

Lake Wellington Yacht Club Inc.



INCIDENT RESPONSE PLAN

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1. INCIDENT RESPONSE OVERVIEW

This plan has been developed to provide guidelines for the management of incidents that may occur during any LWYC race. The management structure is designed to complement the approach of the emergency services Australian Inter-service Incident Management System (AIIMS).

1.1. What is an Incident?

An **Incident** is any circumstance which requires actions beyond those normally provided to administer a Race.

Examples of typical incidents include:

- Potential or actual serious injury or death to competitors, spectators, or officials
- Potential or actual major loss of property
- During the course of a race a boat makes a Pan or Mayday call, or reports an incident
- Specific consideration of an impending weather event

1.2. What is the LWYC role in an incident?

The LWYC is a race organiser and administrator and has no SAR capability. An incident may escalate quickly hence it is important that, where appropriate, the incident circumstances are quickly made known to the relevant authorities.

Thereafter the function of the LWYC is to assist the authorities by providing useful information, such as position information, boat description, boat equipment carried, crew details and experience including next of kin, other boat positions, etc.

The LWYC also has a role to regularly inform interested parties such as family, friends & relatives, other boats and, with some necessary limitations, the media.

1.3. What are the LWYC Responsibilities in an Incident?

The key responsibilities for the LWYC are, in order of importance:

1. Tracking and logging events that may be of immediate assistance or may be useful for subsequent investigations
2. Ensuring that relevant authorities are promptly notified and kept informed on the conduct of an incident
3. Immediately keeping Next of Kin informed and updated of any incident
4. Ensuring that useful information is readily available to authorities
5. When appropriate, establish and maintain an LWYC internal **Incident Management Team (IMT)** to specifically manage all aspects from an LWYC perspective for the duration of the incident. The Team would be managed by an **Incident Management Coordinator (IMC)**
6. Providing continuous 24/7 point of contact for authorities and interested parties
7. Confirming the safety of all boats not directly involved in the incident
8. Advising media outlets as required, or direct them to VicPol and/or AusSAR Public Relations in the case of major SAR operations
9. Where practical, continue with the race event
10. Complete a post-race assessment of incidents that may result in enhancement of safety or benefit of future race administration

1.4. What is the LWYC chain of command in an Incident?

The key LWYC official for an incident is the **Race Officer**. It is up to the **Race Officer** to ensure, either directly or through delegation, that all relevant authorities are notified, that data is made available, and that adequate communications resources are implemented and maintained. In the first instance, the **Race Officer** would take on the role of incident support coordination.

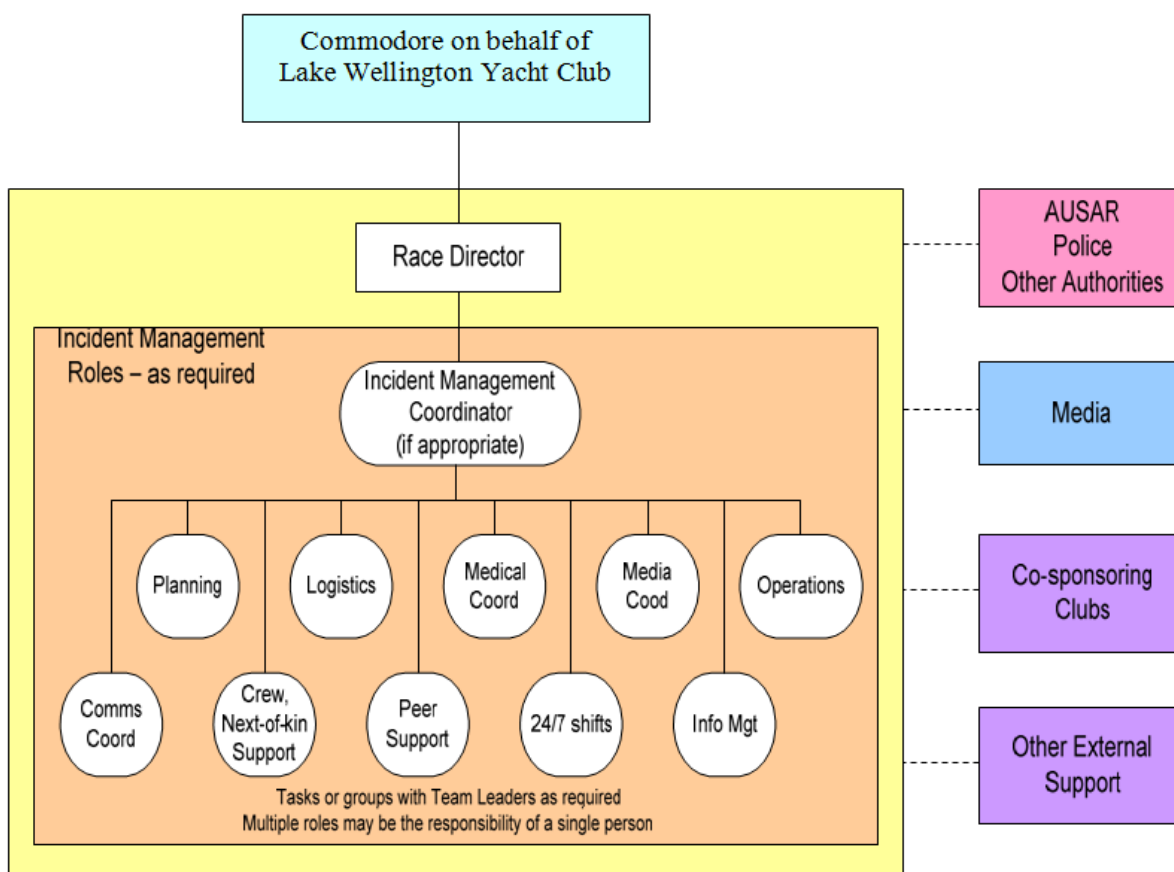
For each race the **Race Officer** is supported by a Radio Officer and a Media Coordinator.

