

ANNEX G

Notes for dressage event organisers

This guide is designed to assist dressage event organisers who wish to run dressage events in Australia. The notes must be read in conjunction with Sections 1–12 of the current EA Dressage Rules. A dressage event may vary from a small club-training event to an official championship event. Event organisers should refer any organisational or rule queries in the first instance to their State Dressage Authority (SDA).

The magnitude of the administration and fieldwork involved will vary according to the type and status of the event. Organisers must use their judgment to adapt whatever is suitable to run an event in a professional manner.

When conducting FEI-level tests at an EA event, the OC must ensure that they are using the current FEI tests as per the EA rules. The FEI tests should be obtained from the FEI website.

G.1 Categories of dressage events

Type of event	For approval apply to	Required
FEI Events – CDI	EADC/EA/FEI	Required
FEI Events – CPEDI	EADC/EA/FEI	Required
Australian Championships	EADC	Required
PE Australian Championships	EADC	Required
Australian Youth Championships 10–25	EADC Youth Championships 10–25	Required
Australian Young Horse Finals	EADC	Required
Australian AOR Championships	EADC	Required
Australian Young Horse & Pony Championships	EADC	Required
State Championships	SDA	Required
PE State Championships	SDA	Required
State Youth Championships	SDA	Required
Official Pony Events incl. Championships	SDA	Required
Club/Regional Championships	SDA	Required
Official Competitive events	SDA	Required
Young Horse qualifying events	SDA	Required
Official Participation events	SDA	Required by some states
Restricted Training/Club events	N/A	Not required
Training Tests/Judge Protocol Sessions	N/A	Not Required

G.2 Calendar

- application/s for permission to hold an Official dressage event or competition must be made in writing to the relevant SDA
- all Official events must be approved by the SDA
- all Official events will be listed in the appropriate SDA annual competition calendar
- all Participation event dates should be notified to the appropriate SDA
- if an Official event is cancelled the SDA must be notified
- date changes must have the approval of the SDA
- careful consideration of neighbouring clubs should be made when applying for dates
- be aware of your SDA closing date for applications to run Official events

G.3 General considerations

- a) organising bodies wishing to conduct Official Competitive or Participation dressage events in Australia must be currently affiliated with EA
- b) all Official Competitive and Participation events must be run in accordance with the current EA Dressage Rules
- c) all members of a dressage organising committee should have access to a current EA Dressage rule book
- d) for information on protests, reports and appeals refer to EA General Regulations www.equestrian.org.au
- e) OCs are to be aware of any legislation within their state in relation to child protection. National, state and territory sports organisations have developed child protection guidelines. These guidelines can help you put policies in place to protect your club and your members. For additional information on required checks for people working with juniors, please contact your state or territory department of sport and recreation
- f) OCs are responsible for assessing environmental issues such as extreme heat, storms, high winds, etc, which may make conditions for running an event unsafe for competitors and their horses. For more information refer to Annex C
- g) If an event is cancelled the following is to apply:
 1. Cancelled competitions are competitions that have not yet commenced any phases.
 2. OCs need to inform competitors as soon as possible if an event needs to be cancelled. The reasons for the cancellation should be clearly stated.
 3. In the event of cancellation, amendment, or transfer to an alternative event, a refund will be offered.
 4. The OCs may charge an administration fee if a competition must be cancelled.
- h) companion horses/ponies not entered for competition are permitted at an event at the discretion of the OC
- i) welfare of the horse is paramount at all events (refer to rule 1.2 and 1.3)
- j) The OC must comply with the EA Concussion policy
 Concussion is suspected when an injury results in a knock to the head or body that transmits a force to the head. A hard knock is not required, concussion can occur from minor knocks. In any situation where concussion can be reasonably suspected (see concussion in sport website for indicators)
 Process at Competitions
 At all events the OC must ensure
 1. there is a medical/first aid person at each competition to recognise concussion
 2. there is a designated official at each competition to:
 - a) advise the medical/first aid person of the EA concussion policy and the need to advise the officials of any occurrences
 - b) provide the rider advice (verbal and follow up email) of the suspension and where possible issue the concussion advice card
 - c) report the incident to the NSO and the Committee Liaison Officer reporting@equestrian.org.au

G.4 Venues

- a) the best possible venue should be secured for the conduct of a dressage event
- b) the venue should be booked well in advance of the proposed event
- c) Organising committees should be aware of what facilities are or are not available
- d) examples of ideal venue facilities include:

Day stalls	Suitable arena surfaces more than 1 arena	Motel in area
Stables	Toilets	Admin / Office
Covered yards	Showers	Scoring Office
Wash bays	Powered camp sites	Catering / Canteen
Round yard	Spectator parking	Judges / Official area

G.5 Arenas

Wherever possible a designated area should be set aside for lungeing. Non-compliance with lungeing in a designated area or with non-permitted equipment will entail elimination.

