



CRITICAL INCIDENT FRAMEWORK

GOV-STA-02

1	Policy statement and principles	3
1.1	Minor critical incidents	3
1.2	Moderate and major critical incidents	3
1.3	Staff training	4
2	Scope	5
3	Roles and responsibilities	5
4	Definitions	8
5	Procedures	10
5.1	Moderate and major critical incidents	10
5.1.1	<i>Immediate response</i>	10
5.1.2	<i>Critical Incident Management Team (CIMT)</i>	10
5.1.3	<i>Reporting</i>	13
5.1.4	<i>Recording</i>	13
5.1.5	<i>Follow-up, review and evaluation</i>	14
5.1.6	<i>Critical incident flowchart</i>	15
6	Guidelines	16
6.1	Things to remember when responding to a critical incident	16
6.2	Preparation for responding to critical incidents	16
6.2.1	<i>Preparing yourself</i>	16
6.2.2	<i>Preparing others to help when students are in crisis</i>	17
6.2.3	<i>Useful skills and knowledge</i>	18
6.3	Stress management	18
6.4	Media engagement	19
6.5	Preparing for funerals	19
6.5.1	<i>Arranging a funeral</i>	19
6.5.2	<i>The funeral director</i>	19

6.6 Critical incident situations.....	20
6.6.1 Fire and evacuation.....	20
6.6.2 Bomb threat.....	20
6.6.3 Incidents of natural disaster.....	21
6.6.4 Riots.....	21
6.6.5 Building intruder.....	21
6.6.6 Medical emergency.....	22
6.6.7 Personal safety issues.....	22
6.6.8 Assault on a student.....	23
6.6.9 Missing student.....	23
6.6.10 Death of a student.....	23
6.6.11 Suicide attempt or intent.....	23
6.6.12 Incident during program travel for international students.....	24
6.6.13 Violence: Weapon or hostage situation.....	24
6.6.14 Act of terrorism.....	25
6.6.15 Chemical, biological or nuclear emergency.....	25
7 Document status and governance.....	28
8 Document history.....	29
9 Appendices.....	30
Appendix 1: Incident Matrix indicating operational areas by scale of interruption.....	30
Appendix 2: Emergency contacts.....	31

Objects of Excelsia College

Motivated by the Christian faith, as expressed by the Apostles' Creed and Nicene Creed, with fidelity to the Scriptures as the Word of God, the objects of the College are the advancement of the Christian faith and higher education.

1 Policy statement and principles

Excelsia College is committed to ensuring that business critical teaching, learning and research outcomes are not compromised by a critical incident. The College takes seriously its duty of care owed to its students, staff, contractors, volunteers and visitors in regard to operational and critical incidents, and the Critical Incident Framework therefore provides a management structure for activating emergency and operational contingencies.

Once a critical incident has been declared by the Critical Incident Management Team, the duties and responsibilities outlined in this framework will remain in effect until proper authorities, both within and outside the College, have been notified; necessary action plans have been activated and implemented; and appropriate follow-up responses have been accomplished. Invoking this framework implies that a recovery operation has begun and will continue with top priority until normal operations have been re-established.

The College's approach to this framework is guided by the following principles.

1.1 Minor critical incidents

- i. In the event of a minor critical incident:
 - a. the safety and wellbeing of affected students, staff, contractors, volunteers and visitors is ensured and follow-up action plans put in place
 - b. the person receiving the information must report it to the College Work Health and Safety Committee Chairperson
 - c. the relevant operations continuity action plan should be implemented (refer to PLA-GOV-02 Operations Continuity Plans)
 - d. a report must be lodged with the Work Health and Safety Committee.

1.2 Moderate and major critical incidents

- i. In the event of a moderate or major critical incident, the College shall:
 - a. seek to ensure physical and psychological safety of affected students, staff, contractors, volunteers and visitors, providing appropriate welfare arrangements, and emotional and physical support as necessary

- b. act to ensure that critical business processes can be continued through implementing one or more of the operations continuity action plans (refer to PLA-GOV-02 Operations Continuity Plans)
 - c. use its best endeavours to meet the needs of staff, students, the wider community and other key stakeholders
 - d. safeguard its reputation and public image.
- ii. The Critical Incident Management Team (CIMT) will prioritise attending to essential, initial steps to ensure protection of lives, seek immediate care for injured or affected students and staff, and ensure operations continuity.
 - a. Critical Incident Officers shall be designated for each campus or site on which the College operates, and these staff will have immediate responsibility for controlling the situation at the location of a critical incident and liaising with security and emergency services.
 - b. Where it is suspected that a crime has taken place, care shall be taken to preserve the scene of the incident and any related evidentiary items, provided that it is feasible to do so without adversely impacting the health and safety of those involved.
 - c. The College will keep appropriate records of critical incidents and appropriate follow-up action taken.
 - d. A review and evaluation of the response to the critical incident will be conducted after each critical incident, and the procedures reviewed by the CIMT and/or other stakeholders. Changes to this Critical Incident Framework, including updating resources, will be made as soon as practicable following the review and evaluation.
- iii. The Chief Executive is the only person who will address the media. No other staff member is to speak to the media about the incident.

1.3 Staff training

- i. The College is committed to the professional development of staff in relation to responding to critical incidents, including those affecting business continuity. Staff will be made aware of the policies, procedures, and guidelines contained within this framework and provided appropriate training.
- ii. The Chief Executive will be responsible for initiating and coordinating the provision of staff training and engaging, where necessary, professional support.

2 Scope

This framework applies to all students, staff, contractors, volunteers, and visitors, and a tenant of, or a tenant's occupation of, premises owned, operated or controlled by the College.

3 Roles and responsibilities

The following stakeholders have a responsibility in relation to this policy framework.

