day (Stage 3a) – This course is aimed at people who have young children that would like to ride their donkey. The course covers selecting and fitting a saddle and bridle, the types of bit and their uses, preparing the donkey to be ridden, basic "in hand" work, saddling up for the first time and introducing a rider to the donkey.

Specialised Training Courses - These courses are tailor made to the requirements of equine welfare organisations; schools, colleges, vets and farriers. We also specialise in using behaviour science in the training of donkeys and offer courses on this subject. Courses are usually run during the week, from 10.30am until 3.30pm. They all include theory and practical sessions and a certificate of competence will be presented on completion of the day.

The Donkey Sanctuary offers advice and help on all aspects of donkey care and behavioural problems. We also offer a complimentary copy of "The Professional Handbook of the Donkey" to Veterinary Surgeons. In this book Veterinarians who have particular expertise on donkeys freely impart the results of their experience. For more information regarding any of the above please contact:

The Donkey Sanctuary
Sidmouth
Devon
EX10 0NU

Tel: 01395 578222
Fax: 01395 579266
E-mail: thedonkeysanctuary@compuserve.com
Web Site: www.thedonkeysanctuary.org.uk

Appendix K

Bibliography of Further Reading

British Eventing

Rule Book	Omnibus Schedule
Your First Three Day Event	How to Start Eventing

British Horse Society/ Home of Rest for Horses

Guide to Horse Care and Welfare (2001)
 Guidelines for Tethering Horses and Ponies (2001)
 Humane Destruction (2001)
 Loaning and Leasing a Horse or Pony (2001)
 Ragwort Poisoning. Is your Horse at Risk? (2001)
 Caring for Old and Retired Horses and Ponies (2001)
 Tetanus and Influenza Vaccinations (2001)
 Responsible Breeding and Castration (2002)
 Essential Health Care Requirements (2002)
 The Cost of Keeping a Horse or Pony (2002)

Brooke Hospital for Animals

Brooke News (biannual)	For Love of Horses (book)
Oasis (book)	Lightening The Load (leaflet)
Making A Difference (video)	

Donkey Sanctuary

Basic Donkey Care	Basic Donkey Health Care Manual
The Feeding of Hay and Some Alternatives	The Basic Guide to Donkey Driving

Equine Grass Sickness Fund

Grass Sickness in Horses. Dr E Milne & Dr B McGorum
 Management of Chronic Grass Sickness Patients. Dr E Milne

Humane Slaughter Association

Farewell

ILPH

Loan Information Pack

National Equine Welfare Council

Equine Industry Welfare Guidelines Compendium for Horses, Ponies & Donkeys.

Redwings

Donkey Care	I want a pony
Laminitis	Livery Yards
Navicular	Poisonous Plants
Preventing Equine Crime	Reporting Welfare Cases
Summer Hints	Tethering
Vices	Winter Freedom

RSPCA

Fun Horse Show Guidelines (1999)
 Guidelines for Pony rides at Fetes (1999)
 RSPCA Animal Care leaflet - Ponies (1996)
 Code of Practice for Tethering Horses, Ponies Asses and Mules. RSPCA/NEWC. (Under revision)
 A horse of your own? (1997)

Appendix L

NEWC Membership as at 31st December 2001

PRESIDENT: Harry Greenway Esq.

Ada Cole Memorial Stables
 Animal Health Trust
 Association of British Riding Schools
 Blue Cross
 Bransby Home of Rest
 British Horse Society
 British Eventing *
 British Mule Society
 British Skewbald & Piebald Society
 Brooke Hospital for Animals
 CAPS (Commoning Animals Protection Society)
 Crosskennel Lane Animal Sanctuary
 Dartmoor Livestock Protection Society
 Devon Horse & Pony Sanctuary
 Donkey Breed Society
 Donkey Sanctuary
 English Connemara Society
 Equine Grass Sickness Fund
 Essex Horse & Pony Protection Society
 Friends of Bristol Horses Society
 Friends of the Cyprus Donkey
 Greatwood, Caring for Retired Racehorses
 HAPPA (Horse & Pony Protection Association)
 Home of Rest for Horses
 Horse Rescue Fund
 Humane Slaughter Association
 ILPH (International League for the Protection of Horses)
 Irish Society for the Prevention of Cruelty to Animals
 Isle of Man Home of Rest for Old Horses
 Isle of Wight Donkey Sanctuary
 Jockey Club Veterinary Committee
 Lluest Horse & Pony Trust
 Mill House Animal Sanctuary
 Moorcroft Racehorse Welfare Centre
 Mountains Animal Sanctuary (Scotland)
 National Pony Society
 National Equine Defence Society
 Northern Counties Horse Protection Society
 Racehorse Owners Association *
 Riding for the Disabled
 RSPCA
 Raleigh Equine Rescue
 Scottish SPCA
 Shetland Pony Stud Book Society
 Society for the Welfare of Horses and Ponies
 Society for the Welfare of Horses & Ponies
 (Northern Group)
 South Hants Pony & Horse Protection Group
 SPANA (Society for the Protection of Animals Abroad)
 SPEAR (Sue Pike Equine & Animal Rescue)
 Sussex Horse Rescue Trust
 Thoroughbred Rehabilitation Centre
 Welsh Pony & Cob Society
 Wood Green Animal Shelters

* denotes Associate Membership

VICE-PRESIDENT: Mrs B A McIrvine MBE

Martin Burton
 Ted Chandler
 Mrs Pauline Harris
 Nigel Davenport
 Peter Hunt
 Miss K Alford
 Mrs Jenny MacGregor
 Mrs Lynne Hamill
 Ms Lynda Lodge
 Michael Baker
 Mrs Olive Collins
 Mrs Lyn Friel
 Mrs Georgina Dale
 Mrs Sylvia Phillips
 Mrs Carol Morse
 Martin Taggart
 Mrs Cherry Caddy
 Mrs J McIntosh
 Mrs Brenda Wilkes
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NEWC Member organisations

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Professor Sandy Love BVMS PhD MRCVS - University of Glasgow Veterinary School