FSAC Ltd

Duty of Care Procedure No 3.1

Critical Incident Management Procedure

2015

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1. **POLICY STATEMENT**	**Policy 1 of 12 – Duty of Care**
2. **PROCEDURE STATEMENT**	**The Board is committed to implementing an integrated critical incident management response procedure and plan to ensure the safety of all persons on FSAC facilities and the continuity of its teaching and learning objectives.**
2.1. **Scope**	This procedure covers all staff, students and visitors who attend any of the organisation's facilities.

2.2. **Principles**

- The College owes a clear duty of care to its staff and students and that planning for the management of a critical incident is essential.
- Critical incidents can take many forms and are by their nature unexpected.
- In the event of a critical incident, the College recognises that appropriate infrastructure must be provided to ensure the provision of necessary support services.

This policy provides an overarching structure to emergency management planning and response. Its implementation is effected primarily through two key operation procedures; Emergency Evacuation Procedure and Emergency Lockdown Procedure.

The relationship of the Emergency Management Response Plan and the Emergency Evacuation and Emergency Lockdown Procedures can be understood by the following figure:
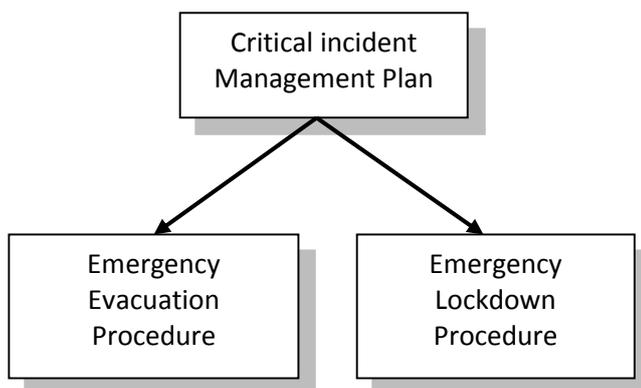
2.3. **Affiliated Authorities**

- *Child Protection Act 1999 (Queensland)*
- *Queensland Anti-Discrimination Act 1991*
- *Work Health and Safety Act 2011*
- College and Campus specific Emergency Evacuation Procedure
- College and Campus specific Emergency Lockdown Procedure
- Critical Incident Management Plan
- Duty of Care Policy
- WH&S Policy
- Student Welfare Procedure
- Emergency Response Management Procedure

3. ACCOUNTABILITIES
3.1. Critical Response Team

Under the direction of the Head Of College, the Critical Incident Response Team **(CIRT)** has direct responsibility for the implementation of the **CIMP.**

The **CIRT** will consist of:
- Head of College
- Head of Primary
- Deputy Head of College – Pastoral Care (SJAC)
- Deputy Head of College – Curriculum (SJAC)
- Chaplain
- Head of House
- Assistant to Head of Primary
- Manager HR and Compliance
- Chief Financial Officer

The Head of College
As the Head of the **CIRT** is responsible for:
- Informing the College Board, President of P&F, Anglican Church Brisbane Diocese of the critical incident
- Prepares statement for use with media, staff, parents and students (in consultation with Head of Primary, Deputy Head of College – Pastoral Care, Head of Student Services and Chaplain).
- Assumes responsibility as spokesperson to the Media for the school community
- Convene the initial meeting of the Critical Incident Response Team (as a matter of urgency) to consider implementation of action plan.

Head of Primary and Leadership Staff of the CIRT
Is responsible for the logistical and administrative management of the crisis – as it applies to the engagement of emergency and counselling services, deployment of staff, timetable rescheduling, and as a "hub"/clearing-station for the carrying out of the Critical Incident Management Plan.
- Initiate, then supervise the Critical Incident Management Plan; including contact of appropriate Emergency Services
- Determine immediate course of action (in consultation with Head of College).