Role	Responsibility
Academic Registrar (Registrar)	<ul style="list-style-type: none">• serving as a member of the CIMT• reporting any incident that involves the death of an international student or other absence affecting a student's attendance via PRISMS• maintaining appropriate records on the student database system• managing during a critical incident:<ul style="list-style-type: none">○ Totara (ExO) – Virtual Learning Environment○ RAPLA – room booking system○ Paradigm – Student Management System.
Chief Executive Officer (CEO)	<ul style="list-style-type: none">• chairing and convening a Critical Incident Management Team (CIMT)• preparing a communication plan and nominating a spokesperson• addressing the media where necessary• incorporating lessons learned from the Critical Incident Debriefing Report into future process/system improvements across the College.
Chief Financial Officer (CFO)	<ul style="list-style-type: none">• serving as a member of the CIMT• Information and Communication Technology (ICT) Action Plan• managing during a critical incident<ul style="list-style-type: none">○ MYOB – Finance Accounting Software○ Preceda – Payroll system.
Chief Global Engagement and Partnerships (CGEP)	<ul style="list-style-type: none">• Managing during a critical incident: Zoho – Customer Relationship Management (CRM) system.
Chief Operating Officer (COO)	<ul style="list-style-type: none">• serving as a member of the CIMT• recording minutes and records of the CIMT

	<ul style="list-style-type: none"> • managing College website and MailChimp during a critical incident • managing during a critical incident <ul style="list-style-type: none"> ○ PeopleStreme – HR system ○ Zoho Recruit.
Chief Strategy Officer and Director of Quality	<ul style="list-style-type: none"> • serving as a member of the CIMT
Critical Incident Management Team (CIMT)	<p>The CIMT are responsible for overseeing the College’s response to a moderate or major critical incident with respect to:</p> <ul style="list-style-type: none"> • responding quickly to immediate threats to the wellbeing of students, staff and visitors, including protecting the human, physical, technological, administrative, financial and reputational assets of the College and notifying relevant emergency contacts for staff or students involved in the incident and providing appropriate support • establishing control of continuity efforts as quickly as possible by designating an CIMT Coordinator and implementing the appropriate action plan • responding to the emotional as well as physical impacts of an event on victims, colleagues, peers, family members, and the greater community including implementing an ongoing plan of support • ensuring that communication with the College’s stakeholders is open, honest and proactive, recognising the importance of avoiding panic, speaking with one voice, and balancing individuals’ legal rights to privacy with the public’s need to know about the situation • ensuring (in consultation with Management) that the College complies with any additional legislative reporting requirements that may arise from the incident • documenting the recovery process. This documentation will be used by the CIMT Coordinator as the basis for preparing an Critical Incident Review Report and outlining each stage of the recovery process along with any lessons learned. This report will then be submitted to the Chief Executive, who will, in turn, incorporate lessons learned into future process/system improvements across the College. • developing operations continuity action plans for restoring and/or maintaining continuity in all operational areas by scale of interruption • working through the Chief Executive Officer and the Management Committee to nominate leaders to maintain each action plan and keep stakeholders in their respective operational areas apprised of their contents.

	<ul style="list-style-type: none"> providing sufficient resources for leaders and other nominated colleagues to help the College prepare for incidents in each operational area and to respond efficiently and effectively.
Critical Incident Management Team (CIMT) Coordinator	<ul style="list-style-type: none"> directing the Critical Incident Officer when it is appropriate to leave the location of the critical incident advising the setup, resourcing and operations of the Incident Management Office completing required reports on every critical incident for domestic and international students notifying, if necessary, student accommodation or homestay provider; College library; information technology services recording all information pertaining to a critical incident with the support of staff and/or students involved, and maintaining these records in the critical incident file preparing Critical Incident Review Report outlining each stage of the recovery process along with any lessons learned.
Critical Incident Officer	<ul style="list-style-type: none"> immediately assessing and controlling the situation during a critical incident offering assistance to persons involved in the incident liaising with security and emergency services and ensuring emergency services access obtaining the names of persons involved in the incident reporting the incident to the Chief Executive or, if unavailable, another member of the CIMT remaining at the location until directed to leave by the Coordinator of the CIMT documenting details of the incident to report to the CIMT.
Director of Mission	<ul style="list-style-type: none"> serving as a member of the CIMT
Emergency Wardens	<ul style="list-style-type: none"> following the Emergency Warden Procedure (WP-GEN-05) during a critical incident evacuating College buildings as per the Emergency Procedure
Head of School of Counselling/Counselling Lecturer	<ul style="list-style-type: none"> providing advice to CIMT regarding counselling
IT Manager	<ul style="list-style-type: none"> During a critical incident manages: <ul style="list-style-type: none"> wireless access to the internet on the Macquarie Park campus campus network infrastructure Microsoft Office 365 (Sharepoint, staff and student email via Outlook)

	<ul style="list-style-type: none"> ○ library catalogues (with Library Manager’s support) ○ Zendesk
Manager Finance, Accounts and Administration	<ul style="list-style-type: none"> ● serving as a member of the CIMT ● contacting and liaising with any building repairers during recovery of a critical incident
Provost	<ul style="list-style-type: none"> ● serving as a member of the CIMT

4 Definitions

For the purpose of this policy framework, the following definitions apply.

Term	Definition
critical incident	<p>As defined by the National Code, a critical incident is a traumatic event, or the threat of such (within or outside Australia), which causes extreme stress, fear or injury. It can include (but is not limited to): natural disasters; death; serious injury; attempted suicide; arrest or detainment of a student or staff member; robbery; missing students; bomb threats; riots; toxic or chemical release or explosions; pandemics and epidemics; deprivation of liberty; sexual assault; kidnapping or attempted kidnapping; violence; or severe verbal or psychological aggression. It includes a matter deemed by the Chief Executive to be dealt with as a critical incident under this policy.</p> <p>Critical incidents are classified as minor, moderate and major events.</p> <p>Minor event: This is an operational disruption with a localised impact or limited scope or severity which has been contained and is unlikely to escalate further. It can usually be handled by College staff using normal operating procedures.</p> <p>Moderate event: This is an event with localised impact on College operations and may threaten life or property, and may have the potential to escalate to a major event.</p> <p>Major event: This is an event with high impact affecting College operations in one or more areas and poses a significant risk to the continuity of core College-wide operations.</p>
critical incident management	<p>Critical incident management extends to serious damage, or incidents with a potential for serious damage or harm, to College property located at a College site.</p>

