



# Critical Incident and Emergency Management Plan

## Purpose

1. The Australian International Institute of Higher Education ("the Institute") has a duty of care for all students, staff and community members at the Institute and is committed to preventing, preparing for, and responding to critical incidents in a manner that protects human safety and wellbeing, and preserves the assets of the Institute enabling the continuation of core operations.
2. This Plan outlines protocols for the management of critical incidents and emergencies and provides information on the critical incident and emergency response procedures and associated resources.

## Scope

3. This Policy applies to:
  - a) all staff of the Institute whether full-time, part-time, casual or contract
  - b) members of the Institute's Governing Bodies
  - c) individuals engaged in providing services to the Institute, such as contractors or consultants
  - d) all incidents as outlined in the *Definitions* section of this Plan.

## Definitions

4. For the purposes of this Plan:
  - a) **Critical Incident** means a traumatic event, or the threat of such, which causes extreme stress, fear or injury. Critical incidents are not limited to, but could include:
    - i. missing students
    - ii. severe verbal or psychological aggression
    - iii. death, serious injury or any threat of these
    - iv. natural disaster
    - v. issues such as domestic violence, sexual assault, sexual harassment, drug or alcohol abuse.

Non-life-threatening events could still qualify as critical incidents. A critical incident may also refer to any incident that presents a 'high' level of risk (as defined in the Institute's Risk Management Plan) to the ongoing core operations of the Institute.

The Institute's Critical Incident and Emergency Response Team will manage all critical incidents and emergencies that may occur on the Institute's premises. This Policy does not intend to exclude any kind of critical incident and the Institute will provide assistance and support to students who may be impacted by incidents that have occurred off-campus, online, or are not directly connected to the operation of the Institute.

- b) **Emergency** is a sudden, unexpected event that requires an immediate response from internal and external emergency services



## Plan

### Roles and responsibilities

5. The Governing Council is ultimately responsible for the health and safety of the students, staff, and visitors of the Institute.
6. The Chief Executive Officer (CEO) is assisted by the Executive Management Team in managing the processes for preventing, preparing for, responding to, and recovering from critical incidents.

### Critical Incident and Emergency Response Team

7. The Critical Incident and Emergency Response Team (CIERT) will comprise senior staff of the Institute from a range of operational areas and this information, including contact details for CIERT individuals for the respective campuses, will be prominently displayed at various locations throughout both Campuses and online.
8. The CIERT will form to manage critical incidents until normal operations can be resumed. The CIERT will generally be made up of the following personnel with associated responsibilities but may call upon additional expertise as required.

<b>Critical Incident and Emergency Response Team (members)</b>	<b>Responsibility</b>
CEO, Chair Executive Management Team member(s)	Executive management of critical incident response, approval of necessary resources, asset protection, reporting, recording, media commentary
Student Services Managers (both campuses)	Student response management
Chief Executive Officer	Staff response management

9. The Governing Council will nominate a person/staff member for each campus who will be available on the campus during the hours of operation, in case of critical incidents and/or emergencies. The nominated person/staff member will be part of the CIERT.

## Strategies

### Prevention

10. **Culture:** The Institute promotes a culture of safety and compliance through a process of awareness, training, and monitoring.
11. **Leadership:** Senior staff will demonstrate a high level of commitment to the prevention of critical incidents at the Institute.
12. **Staff awareness:** All staff members will have a general awareness of potential critical incidents arising in the higher education sector and understand how such critical incidents should be managed.
13. **Student awareness:** Students are made aware of expected behaviours and receive information



and guidance on on-campus, off-campus and online safety and security. Student orientation will include a module on safety and security, sexual harassment and sexual assault, and regular educational campaigns will be conducted.

14. **Risk assessment:** The Institute will conduct regular risk assessments for the identification and assessment of precursors, early warning signs, and "red flags" for early intervention. Risk assessments will be conducted regularly, in particular after changes in staffing, courses or the campus.
15. **Facilities:** As far as is reasonably practicable, campus facilities and onsite security are designed to prevent or minimise the risk of critical incidents.

