Critical Incident and Emergency Management Policy and Procedure

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Policy Statement	
Purpose	Glencoe Institute of Higher Education ('the Institute') *Critical Incident and Emergency Management Policy and Procedure* ('the Policy') establishes the strategy and protocols for managing and preparing for critical incidents that may impact the Institute.
Scope	This Policy applies to all students, staff, contractors, partners, and visitors of the Institute.
Definitions	For definitions, please refer to the *Dictionary of Terms.*

1. Policy Principles

The Institute is committed to:

a) Ensuring alignment with Commonwealth and Western Australian legislation, including the *Higher Education Standards Framework (Threshold Standards) 2021 (HESF 2021)*, *Tertiary Education Quality and Standards Agency Act 2011 (TEQSA Act)*, *Education Services for Overseas Students Act 2000 (ESOS Act), National Code of Practice for Providers of Education and Training to Overseas Students 2018 (National Code 2018*, to ensure lawful, safe, and accountable practices;

b) Promoting the protection of health, safety and well-being of every individual within the Institute as well as external parties involved with the Institute;

c) Ensuring ongoing *Work Health and Safety (WHS)* training and information is provided to staff and students, with the Dean's supervision where appropriate;

d) Maintaining business continuity and sustainability of the Institute's operations;

e) Allocating resources responsibly to manage critical incidents;

f) Managing critical incidents effectively and timely with clearly delineated responsibilities and protocols for all involved across all phases of incident management, from planning to recovery;

g) Maintaining and enhancing effectiveness through rigorous monitoring, transparent reporting, and meticulous record-keeping details of critical incidents for continuous evaluation and improvement;

h) Implementing proactive risk management strategies to minimise the likelihood and mitigate the impact of critical incidents, thereby supporting a safe, resilient, and well-prepared institutional environment;

i) Promoting preparedness, compliance, and alignment with the *Work Health and Safety Act 2020 (WA)* by requiring all staff to participate in annual emergency drills.

2. Definition of Critical Incidents

The *National Code 2018* defines a critical incident as "a traumatic event, or the threat of such (within or outside Australia), which causes extreme stress, fear or injury". Critical incidents may include, but are not limited to:

a) Natural disaster e.g., fire, flood, cyclone, earthquake, in Australia or the home country of students or staff;

b) Serious injury or threat of injury;

c) Assaults, including sexual assault, domestic violence or robbery, severe verbal or psychological aggression;

d) Death;
e) Missing students or staff;
f) Suicide attempt or serious mental health episode;
g) Communicable illnesses, epidemics, and pandemics;
h) Fire, bomb threat, explosion, gas, or chemical danger;
i) Disruption of information technology (data breaches, assaults, outages, viruses).

3. Roles and Responsibilities in Critical Incidents

Critical incidents are effectively minimised, managed and mitigated through a clearly defined framework of roles and responsibilities across three distinct phases: *Planning and Preparedness, Immediate Response,* and *Post-Incident Recovery*. This structured approach ensures proactive risk management, agile response, and comprehensive post-incident learning to safeguard the well-being of all individuals within the Institute and maintain operational continuity.

3.1 Planning and Preparedness

The initial phase of critical incident management focuses on proactive measures and strategic foresight to minimise risks and prepare the Institute for potential emergencies.

The Governing Council retains ultimate accountability for institutional risk oversight and, wherever practicable, includes members with relevant expertise in risk management and governance to provide informed guidance and assurance in relation to critical incident preparedness and response.

