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.

<table>
<thead>
<tr>
<th>FEI Event</th>
<th>Responsibilities</th>
<th>Pattern</th>
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<tbody>
<tr>
<td>FEI Events</td>
<td>1. FEI Discipline Director</td>
<td>The organiser is obliged to use the following Crisis Management Plan, incl. the set up of the</td>
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<tr>
<td></td>
<td>2. Technical Delegate (TD)</td>
<td>Crisis Management Team and to follow the procedures as professionally as possible. The FEI</td>
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<td></td>
<td>3. Organiser (Chair of OC)</td>
<td>Discipline Director and the TD are responsible for putting everything in place as indicated</td>
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<tr>
<td></td>
<td>4. President of Ground Jury</td>
<td>in this guide.</td>
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<td></td>
<td>5. President of Veterinary Commission</td>
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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.

1. **Set up team**
   - Define members and responsibilities within CMT

2. **Set up location**
   - Define location of CMT at the event (incl. criteria for location)

3. **Arrange equipment**
   - Arrange equipment for CMT office (see equipment list on page 5)

4. **Ensure communication during event**
   - Distribute Crisis Management Plan incl. list of CMT members and required telephone numbers
   - Distribute telephone numbers according to list to all concerned

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

1. Define members and responsibilities within the Crisis Management Team (CMT)

Composition of CMT:
- The CMT can only include those who can be spared from the direct running of the event in order to manage the situation.
- Use the following list of people as a guideline for setting up the CMT:
  - Head of CMT: responsible to coordinate crisis management. The head of CMT is ideally a person with specific knowledge of the event. If this is the event organiser, then appoint a deputy to continue running the event. Either the Head of Team or the Assistant Head ideally should have legal expertise of the national laws or an additional person should be appointed
  - CMT Assistant Head – to support CMT Head and help obtain information. Preferably a senior person with wider knowledge of the sport, if appropriate
  - Chief Medical Officer of the event*
  - FEI Veterinary Delegate*
  - Press officer to liaise and advise on all statements to the media. If the Press Officer is not in the CMT room at all times, the Press Officer should be on call
  - Secretary/typist
  - Runner (plus, possibly, additional staff to man telephones)
  - Liaison person in the stable area to answer all questions relating to the accident
  - Hospital/event liaison person
  - TD as soon as he/she is available

Ensure that all statements to the press should be made either by the Head of CMT or the Press Officer… and no one else!

*= where applicable

Set up location

2. Define location of CMT at the event

- The room should preferably be close to the press office and one where it is difficult to be overheard. If necessary, security should be posted outside the door.
- Use the equipment list in the next process step as a guideline to put together the equipment and paperwork you need on hand.
- It is crucial to keep a record of all events, including telephone calls and questions and answers in the press conference. Use telephones only; switch radios off as these can be overheard.
3 Arrange equipment

- Arrange equipment for CMT office

The following equipment should be available to the CMT (preferably in the CMT location) or easily accessed:
- telephones and note pads
- file, for notes of all telephone calls, copies of press releases (including drafts)
- list of international telephone numbers
- list of emergency telephone lines
- list of telephone of CMTs, President OC, President FEI or FEI 1st Vice President
- radios x 5 - on separate net to normal traffic (this may not always be practical)
- PC with internet access & printer
- photocopier
- fax machine
- tape recorder and tapes
- other general office equipment
- TV monitor and video recorder
- press release paper
- list of accredited press
- copies of the programme
- relevant rider and/or horse biographies (if not available, a copy of entry form)
- Rider information & contact names (next of kin).

• Note that microphone and speakers may be required in the venue selected for the Press Conference.
• 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.
• A memory stick with templates of press statements should be created.

4 Ensure communication during event

- Distribute Crisis Management Plan incl. list of CMT members and required telephone numbers (see list)
- Distribute telephone numbers according to all concerned

Telephone numbers:
- 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.
- The list should include numbers of:
  * Event and Secretary’s Office
  * Press Officer & Press Centre (Fax and Tel)
  * Stable Manager
  * Hospital Manager
  * Local Police
  * Landowner/host
  * NFs
  * Insurance company
  * Stable office
  * Accident & Emergency Department at hospital
  * Health & Safety Department or similar
  * Local Coroner’s office
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):