### ***Preparedness***

16. **Training:** Staff members will be trained to respond to critical incidents.
17. **Information:** Information on immediate assistance in the case of critical incidents will be made available in ways that students can access as and when needed, including key Institute contacts and relevant external services, such as support helplines.
18. **External services:** The Institute will develop and maintain a network of services to respond to different types of critical incidents (in particular for sexual assault), including counselling services, local police, hospitals, and legal centres.

### ***Response***

19. **Support:** The Institute will provide integrated support to persons impacted by a critical incident (whether on-campus, off-campus, or online) to mitigate the immediate impact of the incident, including professional support (e.g. personal counselling), reasonable adjustments, and other measures to enable recovery, participation, progression, or return to work or study.
20. **Investigation:** The Institute will investigate all reports of critical incidents that occurred in connection to the operation of the Institute and will provide a response to the person who made the report.
21. **Sanction:** If a critical incident is related to a breach of the Institute's policies and procedures, wrongdoers will be sanctioned, including termination of enrolment or employment where appropriate. If the sanction does not involve exclusion, it will always include mandatory participation in educational programs.
22. **Referral to Police:** The Institute will refer cases to the Police where a crime may have been committed.
23. **Confidentiality:** The Institute will protect the confidentiality of individuals reporting information unless withholding such information threatens the wellbeing or safety of any individual(s), or is unlawful;

### ***Recovery***

24. **Short-term and long-term follow-up:** The Institute will implement processes both for short-term follow-up of the incident and for monitoring of the long-term impact of the critical incident.
25. **Ongoing support:** Students and staff impacted by a critical incident will receive ongoing support from the Institute, including academic support, reasonable adjustments, and other measures to enable participation, progression and return to work or study.

### **Critical incident and emergency identification and reporting**

26. Students should report incidents or hazards promptly to Student Services in person, via emails,



- or on the phones (provided in the marketing and recruitment materials for each campus).
27. Staff should report incidents or hazards promptly to their line manager in person, via email, or on the phone.
  28. Where there is a risk to life, always call 000.
  29. The incident site should not be interfered with unless safe to do so and only to assist injured persons at risk of further harm, to make the area safe, or as directed by emergency services.
  30. Staff informed of the incident should ensure that a member of the CIERT is advised as soon as possible and that key details are recorded in a Critical Incident Initial Report (see *Appendix 1*).
  31. All available members of the CIERT should immediately convene to assess the incident and identify an appropriate action/response plan. Where the incident is deemed to pose a threat to personal safety, immediate contact should also be made with state emergency services.

### Critical Incident and Emergency Response and follow-up

32. The Institute's Critical Incident and Emergency Responses follow a process designed to mitigate the impact of an incident, prevent further harm from the incident, and promote an early and sustained recovery from the incident while maintaining adequate communication with all stakeholders over the course of the response and recovery stages. *Appendix 2* provides an outline of the Institute's Critical Incident and Emergency Response.

### Response

33. Upon report of the critical incident, the CIERT will determine the immediate steps to be taken to ensure the safety of students, staff or the general public and activate the Institute's response.
34. *Appendix 3* outlines typical actions to be initiated by the CIERT by type of incident. Depending on the incident, these steps could include informing emergency services of the incident and an immediate evacuation of the building as per the emergency evacuation plan. Should an evacuation be required (for example, because of fire, bomb threat, toxic waste or spill, or violent and uncontained assault) the CIERT will action the evacuation plan and re-convene at a pre-established safe zone (see *Appendix 4*).
35. The CIERT will then:
  - a) gather all available information about the incident to assess risks, identify those immediately affected and establish response strategies for the short-term and long-term management of the incident (see *Appendix 5* for Critical Incident Summary Report)
  - b) establish immediate support for those affected, provide safe areas and support staff ensuring that adequate resources/facilities are available to implement the response plan
  - c) identify those at secondary risk including relatives, friends, or associates
  - d) establish a communication plan for providing information to the media and the Institute's community
  - e) protect the confidentiality of individuals in reporting information unless withholding such information threatens the wellbeing or safety of any individual(s), or is unlawful
  - f) provide reception staff with appropriate information to be shared with enquirers
  - g) allocate appropriate space for meetings, interviews, and counselling sessions as required
  - h) make or arrange personal contact with family members of individuals who are identified as harmed or at risk of harm



