



Critical Incident Management Plan

Approved by the Board: 17 December 2020
Updated: April 2020
Review date: December 2021

SOFTBALL AUSTRALIA LIMITED

ACN 092 181 318

Address: Level 2, La Trobe Sports Stadium

La Trobe University, Melbourne Campus (Bundoora) Vic 3086

t: +61 3 9417 0022 | e: info@softball.org.au | w: www.softball.org.au



Table of contents

Part A: Introduction	3
1. Purpose	3
2. When to use this Critical Incident Management Plan	3
Part B: Critical incident response	4
1. Structure	4
2. Key roles and responsibilities.....	4
Part C: CIMT procedure	8
1. Convening the CIMT Room	8
2. <i>CIMT Operation</i>	11
3. <i>Human Resources Support</i>	14
.....	16
Schedule 1	16
Templates	16
Main event log	17
Focus board.....	17
Casualty tracking board	18
Stakeholder management board	18
Schedule 2	23
Incident response plans	23
Incident response plan: Serious injury/fatality	24
IRP subject.....	24
IRP action checklists.....	24
Stakeholder contact list	26
Incident response plan: Athlete/staff psychological issue	27
IRP purpose	27
IRP subject.....	27
IRP action checklists.....	27
Stakeholder contact list	29



Incident response plan: International terrorism incident	30
IRP purpose	30
IRP subject.....	30
IRP action checklists	30
Supporting communications checklist	32
Stakeholder contact list	32
Incident response plan: Natural disaster	33
IRP purpose	33
IRP subject.....	33
IRP action checklists	33
Supporting communications checklist	35
Stakeholder contact list	35
Schedule 3	36
Fact gathering sheet.....	36

Part A: Introduction

1. Purpose

Softball Australia has established a Critical Incident Management Framework (**Framework**) for use when responding to and managing a critical incident. The Framework outlines in detail the system, processes and responsibilities Softball Australia will utilise to ensure a consistent, coordinated and efficient response to a critical incident.

This **Critical Incident Management Plan (Management Plan)** supports the Framework by acting as a user guide for members of the Critical Incident Management Team (**CIMT**) to follow in executing Softball Australia's response to a critical incident. It sets out:

- CIMT roles and responsibilities
- specific actions for members of the CIMT to undertake during the management of a critical incident.

Any questions regarding the management of critical incidents should be referred to the CIMT Leader.

2. When to use this Critical Incident Management Plan

This Management Plan should be activated once a critical incident is declared and be used by the CIMT for the duration of Softball Australia response to that incident.

A critical incident will be declared by the CIMT Leader in line with the assessment methodology described in the **Framework**. Only the CIMT Leader can declare a critical incident.

Softball Australia endorses the general rule of **prudent over-reaction and rapid de-escalation** in assessing whether to activate the arrangements under this Management Plan. It is easier and more effective to scale down an over-reaction than escalate an under-reaction.

Upon declaring a critical incident, the CIMT Leader will activate the CIMT. Contact details for the standing members of the CIMT and their alternates are set out in 'Critical Incident Management Team' table in section 2.2 of Part B.

During the execution of a critical incident response, the CIMT may use the resources set out in this Management Plan, including:

- checklists
- template tools and Incident Response Plans set out in the schedules; and
- Media Statement templates (which are set out in the separate Critical Incident Communications Plan).

The CIMT should refer to the **Framework** for actions that should be undertaken once the critical incident has been resolved.



Part B: Critical incident response

1. Structure

The Softball Australia critical incident response structure is three-tiered and features:

- Softball Australia personnel who act as 'first responders' on site
- the Critical Incident Management Team
- the Chief Executive Officer (CEO).

