



OWIA Critical Incident Management Framework & Plan

Updated: 7 May 2026 | Version: 2

Using this Critical Incident Management Plan

1. Report all critical incidents to the OWIA CIMT Leader, Geoff Lipshut on +61 412 623 832. Do not discuss the details of the incident with anyone outside of the OWIA CIMT unless approved by the CIMT Leader. Refer all media enquiries to the OWIA Communications Lead.
2. For information on OWIA's approach to responding to critical incidents, refer to [Part A](#).
3. For information on activating OWIA's CIMT, refer to [Part B, section 1](#).
4. For information on the process to be followed by OWIA's CIMT, refer to [Part B, sections 2 and 3](#).
5. For incident response plans and other helpful tools, refer to [the Appendixes](#).

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Document information

Related documents

Document	Location
OWIA Critical Incident Communications Plan	OWIA Critical Incident Communication Plan.pdf

Version Control

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PART A: OVERVIEW

1. Introduction

1.1 Purpose of this Plan

This Critical Incident Management Plan (**Plan**) has been developed to assist OWIA in the execution of a timely and coordinated response to a critical incident. It outlines the systems, processes and responsibilities that guide OWIA's planning for and response to a critical incident, including how to activate a critical incident response.

1.2 OWIA's Commitment to Critical Incident Management

OWIA aims to prevent critical incidents from occurring. For circumstances where it is unable to do this, it must be prepared for them to occur and plan appropriately.

OWIA recognises that effective leadership, structure, culture and competence are crucial to building a comprehensive critical incident management framework and capability.

To this end, OWIA will communicate this Plan to all OWIA personnel and ensure that all personnel understand their individual roles and responsibilities under this plan. This includes members of the Critical Incident Management Team (**CIMT**) being trained to manage critical incidents in line with the process outlined in this Plan, likely OWIA incident responders undertaking the Australian Sports Commission (**ASC**) Emergency Response training module (or equivalent training) and relevant OWIA testing of the Plan regularly through scenario-based critical incident simulations.

OWIA further recognises that effective planning and preparation, communication and the appropriate use of resources are the keys to successful management of a critical incident. OWIA will identify and mitigate situations that have the potential to become critical incidents, plan for these eventualities and embed the critical incident management methodology outlined in the plan into organisational systems and processes.

OWIA will ensure that this Plan is reviewed and updated every 2 years and/or following a debrief on the management of a critical incident or scenario-based critical incident simulation.

2. What is a Critical Incident?

2.1 Identifying a Critical Incident

A critical incident is an event that has resulted in, or is likely to result in, significant harm (physical or psychological) to OWIA personnel or athletes connected to OWIA programs, or significant harm to OWIA business operations. The incident is likely to attract media interest and potentially have negative consequences for the reputation of OWIA teams, personnel or athletes.

Critical incidents are disruptions within an organisation, caused by the impact of a significant event, which requires a substantial coordinated response by OWIA and potentially other entities to help recover from the disruption.

2.2 Critical Incident Focus Areas

In the event of a critical incident, OWIA's CIMT will prioritise issues arising from the incident in the following order:

Personnel	The protection of human life and the minimisation of loss, harm or damage to people
Environment	Securing the location at which the incident has occurred and minimising environmental harm/damage
Assets	Securing any OWIA asset(s) that is/are in harm's way to limit asset loss, harm or damage
Reputation	Active management of stakeholders and communicable information
Liability	Minimise potential future liabilities arising from the critical incident

Business Continuity	Ensure that OWIA identifies and manages any event that might impact its business operations
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2.3 Assessing a Critical Incident

Use the following matrix to assess whether a critical incident response is required or whether an incident can be managed through the application of 'business as usual' functional resources.

Any incident that is assessed as being '**Significant**' or '**Major**' will be considered a critical incident and must be managed in accordance with this Framework. An incident that is not assessed as a critical incident can usually be managed through existing functional resources.

Level/ Category	Impact	Incident type	Organisational response
1	Minor	<ul style="list-style-type: none"> Local work teams under normal supervision can effectively cope, with little or no adverse effects on OWIA and its stakeholders. This level of incident need not be declared, as it can be managed as part of normal operations. Examples may include: injury or illness that may end an athlete's event, may require medical attention (e.g. outpatient assessment, emergency department visit, imaging, but does not require hospital admission). 	Functional Team(*)/Emergency Response Team (**) Critical Incident is not called
2	Significant	Can be managed at the site level but: <ul style="list-style-type: none"> may need external resourcing over and above that which is usually used by the work team, and/or the actual or potential impact on the organisation, its stakeholders and the environment is more widespread, and requires the activation of a higher-level management team to manage strategic and stakeholder impacts and a site-level management team to manage the operational impact. Examples may include: significant injury or illness (e.g. requiring emergency transport, hospital admission, medical evacuation); significant injury that may end an athlete's career; serious security incident; serious legal issue with serious reputational risk (on-going issues); serious member protection issues. 	Critical Incident Called
3	Major	Incident: <ul style="list-style-type: none"> requires off-site coordination with major levels of external resourcing and support causes or has the potential to cause a major impact on the organisation, its stakeholders and the environment requires activation of the CIMT to manage the broad range of corporate and strategic issues that may emerge from the event. Examples may include: death; severe injury (e.g. requiring surgery) or illness; victim of a serious crime; act of terrorism/kidnapping; security incident requiring evacuation or repatriation; natural disaster; someone goes missing. 	Critical Incident Called

(*) Functional Team: Those who will manage the incident within normal operations, may include coaches, medical, sport performance, wellbeing etc.

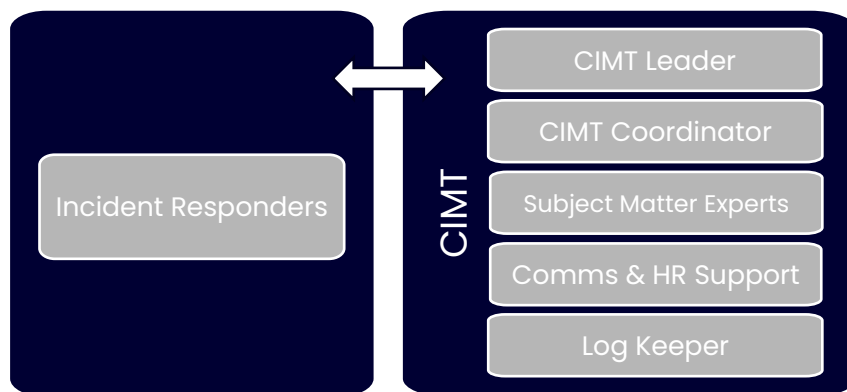
() Emergency Response:** Collective actions depending on the incident level, may include first aid, medical care, emergency services (ambulance, police, fire, consular), communication, documentation etc.

3. Critical Incident Management Team Formation

3.1 CIMT Structure

The OWIA response to a critical incident comprises a **two-tiered** structure featuring:

- (a) OWIA personnel on-site who act as ‘incident responders’; and
- (b) the CIMT.



The table below describes the roles and responsibilities of those involved in the critical incident response:

ROLE	FOCUS AREAS	RESPONSIBILITIES
Incident responders	<ul style="list-style-type: none"> • People • Environment • Assets 	<ul style="list-style-type: none"> • Ensure immediate safety, security and wellbeing of people over whom OWIA has responsibility • Manage initial on-site response • Notify local authorities / activate additional (professional) emergency responders and follow their directions • Secure the incident site to the extent possible • Reduce/limit immediate threat, harm, loss and damage to people, the environment and OWIA assets • Support the CIMT as required/directed
CIMT	<ul style="list-style-type: none"> • Reputation • Liability • Business Continuity 	<ul style="list-style-type: none"> • Manage the overall response to the critical incident, including strategic issues related to reputation, liability and business continuity • Coordinate internal/external communications • Manage human resource issues • Support Incident Responders as required • The CEO shall also: <ul style="list-style-type: none"> ○ Engage OWIA Executive Team, Chair/President and Board ○ Liaise with key external stakeholders

3.2 Critical Incident Management Team Contact Details

CIMT contact details have been removed from this version due to privacy reasons.

CIMT composition may vary in response to the type of critical incident that has occurred and/or the availability of OWIA personnel. The CIMT Leader may, at their discretion, activate additional CIMT members or stand down CIMT members depending on the needs of the CIMT from time to time. The standing members of the OWIA CIMT are:

3.3 Roles and Responsibilities

The OWIA CIMT provides technical, logistical and services support to OWIA incident responders. It devises strategic action plans to mitigate the effects of a critical incident and manages matters relating to reputation, liability and business continuity for OWIA.

