

FIND YOUR
HAPPY PLACE!

CRISIS MANAGEMENT

“Keeping Calm in a Crisis”

Navigating Crisis and Risk Management

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TODAYS RESOURCES

<https://bit.ly/3yGR3pv>



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THE TOP 5 STEPS FOR BEING PREPARED

- **STEP 1 - CREATING A CONTACT LIST FOR EMERGENCIES**
- **STEP 2 – CREATE A WHATS APP FOR THE EVENT**
- **STEP 3 – PLANNING A RISK ASSESSMENT**
- **STEP 4 – PLANNING FOR A CRISIS – WHEN THINGS DON'T GO TO PLAN**
- **STEP 5 – PROCEDURES FOR SPECIFIC SCENARIOS**

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STEP 1 - CREATING A CONTACT LIST FOR EMERGENCIES

- **Gather the Key Players:** Think of all the people who need to be on speed dial if things go south. This includes local emergency services, veterinarians, and key event staff.
- **Collect Contact Info:** Write down their phone numbers, email addresses, and any other way you can get in touch with them quickly.
- **Organise by Role:** Sort the list by who does what.

For example, put all medical contacts in one section and all equipment handlers in another.

- **Make it Accessible:** Ensure that everyone involved in the event has a copy of this list, whether it's printed out or shared digitally.
- **Keep it Updated:** Check the list regularly to make sure all the details are current and correct

This way, if an emergency crops up, you'll know exactly who to call to help manage the situation.

STEP 2 – CREATE A WHATS APP FOR THE EVENT

Creating a WhatsApp group for messaging key stakeholders during an incident is like having a dedicated hotline for your team during an emergency. Here's why it's a good idea in simple terms:

1. **Instant Connection:** It's like a group huddle where you can quickly share information with everyone at once, no matter where they are.
2. **Familiar and Easy:** Most people know how to use WhatsApp, so there's no learning curve in a stressful situation.
3. **Keeps Everyone on the Same Page:** It's like passing a note in class that everyone reads at the same time, so there's less confusion.
4. **Accessible Anywhere:** As long as you have your phone and internet, you can get the messages, just like getting a text.
5. **Private and Secure:** It's like having a private conversation in a busy room where only your team can hear what's being said

In short, a WhatsApp group can be a quick and reliable way to coordinate and communicate during an incident.

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STEP 3 – PLANNING A RISK ASSESSMENT

RISK MANAGEMENT is like preparing for a storm you know might be coming.

It's about identifying things that could go wrong in the future and planning how to prevent them or minimise their impact.

CRISIS MANAGEMENT is what you do when the storm hits without warning.

It's the actions you take to deal with sudden, unexpected events that could seriously harm the company or its people.

Risk management is about being proactive and planning ahead, while crisis management is reactive and deals with the immediate aftermath of an unexpected event

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STEP 3 – PLANNING A RISK ASSESSMENT

- 1. Understanding the Event:** Get a clear picture of what the event involves. This includes the type of agricultural activities, the number of people attending, and the location.
- 2. Identifying Potential Problems:** Think about what could go wrong. This might be weather-related issues, equipment failures, or health emergencies.
- 3. Evaluating the Risks:** Decide how likely these problems are to happen and what the consequences could be. For example, a tractor breaking down might be more likely than a flood, but a flood would have more serious consequences.
- 4. Planning Solutions:** Come up with ways to prevent these problems or deal with them if they happen. This could be having spare parts for machinery, first aid kits, or emergency evacuation plans.
- 5. Keeping Everyone Informed:** Make sure everyone involved knows about the risks and what to do in an emergency. This includes staff, participants, and even the local emergency services

