



DUNMOW VELO CYCLING CLUB (DVCC)

RISK ASSESSMENT FOR DVCC ORGANISED GROUP RIDES

Revision	Date of Issue	Issued to:
Initial issue	9 Nov 17	Committee + Ride Leaders (Ewan Barr, Bruce Search, Mike Dalton, Mark Wilson, Scott Maskell, Tony Hardy, Ruth Rayner, Lloyd Cubberly, Jonathan James, Tom Deakins, Alan Carter, Bob Hayward, Louise Hayward, Steve Bayford, Russell Sutton, Gary Mawditt, Steve Eccles, Bill Williams)



Risk Assessment

Introduction

In undertaking this Risk Assessment (RA) DVCC recognise that the Health and Safety At Work Act (HSAWA) **does not** generally apply to sports clubs¹ run by volunteers. The Health and Safety Executive (HSE) recognise that Health and Safety Law does not cover safety matters arising out of participation in a sport, citing that many sports have National Governing Bodies (NGB).

British Cycling are the NGB for Cycling in the UK and set out competition rules of racing etc.

DVCC recognise that there is a **moral duty** to consider the risk that club activities may pose to DVCC members, the public, other users of the highway or to the management/owner of any meeting venue. Based on the clubs recognition of this moral duty to its members and others, the club have assessed the perceived hazards and taken actions that are considered reasonable to undertake to mitigate such hazards.

This RA cannot be considered all-encompassing with regard to every aspect of club activities and as such it should be used and read in conjunction with DVCC rules and guidance notes. Above all, DVCC believe that club activities should be member driven and fun for all, with the club providing an environment whereby club members may ride with others and develop their own skills and achieve personal goals.

DVCC have undertaken this RA in a sensible and proportionate way, whilst also recognising that all sports that involve physical activity come with some associated risk to those participating and that DVCC members are not only responsible for their own safety but the safety of those around them whilst involved in club activity.

NOTE: The primary onus is in the individual DVCC riders to ride sensibly, safely and with due regard to the hazards identified with the RA.

Methodology

DVCC has identified potential 'Hazards' and assessed them by considering the 'Likelihood' of them occurring measured against the 'Severity' of the outcome should they happen.

These Hazards, having been assessed, have identified that DVCC recommend appropriate and relevant control measures in order to reduce the risk. These control measures are relevant to all club members and rely heavily on individuals understanding and undertaking to uphold a sensible and proportionate approach to participation in DVCC activities.

In order to identify the severity of an uncontrolled risk and to show that sensible and proportionate control measures have a positive impact on those activities a matrix scoring system has been employed. It is highly unlikely that all risks can be reduced to zero and as such efforts have been made to bring potential risks to Acceptable and acceptable levels.

¹ DVCC is not an employer and does not own a 'club house' or 'venue' nor does DVCC provide any sporting equipment to club members.



Likelihood	Severity
1 – Extremely Unlikely	1 – Minor Injury Negligible
2 – Unlikely	2 – Moderate Injury Harmful
3 – Possible	3 – Non Fatal Injury
4 – Likely	4 – Life Threatening Injury
5 – Highly Likely	5 – Fatal Injury

- 1 – 4 **Low Risk** (Club activities continue)
- 5 – 10 **Acceptable** (Club activities continue)
- 12 – 25 **High Risk** (Consider stopping club activities)

RA Index

1. Riders and their Equipment
 - i. Road worthy bicycles
 - ii. Helmets
 - iii. Personal Equipment

2. Group Riding
 - i. Weather Conditions Ice
 - ii. Weather Conditions Rain
 - iii. Weather Conditions Heat
 - iv. Evening rides (light levels)
 - v. Road Surface due to road works
 - vi. Mechanical incidents on the roadway
 - vii. Accidents to DVCC members on the road
 - viii. Single or Double riding
 - ix. Overtaking Traffic
 - x. Bad or inappropriate riding

3. Meeting Point
 - i. Interface with traffic and pedestrians.

4. Ride Leading
 - i. Pre-ride: Ride Leader training
 - ii. On-ride: Competency
 - iii. On-ride: Group size

		Severity				
		1	2	3	4	5
Likelihood	1	1	2	3	4	5
	2	2	4	6	8	10
	3	3	6	9	12	15
	4	4	8	12	16	20
	5	5	10	15	20	25



