

# CRITICAL INCIDENT MANAGEMENT PROCEDURE

<b>Policy Category</b>	Governing Procedure		
<b>Review</b>	3 years from date of Approval OR under exceptional circumstances		
<b>Policy Code</b>	GOV-018-P		
<b>Contacts</b>	policy@imc.edu.au		
<b>Version</b>	<b>Approval Authority</b>	<b>Approval Date</b>	<b>Review Date</b>
2025.02	Risk and Compliance Committee	10 Feb 2025	10 Feb 2028

## 1 PURPOSE

The purpose of this procedure is to outline the specific steps and actions that constitute the Institute's response to critical incidents, supporting the overarching goals of the Critical Incident Management Policy. This procedure is designed to:

- Clearly define roles and responsibilities for all stakeholders involved in managing critical incidents.
- Establish clear communication channels to be used during and after an incident to ensure that information is disseminated appropriately and efficiently.
- Provide a step-by-step action plan that covers the immediate response to the incident, as well as longer-term recovery and mitigation strategies.
- Ensure compliance with legal and regulatory requirements, aligning with the standards set out in the [Higher Education Standards Framework \(Threshold Standards\) 2021](#) and the [ESOS National Code](#).

This procedure should be read in conjunction with the Critical Incident Management Policy, as it is intended to operationalise the principles and commitments outlined in the policy. Together, the policy and procedure ensure that the Institute is prepared to manage critical incidents effectively, minimizing their impact on the health and safety of the community, as well as on the operational continuity and reputation of the Institute.

## 2 PROCEDURE

### 2.1 Type of incidents and assessment criteria

The following table categorises incidents and provides examples for each type.

Type of Incident	Examples of Threats and Risks
<b>IT / Business Systems / Cyber security / Privacy</b>	Cyber Attack, Data / records loss, Business system failure, IT equipment failure, IT software failure, Privacy
<b>Fire / Smoke / Gas leaking</b>	Fire, Explosion, Discovery of smoke / fire / gas
<b>Bomb Threat</b>	Bomb threat, Suspicious item
<b>Medical Emergency / Threat</b>	Death of staff / student, Medical Emergency, Poisoning, Pandemic diseases, Shock, Chemicals exposure

<b>Personal Threat</b>	Active Shooter, Assault, Child protection matter, Robbery / Burglary, Kidnapping, Missing students / staff, Self-harm (attempted), Serious assault, Siege, Suicide, Operational Disruptions, Violent behaviour, Terrorism
<b>Sexual Assault / Harassment</b>	Sexual assault, Sexual harassment
<b>Evacuation</b>	Building evacuation
<b>External</b>	External party impact, Natural disasters (e.g., earthquake, flooding, bushfire), Off-campus incident, Partner failure, Public disorder, Reputation, Severe weather and storms, Supplier Failure, Third party negligence, Transport accident

Not all incidents are critical incidents. Critical incidents are incidents of a significant severity. The following table shows the criteria of incident and critical incident.

<b>Category</b>	<b>Criteria</b>
<b>Incident</b>	<ul style="list-style-type: none"> <li>○ A moderate issue that could compromise the organization's stability or individual welfare.</li> <li>○ Risks escalating if not promptly addressed by IMC personnel.</li> <li>○ Affects staff, students, contractors, visitors, volunteers, the IMC community, and the public.</li> <li>○ Potential for injuries or self-harm threats.</li> <li>○ May necessitate the involvement of emergency services.</li> <li>○ Typically impacts a single building or campus.</li> <li>○ Could disrupt multiple IT/business systems.</li> <li>○ Potential for local or state media exposure.</li> </ul>
<b>Critical Incident</b>	<ul style="list-style-type: none"> <li>○ A severe or adverse event severely affecting IMC's operational continuity or endangering lives.</li> <li>○ Staff or student death.</li> <li>○ Widespread impact across the IMC.</li> <li>○ Disruption to critical operational services.</li> <li>○ May lead to extensive evacuations or complete campus lockdowns.</li> <li>○ Requires immediate strategic management of key stakeholders.</li> <li>○ Potential to receive widespread media attention, from local to international levels.</li> </ul>

## 2.2 Roles and Responsibilities

### Incident and Critical Incident Convenors (ICIC)

Incident and Critical Incident Conveners (ICIC) are pivotal in the management of incident and critical incidents at the institution. Each Convener is responsible for initiating the Critical Incident Management (CIM) process within their respective domains. Their primary role is to act swiftly to stabilize the situation, assess risks, select and mobilize the CIM Team. Note that the CIM Team manages incidents as well as critical incidents.

