

Crisis Management Plan

Sydney-Hobart Yacht Race

Cruising Yacht Club of Australia

Distribution:

To maintain the integrity of the Crisis management Plan, this manual has limited distribution.

- 1 x copy will remain, as the Master Copy with the CEO of the CYCA
- ✓ 1 x copy will be held by the CMT Chairperson
- 1 x copy issued to the Mobile CMT
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Current Operating Version VERSION 1 DRAFT

Date 22-12-99

Authorised 

Peter Smith

FOR USE IN THE 1999 SHYR.

TABLE OF CONTENTS

1	Contact Details		1
	1.1 Crisis Management Team	1	
	RYCT CMT Team	2	
	Forward Race Liaison /Mobile CMT	2	
	Support Teams	3	
	Police	3	
	Navy	3	
	AMSA	4	
	RVCP/Coastguard	4	
	Race Committee	4	
	Media Centre	5	
	Bureau of Meteorology	5	
	Radio Relay Vessel	6	
	Race Sponsors – Telstra	6	
	CYCA Staff	6	
	Other Emergency Services	7	
2	Charter		7
3	Emergency Management Organisation		8
	3.1 Emergency Management Team Charters	8	
	3.2 Organisation Chart	8	
	4.1 Definitions of Emergencies	9	
	Level 1 – Severe Incident	9	
	Level 2 – Major Incident	9	
	Level 3 – Minor/Incident	9	
5	Risk Management Matrix		10
6	Using the Emergency Management Plan		11
	6.1 Emergency Identification and Notification	11	
	6.2 Assessment – By Race Director	12	
	6.3 Escalation – By Race Committee	12	
	6.4 Callout procedures authorised by Race Director	12	
	6.5 Crisis Management Protocols	13	
7	Crisis Management Centre		13
	7.1 Establishing the Crisis Control Centre	13	
	7.2 Emergency Control Centre Locations	14	
	7.3 Operating the Crisis Control Centre	14	
	7.4 Crisis Control Centre Resources	15	
8	Emergency Management Procedures		16
	8.1 Incident Management Procedures	16	
9	Appendices		20
	All other necessary information	21	
10	Facility Plans		21
	10.1 Location Maps	21	
	10.2 Scheduled Plan Reviews and Maintenance	21	
11	Glossary		22

1 Contact Details

Contact details for persons authorised/agents with a defined role in the execution of the Crisis Management Plan. These include:

- The Crisis Management Team
- Key Line Management
- Support Teams from the AMSA, Police, Navy, RVCP etc.
- Race Media Centre
- Race Committee, including Radio Relay Vessel
- Hospitals and other emergency services
- Race Sponsors

Alternates should be identified for each team member.

1.1 Crisis Management Team

Title	Name	Business Hours Phone number	Mobile or Pager Phone Number	After Hours Number	Home Address
CMT Chairperson	Peter Bush	02 9363 9731	0412 603 209	02 9953 5899	67 Holt Avenue, Mosman NSW 2088
	Jon Meyer	02 9904 1000	0416 044 000	02 9953 3186	20 Shellcove Road Neutral Bay 2089
CYCA Director (Mobile CMT)	Geoff Lavis	02 4229 8861	0414 298 861	02 4284 481	34 Peace Crescent Balgownie 2519
CYCA Director (Mobile CMT)	Pip Lavis	02 4229 8861	0414 298 861	02 4284 481	34 Peace Crescent Balgownie 2519
CYCA Director	Don Telford	02 8923 2301	0418 220 050	02 9959 4533	26 Whaling Road North Sydney 2060
	John Brooks			02 9960 2607	1/25 The Crescent Mosman
	Peter Shipway		0418 865 157	02 9389 2506	137 Hemutta St Waverley NSW 2024
	Lawrie Wilson		0414 898 927	02 99697227	Fax 02 9969 7444
CYCA Director	Alan Green	02 93357998	0414 505 666	02 9315 7863	28 Bay St Coogee 2034
	Ivy Green			02 9315 7863	28 Bay St Coogee 2034
CYCA Director	Rod Skellet	02 9220 3124		02 9327 2095	
	Carl Scriber	02 9332 4455		02 9363 0057	23 Thome St Edgecliff NSW 2027
	Colin Wilson	02 4295 1223	0418 424 639	02 4232 3199	21 Isabella Pl Kiama NSW 2533
	Denise Wilson			02 4232 3199	As above
	Maryrose Heffernan	02 9363 4445	0414 695 546	9369 5545	76 St James Road Bondi Junction 2022

RYCT CMT Team

Title	Name	Business Hours Phone Number	Mobile or Pager phone number	After Hours Phone Number	Home Address
Immediate Past Commodore	Robert Badenach	0362 359 311	0417 331 4410	0362 251 484	34 Red Chapel Avenue Sandy Bay 7005
Commodore	John Sharman	0362 234 599	0412 326 173	0362 251 997	2/5 Rose Court Sandy Bay 7005
General Manager	Michael Wearne	0362 234 599	0417 052 086	0362 348 674	143 Melville Street Hobart 7000
Inspector of Police Hobart	Hank Timmerman	03 62 03184	0419 5090618	0362 651 765	19 Brady St Midway Point 7171

Forward Race Liaison /Mobile CMT

Title	Name	Business Hours Phone Number	Mobile or Pager Phone Number	After Hours Phone Number	Home Address
Forward Race Liaison	Geoff Lavis	02 422 8861	0414 298 861	02 4284 0481	34 Peace Crescent, Balgownie NSW 2519
	Pip Lavis			02 4284 0481	34 Peace Crescent Balgownie NSW 2519
	Andrea Holt	02 9363 9731	0417 282 172	02 9817 5558	80a Park Road Hunters Hill
CMT Media	Di Pearson	02 9363 9731		02 9388 7182	4/4 Marine Parade Watsons Bay
Eden Office @ RVCP	CYCA Direct	02 6496 2913	N/A	N/A	Brambles St (The Lookout) Eden

Support Teams

Police

Title	Name	Business Hours Phone Number	Mobile or Pager Phone Number	After Hours Number	Home Address
O.I.C. Water Police NSW	Insp. Graham O'Neill	02 9692 5411	N/A	N/A	Sydney Water Police Sydney Wharf 25 Harris St Pyrmont
Bega	Duty Officer	02 6492 9999	N/A	N/A*	167 Auckland St Bega
Inspector of Police Hobart	Hank Timmerman	03 62 032 184	0419 509 618	0362 651 765	19 Brady Street Midway Point 7171
Hobart Police	Steve Williams	03 6230 2719	0419 586 092		
Hobart Police	Terry McCarthy	03 6230 2555			
Eden Police	Duty Officer	02 6496 1444			Eden Police Station 167 Imlay St Eden
Eden D.O.C.	Robyn Malcolm	02 6496 1659			
Eden Local Area Commander	David Swilks		0407 252 855		
Sydney Water Police	Grahame Welsh	0408 828 755			
Sydney Water Police	Jeff Comber			Fax	9692 54127.

