



Critical Incident Response Guide for use by Community Australian Football Clubs

June 2023

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A critical incident is an extraordinary situation typically causing a significant impact on the football club / league, its members and the wider community. No two incidents are the same however some examples might include:

- Death of a player, club member or someone well-known to the club
- Alleged or actual abuse, assault or vilification directed to or perpetrated by a club member
- Significant immediate property or financial loss associated with the club

Dealing with a critical incident is incredibly challenging for organisations with full-time employees. It is even harder for volunteer led football clubs / leagues. It is important however to know that a club that is dealing with a critical incident is not alone – help is available.

Help is available

To assist clubs in times of crisis, please note:

- This guide is designed to help you through the situation with suggestions for action at each stage (first 24 hours, first week, long term). Use of this resource guide is encouraged.
- Clubs are also encouraged to reach out to their League, local AFL office or through the State / Territory AFL body for help as required. Help will differ based on the unique situation and the experience of the club individuals handling the response, however may include things such as:
 - Helping the club to work through the initial stages; and
 - Specialist support / advice at any stage of the response (whether immediate or required in coming weeks) – e.g., media, mental health support, counselling support, insurance, grant applications etc.

More resources

A range of resources that may be useful are available on the AFL's community football dedicated website play.afl/ClubHelp:







Incident response webpage

Other related pages on the ClubHelp site: <u>Concussion Management</u> <u>Conflict Resolution</u>

Mental Health & Wellbeing Risk Management & Insurance Safeguarding Children



















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1 Purpose

The Critical Incident Response Guide aims to assist Clubs respond to, and manage, a critical incident. It provides guidance to Clubs in navigating their responsibilities following a critical incident, along with supporting those experiencing distress, in a guided path to recovery and return to regular, scheduled routine and activities.

The document aims to:

- Support the safety and wellbeing of members and participants of Australian Football Clubs.
- Promote effective and consistent identification, reporting, response, management and monitoring of critical incidents that may affect Clubs.
- Promote a systematic approach to critical incidents in Clubs.
- Identify services available to support Clubs following a critical incident.

If the critical incident involves suicide or self-harm, please refer to the AFL Guide for Clubs Impacted by Suicide <u>A-Guide-for-AFL-Clubs-Impacted-by-Suicide.pdf</u>

2 How to use the Response Guide

The impact of a critical incident can be immediate and requires a calm, compassionate and timely response to promote the safety and wellbeing of others and a safe return to activities. Close knit communities, such as Clubs, may find challenges in seeking the right resources and networks to manage the overwhelming experience after it occurs, along with implementing the appropriate support services for the Club's people.

This resource helps Clubs, and Club leaders, provide guidance and support to their members. It outlines clear and practical steps for Club leaders to follow thereby assisting the Club in supporting its community, along with a checklist for Clubs to refer to in their response. It helps clubs understand the different approaches to the wide range of critical incidents and helps Clubs through the following key stages;

- preparation;
- response;
- the first 24 hours;
- the first week; and
- longer term.

These time frames are a general guide only. The Guide is used as a reference point in working through the incident that has occurred. It can be used in conjunction with several AFL policies and procedures (<u>found here</u>), and with the support of the Australian Football state and territory controlling bodies and the AFL Mental Health & Wellbeing and the AFL Integrity & Security team.

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3 Key Definitions

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An Australian Football club affiliated to a state or territory association and/or their affiliated league/s and commissions.

Club Member

An individual who is associated with the functioning of the club, including players, coaches, officials and volunteers.

Critical Incident

Any extraordinary and unexpected circumstances that may cause a traumatic reaction. Examples may include:

- The death or critical injury of a Club Member, or family member or associate of the Club during or outside of football activities.
- Abuse or assault of a Club Member or perpetrated by a Club Member.
- Racial vilification connected to Club activities or a Club Member.
- The destruction, vandalism or significant loss of property of the Club..
- A natural disaster such as bushfires or floods.
- Any incident that is charged with extreme emotion.

Response Team

A dedicated team within the Club charged with the responsibility to manage the Club's response to a critical incident.

Mental Health Professional

A person who has specific qualifications at a graduate or postgraduate level (accredited by the relevant authority to practice) in one of the following disciplines: nursing (mental health), psychology (registered psychologist), occupational therapy, social work (accredited in mental health), or medicine (GPs, Psychiatrists, and trainee psychiatrists).