A high-level overview of the key roles and responsibilities of the CIMT members is outlined below. The CEO remains responsible for Chair/President, Board and key external stakeholder liaison:

ROLE	RESPONSIBILITIES
CIMT Leader	<ul style="list-style-type: none"> • Lead response to critical incident in collaboration with other CIMT members and incident responders • Primary contact for all organisational elements and incident responders • Confirm releasable information and critical incident communications strategy • Decide (i) when, if and how to activate the CIMT and (ii) when to stand down the CIMT
CIMT Coordinator	<ul style="list-style-type: none"> • Monitor effective operations of CIMT including adherence to CIMT processes and the welfare of all CIMT members • Provide support and counsel to CIMT Leader
Log Keeper	<ul style="list-style-type: none"> • Establish/maintain CIMT operations and process CIM Tool Kit and CIMT Room operations • Maintain or facilitate a detailed chronological log of all events that occur in response to the critical incident, with relevant timings/entries, including all decisions and actions made by the CIMT for reference and use in insurance, liability and potential enquiries
HR Lead	<ul style="list-style-type: none"> • Manage human resources and employee relations issues, including those relating to victims and their families/next of kin • Facilitate dedicated Employee Assistance Program
Wellbeing Lead	<ul style="list-style-type: none"> • Manage and support the welfare of athletes and personnel, including issues relating to victims and their families/next of kin • Provide support to the CIMT Leader on all matters directly related to the wellbeing of athletes and personnel
Communications Lead	<ul style="list-style-type: none"> • Coordinate the media response in conjunction with the CIMT Leader and legal for all public communications • Lead internal communications and develop press and other media releases, with an emphasis on protecting OWIA's brand and reputation • Manage media stakeholders
Legal Counsel	<ul style="list-style-type: none"> • Provide legal counsel to the CIMT and arrange external legal support, review communications and provide advice on incident-specific issues, including use of legal professional privilege
Functional Lead / Subject Matter Expert	<ul style="list-style-type: none"> • Assist CIMT Leader by coordinating functional response (examples: Medical, Insurance & Finance, Logistics & Operations, Integrity, Government Relations, National Institute Network, National Sporting Organisation)

PART B: CIMT OPERATIONS

1. Critical Incident Initial Actions

1.1 Assessing a Critical Incident

All incidents that may be considered a critical incident must be reported to the CIMT Leader who will assess the seriousness of the incident and determine whether it is a critical incident or not. The CIMT Leader will conduct this assessment in collaboration with other senior OWIA staff including the CEO.

OWIA endorses the general rule of **PRUDENT OVER-REACTION AND RAPID DE-ESCALATION** in assessing whether to activate the arrangements under this Plan. It is easier and more effective to scale down an over-reaction than escalate an under-reaction.

1.2 Declaring a Critical Incident

Only the CIMT Leader can declare a critical incident.

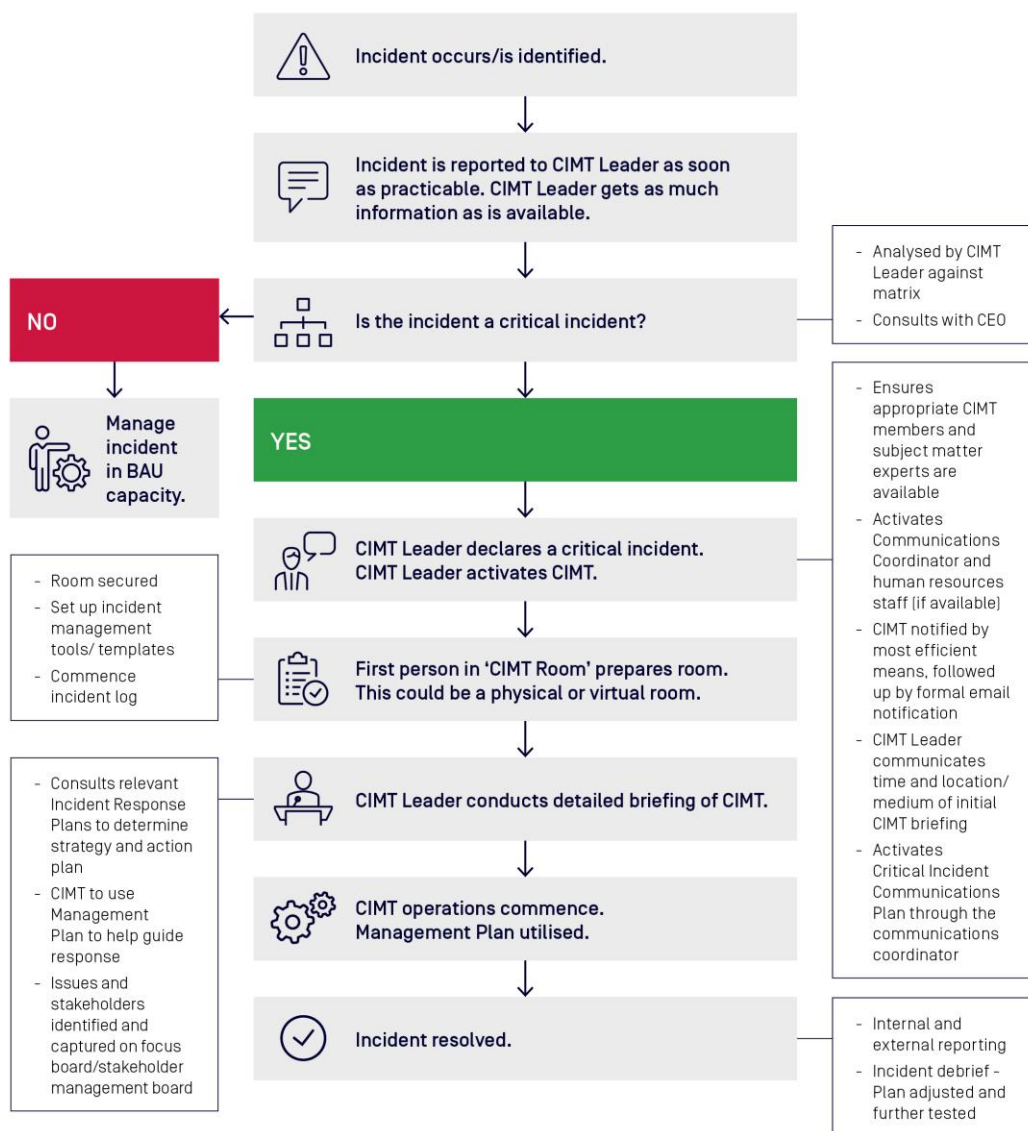
Once a critical incident is declared, this Plan must be used by the CIMT to help guide the incident response.

The Plan remains active until the CIMT Leader (or delegate) stands down the members of the CIMT.

This Plan may be activated in conjunction with related and/or parallel plans for organisations (such as the Critical Incident Management Plans of the AIS, the Australian Olympic Committee (**AOC**), or members of the National Institute Network (**NIN**)) and may require collaboration and liaison with other incident management and recovery teams as necessary.

1.3 Critical Incident Management Procedure

OWIA will manage each critical incident in line with the following response model to ensure a consistent, coordinated and efficient response:



1.4 CIMT Activation

1.4.1 CIMT Activation

Upon declaring a critical incident, the CIMT Leader will activate the CIMT via the dissemination of a message to a dedicated CIMT WhatsApp Group (or similar) and/or a series of individual phone calls or in-person notifications to/with relevant CIMT members, advising that:

- a critical incident has occurred;
- the CIMT has been activated; and
- the CIMT will meet at a designated time in a designated place, including in an online environment.

The CEO shall be a member of any dedicated CIMT WhatsApp Group (or similar) so that they have access to key CIMT communications (including activation notifications).

1.4.2 Advising of Activation

Once the CIMT is activated, the OWIA Board must be notified by the CIMT Leader.

At the appropriate time, the CIMT Leader will also notify OWIA staff that OWIA's CIMT has been activated and provide the necessary detail as to the nature of the activation.

1.5 CIMT Meeting Arrangements

Once activated, the CIMT is to convene in either:

- the nominated physical CIMT room;
- a virtual CIMT online meeting; or
- a hybrid format, being a combination of physical and virtual,

as directed by the CIMT Leader.

Thereafter, the CIMT will continue to meet and make decisions until the resolution of the incident until advised otherwise by the CIMT Leader or CIMT Co-ordinator.

OPTION	LOCATION
1	Virtual meeting via Microsoft Teams
2	OWIA Headquarters, ICE or GOLD Meeting Room Level 2, 105 Pearl River Road Docklands Vic 3008 *
3	Victorian Institute of Sport, Board Room Lakeside Stadium, 33 Aughtie Drive Albert Park Vic 3206

** In the event that the disruption has rendered the OWIA office inaccessible the CIMT Room will be established offsite, as per option 3.*

1.6 CIMT Meeting Resource Requirements

The CIMT Room should be set up (where possible) in accordance with the information contained in item 1 of **Appendix A**.