Navy

Title	Name	Business Hours Phone Number	Mobile or Pager Phone Number	After Hours Number	Home Address
Skipper Young Endeavour	Lt. Commander Andrew Rourke		018 237 628		Young Endeavour
Executive Officer	Nathan Jacobsen				

AMSA

Title	Name	Business Hours Phone Number	Mobile or Pager Phone Number	After Hours Number	Home Address
AMSA	Clive Davidson CEO	02 6279 5039	0417 2434 849	N/A	N/A
Duty Officer	24hr	02 6230 6811	N/A	N/A	25 Constitution Ave Canberra City 2601
Duty Officer	FREECALL	1800 641 792	N/A	N/A	

RVCP/Coastguard

Title	Name	Business Hours Phone Number	Mobile or Pager Phone Number	After Hours Number	Home Address
RVCP Eden		Ph. 02 6496 2167 Fax 02 6496 3589	N/A	N/A	Brambles St (The Lookout) Eden
RVCP Eden	CYCA Direct Number	02 6496 2913			

Race Committee

03 6223 8941 BEAM IN HOBART.

Title	Name	Business Hours Phone Number	Mobile or Pager Phone Number	After Hours Number	Home Address
Race Director	Phil Thompson	02 9363 4445	0419 288 323	02 9909 2643	43 Bennelong Road, Cremorne 2090
Race Chairman	Hans Sommer	02 9428 2900	0418 221 710	02 9953 6369	9/12 Kareela Road Cremorne Point 2046
Race Committee	Mark Robinson	02 9363 4445	0418 966 776	02 9712 0471	6/26 Kings Road, Five Dock 2046
	Mark Pryke	02 9907 1066	0419 223 344	02 9905 1000	5 Libya Crescent Allambie Heights 2100
	Howard Elliott	02 9342 6309	0411 508 810	02 9877 0222	11 Hillside Crescent Epping 2121
	Robert Badenach	03 6235 9311	0417 331 441	03 6225 1484	34 Red Chapel Avenue Sandy Bay 7005
	John Sharman	03 6223 4599	0412 326 173	03 6225 1997	2/5 Rose Court Sandy Bay 7005
BOM Adviser	Ken Batt	02 9296 1622		02 9918 0749	27 George Street Avalon 2107
AMSA Adviser	Sam Hughes	02 6230 6818		02 6281 6558	49 Jennings Street Curtin ACT 2605

Media Centre

Title	Name	Business Hours Phone Number	Mobile or Pager Phone Number	After Hours Number	Home Address
Media Centre	Peter Campbell	02 9869 8197	0419 385 028	02 9869 8489	64 Boronia Avenue Cheltenham 2119
	Lisa Ratcliffe	02 9363 9731	0418 428 511	02 9521 7130	3 Moona Road Kirrawee 2232
Hobart Media Centre		03 6231 2250 phone 03 6234 3677 fax			Grand Chancellor Hotel Hobart
Sydney Media Centre		02 9327 2834 phone 9327 1008 fax			CYCA New Beach Rd Darling Point
EMERGENCY ONLY	CDMA	0418 516 450			

Bureau of Meteorology

Title	Name	Business Hours Phone Number	Mobile or Pager Phone Number	After Hours Number	Home Address
Weather Bureau	Ken Batt	02 9296 1622	0419 288 323	02 9818 0749	27 George Street Avalon 2107
Sydney					
24hr Forecast		02 9296 1675			

Radio Relay Vessel

Title	Name	Business Hours Phone Number	Mobile or Pager Phone Number	After Hours Number	Home Address
Radio Relay Vessel	Lew Carter	02 9966 7631	0413 046 656	02 9371 0024	3/13 Dumaresq Road, Rose Bay 2029
	Audrey Brown		0408 446 794	07 5444 6794	10 Mawarra Ave Buddina Qld 4575
	Michael		0408 446 794	07 5444 6794	10 Mawarra Ave Buddina Qld 4575
	Janine Hansen	07 3888 7260			
Young Endeavour		018 237 628 on board			
Skippper	Lt Commander Andrew Rourke	MINI SAT PHONE ON BOARD Y.E. 0011 872 THRU		VOICE 7619 51239 FAX 7619 51240	
Exec Officer	Nathan Jacobsen			DATA 7619 51241 AUX 7619 51242.	

Race Sponsors – Telstra

Title	Name	Business Hours Phone Number	Mobile or Pager Phone Number	After Hours Number	Home Address
Sponsorship Manager	Susie Powell	0418 312 718			
Global Satellite	Michael Smith	0417 042 568			

CYCA Staff

Title	Name	Business Hours Phone Number	Mobile or Pager Phone Number	After Hours Number	Home Address
Paul McTaggart	Paul McTaggart	02 9363 9731	0417 219 139	0417 219 139	
	Tara Kuznetsoff	02 933 9731	N/A	02 4782 7332	
	Maryrose Heffernan	02 9363 9731	0414 695 546	9369 5545	76 St James Rd Bondi Junction 2022

Other Emergency Services

Ambulance	
Lloyds Helicopter	Ian McBeath 08 8373 0700
- Base Manager	Mick Stones 02 4964 6814
Merimbula Airport	02 6495 4211
Mim. Sat. Phone	

Contact Pambula/Eden Hospitals/Emergency Services through Bega Police.

2 Charter

Recognising the risks to participants in this challenging offshore race, the purpose of this CYCA Crisis Management Plan is to manage any emergency issues for the yachts, competitors and the Club.

It also defines the Crisis Management Team (CMT) members and their roles in managing an emergency.

The CYCA Board will appoint a Crisis Management Team (including the Mobile Team) at least 21 days prior to the commencement of each event.

The Race Fleet may be at sea from the 26th December to 1st January, but Race times are subject to differing weather conditions. The Crisis Management Team will be on call throughout the time the fleet is sailing the 630 nautical miles from Sydney to Hobart.

The CYCA CMT Control Centre will be based out of the C.Y.C.A. offices in Sydney. From there they will communicate with the Mobile Crisis Control Team. The CYCA Media Centre in Hobart, and the RYCT Crisis Management Team in Hobart.

3 Emergency Management Organisation

3.1 Emergency Management Team Charters

The table below provides a summary of the key objectives of the CMT:

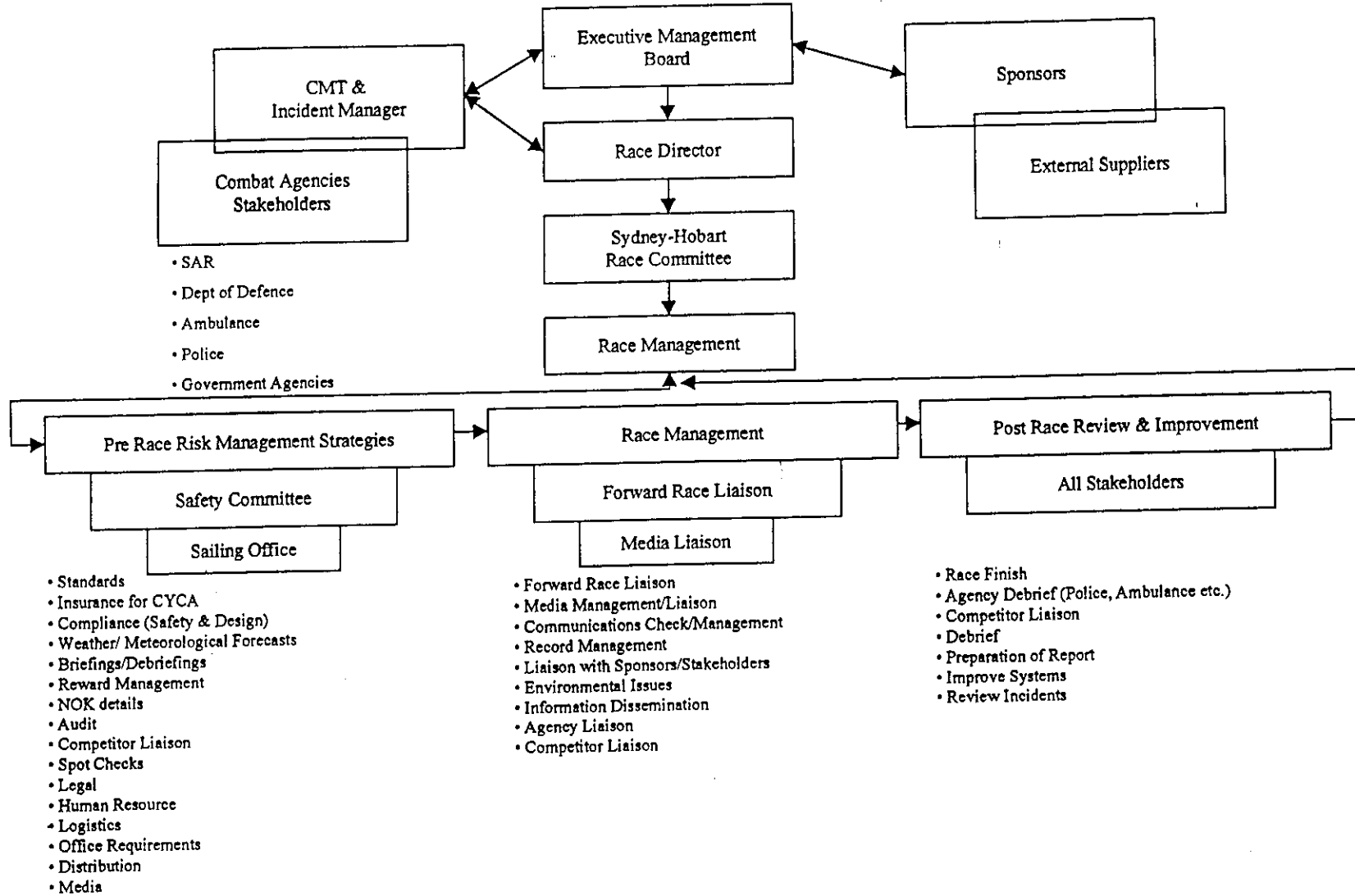
Team	Team Charter
Sydney	<p>The objective of the CYCA Crisis Management Team is to:</p> <ul style="list-style-type: none"> • Control and co-ordinate the management of any incident(s) with other designated Crisis Management Teams (Eden, Hobart, Media etc) and provide liaison with other Agencies (AMSA, Police etc.) • Receive notification and co-ordinate the assessment of an incident • Advise the recovery teams • Establish and maintain C.Y.C.A. Crisis Management Strategy • Co-ordinate the notification of next-of-kin in the event of an incident • Co-ordinate the call centre if activated • Co-ordinate the activities of the “Boat-Buddies” in the event of an incident and activation • Control and co-ordinate the media management efforts • Liaise with the Race Director and provide support • Liaise with the Board and provide timely advice
Hobart	<ul style="list-style-type: none"> • Co-ordinate management of incidents as directed by the CMT Control Centre Sydney. • Advise/liaise with the Sydney CMT and other agencies • Provide support to the Race Director
Mobile	<ul style="list-style-type: none"> • Co-ordinate management of incidents as directed by the CMT Control Centre Sydney. • Advise/liaise with Sydney CMT and other agencies. • Liaise with event retirees. • Provide support to the Race Director.

3.2 Organisation Chart

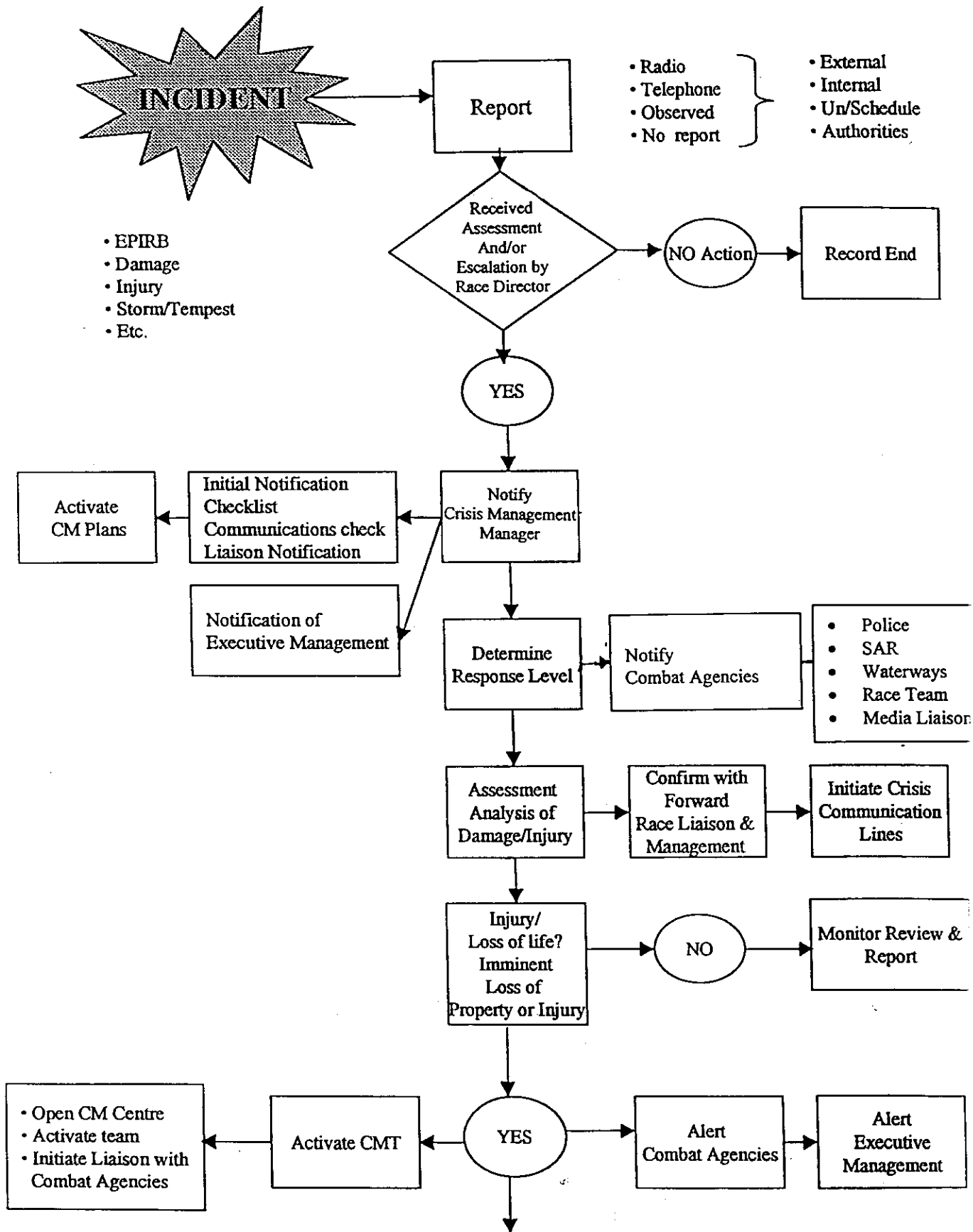
The Crisis Management Team is a specialised organisation structure and is formed when a disaster is declared.