Due to the range of race management tasks that must continue to be performed during a race and depending on the nature of the incident the **Race Officer** may appoint additional personnel to assist. They may assist with ongoing race management or specifically assist with the required roles appropriate to incident. Once this delegation occurs the LWYC Incident Management Team will be activated.

If appropriate, the **Race Officer** may establish an **LWYC Incident Management Team (IMT)** to share the load for a complex incident or one that is over an extended period of time. The persons filling these roles may change with time.

Any persons filling any of the specific **LWYC Incident Management Team** roles would be directly responsible to the **Race Officer** or his delegated appointee on a 24/7 basis for the ongoing management, administration and communications associated with the incident. IMT trained personnel would be used when available and would be supplemented by other resources that are immediately available.

As soon as possible, the **Race Officer** will keep the **LWYC Flag Officers** and **LWYC Sailing Committee** informed of the ongoing conduct of an incident.



Depending on the requirements of the incident multiple roles may be completed by a single person and as an incident evolves roles/tasks may be devolved to individuals or even to teams of people if required.

1.5. Media Communications

In a more serious incident situation the Media will quickly become aware of the incident and request race officials for information and updates.

It is positive and beneficial for all concerned to actively cooperate with the media. The LWYC nominated spokesperson should answer media enquires directly and should offer references to other sources of information where known, with the following strict limitations:

- Provide only known facts. Do not offer any unqualified opinion or conjecture
- If you know that next of kin have been advised then provide the names of boats involved and the number of crew aboard only. Do **NOT** provide the names of any crew to the media. Refer name enquiries to the SAR authority
- Do not make statements on behalf of the LWYC unless they have been agreed with the
- Race Director/Incident Management Coordinator
- **When AusSAR or the Police are involved, the primary media resources are their Media Liaison or Public Relations representatives.** Contact numbers should be obtained from AusSAR or the local Police officers.

2. THE INCIDENT RESPONSE PLAN

2.1. The Incident Response Plan is to be implemented for all LWYC races and other races as designated by the Race Committee.

2.2. Normal Race Administration Roles

In addition to the Race Officer there are a number of race administration roles that are in place for every race. They are:

- Radio Officer
- Media Coordinator

It is therefore appropriate that these roles should be the basis for any incident response and be the nucleus of any subsequent Incident Management Team.

2.3. Incident Response Pre-Race Preparation

The **Race Officer** must be totally conversant with this incident management plan and how implement the various processes and procedures to manage an incident.

Before every race where this Plan is being implement the **Race Officer** must know where he can contact at any time the following persons in relation to an incident:

- Radio Officer
- Media Coordinator
- Be aware of other potentially available resources

A situation may be an immediate emergency or may escalate with time into an emergency. Hence, the **Race Officer** must be conscious of a changing situation and the need to commit additional resources to support management of an incident.