a) Risk and Audit Committee

i. Oversee the ongoing development and refinement of the *Critical Incident and Emergency Management Policy and Procedure*, ensuring alignment with the *HESF 2021*, the *National Code 2018*, and current best practices in institutional risk management;
ii. Establish and regularly review a comprehensive framework for critical incident prevention and risk mitigation, identifying and addressing potential threats such as natural disasters (e.g., fire, flood, cyclone, earthquake), serious injury, assaults (including sexual assault), death, missing persons, suicide attempts, communicable diseases, and IT disruptions (e.g., data breaches, outages);
iii. Conduct thorough post-incident analyses to identify root causes, systemic issues, and lessons learned, ensuring continuous improvement. Assess the effectiveness of existing policies and procedures and recommend enhancements for Governing Council approval;
iv. Ensure that the planning and preparedness phase of critical incident management is integrated with the Institute's broader governance and risk management framework, including explicit alignment with the *Risk Management Plan* and the associated *Risk Register* to maintain consistency across all organisational risk domains;
v. Provide structured oversight to ensure that all critical incident policies, procedures, and preparedness activities are systematically linked to enterprise risk management processes, promoting proactive identification, monitoring, and mitigation of risks, and strengthening institutional resilience and accountability.

b) All Staff

i. All staff must undertake ongoing *WHS* training to ensure awareness of and compliance with relevant policies and procedures, supporting a safe and healthy Institute environment;
ii. Staff must be familiar with campus-specific emergency plans, evacuation procedures, and response protocols. The Dean is responsible for providing induction training, resources, and staff handbooks to support this preparedness.

c) Student Familiarisation with Emergency Plans

i. All students must be made aware of emergency response procedures, including evacuation routes, assembly points and, communication protocols;
ii. Familiarisation with these procedures is to be provided through student orientation, Student Handbook, Student Prospectus and, prominent on-campus signage;
iii. The Dean, in collaboration with relevant managers, is responsible for:

- Ensuring students are adequately informed about emergency preparedness;
- Providing necessary support as part of the Institute's WHS strategy.

3.2 Immediate Response

This phase focuses on the immediate actions and coordination required when a critical incident unfolds, prioritising safety and rapid intervention.

a) Initial Reporting of a Critical Incident

i. Any individual whether a student, staff member, or contractor who first becomes aware of an emerging critical incident has a responsibility to take immediate action by promptly reporting the situation through appropriate channels or using Incident Reporting Form for non-urgent issues;
ii. The incident should be reported without delay to an available staff member (academic or administrative) or directly to the campus reception. These designated first points of contact are responsible for promptly informing the Dean or the most senior staff member on site;
iii. Where necessary, individuals must also activate relevant emergency services by dialling *000*. Clear instructions for emergency contact, including internal escalation procedures, are to be made available and visible across all campus sites;
iv. This structured reporting pathway ensures that information flows swiftly and accurately, enabling the Dean and/or Critical Incident Team to activate the appropriate response measures and safeguard the wellbeing of the campus community;
v. All individuals will receive guidance on this reporting protocol through induction, training, and published procedures to ensure preparedness and confidence in responding to critical events.

a. The Dean

i. The Dean is the primary lead in managing critical incidents, ensuring swift decision-making and coordinated action during the crucial initial response;
ii. Responsible for the strategic allocation and immediate deployment of resources, the Dean oversees mitigation efforts to contain the incident and minimise harm;

iii. The Dean may appoint and coordinate a flexible Critical Incident Team, tailored to the nature of the incident. Team composition will vary for example, including an IT Coordinator for data breaches, student support staff for mental health crises, or security personnel for safety threats ensuring relevant expertise and rapid response;
iv. The Dean must notify the Chair of the Governing Council as soon as practicable following a significant incident. This protocol ensures timely oversight and informed governance. All media enquiries must be referred to the Dean and the Critical Incident Team.

b. Discipline Coordinators and Teaching Staff:

i. Initiate immediate response procedures during critical incidents, including communicating evacuation plans and providing initial guidance in accordance with established emergency protocols;
ii. Ensure *Emergency Services* (Western Australia Police Force, St John Ambulance WA, and/or Department of Fire and Emergency Services) are contacted without delay in situations involving risk, injury, harm, or violence;
iii. Respond promptly to incidents and manage associated hazards effectively;
iv. Maintain an on-site presence, with a minimum of two personnel, to oversee and communicate campus-specific emergency plans to staff, students, and visitors;
v. Determine and coordinate all operational communications related to the incident and response activities.

c. The Critical Incident Team (Ad hoc, as appointed by the Dean):

i. The Critical Incident Team, once assembled, will respond immediately and appropriately to the incident and take appropriate action to manage the hazard;
ii. The team consists of a minimum of two members who remain on-site to ensure campus-specific emergency plans are maintained, reviewed, and communicated to staff, students, and visitors to the campus;
iii. All communications regarding the critical incident and the operational response will be determined and monitored by the Team.