This structure should be supported by a Communications Coordinator, while human resource support should be mobilised if available. A Softball Australia staff member, team member or a contractor may be co-opted to act in these roles. This structure is represented below:

Role	Focus	Responsibilities
First responder	<ul style="list-style-type: none"> • People • Environment • Assets 	<ul style="list-style-type: none"> • Ensure immediate safety and wellbeing of people • Manage initial on-site response—ensure security, reduce immediate threat and secure incident site • Notify and follow directions of local authorities
CIMT	<ul style="list-style-type: none"> • Business continuity • Reputation • Liability 	<ul style="list-style-type: none"> • Manage the overall response to the critical incident, including strategic issues related to reputation, liability and business continuity • Brief and liaise with the CEO • Coordinate internal/external communications (supported by Communications Coordinator) • Manage human resource issues (supported by human resource staff if available)
CEO	<ul style="list-style-type: none"> • Board • Executive Team • Stakeholders 	<ul style="list-style-type: none"> • Engage Executive Team and Chair/Board • Provide strategic advice to CIMT Leader • Be the public face of the organisation • Liaise with stakeholders (AIS, Member Associations, National Institute Network, other Government Agencies)

2. Key roles and responsibilities

2.1 First responder(s)

In the case of a serious physical incident, threat to Softball Australia personnel, Softball Australia assets, the environment, or a major physical incident at a Softball Australia event, first responders are primarily responsible for saving life, administering first aid, extracting (or organising the extraction



of) Softball Australia personnel and reacting to the immediate threats of an incident when and where it occurs.

First responders do not always have authority to manage the situation further than an immediate response and should follow reasonable directions of local authorities, emergency services personnel and/or the AFP or DFAT.

Once the CIMT has been activated, first responders shall provide necessary assistance and support as directed by the CIMT.

Rules of engagement for first responders

First responders should:

- keep personal logs of all actions and communications and ensure this information is provided to the CIMT
- not engage in any media interviews or provide a statement without the express permission of Softball Australia
- be supported by Softball Australia in any interview with regulatory authorities, including with appropriate legal representation.

2.2 Critical Incident Management Team

Staff and team members other than those listed in the table below may be activated to the CIMT should the nature of the critical incident require that their skill set, expertise or functional knowledge be leveraged as part of the Softball Australia response. Such activation will always be at the discretion of the CIMT Leader.

Similarly, the primary CIMT Leader may delegate leadership responsibilities to other personnel if she/he is unavailable, and/or the nature of the event requires leadership from a person with a different skill set from that of the primary CIMT Leader. The CIMT Leader may also stand down members of the CIMT if they are not directly required to assist with Softball Australia response to the incident.



CIMT member name	Position	Primary email address	Work/mobile phone	Home phone
Chet Gray	CIMT Leader	Chet.gray@softball.org.au	0416 227 253	
Shane Cantelmi	CIMT Coordinator Events	Shane.cantelmi@softball.org.au	0409 967 199	
Simone Wearne	CIMT Coordinator HP	Simone.wearne@softball.org.au	0407 047 476	
Brooke Wilkins	CIMT Coordinator Officials	Brooke.wilkins@softball.org.au	0414 512 299	
Jack Lucas	Communications Coordinator	Jack.lucas@softball.org.au	0419 298 172	
Dr. Deidre Anderson	Wellbeing Coordinator	dka22057@gmail.com>	0409 953 313	

CIMT alternates

CIMT member name	Alternate member name	Alternate primary email address	Work/mobile phone	Home phone



2.3 Chief Executive Officer

In most critical incidents, the CEO will be involved in the CIMT. However, this will be considered on a case-by-case basis and will depend on the nature and seriousness of the incident and the resource capability of Softball Australia at that time.

If the CEO elects to remain separate from the CIMT, they will still have a role to play in providing input via the CIMT Leader into decisions on whether to activate the CIMT and on strategic and action plans to resolve the critical incident and will continue to operate as the conduit of incident information to the Board/Chair as necessary.

Softball Australia may also consider that the CEO remain separate from the CIMT because:

- the CEO will be the public face of the organisation during the ongoing management of the critical incident, including conducting media interviews
- the CEO will need to oversee ongoing operations of the organisation rather than be solely focused on the critical incident response.



Part C: CIMT procedure

1. Convening the CIMT Room

1.1 CIMT Room requirements

The CIMT will meet in person or virtually by teleconference. The physical location for CIMT meetings (the CIMT Room) is:

Primary location	La Trobe University
Secondary location	Zoom Conferencing
Off-site location (if primary/secondary locations are unusable or for logistical reasons such as that CIMT members are all overseas at a major meet)	

1.2 Establishing the CIMT Room

The first person to arrive in the CIMT Room may be the CIMT Leader or another CIMT member. That person should take at least the following steps:

Task	Check when complete
------	---------------------

Ensure all CIMT members (and/or their alternates) have fully accredited access to the CIMT Room and all areas containing support facilities and equipment on a 24 hours per day basis while the CIMT is active.