Details of the Incident Response Plan may be included in pre race safety briefings to skippers and crew together with reminders on the requirement for boats to monitor their radios and their expected response to an incident.

For the Marlay Point Overnight Race advise the relevant authorities such as Coast Guard, Water Police, etc with details of the race together with information on how to contact the LWYC **Race Officer**. A secondary LWYC point of contact should also be provided in case of failure of the primary point of contact. This notification should occur well prior to the commencement of a race but only once the sailing fleet is known. A Safety/SAR meeting is to be held with representatives of Victorian water police, Coast Guard, St Johns, GLYC and any other relevant parties prior to the MPONR. This meeting is to outline the MPONR Risk Assessment, IRP and general safety issues.

For all LWYC races collate and have available pre-race information that could be relevant in the event of an incident. This would include:

- Boat details, including all relevant certificates, key crew positions and their contact information
- Crew lists and their contact information
- Emergency contacts for all participants
- Boat phone numbers, where available

Printed and/or electronic copies of the pre-race information must be physically with the Race Officer prior to the start of a race to allow their immediate access as required.

As part of the pre race planning LWYC should identify potentially available resources within the race fleet and on land that could be available to assist with an incident. From a personnel perspective typically this should include trained incident support personnel, those with specialist communications skills, relevant medical personnel, etc. If required, these resources should be available at short

notice. In addition, physical resources such as necessary mobile/sat phones, marine HF/VHF radio access, access to the internet, etc must be in place.

2.4. Recognise a developing situation & make an assessment

Once a potential/actual incident situation is suspected the **Race Officer** should complete a **Situation Assessment** to decide the appropriate level of response at that time.

This assessment should consider:

- severity – actual and potential
- urgency
- likely consequences
- the location of the incident
- potential/actual impact of the weather and tide
- availability and access to appropriate communication systems
- the time delay in on-scene support by the emergency and other land based services
- potential resource requirements
- incident management requirements

At this time the situation may or may not be an emergency or it may have the potential to develop into an emergency. This should be identified as part of the assessment. Also the situation may change with time and re assessment may be required on a regular basis.

On the basis of the assessment, the **Race Officer** must decide whether to:

- notify next of kin. This should occur once information about the incident is known. There should be consideration of the urgency for notification, the information available and the time of day. It is important not to panic the next of kin.
- notify other boats in the immediate vicinity
- maintain a watching brief and complete a reassessment on the basis of the receipt of new updated information or after a period of time. Typically this would be the situation where a race competitor reports a potential problem with their boat, etc
- Coordinate with VicPOL/AusSAR and Coats Guard, as appropriate
- personally manage the situation while continuing to manage the race and complete a reassessment if the situation escalates. The Race Officer may activate the Incident Response Plan, become the LWYC Incident Management Coordinator in the first instance and fulfil all the roles in incident support. No additional assistance would be required at that time. Typical situations would be a boat has a significant, non life threatening, equipment failure, a Pan Pan call is made by a race competitor, etc
- immediately activate this Incident Response Plan and become the Incident Management Coordinator. This would occur in the situation where a boat calls a Mayday, a boat has sunk, there is a loss of life or serious injury, etc that requires additional resources to manage or incidents that are expected to continue for an extended period of time. Activation of the Plan may also require establishment of an LWYC Incident Management Team
- develop an incident action plan specifically based on the circumstances and needs of the incident, including identifying likely locations from where the incident may be supported, if required, including potentially on-water forward support

Given the escalating nature of some situations there may be a need to complete a series of reassessments prior to a situation requiring activation of the Incident Response Plan.

The **Race Officer/IMC** may involve additional personnel, as required, especially if the situation is complex or the incident duration is long.

An Incident Situation Assessment sheet is provided as an Appendix.

2.5. Log Everything

Immediately it is identified that a potential incident situation is emerging or an emergency has

occurred **all LWYC officials** must keep their own written log with times of all events that occur within an incident. This action is critical for keeping orderly track of events and for subsequent investigation and analysis. A log must be maintained by all those involved including **radio relay vessels, shore stations, the Race Officer**, incident support personnel and by **all communications personnel**.

The log should include the time of all events and every communication and details of all persons contacted. A sample log is enclosed with this plan.