<b>Categories</b>	<b>Incident and Critical Incident Convenors</b>
Student	Director of Student Affairs or delegate
Staff	Director of HR Management or delegate
Institutional operations and strategic	President or delegate

### Critical Incident Management (CIM) Team

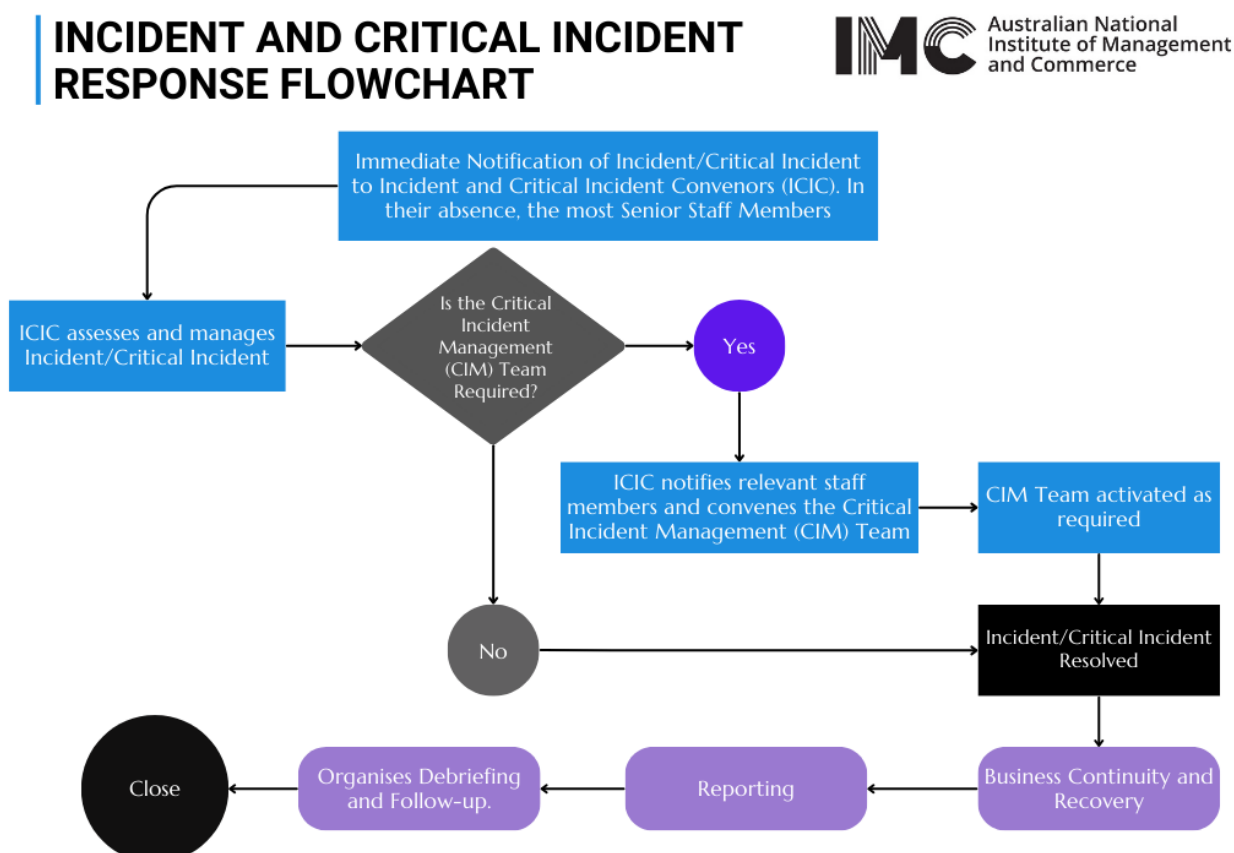
The CIM Team is assembled by the Incident Convener for the management of each specific incident. Incident Conveners, responsible for each category, have the authority to select and approve any Incident Management Committee (IMC) staff for inclusion in the CIM. Staff are chosen based on the type of incident, as well as their experience and expertise, to provide essential support and resources to the Incident Convener throughout the management process.