- a) the surface of arenas is vital for the safety and performance of horses competing and should be made of the best possible footing, such as sand or sand mix with a non-slip base. Other non-slip surfaces are acceptable
- b) for other arena requirements including surrounds refer to rule 3.6
- c) for positioning of judges refer to rule 7.1
- d) Wherever possible a designated area should be set aside for lungeing. Ideally organising committees should provide a clearly marked and designated lungeing area, preferably enclosed so there is no risk of escaping horse
- e) Non-compliance with lungeing in a designated area or with non-permitted equipment will entail elimination
- f) Adequate warm-up arenas/areas must be provided. Ideally, the warm-up surface should be similar to the competition surface

G.6 Schedule

- a) the event schedule will be dependent on the type of event to be held
- b) the schedule should be prepared well in advance of the event and made publicly available to competitors in a timely fashion taking into account the closing date
- c) competitions offered in the schedule should reflect the type of event, expected competitors and venue
- d) event organisers must refer to the current EA Dressage Rules (see Section 4 Conditions of Entry and Section 3 Dressage events) prior to finalising the event schedule
- e) Young Horse event organisers refer to the current EA Dressage Rules, Section 9
- f) Australian/State and FEI-sanctioned events refer to the Current EA Dressage Rules, Section 10
- g) the schedule must include the following minimum information:
 - name of organisation running event
 - venue address
 - status of event Official Competitive/Participation and/or Restricted, etc
 - list of competitions being offered
 - entry fees
 - other fees such as stables/admin fees
 - closing date for entries
 - URL/address for entries to be lodged
 - phone contact details for organiser
 - email address for organiser
 - prize schedule
 - any special conditions
 - type of arena surface
 - EA web address link to current tests
 - organisers web address

G.6.1 Entry form

The entry form must request the following minimum information:

Information required	Official Competitive	Official Participation	Restricted event
Horse EA number	✓		
Horse registered name	✓	✓	✓
Horse Identification number	✓		
Whether competing horse or pony	✓		
Horse current grading points	✓	✓	✓
Rider EA number	✓		
Rider name, address, contact details	✓	✓	✓
Owner EA number	✓		
Proof of membership – EA or Club	✓	✓	✓
Competitions entering	✓	✓	✓
Summary of fees and method of payment	✓	✓	✓
Closing date of entries and address to be sent	✓	✓	✓
EA Member Release and Waiver	✓	✓	✓
Method of draw distribution	✓	✓	✓

G.6.2 Time draw

When completing a time draw organisers are advised to be aware of number of circumstances that must be considered.

- a) it is strongly recommended that arena familiarisation times be included in the draw and that they be clearly shown in the programme (refer to Section 3, Annex D)
- b) once entries have closed organisers should prepare a competition plan to complete the time draw (number of arenas required, time required)
- c) draws can be generated manually or by computer
- d) the time to allow for each test is printed on each EA/FEI test sheet
- e) it is strongly recommended to allow 60 to 90 minutes between tests for the same horse, and at least 90 minutes at FEI levels, as these are more strenuous tests
- f) draws should be unbiased
- g) care should be taken not to have the same competitor riding first in more than one test
- h) Organising committees may accept requests from riders entering 2 horses in the same competition to schedule one horse before the other in the draw, providing this request is made at the time of entry. This does not apply for State or National Championships
- i) no judge should be expected to judge more than 40 horses/day
- j) no judge should judge more than 35 horses in any one competition
- k) there should be a break for judges of at least 15 minutes after every 10th horse
- l) for tests with more than 10 horses, if a judge is required to judge more than one competition, it is recommended a minimum of 20 minutes between the last horse in one competition and the first horse in the next
- m) the time draw must be made available to all competitors, judges and stewards at least 72 hours before the event. It should include the judge's names to ascertain conflict of interest
- n) other information to be included when sending out the time draw should include all relevant information pertaining to the event: stable allocation, refreshments available, contact details for withdrawals, etc
- o) horses can only be changed after close of entries by approval of the OC and not later than 48 hours before the start of the event. Riders can be changed up to 40 mins prior to start of the competition for legitimate reason by a written/verbal request to the OC at whose discretion it will be permitted