Typical log entries would include:

- all communications
- weather conditions, including sea state
- other vessels in the vicinity of the incident
- radio communications quality and available frequencies
- list assets available such as Police contact numbers, fishermen, yacht clubs, Coastguard
- available HF and VHF coast radio/other radio stations
- Incident updates
- Situation reassessments, etc

A proforma log sheet is provided as an Appendix.

2.6. Contact with Authorities

For the MPONR contact the Coast Guard and have them implement their IMP. In other events contact the appropriate emergency services authorities and have the following information available:

- Exact details of the incident or emerging situation and assistance required.
- Details of information that can be made available to assist with the incident. This could include vessel information such as the details of the persons on board, description of vessel, vessel equipment, positions of nearby vessels, next of kin details, etc
- Contact information for which LWYC race/incident management officials can be contacted on an-going basis to provide assistance as required
- Any steps being taken by the LWYC in the management and mitigation of the situation

The authorities may require the LWYC to take specific actions to assist them and to provide ongoing support.

The **Race Officer** will provide the authorities with details of the **LWYC Point of Contact** for ongoing liaison until the incident is resolved. This should include a continuously 24/7 monitored telephone number, email address contact, etc. as required. A secondary point of contact should also be provided.

2.7. Make available relevant LWYC Information

The **Race Officer** will arrange for all relevant information to be readily available and provided as required.

Information may include the following as applicable:

- Race entry form with description of boat and safety equipment
- Race Instructions
- Crew lists (including any updates and POB at race sign on)
- Next of kin details
- Radio channels being used and relevant coast/other radio stations available for communications
- Radio and other log information

- Sea-based and land-based resources and their potential availability
- Mobile phone/sat phone contacts for boats, when appropriate and when available
- Current and predicted weather conditions at the incident location
- Race return to home port information

2.8. Keep LWYC Officials informed

Where sufficiently serious, the **Race Officer** will, as soon as practicable, keep relevant Flag Officers and Officials informed of the conduct of the incident.

2.9. Use of an LWYC Incident Management Team

The **Race Officer** may delegate his responsibility for management of an incident to a dedicated **Incident Management Coordinator** and an associated **LWYC Incident Management Team**. This will allow the **Race Officer** to concentrate on his prime responsibility; the ongoing management of the race and the safety of all competitors. Conversely the **Race Officer** may delegate the management of the race to another appropriate person in order to allow the **Race Officer** to totally concentrate on management and resolution of the incident, effectively taking on the role on the **Incident Management Coordinator**.

Specific incident support tasks would typically include:

- provide a 24/7 point of contact for the duration of the incident
- liaison with the emergency services and other agencies
- coordination with next-of-kin
- maintaining up-to-date lists of potentially available resources
- radio monitoring
- monitoring the weather and forecasts at the incident location
- media liaison
- up-to-date status of all boats in the fleet
- logistics
- ensuring that all boat and crew emergency contact information for the race is maintained up-to-date and is immediately available when required
- updating other vessels in the fleet of the current situation
- crew support
- arranging peer support
- record keeping, and other administrative tasks
- maintain a roster of IMT staff for the duration of the incident

The **Incident Management Coordinator** will, if appropriate, establish a formal **Incident Management Team** to coordinate the LWYC response. Typically the team could involve the Radio Officer, the Media Coordinator and other members relevant to the incident.

This incident may continue for an extended period such as would occur when a crew is being extricated from a remote location, etc.

The incident management roles may be established at a specific location or may be distributed across a number of locations according to need. In the latter instance there should be **Site Coordinators** nominated by the **Incident Management Coordinator**.

2.10. Media Briefings and Interviews

When required, the **Race Officer** will arrange for regular media briefings, nominally on a twice daily prescheduled basis or when significant new information becomes available.

Depending on the circumstances and for the MPONR there may be a requirement for specific media interviews by the Coast Guard Media Spokesman or a nominated **LWYC Media Spokesperson** for the incident.

2.11. Conclude the Incident

Part of the completion of an incident is confirmation with all the agencies involved that the incident is complete. This may require follow up final contact with the participating agencies by the **Race Officer/Incident Management Coordinator**.

When the incident is operationally resolved the **Race Officer** will stand down involved personnel, inform all necessary LWYC officials and other organisations, as appropriate.

The **Race Officer** will then consider the significance and severity of the incident and decide on the level of operational debrief and what further investigation is required.

