

# **CRISIS MANAGEMENT PLAN**

## **General Information**

A crisis is a major, unpredictable event that threatens to harm an organisation and its stakeholders.

Crisis management is the systematic attempt to avoid organisational crises or to manage those crises that do occur.

This document contains a brief summary of how crises shall be managed at the FEI Events.

The press officer(s) for the relevant Events and the FEI media communications team will follow a detailed Crisis Management Protocol, which is contained in a separate document and is a step-by-step guide intended for “instant action” when a crisis occurs.

The step-by-step guide covers vital areas, including:

- how to nominate and set up the Crisis Management Team (CMT)
- establish the chain of command well in advance of competition
- draw up contact details for the CMT

The guide also covers key procedures and help with issuing initial statements and logging detail.

It is intended to supplement any national procedures. There may be varying national requirements to report injuries/fatalities that are not covered in this document.

There are three basic types of crisis that could occur during the event:

- A. Veterinary/Judicial/Animal Activists related problems
- B. General organisational related problems: e.g. spectator accident
- C. Competition-related problem: e.g. major horse/rider accident during the competition

## Crisis Management responsibilities

At major multi-discipline games/championships, the FEI Discipline Director is responsible for setting up a general cross functional crisis management plan.

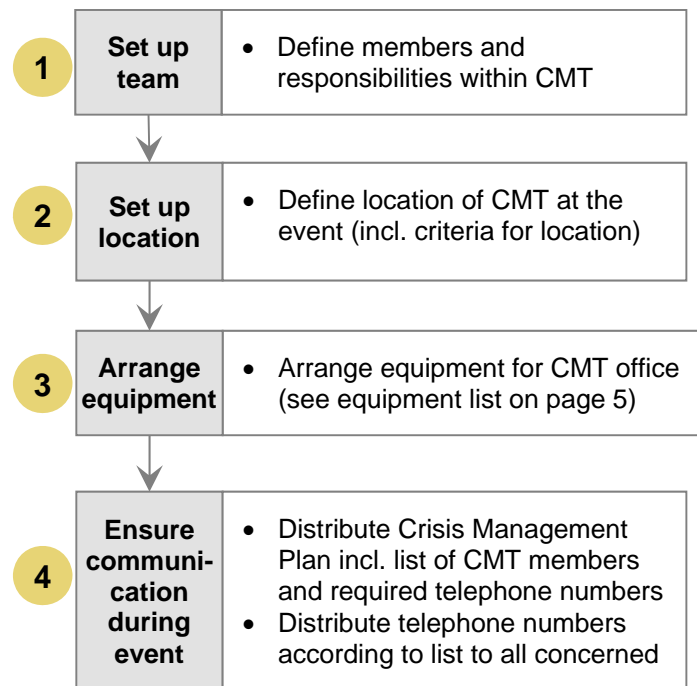
FEI Event	Responsibilities	Pattern
FEI Events	<ol style="list-style-type: none"> <li>1. <u>FEI Discipline Director</u></li> <li>2. <u>Technical Delegate (TD)</u></li> <li>3. <u>Organiser (Chair of OC)</u></li> <li>4. <u>President of Ground Jury</u></li> <li>5. <u>President of Veterinary Commission</u></li> </ol>	The organiser is obliged to use the following Crisis Management Plan, incl. the set up of the Crisis Management Team and to follow the procedures as professionally as possible. The FEI Discipline Director and the TD are responsible for putting everything in place as indicated in this guide.