- i) inform all staff either via a staff meeting if possible, or email/telephone calls, of the facts of the incident and the proposed critical incident response plan
- j) provide staff with information on accessing personal counselling and provide opportunities for staff to consider and propose any further strategies of support relevant to the affected individuals
- k) communicate the facts of the incident to students including information on the critical incident response plan and provide contact details for student support staff as well as information on accessing personal counselling
- l) report critical incidents involving international students to the appropriate government agencies and provide affected students with support appropriate to their cultural background and language including advice on legal, financial, and medical matters
- m) liaise with external bodies such as homestay families, agents, foreign consulates or embassies, and the Department of Home Affairs in relation to the incident
- n) provide updated information to all relevant stakeholders relating to the critical incident as it becomes available via established media, such as website notices, emails and telecommunications
- o) seek to minimise disruption of academic performance and progression for students and staff arising from the critical incident.

#### ***Short-term follow-up (recovery)***

36. The CIERT will then:

- a) keep all stakeholders regularly informed
- b) ensure that information and actions taken are reported in relevant student and/or staff files
- c) provide opportunities for staff and students to debrief on the critical incident or emergency and the Institute's response plan
- d) evaluate the critical incident and emergency response so far and modify as necessary to ensure the welfare of all members of the Institute's community.

#### ***Long-term follow-up (recovery)***

37. The Institute recognises that critical incidents may have repercussions that extend beyond the immediate period of the incident and will provide ongoing support for stakeholders as required.
38. The CIERT will conduct an evaluation of the response management plan enacted and make recommendations for any changes to the Critical Incident and Emergency Management Plan and/or staff training. This evaluation will be recorded in the Critical Incident and Emergency file and any recommendations for changes to the Plan will be submitted to the Governing Council. Recommendations for training will be submitted to the Chief Executive Officer.

#### **Recording**

39. All critical incidents and emergencies will generate a Critical Incident Initial Report (see *Appendix 1*) and a Critical Incident Summary Report (see *Appendix 5*) and a separate, confidential file will be opened for each incident.
40. A record of actions taken, personnel involved and any available outcomes/supporting documents, including a brief written evaluation of the critical incident response plan conducted by the CIERT during the incident recovery phase, will be included in the file.



41. It is the responsibility of the Student Services Manager to ensure that complete records are filed for critical incidents pertaining to students. It is the responsibility of the CEO to ensure complete records are filed for critical incidents pertaining to staff/others.
42. Depending on the nature of the incident, records may need to adhere to the requirements of the Institute's *Health and Safety Policy*.

### Training

43. The Institute is committed to providing staff with training to prepare them for critical incidents and to equip them with the knowledge and skills required to respond effectively.
44. The CEO will maintain a register of training undertaken by staff by type of critical incident. The register is reviewed annually by the Executive Management Team to ensure adequate coverage of risks and currency of training. The Institute's Critical Incident Training Register is provided in Appendix 6.
45. All staff will be made aware of the Critical Incident and Emergency Management Plan and related procedures, the CIERT member details and contacts, and will engage in appropriate training to ensure that they are able to provide the duty of care due to international and domestic students as well as other members of the Institute's community.

### Monitoring and improvement

46. The Student Services Manager and CEO collect data on critical incidents, including near-misses and hazard reports, from students and staff respectively. Student feedback is sought on their experience with the Institute's prevention, readiness, and response to critical incidents, including reporting mechanisms.
47. The Student Services Manager uses the collected data to monitor trends in critical incidents.
48. The Institute will improve its critical incident prevention, readiness, and response minimisation strategies based on the collected data. An improvement plan will be developed by type of critical incident.
49. The Student Services Manager will benchmark the Institute's performance against relevant sector data and will establish targets as appropriate.
50. The Governing Council receives an annual report on the adequacy and effectiveness of the management of critical incidents.
51. The Institute will report required material changes to TEQSA, including critical incidents and other material breaches in safety that constitute a material breach in the Institute's controls.