Retrieve prepared portable storage container (bag/box) containing this Plan, all other relevant emergency management documents and supporting documentation (such as registers, checklists, logs and butcher's paper) from a secure location and bring to CIMT Room.

Establish all necessary communications links in the CIMT Room—conference phone, videoconference facilities and IT support, plus any necessary instructions.



Set up the CIMT Room—chairs, tables, whiteboards/flip-boards, markers, textas and cleaners, spare stationery items (including notepads, pens and post-it notes).

Take all pre-prepared templates from CIMT Toolkit and place on a wall in CIMT Room.

Commence visual log of incident, listing all known facts using log template.

Advise office manager (or equivalent) to lock down the building (or part of it) and CIMT Room.

Advise reception (or equivalent) of CIMT activation and need to update calendars, etc.



1.3 CIMT Leader priorities

On declaring a critical incident, the CIMT Leader will immediately begin working through the following actions:

Task	Check when complete
Contact and convene all required CIMT members as quickly as possible (by phone, email or in person) to host an initial briefing. Ensure CIMT has the right skills and expertise. Stand up/down functional experts as required	
Receive and approve the recommended communications strategy (internal & external) from the Communications Coordinator.	
Consider engaging legal advisors to assist in maintaining legal professional privilege	
Establish and maintain communications with first responders at impacted site/team/venue	
Promptly prepare and release media statement in accordance with Critical Incident Communications Plan	
Reference and utilise the incident-specific Incident Response Plan (IRP) as appropriate	
Use CIMT operating cycle of: find facts → identify issues → develop and execute strategy	

2. CIMT Operation

Rules of engagement for CIMT members

CIMT members must observe the following rules while acting in response to a critical incident:

- Only the CIMT Leader (or a delegate) is authorised to deal with the CEO on matters relating to the critical incident (in circumstances where the CEO is not part of the CIMT)
- CIMT work should be prioritised over business-as-usual work—phone calls and emails unrelated to the critical incident should be deprioritised
- The Communications Coordinator (if applicable) must provide direct guidance and supervision to the CIMT in relation to the preparation of media/stakeholder releases on the basis of approved releasable information. The CIMT Leader must sign off on all publicly releasable information, having taken into account the relevant advice of other CIMT members and the CEO
- Releasable information should be updated regularly. If releasable information does not change in the day, this must be communicated to relevant personnel (including the communications coordinator)
- Only persons listed in the Critical Incident Communications Plan that are authorised to talk to the media shall do so.
- The CIMT Leader or Communications Coordinator will update all staff and remind them not to comment publicly or on social media.
- CIMT members must maintain strict confidentiality at all times.

CIMT operating cycle



Step 1: Find facts and identify key stakeholders

- Collect facts using 'Information fact gathering sheet' template
- Identify stakeholders in 'Stakeholder matrix' template
- Record details of casualties on 'Casualty tracker' template

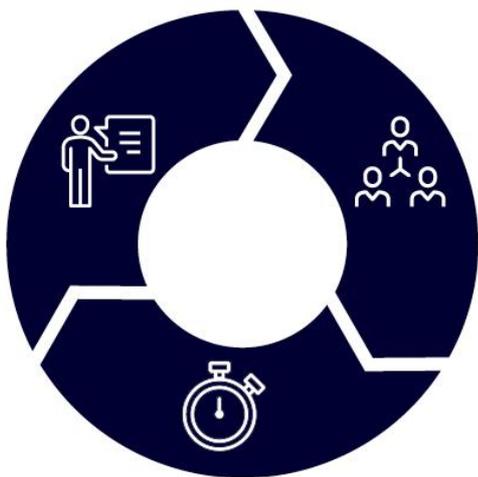
Step 2: Identify and prioritise issues

- Record key issues on 'Focus board' template

Step 3: Develop and implement Critical Incident Management Strategy

- Determine response strategy
- Consult relevant Incident Response Plan
- Assign action items

CIMT operating rhythm



Step 1: CIMT collaboration sessions to:

- find facts and identify key stakeholders
- identify and prioritise issues
- develop a response strategy and action plans.