1.6.1 CIMT Tool Kit Contents

When the CIMT is meeting physically or in a hybrid format the CIMT should use the CIMT Tool Kit. The contents of the CIMT Tool Kit are listed at item 1 of **Appendix A**.

1.6.2 Virtual CIMT Room

If it is not possible or preferable to meet physically, the CIMT may activate and convene virtually.

For this purpose, OWIA has established a virtual CIMT Room via a WhatsApp Group. A dedicated TEAMS channel would also be established.

This Plan and all relevant appendices are available to all CIMT members on Employment Hero and the OWIA [website](#) as individual documents.

The CIMT Leader is responsible for ensuring that this Plan (including all appendices) are readily available for virtual use and access, in the event of virtual or hybrid CIMT activation.

Critical Incident Management Process

1.7 CIMT Operating Process

While the specific response to each critical incident will depend upon the circumstances, including considerations in any relevant incident-specific Incident Response Plans, the CIMT should follow the iterative operating process set out below until the incident is controlled.



Step	Action	Description	Who	Relevant Tools
1	Find Facts and Gaps	Identify and validate facts and gaps	CIMT Leader	Incident Response Plans CIMT Incident Log Fact Gathering Sheet
2	Share and Prioritise	As a team, collaborate to share facts, identify and prioritise stakeholders and issues	CIMT	Incident Response Plans CIMT Incident Log Fact Gathering Sheet Focus Board Stakeholder Management Board Personnel Tracker CIMT Meeting Agenda CIMT Individual Log
3	Strategise	As a team, collaborate to develop strategy and action plan. Each action should be assigned to a specific CIMT member with a corresponding deadline allocated to it. All agreed actions must be regularly reviewed by the CIMT	CIMT	Incident Response Plans CIMT Incident Log Focus Board Stakeholder Management Board CIMT Individual Log

4	Execute	Deliver on strategy and actions	CIMT Members	CIMT Individual Log
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The CIMT will repeat the CIMT Operating Process until the CIMT is stood down and the incident is resolved or handed off for management through a functional team.

A CIMT Meeting Agenda template is provide as item 7 of **Appendix C** to help guide the CIMT through steps 2 and 3 of the CIMT Operating Process.

1.8 Management Tools

A range of management tools are set out in the Appendixes to guide the CIMT through a critical incident. These tools and how they should each be used are described below.

1.8.1 Role-based Critical Incident Checklists

The following checklists assist CIMT members to initiate and manage the critical incident response and are set out in **Appendix A** to this Plan:

Checklist	How to Use
Establishing the CIMT Room	The CIMT Room may be established physically or virtually. The first person to arrive in the CIMT Room should at a minimum take the steps described in this checklist. If activating virtually or in hybrid form, refer to section 1.6.2 of this Part
CIMT Leader Priorities	On declaring a critical incident, the CIMT Leader should immediately begin working through the actions contained in this checklist, albeit not necessarily in the order in which they appear
Communications Support	All internal and external communications during a critical incident will be managed through the CIMT, consistent with the agreed critical incident communications plan. The CIMT Leader must approve all formal statements and the Communications Lead should use this checklist as a reminder during a critical incident, noting that not every action will be necessary for every situation
Human Resources / Wellbeing Support	The Human Resources / Wellbeing Lead should use this checklist as a reminder, noting that not every action will be necessary for every situation
Individual Log for CIMT Members	All CIMT members should work through the actions listed in this checklist

1.8.2 Incident Response Plans

Incident Response Plans (**IRPs**) set out checklists of minimum actions that the CIMT should consider in responding to a critical incident covered in the IRP.

Appendix C sets out eight specific IRPs covering the following types of incidents:

- Serious injury/fatality;
- OWIA athlete/staff psychological issue;
- Natural Disaster;

- Terrorism;
- Sport integrity incident;
- Event incident;
- Facility incident; and
- Loss of key equipment.

1.8.3 Template tools

Appendix C contains template tools for managing critical incidents. The use and adequacy of each template should be regularly reviewed by the CIMT Leader and adapted as required to ensure each provides maximum utility to the CIMT. Each tool should be used as follows:

Tool	How to Use
CIMT Incident Log	<ul style="list-style-type: none"> • Maintained by the Log Keeper • Facilitates a detailed chronological log of all events that occur in response to the critical incident, with relevant timings and includes all decisions made and actions taken by the CIMT • For reference and use for insurance purposes, legal/regulatory actions and post-incident debrief
Focus Board	Used by the CIMT to list issues (using the PEARLBC frame of reference) and identify priorities and actions
Personnel Tracking Board	Used to track the movement and status of all impacted personnel including, in particular, casualties and their location, transfer information, next of kin/nominated emergency contacts and anyone accompanying those individuals
Stakeholder Management Matrix	Used by CIMT to establish a stakeholder communications plan and for ensuring that stakeholders receive appropriate and timely communication
Critical Incident Call Tree	Used by individual CIMT members to communicate to key stakeholders in an effective and orderly manner
Fact Gathering Sheet	A list of questions for use by the CIMT Leader or others to collect incident information. The questions are not intended to be exhaustive and may trigger additional questions or areas of investigation for the CIMT
CIMT Agenda	Agenda to guide the CIMT when in collaboration meetings
Critical Incident Debrief Report	Format to guide preparation of a debrief report following resolution of an incident
Post Incident and Corrective Actions Form	List of post incident actions to be undertaken by OWIA

2. Approved Communication Approach

2.1 Preparation

All internal and external communications during a critical incident will be managed through the CIMT via the Communications Lead.

The Communications Lead will:

- Develop a **Critical Incident Communications Strategy** which describes proposed communications actions, timings and responsible person. This will be a live plan and will evolve as the incident evolves; and
- Draft and/or adapt organisational statements based on prepared **template statements** for the incident at hand.

The Communications Lead will refer as appropriate to the Critical Incident Communications Plan to support the execution of their role.

2.2 Approvals

All incident-related communication is to be approved by the CIMT Leader. Only information that the CIMT Leader has deemed to be verified **“releasable information”** should be released in communications and statements.

2.3 Initial communication

2.3.1 Internal Staff Communication

The CIMT will consider an internal staff communication relating to the incident as a first response to the incident.

2.3.2 National Sporting Organisations and other similar organisations

Incident-related messaging may also need to be provided as a priority to related National Sporting Organisations and other similar organisations.

2.3.3 External Communication

Communication should be provided in a timely manner to other stakeholders including but not limited to the ASC, AOC, NIN organisations, contractors, and/or commercial partners.

The CEO is the primary OWIA spokesperson responsible for all external communications unless otherwise directed.

The key alternate spokesperson is OWIA Board or Audit Chair. Other OWIA employees are only authorised to speak to media with the approval of the CEO.

2.4 Ongoing communication

OWIA must provide regular communication to relevant internal and external stakeholders and respond to media enquiries as the incident evolves.

The Communications Lead is responsible for drafting and seeking approval from the CIMT Leader of all ongoing communication.

The CEO is responsible for communication with the OWIA President/Chair and Board.

PART C: POST-INCIDENT ACTIONS

Following resolution of a critical incident, OWIA will:

- Conduct a post-incident review that includes an assessment of:
 - (i) CIMT operations, including:
 - a. the composition and skill set of the CIMT;
 - b. the performance of CIMT members;
 - c. the effectiveness and use of templates and tools;
 - d. any gaps in the incident response (including issue and stakeholder identification); and
 - e. what could be done differently in future;
 - (ii) The adequacy of the Plan and related documents, including the need for documentation and/or procedures to be refined/updated;
 - (iii) Ongoing potential for legal liability or reputational damage; and
 - (iv) The adequacy of insurance policies and whether additional cover is required for future incidents;
- Complete any necessary internal/external reporting, including a comprehensive incident debrief for the OWIA Board;
- Assess any long-term clinical treatment requirements for individuals involved in the incident;
- Consider granting leave for staff involved in the incident (or in the management of the incident) and provide any other appropriate assistance; and
- Consider a media strategy that covers any ongoing media activities that occur in relation to the incident and/or addressing reputational concerns.

Appendix C sets out a template debrief report and post incident and corrective actions form to enable OWIA to complete appropriate reporting and ongoing support requirements.

