



# Critical Incident Management Policy and Procedure

## Introduction

The University of Adelaide College engages with a large number of staff, students, contractors, volunteers and visitors. As it operates and participates in a broad range of activities, the College recognises that an event, incident or critical incident may take place either on Campus site or off-site, and may happen any time of the day or night.

The Critical Incident Management Policy encompasses the management of critical incidents from a human, hazard identification, and risk management perspective.

## Purpose

The University of Adelaide College (hereby referred to as “the College”) operated by Kaplan Higher Education Pty Ltd under the terms of the Preferred Pathway Provider Agreement entered into with the University of Adelaide (“the University”) is committed to providing a safe environment for all staff, students, contractors and visitors.

This policy provides guidance for the College to plan for, respond to and manage critical incidents ensuring the College meets its duty of care obligations in providing the highest possible standard of health and safety and upholds its legislative obligations in relation to its staff, students, contractors, volunteers and visitors to ensure people are safe and that the College’s reputation is maintained.

## Scope

This policy applies to all staff and students, contractors and visitors of the University of Adelaide College and it outlines support mechanisms and procedures for managing an event, an incident or critical incident and ensures that the College has:

- an effective approach in responding to critical incidents as they occur;
- appropriate support and counselling services available to those affected;
- appropriate training and information resources provided to staff.

For students under the age of 18 years, the College also provides age specific support as required in Standard 5 of the National Code 2018 and the ESOS Act 2000.

All staff and students of the College must ensure that they have read and understand the Critical Incident Management Policy and that they are not placing themselves or anyone else at risk.

## Policy Application

This policy applies to the College and demonstrates the College's commitment to:

- protecting the health and safety of staff, students, contractors, visitors and the College community;
- identifying and preventing critical incidents;
- allocating appropriate resources and building relationships to manage critical incidents in compliance with the College's legal obligations and standards;
- delivering the highest possible standard of health and safety for staff, students, contractors, visitors, the College community in the event of a critical incident;
- managing its reputation for the benefit of the students, staff and stakeholders;
- evaluating the effectiveness, adequacy and ongoing suitability of its critical incident responses; and
- compliance with relevant legislation.

## Exclusions

This policy does not apply to minor injuries or accidents that affect an individual or isolated area(s) and do not pose any additional threat or risk to staff, students, contractors, visitors, property or affect the College operations and/or reputation.

These minor incidents will be managed under the Health and Safety Policy (Incident Reporting).

## Defining a Critical Incident

The National Code of Practice for Providers of Education and Training to Overseas Students 2018 (National Code 2018) defines a critical incident as "a traumatic event is a sudden event or situation" which may put staff and students under major stress both physically and emotionally. In assessing a critical incident, consideration must be given to the existing factors and mood of the staff and/or students at the time of the incident. It will also depend on how public the incident is, and the number of people affected.

Some examples of critical incidents are:

- any fatality, near fatality or incident likely to affect seriously a number of staff and/or students
- serious traffic accidents
- murder or suicide involving students/staff and their family members
- physical or sexual assault
- injury or death of a colleague
- fire, explosion, bomb threat
- hold-up or attempted robbery
- threats of violence to staff/students
- major theft or vandalism
- threat of HIV infection
- incidents involving pain or abuse of children
- incidents in which sights, sounds, or smells are distressing
- storms/natural disasters
- acute illness (physical or mental)
- a student under the age of 18 going missing.

Every critical incident is unique and will need to be dealt differently, according to the needs of the people affected. Non-life threatening events can qualify as critical incidents.

## Critical Incident Management Team

The function of the Critical Incident Management Team (referred to as CIMT) is to manage the College's response to a critical incident, including:

- implementation of this policy;
- assessing risks and response actions;
- liaison with emergency and other services;
- communicate with and inform staff of incident details and updates as they occur;
- contact with students' parents, legal guardians and/or other appropriate contacts;
- liaison with other external bodies, such as homestays, carers or foreign embassies and consulates; and
- counselling and managing students and staff not directly involved in the incident.

The CIMT will set in motion a critical incident action plan to manage various aspects arising from the incident, including:

- creating and disseminating an action plan and its procedures;
- a review of the plan; and
- staff development and training.