## Set up of Crisis Management Team (CMT)

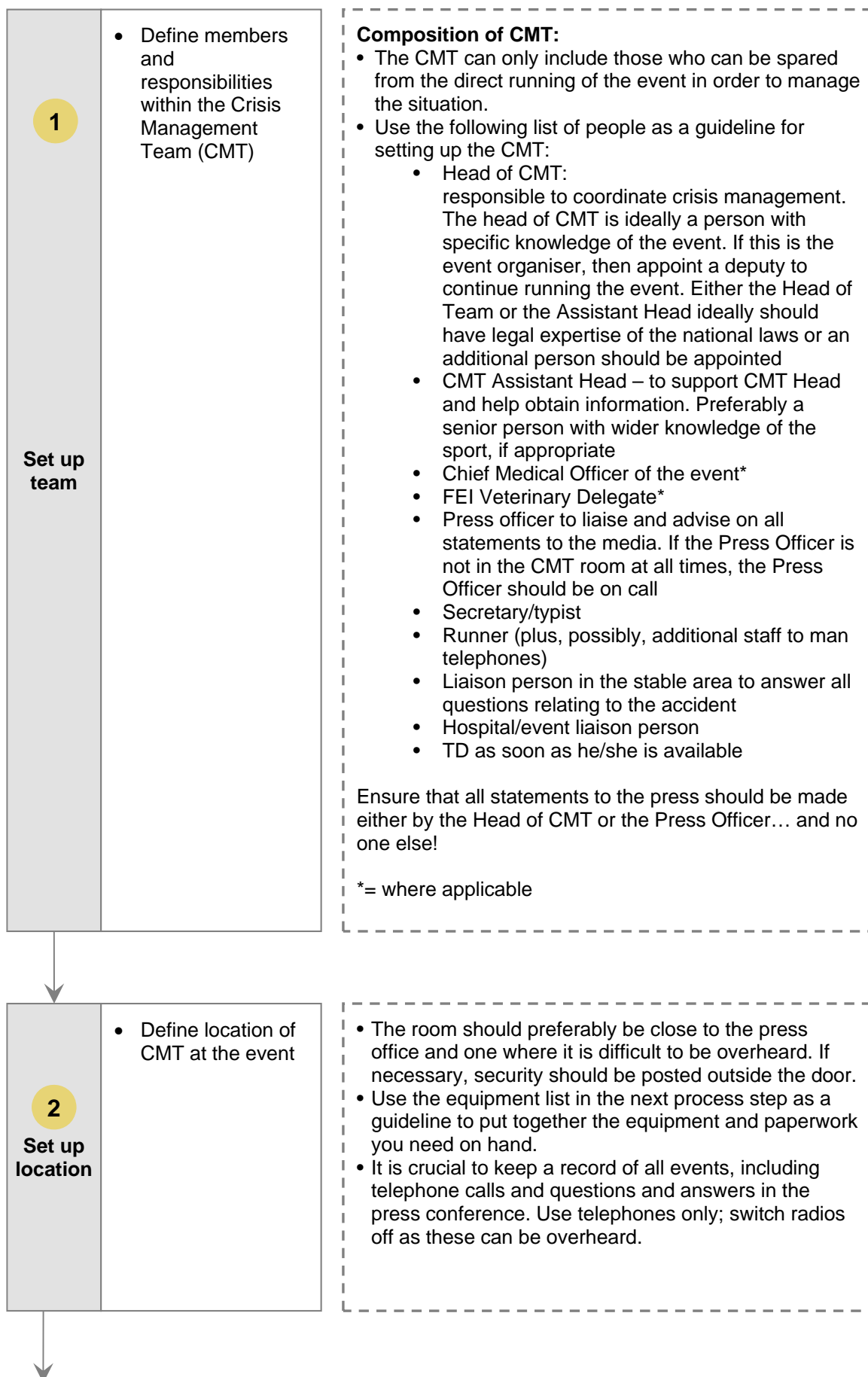
For major multi discipline games/championships, there will be one Crisis Management Team established for all disciplines. Compared to single-discipline events, there should be more emphasis on the definition of the CMT. The role of the crisis management team (CMT) is the following:

- At the first briefing of Officials, the Head of the CMT must be identified. It is essential that the President of the Ground Jury in particular, is clear about the role of the CMT in the event of a major problem.
- It is essential that in the event of an emergency/crisis, the relevant officials are involved i.e. Veterinary Delegate, Medical Officer, Chief Steward.
- As soon as the crisis is apparent, the Head of the CMT is responsible for the dissemination of information. He/she should ensure that the relevant FEI Discipline Director is informed, who will act as his/her Assistant. At major events, the relevant FEI Director is responsible for informing the FEI President, the Secretary General, Discipline Director and the relevant Technical Chairman.

The following process shall help the organiser as a quick reference to set up the CMT prior to each event.



Over the following pages is an allocation of responsibilities for setting up the CMT at every event.