Appendixes

Appendix A: Role-based Critical Incident Checklists

1. Establishing the CIMT Room
2. CIMT Leader Priorities
3. Communications Support
4. Human Resources / Wellbeing Support
5. Individual Log for CIMT Members

Appendix B: Incident Response Plans

1. Serious injury/fatality
2. Athlete/staff psychological issue
3. International terrorism
4. Natural disaster
5. Sport integrity
6. Event incident
7. Facilities incident
8. Loss of key equipment

Appendix C: Critical Incident Management Tools

1. CIMT Incident Log
2. Focus Board
3. Personnel Tracker
4. Stakeholder Management Matrix
5. Critical Incident Call Tree
6. Fact Gathering Sheet
7. CIMT Meeting Agenda
8. Critical Incident Debrief Report
9. Post Incident and Corrective Actions Form

Appendix A: Role-based Critical Incident Checklists

1. Establishing the CIMT Room

The CIMT Room may be established physically or virtually. A virtual CIMT Room may be established with the features described in section 1.5 of Part B of the Plan. The first person tasked with establishing the physical and/or virtual CIMT Room should at a minimum take the following steps:

IMMEDIATE RESPONSE ACTIONS		➔
1.	Ensure all CIMT members have fully accredited access to the CIMT Room and all areas containing support facilities and equipment on a 24 hours per day basis during the CIMT activation.	<input type="checkbox"/>
2.	Prepare CIMT Tool Kit and set-up relevant equipment as required. This includes, chairs, tables, whiteboards/flip-boards, markers, textas, cleaners, spare stationery items, placing CIMT tools on the wall.	<input type="checkbox"/>
3.	Establish all necessary IT and communications requirements in the CIMT Room – Wi-Fi network, conference phone, video-conference facilities and IT support, plus any necessary instructions.	<input type="checkbox"/>
4.	For online activations, establish a unique and secure CIMT online meeting link, create an incident-focused log and arrange access to digital versions of the CIMT tools.	<input type="checkbox"/>
5.	Ensure visible log of incident is commenced by Log Keeper, listing all known facts, actions and decisions.	<input type="checkbox"/>
6.	If appropriate, advise office manager (or equivalent) to lock down the building (or part of it) and CIMT Room, including over-riding room bookings and relevant calendars.	<input type="checkbox"/>

2. CIMT Leader Priorities

On declaring a critical incident, the CIMT Leader will immediately begin working through the following actions, albeit not necessarily in the order in which they appear:

IMMEDIATE RESPONSE ACTIONS		☞
1.	Contact and convene all required CIMT members as quickly as possible (by phone, email, WhatsApp, MS Teams, other relevant messaging application or in person) to set-up an initial briefing.	<input type="checkbox"/>
2.	Ensure CIMT has the right skills and expertise – stand-up/down subject matter experts as required.	<input type="checkbox"/>
3.	Ensure Log Keeper and CIMT Coordinator are present and performing their roles.	<input type="checkbox"/>
4.	Receive and approve the recommended communications strategy (internal and external) from the Communications Lead.	<input type="checkbox"/>
5.	Consider engaging legal advisors to assist in maintaining legal professional privilege and managing legal exposures and liabilities.	<input type="checkbox"/>
6.	Establish and maintain communications with incident responders. Confirm wellbeing of incident responders and arrange (or assist with arrangement of) requisite support needs.	<input type="checkbox"/>
7.	Ensure the prompt preparation and release of a media (holding) statement in collaboration with the Communications Lead.	<input type="checkbox"/>
8.	Reference and use the incident-specific Incident Response Plan (IRP) as appropriate.	<input type="checkbox"/>
9.	Initial briefing: Confirm CIMT member wellbeing and availability to fully engage in CIMT operations and provide an initial situation report to the CIMT as soon as practicable following activation of the CIMT.	<input type="checkbox"/>
10.	Use CIMT operating process of: Find facts and identify gaps → collaborate to share facts, identify and prioritise issues → devise strategies to manage/resolve identified issues → execute the strategies	<input type="checkbox"/>
11.	Document the details for all events you are involved in and all the decisions you make. Note the date and time of each entry.	<input type="checkbox"/>

3. Communications Support

All internal and external communications during a critical incident will be managed through the CIMT, consistent with the agreed critical incident communications plan. The CIMT Leader must approve all formal statements. The Communications Lead should use the following checklist as a reminder during a critical incident, noting that not every action will be necessary for every situation:

IMMEDIATE RESPONSE ACTIONS		➔
1.	Participate in and provide updates as required to CIMT meeting.	<input type="checkbox"/>
2.	Provide regular updates to relevant stakeholders.	<input type="checkbox"/>
3.	Gather information from incident responders (via CIMT Leader) and identify information gaps and support needs.	<input type="checkbox"/>
4.	Promptly develop and have CIMT Leader approve the critical incident communications plan in line with the OWIA Critical Incident Communications Plan.	<input type="checkbox"/>
5.	Promptly develop and issue holding statement, but only after CIMT Leader approval and all relevant stakeholders have been contacted.	<input type="checkbox"/>
6.	Identify and prioritise communications stakeholders for the CIMT.	<input type="checkbox"/>
7.	Help develop and implement stakeholder engagement plan.	<input type="checkbox"/>
8.	Identify all potential issues, reputation risks and potential escalation triggers.	<input type="checkbox"/>
9.	Identify all potential for cross-linkage with other issues inside or outside the sport.	<input type="checkbox"/>
10.	Ensure key messages and 'releasable information' are developed and approved.	<input type="checkbox"/>
11.	Ensure Q&As are developed and approved.	<input type="checkbox"/>
12.	Develop and implement internal communications plan.	<input type="checkbox"/>
13.	Establish 24-hour monitoring of the media, including online and social media platforms.	<input type="checkbox"/>
14.	Bring in external expertise/support as required.	<input type="checkbox"/>
15.	Provide briefing materials for media spokesperson. If required, provide coaching for the spokesperson.	<input type="checkbox"/>
16.	Assess the need for a press conference/stand-up and provide a recommendation to the CIMT. If appropriate, initiate plans for a press conference.	<input type="checkbox"/>
17.	Liaise with communications teams of relevant third-party organisations (e.g., AOC, NSO, SIA, world federation and/or local organising committee) as appropriate.	<input type="checkbox"/>
18.	In consultation with the CIMT, review and update communications plan as needed.	<input type="checkbox"/>
19.	Document the details of all major events you are involved in and all the decisions you make. Note the date and time of each entry.	<input type="checkbox"/>

4. Human Resources / Wellbeing Support

The Human Resources / Wellbeing Lead should use the following checklist as a reminder, noting that not every action will be necessary for every situation:

IMMEDIATE RESPONSE ACTIONS		➔
1.	Participate in and provide updates as required to CIMT meeting.	<input type="checkbox"/>
2.	Provide regular updates to relevant stakeholders.	<input type="checkbox"/>
3.	Gather information from incident responders (via CIMT Leader) and identify HR information gaps and support needs.	<input type="checkbox"/>
4.	Determine the HR / wellbeing response strategy with the CIMT Leader.	<input type="checkbox"/>
5.	Use dedicated personnel tracking document to track the movement of all casualties and their nominated emergency contact/next of kin.	<input type="checkbox"/>
6.	Identify and prioritise HR / wellbeing stakeholders for the CIMT.	<input type="checkbox"/>
7.	Help develop and implement stakeholder engagement plan.	<input type="checkbox"/>
8.	Provide advice on relevant policies and guidelines.	<input type="checkbox"/>
9.	Identify all potential issues, reputation risks and potential escalation triggers.	<input type="checkbox"/>
10.	Identify all potential for cross-linkage with other issues inside or outside the sport.	<input type="checkbox"/>
11.	Assist in developing key messages for internal stakeholders.	<input type="checkbox"/>
12.	Assist in developing internal communications plan.	<input type="checkbox"/>
13.	Maintain ongoing communication with casualties and their nominated emergency contact/next of kin.	<input type="checkbox"/>
14.	Bring in external expertise/support as required.	<input type="checkbox"/>
15.	Liaise with management of relevant third-party organisations as appropriate.	<input type="checkbox"/>
16.	Monitor morale and stress levels among staff, team members and contractors. Activate Employee Assistance Program / Mental Health Referral Network (MHRN) if available.	<input type="checkbox"/>
17.	Comply with procedures for the notification of fatalities, serious injuries, asset damage and other critical incidents in the relevant jurisdiction(s).	<input type="checkbox"/>
18.	Document the details for all major events you are involved in and all the decisions you make. Note the date and time of each entry.	<input type="checkbox"/>

Appendix B: Incident Response Plans

Appendix B contains eight incident-specific Incident Response Plans (**IRPs**).

Each IRP consists of checklist(s) of minimum actions the CIMT should undertake and stakeholders the CIMT must consider engaging with in responding to a critical incident covered by the IRP.

OWIA 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 its athletes, participants, business and/or reputation.