Chaplain
Will give pastoral leadership and direction to the welfare of students, staff and families affected by the crisis.
- Liaise with the Head of Primary, Deputy Head of College – Pastoral Care, Head of Student Services and Head of Middle School.
- Management of pastoral proceedings in a designated "quiet room", determining staffing needs with the Pastoral Care Team and request staff from Head of College.

Home Group/Form Tutors
Provides direct support to the students, providing opportunity for one on one discussion where appropriate and necessary.

Classroom Teachers
Will be sensitive to the needs of students and monitor behaviour or reactions to the events that may require specific attention by the CIRT

Manager HR & Compliance
Provides direct support to staff who may need additional support. Maintains relevant personnel records relating to the response plan and the Human Resource or Industrial Relations impact on staff and the issues for the College.

Chief Financial Officer
Is responsible for the financial management of a critical incident, particularly handling all insurance claims.

Facilities Manager
Is responsible for the physical infrastructure management of a critical incident, particularly in relation to coordination with Emergency Services, and determining whether it is safe to re-enter buildings evacuated or damaged or to use equipment damaged as a result of the incident.

Support Staff
Are responsible for following the instructions and directions of the Critical Incident Response Team in the administrative management of the crisis. Establishing First Aid if necessary.

4.   DEFINITIONS

Critical Incident: is any situation faced by a school community causing its members to experience unusually strong reactions, which have the potential to interfere with their ability to function either at the time the situation arises or later.

Examples of critical incidents include:
- the accidental death, serious injury or terminal illness of a student, staff member or family member
- the destruction of part, or the whole of the College
- major vandalism
- the murder of a student, staff member or family member
- a group of students lost or injured on an excursion
- students and/or staff members being taken hostage
- a natural disaster; e.g. flooding, earthquake, electrical storm damage
- student or staff suicide
- a sexual assault
- enforced school closure.

CIM: Critical Incident Management policy approved by the Board

CIMP: Critical Incident Management Plan which provides for procedural application of the approved Critical Incident Management policy

CIRT: Critical Incident Response Team

Refer Appendix 1 for membership of the Committees
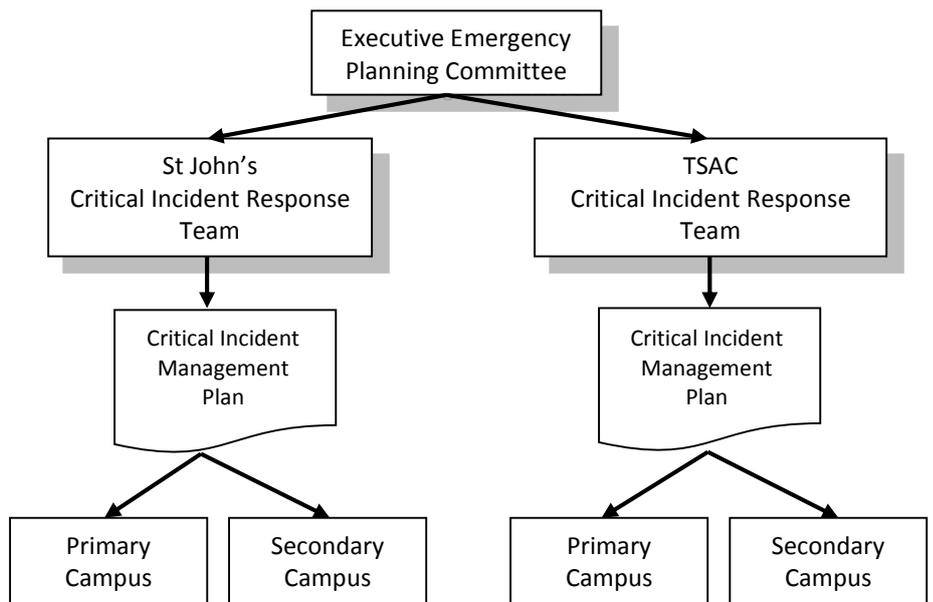
5.   STRUCTURAL CONTEXT