### Review

52. This Critical Incident and Emergency Management Plan will be reviewed by the CIERT following any incident and annually and any revised plans will be submitted for the Governing Council's review, assessment, and endorsement.



## Associated information

<b>Approving body</b>	Governing Council
<b>Date approved</b>	23 October 2020
<b>Date of effect</b>	Commencement of operation
<b>Scheduled review</b>	Two years
<b>Current version approval date</b>	30/05/2024
<b>Next review date</b>	30/05/2026
<b>Policy owner</b>	Chief Executive Officer
<b>Policy contact</b>	Chief Executive Officer
<b>Related AIIHE Documents</b>	Business Continuity Management Plan Health and Safety Policy and Procedure Quality Assurance Framework Records Management Policy and Procedure Risk Management Plan Sexual Harassment and Sexual Assault Prevention Policy and Procedure Student Support Framework
<b>Higher Education Standards Framework (Threshold Standards) 2021 (Cth)</b>	Standard 2.3, ss 5 Standard 6.2, ss 1 Standard 7.3, ss 3
<b>Other related external instruments/documents</b>	<b>Related Legislation</b> <ul style="list-style-type: none"><li>• Tertiary Education Quality and Standards Agency Act 2011 (Cth)</li><li>• National Code of Practice for Providers of Education and Training to Overseas Students 2018 (Cth)</li><li>• Education Services for Overseas Students Act 2000 (Cth)</li><li>• Work Health and Safety Act 2011 (Qld)</li></ul> <b>Good Practice Documents</b> <ul style="list-style-type: none"><li>• TEQSA Guidance Note: Wellbeing and Safety, Version 1.2</li></ul>

## Document history

Version	Author	Changes	Approval Date
1.0	Not applicable	Original version	23 October 2020
2.0	Compliance Officer	Sydney site information added	21 November 2022
2.1	Compliance Officer	Brisbane address was updated	20 July 2023
2.2	Compliance Officer	Reviewed to align with the existing facilities and processes, associated tools (forms) were reformatted to align with other forms and footer information was updated with current addresses.	30 May 2024

*N.B. The document is uncontrolled when printed! The current version of this document is maintained on the AIIHE website at [www.aaihe.edu.au](http://www.aaihe.edu.au).*





## Appendix 1 – Critical Incident Initial Report

This form is to be used for the reporting of any critical incidents on campus. Please use additional pages if necessary and attach them to this report.

Date of the Incident:	
Reported By (full name):	
<b>DESCRIPTION OF INCIDENT</b>	
What happened?	
Where did it happen?	
What time and date did it happen?	
Names of all the people who were involved:	
Who was affected by the incident?	
Who has been notified of the incident?	
Other relevant information on the incident:	





Supporting documentation: (please write the names here, if any)	

#### PERSON REPORTING THIS INCIDENT

Full Name:			
Phone Number:		Email Address:	
Signature:		Date:	