	<p>However, critical incident management does not include critical incidents involving third-party organisations that may be involved in the delivery of the College courses, information technology systems failures, and disaster recovery. This will be managed by the relevant policies.</p>
Critical Incident Management Team (CIMT)	<p>Refers to individuals who are capable of directing the College through all stages of a critical incident, including coordinating immediate protective actions where needed and making subsequent decisions to enable the College to maintain or resume normal operations, fulfil its mission, and support staff and student wellbeing. The CIMT consists of the following staff:</p> <ul style="list-style-type: none"> • Chief Executive (Chair) • Coordinator (to be appointed by the Chief Executive; usually the COO) • Chief Financial Officer • Academic Registrar (Registrar) • Provost • Chief Strategy Officer and Director of Quality • Chief Operating Officer (Minutes, Records) • Manager of Finance, Accounts and Administration • Director of Mission • Other key stakeholders as determined by the team. <p>In more widespread events roles may need to be assigned, including those of Operator, Publicist, and Leader(s) in particular operational areas.</p>
Critical Incident Officer	<p>A Critical Incident Officer is a nominated officer on each campus with responsibility to control a critical incident at the location and liaise with security and relevant emergency services.</p>
DHA	<p>The Federal Government Department of Home Affairs.</p>
Incident Management Office (IMO)	<p>The location from which the CIMT will operate as needed during a critical incident. This will be the central point from which the CIMT Coordinator and others will monitor and coordinate recovery efforts. It will be set up, resourced and operated as needed under the advice of the CIMT Coordinator.</p>
record	<p>May be defined as the full and accurate records of business transactions, decisions and discussions at the College that are used to meet all business, administrative, financial and evidential and historical requirements related to its dealings. Student records relate specifically to those transactions, decisions and discussions created in the teaching and learning processes of offered awards at the College.</p>

5 Procedures

5.1 Moderate and major critical incidents

5.1.1 Immediate response

1. In the case of an on-campus incident the staff member, student or visitor first on the scene should:
 - i. take any necessary lifesaving or protection measures, such as administration of first aid or contact the nearest first aid officer. Contact details of first aid officers can be found on WHSC noticeboards around campus.
 - ii. contact the relevant emergency service by calling 000.
 - iii. contact security (02 9819 8825). Security will attend the incident, provide a report to emergency services and notify the designated Critical Incident Officer.
2. The Critical Incident Officer will have immediate responsibility for controlling the situation at the location and liaising with security and emergency services. The Critical Incident Officer will:
 - i. attend the location, assess the situation, obtain the names of persons involved in the incident and report the incident to the Chief Executive or, if unavailable, another member of the CIMT within the hour. Contact details and directions for notifying the CIMT are published in CIMT Contact Sequence (See Appendix 1 of PLA-GOV-02 Operations Continuity Plans).
 - ii. offer assistance to persons involved in the incident
 - iii. liaise with emergency services and ensure access for emergency services
 - iv. remain at the location until directed to leave by the CIMT Coordinator
 - v. document details of the incident and provide a report to the CIMT
 - vi. within 24 hours complete the Incident Report Form.
3. If the situation allows, attention will also be focused on securing buildings, property, and systems, but evacuation, safety, and needs for immediate medical attention and attention to human wellbeing will assume the highest priority.
4. Once an incident is deemed to be a moderate or major critical incident, the Chief Executive must convene a CIMT and appoint a CIMT Coordinator.

5.1.2 Critical Incident Management Team (CIMT)

Immediately (and within 24 hours)

The Critical Incident Management Team (CIMT) will set in motion an action plan to manage various aspects arising from the incident, including communication strategies. As an immediate priority, the CIMT will:

1. Gather the facts
2. Liaise with emergency services and personnel to ensure effective ongoing management of the incident and post recovery
3. Ensure safety and welfare of staff and students and arrange for first aid and/or a recovery room if necessary, which may include Student Services providing fluids, comfortable chairs, and support personnel
4. Set up the Incident Management Office (IMO) to meet the needs of the critical incident response, with significant delegation to administrative support staff such as Security and Maintenance, and Reception
5. Notify relevant emergency contacts for staff or students involved in the incident and provide appropriate support
6. Implement the appropriate operations continuity action plan (see PLA-GOV-02 Operations Continuity Plans)
7. Manage external and internal communication, including
 - delegating a staff member to deal with telephone and personal enquiries (receptionist, PA, etc.)
 - the Chief Executive liaising with relevant staff to prepare a communication plan and nominate a spokesperson. Communication may include:
 - response and ongoing strategies including individual roles and responsibilities
 - liaison with police, doctors, hospital staff and other relevant professionals
 - legal assistance if required
 - follow-up letters to family
 - incident report for the College's records.
 - managing the media (only the CEO should speak directly to the media)
8. Keep staff, students and students' families informed, including
 - providing guidelines to staff about what information to give students
 - providing a written statement to staff if the matter is complex
 - briefing students of the incident, school actions, and counselling services, allowing for student discussion or response
 - notification of and liaison with student's sponsor or agent if applicable
9. Identify students and staff members most closely involved and thus most at risk, including:
 - those directly involved
 - personal friends and family of those involved
 - others who have experienced a similar past trauma
 - other students, staff, etc.
10. Arrange counselling as needed:
 - receive advice from Head of School of Counselling or Counselling Lecturer on debriefing and counselling

- arrange a time and place for an initial group or individual debriefing session with counsellors
 - coordinate ongoing appropriate counselling and support services for any students involved in the critical incident.
11. Confirm access to emergency funds if necessary
 12. Organise a tasks timetable for the next hour(s), day(s), etc.
 13. Plan ongoing feedback and regular meetings so that the CIMT is continually in touch and working together.

In the case of the severe injury or death of a student the CIMT will:

Within 48–72 hours

1. Discuss and decide on the following:
 - arrangements for visits to or from family
 - organising students or staff for hospital visits
 - hiring independent interpreters
 - any death notice arrangements
 - funeral or memorial service arrangements
 - copy of death certificate
 - refund of student fees to pay repatriation or associated expenses or if student cannot continue with their studies
 - consideration of personal items and affairs (household and academic)
 - insurance matters, overseas student health cover (OSHC), ambulance cover
 - liaison with DHA if studies will be interrupted
 - helping students get access to legal assistance if required
 - follow-up condolence or other letters to family
 - financial assistance for families of affected person(s) if residing in Australia
 - ensuring (in conjunction with the College legal advisors as required) that the College complies with any additional legislative reporting requirements that may arise from the incident.