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ACTIVITY	HAZARD	HAZARD TYPE	PERSONS AT RISK Eg. Staff, public	CURRENT CONTROLS	CALCULATE RISK Use the Risk Score Calculator			CONTROLS Determine control measures to minimise risk. Use Hierarchy of Risk Control	RESIDUAL RISK	Approved (Y/N)	PERSON RESPONSIBLE
					CONSEQUENCE	LIKELIHOOD	RISK SCORE				
Stage Management (Set UP / Strike) Performance	Shock or electrocution from technical equipment	CW	Staff Delay in program	<ul style="list-style-type: none"> All technical equipment well maintained and checked daily before use Performers instructed in correct procedures for equipment usage First aid kits stored in back of house areas 	20	1	20 MEDIUM	<ul style="list-style-type: none"> All leads tagged and comply with AS 3100 and checked for kinks and twists 	12 MEDIUM	y	Stage Management AV Contractor
Performance	Technical equipment failure (eg. Mics, playback, D/R lights)	CW	Delay in program	<ul style="list-style-type: none"> Technical equipment checked daily prior to commencement of program 	2	2	4 LOW	<ul style="list-style-type: none"> Professional staff to trouble shoot any technical difficulties should they arise Spare technical equipment standing-by for fast remedy 	4 LOW	y	Stage Management AV Contractor
Stage Management (Set UP / Strike) Performance	Trip Hazards – back of house/dressing room area, public precinct	FG	Staff Performers Student Volunteers	<ul style="list-style-type: none"> Back of House areas & Dressing Rooms well lit, managed and kept clean at all times. All leads covered or (flown) off the ground. High visibility tape utilised. 	3	3	9 LOW	<ul style="list-style-type: none"> WHS safety checklist completed daily for area Regular checking of precinct 	9 LOW	y	Stage Management

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Performance	Attempt by public to join characters on stage/performance area	CB	Performers Staff Student Volunteers General Public	<ul style="list-style-type: none"> Staff and volunteer ushers to monitor crowd activities and stairs to stage. Use of pre-show announcement establishing parameters. 	2	3	6 LOW	<ul style="list-style-type: none"> Staff, ushers and volunteers to monitor and report crowd issues All volunteers and staff supplied with security contacts. Stage Manager to make final decision to end performance 	6 LOW	y	Stage Management
Performance	Public "charge" or assault character causing injury to performer	FG	Staff Performers Student Volunteers	<ul style="list-style-type: none"> Performers to be accompanied by staff to monitor crowd Staff to contact Security or First Aid station 	3	3	9 LOW	<ul style="list-style-type: none"> Staff, ushers and volunteers to monitor and report crowd issues All volunteers and staff supplied with security contacts. Stage Manager to make final decision to end performance 	6 LOW	y	Stage Management
Performance	Performers colliding during (dance) routine	FG	Performers	<ul style="list-style-type: none"> Performers to be well rehearsed in their routine Performers shown performance area and had any potential hazards pointed out prior to commencing performance 	3	3	9 LOW	<ul style="list-style-type: none"> Performers and Dancers must have due regard to the health and safety of work colleagues and observe work health and safety laws. 	9 LOW	y	Stage Management Performers

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ACTIVITY	HAZARD	HAZARD 1	AT RISK Eg. Staff, public	CURRENT CONTROLS	Use the Risk Score Calculator			Determine control measures to minimise risk. Use Hierarchy of Risk Control	RESIDUAL RISK	Approved (Y/N)	PERSON RESPONSIBLE
					Consequence	Likelihood	RISK SCORE				
Welfare of Livestock	Welfare of Horses whilst being housed on the showground for a 19 day period	FG FB	Horses Riders	<ul style="list-style-type: none"> Riders and Stage Management must have a comprehensive knowledge of horses, especially in relation to their suitability of horses to specific performance Riders must be able recognise and practice safe horse handling methods Riders must be able to interpret basic horse behaviour and identify safety concerns relating to these behaviours Riders must be able to identify essential risk management and safety measures around the stable complex 	15	3	9 LOW	<ul style="list-style-type: none"> Be aware of all the safety considerations related to horse grooming activities Horses undergo risk assessment to view mannerism and temperament Horses are to be stabled, and have a suitable bedding base to ensure that they are not directly standing on asphalt Exercise livestock to maintain tolerance levels Horses to be exercised each morning within the Schmidt Arena whilst housed at the Showground Warm up livestock 1hr prior to performance Insert ear plug aids to assist with noise levels <p>After hours maintenance of horses is scheduled in the Schmidt Arena between 10pm – midnight</p>	9 LOW	Y	Riders

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STEP 4 – PLANNING FOR A CRISIS – WHEN THINGS DON'T GO TO PLAN

Have a Team Ready: Have a team ready to jump into action if something goes wrong. Each person should know exactly what to do, whether it's calling for help or guiding people to safety.

Know the Risks: Understand what could go wrong at your event. It could be bad weather or a guest with a food allergy, a performer accident, equipment failure or a medical emergency.

Make a Plan: This is your “what if” guide. If it rains, where will everyone go? If someone gets hurt, who's trained in first aid? Your plan should cover all the bases.

Communicate: Make sure everyone knows the plan. If the rain starts, tell guests where to find shelter. If there's an emergency, make sure everyone knows who to contact.