Core Membership of the CIM Team:

- President
- Deputy President (Education)
- Deputy President (Management)
- Vice-President (Internal Affairs)
- Director of Finance
- Director of Student Affairs
- Director of HR Management
- General Counsel
- IT & Facility Manager
- Hobart Campus Coordinator
- Perth Campus Coordinator

### 2.3 Action Flowchart

The following chart depicts the order of actions taken in the management of incidents and critical incidents.



## 2.4 Steps in the Critical Incident Management Process

### 2.4.1 Incident Assessment by ICIC:

Upon becoming aware of an incident, the ICIC assesses the overall situation, the immediate impacts and potential risks to safety and operations. Based on this assessment, the ICIC determines if the CIM Team needs to be activated, and if it does, then the ICIC determines the level of response required. ICIC utilises the Assessment Toolkit (see **Appendix 6**) to assess the incident.

### 2.4.2 CIM Team Mobilization:

The ICIC notifies and convenes the CIM Team members relevant to the incident and ensures that all team members are briefed on the situation, understand their roles, and are provided with all necessary resources.

### 2.4.3 Communication:

Establish clear, ongoing communication channels among CIM Team members, stakeholders, and external parties (if needed). In the meantime, keeping accurate records of decisions and actions taken for accountability and future reference.

### 2.4.4 Record Keeping and Reporting

The ICIC keeps accurate and comprehensive records of decisions made and actions taken in the incident management process. Further, the ICIC ensures that required details of critical incidents are reported to TEQSA and to other government agencies.

### 2.4.5 Action Implementation:

The ICIC needs to oversee the implementation of action plans and strategies developed by the CIM Team. If needed, the ICIC adjusts plans dynamically based on evolving circumstances and feedback from team members and other stakeholders.

### *Management Plan*

In the event of a critical incident, the Institute recognises that appropriate infrastructure must be in place to ensure the provision of all necessary support services for managing the incident. Implementing the Critical Incident Management Policy and its associated Procedure will ensure that:

- An effective approach to responding to critical incidents is in place before they occur.
- Appropriate support and counselling services are available to those affected.
- Appropriate training and information resources are provided to staff.

### *Critical Phase*

The critical phase is the time immediately after the incident has occurred or the point in time when the student first contacts the Institute. All staff should ensure that they consider the following matters in dealing with the incident:

- The individual(s) are safe and receives adequate medical supervision in a secure environment.
- Others are safe.
- If appropriate, ensure that emergency services have been notified.
- The incident is reported to the relevant manager.
- Relevant authorities are contacted as appropriate (e.g. police, ambulance)
- Ascertain the facts:

- Casualties – are there any?
- How critical are they?
- Damage to property and equipment (both the Institute's and private).
- Impact on academic services.
- IT systems – are they available?
- Telephones – do they work?
- Media – are external media on-site or seeking a response?
- If necessary, an interpreter is called to stand by for assistance.
- Secure the area affected - minimise safety exposures and preserve, where possible, anything that may provide information for later use by emergency services or in follow-up.
- Contain the incident.
- Formulate response strategies.
- Contact is made with next of kin/significant others - consider the most appropriate manner of contact.
- Arrangements for informing staff and students.
- Guidelines to staff about what information to give students.
- Briefing staff and delegating a staff member to deal with telephone/counter inquiries.
- Managing media/publicity.
- Formulate recovery strategies and position the Institute to return to normal operations.
- Advise the President of the Institute of progress.
- Confirm access to emergency funds if necessary.
- Consider regular debriefings throughout the management of the incident.
- Once the incident is contained, evaluate the management process for the purpose of continuous improvement.
- Activities are resumed if appropriate once the student is not in danger and receiving medical supervision.
- At the earliest possible time, the student is interviewed to ascertain what happened and if there are any ongoing problems.
- Other students are supported, and counselling is arranged if required.
- Any other immediate needs, e.g. a need for additional support, to make a police report, report stolen goods, are attended to.

#### *Ongoing and Follow-up Response*

Once the incident has been managed and necessary contact has been made with all relevant personnel, CIM should nominate staff member to follow up. This may include the following:

- Keeping in contact with relevant individual and/or groups, which may include monitoring the situation with a daily call.
- Checking that the individual(s) is receiving ongoing help with medical conditions and counselling.
- Passing on findings to the appropriate manager and other relevant people.
- Arrangements for visits to/from family.
- Liaison with police, doctors, hospital staff.
- Death notices
- Making arrangements for hospital/funeral/memorial service/repatriation.

