



CRITICAL INCIDENT MANAGEMENT POLICY

1. Overview

This policy addresses how Crown Institute of Higher Education (“CIHE”) will prepare for, respond to and recover from a critical incident affecting the students, education, administrative, information or human resources.

The objectives of this Critical Incident Management Policy (“CIMP”) are to make sufficient preparations for responding to a critical incident or emergency in order to minimise the effect upon the students, personnel and operations of the business.

Executive Management of CIHE have a specific regulatory responsibility to respond to the needs of international students¹ in the case of a critical incident. Any interruption to the normal operations of CIHE could be damaging to the future relationships with students and other stakeholders (including regulators) and could affect CIHE’s public image.

This CIMP is provided to identify the methods on how to manage a critical incident if one was to occur.

2. Critical Incidents

Critical incidents are extraordinary events because their scope, intensity or duration, overwhelm the organisation’s capacity to cope and maintain equilibrium. Critical incidents may be classified as natural; such as floods, bushfires, earthquakes, and storms; or human-caused, through deliberate attack on the people or resources of CIHE.

This CIMP also relates to the overall emergency plans of CIHE and aims to minimise the damage incurred during an emergency, by providing guidelines for a rapid and effective response to an emergency situation.

The CIMP is designed to complement procedures laid down elsewhere concerning providing a safe environment for students and staff, regular maintenance of buildings and facilities and evacuation procedures in case of emergency. Nothing in this policy is to be taken as contrary to guidelines and procedures laid down elsewhere concerning these matters. The policy assumes that:

- students are properly orientated in how to respond to a critical incident and what support is available to them,
- all facilities are subject to regular maintenance (refer *Facilities and Resources Review and Improvement Policy and Procedure*),
- emergency exits are clearly marked and kept clear of obstacles at all times,
- fire prevention measures and protection equipment is in place (e.g. fire wardens appointed, smoke detectors, alarm systems and fire extinguishers are in place and maintained),

¹ As defined by the *Education Services for Overseas Students (ESOS) Act 2000*



- normal safe work practices are followed routinely and staff are familiar with fire drill and emergency evacuation procedures, and
- back-ups of computer records are stored off-site and retrievable (refer *Records Management and Security Procedure*).

2.1 Examples of critical incidents

- The death or critical injury of a staff member, student or visitor on Institution premises.
- The destruction of whole or part of premises that CIHE occupies (e.g. by fire).
- The threat of damage to premises that CIHE occupies (e.g. a bomb threat).
- Staff and/or students being taken hostage.
- A break-in accompanied by major vandalism.
- Students being killed/injured while engaged in an Institution-sponsored activity.
- A natural or other major disaster in the community.

2.2 How the policy relates to critical incidents that impact international students

Standard 6.4 of the *National Code of Practice for Registration Authorities and Providers of Education and Training to Overseas Students 2018* defines a critical incident as “a traumatic event, or the threat of such (within or outside Australia), which causes extreme stress, fear or injury”. CIHE will ensure that it has in place a structured approach in responding to critical incidents as they occur and providing appropriate support and counselling services to international students.

Examples of critical incidents that may specifically affect international students could include, but are not limited to:

- death of a student or close family member residing in Australia.
- attempted suicide of a student.
- life threatening illness/injury of a student.
- sexual and/or physical assault of a student.
- missing student.
- severe verbal or psychological aggression.
- issues such as domestic violence, drug or alcohol abuse.

CIHE will ensure that all international students are made aware at orientation of:

- What to do in the case of a critical incident.
- The point of contact for any issues, which require student support, including critical incidents.



CIHE will also ensure that where required, and as appropriate:

- As soon as practical after a critical incident occurs, the appropriate regulator(s) is/are notified about the details of the incident including the time, location and nature of the incident.
- In the case of an international student's death or other absence affecting the student's attendance or course progress, the incident is reported via PRISMS.
- That the incident and its management are recorded on the affected students' files.

3. The Policy in Action

The emphasis of this CIMP is based on three major steps:

1. Reaction
2. Recovery & Restoration
3. Review

3.1 Reaction

Communication

In the case of a critical incident, it is important that key people are notified. In an emergency situation, the primary objective is the safety of human lives. Salvage and recovery operations will be of secondary importance, and will take place only when the affected area is declared safe.