2. Implement an ongoing plan of support to ensure follow-up concerning the wellbeing of individuals involved in the incident. This support:
 - should provide support to staff and helpers
 - may include formal stress management interventions required for students and/or staff (release from classes, leave, rescheduled assessment or exams)
 - may be extended to provide accommodations or adjustments to student or staff workload to provide for recovery from injury and or shock
 - should provide opportunities for staff and students to talk about the incident

3. Restore normal functioning as soon as possible.

Within the first month

1. Arrange a memorial service, if appropriate.
2. Encourage families to participate in meeting to discuss students' welfare.
3. Identify behavioural changes and the possibility of post-traumatic stress disorder and refer to health contacts for mental health services.
4. Monitor progress of hospitalised staff or students.
5. Monitor mental and physical health of all helpers.
6. Debrief all relevant persons
7. Liaise with the Work Health and Safety Committee Chairperson to ensure that the College's Risk Register is updated, as appropriate.

5.1.3 Reporting

1. The CIMT Coordinator will complete required reports on every critical incident for domestic and international students.
2. The Registrar will notify DHA as soon as practical after the incident as per the *Educational Services for Overseas Students Act 2000 (ESOS Act)*.
3. In the case of the death of an international student or other absence affecting the student's attendance, the Registrar will report the incident via PRISMS. Reporting will take account of the [Australian Privacy Principles](#).
4. In addition, the CIMT Coordinator may need to notify the following:
 - student accommodation or homestay provider
 - College library
 - information technology services.

5.1.4 Recording

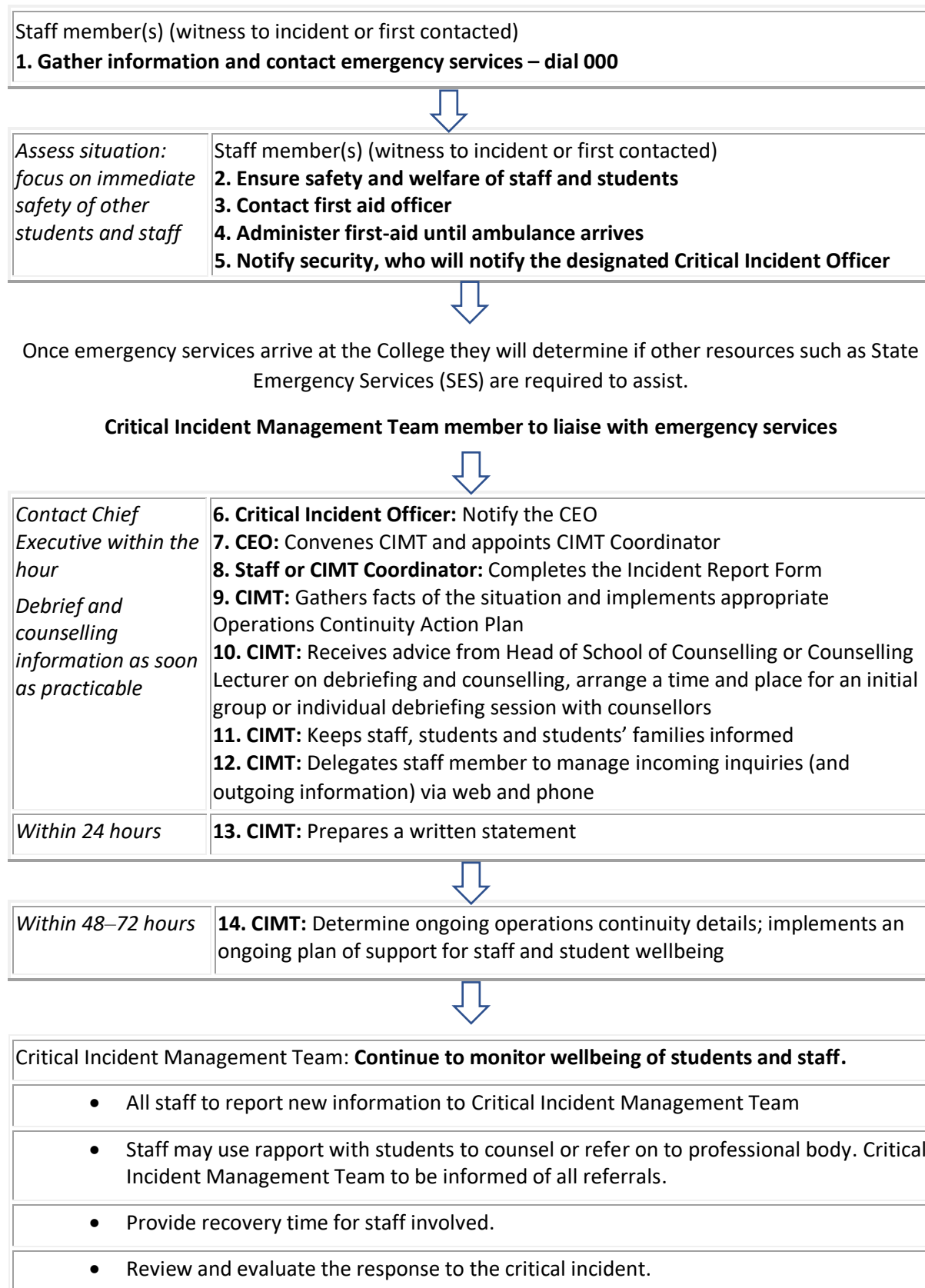
1. The CIMT Coordinator will be responsible for recording all information pertaining to a critical incident with the support of staff and/or students involved, for maintaining a written record of any remedial action taken by the College, and for maintaining these records in the critical incident file for a minimum period of two years after the affected student(s) ceases to be an accepted student.
2. The Registrar will maintain appropriate records on the student database system, including students' current address and telephone numbers, emergency contact details, next of kin details, agent or sponsor (if applicable), and medical information if applicable.
3. Key details to record include the time, location and nature of the incident (e.g. threat, accident, death or injury), names and roles of persons involved (e.g. staff, domestic or international student). Any action taken in regard to a critical incident will be recorded on an incident report to include outcomes or evidence if the incident is referred to another person or agency.