- Obtaining a death certificate
- Assisting with personal items and affairs, including insurance issues, Overseas Student Health Cover (OSHC) coverage, and ambulance cover.
- Fees issue to be resolved if student cannot continue with their studies.
- Legal issues - helping students get access to legal assistance if required.
- Arrangements for further debriefing sessions for groups/individuals as required
- Follow up condolences or other letters to family.
- Financial assistance for families of the affected person(s) if residing in Australia.

When an international student is involved in a critical incident, the Institute may be required to further assist the student's family. This may include:

- Hiring interpreters.
- Refund of student's fees to pay repatriation or associated expenses.
- Assisting with visa issues.
- Liaison with the Department of Home Affairs if studies will be interrupted.
- Contact any homestay or accommodation provider (if known).

#### *Investigation and review*

To ensure that the critical incident is accurately recorded and managed, the ICIC and/or CIM Team should ensure that any interview that is conducted:

- Collects facts about the incident (e.g. injuries to a person, any witnesses, information from the scene). This may be in written form or through the use of media such as photographs as appropriate.
- Examine any work procedure or safe operating procedure or training that may have impacted the incident.
- Determines the cause of the accident/incident, paying attention to contributing factors, environmental factors, mechanical failure, and systems failure.
- Reviews work procedures, training, and/or safe operating procedures.
- Documents recommendations.
- Communicates results of investigation to employees and relevant others.

#### *Media Management*

A media management process will be included in the management plan to ensure the most positive and supportive response from the media. Media management is directed solely by the President of the Institute, who will in most circumstances direct the Institute's publicity consultant to take charge of any media materials. Under no circumstances are other staff members to engage with members of the media.

## **2.5 Critical Incident Recovery Timeline**

Effective management of a critical incident in which individuals have been physically or psychologically impacted requires a systematic approach to safeguarding and supporting those impacted and follows a recovery timeline reflective of priorities.

The recovery timeline following a critical incident will vary somewhat depending on the nature of the incident circumstances. However, the recovery timeline set out below provides a guideline for the ICIC, the CIM Team, and any other staff involved in managing the incident.

- *Immediately (within 24 hours)*
  - Gather the facts.

- Ensure the safety and welfare of staff and students and arrange first aid if necessary.
- Where possible notify the time and place of the debriefing to all relevant persons.
- Manage the media.
- Set up a recovery room.
- Keep staff, students and parents/family informed.
- *Within 48-72 hours*
  - Arrange counselling as needed.
  - Provide opportunities for staff and students to talk about the incident.
  - Provide support to staff and helpers.
  - Debrief all relevant people.
  - Restore normal functioning as soon as possible.
  - Keep parents/family informed.
- *Within the first month*
  - Arrange a memorial service, if appropriate.
  - Encourage parents/family to participate in meetings to discuss student's welfare.
  - Identify behavioural changes and the possibility of post-traumatic stress disorder and refer to health professionals.
  - Monitor progress of hospitalised staff or students.
  - Monitor the mental and physical health of all helpers.
- *In the longer term*
  - Monitor staff and students for signs of delayed stress and the onset of post-traumatic stress disorder - refer for specialised treatment.
  - Provide support if needed.
- *In the long term*
  - Plan for and be sensitive to anniversaries, inquests and legal proceedings.
  - Access specialist support if needed.

## 2.6 Reporting

Reporting and recording is an important aspect of the critical incident management process both to understand the details of an incident, including its cause and the adequacy of the response, to provide information for on-going actions related to the incident, and to provide a basis for improved responses in the future. Key steps are:

- Verbal reports, in the first instance, are to be made to the relevant manager in accordance with **Appendix 1**.
- Written reports, approved by the student for accuracy, are to be put on the student's file and on the Institute's critical incident file.
- If there is a death of student, then the procedure set out in **Appendix 2** should be followed.
- A written report is to be sent to the parents of the student and other relevant authorities with permission.
- The Checklist in **Appendix 3** is to be completed after any critical incident. This should also be filed with the report in the Institute's critical incident file.

