Critical Incident Procedure

1 Purpose & Objective

1.1 The purpose of this procedure is to provide details on the action to be taken and the follow up required to support the safety and wellbeing of students and staff involved in a critical incident.

2 Scope

2.1 This procedure applies to staff, students, governance board members, contractors, volunteers and visitors while they are participating in activities at any member entity campus of the IIBIT Education Group.

3 Application of the 3C Well-Being and Support Model

3.1 IIBITEG's 3C model for student well-being and support encourages students to be Connected, Capable and Confident in their academic and personal endeavours.

Figure 1: 3C Student Well-Being and Support Model (See Attachment A for detail on the full model)
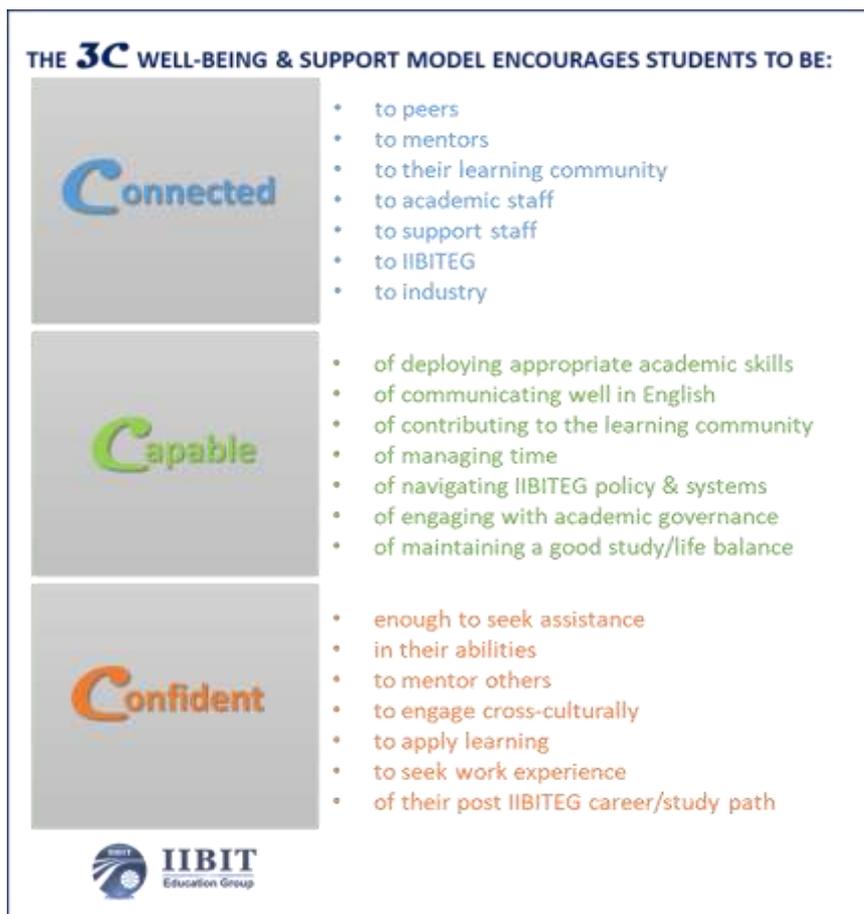
3.2 These competencies are embedded in IIBITEG's approach to managing critical incidents.

3.3 To maintain a safe learning environment students are encouraged to:
 a) adhere to student behavioural guidelines;
 b) engage cross-culturally in a respectful manner;
 c) maintain a good study/life balance to sustain mental and emotional health; and
 d) seek assistance and take responsibility for their own actions.

3.4 In turn, to develop competent, capable and confident students, IIBITEG has a responsibility to:
 a) maintain a safe learning environment;
 b) maintain a healthy risk culture;
 c) maintain arrangements for business continuity; and
 d) have in place, and periodically test, procedures for dealing with critical incidents that cover all four phases of the emergency and critical incident management cycle (Prevention, Preparedness, Response and Recovery).

4 Critical Incidents

4.1 A critical incident is an event or series of events that require a significant response and ongoing management and that have the potential to severely damage or impact on IIBITEG's:
 a) staff, students, governance board members, contractors, volunteers and visitors while they are participating in IIBITEG related activities;
 b) operating environment; or
 c) it's reputation.