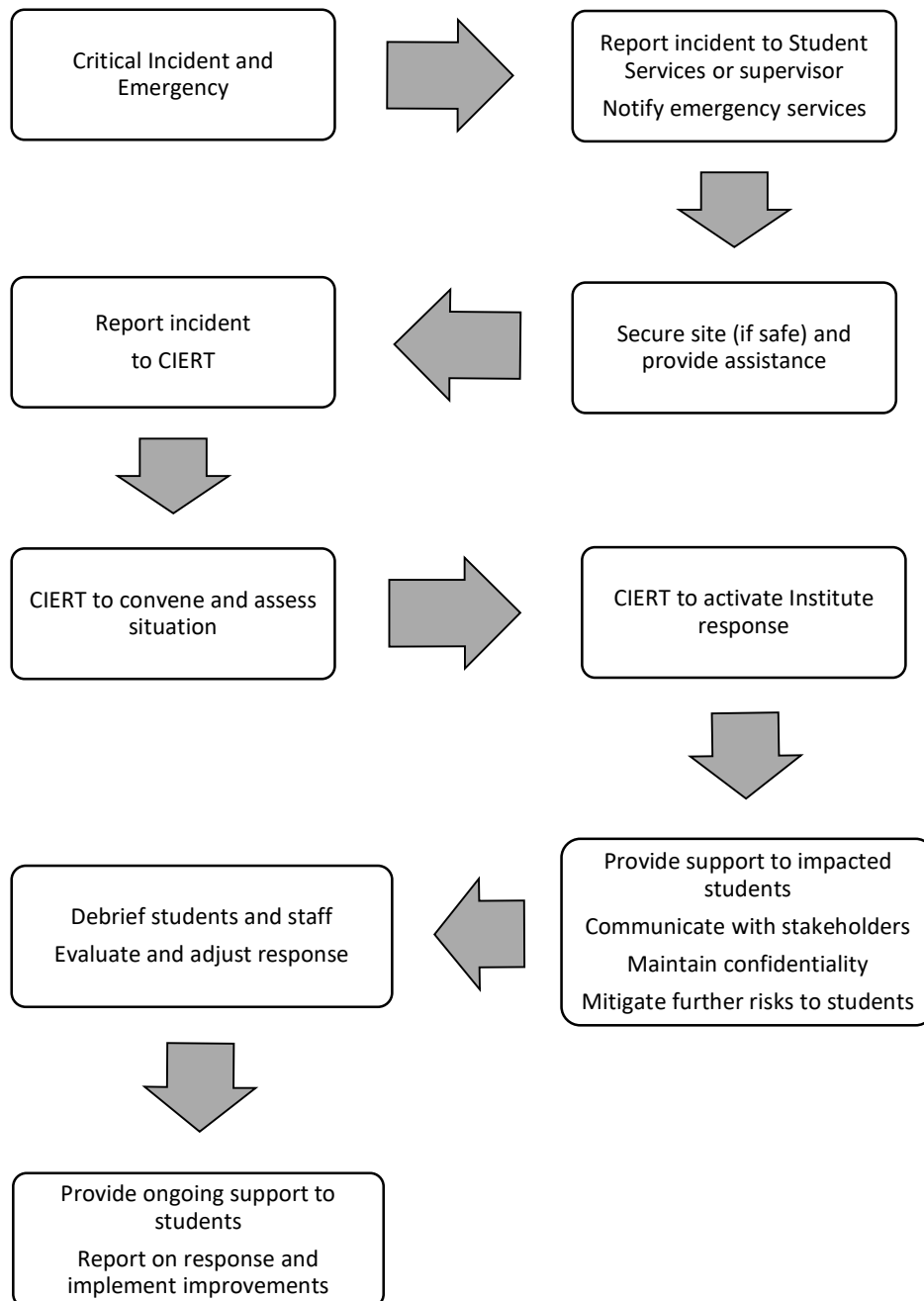
#### OFFICE USE ONLY

Reference Number:			
Receiving Date:		Receiving Officer:	
Acknowledgement Date:		Reviewing Officer:	

This report must be passed to a responsible officer (member of the Critical Incident and Emergency Response Team or another relevant responsible officer) for review and further steps.



## Appendix 2 – Critical Incident and Emergency Response





### **Appendix 3 – AIIHE Critical Incident and Emergency Response Plans**

Current as at:

Responsible Officer: Student Services Manager

Type of critical incident	Key actions to be activated by the CIERT	Documented procedures, guidelines and contacts
<b>Fire</b>	Activate fire alarm Call emergency services Evacuate students, staff and visitors Contain fire (only where adequately trained and safe to do so)	Appendix 4 – AIIHE Emergency Evacuation Plan
<b>Bomb threat</b>	Evacuate Call emergency services	Appendix 4 – AIIHE Emergency Evacuation Plan
<b>Physical assault</b>	Administer first aid Provide support to the victim Call emergency services	Health and Safety Policy and Procedure Student Support Framework
<b>Sexual assault</b>	Provide support to the victim Seek medical support Report to police Refer to counselling services	Sexual Harassment and Sexual Assault Prevention Policy Student Support Framework
<b>Active shooter</b>	Depending on the location of the shooter, lockdown or evacuate Contain threat Call emergency services	Appendix 4 – AIIHE Emergency Evacuation Plan