The Colleges have a high degree of operational autonomy. This is reflected in the structure for Emergency Management Planning and the associated Emergency Evacuation and Emergency Lockdown Procedures.
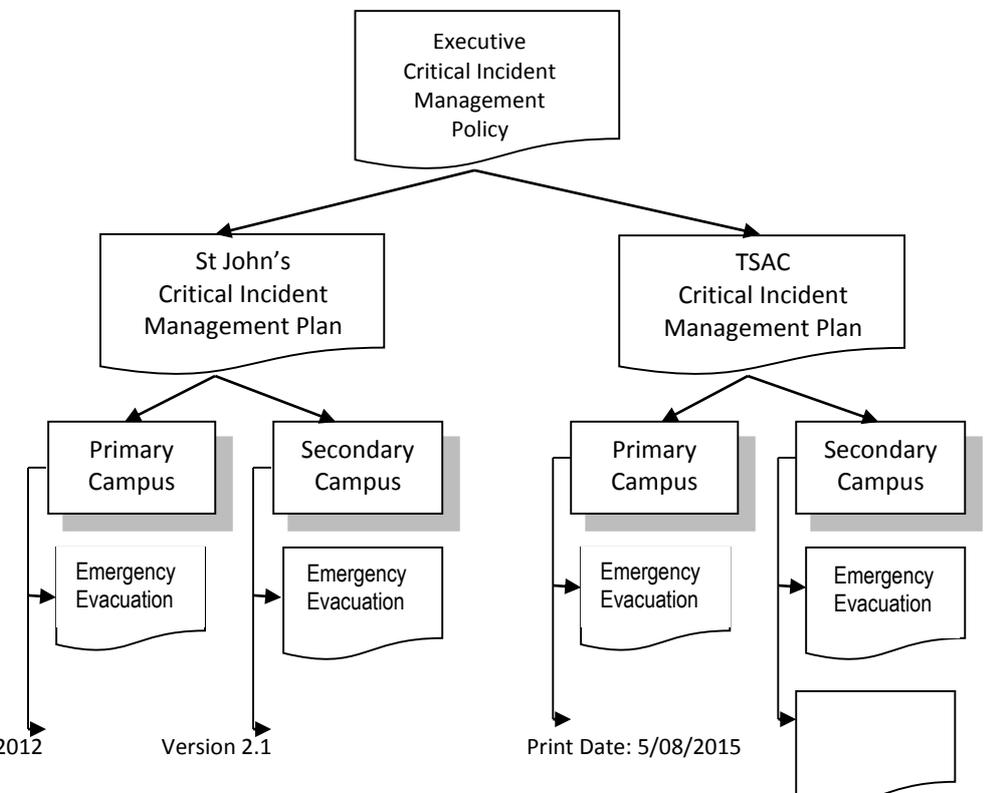
Executive Emergency Planning Committee
At the highest strategic operational level is the Executive Emergency Planning Committee which is responsible for setting broad guidelines for emergency management, planning and response planning. Generally the Emergency Planning Committee is a function carried out by the Executive Leadership Team.
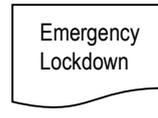
College Critical Incident Response Teams
Each College will have a Critical Incident Response Team.
In addition to the responsibilities set out above the CIRT will be responsible for developing, implementing, monitoring and evaluating College specific emergency response procedures incorporating detailed procedures for each campus for critical incident response planning including Emergency Evacuation and Emergency Lockdown. This hierarchical structure can be represented by the following:

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                    ┌──────────────────────┐
                    │ Executive Emergency  │
                    │ Planning Committee   │
                    └──────────────────────┘
                       ╱                ╲
        ┌──────────────────┐      ┌──────────────────┐
        │ St John's        │      │ TSAC             │
        │ Critical Incident│      │ Critical Incident│
        │ Response Team    │      │ Response Team    │
        └──────────────────┘      └──────────────────┘
                │                         │
        ┌──────────────┐          ┌──────────────┐
        │ Critical     │          │ Critical     │
        │ Incident     │          │ Incident     │
        │ Management   │          │ Management   │
        │ Plan         │          │ Plan         │
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           ╱      ╲                  ╱      ╲
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    │Primary │ │Secondary │   │Primary │ │Secondary │
    │Campus  │ │Campus    │   │Campus  │ │Campus    │
    └────────┘ └──────────┘   └────────┘ └──────────┘
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The Policy and Procedure structure can be represented by the following:

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                    ┌──────────────────┐
                    │ Executive        │
                    │ Critical Incident│
                    │ Management       │
                    │ Policy           │
                    └──────────────────┘
                       ╱            ╲
        ┌──────────────────┐  ┌──────────────────┐
        │ St John's        │  │ TSAC             │
        │ Critical Incident│  │ Critical Incident│
        │ Management Plan  │  │ Management Plan  │
        └──────────────────┘  └──────────────────┘
          ╱        ╲            ╱         ╲
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    │Primary │ │Secondary │ │Primary │ │Secondary │
    │Campus  │ │Campus    │ │Campus  │ │Campus    │
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        │          │            │          │
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  │Emergency ││Emergency ││Emergency ││Emergency │
  │Evacuation││Evacuation││Evacuation││Evacuation│
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| Emergency Lockdown | Emergency Lockdown | Emergency Lockdown | Emergency Lockdown |

While the policy outlines the Critical Incident Management framework, **it does not provide a detailed statement of the preparedness and response arrangements for each College**. Detailed response procedures will be outlined in the Critical Incident Management documentation that will have been prepared by each College.

6. APPLICATION

The effects upon the College community of a traumatic event, whether occurring at the College, or involving students or staff away from the College community, can be profound, disruptive and long lasting.

The immediate impact may involve shock, particularly to those who witnessed the event, disruption of the timetable, new responsibilities for staff in supporting children and informing their parents, and communication difficulties.

After the event there may be continuing need to support and monitor students and staff who have been affected. The consequence for the College may last for some considerable time following the event.

6.1. General

This section outlines in **general terms** the response to an emergency. This includes:

- The three generally accepted incident levels that determine the nature of the response; and
- The response in general terms.

This policy refers to three levels of emergency incidents that are consistent with Australian and overseas practices. Response to the three incident types is based on an initial assessment and the response is escalated as the situation demands.

6.2. Level 1 (Low)

A local Level 1 Incident is typically one where the emergency situation presents danger, but there is no immediate threat to areas outside the vicinity of the emergency. This level of incident is characterised by:

- The likelihood that the incident can be dealt with by on-site College/Campus emergency response personnel – security/maintenance staff and pastoral care staff;
- Generally does not require a response from a Public Response Agency (Police, Fire or Ambulance);
- A possibility of media attention.

6.3. Level 2 (Serious)

A serious Level 2 Incident is a situation that could be beyond the capabilities of the first response by College personnel. It may require the services of Public Response Agencies. It is characterised by:

- Possible shutdown of College/Campus area/s and infrastructure, i.e. classrooms, facilities and power supplies etc;

- Having an impact outside of College/Campus property;
- Extending for a long time period; and
- Likely Media attention.

6.4. Level 3 (Major)

A major Level 3 Incident is an even more serious situation with the possibility of developing into a crisis situation involving fatalities or multiple serious injuries and/or serious acts of violence on a large scale. A major Level 3 incident will normally activate predetermined responses from key College/Campus personnel and the Critical Incident Management Team and require the support of public response agencies. It will usually involve one or more of the following:

- Significant media involvement;
- Significant political involvement.