4.2 Critical incidents are categorised as outlined in Table 1.

Table 1: IIBITEG Coding of Critical Incidents

	Type of Incident	Examples
Black	Critical incident involving immediate potential or actual or harm to a person or people	Fire on campus Fire in adjacent building Explosion Building evaluation Biological hazard Chemical hazard Construction accident Death staff student Medical Emergency Bomb threat Suspicious package Active shooter Intrusion or hold-up Assault Siege Terrorism Child protection matter Kidnapping Self-harm, attempted Serious assault Violent behaviour

	Type of Incident	Examples
Red	Critical incident involving probable harm to a person or people	Missing students / staff Anthrax scare Asbestos
Orange	Potential harm of IIBITEG's Reputation	Staff/Governance accused of or arrested in relation to a serious crime Serious conflict of interest Industrial action Major case or systemic plagiarism Theft, fraud, malice Third party negligence/impact
Yellow	Facilities	Critical equipment failure Cyber attack Data / records loss Gas leak Failure of essential services/utilities IT equipment failure IT software failure Power failure Sabotage of building Security access Structural damage Water damage
Green	External threat	Pandemic diseases Natural disasters Political upheaval Public disorder Off campus incident

5   Emergency and Critical Incident Management Cycle

5.1   IIBITEG adheres to the Federal Emergency Management Agency- USA (FEMA) model for emergency and critical incident management which distinguishes between four distinct management phases as outlined in Figure 2 and defined in Table 2.

Table 2: FEMA Model Defined

Phase	Explanation	Timeframe
Prevention	Actions undertaken to prevent critical incident, reduce the chance of a critical happening, or reduce the damaging effects of unavoidable critical incidents	Ongoing
Preparedness	Actions, plans and arrangements, training, and education to ensure IIBITEG staff, students, governance board members, contractors, and volunteers are prepared to respond to a critical incident.	Ongoing
Response	The assistance and intervention during or immediately after critical incident.	Measured in hours, days or weeks.
Recovery	Actions taken to facilitate a return to a normal or an even safer situation following a critical incidents.	Measured in months and/or years

6   Procedure: Prevention

6.1   In addition to adherence to the IIBITEG Risk Management Policy and related procedures the following prevention activities are implemented at all campuses:

a)   student emotional and mental health are actively supported via the 3C Well-Being and Support Model;

b)   security staff are stationed at the main entrance while the campus is open to the students and the public;

c)   all building safety checks and certification are completed on schedule;

d)   occupational health and safety checks are completed on schedule;

e)   IT security arrangements are stringently enforced; and

f)   records management and privacy arrangements are stringently enforced.

6.2   It is the responsibility of the Senior General Manager (Operations) to implement and report on activity 6.1.a-f.

6.3 The Senior General Manager (Operations) reports on Critical Incident Prevention and Preparedness to the IIBITEG Board of Governance on an annual basis.

7 Procedure: Preparedness

7.1 In addition to adherence to the IIBITEG Risk Management Policy and related procedures the following prevention activities are implemented at all campuses:
   a) duress alarms are situated in key gathering areas on all floors;
   b) emergency evacuation information is placed prominently in all public areas, including classrooms and staff rooms. This information is designed to be understandable, regardless of English language ability;
   c) at least one designated first aid officer is available during standard opening hours;
   d) a trained emergency/fire warden is situated on each floor;
   e) an Occupational Health and Safety Officer is generally available during standard opening hours;
   f) frontline staff have access to information and training to assist them to deal with potential bomb threats, suspicious packages, tampered mail, questionable, disruptive and threatening behaviours;
   g) all staff have access to information on campus safety and security;
   h) emergency telephone contact numbers and media contacts are kept up-to-date;
   i) drills and critical incident response procedures are tested on an annual basis.

7.2 It is the responsibility of the Senior General Manager (Operations) to ensure that preparedness activities are implemented.

7.3 The Senior General Manager (Operations) reports on Critical Incident Prevention and Preparedness to the IIBITEG Board of Governance on an annual basis.

