



**EXCELSIA
COLLEGE**
Sydney - Australia

**THIS PROCEDURE IS CURRENTLY UNDER REVIEW BY
MANAGEMENT COMMITTEE**

**Document Name
CRITICAL INCIDENT MANAGEMENT PROCEDURES**

**Document Number
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Purpose and Scope

The critical incident management procedures apply to domestic and international students enrolled at Excelsia College. In the case of critical incidents occurring on-campus, the Work Health and Safety (WHS) policies and procedures cover all persons on site at the time of the incident – students, staff and visitors.

Procedure

Staff Training

The College is committed to the professional development of staff in relation to responding to critical incidents. The Chief Executive will be responsible for initiating and coordinating the provision of staff training and engaging, where necessary, professional support. Excelsia College staff will be made aware of the critical incident policy and procedures and be given appropriate training to ensure the duty of care for domestic and international students is prominent in their thinking.

Review and Evaluation

A review and evaluation of the response to the critical incident will be conducted after each critical incident, and the procedures reviewed by the Critical Incident Management Team and/or other stakeholders. Changes to the policy and procedures, including updating resources, will be made as soon as practicable following the review and evaluation.

Procedures

1. Guiding Principles

These procedures are intended to serve both as an educational aid that encourages prior thought and preparation for potential crises and as an immediate response document that can be utilised quickly in the event of an emergency. This document is not intended to anticipate every scenario; however, it is meant to be thorough enough to provide a structured plan for responding to various situations that are deemed critical.

When a student dies or sustains serious injury, the College may be required to assist the student's family. This may include:

- hiring interpreters
- making arrangements for hospital/funeral/memorial service/repatriation
- obtaining a death certificate
- assisting with personal items and affairs including insurance issues
- assisting with visa issues.

The safety and security of students and staff are the top priorities of the College during any critical incident or crisis. The Critical Incident Management Team will prioritise attending to essential, initial steps to ensure protection of lives, and/or seek immediate care for injured or affected students and staff. Reporting and recording will take second priority and be completed as soon as possible.

2. Action Plan

The Critical Incident Management Team will set in motion a critical incident action plan to manage various aspects arising from the incident, including communication strategies. This will include:

- creating and disseminating a plan and its procedures;

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- a review of the plan;
- staff development and training;
- media management.

Critical Incident Management Team (CIMT)

The CIMT will consist of the following full-time staff:

- Chief Executive (Chair)
- Coordinator (To be appointed by Chief Executive)
- Student Support Manager
- Director of Finance and Administration
- Manager of Finance, Accounts and Administration
- Chaplain
- Registrar
- Director of People and Culture (Minutes, Records), and
- Other key stakeholders as determined by the Team.

Responsibilities

When a critical incident occurs, the Chief Executive will normally call a meeting of the CIMT. The CIMT is responsible through the Coordinator for:

- assessing risks and response actions;
- liaison with emergency and other services;
- contact with students' relatives and other appropriate contacts;
- liaison with other external bodies, such as home stays, carers or foreign embassies;
- counselling and managing students and staff not directly involved in the incident;
- writing reports for the Department of Industry, Innovation and Science and the Department of Home Affairs (HA);
- maintaining appropriate student/staff files and the critical incident file.

3. Reporting

The Coordinator will be responsible for completing required reports on every critical incident for domestic and international students. The *Educational Services for Overseas Students Act 2000* (ESOS Act) requires the College to notify DIISRTE and DIAC as soon as practical after the incident. 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 information privacy principles at <http://www.privacy.gov.au/publications/index.html#G>

In addition, the following may need to be notified:

- student accommodation or Homestay provider;
- Library;
- Information Technology Services.

4. Recording

The Coordinator will be responsible for recording all information pertaining to a critical incident with the support of staff and and/or students involved, and for maintaining these records in the Critical Incident File. The Registrar will maintain appropriate records in the student file. In addition to the student database, Excelsia College maintains hard copies of student details on student files, including

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student's current address and telephone numbers, emergency contact details, next of kin details, agent or sponsor (if applicable), and medical information if applicable.

Key Details to be Recorded

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. Response

In the case of an on-campus incident, the staff member first on the scene will take any necessary lifesaving or protection measures, such as administration of first aid or contacting the nearest First Aid Officer. A staff member receiving notification of a critical incident on or off campus contacts the Chief Executive. The Incident Report Form may be used for this purpose. The Chief Executive urgently deals with any emergency situation, and then convenes a meeting of the CIMT and other staff involved to make decisions as to how to proceed. The CIMT will:

- create for themselves a clear understanding of the known facts;
- plan an immediate response;
- plan ongoing strategies;
- allocate individual roles/responsibilities for ongoing tasks; and
- appoint one member of the Team to keep records of meeting content and decisions.