Main Activity	Hazard	Likelihood	Severity	Risk Score	Control Measure	Likelihood	Severity	Residual Risk Score
1. Riders and their Equipment	i. Bicycles that are not road worthy which may fail mechanically during a ride with significant consequences for the rider or other participants, such as cracked frames, defective brakes, severely worn rims or wheels.	3	3	9	<p>All DVCC members are responsible for the good condition of their own bicycle and should only attend organised DVCC rides with suitable well maintained bicycles.</p> <p>Where any defect is so severe as to pose a risk to the rider or others, the bicycle should not be used. Where there is any rider dispute on this matter the Ride Co-ordinator shall have the final say on participation.</p> <p>Members encouraged to carry out a visual check of their bicycle before each club ride</p>	2	2	4 Low
1. Riders and their Equipment	ii. Helmets not being worn during ride or complying to relevant safety standards so as to protect riders' heads during any accident at speed.	2	5	10	<p>All DVCC members are responsible for providing their own suitable, well-fitting cycle helmets. Rule 59 Highway Code</p> <p>DVCC highly recommends to its members that they use a cycle helmet constructed to the relevant EN standards.</p> <p>Where a potential rider is unable to provide a helmet they will not be able to participate in the DVCC ride.</p> <p>Where there is any rider dispute on this matter the Ride Co-ordinator shall have the final say on participation.</p>	1	4	4 Low



Main Activity	Hazard	Likelihood	Severity	Risk Score	Control Measure	Likelihood	Severity	Residual Risk Score
2. Group Riding	i. Ice in winter months giving rise to slipping on roadway and riders colliding or falling causing injury	5	5	25	<p>Ride Co-ordinator and leaders to assess and monitor weather forecast in the 24 hours prior to club ride for ice conditions. Ride Co-ordinator to liaise with other ride leaders on the likely road conditions and the potential hazard to riders.</p> <p>Ride Co-ordinator and ride leaders to make group decision on ride cancellation if weather conditions are considered too hazardous to ride.</p> <p>Delayed start time for club ride allowing for air temperatures to rise in order to melt any road ice.</p> <p>When ice is considered a particular hazard brief riders to advise them of the potential risk and hazards prior to ride, slippery road surface at any point.</p>	3	3	9 Acceptable
2. Group Riding	ii. Rain fall giving rise to slipping on roadway and riders colliding or falling causing injury	4	5	20	<p>Ride Co-ordinator and leaders to assess and monitor weather forecast in the 24 hours prior to club ride for rain.</p> <p>Ride Co-ordinator to liaise with other ride leaders on the likely road conditions and the potential hazard to riders.</p> <p>Ride Co-ordinator and ride leaders to make group decision on ride cancellation if weather conditions prove too hazardous to ride.</p> <p>Briefing of riders to advise them of the potential risk and hazards prior to ride,</p>	3	3	9 Acceptable



Main Activity	Hazard	Likelihood	Severity	Risk Score	Control Measure	Likelihood	Severity	Residual Risk Score
2. Group Riding	iii. Heat/Sun conditions that have the potential to overheat riders and cause excessive dehydration, fatigue and potential for heatstroke.	4	2	8	<p>Ride Co-ordinator and leaders to assess and monitor weather forecast in the 24 hours prior to club ride for excessive heat conditions.</p> <p>Ride Co-ordinator to liaise with other ride leaders on the likely road conditions and the potential hazard to riders.</p> <p>Ride Co-ordinator and ride leaders to make group decision on ride cancellation if weather conditions prove too hazardous to ride.</p> <p>Briefing of riders to advise them of the potential risk and hazards prior to ride, these include potential melting road surfaces, keeping hydrated during ride and having a water bottle on their bike. Riders to consider their personal requirements for sun screens as lengthy rides may expose riders to the sun for prolonged periods. Riders to inform someone if they begin to feel unwell during a ride.</p>	2	1	2 Low
2. Group Riding	iv. Low light levels on evening rides and other period of low visibility giving rise to reduced visibility of road surface ahead and other riders and the potential for other road users to no see DVCC riders leading to the risk	3	5	15	<p>All DVCC members are responsible for providing their own suitable personal equipment including lights for their bikes where they expect to be riding in low light or night conditions. Rule 60 Highway Code</p> <p>Cycle Lights provided by members should be appropriate and in good working order.</p> <p>DVCC members should make reasonable efforts to wear clothing suitable for the light conditions although DVCC recognise that reflective clothing is a personal choice for each rider.</p> <p>Briefing of riders to advise them of the potential risk and hazards prior to ride, these include reduced visibility of road surface and awareness of</p>	2	5	10 Acceptable



