

## Critical Incident Management Procedure

<b>Procedure Category</b>			
<b>Document Owner</b>	Chief Executive Officer		
<b>Responsible Officer</b>	Chief Executive Officer		
<b>Review Date</b>	13/11/2021		
<b>Related Documents</b>	<i>Business Continuity Plan            Facilities and Resources Plan 2020-2024            Fire and Emergency Procedures (Manning Building)            Health and Safety Policy            Health and Safety Procedure            Legislative and Regulatory Compliance            National Code Compliance            Privacy Policy            Risk Management Plan</i>		
<b>Version</b>	<b>Authorised by</b>	<b>Approved</b>	<b>Effective Date</b>
1.2	Corporate Board	13/11/2018	13/11/2018

This Procedure implements Waratah Institute’s (the ‘Institute’) *Health and Safety Policy*.

This Procedure covers incidents which could significantly impact student and staff wellbeing. Non-critical incidents and other general risk management processes for health, safety and wellbeing are handled through the *Health and Safety Procedure*, which can be accessed from the Waratah Institute’s website. Processes for ensuring operational continuity are included in Waratah Institute’s *Business Continuity Plan*.

### 1. Scope

This Procedure applies to Waratah Institute’s students and staff, including affiliates.

### 2. Definitions

**Critical incident:** a traumatic event, or the threat of such (within or outside Australia), which causes extreme stress, fear or injury and could affect a student’s ability to undertake or complete a program, such as but not limited to incidents that may cause physical or psychological harm.

**Risk:** the possibility that harm (death, injury or illness) might occur when exposed to a hazard.

**Warden:** a trained person responsible for evacuating given areas of a building and reporting

### 3. Procedure

#### 3.1. Key responsibilities

Waratah Institute’s Corporate Board is ultimately accountable for the health and safety of the students, staff, contractors and visitors at Waratah Institute. The Corporate Board has delegated the management of critical incidents to the Chief

Executive Officer, who is assisted by the Executive Management Committee. Reports on critical incident prevention and preparedness are provided regularly to the Corporate Board.

The Chief Executive Officer nominates a staff member for the coordination of critical incident management processes. The designated officer reports regularly and as required to the Chief Executive Officer and the Executive Management Committee. The designated officer is responsible for identifying and reporting patterns of recurring incidents to the Chief Executive Officer.

Waratah Institute staff should make themselves available for any required assistance or activity relating to critical incident management.

The designated officer is responsible for the implementation of a risk-based approach to critical incident management as per Waratah Institute's *Risk Management Plan* and will follow a four-stage model: prevention, preparedness, response and recovery.

### **3.2. Prevention**

The designated officer is responsible for coordinating activities to either:

- avoid or eliminate occurrences of critical incidents; or
- reduce the severity or impact of an incident.

#### **Identifying, monitoring and assessing the risks**

The designated officer is responsible for coordinating the implementation of an organisation-wide risk-based approach to critical incidents.

In consultation with the Chief Executive Officer, Waratah Institute staff and other relevant parties, the designated officer identifies key areas where critical incidents could arise and ensures that effective prevention measures are in place.

The designated risk officer will ensure that assessments of Waratah Institute's exposure to identified critical incidents are regularly conducted in accordance with the Institute's *Risk Management Plan*. The allocation of responsibilities and frequency of risk activities are determined in accordance with the *Risk Management Plan*.

The following list includes key types of critical incidents:

- missing students;
- sexual harassment;
- severe verbal or psychological aggression;
- death, serious injury or any threat of these;
- natural disaster;
- fire, bomb threat or active shooter on Waratah Institute premises;
- issues such as domestic violence, physical, sexual or other abuse; or
- other non-life-threatening events.

The designated officer is responsible for developing and maintaining an understanding of the types of critical incidents Waratah Institute is exposed to, based on the needs and characteristics of its student cohorts.

## **Awareness**

Some critical incidents may be avoided or prevented by raising students and staff awareness of certain risks or situations which could result in a critical incident and promoting the adoption of safe behaviours. The severity or negative impact of some incidents can be minimised or reduced by students and staff seeking assistance for early intervention.

The designated officer arranges for regular communications to raise awareness of critical incidents (at orientation, induction, through emails or on the Student Portal). Students should know that they need to seek assistance from Student Services, relevant Waratah Institute staff, or call emergency services as early as possible to prevent escalation or worsening of a situation.