<p><b>3</b></p> <p><b>Arrange equipment</b></p>	<ul style="list-style-type: none"> <li>• Arrange equipment for CMT office</li> </ul>	<p><b>The following equipment should be available to the CMT (preferably in the CMT location) or easily accessed:</b></p> <ul style="list-style-type: none"> <li>– telephones and note pads</li> <li>– file, for notes of all telephone calls, copies of press releases (including drafts)</li> <li>– list of international telephone numbers</li> <li>– list of emergency telephone lines</li> <li>– list of telephone of CMTs, President OC, President FEI or FEI 1<sup>st</sup> Vice President</li> <li>– radios x 5 - on separate net to normal traffic (this may not always be practical)</li> <li>– PC with internet access &amp; printer</li> <li>– photocopier</li> <li>– fax machine</li> <li>– tape recorder and tapes</li> <li>– other general office equipment</li> <li>– TV monitor and video recorder</li> <li>– press release paper</li> <li>– list of accredited press</li> <li>– copies of the programme</li> <li>– relevant rider and/or horse biographies (if not available, a copy of entry form)</li> <li>– Rider information &amp; contact names (next of kin).</li> </ul> <ul style="list-style-type: none"> <li>• Note that microphone and speakers may be required in the venue selected for the Press Conference.</li> <li>• Be aware that the most difficult information to obtain is rider information and contact names and numbers – especially for foreign riders. The OC must obtain information from the entry form or the rider to complete a form on arrival.</li> <li>• A memory stick with templates of press statements should be created.</li> </ul>
<p><b>4</b></p> <p><b>Ensure communication during event</b></p>	<ul style="list-style-type: none"> <li>• Distribute Crisis Management Plan incl. list of CMT members and required telephone numbers (see list)</li> <li>• Distribute telephone numbers according to all concerned</li> </ul>	<p><b>Telephone numbers:</b></p> <ul style="list-style-type: none"> <li>• It is essential that the OC prepares a list of all required telephone numbers to be attached to Crisis Management Plan distributed to all concerned.</li> <li>• The list should include numbers of:             <ul style="list-style-type: none"> <li>* Event and Secretary's Office</li> <li>* Press Officer &amp; Press Centre (Fax and Tel)</li> <li>* Stable Manager</li> <li>* Hospital Manager</li> <li>* Local Police</li> <li>* Landowner/host</li> <li>* NFs</li> <li>* Insurance company</li> <li>* Stable office</li> <li>* Accident &amp; Emergency Department at hospital</li> <li>* Health &amp; Safety Department or similar</li> <li>* Local Coroner's office</li> </ul> </li> </ul>

## Veterinary/Judicial/Animal Activists-related problem

Composition of the Jumping Crisis Management Team responsible for Veterinary/Judicial/Animal Activists related problems (please fill in names):

Head of CMT	
Assistant Head, FEI Discipline Director	
President of Veterinary Commission	
FEI Press Officer:	
Event Chief Press Officer	
FEI Chairman of Discipline	
NF Representative of country where event takes place:	
Runner	

## General organisational-related problems

The organisational Crisis Management Plan will be established by the OC in advance of each event. The following main issues should be included in the general organisational crisis document established:

- Operations/Functions of the organiser
- General Rules and Regulations
- Procedures for Normal Operations
- Emergency Organisation
- Plans of the Show Grounds and off-site courses (Eventing, Driving & Endurance)
- Scenarios that could lead to a disturbance of the event organisation
- Press & Public Relations
- Description of an orderly evacuation of the show grounds
- Allocation room for fire prevention and rescue/ambulance services
- Concept for the event security/orderlies
- Schedule for the security/orderlies on the grand stands, in the stadiums and special venues
- Schedule for the personnel for off-site events
- Concept for the medical services.

There is no defined procedure to follow when an organisational related crisis occur. The OC has to ensure in advance of the event, that everything is set in place in order to handle such a crisis professionally. The CMT may use the procedure within the competition & discipline related problems as a reference.