Main Activity	Hazard	Likelihood	Severity	Risk Score	Control Measure	Likelihood	Severity	Residual Risk Score
	of collisions.				<p>other road users.</p> <p>Where a DVCC organised ride is planned to extend into periods of poor light or darkness e.g. dusk, any rider attending with no lights will not be permitted to ride. Where there is any rider dispute on this matter the Ride Co-ordinator shall have the final say on participation.</p>			
2. Group Riding	v. Local Authority road surface repairs and road works. Giving rise to uneven road surfaces or loose chippings, making road surface loose or unstable giving rise to the potential for accidents, collisions.	3	3	9	<p>Ride Co-ordinator and leaders to assess and monitor local area for known road workings. Ride Co-ordinator to liaise with other ride leaders on known areas or planned works that coincide with club rides.</p> <p>Ride Co-ordinator and ride leaders to make group decision on varying the route if roadworks would severely impact the safety of the riders.</p> <p>Briefing of riders to advise them of the potential risk and hazards prior to ride of any known loose or particularly hazardous road surface at any point during the ride.</p> <p>Club members encouraged to post via social media when they are aware of road works that may impact on rides so as to assist in route planning.</p>	1	3	3 Low



Main Activity	Hazard	Likelihood	Severity	Risk Score	Control Measure	Likelihood	Severity	Residual Risk Score
2. Group Riding	vi. Mechanical Incidents on the ride cause riders to stop as a group on the roadway whilst repair is executed. Results in obstruction to other road users and putting DVCC riders at risk of being struck by other road users.	4	5	20	<p>Where a rider experiences a mechanical problem such as a puncture or other defect the group should aim to stop at an appropriate place on the roadway where they do not cause an obstruction to other road users or pedestrians and they can be seen by oncoming road users.</p> <p>If when stopped the group is too large to remain in that place without causing an obstruction, the ride Coordinator or Ride Leader should attempt to split the group or ask some of the group to move on to another safe stopping place.</p> <p>Group to take care when moving off from the stopping place.</p>	2	3	6 Acceptable
2. Group Riding	vii. Accident or Incidents occurring to DVCC riders whilst on the ride causing riders to crash or stop as a group on the roadway. Giving rise to obstruction to other road users and putting injured or non-injured DVCC riders at risk	3	5	15	<p>Where an accident or incident occurs leaving the injured rider/s or debris on the roadway Ride Co-ordinator, Leader (or in the absence of these due to injury) other rider <u>should treat the following two actions as immediate priorities.</u></p> <ul style="list-style-type: none"> Secure the scene to prevent further injury or collision. Provide immediate first aid and <p>Other immediate actions should include,</p> <ul style="list-style-type: none"> Uninjured riders to be dispatched to either side of the accident scene to warn approaching traffic and indicate that they slow or stop as appropriate. 	2	5	10 Acceptable



Main Activity	Hazard	Likelihood	Severity	Risk Score	Control Measure	Likelihood	Severity	Residual Risk Score
	of being struck by other road users following the accident.				<ul style="list-style-type: none"> Call for assistance of emergency services if required by dialling 999. Ask those not involved in first aid or scene safety to stand clear and to not cause obstruction. Gather relevant information on the injured person or persons to relay to medical teams or attending police officers. 			
2. Group Riding	viii. Riding in single or double formation giving rise to DVCC riders at risk of being struck or striking other road users during the ride causing injury to DVCC members or others.	3	5	15	<p>Where considered necessary (giving consideration to experience and ability of the riders in each group), the Ride Co-ordinator and/or Ride Leaders brief all participants on the relevant safety issues surrounding single or double riding prior to commencement of ride. Rule 66 Highway Code</p> <p>Ride participants are all responsible for the safe passage of the group ride through thoughtful and observational riding.</p> <p>In addition to the ride leader and ride Co-ordinator the front rider, front pair of riders, should proactively monitor road width and bends ahead and call for single or double width riding as appropriate for the prevailing conditions.</p> <p>Large groups riding together should be prepared to split the group if this would allow cars behind to overtake in an easier, or safer manner.</p> <p>The Ride Leader or Ride Co-Ordinator may override the front pair where they consider safety may be compromised by single or double width riding.</p>	2	5	10 Acceptable