- p) where a competitor has entered 2 horses in the one competition:
 - the draw time between the 2 horses should be a minimum of 60 minutes and riders can opt for less, where circumstances don't allow for a 60-minute time period between tests, the OC and athlete may agree on a shorter time period between rides
 - once the final draw has been published, the horse's draw times cannot be changed without permission from the OC
 - Any last-minute approved changes to the final draw must be directly communicated to any affected riders
- q) the OC may ask riders to move up into scratchings but this is at the discretion of the rider and not compulsory
- r) the competitor's state of origin must be included in the start list, draw and program for State and National Championships

G.7 Judges

- a) only current judges are eligible to officiate at Official Competitive and Participation events/competitions (refer to <http://www.equestrian.org.au> or your SDA for current lists)
- b) for Ground Jury requirements refer to rule 6.1
- c) invitations to judges should be made at least 3 months prior to an event, preferably by email or letter
- d) any changes to payments to be negotiated at the time of acceptance
- e) it is the judge's responsibility to immediately advise the organiser if they have a conflict of interest with any competitor or horse (refer to rule 1.8)
- f) for protocols for judges accepting invitations to judge refer to rule 7.8
- g) refer to rule 7.1 for the placement of judges around the arena,
- h) when an OC wishes to use a foreign judge who is a national judge in their own country but not an FEI-accredited judge, the OC must provide details in writing and seek the approval of the EADOC

Refer to Tables at 3.21 for the number and level of Judges required to Judge Official Competitive and Official Participation Competitions.

Immediate confirmation of	Pre-Event Follow-up information
* event date/s	* draw to be sent to each judge once completed
* event location/address	* provide contact phone number for competition day
* accommodation requirements	* advise judge where they should report to
* confirm travel remuneration	* keep judges informed of any changes to program
* tests to be judged	* advise judge of accommodation booking
* hourly remuneration if applicable	

G.7.1 Reimbursement and out of pocket expenses for officials

Refer to rule 7.9 for payment of out of pocket expenses for judges and stewards.

G.8 Other officials and volunteers

Officials and volunteers play a vital role when running a dressage event. The following table indicates what type of event requires which officials and volunteers.

Official/Volunteer role	Club Championships*	Competitive events	Participation events	Restricted events
Event Convener/Event Director	✓	✓	✓	✓
Judges	✓	✓	✓	✓
Writers (1 per judge)	✓	✓	✓	✓
Scorers	✓	✓	✓	✓
Chief Steward/Technical Delegate	✓	Highly recommended	Highly recommended	Highly recommended
Gear Checkers/Accredited Stewards	✓	✓	✓	✓
Test Collectors, if applicable	✓	✓	✓	✓
Event Secretary	✓	✓	✓	✓
Judge Host	✓	✓	✓	✓
Financial Manager	✓	✓	✓	✓
Sponsor Host	✓	✓		
Prizegiving Manager	✓	✓		
Catering Manager	✓	✓	✓	✓
Appoint designated official to administer Concussion Policy and First Aid Person	✓	✓	✓	✓

* See specific requirements for State & National Championships in Section 10.9

G.8.1 Writers/Scribes

- each judge must be allocated a capable writer (or scribe if using electronic scoring)
- it is preferable that the same writer is used for the whole competition
- guidelines for writers are available at www.equestrian.org.au
- preferred writers for FEI-level Competitions are:
 - first preference to Judge Educators and Mentors
 - second preference to other senior judges eligible to supervise shadow judging (A, B, C or D level)
 - third preference to E-, F-, G-level judges

G.8.2 Scorers and scoring

- scorers should be allocated a quiet area to work in
- EA has free scoring software available online, see www.equestrian.org.au
- EA has a set format for recording of results available online see www.equestrian.org.au
- all results must be forwarded to the respective state branch within 7 days of the event
- judges must sign off on the final result sheet
- results should be posted on organiser websites or scoring provider or distributed to competitors by other means
- judges must be provided access to a set of results for the competitions they have judged
- all results of all judges and the overall total must be displayed by percentage to the 3rd decimal point
- if a rider withdraws prior to a competition, is excused, eliminated or a 'no show' prior to or during the performance of a test, the words 'withdrawn' or 'excused', 'eliminated' or 'no show' or abbreviations must appear after the rider's name on the results sheet