Step 2: Active time outs in order to:

- convey information to team members
- collate further information
- implement actions for which they are responsible.

Step 3: Formal updates to:

- re-engage as directed by the CIMT Leader
- provide formal updates on relevant matters
- provide formal status update from the CIMT Leader.

Communications support

All internal and external communications during a critical incident will be managed through the CIMT and in line with the Critical Incident Communications Plan, the CIMT Leader must approve all formal statements.

The communications coordinator should use the following checklist as a reminder during a critical incident, noting that not every action will be necessary for every situation.

Action	Check when complete
Information flows	
Provide updates as required to CIMT meeting	
Keep a log of actions taken and communications made	
Provide regular updates to relevant stakeholders	



Strategic alignment

Gather information from first responders. Identify any communication gaps and/or support needs

Implementation

Promptly develop and issue holding statement

Identify and prioritise communications stakeholders for the CIMT

Help develop and implement stakeholder engagement plan

Identify all potential issues, reputation risks and potential escalation triggers

Identify all potential for cross-linkage with other issues inside or outside the sport

Ensure key messages are developed and approved

Ensure Q&As are developed and approved

Develop and implement internal communications plan

Establish 24-hour monitoring of the media (including online) and social media platforms

Bring in external expertise/support as required

Provide briefing materials for media spokesperson. If appropriate, provide coaching for the spokesperson

Assess the need for a press conference and provide a recommendation to the CIMT. If appropriate, initiate plans for a press conference



Liaise with communications teams of third party organisations (e.g. other national teams) as appropriate	
In consultation with the CIMT, review and update communications plan as needed	

3. Human Resources Support

Use the following checklist as a reminder. Not every action will be necessary for every situation:

Action	Check when complete
Information flows	
Provide updates as required to CIMT meeting	
Keep a log of actions taken and communications made	
Provide regular updates to relevant stakeholders	
Strategic alignment	
Gather information from first responders. Identify any human resource gaps and/or support needs	
Determine the human resource response strategy with the CIMT Leader. Obtain full details of the incident from the CIMT Leader on the threat/damage and actions in train	
Implementation	
Use dedicated tracking template to track the movement of all casualties and their nominated emergency contact/next of kin	
Identify and prioritise human resource stakeholders for the CIMT	



Help develop and implement stakeholder engagement plan

Provide advice on human resource/employee relations policies and guidelines

Identify all potential issues, reputation risks and potential escalation triggers

Identify all potential for cross-linkage with other issues inside or outside the sport

Ensure key messages for internal stakeholders are developed and approved

Assist in developing internal communications plan

Maintain ongoing communication with casualties and their nominated emergency contact/next of kin

Bring in external expertise/support as required

Liaise with team management of third-party organisations (e.g., other national teams) as appropriate

Monitor morale and stress levels among staff, team members and contractors.
Activate Employee Assistance Program if available

Comply with procedures for the notification of fatalities and other critical incidents



Schedule 1

Templates

This schedule sets out useful templates for managing critical incidents. The use of each template should be regularly reviewed. Templates should be adjusted as required to ensure tools for effective management of critical incidents remain fully relevant.

Main event log

Date/time	Event	Action to be taken	Person responsible

Notes:

- The log keeper maintains the main event log.
- This should be maintained on an electronic whiteboard or computer linked to a data projector.

Focus board

People (Staff, athletes, contractors, visitors, families, fans)	Environment (Physical environment at scene)	Assets (Physical assets—property/personal)	Reputation (Media/with stakeholders)	Liability (Legal, financial or regulatory)	Business continuity (Minimise disruptions)

Notes:

- The focus board aids the CIMT to list issues and identify priorities and action plans.
- The CIMT Leader may choose to clarify priority focus during updates.