As the following chart shows, the Crisis Management organisation consists of a number of teams with specific roles and objectives. Each team has a Team Leader and team members.

Crisis Management Structure

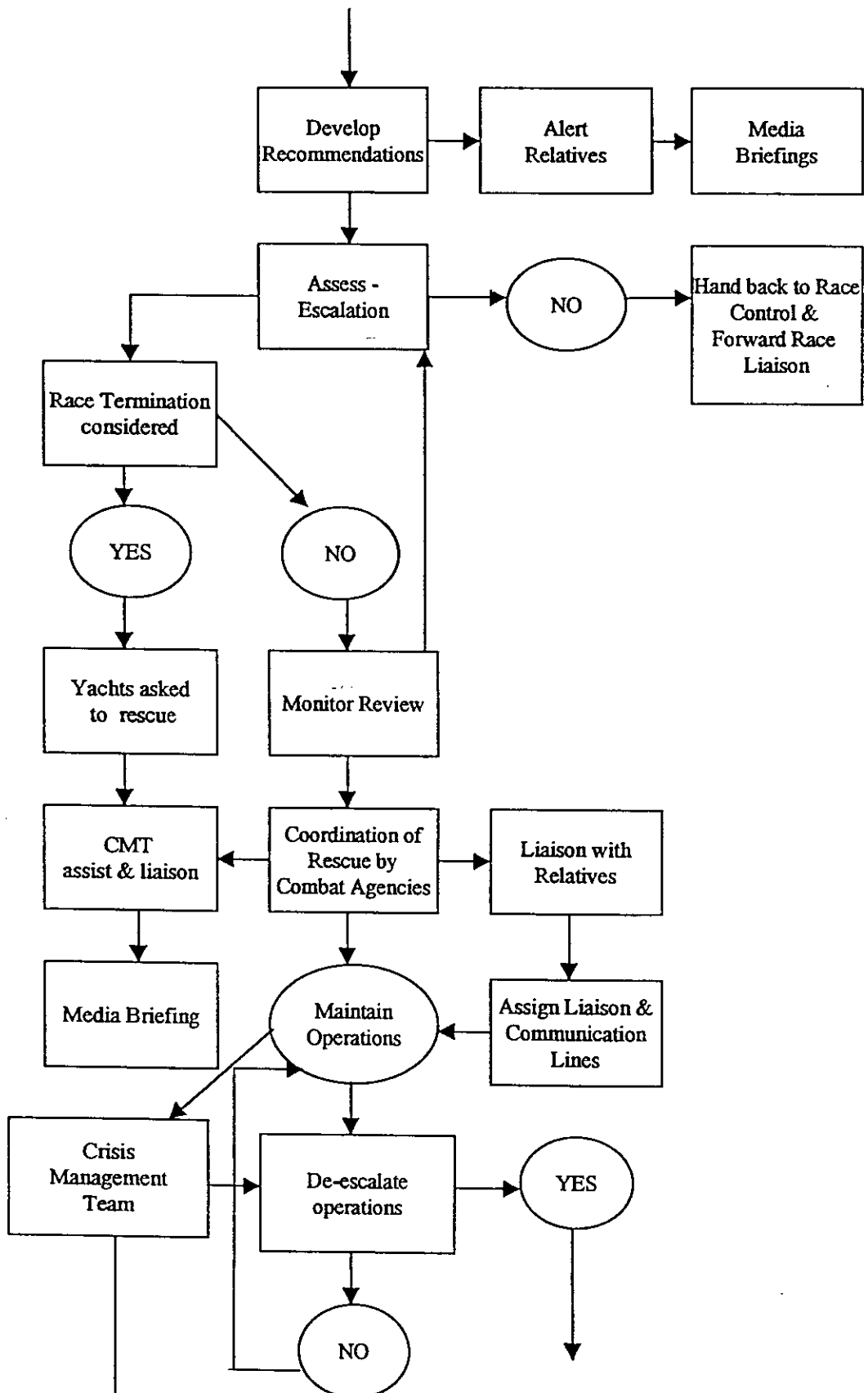


Crisis Management Incident Flow Chart

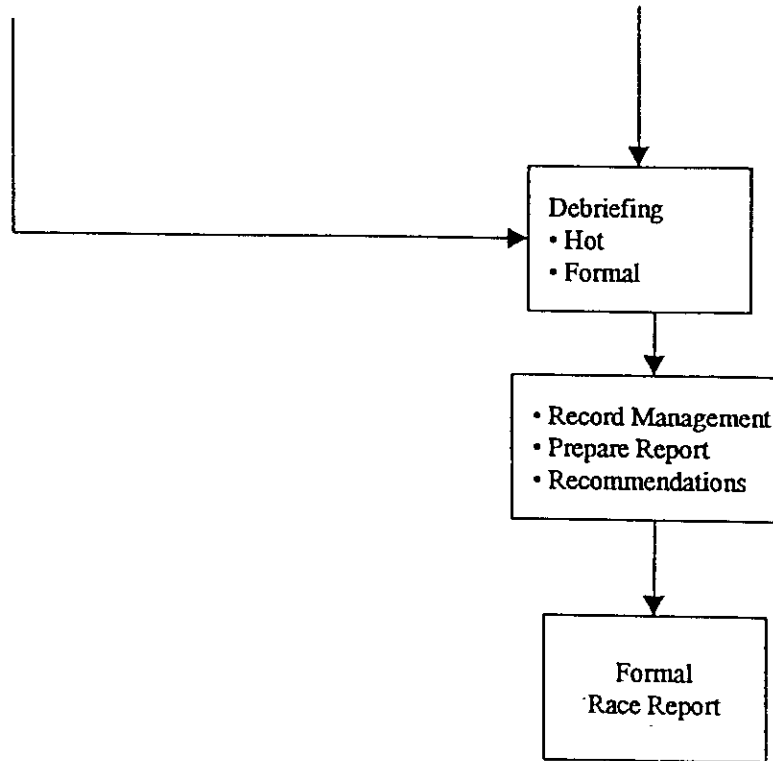


Crisis Management Incident Flow Chart

(continued)



Crisis Management Incident Flow Chart (continued)



4 Emergency Management Plan

4.1 Definitions of Emergencies

Level 1 – Severe Incident

Assessment	Response	Who
<i>Major severity/impact</i> Potential loss of life/incident or injury Emergency services response MOB for more than 10 minutes Mayday/EPIRB activation Severe weather	<ul style="list-style-type: none"> • Immediate • Emergency agencies notified • Decision to activate CMT • Supporting teams mobilised 	Race Chairman/ Race Director AMSA

Level 2 – Major Incident

Assessment	Response	Who
<i>Moderate severity/impact</i> Major damage to vessel(s) Potential weather conditions Potential severe incident MOB Injury – serious	<ul style="list-style-type: none"> • CMT notified • Emergency agencies notified 	Race Director/Race Chairman AMSA

Level 3 – Minor/Incident

Assessment	Response	Who
<i>Minor severity/impact</i> Injury Pan Pan/Medical Call	<ul style="list-style-type: none"> • Local decision by race management • Report to Race Director and Race management centre • No formal declaration 	Race Director/Race Management

5 Risk Management Matrix

The CYCA has reduced the assessment of incidents covered by this plan into the above categories and rated their impact and likelihood of occurrence on the following matrix .