Stay Calm and Lead: When things go south, keep a cool head and take charge. People will look to you for direction, so show confidence and guide them through the crisis.

Remember, crisis planning is all about being prepared for the unexpected and handling it smoothly so that everyone stays safe and the event can go on

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STEP 5 – PROCEDURES FOR SPECIFIC SCENARIOS:

a) PROCEDURES FOR AN INJURED PERFORMER IN THE MAIN ARENA

When something unexpected happens, we might need to change our plans on the spot to make sure of a few important things:

- 1. People are safe:** The most important thing is that no one gets hurt Human life is Protected
- 2. Keep everyone calm:** We want to make sure that both the audience and our team don't get too upset or scared.
- 3. Minimise Disruption to the Program:** We'll try our best not to hold up the planned lunch and evening activities.

It's all about being flexible and keeping people's well-being and the event's smooth running as top priorities.

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STEP 5 – PROCEDURES FOR SPECIFIC SCENARIOS:

b) PROCEDURES FOR AN INJURED ANIMAL IN THE MAIN ARENA

When something unexpected happens, we might need to adjust our plans on right there and then to make sure:

- 1. People are safe:** The most important thing is that no one gets hurt and human life is protected
- 2. Animal Life** is preserved with distress avoided and suffering minimised
- 3. Minimum distress** is caused to the crowd / audience as well as our team.
- 4. Minimise Disruption to the Program:** We'll try our best not to hold up the planned lunch and evening activities.

We're ready to tweak our plans to keep everyone and everything safe, and to keep the show going on as planned.

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INCIDENT

- 20 x Harness Horses
- 4 x Cobb & Co Coaches
- 12 x Outriders
- 12 x Loose Horses
- Opening Night a lead horse of one of the teams goes down on the 1st lap of the track
- The Lead Horse then brought down 3 other horses of his team on the Track, Coach jack-knifed
- A Horse is dead on the track outside the general public grandstand next to members
- 3 other horses of this team were tangled in the harnesses
- A 2nd team on the outside, inside lead horse fell down, was under the other horses of that team, Coach was jack knifed up on the fence

Ready to roll in...

3, 2, 1...

Let's Go Team !"

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SHOWCALL

- Advise Performers via IEM that animal is down in the production
- Performer of injured animal to advise Showcall via IEM status of injury
- Place Stage Management on standby, to assist in securing other animals into a marshall area
- Contact Head Of Entertainment (HOE) to come to Showcall
- Brief HOE of the incident

HEAD OF ENTERTAINMENT

- Advise Arena Control (Ringmaster, GM Agriculture & RES, Snr Manager Event & Venue Ops, Curator, Veterinarian on duty and the Main Arena Announcer)
- Direct GM Agriculture & RES to meet on Sinclair Balcony Production area
- Direct Ringmaster to be on standby at Council Stand Vomitory 2. Ringmaster to be updated and/or briefed by text
- Place Curator / MA Ground Crew with livestock Ambulance and Veterinarians on Standby
- Instruct fill in performer to be on standby
- Instruct Screen Producer to continue recording procedure but not to screen

STAGE MANAGEMENT

- MA Ground Crew to transport Horse Ambulance to Vom 5 entrance to be on standby
- Stage Management / Performers to secure production livestock on the arena
- Once secured, Showcall to instruct Stage Manager (SM) Vom 5 to escort Vet and Livestock Ambulance onto arena
- Ringmaster to proceed onto the arena when safe to do so and monitor any operation then underway in accordance with the preferred protocols described

TREATMENT PROCEDURE

- MA Ground Crew to erect curtains around injured animal
- Veterinarian to assess livestock and determine if animal is 1. Dead 2. Seriously Injured 3. Mild Injury
- If vets determine, 1. Dead - MA Ground Crew to load animal into Livestock Ambulance
- If vets determine 2. Seriously Injured - Decide if animal needs to be euthanased on arena or transport back to Vet Clinic in Vom 5
- If Vets determine 3. Mild injury - Performer decides to continue or leave arena at own accord

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HEAD OF ENTERTAINMENT

- HOE, GM Agriculture & RES and Ringmaster to determine to 1. Proceed with production 2. Fill Act 3. Next Act scheduled in program
- HOE to advise Showcall of decision 1. Proceed with production 2. Fill Act 3. Next Act scheduled in program
- HOE to place Showcall on standby
- HOE to advise Snr Manager, Venue Operations of the update