3.3 Post-Incident Recovery

This final phase focuses on facilitating recovery for those impacted, analysing the incident, and implementing lessons learned for future preparedness.

a) The Critical Incident Team (Ad hoc, as appointed by the Dean)

i. In the first 24 hours following an incident, the Critical Incident Team will focus on recovery and business continuity to ensure Institute operations are re-established as soon as practical, minimising disruption;
ii. The Team is responsible for conducting a thorough analysis of the critical incident and its broader impact on the Institute and its community. This analysis informs future prevention strategies;
iii. The Team will initiate ongoing support within 48 hours following the incident, ensuring timely communication, debriefing, and the provision of appropriate support services. In urgent or severe cases, action may be undertaken as soon

as appropriate to address immediate needs. The Team will continue to monitor the effectiveness of all support services to ensure sustained assistance and recovery for affected individuals.

b) The Governing Council

i. Through the Risk and Audit Committee, the Governing Council retains ultimate oversight and monitors the responses and revisions of critical incident management protocols. This ensures that lessons learned are integrated into policy and practice;
ii. The Governing Council receives and reviews Incident Reports that outline the cause, contributing factors, and recommendations for future preventative measures. The Risk and Audit Committee will report all critical incidents and recommended corrective actions to the Governing Council, maintaining transparency and accountability at the highest level;
iii. Records of critical incidents will be meticulously kept and maintained in accordance with the Institute's *Records Management Policy and Procedure*.

4. General Response Procedures

a) In the event of any critical incident or emergency in the Institute, the following general response procedures will be initiated:

i. Immediate and appropriate response actions will be taken, led by the designated personnel as outlined in *Section 3.2: Immediate Response*;
ii. *Emergency Services* (Western Australia Police Force, St John Ambulance WA, and/or the Department of Fire nd Emergency Services) will be promptly notified where there is risk, actual injury, harm, or violence, in accordance with established protocols;
iii. In the event of a serious workplace incident, the Institute will notify *WorkSafe WA*, *Emergency Services*, and relevant stakeholders in line with the *Work Health and Safety Act 2020 (WA)*;
iv. Necessary evacuation procedures will be implemented to ensure the paramount safety of staff, students and all occupants of the facilities;
v. All relevant authorities and stakeholders will be notified as required by law and this Policy;
vi. All media enquiries relating to a critical incident shall be directed to the Dean and the Critical Incident Team, ensuring coordinated and consistent communication;
vii. The Institute is committed to providing appropriate assistance to all individuals involved in a critical incident to ensure their well-being. International students will receive support in strict accordance with the *National Code 2018.*

b) Each critical incident will be managed according to the circumstances and the cohort of people impacted. Any media enquiry relating to a critical incident shall be referred to the Dean and the Critical Incident Team;
c) The Institute will notify all necessary authorities and stakeholders as required;
d) Everyone involved in the critical incident will receive appropriate assistance to ensure their well-being;
e) International students involved in a critical incident will receive support from the Institute in accordance with the *National Code 2018*.