2.12. Post Incident support for involved personnel

Where appropriate, the **Race Officer** shall advise one of the **Peer Support Coordinators** of the potential need for peer support or other professional support counselling for personnel involved with the incident.

The **Peer Support Coordinator** will then arrange necessary support as required, in accordance with the **Peer Support Guidelines**. Support may extend beyond those directly involved in the incident and may be extended to their immediate family and to the LWYC personnel managing the incident.

The specifics of any support provided will remain confidential but the **Peer Support Coordinator** would prepare a short report indicating that peer support was activated. This would be included as part of the **Race Officer** report on the incident.

2.13. Incident Report

As soon as practical after the conclusion of an incident all incident support participants, especially those filling specific incident support roles, should complete the documentation of their activities and provide them to the **Race Officer**

The **Race Officer** will then complete an overall report using the appropriate proforma. The report will provide details of the incident, actions taken, the outcome, conclusions and any resultant recommendations. This will provide a consistent record of all incidents.

The **Race Director** will provide an incident summary to the **LWYC Committee** as appropriate, and follow up on any recommendations and further investigations, as required.

3. INCIDENT RESPONSE ROLES AND RESPONSIBILITIES

The roles and responsibilities associated with an incident response are detailed below:

3.1. Race Officer

The Race Officer responsibilities are only considered from an incident response perspective

The **Race Officer** would initially take on the Incident Management Coordinator functions and, depending on the incident escalation, may choose to appoint a specific **Incident Management Coordinator** or delegate the race management function in order to full time manage the incident as the **IMC**.

The Race Officer must at all times have access to a mobile phone, a computer, the Internet and the incident response pre race information. In addition, the other facilities listed later in this section of the document may also be required.

Responsibilities

- Responsible to the Sailing Committee
- Overall coordination of any incident response

Typical Tasks

- Incident response pre-planning prior to a race
- Recognition of a situation/incident and take appropriate actions, as required
- Liaison with the emergency services
- Activation of necessary additional resources to assist with mitigation of the incident
- Necessary administration and record keeping
- Liaison with the media, as required
- Reporting both during and post incident

Prerequisite Skills

- A detailed understanding of the role of Race Officer and the associated responsibilities
- Have been a Race Officer or previously worked with a Race Officer
- Computer and internet skills

Desirable Skills

- First Aid training

Training Required (for Incident Response)

- Complete an LWYC Incident Management training course that includes understanding of the LWYC Incident Response Plan
- Media

3.2. Incident Management Coordinator

Responsibilities

- Responsible to the **Race Officer**
- Once appointed for a specific incident situation be responsible for the coordination and management of the LWYC response activities in cooperation with the **Race Officer**
- Coordination of the incident support functions of control, operations and logistics
- Initially the **IMC** may take on all functions in the management of an incident but as the need arises would delegate functions to members of the **Incident Management Team**

Typical Tasks

- Liaison with and reporting to the **Race Officer** as appropriate
- Incident response planning
- Effective and efficient support of the incident mitigation
- Liaison with the emergency services

- When required, establish and manage an appropriate **Incident Management Team**
- When required, establishment of incident management coordination centre
- Regular situation reviews and briefings with the **Race Officer** and the Team members
- Provision of adequate resources as required
- Coordination of shifts and changeover updates
- Logistics, especially for long duration incidents
- Liaison with the media, as required and agreed with the **Race Officer**
- Arrange for specific ad hoc roles, technical as required
- Provision of technical and specialist support expertise, as required
- Requirements for and provision of additional phone and other communications
- Necessary administration and record keeping

Prerequisite Skills

- Have a racing background and recent race experience
- Have a background and experience in incident management
- Good decision maker
- Be a good people manager
- Computer and internet skills

Desirable Skills

- First Aid training

Training Required

- Complete an LWYC Incident Management training course that includes understanding of the Incident Response Plan
- Media management

3.3. Incident Management Team Members

Responsibility

- Responsible to the **Incident Management Coordinator**

Typical Tasks

Tasks as directed by the **Incident Management Coordinator** including functions such as control, planning logistics in accordance with the AIIIMS approach to incident management

Be part of a team that provides:

- Tasks to support to the incident on a 24/7 basis, as directed
- Operational, logistic and administrative support
- Record keeping