Incident Response Plan 1: Serious injury/fatality

1. IRP subject

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

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

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

2. IRP action checklists

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

Checklist 1: Injury/fatality occurs in Australia to OWIA athlete/foreign athlete/employee	
OWIA athlete/employee	
Establish connection with incident responder and establish status of affected athletes/employees	<input type="checkbox"/>
Liaise with emergency services/hospital	<input type="checkbox"/>
Complete the 'Fact Gathering Sheet' (Appendix C, 6)	<input type="checkbox"/>
Determine if any personnel need to be deployed to the site	<input type="checkbox"/>
Notify nominated emergency contact/next of kin <i>Athlete emergency contact/next of kin details are provided in the Athlete Contract, Schedule 1 - located in Salesforce Personnel emergency contact/next of kin details are provided in the Staff Details Form and/or Employment Hero.</i>	<input type="checkbox"/>
Prepare media statements	<input type="checkbox"/>
Notify Chair/Board	<input type="checkbox"/>
Notify ASC CEO	<input type="checkbox"/>
Notify AOC CEO	<input type="checkbox"/>
Establish safety and welfare of other athletes and employees - offer EAP and AIS MHRN if relevant	<input type="checkbox"/>
Establish connection with Chief Medical Officer and/or Psychologist	<input type="checkbox"/>
Brief executive team, internal staff and stakeholders (as relevant)	<input type="checkbox"/>
Manage team and security operations	<input type="checkbox"/>
Consider engaging legal counsel	<input type="checkbox"/>
Notify relevant insurer(s) and if necessary enlist their assistance	<input type="checkbox"/>
Liaise with athlete NSO (if athlete)	<input type="checkbox"/>
Enlist the support of third parties and other resources to assist in response	<input type="checkbox"/>
Foreign athlete/employee	

Establish connection with incident responder and establish status of affected athletes/employees	<input type="checkbox"/>
Liaise with emergency services/hospital	<input type="checkbox"/>
Notify athlete/employee's home NSO	<input type="checkbox"/>
Notify local High Commission/Embassy and enlist the support of other Australian Government Agencies	<input type="checkbox"/>
Prepare media statements in conjunction with senior home NSO representative	<input type="checkbox"/>
Ensure safety and welfare of other athletes and employees (Australian and foreign) - offer EAP and AIS MHRN if relevant	<input type="checkbox"/>
Establish connection with home NSO Chief Medical Officer	<input type="checkbox"/>
Manage team, security operations and travel logistics	<input type="checkbox"/>
Brief home NSO liaison officer/staff (as relevant)	<input type="checkbox"/>

Checklist 2: Injury/fatality occurs overseas – athlete/employee

Overseas incident response (Incident responders)

Establish status of affected athletes/employees	<input type="checkbox"/>
Establish safety and welfare of non-affected athletes/employees (offer EAP / AIS MHRN)	<input type="checkbox"/>
Establish communications with team management/ security/medical staff	<input type="checkbox"/>
Liaise with local police/hospital	<input type="checkbox"/>
Liaise with local NSO/event organisers	<input type="checkbox"/>
Liaise with local Australian Embassy or High Commission and enlist the support of other Australian Government Agencies	<input type="checkbox"/>
Enlist the support of third parties and other resources to assist in response	<input type="checkbox"/>

Australian response

Establish connection with incident responder and establish status of affected athletes/employees	<input type="checkbox"/>
Complete the 'Fact Gathering Sheet' (Appendix C, 6)	<input type="checkbox"/>
Determine if any personnel need to be deployed to the site	<input type="checkbox"/>
Prepare media statements	<input type="checkbox"/>
Notify nominated emergency contact/next of kin <i>Athlete emergency contact/next of kin details are provided in the Athlete Contract, Schedule 1.</i> <i>Personnel emergency contact/next of kin details are provided in the Staff Details Form and/or Employment Hero.</i>	<input type="checkbox"/>
Ensure welfare of other Australian athletes and employees (Internationally or in Australia) (offer EAP/AIS MHRN)	<input type="checkbox"/>
Liaise with personal accident/travel insurer for evacuation support	<input type="checkbox"/>

AHI Corporate Travel Insurance Policy:

- For Personnel Policy Number: 5538631
- For Athletes Policy Number: 5547764 (during competition or training only. If incident happens while the athlete is on break, contact the athletes personal insurer)

Notify travel management company (for travel support)	<input type="checkbox"/>
Notify Chair/Board	<input type="checkbox"/>
Notify DFAT and AFP	<input type="checkbox"/>
Notify ASC CEO	<input type="checkbox"/>
Notify AOC CEO	<input type="checkbox"/>
Brief executive team, internal staff and stakeholders (as relevant)	<input type="checkbox"/>
Liaise with athlete NSO (if athlete)	<input type="checkbox"/>
Enlist the support of third parties and other resources to assist in response	<input type="checkbox"/>

3. Stakeholder contact list

Name	Role	Contact number

Incident Response Plan 2: Athlete/staff psychological issue

1. IRP subject

This IRP covers the OWIA response to psychological issues that affect OWIA-supported athletes or employees.

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

Note: Incidents 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 professional advice from relevant CIMT subject matter experts (medical, wellbeing/HR, psychology).

2. IRP action checklists

Checklist 1: Issue involving athletes	
Ensure sports psychologist is activated	<input type="checkbox"/>
Ensure Chief Medical Officer is briefed	<input type="checkbox"/>
Ensure CEO/High Performance Director (or equivalent) is briefed at appropriate time	<input type="checkbox"/>
Ensure AIS Executive General Manager – AIS Performance is notified at appropriate time	<input type="checkbox"/>
Complete the 'Fact Gathering Sheet' (Appendix C, 6)	<input type="checkbox"/>
Determine if any personnel need to be deployed to the site	<input type="checkbox"/>
Ensure People & Performance Manager is notified for Wellbeing support	<input type="checkbox"/>
Ensure communications team is activated for potential media interest	<input type="checkbox"/>
Consider if legal counsel should be advised	<input type="checkbox"/>
Ensure athlete manager/agent is briefed at appropriate time	<input type="checkbox"/>
Notify relevant AOC CEO at appropriate time	<input type="checkbox"/>
Notify relevant NSO CEO at appropriate time	<input type="checkbox"/>
Notify Chair/Board at appropriate time	<input type="checkbox"/>
Lead Performance Psychologist 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.	

Checklist 2: Issue involving employee/contractor	
Ensure People & Performance Manager is activated	<input type="checkbox"/>
Activate staff Employee Assistance Program or Mental Health Referral Network (if applicable)	<input type="checkbox"/>
Ensure CEO and relevant executive staff are briefed	<input type="checkbox"/>
Complete the 'Fact Gathering Sheet' (Appendix C, 6)	<input type="checkbox"/>

Determine if any personnel need to be deployed to the site	<input type="checkbox"/>
Consider if legal counsel should be advised	<input type="checkbox"/>
Provide support to directly affected personnel and their families and to non-affected people	<input type="checkbox"/>
People & Performance Manager will take the lead in directly managing employee/contractor psychological issues. The Lead Performance Psychologist / AIS Mental Health team to provide expert guidance and support to the People & Performance Manager when it comes to decision making that considers the psychological state/impacts on the employee/contractor. The CIMT is to ensure they are supported in this to manage any broader strategic issues.	<input type="checkbox"/>

3. Stakeholder contact list

Stakeholder contacts	Name	Contact number
Executive General Manager – AIS Performance		
Performance psychologist		
Chief Medical Officer		
High performance director		
Head of communications		
Legal Counsel		
Staff Employee Assistance Provider		
Human Resource Expert		

Incident Response Plan 3: International Terrorism

1. 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.

2. IRP action checklists

Checklist 1: Overseas incident response (incident responders)

Establish status of all personnel, including any casualties	<input type="checkbox"/>
Establish communications with team management/security/medical staff	<input type="checkbox"/>
Liaise with personal accident/travel insurer for evacuation support <i>AHI Corporate Travel Insurance Policy:</i> - For Personnel Policy Number: 5538631 - For Athletes Policy Number: 5547764 (during competition or training only. If incident happens while the athlete is on break, contact the athletes personal insurer)	<input type="checkbox"/>
Activate relevant personnel	<input type="checkbox"/>
Liaise with local Australian Embassy or High Commission	<input type="checkbox"/>
Liaise with local NSO/International Federation/event organisers	<input type="checkbox"/>
Brief relevant communications personnel	<input type="checkbox"/>
Liaise with local police/hospital	<input type="checkbox"/>
Enlist the support of third parties and other resources to assist in response	<input type="checkbox"/>

Checklist 2: Australian response

Establish connection with incident responders	<input type="checkbox"/>
Complete the 'Fact Gathering Sheet' (Appendix C, 6)	<input type="checkbox"/>
Prepare media statements	<input type="checkbox"/>
Notify nominated emergency contact/next of kin <i>Athlete emergency contact/next of kin details are provided in the Athlete Contract, Schedule 1 – in Salesforce. Personnel emergency contact/next of kin details are provided in the Staff Details Form and/or Employment Hero.</i>	<input type="checkbox"/>
Contact DFAT and AFP	<input type="checkbox"/>
Notify International Federation	<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"/>
Notify travel management company (for travel support)	<input type="checkbox"/>

Notify ASC CEO	<input type="checkbox"/>
Notify AOC CEO	<input type="checkbox"/>
Notify Chair/Board	<input type="checkbox"/>
Brief executive team, internal staff and stakeholders as relevant	<input type="checkbox"/>
Notify athlete NSO (if athlete)	<input type="checkbox"/>

3. 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 ASC CEO is notified	<input type="checkbox"/>
Consider impact on reputation	<input type="checkbox"/>	Ensure AOC CEO is notified	<input type="checkbox"/>
Monitor social channels	<input type="checkbox"/>	Ensure athlete NSO is notified (if athlete)	<input type="checkbox"/>

4. Stakeholder contact list

Name	Role	Contact number

Incident Response Plan 4: Natural Disaster

1. IRP subject

This IRP covers the OWIA 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.