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4 Phase One: Pre-Season Preparation

4.1 Developing a Response Plan

Responding to a critical incident requires immediate action in a very complex situation, and therefore it is best to have a prepared Response Plan to call upon. Preparing a Critical Incident Response Plan within the club may assist in the immediate actions and coordination when an incident occurs. The Club Critical Incident Response Plan outlines:

The Response Plan outlines the Response Team, any tasks, roles, and responsibilities assigned to that team if/when a critical incident occurs. The Response Plan aims to reduce the effects of the event impacting on the immediate response, allowing for those within the Response Team to move into action, as soon as possible, because they are aware of what is expected of them.

- The Response Team
- The Critical Incident Checklist (Appendix 1)
- The Mental Health Services to assist in the response and referral (Appendix 3).
- Key contact numbers and emails.

It is recommended that the Response Plan is reviewed and amended by the Club Committee at the beginning of each season.

4.2 The Response Team

Responding to a critical incident should not fall on one individual, but instead bring together several people, to ensure adequate management and support, guided by the **Critical Incident Checklist** (Appendix 1). The duties of the Response Team may vary in relation to the circumstance, including the support of the club community, liaising with family members, ensuring appropriate management of information and resources, as well as reporting information to insurance and legal teams. Keeping the response team to 5-6 people (where possible) ensures an even load of responsibility, with effective lines of communication, people management, and resource sharing. It is recommended that a leader is nominated to assist in leadership of the Response Team.

The Response Team should be made up of appropriately skilled individuals who are able to work effectively under pressure, while possessing a high level of organisational skills and empathy. For example a Safeguarding Officer and Mental health First Aid Officer are important members alongside other senior club officials. Due to the unpredictable nature of a critical incident, not all members of the planned Response Team may be appropriate. Members should have an opportunity to opt out if they are impacted by the event, or feel they are unable to undertake responsibilities. Community clubs may not have access to psychologists or welfare

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managers, and therefore should look to engage in support from local community organisations, such as headspace or Lifeline. The Club may also look to involve a member of the AFL Mental. Health and Wellbeing Team in the Response Team, to assist with recommendations.

4.3 What does the Response Team Do?

Following a critical incident, the Response Team has several responsibilities that surround the primary role of promoting the safety and wellbeing of the club community, as well as documenting and providing information to required reporting outlets (e.g. insurance, WHS, etc) and returning the Club to its usual activities. The Response Team will look to ensure that resources and responsibilities are attended to efficiently and that consistent and accurate information is collated, with appropriate advice/recommendations shared with the club community.

Those involved in the Response Team may take on responsibilities such as:

- Initiating an Emergency Management Plan
- Liaising with local authorities, family and the community
- Making safe any incident site/s
- Preparing and collating information to be shared to the community in a consistent and accurate manner
- Managing messaging and announcements, providing media contacts and information
- Identifying vulnerable individuals who may be at risk
- Working with mental health professionals and organisations to provide guidance in terms of support and counselling
- Communicating with state or territory football association and/or AFL with the aim of returning the Club to its usual activities
- Collating information for Legal advice or documents and/or insurance claims and/or any formal reports
- Documenting all actions and notifications.

5 Key Contacts

Refer to Appendix 2.

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6 Phase Two: Response

6.1 Responding to Incidents

The term "Critical Incident" can cover a vast number of circumstances and events, including but not limited to the death of a Club member, community crisis or assault. Responding to a critical incident can require slightly different approaches, depending on the circumstances. In the case of incidents that include physical or sexual assault, racism, legal matters or other private matters, the response and management of the critical incident must take a sensitive journey of support, compared to that outlined in the Critical Incident Checklist.

6.1.1 Suicide or Suicide Attempt

In the case of a suicide or suicide attempt of a club member, it is recommended that clubs refer to the Guide for AFL Clubs Impacted by Suicide document <u>A-Guide-for-AFL-Clubs-Impacted-by-Suicide.pdf</u>. This is to reduce exposure to suicide in the community.

6.1.2 Physical or Sexual Assault

If a sexual assault has been reported to the club, it is essential that the club contact police first for assistance in response, as their involvement is a priority. The Club should then make a formal report through the AFL Integrity reporting portal (Click Here), so that they are aware and can assist where appropriate. Respect and trauma informed responses for those involved is crucial when responding to sexual assault allegations due to the traumatic nature of the incident and potential future circumstances that may result from the report.