It is the responsibility of the National Campus Director to determine if an incident is critical. In the absence of the National Campus Director, the responsibility will pass to the Deputy Director Operations.

If an incident is determined to be critical, the Chief Executive Officer (CEO) and the Executive Director, International Education, Kaplan Australia will be informed immediately.

The National Campus Director will select the Critical Incident Management Team (CIMT) at the College level.

The CIMT may include the following staff:

- National Campus Director
- Deputy Director Operations
- Business Development Manager
- Academic Managers
- Student Services Manager
- Accommodation Manager
- Head of Property and Facilities

If the incident involves a University under 18 students on a Welfare Arrangement managed by the College, the University of Adelaide Associate Director Student Life and/or International Student Support Coordinator is to be contacted. It is expected that should the University's Critical Incident Procedure be implemented,

then any impact or required actions for affected students on Welfare Arrangements are reported by the University to the College's Student Services Coordinator (U18).

In cases where a Critical Incident is of a high degree of impact, the CIMT may be comprised in part or whole by Kaplan senior executive staff.

Unless approved otherwise, media interviews in relation to incidents will be dealt with by the Kaplan Australia Chief Executive Officer.

The National Campus Director and Deputy Director Operations will liaise with the appropriate staff for debriefing after an incident.

The National Campus Director and Deputy Director Operations will liaise with the appropriate staff to review and update the Critical Incident Policy and Procedure after any critical incident and arrange annual training and any debriefing as required.

## Prevention and Preparation

The College will conduct training and drills for relevant staff and will regularly review its safety and emergency procedures.

New staff to be made aware of the Critical Incident Policy and Procedure as part of the induction processes.

All students (including students under the age of 18) will be informed of this policy during Orientation session as part of emergency procedures.

Emergency evacuation notices illustrating the location of assembly in the event of a fire or other similar situation to be prominently displayed throughout the building.

Emergency wardens to be appointed and trained regularly in emergency procedures. Regular practice building emergency evacuations to be done.

First Aid officers are nominated and contact details available on the Emergency Contacts List.

The availability of appropriate emergency management procedures and resources and the development of safety measures to be monitored on a regular basis through the Kaplan Australia WHS Committee and relevant managers.

All staff and students are encouraged to report all incidents and/or possible safety issues to management.

The College will maintain an up-to-date Emergency Contacts List, to be displayed in common areas of the College facilities and on the website for easy access. This list will contain contact details of:

- First Aid Officers;
- Fire Wardens;

- WHS Committee Members;
- Critical Incident Management Team.

The Student Services team members are to maintain a contact list of all relevant community resources including:

- Medical authorities
- Police
- Funeral directors
- Religious leaders
- Ethnic group leaders
- Consular representatives
- Insurance representatives
- Interpreters

## Immediate Response to a Critical Incident

The first staff member on the scene should assess the situation.

In situations where there is risk to life or property, the incident or potential incident should be reported to emergency services on 000 (via landline or mobile phone). The type of emergency should be stated and whether fire, police or ambulance are required.

The National Campus Director, emergency wardens or other members of the CIMT will be contacted and provided with full details such as location, type of incident and details of any persons involved.

In consultation with the above, it will be determined if an evacuation of the building is required.

If necessary, evacuation procedures should be put in place before contacting the National Campus Director and the CIMT.

If the incident does not appear to require the immediate dispatch of Emergency Services, the National Campus Director should be notified immediately and given the full details of the situation including the exact location of the incident, the type of incident and details of any person or persons who may be injured, in distress or at risk.

On arrival at the scene of a critical incident, the National Campus Director, with other members of the CIMT, will be responsible for assessment. If it is assessed as a critical incident, the National Campus Director and CIMT will also be responsible for the assessment and co-ordination of responses to the incident, although other staff members may be co-opted as necessary to deal with specific aspects.

Ongoing practical assistance and emotional support to be provided for anyone involved in the incident. The College offers all students and staff free, confidential counselling if they are experiencing any distress and during critical incidents through Employee Assistance Program (LifeWorks).

In the situation where a Campus or Service Closure is required for safety, weather, utility failure or other adverse conditions, the CIMT may initiate a recommendation for the Campus and/or Service to close if closure has not been directed by Emergency Services.