2. IRP action checklists

Checklist 1: Overseas incident response (incident responders)

Establish status of all personnel including any casualties	<input type="checkbox"/>
Establish communications with team management/security/medical staff	<input type="checkbox"/>
Liaise with personal accident/travel insurer for evacuation support <i>AHI Corporate Travel Insurance Policy:</i> - For Personnel Policy Number: 553863 - For Athletes Policy Number: 5547764 (during competition or training only. If incident happens while the athlete is on break, contact the athletes personal insurer)	<input type="checkbox"/>
Activate relevant personnel	<input type="checkbox"/>
Liaise with local Australian Embassy or High Commission	<input type="checkbox"/>
Liaise with local NSO/International Federation/event organisers	<input type="checkbox"/>
Brief relevant communications personnel	<input type="checkbox"/>
Liaise with local police/hospital or other relevant agencies	<input type="checkbox"/>
Enlist the support of third parties and other resources to assist in response	<input type="checkbox"/>

Checklist 2: Australian response

Establish connection with incident responders	<input type="checkbox"/>
Complete the 'Fact Gathering Sheet' (Appendix C, 6)	<input type="checkbox"/>
Prepare media statements	<input type="checkbox"/>
Notify nominated emergency contact/next of kin <i>Athlete emergency contact/next of kin details are provided in the Athlete Contract, Schedule 1 – in Salesforce. Personnel emergency contact/next of kin details are provided in the Staff Details Form and/or Employment Hero.</i>	<input type="checkbox"/>
Contact DFAT and AFP	<input type="checkbox"/>
Notify global governing body	<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"/>
Notify travel management company (for travel support)	<input type="checkbox"/>

Notify ASC CEO	<input type="checkbox"/>
Notify AOC CEO	
Notify Chair/Board	<input type="checkbox"/>
Brief executive team, internal staff and stakeholders as relevant	<input type="checkbox"/>
Notify athlete NSO (if athlete)	<input type="checkbox"/>

3. 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 ASC CEO is notified	<input type="checkbox"/>
Consider impact on reputation	<input type="checkbox"/>	Ensure AOC CEO is notified	<input type="checkbox"/>
Monitor social channels	<input type="checkbox"/>	Ensure athlete NSO is notified (if athlete)	<input type="checkbox"/>

4. Stakeholder contact list

Name	Role	Contact number

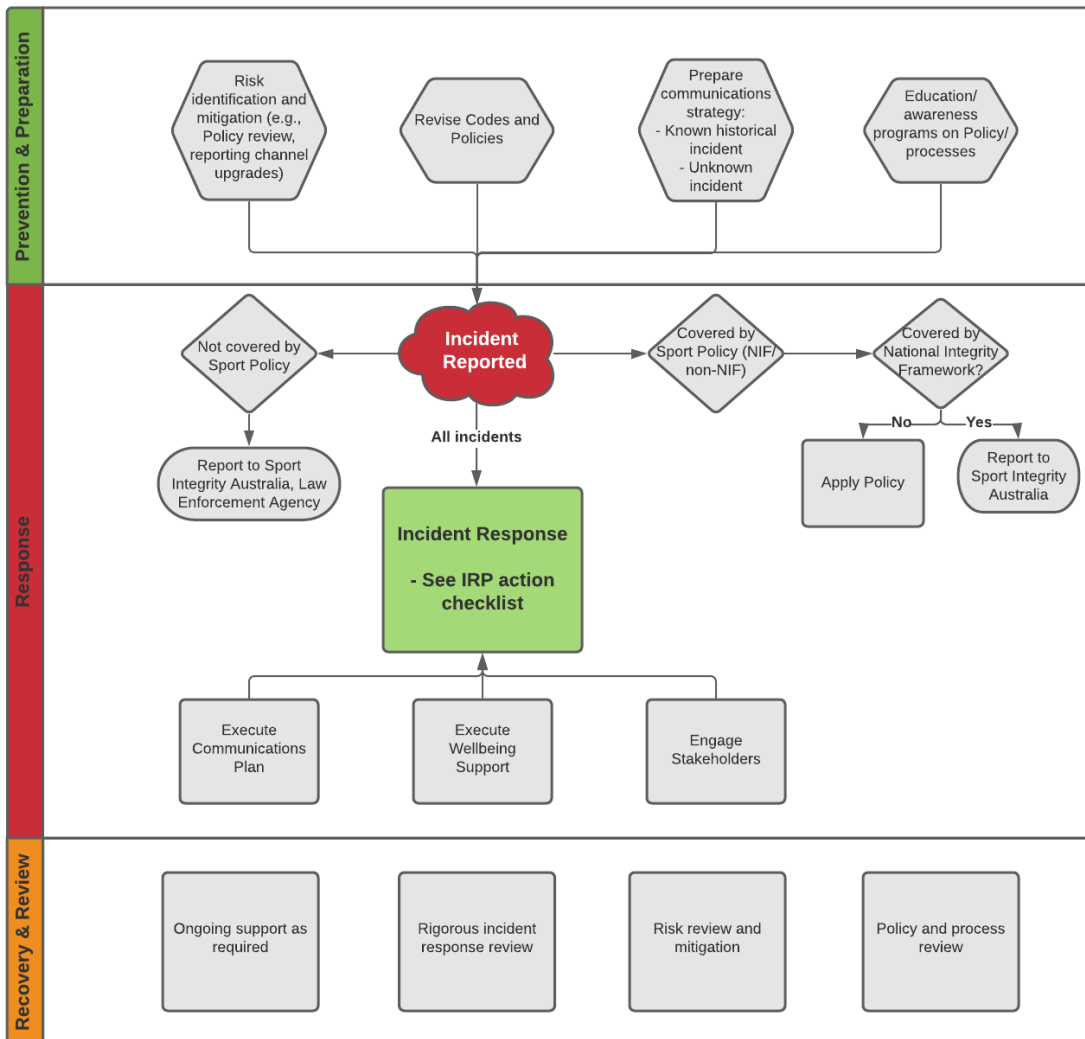
Incident Response Plan 5: Sport integrity

1. IRP subject

This IRP covers the OWIA response to a material sport integrity issue that arises in relation to athletes, coaches, employees, or participants.

Examples: Anti-doping or illicit drug offence, child safeguarding or abuse/bullying issue, criminal matter, corruption allegation.

Sport Integrity Australia (SIA) should be notified in relation to matters arising under the National Integrity Framework (NIF) and generally in relation to sport integrity matters. Set out below is a process for responding to sport integrity critical incidents.



2. IRP action checklist

Checklist 1: Issue involving athletes

Ensure National Integrity Manager is notified	<input type="checkbox"/>
Take appropriate action to remove/minimise any immediate/ongoing risk of harm or injury	<input type="checkbox"/>
Ensure HPD (or equivalent) and People & Performance Manager are briefed at appropriate time	<input type="checkbox"/>
Notify SIA CEO and ASC CEO (if seeking support from the ASC) and any other relevant authority and stakeholders	<input type="checkbox"/>
Ensure communications team is activated for potential media interest	<input type="checkbox"/>
Prepare media statements	<input type="checkbox"/>
Brief executive team, internal staff and stakeholders including commercial partners/sponsors	<input type="checkbox"/>
Notify President/Board	<input type="checkbox"/>
Provide support to other athletes, employees and other directly affected personnel and their families (offer Employee Assistance Program or AIS Mental Health Referral Network, as applicable)	<input type="checkbox"/>
Ensure athlete manager/agent or equivalent (if applicable) is briefed at appropriate time	<input type="checkbox"/>
Notify AOC CEO	<input type="checkbox"/>
Liaise with athlete NSO	<input type="checkbox"/>
Notify International Federation at appropriate time	<input type="checkbox"/>
Consider if legal counsel and insurer should be advised and engaged (and the scope of any such engagement)	<input type="checkbox"/>
The National Integrity Manager will take the lead in directly managing athlete integrity issues. The CIMT must ensure they are supported in this and must manage broader strategic issues, including media interest	