Communication

As soon as possible the Chief Executive will liaise 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.

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.

Immediate Response

The following issues will be considered.

- Contact with next of kin/significant others – ascertain the most appropriate manner of contact (home phone, mobile, etc).
- Arrangements for informing staff and students.
- Guidelines to staff about what information to give students.
- A written bulletin to staff if the matter is complex.
- Briefing staff and delegating a staff member to deal with telephone and personal enquiries (Receptionist, PA, etc).
- Managing media/publicity.
- Identification of students and staff members most closely involved and thus most at risk:

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- those directly involved
- personal friends and family of those involved
- others who have experienced a similar past trauma, and
- other students, staff, etc.
- Arranging a time and place for an initial group/individual debriefing session with Counsellors. In this session, an opportunity is given to share the impact of the event, discuss various interpretations of the event in cultural/ethnic terms, the resulting sense of vulnerability, the experience of painful emotions, and the normalisation of reactions.
- Organising a tasks timetable for the next hour/s, day/s, etc.
- Planning ongoing feedback and regular meetings so that the coordinating team is continually in touch and working together.
- Confirming access to emergency funds if necessary.

Ongoing and Follow up Response

- These issues may need to be discussed at subsequent meetings of the CIMT:
 - WHO will FOLLOW UP?
 - Availability of mobile phones
 - Notification of and liaison with Sponsor/Agent if applicable
 - Arrangements for visits to/from Family
 - Liaison with Police, Doctors, Hospital Staff
 - Hiring Independent Interpreters
 - Death Notices
 - Funeral/Memorial Service Arrangements
 - Refund of student's fees to pay repatriation or associated expenses
 - Copy of Death Certificate
 - Consideration of personal items and affairs (household and academic)
 - Insurance Matters, Overseas Student Health Cover (OSHC), Ambulance Cover
 - Formal Stress Management interventions required for students and/or staff (release from classes, leave, rescheduled assessment or exams)
 - Liaison with Academic Staff
 - Arrangements for further debriefing sessions for groups/individuals as required
 - Liaison with DHA if studies will be interrupted
 - Fees issue to be resolved if student cannot continue with their studies
 - Legal Issues: helping students get access to legal assistance if required
 - Arrangements for further debriefing sessions for groups/individuals as required
 - Follow up condolence or other letters to Family
 - Financial Assistance for families of affected person(s) if residing in Australia
 - Organising students/staff for hospital visits.

Recovery Timeline

The successful management of critical incidents depends on the College taking appropriate action and providing support during and after a critical incident. The recovery timeline following a critical incident varies, depending on the circumstances. Here is a general guideline.

- **Immediately (and within 24 hours)**
 - Gather the facts;
 - Ensure safety and welfare of staff and students and arrange for first-aid if necessary;

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- Where possible notify the time and place of the debriefing to all relevant persons;
 - Manage the media;
 - Set up a recovery room;
 - Keep staff, students and parents informed.
- **Within 48-72 hours**
 - Arrange counselling as needed;
 - Provide opportunities for staff and students to talk about the incident;
 - Provide support to staff and helpers;
 - Restore normal functioning as soon as possible;
 - Keep parents informed.
- **Within the first month**
 - Arrange a memorial service, if appropriate;
 - Encourage parents to participate in meeting to discuss students' welfare;
 - Identify behavioural changes and the possibility of post-traumatic stress disorder and refer to Health Contacts for Mental Health Services;
 - Monitor progress of hospitalised staff or students;
 - Monitor mental and physical health of all helpers;
 - Debrief all relevant persons.
- **In the longer term**
 - Monitor staff and students for signs of delayed stress and the onset of post-traumatic stress disorder – refer for specialised treatment;
 - Provide support if needed.
- **In the long term**
 - Plan for and be sensitive to anniversaries, inquests and legal proceedings;
 - Access specialist support if needed.

6. Reporting a critical incident

Any staff member, student or visitor involved in, witnessing or becoming aware of a Critical Incident must immediately contact Security on the relevant campus using the following numbers. Where the critical incident involves a threat to the College as a whole, Security on each campus should be notified.

Campus	Telephone
Macquarie Park	Ext 825 or 0416 199 819
Waterloo	

Depending on the incident, the staff member, student or visitor must contact the relevant Emergency Services on the following numbers.

Security will attend the incident, provide a report to Emergency Services and notify the designated Campus Critical Incident Officer.