## 2.7 Resolution and Debrief:

Once the incident or critical incident is resolved the ICIC will convene a debriefing session of relevant staff and other stakeholders focusing on lessons learned and recommendations for improvement of systems, processes and procedures. The template provided in (**Appendix 5**) is utilised for this debrief.

## 2.8 Critical Incident Staff Training

It is important for all the Institute's staff to be aware of the policy and procedures and how to respond in the event of critical incidents. This would include:

- Debriefing as soon as possible after the event on an individual or group basis.
- Further debriefing - one or more days after the incident (group basis).
- Follow up 2 to 6 weeks later - (individual or group basis).
- Ongoing refresher training as required.
- Recovery time for staff involved.

## 2.9 Key Emergency Contact Information

### Internal:

- Institute Emergency contacts: 02 9209 4882

### External:

- Police, Fire, Ambulance: 000 or 112 for mobile phones
- Department of Foreign Affairs and Trade: 1300 555 135
- Overseas Student Health Cover Providers: Bupa 1300 884 235
- Department of Home Affairs: 131 881
- Community organisations: for phone counselling services etc. See Appendix 6
- An immediate phone interpreting service is available 24 hours a day by calling 131 450. (The Institute will cover the costs of interpreting services required in the response to, and management of, critical incidents.)

### Student contact details:

Contact details for students, and their emergency contact details, are maintained securely in the student information system, which is appropriately backed up.

### Staff contact details:

Contact details for staff, and their emergency contact details, are maintained securely in the human resources information system, which is appropriately backed up.

## 3 RELATED DOCUMENTS

- i. *Critical Incident Management Policy*
- ii. *Education Services for Overseas Students (ESOS) Act 2000*
- iii. *Higher Education Standards Framework (Threshold Standards) 2021*
- iv. *National Code of Practice for Providers of Education and Training to Overseas Students 2018*
- v. *Staff Code of Conduct*
- vi. *Student Code of Conduct*
- vii. *Support for Students Policy*
- viii. *Bullying Harassment and Discrimination Prevention Policy*
- ix. *Sexual Assault and Sexual Harassment Policy*
- x. *Student Wellbeing and Mental Health Policy*
- xi. *Workplace Health and Safety Policy*



#### 4 VERSION CONTROL

Historical Version	Approved by	Approval Date
2024.08	Council	19 August 2024
2023.11	Executive	23 November 2023
2020.10	Principal	20 October 2020
2019.05	Principal	8 May 2019
2014.06	Principal	30 June 2014

#### 5 STATEMENT OF OWNERSHIP/MAINTENANCE

*The Risk and Compliance Committee oversees the implementation and compliance of this procedure. Please contact [policy@imc.edu.au](mailto:policy@imc.edu.au) for any enquiries or clarifications related to this policy.*

**Appendix 1 IMC Incident/Critical Incident Initial Report**

- This report is filled out by the ICIC (Incident and Critical Incident Convenor).
- This report is to be completed after all incident/critical incidents.

Incident/Critical Incident Category:

☐ Student

☐ Staff

☐ Institute

Name of ICIC:

Position:

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Report details (Who you received information from)

Date:

Time Received:

Person report:

Contact Number:

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Brief summary of incident: include where, when, who, and why as appropriate. Further information/documentation may be attached.

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Assess the event incident (Refer to the Assessment Tool):

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Is the Critical Incident Management (CIM) Team required?

☐ Yes. (If yes, please list the CIM Team Members. )

☐ No

Critical Incident Management (CIM) Team Members:

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CIM Team Members notified and time & date:

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Immediate action taken:

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Further action required:

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Persons or staff notified and time & date:

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Signature:

Date:

Follow up: (a) Original to Critical Incident Record File; (b) Copy to student files (Student Services); and  
(c) Copy to relevant staff file (HR Manager)

## **Appendix 2 – Procedures in case of student death**

In the case that an incident results in the death of a student, the relevant manager should form a coordinating committee that is comprised of relevant employees including the Students Services Manager and student advisor representatives. The responsibilities of this committee are to:

- Assess risk and plan immediate response actions.
- Liaise with emergency and other services.
- Allocate individual roles and responsibilities for tasks.
- Make contact with appropriate personal which may include:
  - Next of kin.
  - Other students (those involved, friends).
  - Hospital.
  - Counselling/support staff.
  - The person assigned to deal with the media.
  - Teaching/academic and other relevant staff.
  - Student associations.
  - Chaplain or priest.
  - Department of Home Affairs Consulate, Sponsor, Accommodation provider (for international students)
  - Liaise with other external bodies.
- Arrange counselling of students and staff not directly involved in the incident.
- Plan ongoing strategies.
- Keep careful records throughout the process.
- Ensure staff left in the office have enough information to handle enquiries.
- Establish what costs can be met by the Institute.
- Discuss fee reimbursement.
- Investigate any insurance issues.
- Arrange condolence letters to everyone involved.
- Arrange thank you letters.
- Arrange a debriefing.
- Offer follow up support to those involved.
- Review critical incident procedure.
- Review critical incident procedure.

