

## 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 will be managed at the XXX (*please fill in*) including details for the overall Crisis Management Team (CMT), the CM sub groups, the chain of command and a generic Crisis Management Plan (CMP).

The document 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.

**Designated Meeting Room:** XXX (*please fill in*)

### **Table of Contents**

#### **1. Overall Crisis Management Team**

- Composition
- Main responsibilities of CMT coordinator

#### **2. Types of Crisis**

- General organisational related problems: e.g. spectator accident
- Veterinary/Legal/Animal Activists related problems
- Competition-related problem: major Horse/Rider accident during the competition
  - Instant Response
  - Human serious accident/fatality

#### **3. Annexes**

- Media Draft A: Initial response or holding statement
- Social Media Draft A: Initial response or holding statement
- Form A: Information to be established
- Media Draft B: Press statement and subsequent press releases
- Social Media Draft B: Press statement and subsequent press releases
- Sample questions & answers
- Contact List

## 1. Overall Crisis Management Team

For major multi discipline games/championships, there will be one Crisis Management Team established for all disciplines. The role of the crisis management team (CMT) is to establish clear reporting and communications lines in the event of a crisis.

**The overall Crisis Management Team (CMT) will be made up of:**

Organising Committee			
Role	Name	Email address	Telephone
OC Representative / CMT Coordinator	<i>please fill in</i>	<i>please fill in</i>	<i>please fill in</i>
Event Chief Press Officer	<i>please fill in</i>	<i>please fill in</i>	<i>please fill in</i>
Host NF Representative	<i>please fill in</i>	<i>please fill in</i>	<i>please fill in</i>
FEI			
Role	Name	Email address	
FEI Endurance Director	Christina Abu-Dayyeh	christina.abu-dayyeh@fei.org	
FEI Veterinary Director	Göran Akerström	goran.akerstrom@fei.org	
FEI Legal Director	Mikael Rentsch	mikael.rentsch@fei.org	
FEI Communications Director	Olivia Robinson	olivia.robinson@fei.org	
Runner	<i>TBC</i>		

### Main responsibilities of CMT coordinator:

- Establish the Overall CMT – in collaboration with the FEI – and ensure all protocols are in place and relevant parties are aware of their role and responsibilities prior to the beginning of the Event.
- Establish a meeting room in the event of a crisis and contact lists for all relevant parties as well as potential external parties that may be needed in a crisis ie: Stable Manager, Hospital, Local Police, etc.
- Represent the OC in the event of a crisis and have a thorough understanding of the national laws and venue requirements in the event of a crisis.
- Ensure Officials are aware of CMT coordinator/OC rep. It is essential that the Medical Officer, Chief Steward, President of the Ground Jury, Vet Delegates, etc are clear about the role of the CMT in the event of a major crisis and have direct access to the CMT coordinator (and vice versa).
- As soon as a crisis is apparent, the CMT coordinator is responsible for the dissemination of information to the CMT Group (a WhatsApp Group is recommended).

## **2. Types of Crisis**

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

- a. General organisational related problems: e.g. spectator accident
- b. Competition-related problems including Veterinary/Legal/Animal Activists related problems or major Horse/Rider accident during the competition
- c. Major Horse/Athlete accident during the competition

### **a. General organisational-related problems**

The organisational Crisis Management Plan will be established by the OC representative 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
- 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.

### **b. Competition & Discipline related problems**

For competition and discipline related incidents/issues including Veterinary/Legal/Animal Activists related problems and major Horse and Athlete accidents, the CMT and the relevant sub groups must agree on messaging and timings.

The following Crisis Management Plan provides step by step process you can follow when an accident (e.g. with a serious injury or death of a competitor or Horse), of either Athlete 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.

### **c. Major Horse/Athlete accident during the competition 10 STEPS**

## Instant Response

### 1. In the arena – Secure accident area

- Put screens around accident while any treatment is taking place
- Take Athlete into ambulance as quickly as possible
- Get the course/arena cleaned to continue the competition
- Arena party to find water/shavings/dust/mulch to put on ground if necessary

### 2. Call CMT / Gather statements

- Call CMT meeting
- Get statement from other experienced equestrian people who witnessed the accident (Refer to relevant discipline sub group members to gather information)
- Relevant Discipline and/or Veterinary Director to provide initial brief/overview to CMT at meeting
- Clarify specific questions and to-dos
- Alert any essential contacts to crisis (eg: FEI Officials, NF Officials)

### 3. Initial response/holding statement

- FEI Communications Director to prepare and issue holding statement (to be shared with FEI Social Media/Digital/Broadcast, OC and host NF and translated if needed). See annexes:
  - Media Draft A: Initial response or holding statement
  - Social Media Draft A: Initial response or holding statement

### 4. Prepare for Press Conference

- Announce press conference time - avoid being too optimistic over start time for press conference. Allow time to gather all necessary information, but try to start within 30-40 minutes of the incident.
- Secure relevant Athlete/Horse biography
- In the case of a Horse fatality, establish if Athlete is willing/able to meet the press

**For human serious accident/fatality continue at 5**

**For Horse serious accident/fatality jump to 7**

### 5. Notify police

- Police to contact next of kin and confirm this to CMT
- Police to compile witness statements
- A senior event Official must accompany the Police if they wish to inspect the accident site

### 6. Join Casualty

- Dispatch a representative to hospital to be a direct link with CMT
- Arrange support for the Athlete's family and/or team/ friends and/or Horse Owner, such as looking after the Horse, driving the lorry and so forth.