Impact/Consequences**						
Likelihood*	Insignificant	Minor	Moderate	Major	Severe	Unknown
Unknown						
Almost Certain						
Likely			7,8,11			
Moderate				5		
Unlikely			6	9		
Rare			12,10	1,2	3,4	

Unknown	
Almost Certain	
Likely	Potential weather conditions (7) Potential for severe incident (8) Injury (11)
Moderate	Severe weather (5)
Unlikely	MOB (9) Major Damage (6)
Rare	Potential for Loss of Life (1) Emergency Services Response (2) MOB + 10 min (3) May Day/EPIRB (4) Pan/Medical (12) Injury Serious (10)
Likelihood*	Chance of the incident occurring
Impact/Consequences**	The effect on the total event

6 Using the Emergency Management Plan

6.1 *Emergency Identification and Notification*

Any stakeholder can make the notification of a potential situation that may amount to a 'crisis' situation to the Race Director.

Notification of an emergency or incident for evaluation, may come from:

- Any competitor or competing yacht
- Radio Relay Vessel
- CYCA CMT
- Race Management
- Agencies – AMSA, Police
- Media
- Failure of yacht to report
- Observed
- Other

Notification could come by:

- Radio (HF/VHF)
- Telephone
- Media Report
- Rumour
- Other

The Race Director has the responsibility to assess the situation and activate any necessary response including the Crisis Management Team. This does not, however, remove or replace any emergency response or notification by emergency services or combat agencies. These will make their own assessment and determine their own responses.

The CYCA Crisis management Team is concerned with issues pertaining to the Club and duties outlined in the Team Charter.

Notification should be logged with the time, date, name of person reporting, telephone number or contact details and details of the report. (Contact and Incident Log Format Attachment #1).

6.2 Assessment – By Race Director

In the first instance any incident notification will be assessed by the Race Director. On receiving notification of an incident or circumstances that may lead to a 'crisis' situation, the Race Director will assess the situation and escalate it to emergency services or combat agencies that are best equipped to deal with the environment or potential situation. Under some circumstances like a May Day call or EPIRB activation the Race Director will be notified by the appropriate combat agency already managing the incident.

It is strongly recommended that the Race Director convene a quorum (3 members) of the RMT including the Race Chairman to assess.

The Risk Assessment Matrix will be the primary assessment tool. If in doubt about the assessment the more severe interpretation will be the criteria.

On activation of these agencies the Race Director must notify the CMT Chairman or designated alternative who will activate the Team.

The actions will be logged.

6.3 Escalation – By Race Committee

The Race Committee has the responsibility to monitor the event and the environment and to make an assessment of circumstances that may lead to a 'crisis' situation.

On making such an assessment they must notify the Race Director.

Escalation of an incident will ideally be decided by the quorum of the Race Committee. In circumstances where convening a quorum was not possible, the Race Director or Chairman, may choose to escalate the incident in his/her own right.

Actions will be logged.

6.4 Callout procedures authorised by Race Director

Race Director or designate notifies the Crisis Management Team Chairperson or designate to advise of incident.

CMT Chairperson determines response level and notifies agencies or activates CMT/Centre as required.

CMT Chairperson records all contact from this point forward in a continuous log including:

- Time
- Date
- Contact Name/Organisation
- Contact Numbers
- Details of Contact
- Actions taken

The Race Director may call upon a designated substitute to act on their behalf in the call-out procedures.

The Race Director (and/or designate) will log their actions.

6.5 Crisis Management Protocols

The CYCA CMT will have control/authority over the issues pertaining to the CYCA. AMSA, Police or other agencies will have control of any search and rescue operation.

The CYCA CMT authority includes:

- Race Management Team
- Media liaison and releases
- N.O.K. enquiries
- The information passed to competitors N.O.K.
- Liaison with AMSA and other agencies
- Hobart CMT/Mobile CMT

Police will have **sole** authority to notify N.O.K. in the event of death.

7 Crisis Management Centre

7.1 Establishing the Crisis Control Centre

On notification of a crisis situation the Crisis Management Control Centre (CMCC) will be opened.

This will be authorised by the CMT Chairperson or designate. In the case of an emerging or potential Incident, the CMT Chairperson may choose to alert the CMT or open the CMT Control Centre.

The CMCC is staffed and controlled by persons who have been selected and briefed prior to the event. Additional personnel or resources must be approved by the CMT Chairman or designate.

7.2 Emergency Control Centre Locations

Primary Emergency Control Centre – Sydney

The primary emergency control Centre (CMCC) will be at the CYCA premises at New Beach Road, Darling Point.

Mobile Emergency Control Centre – Eden/Bega

The mobile emergency centre will locate as required, with primary location options at:

- Eden, Address??
- Bega, Address??

Secondary Control Centre- Hobart

A secondary control centre capable of assuming full control if required. This will be in the RYCT facility at Sandy Bay.

7.3 Operating the Crisis Control Centre

The CYCA Board will appoint a Crisis Management Team and Chairperson at least 21 days prior to the commencement of each event.

Race Management as part of race planning will have the responsibility of briefing SAR and other agencies on the details of the CMT members, including contact names, numbers etc.

On receipt of an incident report from the Race Management Team, the CMT Chairperson or designate will contact the CMT by a cascading telephone call method and brief them accordingly.

On convening, the CMT Chairperson will brief the CMT and review operating protocols.

The responsibilities shall include:

CMT Chairman

- Co-ordinates/directs contact with emergency agencies
- Directs team members to tasks/responsibilities dependant on the nature of the incident(s)
- Directs Mobile and Hobart CMT's
- Liaises with Race Management Team
- Briefs Media Centre
- Briefs Club spokesperson
- Briefs Board/Management
- Conducts review, post analysis and update of CMT manual

CMT Members

- Liaise as directed by CMT Chairperson, with emergency agencies etc as above
- Maintain detailed log books
- Respond to enquiries
- Maintain listening watch, HF radio, TV, radio, press

Mobile CMT

- Liaise with CMT Control Centre Sydney
- Respond to directions of CMT Sydney
- Liaise with race competitors that have retired and reached port
- Liaise with local authorities to assist retirees

Hobart CMT

- Liaise with CMT Control Centre Sydney
- Respond to directions of CMT Sydney
- Liaise and direct telephone call centre as requested by CMT Sydney
- Liaise with local authorities to assist retirees
- Maintain a level of readiness to take over as lead CMCC or host CMT Chairman and Sydney CMT members

7.4 Crisis Control Centre Resources

EACH Control Centre will have the following:

- 1 x copy of the current Crisis Management Manual.
- 1 x television set and am/fm radio
- 1 x dedicated mobile phone, spare batteries (x 2) and charger(s)
- Dedicated fax number
- X phone lines
- Email address
- Charts for relevant areas (full set as per Appendix 9 in Sydney)
- HF radio with race frequency (Sydney + Eden)
- Taxi Vouchers
- Torches (and fresh batteries)
- Log on passwords for computers
- Stationery
- Log books: spiral bound A4 spriax note books for continuous record keeping (1 per individual)
- Pens, pencils, erasers, staplers etc.
- Butchers paper/pens
- Whiteboard/pens
- Pre-prepared list of key contact numbers
- Full details of yachts, crews, NOK lists

8 Emergency Management Procedures

Emergencies may include (as detailed in Section 4)

- Weather
- Man Overboard
- Sinking Vessel
- Boat not reported for 2 Skeds
- Mayday/EPIRB
- Potential loss of life/incident or injury

Individual detailed plans may exist for these emergencies and should be referenced by the applicable Emergency Procedures.