Checklist 2: Issue involving employee/participant/coach

Ensure National Integrity Manager and People & Performance Manager is notified	<input type="checkbox"/>
Take appropriate action to remove/minimise any immediate/ongoing risk of harm or injury	<input type="checkbox"/>
Provide support to directly affected personnel and their families (including Employee Assistance Program or AIS Mental Health Referral Network, if applicable)	<input type="checkbox"/>
Ensure relevant executive staff are briefed at appropriate time	<input type="checkbox"/>
Notify SIA CEO and any other relevant authority	<input type="checkbox"/>
Consider if legal counsel and insurer should be advised and engaged (and the scope of any such engagement)	<input type="checkbox"/>
Notify AOC CEO	<input type="checkbox"/>
Provide support to indirectly affected people	<input type="checkbox"/>

Ensure communications team is activated for potential media interest	<input type="checkbox"/>
Prepare media statements	<input type="checkbox"/>

The National Integrity Manager will take the lead in directly managing employee/participant integrity issues. The CIMT must ensure they are supported in this to manage any broader strategic issues

- Note: These steps are subject to the terms of all relevant policies. For example, information about an athlete who is alleged to have committed an Anti-Doping Rule Violation may only be shared in line with the Australian National Anti-Doping Policy.

4. Supporting communications checklist

Prepare pre-approved holding statements	<input type="checkbox"/>	Ensure CEO/Chair/Board are notified and sufficiently informed	<input type="checkbox"/>
Maintain communications to external stakeholders (including government agencies and commercial partners/sponsors)	<input type="checkbox"/>	Ensure ASC CEO is notified	<input type="checkbox"/>
Maintain internal communications	<input type="checkbox"/>	Ensure AOC CEO is notified	<input type="checkbox"/>
Monitor and manage social channels	<input type="checkbox"/>	Ensure athlete NSO is notified (if athlete)	<input type="checkbox"/>
Ensure media releases are signed off by CIMT Leader	<input type="checkbox"/>		

4. Stakeholder contact list

Stakeholder contacts	Name	Contact number
SIA CEO		
Executive General Manager AIS Performance		
National Integrity Manager		
People & Performance Manager		
Chief Executive Officer		
High Performance Director		
Chief Medical Officer		
Senior Manager, Brand Communications		
Legal Counsel		
Insurance Broker		
Staff Employee Assistance Provider		
AIS Mental Health Referral Network		
Other		

Incident Response Plan 6: Event incident

1. IRP subject

This IRP covers the OWIA response to a material incident that arises in relation to an event being held under the auspices or control of OWIA.

2. IRP action checklists

Checklist 1: Event incident response (incident responders)

Establish status of all personnel including any casualties	<input type="checkbox"/>
Establish communications with venue management team	<input type="checkbox"/>
Liaise with venue management team in accordance with venue emergency management plan	<input type="checkbox"/>
Identify applicable OWIA event management protocols	<input type="checkbox"/>
Activate relevant personnel	<input type="checkbox"/>
Liaise with local emergency services personnel	<input type="checkbox"/>
Brief relevant communications personnel	<input type="checkbox"/>

Checklist 2: CIMT response

Establish connection with event emergency responders	<input type="checkbox"/>
Complete the 'Fact Gathering Sheet' (Appendix C, 6)	<input type="checkbox"/>
Prepare media statements	<input type="checkbox"/>
Notify nominated emergency contact/next of kin <i>Athlete emergency contact/next of kin details are provided in the Athlete Contract, Schedule 1 – in Salesforce. Personnel emergency contact/next of kin details are provided in the Staff Details Form and/or Employment Hero.</i>	<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"/>
Notify insurance company	<input type="checkbox"/>
Notify Chair/Board	<input type="checkbox"/>
Brief executive team, internal staff and stakeholders as relevant	<input type="checkbox"/>
Notify AOC CEO	<input type="checkbox"/>
Liaise with athlete NSO (if athlete)	<input type="checkbox"/>
Review venue hire agreement or equivalent to determine liabilities, roles and responsibilities	<input type="checkbox"/>

3. 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 ASC CEO is notified	<input type="checkbox"/>
Consider impact on reputation	<input type="checkbox"/>	Ensure AOC CEO is notified	<input type="checkbox"/>
Monitor social media channels	<input type="checkbox"/>	Ensure athlete NSO is notified (if athlete)	<input type="checkbox"/>

4. Stakeholder contact list

Name	Role	Contact number

Incident Response Plan 7: Facilities incident

1. IRP subject

This IRP covers the OWIA response to an incident that arises in relation to key OWIA or sport facilities, including OWIA office and training facilities.

2. IRP action checklists

Checklist 1: Facility response (incident responders)

Establish status of all personnel including any casualties	<input type="checkbox"/>
Establish communications with facility management team	<input type="checkbox"/>
Liaise with facility management team in accordance with facility emergency management plan	<input type="checkbox"/>
Activate relevant personnel	<input type="checkbox"/>
Liaise with local emergency services personnel	<input type="checkbox"/>
Brief relevant communications personnel	<input type="checkbox"/>

Checklist 2: CIMT response

Establish connection with incident responders	<input type="checkbox"/>
Complete the 'Fact Gathering Sheet' (Appendix C, 6)	<input type="checkbox"/>
Prepare media statements	<input type="checkbox"/>
Notify nominated emergency contact/next of kin <i>Athlete emergency contact/next of kin details are provided in the Athlete Contract, Schedule 1 – in Salesforce. Personnel emergency contact/next of kin details are provided in the Staff Details Form and/or Employment Hero.</i>	<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"/>
Notify insurance company and other affected stakeholders such as gas, electricity and technology providers	<input type="checkbox"/>
Notify Chair/Board	<input type="checkbox"/>
Notify AOC CEO	<input type="checkbox"/>
Brief executive team, internal staff and stakeholders as relevant	<input type="checkbox"/>
Notify others impacted by facility incident, including in relation to diminished facility access	<input type="checkbox"/>
Consider and activate plans for continuity of service/offering – office staff, high performance programs and/or community access	<input type="checkbox"/>

3. 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 ASC CEO is notified	<input type="checkbox"/>
Consider impact on reputation	<input type="checkbox"/>	Ensure AOC CEO is notified	<input type="checkbox"/>
Monitor social channels	<input type="checkbox"/>	Ensure impacted stakeholders are notified	<input type="checkbox"/>
		Ensure athlete NSO is notified (if athlete)	<input type="checkbox"/>

4. Stakeholder contact list

Name	Role	Contact number

Incident Response Plan 8: Loss of key equipment

1. IRP subject

This IRP covers the OWIA response to an incident involving material damage to or loss of key sporting equipment.

2. IRP action checklists

Checklist 1: Initial response (incident responders)

Establish status of all personnel including any casualties, together with status of equipment and cause of loss/damage	<input type="checkbox"/>
Establish communications with team management to communicate with affected athletes	<input type="checkbox"/>
Secure equipment to the fullest extent possible and collect information on extent of damage/loss including photos and videos	<input type="checkbox"/>
Liaise with local OWIA/event organisers and other federations as required	<input type="checkbox"/>
Liaise with local Australian Embassy or High Commission if needed	<input type="checkbox"/>
Brief relevant communications personnel	<input type="checkbox"/>
Enlist the support of third parties and other resources (including commercial partners, equipment manufacturers/suppliers and/or retailers) to assist in response	<input type="checkbox"/>

Checklist 2: CIMT response

Establish connection with incident responders	<input type="checkbox"/>
Complete the 'Fact Gathering Sheet' (Appendix C, 6)	<input type="checkbox"/>
Prepare media statements	<input type="checkbox"/>
Identify alternative equipment options and alternative scheduling options to enable athletes to compete	<input type="checkbox"/>
Ensure the welfare of athletes and staff (activate Employee Assistance Program/AIS Mental Health Referral Network for athletes/staff)	<input type="checkbox"/>
Notify insurance company and other affected stakeholders such as equipment manufacturers/suppliers/retailers and alternative equipment manufacturers/suppliers/retailers, if required	<input type="checkbox"/>
Notify Chair/Board	<input type="checkbox"/>
Brief executive team, internal staff and stakeholders as relevant	<input type="checkbox"/>

3. 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 ASC CEO is notified	<input type="checkbox"/>
Consider impact on reputation	<input type="checkbox"/>	Ensure AOC CEO is notified	<input type="checkbox"/>
Monitor social channels	<input type="checkbox"/>	Ensure athlete NSO is notified (if athlete)	<input type="checkbox"/>

4. Stakeholder contact list

Name	Role	Contact number

Appendix C: Critical Incident Management Tools

This schedule sets out OWIA’s tools for managing critical incidents. The use of each tool should be regularly reviewed and adjusted as required to ensure each tool (a) reflects OWIA critical incident management practice and (b) provides for effective management of critical incidents.