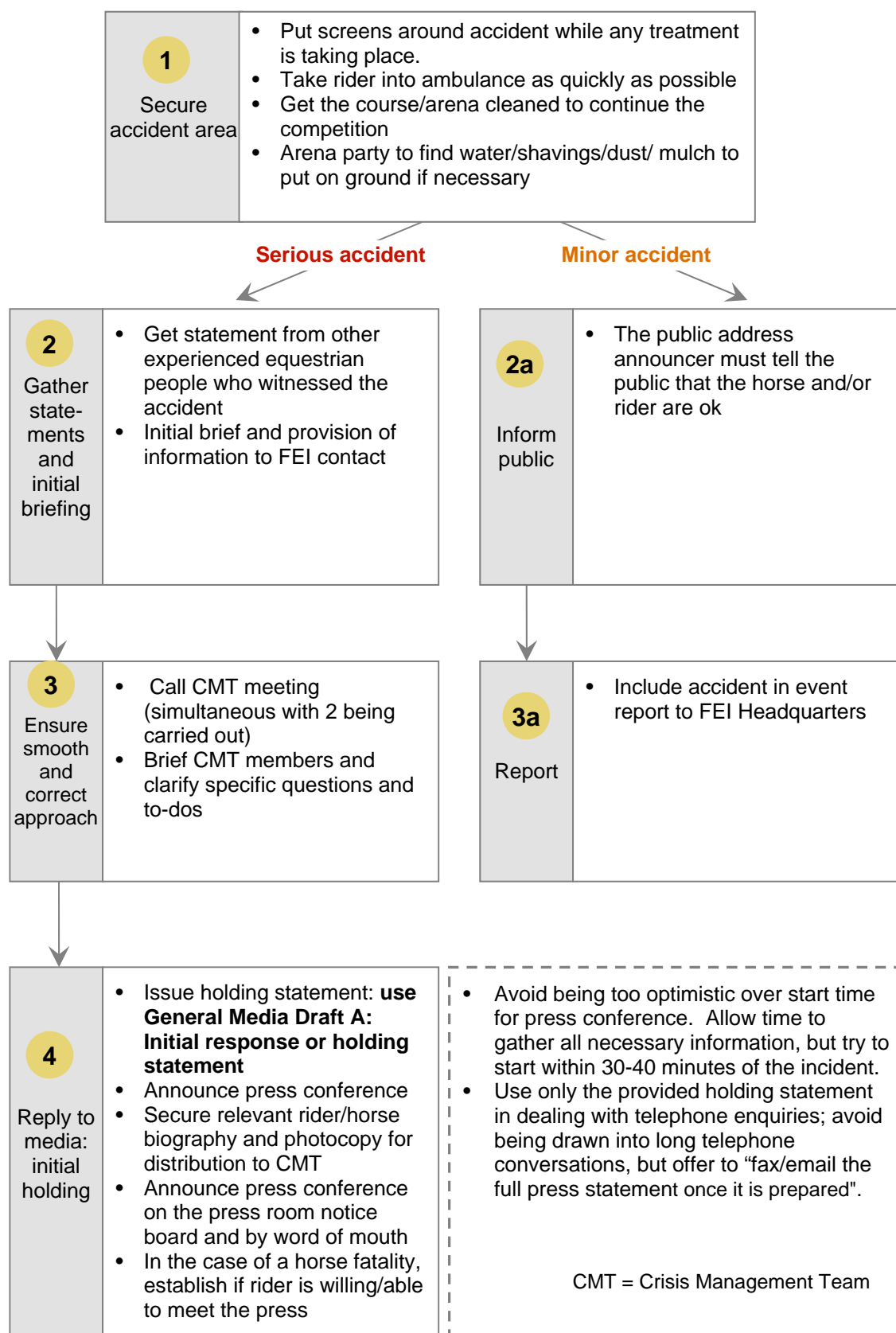
## **Crisis Management Plan**

The Crisis Management Plan (CMP) is intended for “instant action” when an accident, of either rider or horse, occurs at the event. It is designed as a guide to procedures and to help with issuing initial statements and logging detail.