The designated officer arranges for regular evidence-based education programs and campaigns on sexual violence covering the following topics: definitions of sexual assault, harassment and consent, sexual ethics, bystander intervention, responding to disclosures, and myths around sexual violence. Education programs should be developed based on recent good practice guidance as referenced in Section 8. References of this Procedure.

The designated officer arranges for regular communications on alcohol and drug abuse prevention.

Appendix 2 of this Procedure provides a medical emergency plan poster to be completed by the designated officer and displayed in a prominent place.

The designated officer publishes relevant instructions and guidance on emergencies as provided by building management, e.g. emergency warning system and assembly area.

## **4. Preparedness**

Waratah Institute's preparedness to respond and recover from critical incidents relies on a framework of documentation, communication, training, exercises and assurance controls. This framework is reviewed regularly in light of management feedback and post-implementation reviews.

The designated officer is responsible for coordinating activities for planning, resourcing, capability development, training and testing of arrangements for preparedness.

### **Documentation**

The designated officer provides adequate and correct documentation of relevant processes and ascertains the accuracy and accessibility of emergency contact numbers.

The designated officer is responsible for ensuring Waratah Institute's documentation aligns with the *Fire and Emergency Procedures (Manning Building)*.

Key documents supporting Waratah Institute's level preparedness to critical incidents are the emergency contacts, wardens and first aiders contact lists, and emergency and evacuation plans.

The designated officer develops the evacuation plan, which includes identification of potential fire emergencies, structure of emergency response

team (e.g. wardens, first aiders), methods to raise an alarm, evacuation routes and exits, strategies for assisting persons with disabilities, designated assembly area, and training.

The designated disseminates building management fire and emergency procedures to relevant staff.

The designated officer is responsible for keeping up-to-date with NSW SES local plans and other critical information from local authorities.

### Roles

The designated officer ensures that roles responsible for implementing critical incident procedures are filled, in sufficient numbers, and clearly identifiable in the case of an incident. The table below provides key roles in the case of emergencies.

<b>Role (number)</b>	<b>Identification (colour)</b>
Warden (1 per building lot)	red
First aiders (1 per 50 staff and students)	green

The Chief Warden is nominated by building management and may not be a Waratah Institute staff member.

In an emergency and in the event of insufficient number of wardens, the Chief Warden may request Waratah Institute staff for assistance in implementing emergency procedures.

### Equipment

The designated officer is responsible for ensuring that equipment is available and operational (e.g. fire extinguishers, fire blankets or communication equipment).

### Communication

Students and staff are made aware of how they should respond to a critical incident, of relevant contacts, and of safe behaviours during orientation or induction. Students and staff should be familiar with the types of alarms and signals, evacuation routes, location of emergency exits, assembly area, and where to find wardens and first aiders.

### Training

The designated officer makes arrangements to ensure that staff who have responsibilities under this Procedure are appropriately trained, in particular that relevant staff take part in relevant training sessions organised by building management.

The table below summarises the training needs for key functions supporting an effective response to critical incidents:

<b>Function</b>	<b>Staff</b>
Conflict resolution and de-escalation	Student Services
Providing support to minimise trauma	Student Services
Responding to first disclosures of sexual assault and harassment	Student Services
Facilitating referrals to appropriate services	Student Services

Evacuation procedures	Wardens
Operation of fire alarm and emergency warning system	Wardens
Fire fighting	Wardens
Requesting emergency services	Student Services; wardens
Administering first aid	First aiders
Answering a phone bomb threat call	Waratah Institute staff
Handling suspicious mail or packages	Waratah Institute staff
Assisting people with physical disabilities in cases of emergencies	Wardens

The designated officer ensures that instructions and guidance provided in training staff align with building management procedures.

### Exercises

The Chief Executive Officer is responsible for ascertaining the effectiveness of critical incident management processes and may request the designated officer to organise exercises to determine preparedness. Critical incident practices and exercises may be undertaken as part of a broader Waratah Institute Business Continuity exercise and as part of building management annual fire exercises.

### Reviews

The designated officer arranges for regular reviews and spot checks of Waratah Institute's preparedness as part of the Institute *Business Continuity Plan* and *Facilities and Resources Plan* activities. A comprehensive review will take place at least once a year and following any changes which could impact on the implementation of this Procedure (e.g. relocation or refurbishment).