The National Campus Director in consultation with Kaplan Australia Chief Executive Officer can approve the closure of a Campus or Service.

**Off-campus Incidents** - If the critical incident involves a student or staff member and is off-campus, the person receiving the information must immediately contact the National Campus Director or a member of the CIMT. If required a meeting is to be called for the CIMT.

Actions to be undertaken by the Critical Incident Management Team:

- **Identify** the persons affected by the critical incident. This can include students, student family members, and staff. Allow or assist them to contact family or close friend to advise them of the situation sensitively.
- **Create** for themselves a clear understanding of the known facts.
- **Ensure** the site and any items associated with the incident are undisturbed if it is a police matter or if SafeWork SA inspectors need to be involved.
- **Recommend** a response in terms of personnel and resources to the National Campus Director on the basis of an assessment of needs and priorities.
- **Notify** relevant University staff if University Under 18 students on Welfare Agreements are affected.
- **Initiate pastoral care** Personal contact will be made with individuals including victims and other persons affected by the incident. This may include family members, staff, host family members, other students.
- **Establish an appropriate information point** Up-to-the-minute, accurate information to staff, students, families of those involved, helpers, and the media will be required.
- **Provide a quiet area** A quiet area will be established for the use of victims and/or their families. This area shall be protected from intrusion by anyone not immediately affected in the incident.
- **Complete** the Critical Incident Report form and if an employee is affected then also complete Accident/Incident Reporting Form within 24 hours of the incident and send to People and Culture.
- **Record** decisions taken during any meetings conducted by the CIMT.

## Communication

All communication concerning an incident or a critical incident will be coordinated by the Executive Director, People and Culture.

## Critical Incident Management Mitigation and Recovery

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 will vary depending on the circumstances and on individual's way of coping with such events.

The College will identify strategies to facilitate the protection of people and assets and recovery of Critical Business Functions within agreed timeframes. This includes strategies to mitigate the impacts of an incident or critical incident, including:

- protecting the College's facilities and infrastructure;
- stabilising the situation
- continuing, resuming and recovering Critical Business Functions; and
- reducing the likelihood, length and impact of future disruption.

Strategies will examine:

- response and recovery team structures and critical roles, including activation, escalation and communication procedures;
- Critical Incident Management Policy;
- response action plans; and
- redundancy options for physical sites, operational infrastructure and technology.

## Follow-Up Action to a Critical Incident

The Critical Incident Management Team will assess the need for the following and liaise with appropriate persons for implementation:

- Monitor the need and where appropriate provide access to professional counselling for those affected by the incident. Consult a professional counselling service for assessment of the need for counselling and for the provision of counselling services as required. This includes immediate counselling, follow up counselling, further debriefing and the possibility of on-going counselling for individuals depending upon circumstance.
- Provide an incident debriefing for staff and students involved in the incident. Various types of debriefing sessions may be held, depending on circumstances and the need, including:
  - Technical debriefing e.g. building, facilities and equipment;
  - Critical incident stress debriefing and/or initial defusing (offered to those affected and conducted by professional counsellors, trained in Critical Incident Stress debriefing);
  - Critical Incident Management Team debriefing to take place within 24 hours.
- The CIMT to investigate the incident within 24 hours to record all facts and data about the incident.
- Provide assistance to family members should an international student die or sustain serious injury. This may include:
  - hiring interpreters
  - providing guidance for making arrangements for hospital/funeral/memorial service/repatriation
- Provide all those affected by the incident with access to factual information. The Educational Services for Overseas Students Act 2000 (ESOS Act) and the National Code 2018 require the College to notify the Department of Education and Training and Department of Home Affairs as soon as practical after the incident and in the case of a student's death or other absence affecting

the student's welfare, the incident will need to be reported via the Provider Registration and International Student Management System (PRISMS).

- All records created as a result of a critical incident must be retained in accordance with the College's record keeping requirements, including final reports and outcomes as well as all actions taken to improve so that such events are not repeated.

## Evaluation

The National Campus Director is responsible for assigning a member of the CIMT to prepare a detailed report of the management of the incident for the National Campus Director and the Critical Incident Management Team. The CIMT will meet within one month to consider the College's response to the critical incident. The report will be used by the Team to evaluate the response and recommend changes to policy and procedures.