6.1.3 Racism and Discrimination

Racism and disrespectful behaviour are taken seriously by the AFL. If an individual at the club experiences a form of racism when engaged in a game, training or attending a club event, they are encouraged to make a formal report through the AFL Integrity reporting portal (Click Here). These matters are supported by the AFL's Diversity & Inclusion and Integrity & Security teams, and individual case management is offered to the individual and the Club. These circumstances do not always have to be made public to the Club community.

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6.1.4 Natural Disaster

If a natural disaster has occurred, it is essential that the Club work with the local authorities to monitor and manage the situation. The Club is recommended to use an Emergency Management Plan (EMP) which if it does not exist within the Club the EMP will be managed and advised by the local authorities (e.g. Fire Services, Police).

6.1.5 Child Related Allegations:

If a report is made in relation to a critical incident involving children and young people, the club must contact the police to report the information. State or Territory associations are available for referral to support for the individual. The Club should then make a formal report through the AFL Integrity reporting portal (Click Here), so that they are aware and can assist where appropriate. The AFL can help guide clubs in their response and management of critical incidents involving children and young people.

To make a report to the Australian Football League (AFL) relating to an allegation of behaviour that may contravene the AFL's:

- National Child Protection Policy
- Respect and Responsibility Policy
- Whistleblower Policy (Improper Conduct)

Click Here

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Critical Incident (CI) has occurred:

nse:	Call 000 in an Emergency	
Immediate Response:	CI occurred during a game or at the club	Refer to the Critical Incident Checklist
Immedi	Is the CI a suicide?	Refer to the AFL Guide for Clubs affected by Suicide Document
	CI did not occur at the club, but members impacted	Gather information and ensure safety of individuals involved. Gain family/police authority to release information
ours:	Contact AFL (see contacts)	Seek assistance from State or Territory Association if need e.g. media/comms
First 24 Hours:	Contact Club Response Team	
臣	Set meeting place and time for people to come together to gain information	Coordinate appropriate support from Emergency Services and/ or AFL to attend briefing
	Prepare information to be shared – email/script	
	Bring the Club together	
Week:	Restore regular training	
Within the First Week:	Monitor those at risk	Refer to How to Seek Help
Within t	Liaise with those involved	
	Document activities and information	Complete Critical Incident Checklist
	Follow up with support services to those impacted —	Refer to How to Seek Help
pport	Adjust/Plan club events that need to be considered	
Long Term Support	Provide information session (if applicable)	
Long T	Follow up with any insurance claims etc.	
	Conduct a CI Review	





7 Stages of Response

Responding to the critical incident can be overwhelming and often it is hard to know where to start. The types of critical incidents are also vast and can relate to a range of different circumstances such as environmental, workplace safety, serious injury or death. Therefore, how clubs respond can vary significantly. The Critical Incident Checklist (Appendix 1) allows the club to work through phases of response.

The following information provides insight into the social and emotional response to a critical incident and suggestions to supporting the Club's people, with actions aligned with the Critical Incident Checklist (Appendix 1).

7.1 The First 24 Hours

The initial response focusses on the immediate issues that need to be considered within minutes/hours following a critical incident.

7.1.1 Gather information and ensure safety

- If the incident happened away from the club, confirm the details, and find out as many facts as possible with family (or police). Investigate any rumours immediately.
- If the incident happened at the club, ensure the safety of the players, coaches, and volunteers, including administering first aid, calling emergency services (000).
- Ensure the scene is secure and any witnesses are moved to an area of support.
- Ensure those affected are not left alone. Contact families if necessary

7.1.2 Contact Response Team and Association

- Contact Response Team
- Check suitability of team have they been directly affected by the incident?
- Identify any in the Response Team who are impacted and need to change responsibilities or opt out of managing the response.
- Contact relevant Mental Health Services or Agency that may assist in support for club
- Inform AFL, State or Territory Association and/or League or Community Football
 Manager and make a formal report through the AFL Integrity reporting portal (if required)
- Contact the family affected by the incident to gain information on incident, and permissions to share circumstances with club/football community.

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7.1.3 Response Team to meet and assign responsibilities

- Come together in person, via phone or video link as soon as possible. However, in times
 of a natural disaster and displacement the first priority is safety of the individuals so
 make sure you are safe before prioritising contact.
- Modify the plan as required for the circumstances.
- Inform Coaches, Team Manager, and Committee/Board Members. Contact prior to training.