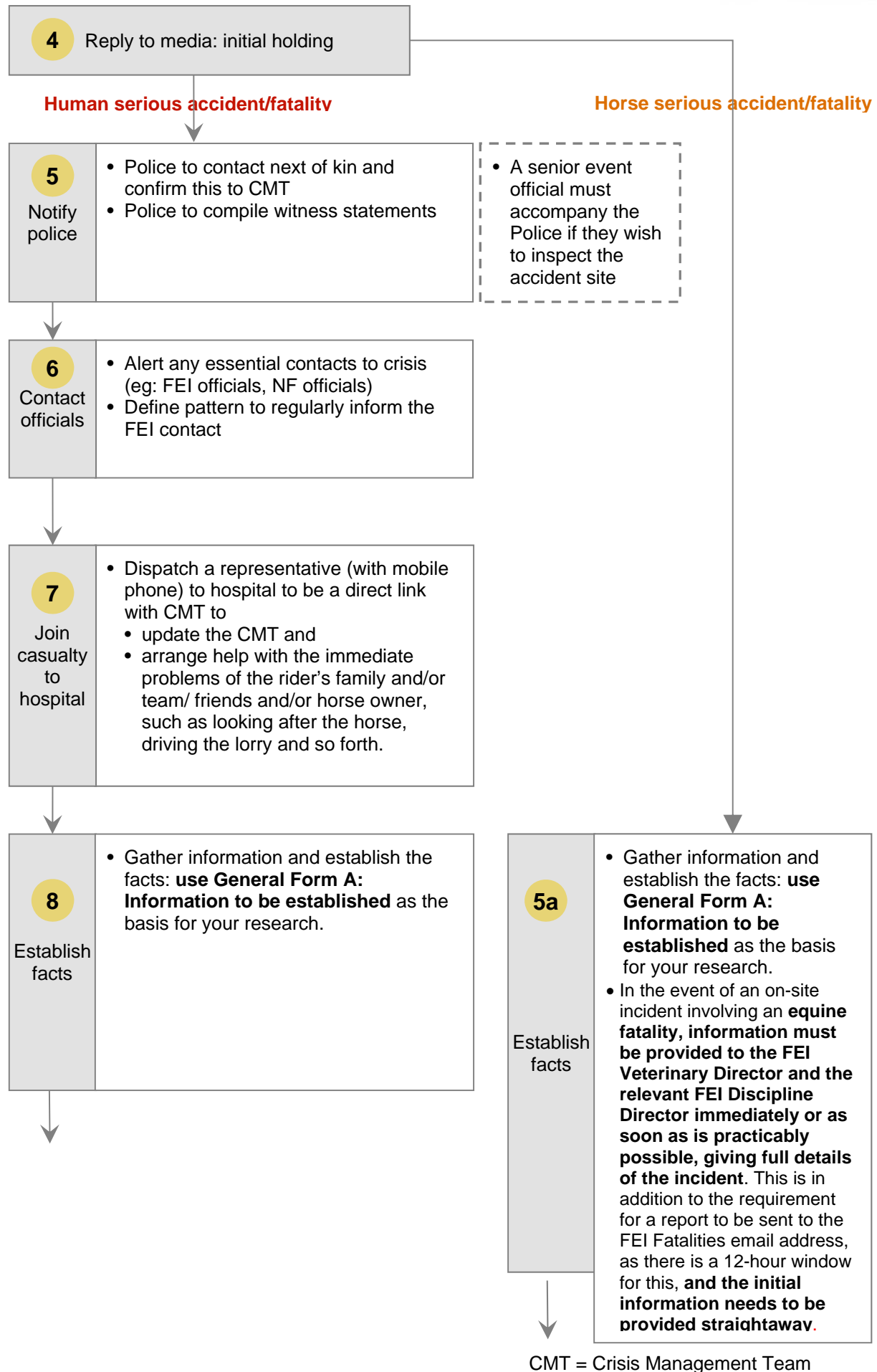
It is intended to supplement any national procedures. Also ensure to take into account varying national requirements to report injuries/fatalities that are not covered in this document.