Main Activity	Hazard	Likelihood	Severity	Risk Score	Control Measure	Likelihood	Severity	Residual Risk Score
2. Group Riding	ix. Overtaking other traffic or parked vehicles giving rise to DVCC riders at risk of being struck or striking other road users during the ride causing injury to DVCC members or others.	3	4	12	<p>Ride participants are all responsible for the safe passage of the group ride through thoughtful and observational riding. When passing stationary obstructions such as parked cars or passing slower moving traffic (cyclists, horses, pedestrians) care should be taken. Rule 67 Highway Code . When passing parked cars, riders should pass more than a door width away from the car</p> <p>In addition riders should communicate their expected manoeuvres via hand signals and or orally to other riders in the group.</p> <p>DVCC group rides should not attempt to pass long queues motor vehicles waiting at junctions to turn right, as a group. In order to maintain the integrity of the group the ride should move with the traffic flow as a whole unless directed otherwise by the ride co-ordinator or leader.</p>	2	3	6 Acceptable
2. Group Riding	x. Bad or inappropriate riding either due to the rider being inexperienced/new to DVCC, causing injury to themselves or others	4	4	16	<p>Issue DVCC Handbook to all DVCC club members</p> <p>All new riders to DVCC Club Riders have a 1:1 briefing with the Ride Co-ordinator and/or Ride Leader prior to the ride commencing. Rider to be assessed regarding previous experience, fitness levels and awareness of requirements for group riding and briefed accordingly.</p> <p>Where appropriate, rider to be 'buddied up' with another rider for the ride</p> <p>For the first ride(s), new riders may be asked to join a slower group than they may normally wish to ride in such that they do not get overstretched/fatigued while they gain an appreciation of the</p>	2	4	8 Acceptable



Main Activity	Hazard	Likelihood	Severity	Risk Score	Control Measure	Likelihood	Severity	Residual Risk Score
					requirements of the ride.			
	xi. Bad or inappropriate riding due to disregard to club rules (intentional or otherwise), causing injury to themselves or others	2	5	10	Ride Leader takes decisive action proportionate to the perceived issue. This will range from: <ul style="list-style-type: none">i. verbal discussion during the rider(s) with explanation of what was wrong and what is requiredii. stopping the ride and clearly explaining the issue, consequence and the corrective action requirediii. stopping the ride, taking the offending party(s) aside from the group and provide a verbal warning regarding their behaviouriv. stopping the ride and asking the offending party(s) to leave the ride Any action under (iii) & (iv) to be reported to the Ride Coordinator(s) and Club Secretary as soon as practical.	1	4	4



Main Activity	Hazard	Likelihood	Severity	Risk Score	Control Measure	Likelihood	Severity	Residual Risk Score
3. Meeting Point	i. Obstruction to passing traffic by DVCC members and their bikes on the roadway, giving rise to DVCC riders at risk of being struck or striking other road users causing injury to DVCC members or others.	3	3	9	<p>Ride participants are all responsible for their own actions and they should be aware of the risk they may pose to each other and others when stopping on the roadway at Dunmow Leisure Centre.</p> <p>DVCC members to be thoughtful and considerate when waiting for the ride to commence and to avoid blocking the roadway outside the sports centre entrance.</p> <p>In addition riders should communicate with each other to avoid bunching up and to warn of passing traffic.</p> <p>Ride Co-Ordinator or Ride leaders to communicate or move waiting groups to a clear section of roadway should the need arise.</p>	2	3	6 Acceptable
4. Ride Leading	i. Ineffective Ride Leading giving rise to potential collisions and injury of DVCC members or others.	3	5	15	<p>DVCC to provide those willing to volunteer to undertake Ride Leader duties, basic training as to the expectations and duties of the Ride Leader role. See document "The Essence of Being a Good Ride Leader". Members undertaking such training should be considered as competent and communicative riders by DVCC Committee and ride Co-Ordinators prior to in-house club training.</p> <p>In exceptional circumstances, ride leader's may be appointed based solely on Ride Co-ordinator's personal knowledge of the Ride Leader's skills and experience and their assessment that they are competent to lead a ride.</p> <p>DVCC undertake to provide supplementary training via an approved training organisation e.g. British Cycling or Cycling UK, as and when funds allow which in turn can be cascaded to others in the club on an</p>	2	5	10 Acceptable