5.1.5 Follow-up, review and evaluation

A review and evaluation of the response to the critical incident will be conducted after each critical incident, using the incident review checklist provided in PLA-GOV-02 Operations Continuity Plans (Appendix 5).

1. The CIMT Coordinator will arrange a critical incident review meeting.
2. At this meeting the CIMT will review and evaluate the critical incident response, using the checklist provided in PLA-GOV-02 Operations Continuity Plans (Appendix 5) and feedback gathered from those present at the incident and other stakeholders.
3. The CIMT Coordinator will write the Critical Incident Review Report, and present this to the Chief Executive. The report should be informed by the CIMT critical incident review meeting, feedback gathered from those present at the incident and other stakeholders, should outline each stage of the recovery process, and include recommendations for the management of such incidents in the future as appropriate.

5.1.6 Critical incident flowchart



6 Guidelines

6.1 Things to remember when responding to a critical incident

1. **The first thing to do is calm down the affected party or parties and offer hope.** You should communicate simply, take control, and give clear and practical directions in order to reduce the anxiety and connect the logic of the affected party or parties.
2. **You are not superhuman.** Managing a critical incident can be a very lonely time, especially if you are regarded as the focal point with students. While you are busy providing care or support to those directly affected by the incident, your own health and emotional wellbeing may be at risk. Self-care should *not* be forgotten in your management strategy.
3. **Take time out each day to telephone or email another colleague.** This will give you not only a chance to debrief, but also to compare notes with empathetic colleagues who have had similar experiences and a real understanding of what you are feeling. You are helping others while you help yourself.
4. **Update the resources as necessary.** Insert as many local telephone numbers and contacts, and as much information as you can so that you can refer to the resources quickly and take effective and immediate action when necessary.

6.2 Preparation for responding to critical incidents

6.2.1 Preparing yourself

How should you prepare for dealing with a critical incident in what may be a cross-cultural setting? The attitude you assume is of the utmost significance.

- You should expect the unexpected. Not everything occurs between 9am and 5pm.
- You should not be easily upset or disturbed by even the most extreme situations.
- You should convey empathy and respect for the emotions of those involved.
- Any worry and fear you feel should not be conveyed to the student.
- You should provide a sense of stability and strength.
- You should be able to alleviate tension and anxiety.
- You should listen to what is said.
- You should listen for what is not said.
- You should create a personal equilibrium between your own values and those of a different value system but keep the values of the student foremost in your mind.
- There will be times when you are unavailable. Don't be consumed by guilt. As long as policy and procedures are in place, there will be someone else who can step in and fulfill the required role.
- You should cross-culturally network with groups in the local community. Keep a list of useful contacts who may be able to assist in matters not directly related to

the College: experts on religious customs, family support, interpreters, embassy or consulate contacts.

- You should learn as much as you can from foreign nationals about how they would deal with specific scenarios, and ask questions such as:
 - ‘How should the body of a Muslim victim of a car accident be handled when the coroner demands an autopsy and religious custom prohibits this?’
 - ‘How should I act at a Chinese Buddhist funeral service? What is the proper way to express condolences?’
 - ‘How is mental illness regarded in your country?’
 - ‘What is the attitude toward sexual assault in your country?’

You should ask questions to gain knowledge in advance, whenever possible.

- You should keep in contact with support networks like the ISANA International Education Association (See Appendix 2).
- There will always be someone available as a sounding board.

6.2.2 Preparing others to help when students are in crisis

Many staff respond that they are not qualified to handle international students in crisis. You can eradicate this ‘us and them’ attitude by engendering teamwork among staff regarding assisting domestic or international students. Let staff know that they can be of invaluable assistance in a crisis by offering them short-term training and workshops. You should also:

- establish and maintain your own network of contacts. Try to include as wide a variety of types and levels of staff as possible. Keep in regular contact, whether formally or informally, as these contacts will be your most reliable allies at a moment’s notice
- conduct training regarding the Critical Incident Framework. It is important for staff to be aware of the existence of such a policy
- conduct a resource workshop to locate all relevant community resources in your immediate local area: funeral directors, police and medical authorities, religious leaders, cross-cultural group leaders, media representatives, insurance representatives, local embassy or consular staff
- coordinate and conduct a simulated training exercise to simulate a critical incident. Have the exercise observed and assessed by an external party
- follow up with a debriefing and feedback session, inviting counsellors to educate participants about stress management, post-traumatic stress and general counselling principles when dealing with students
- conduct general cross-cultural awareness training at regular intervals.

6.2.3 Useful skills and knowledge

The following skills and knowledge will be useful during a critical incident:

- cross-cultural skills
- training skills in cross-cultural communication and use of interpreters
- awareness of your own values and biases and how these may affect students
- knowledge of resources on and off campus
- uninterrupted access to those resources
- communication skills
- organisational skills
- liaison skills
- networking skills
- maintenance of clear and direct communication channels with decision-makers
- panic diffusion skills
- skills to eliminate time lags
- sensitivity to the issue of confidentiality
- sensitivity towards different cultural expressions of grief and other emotions
- protocol knowledge (e.g. for repatriation to home country)
- diplomacy skills
- debriefing skills
- monitoring skills for those affected by a critical incident
- recognition skills regarding warning signs of risk to students affected by the incident
- follow-up skills
- advocacy skills (on behalf of students)
- referral skills to legal, medical or other assistance
- recognition of your own limitations
- self-care skills.

6.3 Stress management

To manage stress and prevent burnout and further trauma, you should organise:

1. An initial debriefing as soon as possible after the event on an individual or group basis.
2. Further debriefing – one or more days after the incident (group basis).
3. Follow-up two to six weeks later (individual or group basis).
4. Ongoing counselling as required.
5. Recovery time for staff involved and members of the Critical Incident Management Team.

6.4 Media engagement

Direct all media inquiries to the Chief Executive. The Chief Executive is the only person who will address the media. The Chief Executive will determine the official College response and liaise directly with the media.