5. Post Critical Incident Procedure

Following a critical incident, the Institute will implement comprehensive post-incident procedures, as detailed in *Section 3.3 (Post-Incident Recovery)*, focusing on recovery, analysis, and ongoing support. This includes:

a) Prioritising recovery and business continuity within the initial 24 hours to re-establish Institute operations as soon as practical;
b) Conducting a thorough analysis of the critical incident and its impact to inform future prevention strategies;
c) Facilitating a formal meeting for affected staff and students within 48 hours to provide a platform for communication, debriefing, and necessary support;
d) The Institute will monitor the effectiveness of all support services provided following a critical incident to ensure that all impacted individuals receive appropriate, timely, and ongoing assistance;
e) All follow-up activities will be conducted with the utmost regard for confidentiality and privacy, in line with *Records Management Policy and Procedure* and relevant legislation, to protect the dignity and wellbeing of those involved;
f) The Institute will implement appropriate mitigation measures following a critical incident to reduce the risk of recurrence and minimise future impact. These measures may include reviewing policies and procedures, improving safety infrastructure, updating training programs, enhancing communication protocols, and addressing any systemic issues that contributed to the incident;
g) The aim is to learn from the event and adopt proactive strategies that strengthen preparedness and safeguard the wellbeing of students, staff, and the broader Institute community.

6. Critical Incident Records and Reporting

a) An *Incident Report*, comprehensively outlining cause, contributing factors and recommendations, will be produced and formally reviewed by the Risk and Audit Committee;
b) The Risk and Audit Committee will report all critical incidents and recommended corrective actions to the Governing Council, ensuring oversight, institutional learning, and continuous improvement;
c) The Governing Council through the Risk and Audit Committee, will exercise ultimate oversight and monitor the responses and revisions of critical incident management protocols;
d) The details of the incident will also be recorded in the *Critical Incident Register* for ongoing monitoring and compliance purposes;
e) All records will be meticulously kept and maintained in accordance with the Institute's *Records Management Policy and Procedure*;
f) The Institute is committed to protecting privacy by managing critical incident records in accordance with the *Privacy Act 1988 (Cth) a*nd the *Australian Privacy Principles (APPs)*.

7. Useful Contacts

The Institute is committed to ensuring that all staff, students, and contractors have access to essential emergency contact information and procedures:

Glencoe Institute of Higher Education ***Contact Numbers***	
Dean	TBA
Student Support Manager	TBA
Emergency Contacts	
Police / Fire / Ambulance (WA)	*Emergencies:* 000 *Police Assistance Line (Non-Emergency):* 131 444
Sexual Assault Resource Centre (SARC – WA)	*24-Hour Emergency Line:* (08) 6458 1828 *Freecall (WA Only):* 1800 199 888
1800RESPECT	*Domestic, Family and Sexual Violence:* 1800 737 732
Mental Health Support	
Mental Health Emergency Response Line (MHERL – WA)	*Metropolitan Perth:* 1300 555 788 *Regional WA (Rurallink):* 1800 552 002
Lifeline	*National:* 13 11 14
Beyond Blue	*National:* 1300 224 636

Additionally, students and staff will have access to *Evacuation Plan*, detailing evacuation routes, assembly points, and roles during emergencies. Other than the *Contact Numbers* provided above, emergency posters will also be displayed on the Institute Notice Boards, showing information on:

a) Emergency instructions;
b) Emergency numbers;
c) Evacuation maps.