8 Procedure: Response

Category 1 (Black) Critical Incidents involving an immediate potential or actual or harm to a person or people

	Examples
Black	- Fire on campus - Fire in surrounding building - Explosion - Building evacuation - Biological hazard - Chemical hazard - Construction accident - Death staff/student - Medical emergency - Bomb threat - Suspicious package - Active shooter - Intrusion or hold-up - Assault - Siege
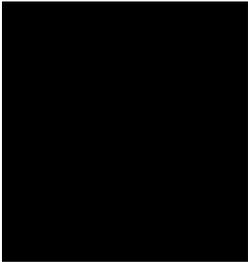
- Terrorism
- Child protection matter
- Kidnapping
- Self-harm, attempted
- Serious assault
- Violent behaviour

8.1 The first respondent (Designated Staff) is the IIBITEG staff member who is either a witness to, or first to be informed about an actual or potential critical incident.

8.2 The Designated Staff is to assess the situation and consider any apparent risks to their own safety before taking further action.

8.3 Where the Designated Staff considers a critical incident to be apparent or likely, s/he must alert (in order of priority):
   a) external emergency services;
   b) internal security services; and
   c) the Senior General Manager (Operations) or the most senior staff member available.

8.4 Notification should include the type of incident, the exact location and details of any person or persons who might be injured, in distress, or at risk.

8.5 Provided there is no threat to personal safety in doing so, the Designated Staff is to take steps to minimise further damage or injury.

8.6 If people are at risk, they will be removed from the area and/or assistance will be rendered as necessary. The incident area will be sealed off if required.

8.7 The Designated Staff may need to assume temporary control of a critical incident site and assign duties to available persons (such as calling emergency services, alerting other staff, assisting with first aid, crowd control etc.).

8.8 The Senior General Manager (Operations) or the most senior staff members available is to assume responsibility for re-assessing the incident and forming a Critical Incident Team if deemed necessary.

8.9 This Critical Response Team (CRT) team will convene as soon as possible to plan an immediate response, allocate responsibilities and determine ongoing strategies.

8.10 The CRT will review the situation, set priorities, allocate tasks/responsibilities and coordinate an immediate response including communications (to staff, students, families of those involved, helpers, and the media).

8.11 Where IIBITEG has assumed management of the critical incident, CRT will consult with and/or take instruction from senior management, the Board of Governance and/or external experts as necessary.
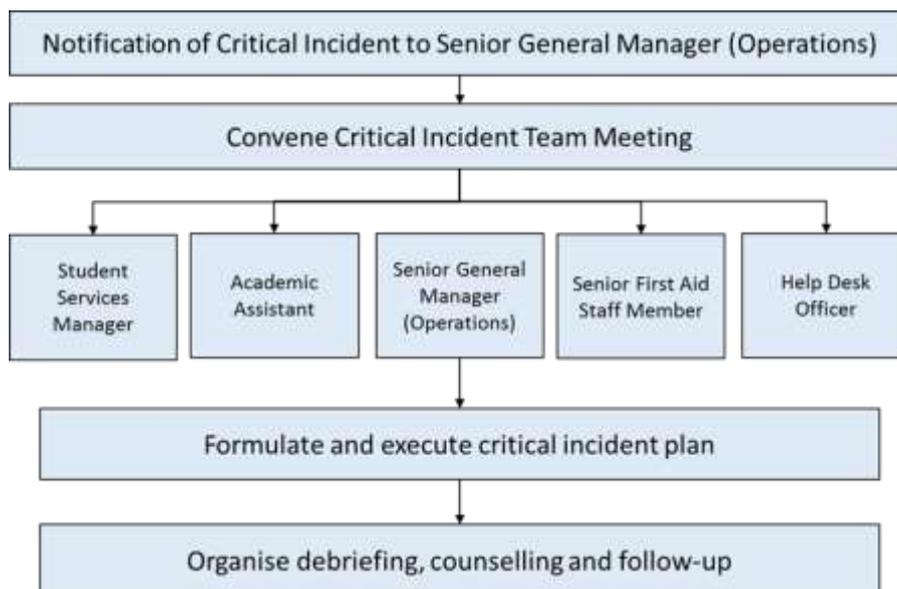
Figure 3 Critical Response Team

Table 3 Tasks & Responsibilities:

Position	Task
Senior General Manager (Operations) or most senior staff member present:	• Head the Critical Incident Team • Establish a central information point to provide up-to-the-minute, accurate information to staff, students, families of those involved, helpers, and the media • Liaise with emergency services • Inform family/next to kin in case of death or serious injury/un-wellness if Police not actioning • Liaise with Diplomatic Post / Embassy / Consulate • Liaise with relevant civil/religious authorities and coordinate memorial service arrangements if appropriate • Prepare a written record of the event and all follow-up actions for the final report • Organise insurance matters, OSHC/ambulance cover • In the event of a student death, refund student fees as appropriate • Organise formal counselling and stress management interventions required staff • Review legal issues including advising family of process/access to assistance if needed
Provost; General Manager (Academic Services and Quality Assurance) or most senior academic staff member:	• Communicate with students / IIBITEG community • Prepare letter of condolence to family / next of kin • Organize appropriate certified interpreters / translators (not students) • Liaise with Doctors and Hospital Staff / Coroner / Funeral Director • Obtain authorisation from next of kin for disposal of

Position	Task
	personal effects and affairs (household and academic)
Most senior academic coordinator (or nominee)	• Liaise with academic staff or staff supervisor • Ensure appropriate handling of student data by administrative staff • Liaise with Dept. Home Affairs re: Student visa
Help Desk	• Assist with Media Liaison • Act as Agent Liaison

Category 2 (Red): Critical incidents involving a critical incident involving probable harm to a person or people

	Examples
Red	Missing students/staff Anthrax scare Asbestos

8.12 The first respondent (Designated Staff) is the IIBITEG staff member who is either a witness to, or first to be informed about a category 2 incident.

8.13 The Designated Staff is to assess the situation and consider any apparent risks to their own safety before taking further action.

8.14 Where the Designated Staff considers a critical incident to be apparent or likely, s/he must alert (in order of priority):
   a) external emergency services;
   b) internal security services; and
   c) the Senior General Manager (Operations) or the most senior staff member available.

8.15 Notification should include the type of incident, the exact location and details of any person or persons who might be injured, in distress, or at risk.

8.16 Provided there is no threat to personal safety in doing so, the Designated Staff is to take steps to minimise further damage or injury.

8.17 If people are at risk, they will be removed from the area and/or assistance will be rendered as necessary. The incident area will be sealed off if required.

8.18 The Designated Staff may need to assume temporary control of a critical incident site and assign duties to available persons (such as calling emergency services, alerting other staff, assisting with first aid, crowd control etc.).

8.19 The Senior General Manager (Operations) or the most senior staff members available is to assume responsibility for re-assessing the incident will lead the inquiry and response liaising with other key staff (dependent on the nature of the critical incident).

Table 4 Tasks & Responsibilities:

Position	Task
Senior General Manager (Operations) or most senior staff member present:	• Establish a central information point to provide up-to-the-minute, accurate information to staff, students, families of those involved, helpers, and the media • Liaise with Emergency Service • Inform family/next to kin in case of missing student • Review legal issues including advising family of process/access to assistance if needed • Liaise with Diplomatic Post / Embassy / Consulate; • Liaise with relevant civil/religious authorities and coordinate memorial service arrangements if appropriate • Prepare a written record of the event and all follow-up actions for the final report • Organise insurance matters, OSHC/ambulance cover
Provost; General Manager (Academic Services and Quality Assurance) or most senior academic staff member:	• Communicate with students/staff/community
Help Desk:	• Assist with Media Liaison; and • Act as Agent Liaison

Category 3 (Orange) Potential Harm of IIBITEG's Reputation

	Examples
Orange	• Staff/Governance accused of or arrested in relation to a serious crime • Serious Conflict of Interest • Industrial action • Major case or systemic plagiarism • Theft, fraud, malice • Third party negligence/impact

8.20 The first respondent (Designated Staff) is the IIBITEG staff member who is either a witness to, or first to be informed about a category 3 incident.

8.21 Designated Staff refer all category 3 incidents directly to the Chief Executive Officer (CEO).

8.22 Notification should include the type of incident, the exact location and details of any person or persons who might be injured, in distress, or at risk.

8.23 The CEO is to assume responsibility for assessing the incident and will lead the inquiry and

response liaising with other key staff (dependent on the nature of the critical incident).

8.24 The Senior General Manager (Operations), in conjunction with the CEO will lead the media response.

Category 4 (Yellow): Threat to Facilities

Examples	
Yellow	• Critical equipment failure • Cyber attack • Data / records loss • Gas leak • Failure of essential services/utilities • IT equipment failure • IT software failure • Power failure • Sabotage of building • Security access • Structural damage • Water damage

8.25 Critical incidents involving a threat to facilities that impact on the business continuity of the IIBITEG entity are managed in accordance with Business Continuity Policy and its related procedures.