When a critical incident occurs, notify the Registrar (or their alternate) and then the CEO. The contact details for Registrar and their alternate(s) are detailed in *Appendix 1*.

The CEO (or their alternate) will be the Coordinator of the emergency response and will contact relevant emergency services or other personnel as required.

Immediate response to an incident

1. Notify the responsible persons as outlined above.
2. Immediately after notification of the incident the following questions need to be addressed by the Coordinator:
 - What happened?
 - What makes the event critical?
 - When did the incident occur?
 - Where did it happen?
 - Who was involved?
 - Who needs assistance?
 - What is the most appropriate intervention?



3. If Emergency Support Services such as fire, ambulance or police are required, contact details are listed in *Appendix A*.
4. In the case that it is decided that evacuation is an appropriate intervention the evacuation plans included at *Appendix B* should be employed.

3.2 Recovery & Restoration

3.2.1 The timeframe for recovery:

The first 24 hours

- Gather accurate facts and information.
- If possible, re-establish a sense of routine within CIHE. Staff members and students will feel safe once the regular patterns of management and organisation have been re-established.

The first 48 – 72 hours

- Restore routines while taking into account the needs of staff and students.
- Engage support services to manage the reactions of staff and students.
- Monitor the support services provided.
- Provide additional assistance if required and when necessary.
- Provide a formal staff meeting with professional input (if appropriate).

The first two weeks post the critical incident

- Monitor progress of those hospitalised or injured.
- Stay alert for delayed reactions from staff and students.
- Provide relevant information to those who require it.

3.2.2 Key actions:

- Notify all key personnel of the problem and assign them tasks focused toward recovery from the critical incident.
- Notifying students about the problem minimises panic or concern.
- Recall backups - if backup tapes are stored offsite, these need to be recalled. If using remote backup services, a network connection to the remote backup location (or the Internet) will be required.
- Organise alternate facilities in order to continue operations.
- During a critical incident, employees may be required to work longer, more stressful hours, and a support system should be in place to alleviate some of the stress. Prepare staff ahead of time to ensure that work runs smoothly.



- Provide counselling opportunities and support - opportunities should be given for staff and students to discuss the incident in a supportive environment. If the incident involves death, staff and students should be apprised of funeral details and given leave to attend. A funeral plays an important role in helping people accept the reality of death and provides rituals for the shared experience of grief. Staff members are not expected to be counsellors; therefore, the provision of counselling support appropriate to the particular critical incident is important.

3.3 Review

After the critical incident has been dealt with it is essential that the organisation undertakes an evaluation. Evaluation of the CIMP and the roles and functions of the Coordinators and relevant support staff are an essential part of the process. Senior management should conduct a formal evaluation of the process involved in the management of the critical incident after debriefing has occurred. Formal evaluation provides opportunities for feedback on the strengths and weaknesses of the CIMP and provides an opportunity for continuous improvement. Feedback should be sought from those who have been involved in various aspects of the operation of the CIMP.

Any action taken in regard to the critical incident should be recorded along with the final evaluation of the handling of the critical incident. Where the incident, or an individual related to the incident is referred to another person or agency this should also be recorded; however, the privacy needs of individuals should also be respected in this case.

4. Version control

Version	Approved by	Approval Date	Details
1.0	Executive Management Committee	31.1.2017	Document creation
1.1	Executive Management Committee	4.4.2017	Copy-editing; Simplification of language
1.2	Executive Management Committee	24.8.2018	Updated evacuated diagram included and new national code 2018

Document owner: CEO



APPENDIX A

EMERGENCY CONTACTS

RESPONSIBLE OFFICER	CONTACT DETAILS
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In all cases:

CEO: Narayan Tiwari	Tel: + 612 9955 0488 Fax: + 612 9955 3888 Narayan.tiwari@cihe.edu.au
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In cases of critical incident related to a specific campus:

Registrar: TBA Dean: Dr Grant Jones	TEL: + 612 9955 0488 Fax: + 612 9955 3888 Mobile: 0425 290 122 Grant.jones@cihe.edu.au
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In cases of critical incident related to IT infrastructure:

IT Officer: Jason Zhang Alternate CEO: Narayan Tiwari	0414819892 jason@cihe.edu.au
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EMERGENCY AND SUPPORT SERVICES