Desirable Skills

- Sailing experience
- First Aid training
- Good personal communication skills
- Team leadership
- Computer and internet skills
- Other specialist skills applicable to the incident

Training Required

- Complete an LWYC Incident Management training course that includes understanding of the Incident Response Plan

3.4. Incident Management Coordination Centre

Depending on the scale of the incident the Race Officer may establish an Incident Management Coordination Centre to provide a base for the Incident Management Team to be able to operate 24/7. It should have the following characteristics:

- In a quiet area removed from both the public and the media
- Located with mobile phone coverage for most carrier networks
- Light and power
- Appropriateness of the general location for media interviews
- Existing available phone and other communications systems
- Charging facilities for mobile phones
- Computer and internet access and a printer, possibly using a wireless network
- Tables, chairs, etc
- Access to marine radio communications,
- Administrative support, pens, paper, whiteboards, etc
- Access to all race and Incident Response Plan documentation and proformas
- The ability to scan and email documentation
- Access to nautical charts
- Basic amenities for Team members – toilets, water, tea, coffee, etc
- Access to sleeping facilities

3.5. LWYC Incident Management Training Course

The Incident Response Training Course is yet to be developed but is likely to include such topics as:

- Overview understanding of LWYC race management
- Understanding the role of the emergency service authorities and the complementary LWYC role in the management of an incident
- Understanding of the aims and implementation of the LWYC Incident Response Plan
- Familiarity with current communications systems and their use and limitations – radio, phone, mobile phone, satphone, internet, etc
- Familiarity with the use of the LWYC website and associated available on-line data
- Pre race incident planning
- Understanding of the various roles and tasks when the Plan is activated
- Typical additional resources that may be required as an incident escalates
- Coordination of medical emergency support and availability of resources on land and on the water
- Keeping LWYC Officials, race competitors and next-of-kin informed
- Overview understanding of stress and trauma associated with an incident and the associated need for Peer Support and other professional psychological support services that may be required, depending on the circumstances
- Understanding of the interaction with the media and necessary limitations
- The need for ongoing training

It would be estimated that a half day training course would be appropriate.

3.6. Selection of IMT Personnel

The selection processes for IMT personnel are still to be detailed but could typically be:

- Invite interested persons to apply
- Assessment based on the person's experience, specific skills, ability to work as a team member, people skills
- Successfully complete a LWYC Incident Management Training Course
- Included on the LWYC Incident Management Team list

3.7. Trained IMT Personnel

When available, trained IMT members should have the following:

- A mobile phone with 12/240v chargers, preferably on the Telstra network due to its better coastal coverage
- When on the water, connection to an external boat mobile phone antenna to enhance contact ability. Given LWYC races are on inland waters they would often be contactable by phone for coordination purposes
- Their personal IMT Kit immediately available. This should include this Plan, contact information, log sheets and other proformas, etc. It would allow their activation if required on water or on land

Trained members would be asked to register their availability for races and their likely location.

IMT members would be required to maintain their incident management skills by participation in on-going training, as required.

4. APPENDIX A1 – TYPICAL INCIDENT ACTION RESPONSES

4.1. Incidents requiring medical assistance

Boats requesting medical assistance during a race may be directed to contact medical expertise available within the race fleet or on land, depending on the nature of the problem.

Evacuation of sick or injured persons to medical facilities must be considered when appropriate.

Medical assistance may be provided by radio or by phone. It is understood that the VicPol Rescue Coordination Centre has the ability to patch radio transmissions through to emergency trauma centres, such as The Alfred Trauma Centre.

4.2. Boats requesting outside assistance

There are circumstances where boats may request assistance, for example where a boat is disabled and a tow is required or when a crew member is injured and requires evacuation.

The most immediate source of assistance is likely to be the LWYC rescue boat or other boats in the fleet. In the MPONR the Coast Guard would be available. The Race Officer should consider what resources are immediately available and what are practical options.

Request may be made directly to SAR authorities. Requests made to the LWYC **Race Officer** on a race frequency may require consultation with Coast Guard or the appropriate state authorities.

4.3. Yacht owners should be made aware that a request for outside assistance in other than emergency situations may lead to a charge for the service.

4.4. Pending Weather Event

The **Race Director** would monitor weather reports in the days prior to the race and consider the potential impact of an approaching weather system.

5. Other Documents

5.1. Other documents and forms can be found in the LWYC Safety Manual