8.1 Incident Management Procedures

Below are detailed Emergency response procedures for identified emergencies.

Communications

As and when an incident(s) escalates to the point where large numbers of enquiries will be received by Race Organisers from friends, relatives and the general public the CMT Chairperson may determine to advise the media of contact numbers and request their assistance in making these numbers public. The police may set up their own call centre in the event of an emergency.

A system of detailed contact procedures for the RMT and the CMT are designed to keep the NOK of competitors and the media well informed and to minimise the need for mass enquiries. (contact forms attached)

Threat A – Weather

- Procedure Custodian – Bureau of Meteorology Race Advisor and Race Director
- Definitions – Monitor the threat pre and during race to reduce risk.
- Response Procedure
 - Assessment and report to Race Director
 - Activation by Race Director
 - Management by Crisis Management Team

Preventative Strategies

Training Seminars
Representative at Briefing on 24/12/99
Full weather Briefing on 26/12/99
Weather Consultant with Race Committee
Additional weather broadcast during race
Yacht report weather in conditions over 40 knots <i>TIVE</i>

CMT Actions

If weather conditions cause single or multiple withdrawals the RMT are advised by competitors of destination and ETA's etc. The Sailing Instructions require that each retiring yacht remains on the Race Skeds until reaching port. The RMT are responsible for notifying "Boat Buddies" of each withdrawal as it occurs.

In the event that; a) weather conditions deteriorate and become extreme; b) a yacht or yachts become overdue for two or more Skeds, or c) there are multiple withdrawals in extreme conditions, the CMT will:

- assume control of "Boat Buddy" notifications
- move the Mobile CMT to the main withdrawal port or alternative location
- the CMT Chairperson may instigate a second Mobile team(s) to cover additional port(s)
- activate and direct Media spokesperson and call press conferences as necessary.
- direct Media Centre and co-ordinate simultaneous press releases as necessary.
- escalate CMT resources as necessary
- provide information to AMSA, Police and other authorities as required.
- Notify Race Chairman and Board of developments
- advise RMT to instruct all competitors to maintain continuous listening watch on Race Frequency and VHF 16.

Threat B – Man Overboard

- Procedure Custodian –AMSA Race Liaison Officer and Race Director
- Definitions MOB/MOB + 10 minutes
- Response Procedure
 - Assessment and report
 - Activation by Race Director
 - Management by CMT

Preventative Strategies

Training Seminars
Increased Personal Safety Equipment
Dedicated Personnel for Next of Kin Liaison (Boat Buddy) of each incident, nominated by Skippers as part of entry conditions.

CMT Actions:

In the event of an MOB + 10 minutes the CMT will be activated. The CMT will:

- assume control of "Boat Buddy" notification process
- assume control of NOK communications
- activate and direct Media spokesperson and call press conferences as necessary.
- direct Media Centre and co-ordinates simultaneous press releases as necessary
- locate the Mobile CMT at the most appropriate location.
- Review fleet positions and provide input to AMSA and other rescue authorities.
- advise RMT to instruct all competitors to maintain continuous listening watch on Race Frequency and VHF 16.
- develop and maintain strategic overview of weather forecast and communication to fleet.

Threat C – Sinking Yacht

- Procedure Custodian – AMSA Race Liaison Officer and Race Director
- Definitions – advice from yacht or observer
- Response Procedure
 - Assessment and report
 - Activation
 - Management by CMT

Preventative Strategies

Training Seminars
Liaison between Insurance Companies
Vetting Committee
Increased & Improved Safety Equipment
Dedicated Personnel for Next of Kin Liaison of each incident
Tracking Devices
Life raft details – Reg Nos

CMT Actions:

The CMT will take the following actions:

- assume control of “Boat Buddy” Notifications
- assume control of NOK communications
- activate and direct Media spokesperson and call press conferences as necessary.
- direct Media Centre and co-ordinates simultaneous press releases as necessary.
- advise RMT to instruct all competitors to maintain continuous listening
- watch on Race Frequency and VHF 16.

Threat D – Mayday/EPIRB Activation

- Procedure Custodian – AMSA/Race Director
- Definition – Receipt of call/signal
- Management by CMT
- Response procedure
 - Assessment and report
 - Activation
 - Management by CMT

Training Seminars
Representative Briefing 24/12
Additional safety equipment NB grab bags/waterproof VHF
Co-ordination by AMSA

CMT Actions:

A May Day or EPIRB activation will be notified to the RMT by AMSA. AMSA have sole responsibility for managing these incidents.

The CMT will:

- assume control of "Boat Buddy" notifications
- assume control of NOK communications
- activate and direct Media spokesperson and call press conferences as necessary.
- direct Media Centre and co-ordinate simultaneous press releases as necessary.
- advise RMT to instruct all competitors to maintain continuous listening watch on Race Frequency and VHF 16.

Threat E – Potential Loss of Life/Incident or Injury

- Procedure Custodian – AMSA Race Liaison Officer and Race Director
- Definitions – medical evacuation, risk to life, loss of life
- Response procedure
 - Assessment and report
 - Activation
 - Management by CMT

Training Seminars
Increased personal safety equipment
First aid certificate holder on board

CMT Actions:

In the event of the loss of life, the Police have sole responsibility for the notification of NOK. Until such Time as the Police have advised either the RMT or the CMT that that action has taken place, no statements concerning a fatality can be released.

The CMT will take the following actions:

- assume control of "Boat Buddy" notifications
- assume control of NOK communications
- activate and direct Media spokesperson and call press conferences as necessary.
- direct Media Centre and co-ordinates simultaneous press releases as necessary.
- liaise with medical authorities as required.
- provide access to medical advice for on board use as necessary

9 Appendices

Charts to be attached:-

Sydney-Hobart Chart List	Aust. 197	For Start
	Aus. 808	To Jervis May
	Aus. 807	To Montague Island
	Aus. 806	To Gabo Island
	Aus.358	Across Bass Strait
	Aus. 356	Flinders Island to St. Helen's Point
	Aus. 423	If Course is east of 807,806,358 and 356
	Aus. 355	Into Storm Bay and to finish
	Aus. 422	Gabo Island to South of Tasmania
	Aus. 171	Iron Pot. Up Derwent River to Finish and Dunalley Canal
Details of Ports and Islands en route	Aus. 795	Storm Bay
	Aus. 172	Port of Hobart. For Finish
	Aus. 200	Port Jackson
	Aus. 195	Port Kembla and Wollongong with Approaches
	Aus. 193	Jervis Bay
	Aus. 191	Bateman's Bay, Twofold Bay, Ulladulla Harbour, Kiama
	Aus. 179	Plans in Banks Strait
	Aus. 170	Cape Sonnerat to Maria Island, Spring Bay
	Aus. 174	Port Arthur and others

Radio Frequencies

Time Line

14/10/99	South Coast Planning Forum
19/10/99	Stake holders Meeting to nominate Agency Delegates
1/11/99	Close of Application for Entries
26/11/99	Close of Entries
05/12/99	Board nominates CMT
12/12/99	CMT meets
24/12/99	Race Briefing
26/12/99	Weather Briefing
26/12/99	Race Starts
27/12/99	Race Committee moves to Hobart
27/12/99	Mobile Crisis Management Team moves to Eden
01/01/2000	CMT stands down

All other necessary information

Disc and hard copy of:

- List of entries, including details description of yacht and photo
- Crew NOK forms
- Safety certificates, including life raft certificates and EPIRB Identification numbers.
- Contact numbers for key personnel in addition to those nominated in Crisis Management Manual.