6.5 Preparing for funerals

This information is taken from materials published by the Australian Funeral Directors Association (see Appendix 2 for contact details). A variety of reading material is available.

6.5.1 Arranging a funeral

When faced with having to make funeral arrangements, most people have no prior experience in organising such an event, and little idea of what to do.

Initial interviews with the funeral director can be at a location nominated by the College. While some people may have a fairly clear knowledge of the arrangements they want to make, others may want to consider alternatives before making any decisions. The funeral director is there to guide and advise on the many matters which need to be considered.

Decisions to make will include:

- time and location of the funeral
- type of service
- burial or cremation (reflection of the religious or cultural traditions and attitudes of the family)
- type of coffin
- viewing arrangements
- choice of participants
- floral arrangements, motor vehicles and other relevant matters.

6.5.2 The funeral director

The funeral director will take responsibility for arranging, with the family concerned, the time and place for an appropriate funeral service by coordinating and liaising with clergy members, doctors, hospitals and cemetery or crematorium officials.

The funeral director will lodge notices in the press, arrange floral tributes, provide a hearse and other vehicles, a funeral chapel and any other facilities and personnel required to carry out the wishes of the family being served.

All official forms must be completed and taken to the appropriate people at the right time. The funeral director, for example, registers the death with the Registry of Births, Deaths and Marriages.

The funeral director ensures that the dignity both of the deceased and their family is preserved and performs tasks in a sensitive and understanding manner.

6.6 Critical incident situations

The following section contains a series of guidelines for different critical incident situations that have been developed by the Council of Christian Colleges and Universities (USA) to ensure the safety and security of American students and staff in the midst of a crisis in their Australian studies abroad program. Different protocols have been developed to adapt to different contingencies.

6.6.1 Fire and evacuation

In case of a fire, gas leak, or other hazard that necessitates the evacuation of students and staff:

1. Chief Warden will activate alarms in the facility.
2. Chief Warden will contact the proper authorities, i.e. Fire Department, Police Department, etc. by calling 000.
3. Staff and students should follow the College Emergency Procedure (WP-GEN-06).

6.6.2 Bomb threat

It should be noted that a bomb threat or hostage claim could be received in a number of ways such as a phone call to the College, a phone call to a staff member's home, by letter, by graffiti or in person. All such threats should be taken seriously and reported to the authorities immediately. Staff should consult the Emergency Procedure (WP-GEN-06) which details a bomb or phone threat specific to a call received at the College. In other instances, the tasks undertaken should be altered to fit the situation.

If you receive a phone or bomb threat, or notification from another source such as NSW police:

- ask as many questions as possible to keep the caller on the phone using the bomb threat checklist (see WHS-F11 Phone Threat Report Form)
- be subtle with your questions, but while on the phone gesture the emergency with the 'code words' for someone to contact the Chief Warden
- notify the Chief Warden who will sound evacuation alarm and dial 000
- evacuate as per Emergency Procedure (WP-GEN-06)
record details of threat and time on Phone Threat Report Form (WHS-F11) if possible

If you find a suspicious parcel:

- do not touch
- secure and make area safe
- act as instructed by the Chief Warden.

6.6.3 Incidents of natural disaster

1. Upon notification of a severe weather warning, the Chief Executive may choose to have students locate to the following locations:
 - i. **Flood, tsunami, or cyclone:** The Chief Executive and CIMT will monitor the weather situation. If evacuation is necessary or required, staff and students will leave together for higher ground, being sure to follow the NSW evacuation plan.
 - ii. **Fire:** Evacuate the building and Call 000 immediately. Go to the Emergency Assembly Area located at the front of the College near Waterloo Road.
 - iii. **Tornado:** Go to the interior and lowest point of the building, covering head and neck with arms. If outside, locate the nearest building. If outside and unable to locate a building, go to the lowest point in the ground (a ditch or a ravine). Always get out of vehicles, caravans, or any other unsafe structure. If possible, take with you a flashlight, batteries, radio, water, and first aid kit.
2. The Chief Executive will verify that all students are aware of the announcement and have moved to the appropriate locations.
3. The Chief Executive will decide when the situation is resolved and it is safe to return to the campus or student housing.

6.6.4 Riots

1. In a riot or threat of riot situation, it is important to remain calm and think clearly.
2. If possible, avoid any riot or threat of riot.
3. If a student or staff member is caught in a riot they should try to leave the area and return to their homestay, student housing, or home.
4. If it is not possible to leave the area, then try to spot an emergency official (such as a police officer, firefighter, paramedic, etc.) or emergency building (such as a police station, fire department, or hospital) to seek help and shelter.
5. Notify the Chief Executive, or other emergency staff contact of situation and location.
6. Staff will notify authorities and try to remove student from harm.

6.6.5 Building intruder

Access to the building through the front and side doors is via use of a fob only. Visitors are not to enter the building without a staff member to authorise entry at the door.

1. If a visitor is unknown at the entrance they must be shown to the telephone directory for them to call a staff member.

2. If an intruder gains access to the building, report the intruder to the Chief Executive or the Chief Warden.
3. The Chief Executive will determine if the police should be notified and how to remove the intruder.

6.6.6 Medical emergency

The staff must be prepared to respond quickly to medical emergencies. It is imperative that the staff remain calm and relay accurate and clear information and instructions. Upon awareness of a medical emergency on campus affecting a student, a staff member should contact one of the First Aid Officers.

1. If you can't reach a First Aid Officer, and the student needs immediate medical assistance, call 000 and try to ensure assistance and safety for the student until qualified emergency medical personnel take over. Assign a staff member or student to accompany the student to the hospital if needed.
2. Complete an Incident Report Form and send the form to the Chief Operating Officer.
3. The Chief Operating Officer will inform the Chief Executive, who will determine if it is necessary to notify the student's family.

6.6.7 Personal safety issues

Personal safety issues may include, but are not limited to mugging, theft, sexual harassment and assault.

