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1. INTRODUCTION

This document has been developed to specifically target members of the University's Emergency Planning Committee (EPC), campus based Critical Incident Response Groups (CIRG) and other members within the Emergency Control Organisation (ECO) at Charles Sturt University. It is designed to be a practical guide that will assist members from these Groups in responding appropriately to an incident or a traumatic event which does or is likely to cause significant physical and/or emotional distress to staff and/or students. A critical incident can also include an event that by its nature will or could possibly cause the reputation of Charles Sturt University to come under negative public scrutiny or reaction. This document establishes basic procedures and reporting systems that covers preventative measures, immediate responses, and follow-up actions to deal with both the immediate consequences and the longer term implications of a critical incident.

Implementation of an appropriate response in accordance with this procedure is the responsibility of the campus based Critical Incident Response Groups that are led by the Chief Warden. In the event that an emergency also results in a critical incident being proclaimed, the Emergency Control Organisation hierarchy will be activated and the Chief Warden will manage the emergency at a local level while the Head of Campus manages the non-emergency issues associated with the critical incident and will also liaise with the University's Senior Executive Committee (SEC) as required.

This procedure must be read in conjunction with other University manuals and administrative procedures, specifically the Emergency Control Organisation Policy and Site Emergency Procedures.

The Emergency Control Organisation Policy is the principal document that empowers the establishment of the organisational wide Emergency Planning Committee (EPC) and the Critical Incident Response Groups (CIRG) on each campus, which combined with the Emergency Control organisation (ECO) at each University premise represent the University's Critical Incident and Emergency response management framework.

2. SCOPE

This procedure applies to members of the EPC and CIRG's on Australian University premises.

3. GENERAL DEFINITIONS

A Critical Incident is a traumatic event, or the threat of such (within or outside Australia) which has the potential to harm life or well-being and causes extreme stress, fear or injury to the person experiencing or witnessing the event. A critical incident may take place either on or off a University premise.

Critical Incident Response Group (CIRG) is created on University Premises as determined by the Emergency Planning Committee (EPC) to plan and organise responses to Critical Incidents in accordance with the Critical Incident Response Group Procedure.

Presiding Officer, EPC – is the officer appointed by the Executive Director, Division of Facilities Management to manage and coordinate the general activities of the EPC & CIRG's.

The Presiding Officer, EPC may also be required to participate in the University's Crisis Management Team to assist with the management and response to a crisis at an
organisational level as well as liaise with the organisation’s Business Continuity Planning Group.

**Chief Warden** - a person who has overall control in the event of an emergency, providing leadership to the emergency control organisation and implementing the appropriate response. The Chief Warden may also be involved in the recovery phase, to coordinate activities to support the return to normal business operations.

**Chief Incident Controller** - a person appointed the Presiding Officer of the EPC by the Executive Director, Division of Facilities Management. The Chief Incident Controller may be required to assume overall control of a significant critical incident, providing leadership to the relevant Chief Warden, CIRG and senior management. The Chief Incident Controller may also be involved in the recovery phase, coordinating activities between senior management and the CIRG’s to support the return to normal business operations.

**Command Centre Controller** – a member of the CIRG appointed, as required, by the Chief Warden to manage the Command Centre activities and to ensure the information exchange between the Incident Command Centre and the Chief Warden is timely and accurate.

**Command Centre** - is a defined facility which provides the members of CIRG and possibly essential services staff with the physical and technological resources to effectively fulfil their role to manage an effective response to an emergency or critical incident. – check the AS for the correct structure & compare to ours

**Crisis** - can be any emergency or critical incident that is beyond the capacity or the delegated authority of the campus CIRG’s to successfully manage, or a series of events that have the potential to seriously damage an organisation’s people, operations or reputation.

**Crisis Management** – is the development of a system to minimise the impact of a crisis on an organisation’s people, operations and reputation and to assist an organisation to recover from such an extreme event.

**Crisis Management Team (CMT)** - means the team that will be formed to manage an extreme event as defined by crisis above. The composition and function of the CMT is detailed in Appendix 6 - Proposed Crisis Management Structure at Charles Sturt University.

**Emergency** - is a sudden, unexpected event that requires an immediate response from internal and external emergency services. Emergency management is the development of effective incident response systems focused on controlling the event.

**Emergency Control Organisation (ECO)** – a person or persons appointed by the EPC to direct and control the implementation of the facilities emergency response procedures.

**Emergency Planning Committee (EPC)** – persons responsible for the documentation and maintenance of the emergency plan including the establishment and maintenance of the University’s ECOs and CIRGs.