G.8.2.1 Scorers must:

- a) double the mark where a coefficient is indicated
- b) add the marks in the total column
- c) deduct the errors of course
- d) convert the score to a % and deduct any technical faults from each judge from the total percentage
- e) calculate the overall percentage by adding the percentages of all the judges and dividing by the number of judges.
- f) check additions for errors
- g) provide results as soon as possible
- h) test sheets are confidential

G.8.2.2 Allocation of marks and scoring

- a) all half marks from 0.5 to 9.5 may be used for movements and collective marks, at the discretion of the judge, including Freestyle competitions
- b) for Young Horse competitions, and artistic marks in Freestyle competitions marks to 1 decimal place may be used
- c) marks are then added together and errors of course are deducted
- d) it is essential that all technical faults are deducted from each individual judge's score once the individual score has been converted to a percentage.
- e) percentages to the 3rd decimal point for each judge must be clearly shown in results lists and on notice boards, together with the total percentage obtained to 3 decimal places
- f) a remark is strongly recommended for a mark of 5 or below
- g) a remark for all marks is recommended
- h) any alterations to marks on paper tests must be initialled by the judge in ink

G.8.2.3 Unmarked movements

If a mark has not been recorded and the judge cannot recall the movement, or cannot be found, or the rider omits a movement and the judge at C doesn't notice and the rider has left the arena, a mark equal to the average for the whole test (excluding collectives) is given.

G.8.3 Stewards

It is compulsory to appoint an EA Accredited Dressage Steward for all Official Dressage events, when an event has multiple arenas in use the OC should appoint an appropriate number of Stewards to manage the event. The Chief Steward/Stewards should be named on Draws, if possible. For more information refer to rule 6.6, a current list of accredited Stewards is available at <https://www.equestrian.org.au/members/search/official>.

G.8.4 Technical Delegate (TD)

For detailed information please refer to rule 6.3

G.8.5 Runners (if required)

A runner is a person who is given the task of collecting test papers from the judges and other tasks assigned by the OC. They must:

- a) collect the completed test sheets from the writers after every two (2) or three (3) ridden tests taking care not to disturb the judge or writer whilst waiting for the sheet
- b) take care not to disturb the horse and rider currently competing
- c) deliver completed test sheets to the scorers
- d) convey information from the Secretary to different stewards or vice versa
- e) be prepared to replace arena markers that may have been knocked over

G.8.6 Hosting officials

An officials host should undertake the following responsibilities:

- a) meet officials on arrival
- b) have refreshments available on arrival for officials and writers
- c) introduce each judge to their writer well ahead of time (at least 10 minutes before starting time)
- d) advise the judge who is to act as the TD, Chief Steward or as Ground Jury members
- e) advise the judge/writer of their arena number and arena location
- f) give judge/writer their folder which includes details of their position on the arena and a final list of competitors and times showing all scratchings.
- g) advise the officials and writer of arrangements for morning and afternoon tea, and lunch
- h) give Chief Judge/writer a bell or whistle if not judging from a car
- i) ensure that officials and writers are properly looked after during the coffee and lunch breaks and are treated as guests of the organisers
- j) at some time during the day determine each officials' travelling expenses and inform the Treasurer so a cheque is ready on completion of judging. Alternatively, payment made be made direct to the officials' bank account if bank details are provided
- k) provide a quiet area, away from the scoreboard, where judges can be given access to the full result sheet and individual judges marks for their perusal

G.8.7 Sponsors' host

The person/s allocated to be the host of the event sponsors should:

- a) meet sponsors
- b) have refreshments available
- c) introduce sponsors to organisers
- d) make them feel welcome whilst they wait to present their donated award to the recipients

G.8.8 Prize-giving Manager

The person/s allocated to be the prize-giving manager should:

- a) be aware of rules 3.19, 3.20 and 8.9, and for FEI-sanctioned events refer to www.fei.org
- b) prepare a prize-giving schedule and make it available to competitors, sponsors and the public
- c) prepare prizes and prize-giving area
- d) have a set of results ready for the presenter
- e) be aware that prizes may be presented by the participating sponsors where practicable after a competition, e.g., during the lunch break, at the end of a day or at the end of the whole event

Regarding prize giving, it is recommended that competitors are requested to present in competition attire.