7.1.4 Set a time to come together

- Set a time and a place for people to come together to hear information, be together, and ask any questions about the critical incident. This can be within the first few days of the incident and can be done via phone or video link if unable to physically come together (i.e in times of flood and fire).
- Assign a representative to lead this session, from the club, and through an external service, e.g. mental health, police, medical etc.
- Identify any "at risk" individuals or groups, in preparation for mental health services.

7.1.5 Prepare a script and/or email

- Ensure that information is correct and consistent.
- Confirm how information will be shared to club community
- Inform the Club in their teams, via a script. Note any absent players/coaches and any who may be very distressed.
- Individuals may already be aware of the situation due to family connections or social media, etc. It is important to still stick to a script in informing teams.
- It may also be appropriate to contact players and coaches individually to inform them before training occurs.
- Inform the Club Community. Include information relating to help services, any group meeting opportunities.
- Inform the greater football community, via club presidents. Inform them of any group meetings for community to attend.
- Ensure coaches have support within the club and access to external professional advice where required.

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7.2 The First Week

The secondary response is focused on the emotional needs of people impacted, looking to guide and support people effected to the appropriate resources.

7.2.1 Bring the club together

- Ensure accurate information is prepared for the session, in consultation with those directly affected. Make this information available via video link if required based on the situation (i.e. in times of flood or fire).
- Allow people to be together, ask questions and answer with what is appropriate and "need to know"

7.2.2 Restore regular training

- Restore regular training sessions to original schedule as soon as possible.
- Maintain flexibility in attendance to those directly affected, continue to check in with them.

7.2.3 Monitor those at risk

- Continue to identify, monitor, and support people at risk. Continue to promote help seeking behaviours, referring to further mental health support.
- Monitor any memorial sites, and communicate with teams any required changes to trainings, games, or activities.
- Keep coaches and team managers informed through regular meetings before or after trainings. Communicate updated information and provide space for concerns and questions to be raised.
- Ensure coaches and team managers are aware of access to external professional help.
- Keep families informed about support services, any changes to routines and activities surrounding training and football commitments.

7.2.4 Liaise with the family (if applicable)

- Continue to liaise with family. If there is a funeral involved, coordinate clubs' involvement.
- Collect any belongings of the deceased from the club and look to return to family (or police) at an appropriate time.

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7.2.5 Provide information on How to Seek Help

- Continue to monitor the wellbeing of people at the club, reviewing any at risk individuals
 and referring them to avenues of help. This should include providing reminders to all
 individuals of the local authorities contact details, websites and mobile services.
- Direct club members to AFL How to Seek Help document (Appendix 3 and in Club Help mental health page)

7.2.6 Document Activities

 Document all meetings and activities, along with any action plans made to support the critical incident response.

7.3 Long Term Support

7.3.1 The First Month

- Ongoing support for affected family
- Plan for relevant events that the club may be holding (fundraisings, awards nights etc)
- Gather information from coaches or team managers on any relevant changes for a critical incident review.
- Conduct a critical incident review.
- Consider organising an information session for the Club community.
- Continue to document any actions in response to critical incident

7.3.2 Ongoing Support Long Term

- Continue to monitor players, coaches, and team staff.
- Promote and model help seeking behaviours and refer to Mental Health First Aid Officer.
- Work with family as to level of support and community needed moving forward.
- Keep community informed.
- Plan for anniversaries, birthdays and any other significant events
- · Implement the recommendations of critical review.
- Continue to document all activities and actions.
- Considerations for start/end of season
- Consider mental health education and initiatives for the club. Find out what programs are available and recommended at AFL Toyota Club Help.

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7.3.3 Review the Response

Once the immediate and secondary responses have been implemented, things may begin to feel more settled. It is important to review the response to the Critical Incident.

- Evaluate and Debrief the Response
- Spend time evaluating the Clubs response and debriefing the experience
- Allow people to contribute feedback on how the club managed the response
- Any considerations that were beneficial or overlooked in the process of response
- Review the mental health culture of the club
- Consider how you will monitor those who are at risk?
- How will anniversaries be handled?

7.4 **Considerations**

7.4.1 Critical Incident occurs at another club

- If/When appropriate, inform other clubs within the league of the incident.
- Invite members of wider football community to attend any gathering or information sessions.
- Regular training should continue at other clubs not directly affected, with flexibility, knowing possible connections with the incident.
- Provide clubs with How to Seek Help document.