Casualty tracking board

Name of casualty	Status	Nominated emergency contact/ next of kin	Casualty location	Transfer to	ETD	ETA	Transfer by
------------------	--------	--	-------------------	-------------	-----	-----	-------------

Notes:

- Human resources coordinator should maintain the casualty tracking board.
- The ‘nominated emergency contact’, is not necessarily the next of kin.

Stakeholder management board

Softball Australia should pre populate the below table

Stakeholders	Delivery	Responsibility	When	Comments
<i>[National sporting organisation (NSO)]</i>				
Board	Phone/email			
Executive	Phone/email			
Leadership team	Phone			
Comms/digital	Phone/F-2-F			
All staff	Email			
<i>Team/athletes</i>				



CEO/Executive	Phone/F-2-F
Current athletes	Phone/email
Team management	Phone/email
Operations manager	Phone/email
Match officials (if relevant)	Phone/F-2-F

International Federation

	Phone/email
	Phone/email
	Phone/email

Member Associations (MA)

MA Chairs/CEOs	Phone/email
----------------	-------------

Venues

	Phone/email
	Phone/email
	Phone/email

Broadcasters/media partners

	Phone/email
	Phone/email
	Phone/email



Other broadcast partners	Phone/email
--------------------------	-------------

<i>Government/regulators</i>	
------------------------------	--

Federal: DFAT, AFP, etc.	Phone/email
--------------------------	-------------

AIS	Phone/email
-----	-------------

Sport Australia	Phone/email
-----------------	-------------

ASADA/NISU	Phone/email
------------	-------------

NSW	Phone/email
-----	-------------

VIC	Phone/email
-----	-------------

QLD	Phone/email
-----	-------------

SA	Phone/email
----	-------------

WA	Phone/email
----	-------------

TAS	Phone/email
-----	-------------

ACT	Phone/email
-----	-------------

NT	Phone/email
----	-------------

State police	Phone/email
--------------	-------------

WorkSafe authorities	Phone/email
----------------------	-------------

As relevant in each state or territory

Office of the Australian Information Commissioner



Sponsors – [List all sponsors applicable to NSO]

Phone/email

Phone/email

Phone/email

Phone/email

Community

Spectators/fans Email

Members Email

Email

Email

Media

Print

Broadcast Media release/
media conference

Radio Media release/
media conference

Digital Briefing
/media release/
media conference

Online Media release/
media conference

Vendors/suppliers/misc.



Insurance broker	Phone/email
------------------	-------------

Bank	Phone/email
------	-------------

Ticket agencies	Phone/email
-----------------	-------------

Other	
-------	--

Notes:

- This board aids the CIMT to establish a stakeholder communications plan.

Schedule 2

Incident response plans

This schedule sets out four specific Incident Response Plans (**IRPs**). Each IRP sets out a checklist of **minimum actions the CIMT should follow** in responding to a critical incident covered by the IRP.

Softball Australia will regularly review these IRPs and adjust if necessary and consider the development of additional IRPs for other foreseeable risks/critical incidents that might impact on the business or reputation

Incident response plan: Serious injury/fatality

IRP purpose

An Incident Response Plan (IRP) sets out a checklist of minimum actions that the Critical Incident Management Team (CIMT) should follow in responding to a critical incident covered by the IRP.

IRP subject

This IRP covers the response to any serious injury or fatality of:

- i. athlete(s) or employee(s) in Australia or overseas, or
- ii. athlete(s) or employee(s) of another federation in Australia while under the auspices of the national sporting organisation

Note: In this situation the primary concern is the health, safety and welfare of any affected people.

IRP action checklists

The CIMT should consider the following issues or stakeholders when managing the response:

Injury/fatality occurs in Australia or foreign athlete/employee			
Checklist 1: Athlete/employee		Checklist 2: Foreign athlete/employee	
Establish status of affected athletes/employees	<input type="checkbox"/>	Establish status of affected athletes/employees	<input type="checkbox"/>
Liaise with emergency services/hospital	<input type="checkbox"/>	Liaise with emergency services/hospital	<input type="checkbox"/>
Notify nominated emergency contact/next of kin	<input type="checkbox"/>	Notify athlete/employee's home NSO	<input type="checkbox"/>
Prepare media statements	<input type="checkbox"/>	Notify local High Commission/Embassy	<input type="checkbox"/>
Notify Chair/Board	<input type="checkbox"/>	Prepare media statements in conjunction with senior home NSO representative	<input type="checkbox"/>
Notify AIS CEO	<input type="checkbox"/>	Ensure safety and welfare of other athletes and employees (Australian and foreign) - offer Employee Assistance Program and AIS Mental Health Referral Network if relevant	<input type="checkbox"/>
Notify relevant SSO CEO	<input type="checkbox"/>	Establish connection with home NSO Medical Director	<input type="checkbox"/>
Establish safety and welfare of other athletes/employees - offer Employee Assistance Program and AIS Mental Health Referral Network if relevant	<input type="checkbox"/>	Manage team, security operations and travel logistics	<input type="checkbox"/>

Establish connection with Medical Director and/or Psychologist	<input type="checkbox"/>	Brief home NSO liaison officer/staff (as relevant)	<input type="checkbox"/>
Brief executive team, internal staff and stakeholders (as relevant)	<input type="checkbox"/>		
Manage team and security operations	<input type="checkbox"/>		
Support relevant SSO	<input checked="" type="checkbox"/>		
[Liaise with athlete association (if athlete)]	<input type="checkbox"/>		

Injury/fatality occurs overseas—athlete/employee

Checklist 3: Overseas incident response (First responders)

Checklist 4: Australian response

Establish status of affected athletes/employees	<input type="checkbox"/>	Establish connection with first responders	<input type="checkbox"/>
Establish safety and welfare of non-affected athletes/employees (offer Employee Assistance Program)	<input type="checkbox"/>	Prepare media statements	<input type="checkbox"/>
Establish communications with team management/ security/medical staff	<input type="checkbox"/>	Notify nominated emergency contact/next of kin	<input type="checkbox"/>
Liaise with local police/hospital	<input type="checkbox"/>	Ensure welfare of other Australian athletes and employees in Australia (offer Employee Assistance Program/AIS Mental Health Referral Network)	<input type="checkbox"/>
Liaise with local NSO/event organisers	<input type="checkbox"/>	Liaise with personal accident/travel insurer for evacuation support	<input type="checkbox"/>
Liaise with local Australian Embassy or High Commission	<input type="checkbox"/>	Notify travel management company (for travel support)	<input type="checkbox"/>
		Notify Chair/Board	<input type="checkbox"/>
		Notify DFAT and AFP	<input type="checkbox"/>
		Notify AIS CEO	<input type="checkbox"/>

Brief executive team, internal staff and stakeholders (as relevant)	<input type="checkbox"/>
Activate Employee Assistance Program for athletes/staff	<input type="checkbox"/>
Notify relevant SSO CEO and provide support to SSO	<input type="checkbox"/>
[Notify athlete association (if athlete)]	<input type="checkbox"/>

Stakeholder contact list

Name	Role	Contact number

Incident response plan: Athlete/staff psychological issue

IRP purpose

An Incident Response Plan (IRP) sets out a checklist of minimum actions that the Critical Incident Management Team (CIMT) should follow in responding to a critical incident covered by the IRP.

IRP subject

This IRP covers the organisation's response to psychological issues that affect athletes or employees.

Examples: Suicidal intent, serious injury/fatality to other player (particularly suicide), diagnosis of psychosis, self-harm behaviours, assault/rape.

Note: Crises of this nature require utmost confidentiality. Information must be restricted to only those identified as 'need-to-know' personnel. This decision will be made by the CIMT Leader on the basis of advice professional advice from relevant CIMT subject matter experts (medical, HR, psychology).