## Appendix 4 – AIIHE Emergency Evacuation Plan

Current as at:

Responsible Officer: Student Services Manager

Role/Person	Required action
<b>Chief warden</b>	<ul style="list-style-type: none"><li>Assess the nature of the emergency</li><li>Advise wardens of the emergency</li><li>Co-opt staff as required to assist wardens</li><li>Initiate evacuation</li><li>Communicate with emergency services</li><li>Communicate with building management</li><li>Monitor evacuation process</li><li>Authorise re-entry into the building as appropriate</li></ul>
<b>Wardens</b>	<ul style="list-style-type: none"><li>Follow the chief warden's instructions</li><li>Operate the communication systems in place</li><li>Ensure fire doors are closed</li><li>Conduct evacuation in their area</li><li>Account for staff and students in their area</li><li>Search for remaining persons on the premises</li><li>Direct people to the assembly area</li><li>Report to chief warden</li></ul>
<b>Lecturers</b>	<ul style="list-style-type: none"><li>Advise students to remain calm and follow instructions</li><li>Ensure timely and orderly evacuation of the students</li><li>Check for any missing student and report to the warden</li></ul>
<b>Staff</b>	<ul style="list-style-type: none"><li>When hearing the evacuation alarm, immediately leave the building</li><li>If you are responsible for assisting identified persons (e.g. with disabilities), attend to these persons</li><li>Do not take personal belongings with you unless directed to do so</li><li>Always follow the instructions of wardens</li><li>Do not return to collect belongings</li><li>Do not use lifts</li><li>Go to the designated assembly area</li><li>Report anyone missing to wardens</li><li>Do not leave the area or re-enter the building until authorised by a warden</li></ul>



Role/Person	Required action
<b>First aiders</b>	Collect first aid kit Attend to injuries as required Follow instructions of wardens
<b>Students</b>	When hearing the evacuation alarm, immediately leave the building Do not take personal belongings with you unless directed to do so Always follow the instructions of lecturers and wardens Do not return to collect belongings Do not use lifts Go to the designated assembly area Report anyone missing to wardens Do not leave the area or re-enter the building until authorised by a warden

***The evacuation map is prominently displayed on each campus.***



## Appendix 5 - Critical Incident Summary Report

<b>Date of the Incident:</b>	
<b>Reported By:</b> (full name)	
<b>Campus:</b>	
<b>PART 1 – INCIDENT DETAILS</b>	
<b>Description of incident (include names and roles of any specific individuals affected)</b>  Attach Critical Incident Initial Report	
<b>Supporting documentation</b>  List any other attachments.	
<b>PART 2 - INITIAL ACTIONS TAKEN BY INDIVIDUALS AND CRITICAL INCIDENT AND EMERGENCY RESPONSE TEAM</b>	



### PART 3- OUTLINE OF ANY INVESTIGATIONS AND RISK ASSESSMENT

### PART 4- RECOMMENDATIONS FOR LONG-TERM MANAGEMENT

### PART 5- OUTLINE OF ACTION PLAN

### PART 6- EVALUATION OF ACTIONS/RESPONSE

### REPORTING

**Completed by:**

Name and Position

**Date:**

**Date of Submission to  
Audit and Risk  
Committee:**

**Date of Submission to  
Governing Council:**





## Appendix 6 – AIIHE Critical Incident and Emergency Training Register

Responsible Officer: Student Services Manager

Type of critical incident	Training	Staff trained	Date completed	Current until	Evidence of competence or completion
<b>Fire</b>	Operating fire alarms Operating a fire extinguisher Evacuation procedure Evacuation procedure for people requiring assistance (e.g. disabilities) Call emergency services				
<b>Bomb threat</b>	Handling bomb threat calls				
<b>Physical assault</b>	First responder Administering first aid				
<b>Sexual assault</b>	First responder Providing referrals to appropriate services				
<b>Active shooter</b>	Lock-down protocol Evacuation procedure				