8.26 Critical incidents involving a threat to facilities that have an immediate impact on staff, students, governance board members, contractors, volunteers and visitors will be reported by the first respondent (Designated Staff), the IIBITEG staff member who is either a witness to, or first to be informed about a category 4 incident to the Senior General Manager (Operations) or the most senior staff member present and/or sounds the emergency evacuation alarm.

8.27 If the critical incident requires the evacuation of the campus the emergency evacuation alarm is sounded and the emergency/fire warden on each floor:
   a) requests the immediately cessation all activity;
   b) assists and seeks assistance from able-bodied persons to help any person in immediate danger, but only if safe to do so;
   c) if practical, and only if safe to do so, secures any activity or process that may become hazardous or suffer damage if left unattended as a consequence of evacuation;
   d) assist with the general evacuation;
   e) manages the nominated evacuation assembly; and
   f) follows the instructions of relevant emergency services personnel.

Table 5 Tasks & Responsibilities:

Position	Task
Senior General Manager (Operations) or most senior staff member present:	• Heads a CRT if required (see Clauses 8.8 to 8.11 for detail) • Establish a central information point to provide up-to-the-minute, accurate information to staff, students, families of those involved, helpers, and the media • Liaise with Emergency Services • Take overall responsibility for management of the evacuation point • Instigate remedial actions • Prepare a written record of the event and all follow-up actions for the final report • Organise insurance matters
Provost; General Manager (Academic Services and Quality Assurance) or most senior academic staff member:	• Communicate with students/staff/community
Help Desk:	• Assist with Media Liaison; and • Act as Agent Liaison

Category 5 (Green): External Threat

	Examples
Green	• Pandemic diseases • Natural disasters • Political upheaval • Public disorder • Off campus incident

8.28 Should a category 5 disrupt the operations of IIBITEG or threaten the safety of the IIBITEG community the first respondent (Designated Staff), the IIBITEG staff member who is either a witness to, or first to be informed about the incident is to must alert (in order of priority):
   a) external emergency services;
   b) internal security services; and
   c) the Senior General Manager (Operations) or the most senior staff member available.

8.29 Notification should include the type of incident, the exact location and details of any person or persons who might be injured, in distress, or at risk.

8.30 The campus should be secured as a matter of priority.

8.31 Senior General Manager (Operations) or the most senior staff member available will act as the conduit between IIBITEG and emergency service personnel and take whatever steps are necessary to maintain the personal safety of everyone involved.

8.32 Where IIBITEG students or staff are involved in a category 5 incident off campus in Australia the Senior General Manager (Operations) will act as the conduit between IIBITEG and emergency service personnel, and where appropriate the family or next of kin of the person(s) affected.

8.33 Where IIBITEG students or staff are involved in a category 5 incident off campus internationally, IIBITEG's travel insurance arrangements will be activated.

9 Procedure: Recovery

9.1 As soon as possible following a critical incident a meeting of the CRT or senior management (dependant on the category of the incident) will be called to brief members on the incident, responses and outcomes.

9.2 Important follow-up procedures must be implemented in the areas of counselling, information dissemination, and debriefing. These issues are the responsibility of the CRT which will:
   a) disseminate information to staff, students, and all those affected by the incident and to the media;
   b) monitor the need for counselling and maintain contact with those who may need ongoing support, often at times and in locations outside of the normal routine of the IIBITEG entity;
   c) consider the appropriateness of personal contact with victims and those affected by the incident outside of normal hours;
   d) notify Student Support and, where relevant, academic coordinators of students who are likely to be affected by the traumatic situation to ensure that proper support is given and that inappropriate contacts are not made;
   e) where international students are involved, contact and overseas authorities, such as embassies and delegations;
   f) conduct debriefing sessions for everyone directly involved in the incident including, if necessary, the wider IIBITEG community.

9.3 Following the incident, the CRT or Senior Management (dependant on the category of the incident) will evaluate the deployment of the relevant procedures and the overall response to the incident.

9.4 Procedures adopted in a particular incident will form the basis of improved responses to critical incidents, with staff, students and other people directly impacted by the incident encouraged to provide their thoughts and experiences to assist in the development process.

9.5 Staff will undertake training relevant to the handling of a critical incident and post-trauma stress management.

10 Responsibilities

10.1 The IIBITEG Board of Governance is responsible for the overarching governance of this procedure.

10.2 The Chief Executive Officer is responsible for assessing and leading the critical incident response in relation to category 3 incidents.