The designated officer ensures that smoke alarms, protective equipment, fire extinguishers, and safe evacuation routes are part of the scope of the reviews and checks.

The officers conducting preparedness reviews or checks report on the outcomes to the Chief Executive Officer and the Executive Management Committee.

## 4.1. Response

### 4.1.1. Immediate response

A person observing a critical incident should ensure that it is safe for them to remain near where the incident occurred.

The person should raise the alarm in the case of a fire.

The person should call 000 if there is an immediate risk to life.

Where safe to do so, the person observing the hazard or incident should act to prevent an incident or further harm (e.g. administering first aid).

The person should notify Waratah Institute staff of the incident.

### 4.1.2. Management response

The designated officer is responsible for assessing the incident and implement a timely response to the incident. Depending on the severity of the incident and the impact on operations, the Chief Executive Officer may be required to decide on the most appropriate course of action. Where several aspects of Waratah

Institute's operations are impacted, the Executive Management Committee would convene to provide a more coordinated response to the incident.

The following table outlines standard actions taken by Waratah Institute by type of incident.

<b>Type of incident</b>	<b>Response</b>
<b>Missing person</b>	Contact next of kin, family Report to police
<b>Sexual harassment</b>	Provide support to victim Refer to counselling services
<b>Severe verbal or psychological aggression</b>	Provide support to victim Refer to counselling services
<b>Natural disaster</b>	Advise staff and students to proceed home Provide advice and regular communications
<b>Injury</b>	Administer first aid Provide support to victim Call emergency services
<b>Personal threat</b>	Provide support to victim Report to police
<b>Fire</b>	Evacuate Call emergency services Fire fighting
<b>Bomb threat</b>	Evacuate Call emergency services
<b>Active shooter</b>	Lockdown or evacuate Contain threat Call emergency services
<b>Suicidal or distressed person</b>	Provide support to person Seek outside help Assist the person to seek help Refer to counselling services
<b>Sexual assault</b>	Provide support to victim Seek medical support Report to police Refer to counselling services

### **Evacuation**

Wardens are responsible for implementing evacuation procedures, giving instructions to students and staff, and liaising with emergency services. Wardens should ascertain the existence and currency of any personal emergency evacuation plan (e.g. people with a disability or who easily experience acute anxiety in an emergency).

Teaching staff are responsible for the orderly and safe evacuation of students in their care at the time of an emergency.

Appendix 1 provides the emergency actions plans for students, staff, teaching staff, Chief Warden, wardens and first aiders.

### **4.1.3. Notification**

#### **Key Waratah Institute staff in the case of a critical incident**

<b>Role</b>	<b>Name</b>	<b>Contact</b>	<b>Location</b>
Chief warden			
Warden			
Warden			
Warden			
First aider			
First aider			
Chief Executive Officer			
Dean			
Registrar			

### Local emergency services

<b>Service</b>	<b>Contact</b>
Police	000
Fire	000
Ambulance	000

### Other relevant agencies

<b>Service</b>	<b>Contact</b>
Department of Home Affairs	131 881

### Medical and support services

<b>Service</b>	<b>Contact</b>
<b>Medical services</b>	
Health Direct 24 hour helpline	1800 022 222
<b>Counselling and psychological support</b>	
Lifeline	131 114
Beyond Blue	1300 224 636
Suicide callback service	1300 659 467
<b>Sexual assault and domestic violence</b>	
1800 Respect	1800 737 732
NSW Rape Crisis Centre	1800 424 017
Sexual Assault Counselling Australia	1800 211 028

Students may seek assistance from Student Services for more information on available services.

Staff may contact Waratah Institute's Employee Assistance Program for confidential counselling or psychological support.

The designated officer ensures that relevant parties are contacted and kept informed following a critical incident involving a student as per the following list:

- Registered emergency contact or next of kin;
- Students and staff close to the student;
- Police;
- Embassy or consulate;
- Accommodation provider;
- Student's insurer;
- Hospital.

Waratah Institute will report to TEQSA incidents that indicate material breaches in safety or preventative controls, including recurring incidents of sexual assault or sexual harassment. Notification of regulatory agencies is conducted according to the *Health and Safety Procedure*.