It is the OC's decision whether prize giving is to be mounted or unmounted

G.9 The role of organising committees and event convenors

- a) OCs are responsible for the overall management and administration of a dressage event.
- b) an event convenor or event director plans and executes the tasks and functions necessary for an event to take place on behalf of the OC
- c) OCs and event convenors must be very familiar with the current EA dressage rules
- d) OCs are responsible to their members to run events according to the current dressage rules and should remain transparent at all times

G.9.1 Event planning

A summary task list for organisers of dressage events is outlined in the table below.

SUMMARY TASK LIST

BOOKING DATES/VENUE	By whom	Time frame	Task complete
Select appropriate date/s and type of event (Section 4)	OC		
Book venue (Section 3 and 4)	OC		
THE ORGANISING STRUCTURE	By whom	Time frame	Task complete
Appoint event coordinator	OC	> 3 months	
Appoint event organising committee (appoint areas of responsibility)	OC	> 3 months	
Prepare a budget	Treasurer	> 3 months	
Decide on the event schedule	OC	> 3 months	
OFFICIAL APPOINTMENTS	By whom	Time frame	Task complete
Book suitably accredited judges (Section 3)	Appointed convenor	> 3 months	
Appoint a Technical Delegate (Section 6)	Event coordinator	> 2 months	
Appeals Committee (Section 6)	Event coordinator	> 1 month	
Chief Steward (Section 6)	Appointed convenor	> 2 months	
Gear Stewards (appoint and roster)	Appointed convenor	> 1 month	
Scorers (appoint and roster)	Appointed convenor	> 1 month	
Writers (appoint and roster)	Appointed convenor	> 1 month	
Test sheet collectors (appoint and roster)	Appointed convenor	> 1 month	
Stabling steward (allocate stables)	Appointed convenor	> 1 month	
Veterinarian on call	Appointed convenor	> 1 month	
Farrier on call	Appointed convenor	> 1 month	
Organise Medical Service Provider	Appointed convenor	> 1 month	
Notify ambulance / local hospital	Appointed convenor	> 1 month	
Appoint designated official to administer Concussion Policy and First Aid Person. Have concussion policy and card on hand	Appointed convenor	> 1 month	
OFFICIALS	By whom	Time frame	Task complete
Book suitably accredited judges (refer to the graph section 3)	Appointed convenor	> 3 months	
Confirmation letter to judges (e-mail is OK)	Appointed convenor	> 2 months	
Forward draw to judges	Appointed convenor	> 14 days	
Book accommodation for judges	Appointed convenor	> 14 days	
Judges gifts (not compulsory)	Appointed convenor		
Travel expenses to judges (refer Judges Honorarium form www.equestrian.org.au)			
Appointed convenor	at event		
Thank you letters to judges	Appointed convenor	post event	