IRP action checklists

Checklist 1: Issue involving athletes	Checklist 2: Issue involving employee/contractor
Ensure sports psychologist is activated	<input type="checkbox"/> Ensure human resource expert is activated <input type="checkbox"/>
Ensure medical director is briefed	<input type="checkbox"/> Activate staff Employee Assistance Program or Mental Health Referral Network (if applicable) <input type="checkbox"/>
Ensure CEO/High Performance Director (or equivalent) is briefed at appropriate time	<input type="checkbox"/> Ensure CEO and relevant executive staff are briefed <input type="checkbox"/>
Ensure AIS Director - Athlete Wellbeing and Engagement is notified at appropriate time	<input type="checkbox"/> Consider if legal counsel is advised <input type="checkbox"/>
Ensure communications team is activated for potentially heavy media interest	<input type="checkbox"/> Provide support to directly affected personnel and their families <input type="checkbox"/>
Consider if legal counsel is advised	<input type="checkbox"/> Provide support to non-affected people <input type="checkbox"/>
Ensure athlete manager/agent is briefed at appropriate time	<input type="checkbox"/> [Insert name/title] will take the lead in directly managing employee/contractor psychological issues. The CIMT is to ensure they are supported in this to manage any broader strategic issues.
Notify relevant SSO CEOs at appropriate time	<input type="checkbox"/>

Notify Chair/Board at appropriate time

[Insert name/title] will take the lead in directly managing athlete psychological issues. The CIMT is to ensure they are supported in this and is to manage broader strategic issues, including media interest.

Stakeholder contact list

Stakeholder contacts	Name	Contact number
Director–AIS Athlete Wellbeing and Engagement		
Sports psychologist		
Medical director		
High performance director		
Head of communications		
Legal counsel		
Staff employee assistance provider		
Human resource expert		

Incident response plan: International terrorism incident

IRP purpose

An Incident Response Plan (IRP) sets out a checklist of minimum actions that the Critical Incident Management Team (CIMT) should follow in responding to a critical incident covered by the IRP.

IRP subject

This IRP covers the organisation's response to **any act of international terrorism that affects athletes or employees while overseas.**

Note: In this situation the primary concern is the health, safety and welfare of any affected people.

IRP action checklists

Checklist 1: Overseas incident response	Checklist 2: Australian response
Establish status of all personnel, including any casualties	<input type="checkbox"/> Establish connection with first responders <input type="checkbox"/>
Establish communications with team management/security/medical staff	<input type="checkbox"/> Prepare media statements <input type="checkbox"/>
Liaise with personal accident/travel insurer for evacuation support	<input type="checkbox"/> Notify nearest emergency contact/next of kin <input type="checkbox"/>
Activate relevant personnel	<input type="checkbox"/> Contact DFAT and AFP <input type="checkbox"/>
Liaise with local Australian Embassy or High Commission	<input type="checkbox"/> Notify International Federation <input type="checkbox"/>
Liaise with local NSO/event organisers	<input type="checkbox"/> Ensure welfare of other athletes and staff (activate Employee Assistance Program/AIS Mental Health Referral Network for athletes/staff) <input type="checkbox"/>
Brief relevant communications personnel	<input type="checkbox"/> Notify travel management company (for travel support) <input type="checkbox"/>
Liaise with local police/hospital	<input type="checkbox"/> Notify AIS CEO <input type="checkbox"/>
	<input type="checkbox"/> Notify Chair/Board <input type="checkbox"/>
	<input type="checkbox"/> Brief executive team, internal staff and stakeholders as relevant <input type="checkbox"/>

Notify SSO CEOs and provide support to SSOs

[Notify player association (if athlete)]

Supporting communications checklist

Prepare pre-approved holding statements	<input type="checkbox"/>	Ensure media releases are signed off by CIMT Leader	<input type="checkbox"/>
Maintain communications with external stakeholders (including broadcasters and sponsors)	<input type="checkbox"/>	Ensure CEO/Chair/Board are notified and sufficiently informed	<input type="checkbox"/>
Maintain internal communications	<input type="checkbox"/>	Ensure AIS CEO is notified	<input type="checkbox"/>
Consider impact on reputation	<input type="checkbox"/>	Ensure SSO CEOs are notified	<input type="checkbox"/>
Monitor social channels	<input type="checkbox"/>	[Ensure player association is notified (if athlete)]	<input type="checkbox"/>

Stakeholder contact list

Name	Role	Contact number

Incident response plan: Natural disaster

IRP purpose

An Incident Response Plan (IRP) sets out a checklist of minimum actions that the Critical Incident Management Team (CIMT) should follow in responding to a critical incident covered by the IRP.

IRP subject

This IRP covers the organisation's response to **any natural disaster that affects athletes or employees while overseas.**

Note: In this situation the primary concern is the health, safety and welfare of any affected people.