## Managing the Media

Each critical incident is unique, and the dynamics of each situation will have to be assessed when it occurs. It is important that a structured approach to media management is developed and is included in the management plan to ensure the most positive and supportive response from the media.

### Taking Media Calls

The Chief Executive Officer, Kaplan Australia will handle all media enquiries including handling the initial media calls. The Executive Director, People and Culture will be able to answer questions addressed by staff. Other staff contacted by the media should direct all questions to the CEO, Kaplan Australia. While the CEO, Kaplan Australia will aim to answer questions accurately, it may be necessary to explain to the media that they are unable to answer their questions at this time because of the sensitive nature of the issue or they do not have the information available. It may be necessary for them to check with the police, ambulance or fire brigade etc., before making a statement.

## Emergency Contacts

Students are informed through the arrival guide and at the time of orientation of the College's emergency contacts in case of an emergency. An Emergency Contacts List is displayed in the common areas of the College as well as on the College website for easy access.

Students are also informed to dial 000 for emergency requiring police, fire brigade and ambulance.

## Student Records

In the student management system comments regarding student issues are entered into the diary notes and welfare tab areas. In addition to the student management system database, a student file note system is used, keeping all records and scanned copies of student details in the share drive. This enables student issues to be monitored.

Student details to be maintained, this should include the following information:

- Coloured Photograph
- Copy of Passport, including number, photo page, and visa page
- Student's address and telephone number
- Emergency contact telephone, with next of kin details, agent or sponsor (if applicable)
- Any other identification details—student ID, course details, medical conditions, allergy information etc.

Student records will be kept for at least two (2) years from the time they cease to be enrolled with the College or as otherwise required by law.

## Being prepared

How does one prepare for dealing with a critical incident in a cross-cultural setting?

The attitude we assume is of the utmost significance. The idea is to gain knowledge in advance, whenever possible.

- Expect the unexpected. Not everything occurs between 9am and 5pm.
- Do not be easily upset or disturbed by even the most extreme situations.
- Convey empathy and respect for the emotions of those involved.
- Worry and fear should not be conveyed to the person.
- Provide a sense of stability and strength.
- Be able to alleviate tension and anxiety.
- LISTEN - to what is said.
- LISTEN - to what is not said.
- Create a personal equilibrium between your own values and those of a different value system but keep the values of the client 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 fulfil the required role.
- Network with ethnic 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: religious customs, family support, interpreters, embassy or consulate contacts.
- It is not always important to remain within the specific religious affiliation to receive help in an emergency. Helping, coping, counselling skills are not religiously oriented sensitivity is common to all members of the clergy. Keep this in mind when seeking assistance.
- Learn as much as you can from foreign nationals about how they would deal with specific scenarios.