FINANCIAL	By whom	Time frame	Task complete
Prepare a budget	Treasurer	> 3 months	
Organise prize monies, cash floats, goods in kind	Treasurer	< 2 weeks	
Payments as required	Treasurer	as required	
Prepare invoices for sponsors/exhibitors/advertisers	Treasurer	as required	
Collection of monies during event	Treasurer	as required	
Judges travel and accommodation	Treasurer	at event	
Deposit incoming monies	Treasurer	as required	
ADMINISTRATION/SECRETARIAL	By whom	Time frame	Task complete
Prepare schedule/entry form and conditions, closing date	Appointed convenor	> 3 months	
Distribute entry form to appropriate interested parties	Appointed convenor	> 3 months	
Take entries, send rider/horse/owner EA status for verification to state branch	Appointed convenor	> 1 month	
Check horse/athlete eligibility to compete at the level(s) entered	Appointed convenor	> 1 month	
Prepare competition plan	Appointed convenor	> 1 month	
Conduct draw	Appointed convenor	> 1 month	
Organise test papers, boards, pens, bells	Appointed convenor	> 1 week	
Draw for each judge folder and gear steward	Appointed convenor	> 1 week	
Cover sheet for judge folders: test number; time; judge's name; writer's name; arena number, judges position on arena	Appointed convenor	> 1 week	
Scoresheets for scoreboard, score sheets master copy, organise scoring method	Appointed convenor	> 1 week	
Organise stationery, etc, for event	Appointed convenor	> 1 week	
Organise First Aid Kit	Appointed convenor	> 1 week	
Organise event office for enquiries	Appointed convenor	> 1 week	
Appoint a Technical Delegate (Section 6)	Event coordinator	> 2 months	
Appeals Committee (Section 6)	Event coordinator	> 1 month	
Chief Steward (Section 6)	Appointed convenor	> 2 months	
Gear Checkers/Stewards (appoint and roster)	Appointed convenor	> 1 month	
Scorers (appoint and roster)	Appointed convenor	> 1 month	
Writers (appoint and roster)	Appointed convenor	> 1 month	
Test sheet collectors (appoint and roster)	Appointed convenor	> 1 month	
Stabling steward (allocate stables)	Appointed convenor	> 1 month	
Veterinarian on call	Appointed convenor	> 1 month	
Farrier on call	Appointed convenor	> 1 month	
Notify ambulance/local hospital	Appointed convenor	> 1 month	
Prepare event operational plan	Appointed convenor	> 1 month	
Prepare risk management plan	Appointed convenor	> 1 week	
Rule book on hand	Appointed convenor	> 1 week	
SPONSORSHIP	By whom	Time frame	Task complete
Develop sponsorship proposal and budget	Appointed convenor	> 3 months	
Secure cash sponsors and product sponsors (refer event budget)	Appointed convenor	> 1-3 months	
Ongoing correspondence and confirmation	Appointed convenor	> 1-3 months	
Trade stands: send proposals / follow-up	Appointed convenor	> 1-3 months	
Obtain advertising material for official program booklet	Appointed convenor	> 1-3 months	
Sponsor gift packages/thank you letters	Appointed convenor	as required	
Organise raffle prizes and tickets	Appointed convenor	> 1 week	

OPERATION/LOGISTICS/VENUE/FELD OF PLAY	By whom	Time frame	Task complete
Communication with venue management	Appointed convenor	as required	
Ground preparation: arenas/marquees/seating set up and			
pull down	Appointed convenor	as required	
PUBLICITY/MEDIA/PROMOTION			
Organise all publicity, promotion and media	Appointed convenor	as required	
HOSPITALITY			
Arrange catering for judges/writers/other officials/volunteers/public	Appointed convenor	> 1-3 months	
CEREMONIES and PRESENTATIONS			
Order ribbons/rugs	Appointed convenor	> 1-3 months	
Develop presentation schedule	Appointed convenor	> 1-3 months	
Perpetual trophies: find and retrieve	Appointed convenor	> 1-3 months	

Task list for organisers of dressage events

Convenor's responsibility on day of event

- a) arrive at least 1 hour before comp start time (if arenas need setting up then arrive earlier)
- b) check arenas / markers in place
- c) perform risk assessment
- d) set up tent and prepare trailer or other scoring venue
- e) turn power on/urn on
- f) check judges' clipboards/note any scratchings
- g) organise Gear Check Steward clipboard with equipment rules and have them and draw steward in place 40 mins before start
- h) handle any enquiries from competitors
- i) welcome judges/writers, hand out boards, direct to arenas/ advise of catering/toilets, etc
- j) be aware some judges may not have a car so have a spare car available
- k) ensure results are made available
- l) be prompt in getting scores on the scoreboard (double check scores by second scorer)
- m) be aware of break times, have catering ready
- n) ensure judges complete their expenses form, available from SDC
- o) have presentation schedule / ribbons / prizes ready for presentation
- p) be prompt in finalising scores / presentation 30 mins after all tests finish
- q) judges must stay at least 30 minutes after the final results have been posted
- r) make a note of non-collected prize monies
- s) pull down arenas and clean up

Post event follow up

- a) clean up grounds
- b) send thank you letters to sponsors
- c) send thank you letters to other/helpers
- d) retrieve signage
- e) send results to EA state branches and SDA
- f) follow up outstanding monies and sponsorship
- g) return promotional material to sponsors/advertisers
- h) refunds reserves, etc
- i) follow up outstanding invoices
- j) pay all creditors
- k) prepare Profit and Loss statement and present to the OC 'wash up' meeting or debrief