7.4.2 Critical Incident during the off-season

- Continue to follow Critical Incident Checklist and adjust where appropriate.
- Club members may be informed via email, rather than face to face at training.
- Allow for club members to come together if required.

7.4.3 Critical Incidents that are private

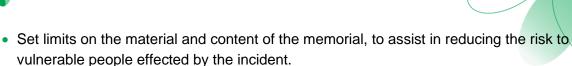
- All private critical incidents require compassion, respect and supportive response.
- Confidentiality may be required, as well as intervention from emergency services, the AFL, or external services.

7.4.4 Memorials and Acknowledgements

 In the case of a death, the club may look to acknowledge the individual's contribution to the club, through an award, memorial plague or similar. This can be beneficial to those grieving, but it is important to consult with the individual's family and teammates.

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- Follow the wishes of the family.
- Monitor any online memorials for appropriateness.
- Ensure any messaging is clear and correct.
- Where possible, promote help seeking behaviours
- If memorialising someone who has died by suicide, be guided by the <u>A-Guide-for-AFL-</u> Clubs-Impacted-by-Suicide.pdf

7.4.5 Funerals

- Consider the clubs involvement in the funeral, and ensure they align with the wishes of the family.
- Coordinate and manage attendance of club members at funeral.

7.4.6 Social Media and Media

- Local media may show interest in the incident. The club president or member of the RT should be allocated to speaking with the media about the situation.
- Seek support from the state body if unsure on how to manage media interest.
- Manage the club's social media in relation to the incident so that is respectful and appropriate towards those involved.
- Monitor any social media interaction by club members and encourage them to be mindful when commenting or responding to information about the incident.

7.4.7 Supporting those directing impacted by the incident

- Limit the number of direct contacts to the family involved, by assigning a member of the RT to liaise with them.
- Offer support through external agencies and services.
- Involve them in any decisions being made in relation to the incident and the club.
- Maintain regular contact with them, even the weeks/months following the incident.
- Provide information to the community on how they can support the family
 - Share memories through a book at the club
 - Cook meals for the family
 - Offer support for siblings or other family members
 - Donate to an organisation or charity event.





APPENDIX 1: The Critical Incident Checklist

RESPONSE – FIRST 24HRS			
Activation	YES	NO	Person Responsible
Verify information			
Take appropriate safety precautions (e.g. turn off gas, water and/or electricity).			
Administer First Aid (including Mental Health First Aid) where appropriate.			
Contact emergency services as appropriate: Ambulance, Police, Fire Brigade, gas provider, water provider, electricity provider. Phone numbers for each of these are on the <i>Emergency Management Contact list</i> .			
Ensure the incident site remains secure and undisturbed where Police or Safety Regulator are likely to be involved.			
Remove people from the scene to an appropriate assembly area or clubroom.			
Activate an incident management team to plan further actions and enact the response plan. Allocate specific responsibilities.			
Record details of event, including the source/s of information. Make notes as information is received.			
Gain family/Police authority to release information.			
Is it a Critical Incident?			



Notifications	YES	NO	Person Responsible		
Contact your Association					
Seek assistance from your Response Team, and the AFL media unit for all communications about the incident.					
Instruct staff/volunteers/Club officials to direct media enquiries to Media Liaison Officer					
Activate your communication plan, including key communication methods and timings needed to keep everyone safe and prepare an incident statement.					
Identify contact lists (below) for all the people you will need to communicate with during the crisis, including staff, emergency services and support providers					
RECOVERY – SHORT TERM – First Week					
Communication			Person Responsible		
Communication Offer immediate comfort and support to those most affected.			Person Responsible		
			Person Responsible		
Offer immediate comfort and support to those most affected. Make direct contact with affected staff or families.		ine	Person Responsible		
Offer immediate comfort and support to those most affected. Make direct contact with affected staff or families. (In the case of a death, Police contact the family.) Prepare a statement for informing players, club members and	d determ	ries	Person Responsible		
Offer immediate comfort and support to those most affected. Make direct contact with affected staff or families. (In the case of a death, Police contact the family.) Prepare a statement for informing players, club members an method of delivery. Brief all staff of known fact. Ensure everyone knows how to respond to media (i.e. direct to the on-site incident manager) and understands support sta	d determ all enqui rategy for	ries	Person Responsible		

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Provide space for those who may be distressed, and provide support from Wellbeing Services staff (Psychologist, nurse, Chaplain)

Make arrangements for players/siblings/parents to be reunited.