1. Students will be advised on issues regarding personal safety during orientation.
 - i. Students are encouraged to report any and all instances where they feel uncomfortable or unsafe.
 - ii. Students are likewise encouraged to report any and all instances where they perceive or suspect any other student to be uncomfortable or unsafe.
2. Students will be instructed on what to do and where to meet in case of fire or other incident on campus as well as what to do and where to meet in case the campus becomes unsafe.
3. Upon report of a student safety issue, the Chief Executive will take steps to provide for the safety of the student. In general, the criteria for safety will be how the student feels. Questions to ask include:
 - i. Do you feel safe?
 - ii. Is there anything we can do that would make you feel safer?
4. After looking after the safety of the student, the Chief Executive will make decisions regarding dealing with perpetrators and contacting local authorities.

6.6.8 Assault on a student

A sexual assault includes such crimes as indecent assault and battery, rape, rape with force, rape and abuse, assault with intent to rape and unnatural and lascivious acts. The staff member who becomes aware of the assault will immediately contact the Chief Executive and will stay with the victim of the alleged assault until help arrives.

6.6.9 Missing student

1. Once a staff member has made the determination that a student is missing, they should notify the Chief Executive who will make decisions on contacting the authorities and the student's family.
2. The staff member should compile as much information as possible about the student. This would include: name, any information on possible location, physical description and clothing worn.

To minimise the likelihood of missing or lost students, the College will, whenever possible, orient students with the College campus, the Macquarie Park area, and the surrounding suburbs.

6.6.10 Death of a student

On campus

The staff member making the discovery will secure the area, disturbing as little as possible, and contact the Chief Executive immediately. If possible, the staff person should stay at the scene.

The Chief Executive will:

1. contact local authorities
2. arrange to secure the campus
3. identify all witnesses and bring them together.

Off campus

1. The Chief Executive or their delegate will go directly to the scene or wherever the authorities direct.
2. The Chief Executive will contact the student's family and the relevant government officials.
3. The Chief Executive will tell the staff and students what has occurred and make them aware of counselling and support available at the College and in the Sydney area.

6.6.11 Suicide attempt or intent

1. The staff member who becomes aware of the suicide intent will ensure that the student is not left alone and, if possible, will accompany the student to the Head of School.

2. The Head of School will notify all staff members of the situation.
3. The Head of School, with the assistance of the Chief Executive, will coordinate any needed counselling services from the College Counselling Centre or other counselling resources as appropriate.
4. In the case of an actual suicide attempt, the Head of School will ensure the student receives any needed medical attention.
5. The Chief Executive will notify families and home school if relevant.

6.6.12 Incident during program travel for international students

The following steps should be followed for any student trip leaving the Sydney area.

1. Prepare an Emergency Contact Sheet for each trip, including destination and contact information, as well as, a map of the destination.
2. A copy of the Emergency Contact Sheet will be placed in each Emergency Notebook before departure.
3. Have a mobile phone list available for everyone going.
4. An emergency first aid kit and the Emergency Notebook (which includes a copy of these guidelines, the students' medical forms, and College emergency contact information) will be taken on all trips outside of the Sydney area.
5. Any incident should be reported to the Chief Executive.
6. The staff member in charge of the trip will assess the necessary actions based on the emergency.
7. The Chief Executive will determine what, if any, further action should be taken apart from those taken by the staff member on scene.

6.6.13 Violence: Weapon or hostage situation

There are numerous scenarios that can be created by individuals with weapons. The type of weapon and the person's intentions can create situations that cannot be totally anticipated and prepared for. The basic response for staff and students facing the threat of weapons should be to have a rapid action that protects the largest number of people quickly. Any armed person(s) should be immediately reported to the Chief Executive. Staff members are encouraged not to confront or challenge an armed individual. The first priority is the safety of the students and staff. Try to remain calm.

Anyone who becomes aware of a weapons or a hostage situation should take the following steps:

1. Make a rapid assessment of the situation.
2. Call the Chief Executive.
3. Isolate the incident.

4. Control the incident by removing spectators.
5. If in a classroom, remove the students to a safe location.
6. If the incident involves weapons:
 - i. isolate the incident by moving all persons into a safe room and secure the room
 - ii. notify the Chief Executive of any information that may be crucial to a response determine the level of threat, and attitude or intentions of the person(s):

LOW	HIGH
<p>Weapon is not located on person(s); however, is on campus.</p> <p>Person(s) are not confrontational.</p>	<p>Person(s) are displaying weapons.</p> <p>Person(s) are confrontational and has/have made specific statements or threats against individual(s).</p>

7. Apply first aid if it is safe to do so.

6.6.14 Act of terrorism

If an act of terrorism takes place the following steps should be followed:

1. The Chief Executive and staff will find out up-to-date information through the Australian Government and other authorities.
2. The Chief Executive and staff will contact all students and families.
3. The Chief Executive will make decisions about further actions, contacts, etc.

6.6.15 Chemical, biological or nuclear emergency

The following procedures are suggested by Resilience NSW, a division of the NSW Government's Office for emergency services.

Chemical

Chemicals may be harmful to people and the environment and can be released either accidentally or deliberately.

If you are not directly affected:

1. Stay away from the area.
2. Move upwind of the contaminated area quickly and calmly.
3. Call 000.

If you are ill or have come into contact with the chemical:

1. Move away from the chemical if possible but do not leave the area before being examined by Emergency Services.
2. Do not put your hands near your mouth or eyes.
3. Take off any outer clothing that may have chemicals on it.
4. Wash affected parts of your body if able.
5. Identify yourself to emergency services workers.
6. To assist emergency services, keep track of any symptoms including breathing, heart rate, perspiration, dizziness, blurred vision, etc.

If you are asked to shelter in place:

1. Stay or move inside and close all windows and external doors.
2. If directed to do so by emergency services, turn off all fans, heating and air-conditioning systems.
3. Close any fireplace vents and internal doors to reduce air movement.
4. Go to an internal room – ideally on the ground floor without external windows.
5. Monitor radio and television closely for advice from emergency services.
6. If advised to do so, use tape to seal cracks around doors, vents and windows.

If you believe a toxic chemical has been released in a confined space, such as a tunnel or building:

1. Move away quickly to an upwind location.
2. Call 000.
3. If you have chemicals on your skin or clothes, avoid touching your mouth or eyes.
4. Identify yourself to emergency services when they arrive as you may need to undergo decontamination. The decontamination process may involve removal of outer clothing garments.