For international students the responsibilities of the committee may also be to:

- Arrange a funeral or memorial service.
- Obtain a copy of the death certificate and related documents.
- Arrange for repatriation.
- Arrange for the student's possessions to be stored or sent to his/her family.

**Appendix 3 – Checklist for follow up, review and evaluation**

How well were the following actions undertaken by the Critical Incident Coordinating Group?

= poor; 5 = excellent.

Please add comments to clarify your choice if required

Questions	1	2	3	4	5
Decision maker clear					
Follow up clear					
Arrangements for visits to/from family					
Notification of and liaison with Sponsor/ Agent					
Liaison with Police, Doctors, Hospital Staff					
Liaison with Independent Interpreters					
Making arrangements for hospital/funeral/memorial service/repatriation					
Death Notices					
Funeral/ Memorial Service Arrangements					
Refund of student's fee to pay repatriation or associated expenses					
Copy of Death Certificate					
Consideration of personal items and affairs (household and academic)					
Insurance Matters, OHSC Coverage, Ambulance Cover					
Formal Stress Management interventions required for students and/or staff (release from classes, leave, rescheduled exams)					
Liaison with Staff					
Arrangements for further debriefing session for groups/ individuals					
Liaison with the Department of Home Affairs if studies will be interrupted					
Fee issues to be resolved for students unable to continue with their studies					
Legal issues: helping students get access to legal assistance if required					
Follow up condolence or other letters to family					
Financial assistance for families of affected person(s) if residing in Australia					
Organising students/ staff for hospital visits					

## Appendix 4

The following details are for additional emergency services, national and/or State-based

### ALCOHOL & DRUG INFORMATION

24 Hour Telephone Service

Information and Referral (02) 9361 8000 Outside

Sydney Metro Area 1800 422 599 <http://yourroom.com.au/faq/>

### AUSTRALIAN FUNERAL DIRECTORS ASSOCIATION

1300 888 188

[www.afda.org.au](http://www.afda.org.au)

### AUSTRALIAN SEARCH AND RESCUE

Australian Maritime Safety Authority (02) 8918 1300

Aviation Rescue 1800 815 257

Maritime Rescue 1800 641 792

### CHILD PROTECTION

DOCS Helpline 132 111

### CENTRELINK

Youth and student services 132 490

For information in languages other than English 131202

### CONSULATES IN AUSTRALIA F

or a full index of consulates in Australia <http://protocol.dfat.gov.au/Consulate/list.rails>

### CORONER'S COURT

NSW: 44 – 46 Parramatta Rd, Glebe (NSW State Coroners Court) (02) 8584 7777

<http://www.coroners.justice.nsw.gov.au/>

TAS: 27 Liverpool Street, Hobart 7000 (03) 616 57134

[https://www.magistratescourt.tas.gov.au/about\\_us/coroners](https://www.magistratescourt.tas.gov.au/about_us/coroners)

WA: 10/501 Hay St, Perth WA 6000 (08) 9425 2900

<https://www.coronerscourt.wa.gov.au/>

EMERGENCY ANIMAL DISEASE WATCH HOTLINE 1800 675 888

### FAMILY COUNSELLING

Domestic Violence Service (24 hours) FREECALL 1800 656 463

### FINANCIAL COUNSELLING (CreditLine)

53 Regent St Sydney 2000 (02) 9951 5544

### GRIEF COUNSELLING

Australian Counselling Association 1300 784333

Headspace Hobart

9 Liverpool Street, Hobart, Tasmania 7000 (03) 6231 2927

### HOMICIDE VICTIM SUPPORT GROUP NSW

Lvl 15/ 189 Kent St Sydney 2000

(02) 8274 8900

#### INTERPRETING SERVICES

24 Hour Interpreting Service 1300 651 500

#### LEGAL SERVICES

Legal Aid Commission of NSW (NSW Government) (02) 9219 5000 Under 18's Hotline  
FREECALL1800 101 810