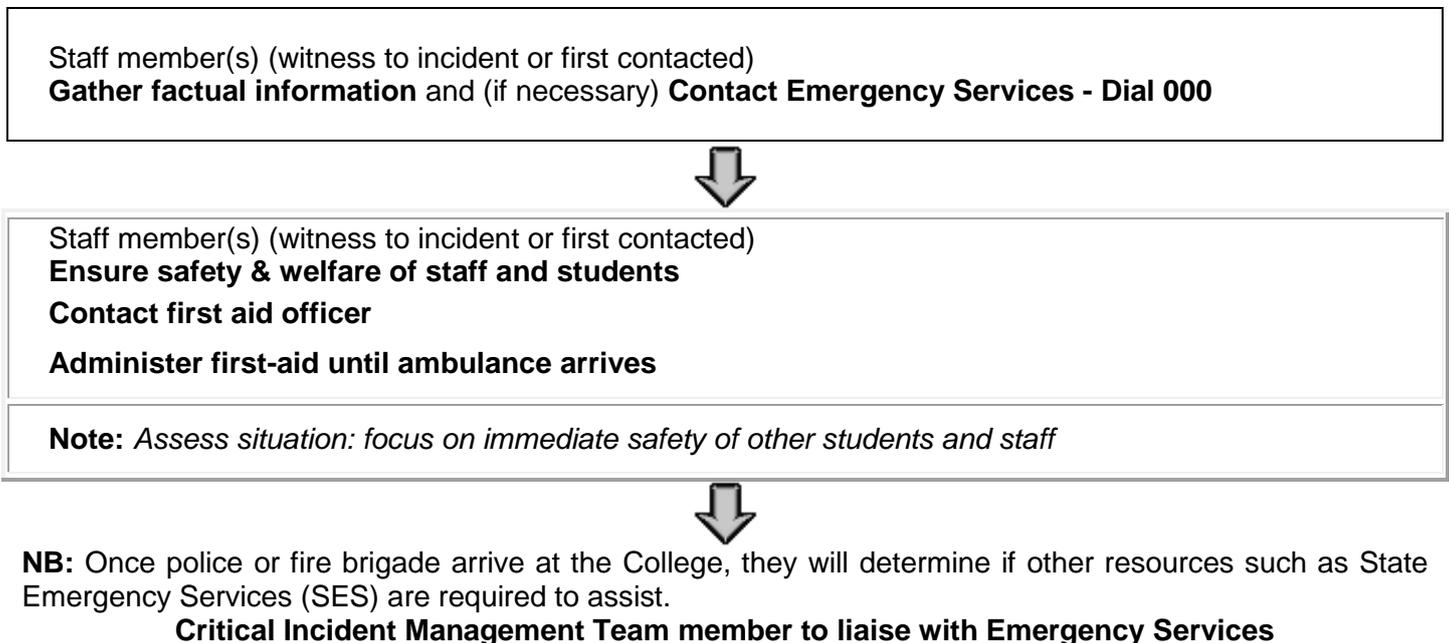
## Preparing others

Many staff respond that they are not qualified to handle international students in crisis. Eradicate this 'us and them' attitude by engendering teamwork among staff with regard to assisting international students. Let them know that they can be of invaluable assistance in a crisis by offering short-term training and workshops.

Following are a few items to consider:

- 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 Policy for International Students. 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, Ethnic Group Leaders, Media Representatives, Insurance Representatives, local Embassy or Consular representatives.
- Coordinate and conduct a Mock Exercise to simulate a Critical Incident and have the exercise observed and assessed by an outside 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 international students.
- Conduct general Cross-Cultural Awareness training at regular intervals.

## Critical Incident Management - Flowchart



<b>Staff: Contact the National Campus Director and/or Deputy Director Operations</b> <b>Staff: Give facts of the situation</b> <b>Staff: Receive advice from the National Campus Director on debriefing &amp; counselling</b> The <b>National Campus Director</b> or the <b>Deputy Director Operations</b> or their delegate will manage incoming inquiries (and outgoing information via web, phone...)	<b>Note:</b> <i>Contact the National Campus Director within the hour</i>  <i>Debrief and counselling info as soon as practicable</i>
<b>The CEO of Kaplan Australia - Manage the media</b> Prepare a written statement (if required)	<b>Note:</b> <i>Within 24 hours</i>



<b>Reception: Inform colleagues</b>	<b>Note:</b> <i>Receive briefing from CIMT</i>
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<b>The National Campus Director and/or the Deputy Director Operations or their delegate</b> <b>Contact parents or families / friends of affected persons</b>	<b>Note:</b> <i>Within 24 hours</i>
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<b>The National Campus Director and/or the Deputy Director Operations</b> <b>Complete "Incident Report" form</b>	<b>Note:</b> <i>Within 24 hours</i>
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**Additional Action (when and if appropriate)**

<b>The National Campus Director and/or the Deputy Director Operations or their delegate:</b> <b>Convene brief meeting of the Critical Incident Team to:</b>
<ul style="list-style-type: none"> <li>• discuss intervention plan</li> <li>• obtain executive support</li> </ul>



<b>Contact Local Support Personnel (as required)</b>		
Support Personnel		
Counsellors	Trauma Counselling Services	
Nursing and emergency staff	Hospital	



The **National Campus Director** and/or the **Deputy Director Operations** or their delegate:  
**Convene full staff meeting of teaching and administrative staff to:**