Main Activity	Hazard	Likelihood	Severity	Risk Score	Control Measure	Likelihood	Severity	Residual Risk Score
					<p>informal in-house basis. Ride Co-Ordinator or Ride leaders are to be familiar with good riding techniques and club rules and risk assessments.</p> <p>Volunteer Ride Leaders should ensure that they brief those undertaking DVCC rides prior to departure on; adverse road conditions (weather), known road workings en-route, the need to observe and be mindful of their actions and that of others during the ride. The importance of having emergency ID available during DVCC rides. That the groups will travel at a speed that is safe and appropriate to road conditions and that suits the group as a whole. Give a brief outline of the route, and identify those leading the ride.</p>			
4. Ride Leading	ii. During Ride the Ride Leader not being communicative and failing to observe or control the group through meagre leadership or lack of communication, giving rise to potential collisions and injury of DVCC members or others.	3	5	15	<p>Volunteers undertaking Ride Leader duties should have undertaken local informal training via DVCC Ride Co-Ordinators, or have been assessed by the Ride Co-ordinators as competent to lead a ride based on their personal knowledge of the Ride Leader's skills and experience. In addition and where budgets allow some ride leaders will have undertaken training from British Cycling.</p> <p>During the ride the Ride Leader should rotate positions in the group along with other riders, be communicative and vocal throughout the ride, controlling the progression and direction of the group.</p> <p>The Ride Leader should try to observe riders during the ride and advise on or correct any poor discipline or dangerous riding by the group. In particular the Ride Leader should ensure, where practical, that riders do not overlap wheels (half wheel) maintain reasonable distances from</p>	2	4	8 Acceptable



Main Activity	Hazard	Likelihood	Severity	Risk Score	Control Measure	Likelihood	Severity	Residual Risk Score
					<p>other riders (skill level dependent) and obey the rules of the road. They should ensure that where possible pairs riding is safe and appropriate reminding the group that narrow lanes and unsighted bends may require the group to ride as single file.</p> <p>In the event of an accident or incident on the roadway the Ride Leader should aim to delegate tasks as set out in 2.vii and 2.viii.</p>			
4. Ride Leading	iii. Size of the group i.e. number of the riders in the group, prevents effective control of the group, leading to confusion, potential collisions and injury of DVCC members or others	4	5	20	<p>No of riders in each group to be assessed and controlled by the Ride Coordinator(s) prior to the ride commencing and group sizes reduced to an appropriate number where it is considered effective control can be maintained. Factors that will be taken into consideration when determining the maximum group size will include:</p> <ul style="list-style-type: none"> • experience and capability of the ride leader • experience of the riders in the group, • the proposed route e.g. wide or narrow roads • the proposed speed of the ride <p>The aspirational maximum group size will be 12no. riders although at the discretion of the Ride Coordinator this may be increased or decreased giving consideration to the above points.</p> <p>In the event that more than 12 no.riders wish to participate in a group ride the Ride Coordinator will discuss with the Ride Leader and decide on the following control measures to be implemented where they</p>	2	4	8 Acceptable



Main Activity	Hazard	Likelihood	Severity	Risk Score	Control Measure	Likelihood	Severity	Residual Risk Score
					<p>consider appropriate:</p> <ul style="list-style-type: none">• reduce the overall ride speed to a relaxed pace where effective communication and control can be maintained across the group• split the ride into two groups, with the second group following a pre-agreed distance behind. This will required a nominated ride leader for the following group• Cancel the ride if they do not consider the control measures cannot be adequately implemented. This applies equally to before, and during the ride where the effectiveness of the control measures can be more adequately assessed.• Communicate the issue to the riders as part of the pre-ride briefing and the control measures to be adopted			



The Essence of Being a Good Ride Leader

Outcomes:

Being a good Ride Leader means:

- Everybody on the ride feels safe, enthused and want to ride with the group again

In addition, a good ride leader allows the riders within the group to:

- Feel challenged without being uncomfortable
- Develop their skills
- Make friends

An effective Ride Leader:

Safety

- ✓ Explains what is required e.g. single file, lights etc before it is necessary i.e. proactive
- ✓ Makes sure safety is a No. 1 consideration at all times and all riders understand the safety considerations and the reasons for implementing safety measures
- ✓ 'Buddys' new riders with an experienced rider