#### LIFELINE 24 HOURS

24 hr Counselling 131 114

LIFELINE Harbour to Hawkesbury Counselling 131 114

#### MENTAL HEALTH ADVOCACY SERVICE (02) 9745 4277

Mental Health Emergency Response Line (WA) Metro callers – Phone 1300 555 788 (local call)  
Peel callers – Free call 1800 676 822 (free from land line only)

#### POISONS INFORMATION CENTRE 131 126 ROYAL PRINCE ALFRED HOSPITAL

Missenden Road, Camperdown NSW 2050 General phone: +61 2 9515 6111

#### ROYAL HOBART HOSPITAL

48 Liverpool St, Hobart TAS 7000 (03) 6166 8308

#### ROYAL PERTH HOSPITAL

Victoria Square Perth WA 6000 (08) 9224 2244

Alcohol and Drug Information Service 1800 422 599 SALVO CARE LINE CRISIS CENTRE (24hrs)

Salvo Care Line (02) 9331 6000

Salvo Suicide Prevention/Crisis Line (02) 9331 2000 Salvo

Youth Line (02) 9360 3000

#### SEXUAL ASSAULT 24 HOUR CRISIS CENTRE

Rape Crisis Centre 24 Hours Counselling Line FREECALL1800 424 017

[info@nswrapecrisis.com.au](mailto:info@nswrapecrisis.com.au) [www.nswrapecrisis.com.au](http://www.nswrapecrisis.com.au)

#### ST VINCENT'S PUBLIC HOSPITAL

Victoria St Darlinghurst 2010 (02) 8382 1111

#### SYDNEY HOSPITAL

Macquarie St Sydney 2000 (02) 93827111 Sexual

Health Centre(02) 93827440

#### SUICIDE HELPLINE

Kidsnet-Helpline - Westmead Children's Hospital (02) 98452432

Lifeforce Suicide Prevention Program - Educational Program FREECALL 1800 100 024

[www.wesleylifeforce.org](http://www.wesleylifeforce.org)

#### TRAUMA AND CRISIS COUNSELLING

Relationships Australia 1300 364 277 5 Sera Street, Lane Cove  
(02) 9418 8800

#### VICTIMS OF CRIME ASSISTANCE LEAGUE NSW(VOCAL)

2nd Floor/ 3 -166 Market St (Above Sanity) Newcastle 2300 (02) 4926 5826

VICTIM SUPPORT LINE (24 hour) Sydney 2000 (02) 9374 3000 FREECALL 1800 633 063

#### MEDIA REPRESENTATIVES

Sue Nelson Quick Thinking Communications Ph 61 2 9907 8241 / 0403343 275

<http://www.qtcommunications.com/index.html>



**Appendix 5 Debriefing Template**

Incident/Critical Incident in brief: \_\_\_\_\_

Debrief Location: \_\_\_\_\_

Date: \_\_\_\_\_

Facilitator: \_\_\_\_\_

Attendees: \_\_\_\_\_

What Occurred (Facts of the situation/Sequence of incidents)

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Actions Taken (Actions of personnel/Decision made)

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What went well (Any actions that had positive results)

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What could be improved (Identify any actions or areas that could be improved/any improvements we need to do in our further practice)

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Follow-up (Any follow-up we need to take)

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Questions and Answers during the Debriefing Session

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## Appendix 6 ICIC Impact Assessment Toolkit

The Incident and Critical Incident Convenor (ICIC) can utilize this toolkit to assess the potential ongoing impacts of an incident on the Institute. This assessment helps prioritize actions, formulate response strategies, and communicate critical information effectively. Importantly, this toolkit enables the ICIC to make informed decisions regarding the activation of the Critical Incident Management (CIM) team.