Biological, including ‘white powder’ hoaxes and threats

NSW Emergency Services are trained and equipped to respond to a biological incident. Supplies of antibiotics, vaccines, antiviral drugs and chemical antidotes are available.

The most important consideration to remember in the event of a biological incident is to minimise your exposure to these agents, then monitor radio or television for instructions from emergency services.

1. Leave the package or substance where it was found.

2. Carry out a risk assessment to determine if it is suspicious. Check for the following signs that the item may be suspicious:

Proper names and title, or incorrectly used

Address: handwritten or poorly typed

Restrictive markings, e.g. 'Confidential'

Common words misspelled

Either unusual or foreign origin

Lacks address of sender.

3. Get everyone out of the room and close the door.
4. Do not allow anyone to enter the area or room.
5. Call 000.
6. Alert the building security and Fire Wardens.
7. Wait in a safe place until receiving instructions from emergency services.
8. Turn off air-conditioning in the area.
9. Wash hands and if possible, shower with soap and lukewarm water. Do not touch mouth and eyes with hands.
10. Isolate those persons exposed to possible contamination to a safe area.

Emergency services may require onsite decontamination be conducted. Ensure that your name and address is recorded for any health-related notifications.

Radiological

Australian and New South Wales emergency managers have strategies in place to deal with such an event. Should a radiological incident occur:

If you are outside at the time:

1. Move away and upwind of the incident site.
2. Call 000.
3. If you think you have been contaminated, tell emergency services when they arrive.
4. You may have to undergo preliminary decontamination by removing your outer clothing and rinsing your hair and body with lukewarm water.

If you are inside at the time:

1. Remain inside.
2. Call 000.

3. Close all windows and external doors.
4. If directed to do so by emergency services, turn off all fans, heating and air-conditioning systems.
5. Close any fireplace vents and internal doors to reduce air movement.
6. Go to an internal room – ideally on the ground floor without external windows.
7. Monitor radio and television closely for advice from emergency services.
8. If advised to do so, use tape to seal cracks around doors, vents and windows.

7 Document status and governance

Responsible Officer	Chief Executive Officer	Date created: August 2023 Date of last review: August 2023
Approving Authority	Management Committee	Meeting date: 11 August 2023 Agenda item number: 8.2
Publication	Version 1 (Public)	August 2023
Related documents and references	<p>External</p> <p>Education Services for Overseas Students Act 2000 (Cth)</p> <p>Higher Education Standard Framework (Threshold Standards) 2021</p> <p>National Code of Practice for Providers of Education and Training to Overseas Students 2018</p> <p>TEQSA Guidance Note: Wellbeing and Safety</p> <p>Tertiary Education Quality and Standards Agency Act 2011 (Cth)</p> <p>Work Health and Safety Act 2011 No 10 (NSW)</p> <p>Internal</p> <p>PLA-GOV-02 Operations Continuity Plans</p> <p>GOV-GS-STU-01 Code of Conduct for Students</p> <p>GOV-GS-STA-01 Staff Code of Conduct</p> <p>WP-GEN-06 Emergency Procedure</p> <p>WHS-F01 Incident Report Form</p>	

	WHS-F11 Phone Threat Report Form WP-GEN-05 Emergency Warden Procedure PO-IT-01 ICT Policy	
HESF	2.3, 6.2, 7.3	
Review date	Review of Version 1	August 2026

8 Document history

This policy framework has been amended as follows:

Version	Approved by and date	Sections amended

9 Appendices

Appendix 1: Incident Matrix indicating operational areas by scale of interruption

The CIMT must be prepared, through its development and implementation of action plans, to address contingencies within each of these operational areas by varying scales of emergency (see Figure 1 below).

		Scale of interruption of operations		
		Localised interruption or damage	Campus-wide interruption or damage	Community-wide or disaster
Potentially affected areas	ICT	e.g. loss of 2 hours' data	e.g. wi-fi failure	e.g. community-wide hardware crisis
	Buildings and property	e.g. malfunctioning toilet	e.g. water cut off	e.g. significant campus fire
	Academic administration	e.g. Staff member contracts Covid-19	e.g. extensive water damage to records	e.g. theft or deliberate destruction of records
	Human wellbeing	e.g. student injury in a drama class	e.g. contained kitchen fire in upstairs staff room	e.g. death of a student on campus

Figure 1: Incident Matrix indicating operational areas by scale of interruption

Appendix 2: Emergency contacts

Role/agency	Numbers	Location/hours
Chief Executive	(02) 9819 8807	
ISANA International Education Association	(03) 6231 0253	Monday and Wednesday 9:30am–2:30pm
Head of the School of Counselling	(02) 9819 8834	
First Aid Officers	WHSC noticeboard	
College Counselling Centre	(02) 9819 8824	
Uprise	uprise.co/eapsupport	
HealthDirect Australia	1800 022 222	24 hours health advice line www.healthdirect.gov.au
Macquarie Medical Centre (local doctor)	(02) 9878 6666	Shop 45, Level 2, Macquarie Shopping Centre, 197 Herring Road, Macquarie Park
Priceline Pharmacy Macquarie Centre (local pharmacy/chemist)	(02) 9887 1115	U11, Corner Herring and Waterloo Road, Macquarie Shopping Centre, 197 Herring Road, Macquarie Park
Hospitals	(02) 9858 7888	Ryde Hospital Denistone Road, Eastwood
	(02) 9767 5000	Concord Repatriation General Hospital Hospital Road, Concord
	(02) 9812 3000	Macquarie University Hospital 3 Technology Place, Macquarie University
Australian Funeral Directors Association	(03) 9859 9966 info@afda.org.au	
NSW State Emergency Service	132 500	
National Security Hotline	1800 123 400	
NSW Mental Health Line	1800 011 511	24 hours
Lifeline Australia	13 11 14	24 hours
Griefline	1300 845 745	6am–12am AEDT
Poisons Information Centre	13 11 26	24 hours
Rape Crisis Centre	1800 424 017	
Domestic Violence Line	1800 656 463	24 hours https://www.facs.nsw.gov.au/domestic-violence
Interpreting Services	131 450	24 hours https://www.tisnational.gov.au/Help-using-TIS-National-services/Contact-TIS-National