#### **4.1.4. Notification of an emergency by building management**

Where Waratah Institute staff is notified of an emergency by building management, the Institute will activate a relevant response in accordance with building management's instructions.

### **4.2. Recovery**

Waratah Institute implements recovery to minimise trauma and other negative consequences arising from a critical incident.

#### **4.2.1. Debriefings**

Waratah Institute management will communicate with the impacted persons after a critical incident to restore confidence, advise of any disruption to normal operations, interim arrangements, and note any required action by students or staff. Debriefings should give students and staff the opportunity to ask questions and express concerns or emotions following the incident.

#### **4.2.2. Support services**

The designated officer is responsible for ascertaining that appropriate support services are available to students or staff after a critical incident.

Student Services are responsible for facilitating appropriate support services and resources to students, e.g. health or legal services.

#### **4.2.3. Compelling or compassionate circumstances**

Students are encouraged to discuss with relevant Waratah Institute staff members potential remedial actions following a critical incident which had, or is likely to have, a negative impact on the student's academic progression, e.g. reasonable adjustments.

Critical incidents may constitute compelling or compassionate circumstances under which a student would have grounds to request reasonable adjustments or review of a decision by Waratah Institute, e.g. with regard to assessments, attendance or enrolment (refer to the relevant policy for more information).

#### **4.2.4. Acknowledgment**

The Chief Executive Officer decides on appropriate communications to acknowledge students or staff which were impacted by the incident, including to their family.

#### **4.2.5. Internal and external processes**

Where Waratah Institute students or staff are the object of a complaint or report relating to a critical incident, the Institute will respond in accordance with relevant *Misconduct Procedure* and *Complaints and Appeals Policy*, ensuring that the principle of procedural fairness is applied throughout the process.

The Institute may also report the student or staff to the relevant authorities.

#### **4.2.6. Impact assessment and lessons learnt**

The designated officer prepares an impact assessment of a critical incident upon request from the Chief Executive Officer.

The designated officer records lessons learnt and reports to the Executive Management Committee for appropriate action.

#### **4.2.7. Incident data analysis and remedial action**

De-identified data is recorded and analysed by category of incidents, in particular reported cases of sexual harassment and sexual assault, to identify trends and take appropriate remedial action.

The Chief Executive Officer, on the advice of the Executive Management Committee, reports on critical incidents trends to the Corporate Board on a regular basis. The Corporate Board will receive assurance on the effectiveness of controls and remedial actions taken by management on an annual basis.

### **1. Records and Privacy**

Waratah Institute maintains a record of any critical incident and remedial action taken for at least two years after a student impacted by the incident ceases to be an accepted student.

Personal information disclosed in relation to critical incidents are stored in a confidential file. Staff are made aware of the privacy requirements of handling personal information during induction and that it is unacceptable to talk with other staff members, students or suppliers about any complaint of discrimination or harassment.

### **2. Breaches**

If a student or staff member is found to be in breach of this Procedure, she or he may be subject to disciplinary action in accordance with the relevant *Code of Conduct* and *Misconduct Procedure*, which can be accessed from the Waratah Institute's website.

### **3. Appeals**

Appeals concerning any decision taken in relation to this Procedure should be made under the relevant *Complaints and Appeals Policy*, which can be accessed from the Waratah Institute's website. Overseas students may lodge an appeal with the Overseas Students Ombudsman.

### **5. References**

*Work Health and Safety Act 2011 (NSW)*

*Work Health and Safety Regulation 2017 (NSW), clause 43*

*Education Services for Overseas Students Act 2000 (Cth)*

*Higher Education Standards Framework (Threshold Standards) 2015, Par A - Standard 6.2*

*National Code of Practice for Providers of Education and Training to Overseas Students 2018, Standard 6*

*Privacy Act 1988 (Cth)*

*Australian Human Rights Centre, On Safe Ground: Strengthening Australian university responses to sexual assault and harassment. A good practice guide for Australian universities.*

*Universities Australia, Respect. Now. Always.*

## 6. Acknowledgements

In developing this policy, Waratah Institute acknowledges:

- Australian Department of Education and Training, Factsheet: Standard 6: Student Services;
- Western Sydney University, Emergency Management;
- Think: Colleges, Critical Incident Management Procedure;
- University of Western Australia, Safety, Health and Wellbeing: Emergency procedures;
- AS 3745-2010 Planning for Emergencies in Facilities.