Prepare a written statement related to enquiries and for players to take home to their parents. Liaise with AFL Mental Health, Community Football Department's media unit and other agencies before releasing information.

Identify and notify others who need early advice (e.g. key community agencies, other clubs affected, other districts).

Consider the Employee Assistance Program for AFL staff in need.

Restore	Person Responsible
Plan to restore regular training	
Continually monitor those at risk	
Liaise with those directly impacted by the incident	
Document process and activities undertaken	
RECOVERY – LONG TERM – First Month	
Communication	Person Responsible
Communication Follow up with support services to those impacted	Person Responsible

Conduct a CI Review

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Provide information session (if applicable)

Follow up with any insurance claims etc.





APPENDIX 2: Emergency Management Contact List

To be prepared and reviewed annually. Used for quick reference in case of a critical incident.

Add relevant contacts for your club at the start of each season and as they change.

Key Contacts

Туре	Company	Contact person	Email	Phone
Bank Manager				
Solicitor				
Building — landlord / agent				
Counselling service (e.g. Sports Chaplaincy)				
Council				
Electrician				
Electricity supplier				
Gas supply				
Generator(s) or back-up power supply				
Insurance Broker				
Internet Service Provider				
Locksmith				
Plumber				
Security system/s				
Telephone provider/s				
Water supply				

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APPENDIX 3: Event Details

To be prepared if holding an event, football carnival or similar.

Event description				
Event planner (name, phone, email)				
Date/s of event				
Location / address of event				
Site / venue capacity				
Expected attendance				
	Set up	Start:	Finish:	
Event time	Event time	Start:	Finish:	
	Pack down	Start:	Finish:	
Emergency equipment	ie – megaphone, fire extingu	uishers, PA System on Sta	age, two-way radios	





	Does your plan fit with the neighbouring site Y / N
Neighbouring events / sites	Have you touched base with the chief warden Y / N
	Have you updated the emergency contact list to advise neighbours of emergency Y / N
Event control location	
Emergency Area Control Points	
High risk activities	





APPENDIX 4: Key Contacts

AFL Mental Health and Wellbeing Team	wellbeing@afl.com.au
AFLs Diversity & Inclusion Team	Click Here
AFL Health and Safety Manager	play.safe@afl.com.au
AFL Safeguarding Children Team	Click Here
AFL Integrity & Security Team	Click Here
Marsh Insurance	sport@marsh.com
Police/Ambulance/Fire	000
Lifeline	131 144
Suicide Call Back Service	1300 659 467
Beyond Blue Support Service	1300 22 46 36





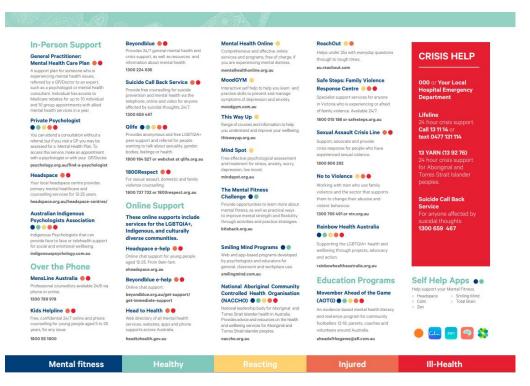
Sport Chaplaincy

1300 518 058

APPENDIX 5: How to Seek Help for Mental Health and Wellbeing

Connect to our How to Seek Help Navigator Tool available via play.afl/ClubHelp









APPENDIX 6: Supportive Leadership Approach

CRITICAL INCIDENT RESPONSE: Supportive Leadership							
WHAT TO DO: 8 Steps to Offer Support to Club Members after a Critical Incident							
Connect and Engage	Safety and Comfort	Stabilisation (if needed)	Information Gathering about Current Needs				
Respond in a compassionate and helpful way	Enhance safety and provide emotional comfort	Help emotionally overwhelmed or disoriented people	Identify immediate needs and respond				
Practical Assistance	Connection with Social Supports	Information on Coping	Link with Services				
Offer practical help so people feel safer and calmer	Establish contact with primary support people	Provide information on helpful ways to cope to reduce distress	Link people with key services play.afl/clubhelp/club-management/mental health-and-wellbeing				