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Contact Information and Emergency Numbers

Emergency Services:

POLICE 000

AMBULANCE 000

FIRE 000

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:

- Attend the location, assess the situation and report the incident to the relevant Campus Manager who will immediately notify the Chief Executive;
- If the Campus Manager is not on campus or involved in the Critical Incident, notify the next senior level office holder of the College (as detailed in Attachment 1);
- Remain at the location until directed by the Coordinator of the Critical Incident Management Team to leave;
- Offer immediate assistance to persons involved in the incident;
- Liaise with Emergency Services and ensure access for Emergency Services obtain the names of persons involved in the incident; and
- Document details of the incident and provide a report to the Critical Incident Management Team.

Once the Critical Incident Management Team is convened it will assume responsibility for the response and recovery of the incident. The Chief Executive will convene the Critical Incident Management Team (CIMT) and appoint a Coordinator of the CIMT.

The CIMT will be made up of appropriate College staff and will assume responsibility for managing and directing the incident.

The CIMT will:

- Co-ordinate Emergency Evacuation Procedures (if required).
- Liaise with Emergency Services and personnel to ensure effective ongoing management of the incident and post recovery.
- Notify relevant emergency contacts for staff or students involved in the incident and provide appropriate support. If an International student dies or sustains serious injury, this support may extend to many of the tasks that may otherwise have been dealt with by the family.
- Co-ordinate appropriate counselling and support services for any international students involved in the Critical Incident
- Manage communication both internally to staff and students and externally through media statements and releases.
- Once the incident has moved from critical to recovery stage the CIMT will arrange a Critical Incident/emergency review meeting. At this meeting the CIMT will complete a Critical Incident Occurrence Report.
- Provide a confidential Critical Incident Debriefing Report to the Chief Executive informed by feedback gathered from those present at the incident and other stakeholders and including recommendations for the management of such incidents in the future as appropriate.
- Implement an ongoing plan of support to ensure follow up concerning the well-being of individuals involved in the incident. This support may be extended to provide accommodations

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or adjustments to student or staff workload to provide for recovery from injury and or shock. Ensure (in conjunction with the College Legal advisers as required) that the College complies with any additional legislative reporting requirements that may arise from the incident.

- Liaise with the WHSC Chairperson, to ensure that the College's Risk Register is updated, as appropriate.
- If deemed necessary, the College Registrar will contact the Department of Immigration and Border Protection and/or the International Student's next of kin.

Role/Agency	Location/hours	Numbers
Chief Executive		9819 8807
Head of the School of Counselling		9819 8834
First Aid Officers		See Noticeboard
Counselling Centre		9819 8824
<i>healthdirect</i> Australia	24 hours health advice line www.healthdirect.org.au	1800 022222
Local Doctors	Shop 45, Level 2, Macquarie Shopping Centre, 197 Herring Road, Macquarie Park	9878 6666
Local Pharmacy/Chemist	Priceline Pharmacy Corner Herring and Waterloo Road, Macquarie Shopping Centre	9887 1115
Hospitals	Ryde Hospital Denistone Road, Eastwood	9858 7888
	Concord Repatriation General Hospital Hospital Road Concord	9767 5000
	Royal Prince Alfred Hospital Missenden Road Camperdown	9515 6111
State Emergency Services		132500
National Security Hotline		1800 123400
Mental Health Information		9816 5688
Poisons Information Centre		131126
Rape Crisis Centre		9819 6565
Domestic Violence Centre	24 hours	1800 656463
Crisis Care		1800 650840
Interpreting Services		131450

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• **CRITICAL INCIDENT FLOWCHART**

1. IMMEDIATE ACTION

Staff member(s) (witness to incident or first contacted)...**Gather factual information and**
1. Contact Emergency Services - Dial 000



<p>Note: <i>Assess situation: focus on immediate safety of other students and staff</i></p>	<p>Staff member(s) (witness to incident or first contacted)...</p> <p>2. Ensure safety & welfare of staff and students</p> <p>3. Contact First Aid Officer</p> <p>4. Administer first-aid until ambulance arrives</p>
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NB: Once police or fire brigade arrive at the College they will determine if other resources such as State Emergency Services (SES) are required to assist.