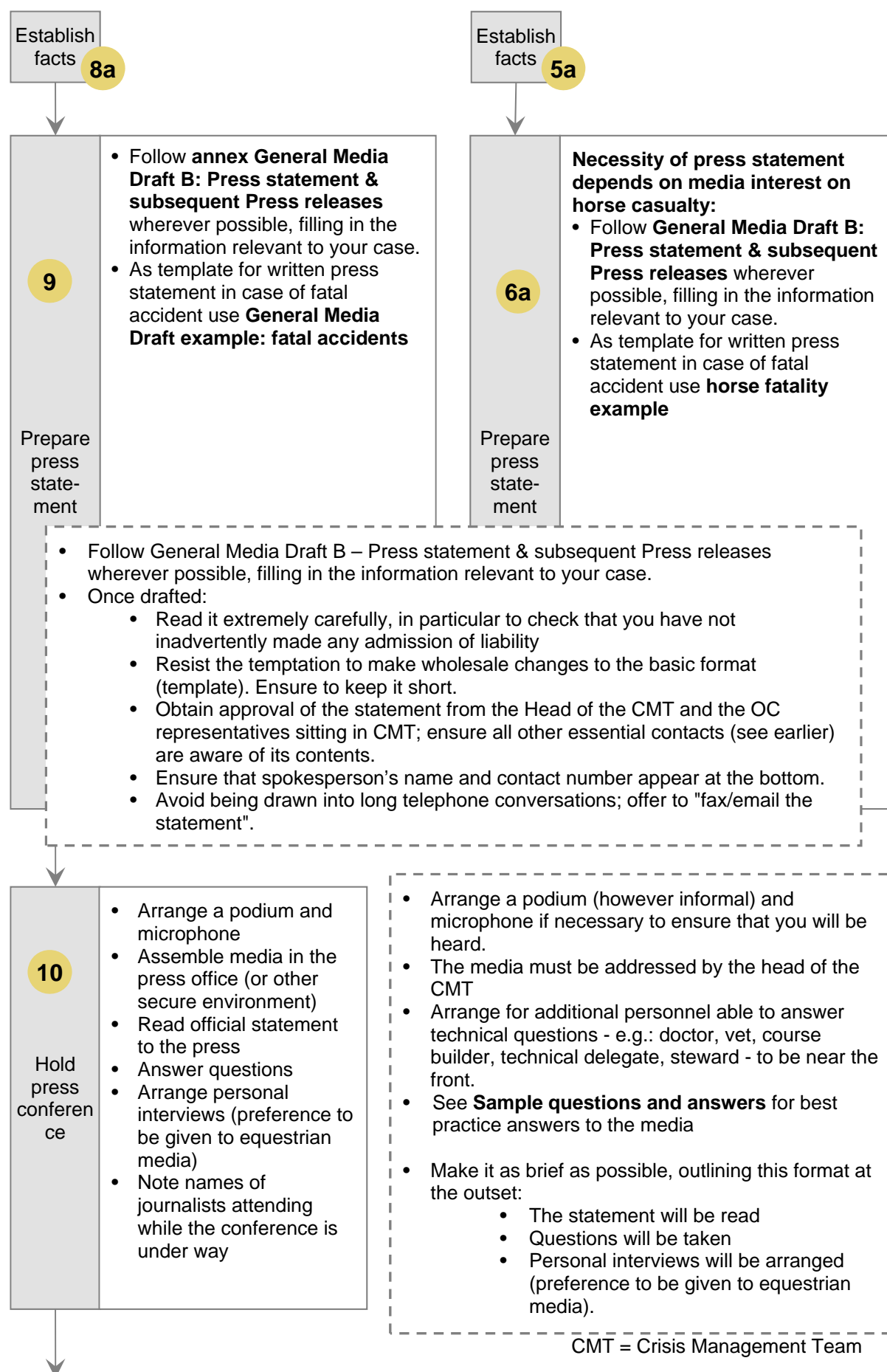
If the crisis is an accident (e.g. with a serious injury or death of a competitor or horse) the following Crisis Management Plan should be followed.