10.3 The Senior General Manager (Operations) is responsible for:
a) implementing and reporting on activities 6.1a-6.1f;
b) ensuring that preparedness activities are implemented;
c) reporting on Critical Incident Prevention and Preparedness to the IIBITEG Board of Governance on an annual basis;
d) all critical incident management operations as listed in sections 8 and 9;
e) acting as the media representative in relation to responses to category 3 incidents;
f) ensuring compliance with this procedure;
g) ensuring that students are adequately notified of the existence of this procedure;
h) benchmarking IIBITEG policy and standards with those adopted elsewhere in the tertiary sector; and
i) the monitoring of information available from the review of records relating to the implementation of this procedure.

10.4 All staff are responsible for becoming familiar and complying with this procedure and the related procedures.

11 Definitions

DESIGNATED STAFF	means to be any IIBITEG staff member who is either a witness to, or first to be informed about an actual or potential critical incident
DISRUPTIVE BEHAVIOUR	means behaviour which disrupts or obstructs the campus educational process, administrative process, or other campus function
INTERNATIONAL STUDENT	means a non-resident of Australia or New Zealand studying at IIBITEG in Australia on a student visa or another type of visa
QUESTIONABLE BEHAVIOUR	means behaviour which is out of the ordinary and raises concern
STUDENT	means an admitted or enrolled student of IIBITEG
	Admitted student means a student who has been admitted to an IIBITEG program of study and who is entitled to enrol in a subject of study.
	Enrolled student means a student who has been admitted to an IIBITEG program of study who is enrolled in a subject at IIBITEG
THREATENING BEHAVIOUR	means behaviour which elicits a response in which a person or persons feel that their safety is in question. This includes a threat to others or self.

12 Associated Information

Related Documents	• Student Well-Being and Support Policy
	• Risk Management Policy
	• Risk Management Procedure
	• Business Continuity Policy

	• Business Continuity Procedure
Related Legislation	• TEQSA Act 2011
	• ESOS Act 2000
	• Higher Education Standards Framework 2015
	• National Code of Practice for Providers of Education and Training to Overseas Students 2018
Date Approved	6 November 2017
Date of Effect	1 January 2018
Date of Review	November 2022
Approval Authority	IIBITEG Board of Governance
Document Administrator	Senior General Manager (Operations)
PinPoint DocID	392

13 Change History

Version Control	Version 1.1	
Change Summary	V1.1 1-May-19	Update responsibility and document administrator from SGMAC to SGMO and administrative updates

Attachment A

THE **3C** WELL-BEING & SUPPORT MODEL ENCOURAGES STUDENTS TO BE:	PRIOR TO START OF TEACHING	WHILST STUDYING	TRANSITION TO WORK/STUDY
Connected • to peers • to mentors • to their learning community • to academic staff • to support staff • to IIBITEG • to industry	• Early Engagement Program • 'Getting Started' tool to inform Personal Support Plan • Personal Contact Team • Getting Settled Program • Orientation	• Personal Support Plan • Personal Contact Team • Student Success Network • Active Tutes	• Personal Support Plan • Personal Contact Team • Industry Mentorship • Student Success Network • Capstone (IIBIT-AHE)
Capable • of deploying appropriate academic skills • of communicating well in English • of contributing to the learning community • of managing time • of navigating IIBITEG policy & systems • of engaging with academic governance • of maintaining a good study/life balance	• Early Engagement Program • Personal Contact Team • Orientation	• Personal Support Plan • Personal Contact Team • Student Success Network • Governance Training • Welfare Support Program	• Personal Support Plan • Personal Contact Team • Welfare Support Program • Capstone (IIBIT-AHE)
Confident • enough to seek assistance • in their abilities • to mentor others • to engage cross-culturally • to apply learning • to seek work experience • of their post IIBITEG career/study path	• Early Engagement Program • Personal Contact Team • Orientation	• Personal Support Plan • Student Success Network • Industry Mentorship • Active Tutes	• Personal Support Plan • Industry Mentorship • Capstone (IIBIT-AHE) • Returning Home Program

- Also see *Requirements for Program and Subject Design* and *Delivery and the Assessment Procedure* for information on Active Tutes and Capstone (IIBIT-AHE)