Critical Incident Management Team member to liaise with emergency services



<p>Note: <i>Contact Chief Executive within the hour</i></p> <p><i>Debrief & counselling information as soon as practicable</i></p>	<p>5. Staff: Contact Critical Incident Coordinator (Appointed by Chief Executive)</p> <p>6. Staff: Give facts of the situation</p> <p>7. Staff: Receive advice from Head of School of Counselling/Counselling Lecturer on debriefing and counselling</p> <p>7a. Chief Executive: Manage incoming inquiries (and outgoing information via web, phone...)</p>
<p>Note: <i>Within 24 hours</i></p>	<p>8. Critical Incident Management Team: Prepare a written statement</p>



<p>Note: <i>Within 48 hours receive briefing from critical incident team</i></p>	<p>2. Chief Executive or Delegate: Inform colleagues</p>
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<p>Note: <i>Within 48 hours</i></p>	<p>3. Coordinator: Contact parents or families/friends of affected person</p>
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Note: <i>Within 48 hours</i>	11. Coordinator /Staff: Complete "Incident Report" form
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2. ADDITIONAL ACTION (when appropriate)

Chief Executive: **Convene brief meeting of the Critical Incident Management Committee with Management Committee to**

- | | |
|-----------------------------|----------------------------|
| • discuss intervention plan | • obtain executive support |
|-----------------------------|----------------------------|



Contact Local Support Personnel

Support Personnel	Name	Telephone
Counsellors	Counseling Centre	9719 1924
Nursing and emergency staff	Hospital	Ryde: 9858 7888 Macquarie: 9888 1222 Concord: 9767 5000 Sydney: 9382 7111 Rozelle: 9556 9100



Chief Executive: **Convene full staff meeting of teaching and administrative staff to**

- | | |
|------------------------|---|
| • present information | • discuss action plan |
| • allow staff response | • decide on how students will be informed or given additional information |



Resource Officers/Student Services/Support: **Set up a first aid room**

- | | | |
|------------------|----------------------|---------------------|
| • provide fluids | • comfortable chairs | • support personnel |
|------------------|----------------------|---------------------|



CIMT Coordinator: **Inform students of**

- | | |
|-------------------------|--|
| • facts of the incident | • school actions |
| • counselling services | • allow student discussion or response |



Head of School of Counselling and/or Counsellors convene with First Aid Officers:

- **Identify "at risk" students and staff**
- Be aware of others who have experienced trauma
- List of students involved



Chief Executive: **Contact parents or families of "at risk" students and staff**



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Head of School of Counselling: **Arrange debriefing for "at risk" students and staff**
Organise for referrals to professional counsellors if required



Student Services/Counsellor: **Inform all parents via College website**

- | | |
|--|--|
| <ul style="list-style-type: none">• The facts of the critical incident | <ul style="list-style-type: none">• the College's response plans |
| <ul style="list-style-type: none">• possible reaction of students | <ul style="list-style-type: none">• sources of help for families |
| <ul style="list-style-type: none">• encourage two-way communication between parents and the school | |



Critical Incident Management Team: **Restore regular routine as soon as practicable**

- All staff can help here



Critical Incident Management Team: **Obtain updated factual information**

- continue to inform staff, students and parents



Critical Incident Management Team: **Continue to monitor well-being of students and staff**

- All staff to report new information to Critical Incident Management Team
- Staff may use rapport with students to counsel or refer on to professional body... Critical Incident Management Team to be informed of all referrals
- Recovery time for staff involved

CHECKLIST FOR 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 following checklist, which may itself be reviewed (GEN-F16).

How well were the following actions undertaken by the Critical Incident Coordinating Group?
1 = poorly; 5 = very well, most appropriately. Please add comments to clarify your choice.

Question	1	2	3	4	5	Comments
Decision maker clear						
Follow up clear						
Availability of mobile phones						
Notification of and liaison with Sponsor/Agent if applicable						
Arrangements for visits to/from Family						
Liaison with Police, Doctors, Hospital Staff						
Hiring Independent Interpreters						
Death Notices						
Funeral/Memorial Service Arrangements						
Refund of student's fees to pay repatriation or associated expenses						
Copy of Death Certificate						
Consideration of personal items and affairs (household and academic)						
Insurance Matters, WHSC Coverage, Ambulance Cover						
Formal stress management interventions required for students and/or staff (release from classes, leave, rescheduled assessment or exams)						
Liaison with Academic Staff						
Arrangements for further debriefing sessions for groups/individuals						
Liaison with DHA if studies will be interrupted						
Fees issue to be resolved for student unable to continue with their studies						
Legal Issues: helping students get access to legal assistance if required						
Arrangements for further debriefing sessions for groups/individuals						

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Follow up condolence or other letters to Family						
Financial Assistance for families of affected person(s) if living in Australia						
Organising hospital visits						

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References and Related Documents

[Notre Dame Critical Incident Management Procedure](#)

Critical Incident Management Policy

Student Code of Conduct

Staff Code of Conduct

Emergency Evacuation Procedure

Phone Threat Report Form

Critical Incident Review and Evaluation Checklist

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