6.5. Generalised Response

The general approach to an emergency situation essentially involves three stages. The approach is based on an assessment of both the emergency categorisation and incident level to ensure that the appropriate response is triggered.

Stage 1. The reporting person may contact a public response agency at the outset if there is imminent danger to property or persons, such as a significant fire or a serious accident resulting in death or serious injury. If the public response agency is called, it is the first step in a Level 2 serious or Level 3 major emergency response. The reporting person should also contact the Head of College who will then make an assessment of the emergency and verify or update the information provided by the reporting person. Security will generally deal with a Level 1 local emergency and refer a more serious situation to an appropriate contact officer.

Stage 2. The contact officer makes an assessment based on the check list in the following table and decides whether the emergency needs to be dealt with by a Head of College. This decision will be based on the need to advise and involve senior College management.

Stage 3. The incident controller would then activate an incident management team and the Head of College. The College's Critical Incident Response Team may also become involved at this stage. If a public response agency has not already been notified, the incident controller makes the decision as to whether they should now be involved. If a public response agency requires support from the College/Campus, a command point will be established to support their operations.

Emergency Assessment Checklist
The following checklist outlines various assessment and action criteria that can be used by security officers and contact officers to assist them in determining response actions.

It is vitally important that once the emergency has been dealt with, all aspects of response and subsequent actions be fully documented.

Assessment	Action

Verify the report	Confirm the accuracy of the information provided Alert the workplace
Assess the scope of the emergency	What is the emergency? Has the worst already happened? Can the situation get worse? Where is it – is it close enough to be a threat?
Assess the danger	How is the hazard behaving? Is it getting bigger or smaller? (i.e. fire or gas cloud) Is it getting closer or moving away? Is it moving quickly or slowly – is it affected by weather conditions (i.e. bushfire, smoke, gas cloud)?
Confirm the report	Notify the appropriate Public Response Agency on 000 (112 on mobile phone) if appropriate and if it has not already been done
Identify safe areas	Which areas and access routes cannot be used? Is it best to remain indoors, or leave the building? How far does the danger area extend?
Move to safe areas if appropriate	Seal buildings if remaining indoors. Communicate decisions to departments etc. Implement procedures as appropriate.

6.6. Media Management Plan

A media management process will be included in the CIMP to ensure clear and accurate flow of information, particularly in the management of the media.

6.7. Incident Reporting and Recording

All aspects of the critical incident and the College's response and follow up will be recorded. Specific information may be place in individual student or staff files where appropriate.

6.8. Follow-up and Evaluation

A review and evaluation of the response to the critical incident will be conducted and the procedures reviewed by the **CIRT** with the Head of College.

Changes to the procedures, including updating resources will be made as soon as practicable following the review and evaluation.

6.9. Confidentiality

All information relating to the critical incident will be treated as **CONFIDENTIAL** and sensitive information.

7. PROCEDURE ADMINISTRATION

In accordance with procedure development and review protocol this procedure will be recorded as an approved procedure as of the date shown on the front of this procedure document.

The procedure will be reviewed twelve (12) months from the date of the approval shown herein.

Notwithstanding the schedule review, should any circumstance change materially before the twelve (12) month review period, the policy will be immediately reviewed in order to maintain appropriate accuracy, relevance and authority.

Committee Membership:

Critical Incident Management Team
St John's
- Head of College
- Head of Primary
- Deputy Head of College - Pastoral Care (SJAC)
- Deputy Head of College – Curriculum (SJAC)
- Chaplain
- Heads of House
- Assistant to Head of Primary
- Manager HR & Compliance
- Chief Financial Officer

TSAC
- Head of College
- Head of Primary
- Head of Student Services
- Head of Curriculum
- Head of Sport
- Head of Creative Arts Performance
- Head of Middle School
- College Chaplain
- Chief Financial Officer
- Facilities Manager
- Manager HR and Compliance
- HR Administration and Administrative Support Officer to the Head of College
- Registrar