### 7. Establish Facts & Prepare Press Statements

- Gather information and establish the facts to prepare statements. See annexes:
  - Form A: Information to be established as the basis for your research
  - Media Draft B: Press statement & subsequent Press releases – Athlete or Pubic fatality / Horse fatality
  - Social Media Draft B: Press statement & subsequent Press releases – Athlete or Pubic fatality / Horse fatality
- Prior to publication. double check all the facts and consult relevant persons in advance (ie close family member seeking approval to release certain information, etc)
- that you have not inadvertently made any admission of liability

- Remove title partner from naming in serious incident statements: double check with FEI Commercial team and OC if their title sponsor
- Resist the temptation to make wholesale changes to the basic format (template). Ensure to keep it short
- Obtain approval of the statement from the Head of the CMT; ensure all other essential contacts are aware of its contents
- Include spokesperson's name and contact number

#### **8. Hold press conference**

- Make it as brief as possible, outlining this format at the outset:
  - Read official statement to the press
  - Answer questions
  - Arrange personal interviews (preference given to equestrian media)
- Note names of journalists attending while the conference is under way
- The media must be addressed by the head of the CMT
- Arrange for additional personnel to attend to answer technical questions, such as doctor, vet, course builder, technical delegate, steward.
- See **Sample questions and answers** for best practice answers

#### **9. Distribute press statement**

- Post the press statement on the FEI website, Event website and send to media distribution lists. Refer all queries to the statement on the website
- Upon request the statement should also be distributed to selected people/organisations (see list opposite)
  - non-attending equestrian press
  - news editors of national and relevant regional daily newspapers
  - editors of relevant regional weekly newspapers
  - news editors of national and relevant regional radio and TV stations
- In addition to its distribution to the press, the statement should also go to:
  - local police and emergency services
  - the event's legal and insurance advisers
  - the event venue and sponsor
  - local authorities
  - animal and welfare organisations

#### **10.CMT Debrief**

- Hold CMT internal de-brief to confirm in everyone's minds precisely what happened
- Arrange how to progress
- Agree on a spokesperson to deal with any other subsequent enquiries
- Prepare a complete dossier for the FEI
- Clear insurance-related issues
- Be aware that the witnesses of a serious accident may need counselling or assistance – even some months later

*(Note: the above refers to a major accident – for a minor accident, the main priority is to keep the media/public/fans updated and ensure the announcer updates the audience that the Horse and/or Rider are ok)*

### 3. Annexes

#### **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 an Athlete***

An Athlete has suffered serious injuries. Further information will be released as soon as it becomes available. No further information will be released until family members have been informed.

- ***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

### **Social Media Draft A: Initial response or holding statement**

*We advise monitoring social media channels, and at appropriate points, providing an update on when statements will go online or when more information will be released (and if not, why not).*

We are investigating today's incident at [name event]/[location]. The full statement will be on [web address]. We'll keep you posted.

An Athlete has suffered serious injuries during [name event]/[at location]. Further information will be on [web address] as soon as possible.

A Horse has suffered serious injuries at [name event]/[at location]. Information will be on [web address] after the owner has been informed.

*\*At the appropriate time for an update/ if asked for further information/the name of the Athlete/Horse, you could explain: As soon as we have the information we will share this at [web address] & also share the link here. We appreciate your patience on this.*

**Form A: Information to be established**

**1) Athlete 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) Background (not necessary for Jumping)**

How many Horses cleared the fence prior to the accident? \_\_\_\_\_  
 How many completed the course \_\_\_\_\_  
 How many riders had retired? \_\_\_\_\_

**9) Other consequences – NB not for media publication**

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

**10) Prognosis**

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



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

To be structured as follows:

### 1) Athlete or public 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. Riding \_\_\_\_\_ (name of Horse) \_\_\_\_\_, a \_\_\_\_\_-year-old gelding/mare/stallion owned by \_\_\_\_\_, \_\_\_\_\_ (first name) was \_\_\_\_\_ (description of incident)."  
(Description of incident - for example: ... was thrown off the Horse and struck in the head during the fall, causing fatal injuries).*

*"At every FEI event, the maximum consideration is given to the safety and welfare of both human and equine Athletes.*

*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 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.**

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

### **Athlete or public fatality**

It is with the deepest regret that we confirm that [full name] has suffered a fatal accident at [name event]/[at location] [statement link]

On behalf of our whole sport, we extend our deepest sympathy to [first name]'s family and friends. We are thinking of you [Facebook link]

### **Horse fatality**

Very sad: [Horse's name] ridden by [name/Twitter handle] owned by [name/Twitter handle] suffered fatal accident at [name event]/[at location] [statement link]

## Sample questions and answers

### 1. Cruelty

**Q** – Do you think international equestrian events are cruel to Horses?

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

### 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. 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.

### 4. Briefing of Athletes

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

I don't have full details of the incident, but I understand all the facts are being gathered for a press statement by the event director/organiser.