10 Facility Plans**10.1 Location Maps**

Maps/Charts

- CYCA
- Hobart
- Eden

Helicopter Bases

Hospitals

RVCP/Coastguard

10.2 Scheduled Plan Reviews and Maintenance

This plan will be reviewed in accordance with the schedule detailed below. The CMT Chairperson will be responsible for co-ordinating the reviews and receiving updates to the plan documentation.

Plan Sections	Who Reviews and Updates	When Reviewed and Updated
1 through 9	CMT Chairperson, with other CMT Members	By end Feb each year (post Hobart) By end Nov each year (post Southport)

11 Glossary

ABS	American Bureau of Shipping
AMSA	Australian Maritime Safety Authority
AYF	Australian Yachting Federation
BOM	Bureau of Meteorology
Boxing Day	26 December
Cat 1	Category 1 (a class of safety requirement for yachts racing offshore)
ColRegs	International Rules for the prevention of Collisions at Sea CYCA Cruising Yacht Club of Australia
EPIRB	Emergency Positioning Indicator Radio Beacon
ETA	Estimated Time of Arrival
GPS	Global Positioning System (a navigation system using satellites)
GRP	Glass Reinforced Plastic (a material used in the construction of many modern yachts)
HF	High Frequency (radio)
IMS	International Measurement System
IOR	International Offshore Rule
ISAF	International Sailing Federation
ITC	International Technical Committee
IYRU	International Yacht Racing Union
KHz	Kiloherz
Knots	nautical miles per hour (a measure of speed)
LOA	Length overall
LPS	Limit of Positive Stability (a measurement of the righting ability of a vessel)
May Day	Internationally recognised distress call
Mb	Milibar (a measure of pressure)
MHz	Megahertz
MOB	Man Over Board
MSL	Mean Sea Level
NOK	Next of Kin
NOR	Notice of Race
ORC	Ocean Racing Club
Pan Pan	Internationally recognised urgency call
PFD	Personal Flotation Device (life jackets which fall into various classes depending on their rated buoyancy and operational characteristics)
PFD 1	Personal Flotation Device Type 1 as specified by the Australian Standards
PHS	Performance Handicap System
POB	People on Board
RCC	Race Control Centre
RF	Radio Frequency
RORC	Royal Ocean Racing Club
RRS	"ISAF Racing Rules of Sailing for 1997-2000" published by AYF.
RRV	Radio Relay Vessel
RVCP	Royal Volunteer Coastal Patrol
RYCT	Royal Yacht Club of Tasmania
SAR	Search and Rescue
SAT COM C	Continuous Tracking Device of each yacht.
SHYR	Sydney Hobart Yacht Race

SHRRC	Sydney Hobart Race Review Committee
SI	Sailing Instructions
Sked	Schedule (a set program of radio communications)
Spectra	A type of braid used on yachts for halyards and jack lines.
VHF	Very High Frequency (radio)
VIB	Brisbane Radio
VIH	Hobart Radio
VIS	Sydney Radio
VIM	Melbourne Radio
Yachtcom	Telstra Yacht Communication System

CYCA Crisis Management Plan

N.O.K./ Friends Relatives Communication Form for calls to the Race Organisers

The following format is to be used for communications with Next of Kin (NOK), friends relatives and others that **contact the Event Organisers** in the event of an emergency or other contingency. Individuals dealing with NOK must not make any statements that are not factual or that have not been approved by the CMT Chairman.

Hello, my name is operators name. Which yacht are you enquiring about.

We have the following information about yacht name received at day/time/date.

The yachts position was lat/long, which is near pragmatic geographic location/landmark.

The crew is short statement on crew status (if known).

The yachts estimated time of arrival at destination is day/date/time.

The next scheduled position report is at day/date/time and we anticipate being able to update this information at approximately time.

Race Director/Race Management

“Boat Buddy” Communications Form

Notification of Incident

Following an incident, where the Crisis Management Team is not activated, the Race Director or designate will contact the “Boat Buddy” nominated on the compulsory crew list submitted to the CYCA prior to the start of the race.

Such incidents could be:

- Withdrawal for any reason.
- Dismasting
- Crew injury (minor)
- Damage to hull/rigging (minor)

Hello, my name is callers name from the Sydney Hobart Race management Team in Hobart. May I speak to “Boat Buddy” name please.

(Introduce yourself to “Boat Buddy” if not the original respondent.)

I am calling to advise you that brief description of incident, but only facts.

The yacht's position at day/date/time was lat/long which is pragmatic geographic location/landmark.

The yacht is short statement on yacht's status (if known, or may have been covered during incident advice above).

The crew is short statement of crew status (if known, or may have been covered during incident advice above).

The yacht's estimated time of arrival at destination is day/date/time.

The next scheduled radio contact with yacht's name is expected at time and we anticipate being able to update you at time.

Will you please call the rest of the crew's designated contacts as per your list and advise them of the situation, including their destination and ETA. Also advise them of the time of the next expected update and that you will contact them soon after.

We will call you after the next scheduled contact or immediately we have new information.

Crisis Management Team

“Boat Buddy”/NOK

Communications Form where CMT contacts NOK/“Boat Buddy”

Notification of Incident

Following an incident where the CMT is activated, the CMT will take over the responsibility for controlling communication with “Boat Buddies” or NOK.

Such incidents would be:

- Extreme weather
- Serious injury
- MOB
- EPIRB or May Day
- Fatality – note that the Police have the sole responsibility to notify N.O.K. The CMT would only advise other crew N.O.K. after that Police advice.

The CMT would normally contact the “Boat Buddy” to relay information, to in turn be relayed by the “Boat Buddy” to the rest of the crews NOK (or designated contact).

However in the case of the incident being to a specific crew member(s) the CMT will contact the crew member(s) NOK and the “Boat Buddy” simultaneously with the information. Each CMT member contacting the respective parties will advise those parties of the other contact.

Hello, my name is _____ from the Cruising Yacht Club.

DO NOT SAY: “CRISIS MANAGEMENT TEAM!”

May I please speak to “*Boat Buddy*” or *NOK Name*.

(Then introduce yourself to “Boat Buddy” or NOK if not the original respondent.)

I am calling to advise you that *brief description of incident, but only facts.*

(To NOK if information about their relative on yacht.)

The yacht’s “Boat Buddy” *name* is being contacted as we speak and will advise the rest of the crews next of kin about *brief description/“the incident”.*

In addition specific details – **FACTS ONLY** – should be relayed. For example –

“AMSA – the Australian Maritime Safety Authority are in control and have mounted a search. The exact details of which, AMSA will pass on to us at 6.00 tonight”. A senior member of AMSA is with our Race Management Team.”

The yachts position at day/date/time was lat/long which is pragmatic geographic location/landmark.

The yacht is short statement on yachts status (if known, or may have been conveyed during incident advice above).

The crew is short statement on crew status (if known, or may have been covered during incident advice above.)

The yachts estimated time of arrival at destination is day/date/time.

The next scheduled radio contact with yachts name is expected at time and we anticipate being able to update you at time.

Will you please call the rest of the crew’s designated contacts as per your list and advise them of the situation, including the yachts destination and ETA. Also advise them of the time of the next expected update and that you will contact them soon after.