<table>
<thead>
<tr>
<th>Role</th>
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<tbody>
<tr>
<td>Head of CMT</td>
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<tr>
<td>Assistant Head, FEI Discipline Director</td>
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<tr>
<td>President of Veterinary Commission</td>
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<tr>
<td>FEI Press Officer:</td>
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<tr>
<td>Event Chief Press Officer</td>
</tr>
<tr>
<td>FEI Chairman of Discipline</td>
</tr>
<tr>
<td>NF Representative of country where event takes place:</td>
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<tr>
<td>Runner</td>
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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.
1. Secure accident area
   - Put screens around accident while any treatment is taking place.
   - Take rider 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. Gather statements and initial briefing
   - Get statement from other experienced equestrian people who witnessed the accident
   - Initial brief and provision of information to FEI contact

3. Ensure smooth and correct approach
   - Call CMT meeting (simultaneous with 2 being carried out)
   - Brief CMT members and clarify specific questions and to-dos

4. Reply to media: initial holding
   - Issue holding statement: use General Media Draft A: Initial response or holding statement
   - Announce press conference
   - Secure relevant rider/horse biography and photocopy for distribution to CMT
   - Announce press conference on the press room notice board and by word of mouth
   - In the case of a horse fatality, establish if rider is willing/able to meet the press

2a. Inform public
   - The public address announcer must tell the public that the horse and/or rider are ok

3a. Report
   - Include accident in event report to FEI Headquarters

- 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.
- Use only the provided holding statement in dealing with telephone enquiries; avoid being drawn into long telephone conversations, but offer to “fax/email the full press statement once it is prepared”.

CMT = Crisis Management Team
Human serious accident/fatality

4. Reply to media: initial holding

5. Notify police
   - Police to contact next of kin and confirm this to CMT
   - Police to compile witness statements

6. Contact officials
   - Alert any essential contacts to crisis (e.g., FEI officials, NF officials)
   - Define pattern to regularly inform the FEI contact

7. Join casualty to hospital
   - Dispatch a representative (with mobile phone) to hospital to be a direct link with CMT to
     - update the CMT and
     - arrange help with the immediate problems of the rider’s family and/or team/friends and/or horse owner, such as looking after the horse, driving the lorry and so forth.

8. Establish facts
   - Gather information and establish the facts: use General Form A: Information to be established as the basis for your research.

Horse serious accident/fatality

5a. Establish facts
   - Gather information and establish the facts: use General Form A: Information to be established as the basis for your research.
   - A senior event official must accompany the Police if they wish to inspect the accident site

CMT = Crisis Management Team
Establish facts

1. **Follow annex General Media Draft B: Press statement & subsequent Press releases** wherever possible, filling in the information relevant to your case.
2. **As template for written press statement in case of fatal accident** use **General Media Draft example: fatal accidents**

Prepare press statement

- Follow General Media Draft B – Press statement & subsequent Press releases wherever possible, filling in the information relevant to your case.
- Once drafted:
  - Read it extremely carefully, in particular to check that you have not inadvertently made any admission of liability
  - 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 and the OC representatives sitting in CMT; ensure all other essential contacts (see earlier) are aware of its contents.
  - Ensure that spokesperson’s name and contact number appear at the bottom.
  - Avoid being drawn into long telephone conversations; offer to “fax/email the statement”.

Hold press conference

- Arrange a podium and microphone
- Assemble media in the press office (or other secure environment)
- Read official statement to the press
- Answer questions
- Arrange personal interviews (preference to be given to equestrian media)
- Note names of journalists attending while the conference is under way

Necessity of press statement depends on media interest on horse casualty:

- Follow **General Media Draft B: Press statement & subsequent Press releases** wherever possible, filling in the information relevant to your case.
- As template for written press statement in case of fatal accident use **horse fatality example**

- **Arrange a podium (however informal) and microphone if necessary to ensure that you will be heard.**
- The media must be addressed by the head of the CMT
- Arrange for additional personnel able to answer technical questions - e.g.: doctor, vet, course builder, technical delegate, steward - to be near the front.
- See **Sample questions and answers** for best practice answers to the media

Make it as brief as possible, outlining this format at the outset:

- The statement will be read
- Questions will be taken
- Personal interviews will be arranged (preference to be given to equestrian media).

CMT = Crisis Management Team
10 Hold press conference

11 Distribute press statement

- Post press statement on official website of the event
- Upon request the statement should also be distributed to selected people/organisations (see list opposite)
- Post press statement on FEI website

- The press statement should be posted on the official website of the event.
- Upon request the statement should also be distributed to:
  - 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

12 De-brief

- 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

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 ________

Owner ____________________________________________________________

Gelding □ Mare □ Stallion □

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.

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.