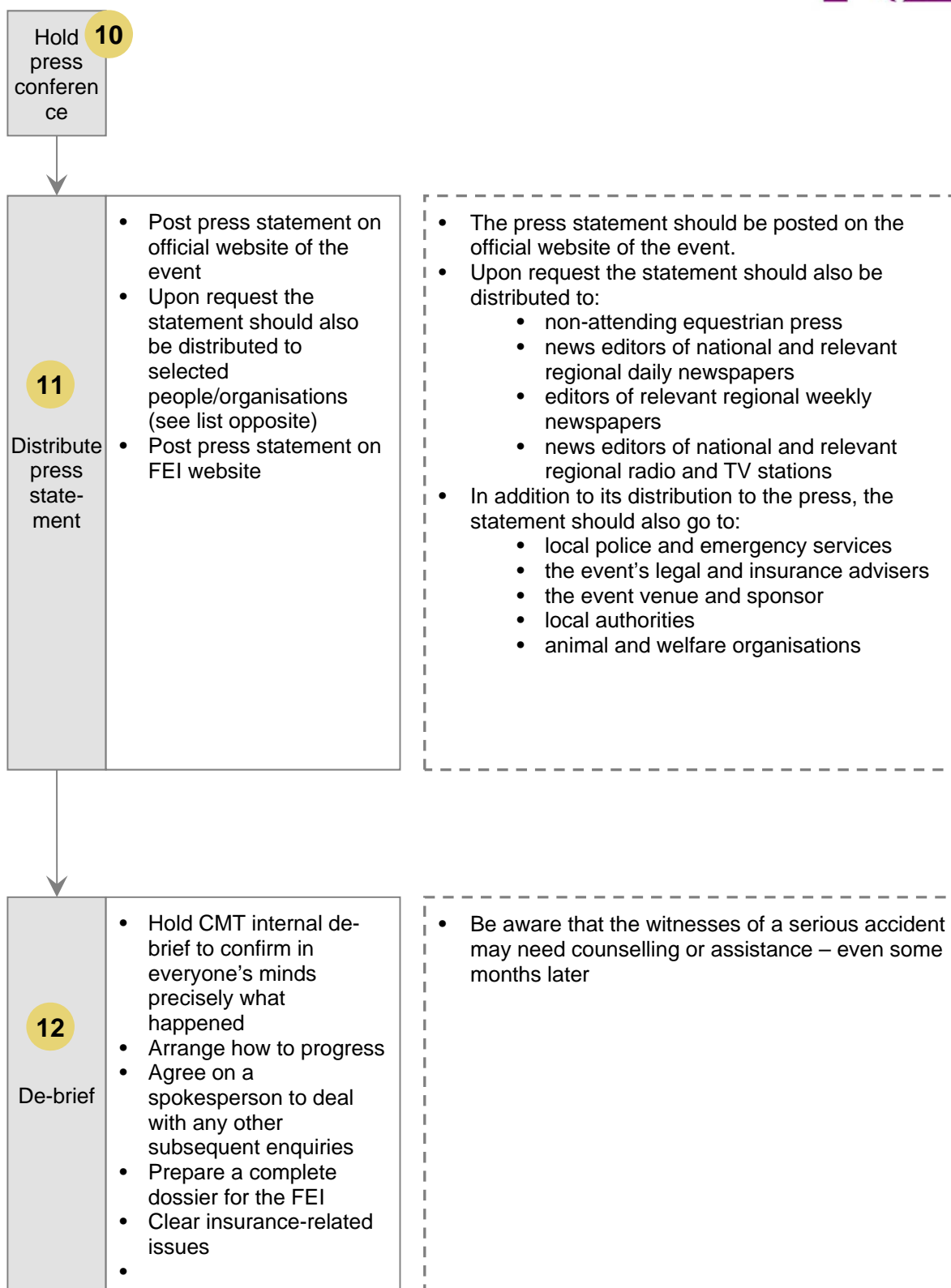
For details to the process steps and for general templates/media drafts see the next pages.











CMT = Crisis Management Team

**General Media Draft A: Initial response or holding statement**

- **Written**

The organisers are investigating the facts surrounding the incident. As soon as these are available, a full statement will be issued and a press conference held.

- **Verbal**

I/we do not have the full detail of the circumstances surrounding the incident. As soon as these are available, a full statement will be issued.

- **On the death of a rider**

A rider has suffered serious injuries. Further information will be released as soon as it becomes available.

- **On the death of a horse**

A horse has suffered fatal injuries but no further information will be released until the owner has been informed.

**NB:** Replies, either written or verbal, should be:

- calm
- objective
- clear and factual
- brief
- responsible and concerned

## **General Form A: Information to be established**

### **1) Rider or public fatality/serious injury**

Mr/Mrs/Miss Name \_\_\_\_\_  
 First name \_\_\_\_\_ Age: \_\_\_\_\_ Nationality \_\_\_\_\_  
 From where? \_\_\_\_\_  
 Based where? \_\_\_\_\_  
 Married? Yes \_\_\_\_\_ No \_\_\_\_\_  
 Children Yes \_\_\_\_\_ No \_\_\_\_\_ If Yes how many? \_\_\_\_\_

### **2) Horse**

Name \_\_\_\_\_ Age \_\_\_\_\_ Gelding ☐ Mare ☐ Stallion ☐  
 Owner \_\_\_\_\_

### **3) Additional Information**

Vet attending \_\_\_\_\_  
 Doctor(s) attending \_\_\_\_\_  
 Fence Judges \_\_\_\_\_