We will call you after the next scheduled contact or immediately we have new information.

**AUSTRALIAN VOLUNTEER COAST GUARD ASSOCIATION
RADIO BASE STATION REGISTER**

RADIO BASE	NF 5 Bellambi	LOCATION	Boat Ramp, Robert Cram Drive
POSTAL ADDRESS	23 Massey Street, Berkeley New South Wales 2506.		
TELEPHONE/S	PH / FAX 02-4284 8822 (Operational Hours only)		
POSITION	Latitude 34°22'S	Longitude	150°56'E
AREA SERVED	Stanwell Park North to Red Point, (Hill 60) in the South		
OPERATION HOURS	0700 to 1700 Saturday, Sundays and Public Holidays		
CALL SIGN	Coast Guard Bellambi – VMR 276	CLASSIFICATION	MRU
RADIO EQUIPMENT	Frequencies Monitored	27MHz	27.88
		VHF	Chs. 16.
VESSEL FACILITIES	"Flinders" – 7.1 m Broadbill – 2 x 90 HP Yamaha Outboards – VHF – 27MHz – 16nm Radar-GPS – EPIRB – SART - 240 ltrs fuel – 10 hrs duration at 20 kts.. Minimum Crew 2. 2C Survey Safety Equip - First Aid Equip.		
CREW RESPONSE TIME	Duty Hours 5 minutes	After Hours	10 minutes
CONTACT	Commander Tony Hyde, 45 Lackawanna St, Cringilla. NSW 2502 Telephone/FAX 02-4296 2915 M. 0419 214291 Email thyde@coastguard.com.au		

**AUSTRALIAN VOLUNTEER COAST GUARD ASSOCIATION
RADIO BASE STATION REGISTER**

RADIO BASE	NF 14 Coast Guard Port Kembla	LOCATION	Red Point. Hill 60, Port Kembla
POSTAL ADDRESS	P.O. Box 13, Port Kembla. N S W 2505		
TELEPHONE/S	Base 02-4274 4455 - 02-4274 4288 (24 Hrs)	FAX	02-4275 2572
POSITION	Latitude 34°29'S	Longitude	150°55'E
AREA SERVED	Stanwell Park in the North to Kiama in the South		
OPERATION HOURS	24 hours per day 7 days per week		
CALL SIGN	Coast Guard Port Kembla – VMR 267	S.A.R.C.C. (Category 1) Accreditation	
RADIO EQUIPMENT	Frequencies Monitored	27MHz	2788 – 2786 – 2790 – 2794
		VHF	Chs 16 – 67
		MF/HF	2182 – 4125 – 6215
VESSEL FACILITIES	Radio Base Operations Only (Radio operating on all assists carried out by NF5 – 6 and 7		
CONTACT	Commander Richard Coulstock, 3/53 The Esplanade, Thirroul N.S.W. 2515 Telephone 02-4285 8717 (W) 02-4226 6917		
ACCREDITATION	SARCC		

**AUSTRALIAN VOLUNTEER COAST GUARD ASSOCIATION
RADIO BASE STATION REGISTER**

RADIO BASE	NF 6 Lake Illawarra	LOCATION	Mobile Caravan, Lake Illawarra
POSTAL ADDRESS	Unit 2/66 Purr Purr Ave. Lake Illawarra South, NSW 2528		
TELEPHONE/S	Telephone / FAX	02-4297 8256 015 288 667 (Operational Hours only)	
POSITION	Latitude 34°33'S	Longitude	150°42'E
AREA SERVED	Lake Illawarra		
OPERATION HOURS	0700 to 1700 Saturday, Sunday, Public Holidays. 24 hour call out. Mobile Caravan , Windang. -		
CALL SIGN	Coast Guard Lake Illawarra	MRU Accreditation	
RADIO EQUIPMENT	Frequencies Monitored	27MHz	27.88
		VHF	Ch. 16 - 67 - 73
		UHF	Ch. 18
VESSEL FACILITIES	"Lake Illawarra" 5.5m Pride Albatross half cabin - 1 x 115 HP Evinrude 27MHz - VHF - UHF.		
OTHER FACILITIES			
CREW RESPONSE TIME	During Duty Hours 5 minutes - After Hours 20 minutes		
CONTACT	Commander Gordon Pollock 41 Hendricks Parade, Mount Warrigal New South Wales 2528 Telephone 02-4297 8256 FAX 02-4297 8256 Mobile 0418 489 119		
ACCREDITATION	MRU Category 1(Close Inshore)		

**AUSTRALIAN VOLUNTEER COAST GUARD ASSOCIATION
RADIO BASE STATION REGISTER**

RADIO BASE	NF 7 Coast Guard Shellharbour	LOCATION	BoatRamp. Towns Street, Shellharbour
POSTAL ADDRESS	P.O. Box A129, Shellharbour, New South Wales, 2529		
TELEPHONE/S	Base - 02-4297 3999 (operational hours only) FAX 02-4297 3999		
POSITION	Latitude 34°34'08"S - Longitude 150°53'E		
AREA SERVED	Red Point in the North to Kiama in the South		
OPERATION HOURS	0700 to 1700 Saturday, Sunday and Public Holidays		
CALL SIGN	Coast Guard Shellharbour - VMR 266	MRU Restricted Offshore Accreditation	
RADIO EQUIPMENT	Frequencies Monitored	27MHz	27.88
		VHF	Ch. 16
VESSEL FACILITIES	"Shellys Rescue" ..		
OTHER FACILITIES			
CREW RESPONSE TIME	During Duty Hours 10 minutes - After Hours 30 minutes		
CONTACT	Commander Peter May. 95 Tongarra Road. Albion Park Rail, New South Wales 2527 Telephone 02-4257 7215 (W) 02-4221 3094 M 0412 428609 Email petermay@uow.edu.au		
ACCREDITATION	MRU		

**AUSTRALIAN VOLUNTEER COAST GUARD ASSOCIATION
RADIO BASE STATION REGISTER**

RADIO BASE	NF 16 Coast Guard Bermagui	LOCATION	Boat Harbour, Cutajo St. Bermagui
POSTAL ADDRESS	P.O. Box 56 Bermagui, N.S.W. 2546		
TELEPHONE/S	Base 02-6493 4506 (operational hours only) FAX 02-6493 4304		
POSITION	Latitude 36° 36'S - Longitude 150° 04'E		
AREA SERVED	Montague Island in the North to Tathra in the South		
OPERATION HOURS	0800 to 1700 daily. Standby Bases take over after operating hours		
CALL SIGN	Coast Guard Bermagui – VMR 269	SARCC (Category 1) Accreditation	
RADIO EQUIPMENT	Frequencies Monitored	27MHz	27.88
		VHF	Ch 16
		MF/HF	2182 – 2524
	Frequencies Available	All frequencies	
VESSEL FACILITIES	"Scootn" 6.8m Eden Craft – 180 HP Inboard. 27MHz – VHF – Radar interfaced with GPs – Sounder – Cruise speed 18 kts – Duration 12 hrs. Safety Equip – First Aid Equip.		
CREW RESPONSE TIME			
CONTACT	Commander Gavan Edmondson, 12 Mill Street, Bermagui. New South Wales. 2546		
	Telephone 02-64 93 4595 FAX 02-6493 4595 Mobile Ph. 018 512 881 Email gledoson@acr.net.au		
ACCREDITATION	SARCC		