SHOWCALL

- Advise all stage amangement of the status update and advise of the revised program
- Advise MA Production : AV & LX of the update and the revised program
- Advise Main Arena Screen Producers / Announcers of the revised program

HEAD OF ENTERTAINMENT

- HOE to contact Chief Inspector RSPCA and advise of the incident in the Main Arena
- HOE to obtain MP4 edit of the Screen Producers footage of the incident
- HOE to submit written report has been reviewed by the GM Agriculture and RES and the Legal Department and footage of the incident to Chief Inspector RSPCA for review
- HOE to obtain advice from Chief Inspector RSPCA if all welfare procedures have been followed
- HOE to meet with GM Agriculture & RES and PR Manager and advise the outcome of the incident
- HOE to contact Senior Manager Agriculture to advise of the incident and request for them to arrange disposal of animal, if required. State if the animal died of natural causes or euthinased
- HOE to secure all recorded incident footage and store in Entertainment Adminstration safe in Sinclair 1.
- HOE to instruct all stage management, performers, cast and crew that under no circumstance are they permitted to comment on the incident, nor publish and footage on social media. Direct all enquiries to the PR Department.

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ISSUES MANAGEMENT PLAN

- The Issues Management Team is responsible for coordinating and implementing any issues response
- The RAS works closely with and is guided by the relevant authority, depending on the nature of the issue
- An important operating principle is the provision of regular updates in the event of an issue, even if all information is still being gathered.

Advising of a confirmed situation swiftly and the steps that are being taken, even if they are information gathering, demonstrates openness and transparency and facilitates trust and good will

SCENARIO	RISK	STRATEGY	TALKING POINTS
<p>AN ANIMAL DIES IN THE MAIN ARENA OR INFRONT OF AN AUDIENCE</p> <p>A horse collapses in main arena or breaks its leg and needs to be put down.</p>	<ul style="list-style-type: none"> Media witness the event and negative media coverage impacts the Show's reputation as an animal friendly family event. Footage is shared on social media. <p>The event causes emotional distress for Showgoers.</p>	<ul style="list-style-type: none"> Reactive media only Script to be provided for announcers to read if an animal goes down in the main arena. This should explain what is happening, that specialist on-site vets and support staff will be loading the animal into a horse ambulance/specially designed transportation vehicle to be assessed and treated at the on site veterinary hospital. 	<ul style="list-style-type: none"> Today/tonight, as part of <INSERT>, a horse collapsed <insert context>. The onsite specialist equine vets attended to the horse immediately. The attending vets, assisted by the RAS ground staff, moved the horse into the horse ambulance where the vet remained to treat the horse as it was being taken to the on-site veterinary hospital. Shortly after removal from the arena, the horse was <unfortunately pronounced dead. OR The animal was assessed by a vet, and from a pain control and welfare perspective it unfortunately had to be put down>. The initial diagnosis by the attending veterinarian was <INSERT DETAILS>. This is most likely to have been a <INSERT DETAILS>. The horse had just completed a <INSERT>. This is the kind of exercise a horse would regularly undertake outside of competition. The owner is devastated by the loss of his long-term companion and will take him home to the family property for burial. <p>If required: The RAS has offered counselling and ongoing support to the owner and his family.</p>

A horse has died in front of an opening night crowd at the Sydney Royal Easter Show.

One of a team of Cobb & Cos horses fell during a performance the Main Arena last night suffering from a **ruptured aortic aneurysm**.

Environment Conservation Animals

This was published 13 years ago

Horse dies at Sydney Easter show

April 15, 2011 – 1.33pm

🔖 Save

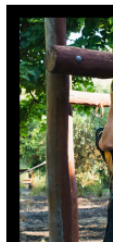
A horse has died in front of an opening night crowd at the Sydney Royal Easter Show.

One of a team of Cobb & Cos horses fell during a performance at Acer Arena last night suffering from a ruptured aortic aneurysm, Macquarie Radio reports.

It is believed the horse died instantly.

Organisers have said the Wild Ride of Cobb & Co production will be the centrepiece of the Main Arena Spectacular each night.

The new production is a tribute to the hundreds of men and thousands of horses who delivered mail, passengers, gold and supplies to the regions from 1854 to 1924, organisers say.



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IN SUMMARY

Crisis Management: **Prepare**, **Communicate**, **Lead**.

- Be the captain—ready for anything, guiding calmly through any storm.
- Equip with tools like contact lists and risk plans.
- Prioritise safety, keep calm, and steer the event smoothly to inspire confidence.

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