### **4) Nature of incident**

Time occurred \_\_\_\_\_  
 Fence number/area (e.g. grandstand) \_\_\_\_\_  
 What happened? (fact not hearsay) \_\_\_\_\_  
 How many injured? \_\_\_\_\_

### **5) Injuries**

Rider \_\_\_\_\_  
 Horse \_\_\_\_\_  
 Member of public \_\_\_\_\_

### **6) How is the incident being handled?**

Hospital name (NB not for release to the media) \_\_\_\_\_

### **7) Have witness statements been taken?**

### **8) Other consequences – NB not for media publication**

Cause \_\_\_\_\_  
 Whose fault? \_\_\_\_\_  
 Any breach of safety? \_\_\_\_\_

### **9) Prognosis**

If injuries, what is result? \_\_\_\_\_

## **General Media Draft B: Press statement and subsequent press releases**

To be structured as follows:

### **1) Public or Rider fatality**

*"It is with the deepest regret that we announce that Mr/Mrs/Miss (first and last names) suffered a fatal accident while competing/spectating at \_\_\_\_\_(event) in \_\_\_\_\_(city, \_\_\_\_\_country)at\_\_\_\_\_am/pm on\_\_\_\_\_(date). \_\_\_\_\_(first name), aged\_\_\_\_\_from\_\_\_\_\_(home town) was/was not married, with \_\_\_\_\_children. \_\_\_\_\_'s (first name) horse \_\_\_\_\_, owned by\_\_\_\_\_, a \_\_\_\_\_-year-old gelding/mare/stallion \_\_\_\_\_(description of incident). \_\_\_\_\_(first name) e.g.: was thrown off the horse which, in falling, struck the rider's head, causing fatal injuries)."*

For Jumping, the press may ask about the **dimensions of the fence** at which the accident happened. **This information should not be divulged.** A member of the press may measure the fence incorrectly and dispute your measurements. A suggested reply to avoid this is:

*"All fences on the course are within the dimensions specified in the rules and no details will be discussed before the Coroner's Inquest."*

**A standard paragraph** should be included, along the lines of one of these:

*"At every FEI event, the maximum consideration is given to the safety and welfare of horses and competitors."*

*Mr/Mrs/Miss \_\_\_\_\_(President of the Ground Jury) said: On behalf of the whole sport, I would like to extend our deepest sympathy to \_\_\_\_\_'s (first name) family."*

### **2) Horse fatality**

*"It is with great sadness that we announce that \_\_\_\_\_(horse's name), ridden by\_\_\_\_\_and owned by\_\_\_\_\_was humanely destroyed/put down as a result of a fatal accident while competing at \_\_\_\_\_(name and city of event) at \_\_\_\_\_am/pm ,\_\_\_\_on \_\_\_\_\_(date). \_\_\_\_\_(horse's name), a \_\_\_\_\_-year-old gelding/mare/stallion \_\_\_\_\_(description of incident and injury, eg: stumbled and fell over the rails at fence 15 and suffered a broken back.)"*

**Again, do not mention the dimensions of the fence if applicable.**

## **Sample questions and answers**

### **1. Cruelty**

**Q** - There is a gathering opinion that International Equestrian events are cruel to horses. Do you agree?

**A** - At every FEI event, the maximum consideration is given to the safety and welfare of both horse and rider.

### **2. Money**

**Q** - Isn't it fair to say you are more interested in the gate receipts than the animals' welfare?

**A** - No, it isn't fair to say that – horse welfare is paramount at all times and extensive insurance policies taken out before the event cover all aspects of income, including gate receipts.

### **3. Danger (Jumping)**

**Q** - Doesn't this incident prove that the sport is too dangerous?

**A** – This sort of accident is extremely rare in Jumping.

**Q** - Aren't the obstacles too dangerous? Isn't it time they were made less severe?

**A** - The obstacles are designed to present a fair challenge of skills. Experienced course designers set out to ask realistic questions of horse and rider.

### **4. Training methods (Dressage)**

**Q** –

**A** -

### **4. Request for detail**

**Q** - What exactly happened out there? What caused the incident?

**A** - I don't have the full details but a full statement will be released as soon as possible.

### **5. Briefing of riders**

At the riders' briefing, they should be told simply how to cope with approaches by the media in adverse situations. A suggested response might be:

I cannot comment at the moment, but I understand all the facts are being gathered for a press statement by the event director/organiser.