## Document History:

Version	Date	Author	Reason	Sections
0.1	31/10/2017	Lincoln Aleck, Tony Drew	Feedback from Academic Board 19/10/17	All
0.2		Julien Marechal	Redraft as requested by the Executive Management Committee at its 03/07/18 meeting	All
0.3	20/7/18	Julien Marechal	Amendments as requested by the Executive Management Committee at its 17/7/18 meeting	All
1.0	08/10/2018	Julien Marechal	Amendments as requested by the Corporate Board at its 27/09/18 meeting	3.1, 3.2, 4, 4.1.2, 4.2.5, 5, 8
1.1	15/11/2018	Julien Marechal	Revised in response to feedback from the Corporate Board 13/11/18	4.2.7
1.2	17/12/2019	Philippa Ryan	Amended to reflect new trading name 'Waratah	All



			Institute'.	
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## **Appendix 1 - Emergency Action Guides**

### **Students and staff**

- When hearing the evacuation alarm (fire alarm), immediately leave the building
- Do not take personal belongings with you unless directed to do so
- Always follow the instructions of the wardens
- Do not return to collect belongings
- Do not use lifts
- Go to the designated assembly area
- Report anyone missing to the wardens
- Do not leave the area or re-enter the building until authorised by the wardens

### **Teaching staff**

- Advise students to remain calm
- Ensure timely and orderly evacuation of the students
- Check for any missing student and report to the wardens

### **Chief warden (or deputy)**

- Wear chief warden vest/hard hat
- Assess the nature of the emergency
- Advise wardens of the emergency
- Co-opt staff as required to assist wardens
- Initiate evacuation
- Notify emergency services
- Notify building management of the incident, if required
- Monitor evacuation process
- Brief emergency services, as required
- Authorise re-entry in the building as appropriate

### **Warden**

- Wear warden vest/hard hat
- Seek the Chief Warden's advice
- Operate the communication systems in place
- Ensure fire doors are closed
- Conduct evacuation in their area
- Account for staff and students
- Search for remaining persons on the premises
- Implement personal emergency plan, if applicable
- Direct people to the assembly area
- Report to Chief Warden
- Act as deputy Chief Warden, if required

### **First aider**

- Wear first aider vest/hard hat
- Collect first aid kit
- Attend to injuries as required

## Appendix 2 - Medical Emergency Plan



# Medical Emergency Plan

**1** If a medical **emergency** occurs at your workplace, every second counts!

**Call Triple Zero (000) immediately and ask for AMBULANCE**



- 2**
- You will be asked a series of questions by the NSW Ambulance Call Taker which will assist us to provide the most appropriate response to your **emergency**.
  - Once you have answered these don't hang up, stay on the phone as the NSW Ambulance Call Taker can provide you with further first aid instructions or assistance if required.
  - Keep the contact phone number you gave the NSW Ambulance Call Taker free in case they have to call back.

Write your organisation's address and contact details below before it is needed in an **emergency**.

**3**

Suburb:

Street name and number:   
For large buildings, identify a prominent meeting point.

Nearest cross street:   
If in a rural area, note identifiable landmarks.

Emergency vehicle access point:   
For rural addresses, GPS location (gates, house, landing strip etc).

Phone number you are calling from:

First Aid Officer   
Contact your workplace first aid officer on telephone number:

Emergency vehicle meeting point   
Ask a co-worker to meet the paramedics at the following meeting point:

**Access**

- For rural addresses or locations hard to find, have someone wait outside the building/location to wave the ambulance down.
- Leave the front light on at night or use marker ribbons, vehicle hazard or other lights to indicate entry gate or incident site.
- Clear hallways of obstructions to allow paramedics easy access.
- Reserve goods and services lift if required for stretcher access.
- Advise your receptionist that an ambulance has been called.

Reception telephone number:

If there is a dangerous incident, serious injury or illness, or a death, you must report it to SafeWork NSW immediately and notify your insurer within 48 hours. Call **131 050**.



SafeWork NSW

*Medical emergency plan poster developed by SafeWork NSW and NSW Ambulance to help emergency services access an injured worker quickly and easily.*

## Appendix 3 - Manning Building Evacuation Diagram