Service	Contact
Police	000
Fire Brigade	000
Ambulance Service	000
Local hospitals: Royal North Shore (02) 9926 7111 St Vincent's Hospital (02) 8382 1111	
State Emergency Service	132 500
Nearest Police Station Address: 273 Pacific Hwy, Crows Nest NSW 2065 Phone: (02) 9956 3199	
Plumber: H2 Plumbing Pty Ltd / 0424 158 095	
Electrician: GaYo/ 0425 202 177	



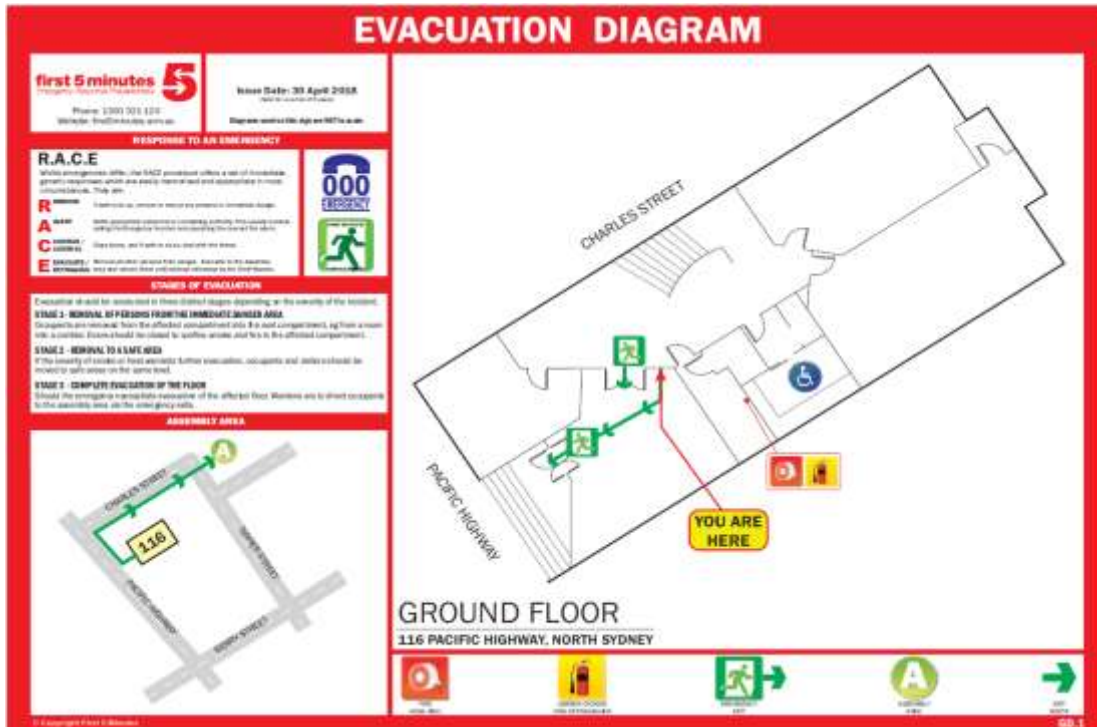
APPENDIX B Evacuation Plans

Site: 116 Pacific Highway North Sydney
Chief Warden: Narayan Tiwari
Deputy Warden: Dr Grant Jones
First Aid Officers: Rita Shakya, Ratama Joomsonsiri, Nasheta Nahreen

	CO ₂ extinguisher		Emergency Exit
	Water extinguisher		First aid kit
	Dry chemical powder extinguisher		Assembly area
	Foam extinguisher		Emergency dial 000
	Wet chemical extinguisher		Emergency Text 106
	Vapourising liquid extinguisher		Emergency exit
	Fire hose reel		Manual call point
	Switchboard		Emergency Warning and Inter-communication System
	Main switchboard		Emergency phone (WIP)
	Fire blanket		Emergency call point
	Spill kit		You are here
	Fire hydrant		Fire doors
	Booster assembly		Fire indicator panel
	Smoke doors		Mimic panel



FROM POSSIBILITY TO ACTUALITY



Assembly Area: Don Bank Museum, Corner of Napier and Charles St, North Sydney