Briefings

- ✓ Takes time before the ride starts to provide an effective briefing covering (where applicable):
 - Ensure that all riders are aware that safety is a No. 1 priority
 - Condition of riders bikes, tyres, spares, lights,
 - Physical ability of the riders including any medical conditions to be aware of, also ensuring they are in the 'right' group
 - Explain the route, including planned duration, stopping points and possible options for changes
 - Be aware of any requirements for the riders to leave the ride early
 - Explain rules of the ride, particularly group riding
 - Explain hand signals/communication
 - Makes sure that the riders understand the briefing and are happy with the plans

An ineffective Ride Leader:

- ✗ Implements actions after an incident has happened i.e. reactive
- ✗ Does not explain why safety measures are required
- ✗ Assumes all riders are aware of all the rules
- ✗ Assumes all the riders need minimal briefing
- ✗ Does not give sufficient attention to new/inexperienced riders



An effective Ride Leader:

Communication During the Ride

- ✓ Encourages regular communication between all riders ensuring everybody is aware of hazards, riders falling back, mechanicals, directions, general issues, etc
- ✓ Avoids shouting
- ✓ Provides instructions before they are 'too late'
- ✓ Instructions are explained, where required
- ✓ Ensures communications are understood
- ✓ The ride clearly understand when single file or 'two by two' is expected
- ✓ Listens to the wishes, desires and concerns of all riders

Speed

- ✓ Ensures the speed of the ride is in line with the advertised ride, unless there is good reason to deviate
- ✓ Adjusts the speed of the ride to suit the conditions, particularly weather, road conditions and rider ability

Riding as a Group

- ✓ Ensures the principle of group riding is understood by all riders e.g. single file chain gang or 'two by two'
- ✓ Ensures the riders always ride as a group unless 'free riding' is allowed for a limited period
- ✓ Ensures that the ride operates single file or 'two by two' to suit the road conditions
- ✓ Encourages regular rotation of riders
- ✓ Ensures all riders are courteous and accommodating to other road users
- ✓ Ensures the group splinters to facilitate cars passing on narrow roads
- ✓ Does not allow the group to fragment or split into a 'fast' and 'slow' groups
- ✓ Makes the person at the front (or front left for 'two by two') responsible for maintaining the correct speed and leading the ride (in addition to the Ride Leader)

Control

- ✓ Takes decisive decisions to ensure the aims of the ride are maintained
- ✓ Explains decisions where appropriate

An ineffective Ride Leader:

- ✗ Allows riders to feel isolated and unsure of what is happening
 - ✗ Shouts instructions unnecessarily
 - ✗ Gives instructions too late
 - ✗ Does not provide explanation regarding the instructions given
 - ✗ Listens to the wishes, desires and concerns of some, but not all riders
-
- ✗ The speed of the ride suits the majority, not the whole ride
 - ✗ The speed of the ride is inappropriate for the conditions
-
- ✗ Permits 'two by two' riding when it is dangerous to do so
 - ✗ Allows the same people to stay at the front or rear for prolonged periods
 - ✗ Allows the group to fragment in an uncontrolled manner
 - ✗ Does not attempt to allow cars to pass at the earliest opportunity in safe circumstances
-
- ✗ Abdicates responsibility
 - ✗ Allows others to take control (unless this is the appropriate thing to do)



An effective Ride Leader:

- ✓ Avoids bossing or dictating
- ✓ Engenders inclusivity and participation by all
- ✓ Is able to take charge of dangerous situations and react appropriately. This may include suspension of the ride
- ✓ Deals with 'disruptive' or non-compliant riders in a calm and positive manner, avoiding confrontation wherever possible

Development

- ✓ Appreciates that one size does not fit all
- ✓ Takes time and effort to understand the development goals of each rider
- ✓ Provides opportunities during the ride for individual development
- ✓ Occasionally stops the whole ride to explain a particular aspect of learning that needs to be applied by some, or all of the group

An ineffective Ride Leader:

- ✗ Tolerates dangerous riding or bad behaviour
- ✗ Listens to the majority or dominate person, not everybody

- ✗ Is non-tolerant of other's goals and aspirations
- ✗ Appears to show favouritism
- ✗ Does not provide opportunity for development

Note: These guidelines must be considered in the context of the ride being led, particularly size of group, conditions and experience of riders. Each ride will require a differing emphasis on the guidelines above.