Category	Minor	Moderate	Major	Catastrophic
<b>1. Health, Safety and Wellbeing</b>	Minor injury to students, staff, contractors, or visitors. Potential unsafe practices.	Injuries or hospitalization of students, staff, contractors, or visitors. Unsafe practices are identified.	Serious injuries. Permanent incapacity of students, staff, contractors, or visitors. Single deaths.	Injury leads to multiple deaths of students, staff, contractors, or visitors. Life-threatening event.
<b>2. Operational</b>	Minimal impact on individuals. No significant service disruption	Short-term increases in work hours. Noticeable service impact on many individuals	Sustained deterioration in working conditions. Serious long-term impacts on individuals. Up to one-month loss of principal service delivery.	Permanent or debilitating impact on individuals. Server impacts on critical service delivery. Workplace injuries/illness and resignations.
<b>3. Reputation and Image</b>	Concerns raised by students, staff, or local press. Community concerns	Extensive local media coverage. Embarrassment to the Institute	National impact on the Institute's reputation	International impact on the Institute's reputation.
<b>4. Legal and Compliance</b>	Some litigation or compliance breaches. Internal investigation.	Some litigation or compliance breaches. External investigation.	Major compliance failure resulting in temporary suspension of accreditation, moderate fines, or loss of funding.	Major compliance failure resulting in loss or cancellation of accreditation/funding, includes fines at or near maximum penalty levels.
<b>5. Cyber Security, Scams, and Privacy</b>	Minor data breaches with limited non-sensitive data exposure. Brief phishing scams. Short-lived downtime of the institution's website and/or LMS without significant data loss.	Moderate data breaches affecting internal systems. Targeted scam campaigns affecting multiple users. Partial, recoverable disruptions to LMS. Unauthorized access to the website leading to superficial content changes.	Major data breaches involving sensitive or regulatory data. Extensive scam operations leading to significant financial loss. Prolonged and widespread disruption of the LMS affecting course delivery. Sustained attacks on the website causing significant downtime and data manipulation.	Widespread and severe data breaches disrupting core operations. Massive scam campaigns leading to major financial and reputational damage. Complete breakdown of the LMS during critical academic periods. Persistent cyber-attacks rendering the website inoperable, with extensive data loss and security breaches.
<b>6. Environmental</b>	Transient harm.	Moderate harm.	Significant harm.	Long-term harm.
<b>7. Strategic</b>	Detrimental to short-term profitability and/or strategic direction.	Detrimental to mid-term profitability and/or strategic direction.	Significant long-term impacts. Will require change in strategic direction and objectives.	Business viability in question.

## **Appendix 7 Additional Actions for Critical Incident of International Students**

If the decedent was an enrolled international student, the following additional actions under the Education Services for Overseas Students Act 2000 (ESOS Act).

1. The Students Services Manager and the Admissions Manager must be advised of any incident.
2. The Institute is required to notify the Department of Home Affairs (DHA) as soon as practical after the incident and in the case of an international student's death or other absence affecting the student's attendance, the incident will need to be reported via the Provider Registration and International Student Management System (PRISMS). All aspects of the incident and its management will be recorded in the student files. Any action taken regarding a critical incident will be recorded to include outcomes or evidence if the incident is referred to another person or agency.
3. The Admissions Manager contacts the Department of Home Affairs prior to reporting on PRISMS, so the Liaison Officer may prevent a letter from being sent to the student's most recent recorded address thus minimising the possibility of further distress for the student's family.
4. Using PRISMS to report the student's death, the Student Admissions Officer will enter the student course variation reason/code as below against the student's electronic confirmation of enrolment (eCoE).
5. Reason for Student Course Variation --- Termination of Student studies prior to completing the course.
6. Termination Reason --- Provider decision to cease student enrolment.
7. Provider decision to cease student enrolment reasons --- Student has died (include only necessary information to protect privacy and state that DHA has been notified by email and provided supporting documentation).

The Admissions Manager or Senior Manager of Student Services must advise: the School, the Admission Team, the IT and Facility Manager, the Director of HR, and the President of the Institute. The following details should be presented:

- Student name.
- Student number.
- Program, location and the time the student attended the university.
- Date of birth.
- Cause of death (if known).
- Name of next of kin (if known).
- Contact address for next of kin (if known).

The School will check the student's program progression in case the student may be eligible for a Posthumous Award under the Institute's Posthumous Awards Policy. The School will provide the information relevant to the Deputy President (Management) and who will determine whether an application for a Posthumous Award should be lodged for consideration by the Academic Board.

The Senior Manager of Student Services will negotiate arrangements with the next of kin and/or sponsor for handling the deceased person's body and personal effects. A memorial service will be organised for fellow students, staff and family.