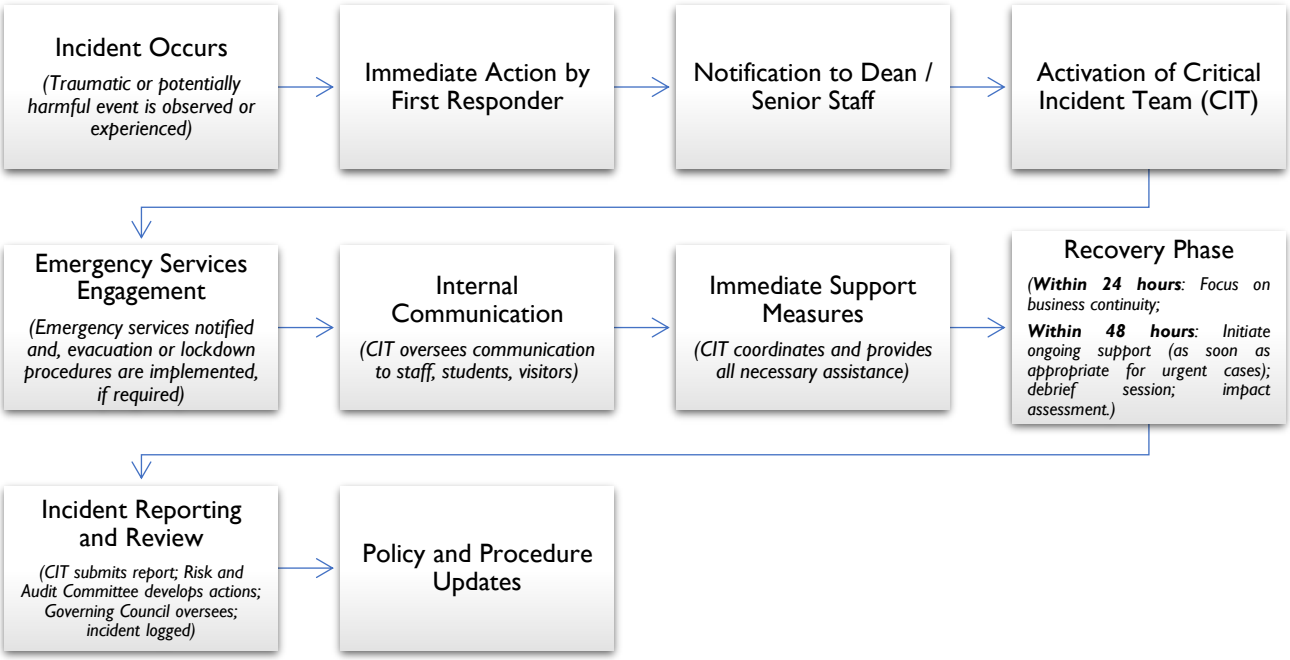
These resources support a well-prepared and informed campus community, promoting safety and effective emergency response.

For additional safety, all staff, students, and contractors are encouraged to download the Emergency Plus app, developed by Australia's emergency services. This free app provides users with their precise GPS location, assisting emergency responders in locating individuals quickly and accurately during critical incidents. It also offers direct access to *Triple Zero (000), SES (132 500)*, and *Police Assistance (131 444)*. The *Emergency Plus* app is available for download via the Apple App Store and Google Play Store. Promoting the use of this app aligns with the Institute's commitment to preparedness, safety, and rapid emergency response.

8. Review and Evaluation

This Policy will be reviewed at least every two years, or earlier if required due to changes in legislation, regulatory requirements, technological developments within professional and industry sectors, or institutional priorities, to ensure its ongoing relevance, accuracy, and effectiveness.

Appendix I: Critical Incident Flow Chart



Version Control

Version	Date of Approval	Approved By	Related Documents
1.3	15 April 2026	Governing Council	Risk Management Plan Records Management Policy and Procedure Staff Code of Conduct Human Resource Management Policy and Procedure Institute Health and Safety Policy and Procedure
Benchmarking Institutions			Australian Institute of Higher Education Kent Institute Australia Pty Ltd Deakin University Macquarie University The University of New South Wales Western Sydney University
Policy Owner			Dean
Legislations			Tertiary Education Quality and Standards Agency Act 2011 (Cth) (TEQSA Act) Higher Education Standards Framework (Threshold Standards) 2021 (Cth) (HESF 2021) Education Services for Overseas Students Act 2000 (Cth) (ESOS Act) National Code of Practice for Providers of Education and Training to Overseas Students 2018 (Cth) (National Code 2018) Work Health and Safety Act 2020 (WA) Emergency Management Act 2005 (WA) Public Health Act 2016 (WA) Civil Liability Act 2002 (WA) Privacy Act 1988 (Cth)
Higher Education Standards Framework (Threshold Standards) 2021 (Cth)			Standard 2.3; Standard 6.2; Standard 7.2.