IRP action checklists

Checklist 1: Overseas incident response	Checklist 2: Australian response
Establish status of all personnel including any casualties	<input type="checkbox"/> Establish connection with first responders <input type="checkbox"/>
Establish communications with team management/security/medical staff	<input type="checkbox"/> Prepare media statements <input type="checkbox"/>
Liaise with personal accident/travel insurer for evacuation support	<input type="checkbox"/> Notify nearest emergency contact/next of kin <input type="checkbox"/>
Activate relevant personnel	<input type="checkbox"/> Contact DFAT and AFP <input type="checkbox"/>
Liaise with local Australian Embassy or High Commission	<input type="checkbox"/> Notify global governing body <input type="checkbox"/>
Liaise with local NSO/event organisers	<input type="checkbox"/> Ensure welfare of other athletes and staff (activate Employee Assistance Program/AIS Mental Health Referral Network for athletes/staff) <input type="checkbox"/>
Brief relevant communications personnel	<input type="checkbox"/> Notify travel management company (for travel support) <input type="checkbox"/>
Liaise with local police/hospital	<input type="checkbox"/> Notify AIS CEO <input type="checkbox"/>
	<input type="checkbox"/> Notify Chair/Board <input type="checkbox"/>

Brief executive team, internal staff and stakeholders as relevant

Notify SSO CEOs and provide support to SSOs

[Notify player association (if athlete)]

Supporting communications checklist

Prepare pre-approved holding statements	<input type="checkbox"/>	Ensure media releases are signed off by CIMT Leader	<input type="checkbox"/>
Maintain communications to external stakeholders (including broadcasters and sponsors)	<input type="checkbox"/>	Ensure CEO/Chair/Board are notified and sufficiently informed	<input type="checkbox"/>
Maintain internal communications	<input type="checkbox"/>	Ensure AIS CEO is notified	
Consider impact on reputation	<input type="checkbox"/>	Ensure SSO CEOs are notified	<input type="checkbox"/>
Monitor social channels	<input type="checkbox"/>	[Ensure player association is notified (if athlete)]	<input type="checkbox"/>

Stakeholder contact list

Name	Role	Contact number



Schedule 3

Fact gathering sheet

Fact gathering sheet

Name/position: _____

Date/time: _____

Please provide as much information as possible from the list of questions below.

Description of incident

What happened?

Where did the incident occur?

Who reported it outside of the organisation?

Does the incident present an immediate danger to human health or the environment?

How did the incident occur?

When did the incident occur?

How many team members and non-team members were killed?

How many team members were injured?

How many team members are unaccounted for?

How many non-team members were injured?

How many non-team members are unaccounted for?

What is the seriousness of the injuries?

Have team members' families been notified?
Yes/No.
If yes, how and by whom?

Have contractor/non-team members' families been notified? Yes/No. If yes, how and by whom?

What is being done to assist the team members' families?

What have the rest of the employees been told to do?

Current status

Who is the senior manager in charge?

What emergency agencies have been contacted?

Has there been any contact with local/state/federal government officials? If yes, how and by whom?

When will more details be available?

Business disruption

What is the extent of damage to facilities?

Which specific facilities and locations have been hardest hit?

What is the potential for further damage?

Have the facilities been secured?

Are additional facilities at risk?

Has the operation been interrupted?

How long before operation is 50%, 75% and fully restored?

Community/environmental impact

Has the incident impacted outside the organisation's immediate operation? If so describe.

Is evacuation underway? (Yes/No/Not yet)

Who and how many people have been affected?

Has the accident area been secured from unauthorised access?

What is the extent of environmental damage?

What is the extent of community damage?

What are the insurance/liability/preliminary costs?

News media

Have there been media phone calls? (Not yet/Some/Heavy)

How many reporters/television crews are on site?

Which news organisations?

What information has been given out? By whom?

Who have the media contacted (individuals, employees, contractors, etc.)?

Has there been social media coverage?

Background information

What is the suspected cause—if this was an accident?

Have there been similar problems in the past?

Are there any unexpected problems hampering the recovery work?

What type of help is needed most from your organisation?

Provide any other information.