1. CIMT Incident Log

DATE/ TIME	EVENT	ACTION TO BE TAKEN	PERSON RESPONSIBLE	DEADLINE FOR ACTION	COMP- LETE?
					<input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>

Notes:

- The log keeper maintains the main event log.
- This should be maintained and displayed in a manner visible to all CIMT members, whether present physically or online.

2. 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)
Issue 1						
Action to be taken						
Person responsible						
Deadline for action						
Issue 2						
Action to be taken						
Person responsible						
Deadline for action						

Notes:

- The focus board aids the CIMT to list issues (using the PEARLBC frame of reference) and identify priorities and action plans.
- The CIMT Leader may choose to clarify priority focus during updates.
- Each action plan identified in response to an issue captured on the focus board should be allocated to a CIMT member.

3. Personnel Tracker

NAME OF PERSON	STATUS	NOMINATED EMERGENCY CONTACT/ NEXT OF KIN	LOCATION	TRANSFER TO	ETD	ETA	ACCOMPANIED BY

Notes:

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

4. Stakeholder Management Matrix

Stakeholder table including personal contact details has been removed from this version due to privacy reasons.

5. Critical Incident Call Tree

The call tree below can be used by the CIMT to effectively manage a critical incident by delegating information sharing to other stakeholders. **Note this is a sample call tree and should be adapted for use by the OWIA in a particular incident**

When using this call tree:

- OWIA staff should follow the procedures set out below;
- No one person should call more than three names and keep each call to less than three minutes;
- Only releasable information should be shared in a call (which should cover the incident status and any action to be taken) and it should be emphasised that the information is to be kept confidential;
- If a person is not available, leave a message to return the call and try again every 5-10 minutes. If that person cannot be contacted with 20 minutes, call the next people that person was supposed to contact. Report any uncontacted person to the CIMT Leader.

CIMT									
CIMT Leader [Contact details]	▶ Calls	[OWIA] CEO [Contact details]	▶ Calls	[OWIA] Chair [Contact details]	▶ Calls	[OWIA] Board	CEO ASC [Contact details]	CEO [NIN Partner] [Contact details]	CEO Member Associations
▼ Calls ▼		▼ Calls ▼							
[TBC] [Contact details]		[TBC] [Contact details]	▶ Calls	[TBC] [Contact details]	▶ Calls	[TBC] [Contact details]	[TBC] [Contact details]		
▼ Calls ▼		▼ Calls ▼		▼ Calls ▼					
[TBC] [Contact details]		[TBC] [Contact details]		[TBC] [Contact details]					
▼ CONTACT ADDITIONAL STAFF AS REQUIRED ▼									

- The CIMT Leader is responsible for developing and maintaining the OWIA call tree.

6. 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 was involved?

When did the incident occur?

- date & time
- during warmup / competition / general training / weight training / non-sport
- If the incident was an injury was a warm-up completed (yes, no, partial, modified)?

How did the incident occur?

What were the weather conditions at the time of the incident?

What were the snow / surface conditions at the time of the incident?

Who reported it? Is the person inside/outside of the organisation?

Does the incident present an immediate danger to human health, the environment or OWIA assets/infrastructure?

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

Are any athletes/staff unaccounted for?

What is the seriousness of the injuries? Minor, Major, Significant?

What has been the emergency response?

Include approximate timings and progression of management on-site and medical transport

Were there third parties involved (i.e. ski patrol, Event CMO etc)?

Have athlete families been notified? Yes/No.

If yes, which team members/staff, and who in their families have been notified? How and by whom?

Have staff/contractor families been notified? Yes/No.

If yes, which staff/contractor, and who in their families have been notified? How and by whom?

What is being done to assist the families?

What have the rest of the team members, support staff and other employees/contractors been told to do?

Medical Details

Is the incident injury or illness?

What emergency agencies have been contacted?

Who are the local medical staff in charge of the care:

- Names
- Contact details

Noting the CMIT may need to get in touch with local medical staff directly, particularly where there are no experienced medical/physio staff on site.

What is/are the preliminary diagnosis/es?

Try to get as much written/digital documentation as possible (e.g. discharge summaries and reports)

What is the proposed plan/advice as outlined by local medical providers?

When will further medical details/information be available? E.g. results on imaging or blood tests etc.

Is there potential for infectious disease spread? Is there a potential need for quarantining?

If mental status has been identified as a contributing factor, what are the observed or documented deviations from athlete norms/baseline with regard to anxiety, stress and/or general mood?

Current status

Who is the Incident Response Team Leader 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?

What is the status of the rest of the travelling group (athletes and other personnel)?

When will more details be available?

Business disruption

What is the extent of damage to facilities, assets and infrastructure?

Which specific facilities, assets, infrastructure and locations have been hardest hit?

What is the potential for further damage?

Have the facilities, assets and infrastructure been secured?

Are additional facilities, assets and infrastructure at risk?

Have ongoing business operations been interrupted?

How long before operations are 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

Is the media aware of the incident? If so, how? If not, is this likely to last and how long for?

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?

Were there contributing factors (location, conditions, technical experience/capabilities, equipment, medical, mental health etc.)?

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.

7. CIMT Meeting Agenda

OWIA CIMT Meeting Agenda for [Insert Incident]

Date: [insert]

Time: [insert]

Location: [insert]

Time	Item	Responsible CIMT Member
[insert]	Introduction: <ul style="list-style-type: none"> Wellbeing check Rules of engagement 	CIMT Leader
[insert]	Incident briefing and situation report/update	CIMT Leader / Incident Responder Leader
[insert]	Relevant Incident Repose Plans (IRP) considerations	CIMT Leader
[insert]	Functional WIP: <ul style="list-style-type: none"> Functional issue identification Status of assigned actions/tasks 	Each CIMT member
[insert]	Stakeholder identification and issue identification/validation	CIMT Coordinator
[insert]	Response strategy discussion and agreement	Each CIMT member
[insert]	Next Meeting	CIMT Leader

8. Critical Incident Debrief Report

Debrief Details

- [Location, date, time]
- [Debrief meeting attendees]

Incident Details

[Insert]

CIMT Members

- [List CIMT members, their respective roles and when they were activated]
- [List CIMT members, their respective roles and when they were activated]
- [List CIMT members, their respective roles and when they were activated]

What worked well?

- [Describe what worked well]
- [Describe what worked well]
- [Describe what worked well]

What did not work well?

- [Describe what did not work well]
- [Describe what did not work well]
- [Describe what did not work well]

What should be done differently next time?

- [Describe what should be done differently next time]
- [Describe what should be done differently next time]
- [Describe what should be done differently next time]

What needs to be fixed as a Priority?

- [Describe what should be fixed immediately]
- [Describe what should be fixed immediately]
- [Describe what should be fixed immediately]

9. Post Incident and Corrective Actions Form

Name/position: _____

Date/time: _____

Description of action	Outline details / required action (if any)
Is any further post-incident check-in or action required with team members?	
Are any long-term clinical treatment requirements for individuals involved in the incident required?	
Is any further post-incident check-in or action required with team members' emergency contact / next of kin?	
Has a check-in with Incident Responders been undertaken?	
Are any team members' continuing to access leave?	
Is EAP / AIS Mental Health Referral Network access continuing?	
Has any further support been offered / taken up?	
Is any further Media/Communication activity and consideration required, this may include a media strategy that covers ongoing media activity and/or rebuilding the organisation's reputation?	
Is any further Legal consideration and follow-up required, including potential for legal or reputational liability?	
Has a review of the adequacy of insurance policies been undertaken, is any additional cover required for future incidents?	
Has assistance and support provided by stakeholders and/or relevant groups been acknowledged?	
Is necessary internal/external reporting complete?	
Are there any corrective actions that need to be undertaken to reduce future risks?	
<p>Has a post-incident evaluation of the CIMT process, templates and tools been undertaken, specifically including an assessment of:</p> <ul style="list-style-type: none"> • The operations of the CIMT including the skill set of the CIMT, the performance of the CIMT members, whether the templates and tools were effectively used, any gaps in the incident response, and what could be done differently in future. • The adequacy of the Management Plan and related documents, and whether any documentation or procedures need to be refined or updated. In particular what in the Management Plan and Critical Incident Communications Plan: <ul style="list-style-type: none"> ○ Worked well? ○ Did not work well? ○ Needs to be fixed/addressed immediately? ○ Needs to be fixed/addressed in due course? ○ What decisions/actions would we make/take differently next time? 	
Has any internal/external reporting, including a comprehensive incident debrief for the OWIA audit and risk committee and/or Board been developed?	