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|--|---|
| <ul style="list-style-type: none"> <li>• present information</li> </ul>  | <ul style="list-style-type: none"> <li>• discuss action plan</li> </ul>   |
| <ul style="list-style-type: none"> <li>• allow staff response</li> </ul> | <ul style="list-style-type: none"> <li>• decide on how students will be informed or given additional information</li> </ul> |



**National Campus Director** will ensure the **set-up of a recovery room in the college:**

- |  |  |   |
|--|--|---|
| <ul style="list-style-type: none"> <li>• provide fluids</li> </ul> | <ul style="list-style-type: none"> <li>• comfortable chairs</li> </ul> | <ul style="list-style-type: none"> <li>• support personnel</li> </ul> |
|--|--|---|



The **National Campus Director**, or their delegate: **Inform students of:**

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|---|--|
| <ul style="list-style-type: none"> <li>• facts of the incident</li> </ul> | <ul style="list-style-type: none"> <li>• school actions</li> </ul>                       |
| <ul style="list-style-type: none"> <li>• counselling services</li> </ul>  | <ul style="list-style-type: none"> <li>• allow student discussion or response</li> </ul> |



The **National Campus Director** 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



The **National Campus Director** and/or the **Deputy Director Operations** or their delegate:  
**Contact parents or families of "at risk" students and staff**



The **National Campus Director** and/or the **Deputy Director Operations** or their delegate:  
**Arrange debriefing for "at risk" students and staff**  
 Organise for referrals to professional counsellors if required



Student Services/Counsellor...**Inform all parents via phone!!!**

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



Critical Incident Management Team: **Restore the college to 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.

## Relevant Legislation

Higher Education Standards Framework (Threshold Standards) 2015 <https://www.legislation.gov.au/Details/F2015L01639>

Education Services for Overseas Students Act 2000 (ESOS Act) <https://www.legislation.gov.au/Details/C2017C00292>

National Code of Practice for Providers of Education and Training to Overseas Students 2018 (National Code 2018) <https://www.legislation.gov.au/Details/F2017L01182>

Work Health and Safety Act 2011 <https://www.legislation.gov.au/Details/C2018C00293>

WHS Acts, Regulations and Codes of Practice

<https://www.business.gov.au/risk-management/health-and-safety/whs-oh-and-s-acts-regulations-and-codes-of-practice>

Privacy Act 1988 <https://www.legislation.gov.au/Details/C2019C00025>

Children and Young People (Safety) Act 2017

[https://www.legislation.sa.gov.au/LZ/C/A/Children%20and%20Young%20People%20\(Safety\)%20Act%202017.aspx](https://www.legislation.sa.gov.au/LZ/C/A/Children%20and%20Young%20People%20(Safety)%20Act%202017.aspx)

## Related Policies, Procedures, Guidelines

Business Continuity Policy

Health and Safety Policy

Health and Safety Management Manual (available on Kaplan Intranet)

Incident and Hazard Report Form

Management and Monitoring of Students under the Age of 18

Prevention of Harassment and Bullying Policy

Privacy Policy

Sexual Misconduct Prevention and Response Policy

Student Records Management Policy

Public policies to be found on the College website at following link:

<https://college.adelaide.edu.au/about/policies-and-forms/>

Internal policies to be found on Kaplan Intranet.

## Amendments

The College reserves the right to amend this policy at its discretion. All changes and amendments to our policies are published on the College's website at following link:

<https://college.adelaide.edu.au/about/policies-and-forms/>

## Version Control and Accountable Officers

It is the joint responsibility of the Implementation Officer and Responsible Officers to ensure compliance with this policy.

<b>Policy Category</b>	Legal			
<b>Responsible Officers</b>	General Counsel and Executive Director – People and Culture			
<b>Implementation Officer</b>	National Campus Director, The University of Adelaide College			
<b>Review Due Date</b>	March 2020			
<b>Approved by:</b>				
Corporate Board				
<b>Version</b>	<b>Authored by</b>	<b>Brief Description of the changes</b>	<b>Date Approved</b>	<b>Effective Date</b>
2.0	Quality, Regulations and Standards Team	<p>Reviewed and updated policy to meet legislation requirements.</p> <p>Added legislation information and related policies with links to websites where these can be found.</p> <p>Added the Critical Incident Flowchart and other resources to be used should it be required.</p>	21.03.2019	01.04.2019