**Emergency Services** - the public organisations that respond to and deal with emergencies when they occur, especially the Ambulance Service, Police Service, Fire and Rescue Services and the State Emergency Services (SES) relevant to your state or territory.

**Safer Community Scheme** – is a central process of enquiry for information, advice and support in managing inappropriate, concerning or threatening behaviours. Safer Community staff will provide leadership and support in all stages of responding to complex and sensitive situations.
**Site Emergency Plan** – the written documentation of the emergency arrangement for a facility generally made during the planning process. It consists of the preparedness, prevention and response activities and includes the agreed emergency roles, responsibilities, strategies, systems and arrangements.

**Staff** – means all continuing, fixed term, casual or contract employees of the University

**Student** – means a person who has been accepted for admission to or enrolled in any course or program offered at, or in conjunction with Charles Sturt University, or whose body of work, completed whilst so enrolled (eg. a research thesis), is still under examination.

**University Campus** – means a facility or location where the University Council has resolved to approve the designation of the location as a 'Campus' under the University Act. Our campus locations within NSW and ACT are Albury-Wodonga, Bathurst, Canberra, Dubbo, Goulburn, Orange, Parramatta, Port Macquarie and Wagga Wagga.

**University Premises**: includes any land which is owned, controlled, managed or occupied by the University together with any building, construction or facility of any kind (whether permanent or temporary) on that land and also includes any other building, construction or facility which is under the control or management of, or which is occupied by the University. This excludes any building sites under the control of a head contractor.

**Visitor** – is any person who is not a student or member of staff but who accesses University premises.
4. CRITICAL INCIDENT MANAGEMENT

4.1 A Critical Incident requires a considered, coordinated and timely response from the University to prevent the situation from significantly worsening and to minimise future adverse ramifications. Critical incidents may be physical, such as major fires, floods or the release of chemical, biological or radioactive substances, or they may be less tangible such as a political issue with potential to significantly damage the University's reputation such as a breach of animal ethics, etc.

4.2 Assessment of an incident must take into account both the reaction of the individual or individuals directly affected and the wider ranging effects on members of the University community at large. It should also be noted that people react in different ways, both in their immediate and in their longer term responses to events.

4.3 In assessing a critical incident, consideration must be given to the prevailing factors and mood of staff and/or students at the time of the incident. For example, if a major incident such as vandalism or assault has occurred in a specific building and this is followed soon after by a minor incident such as petty theft in the same building, the second minor incident may well produce additional stress for the people involved. In this case, the second incident should be regarded as a critical incident although normally petty theft would be regarded as minor.

4.4 Some examples of critical incidents:

- Any fatality, near fatality or incident likely to seriously affect a number of staff and/or students;
- Serious/traumatic traffic incidents;
- Murder or suicide (or attempt) involving students/staff and their family members;
- Physical or sexual assault;
- Injury or death of a colleague;
- Fire, explosion, bomb threat; unintentional release of chemical, biological or radioactive substances;
- Hold-up or attempted robbery;
- Threats of violence to staff/students;
- Major theft or vandalism;
- Incidents involving pain or abuse of children;
- Sights, sounds, or smells that cause distress to students and/or staff;
- Storms/natural disasters;
- Technical failure that significantly impedes business continuity, and
- An incident that has the potential to have a negative impact on the University's reputation
- Public health matter – contagious disease subject to mandatory notification.
5. CRISIS MANAGEMENT

5.1 Crisis Management is the development of a system to minimise the impact of a crisis on an organisation’s people, operations and reputation and to assist an organisation to recover from such an extreme event.

5.2 At present there exists a range of policies and processes that covers many aspects of the Prevention, Preparedness, Response and Recovery phases of emergency and disaster management. These processes include but are not limited to: risk and threat assessment, risk mitigation, emergency preparation and response, and business continuity planning.

5.3 The Emergency Planning Committee has recommended that the existing University processes be integrated to form a crisis management framework that would be governed by a high level Crisis Management Committee (CMC). Please refer to Appendix 6 - Proposed Crisis Management Structure at Charles Sturt University for further detail.

5.4 In the absence of a formal Crisis Management framework it is incumbent upon members of the responding CIRG to seek senior level support on a case by case basis.

5.5 What is the distinction between an emergency, critical incident and a crisis?

- An emergency is a sudden, unexpected event that requires an immediate response from internal and external emergency services. Emergency management is the development of effective incident response systems focused on controlling the event.

- A critical incident is defined as a traumatic event which does or is likely to, cause extreme physical and/or emotional distress to staff and/or students and may be regarded as outside the normal range of experience of the people affected. A critical incident may take place either on or off University premises.

- A crisis can be any emergency or critical incident that is beyond the capacity or the delegated authority of the campus CIRG’s to successfully manage, or a series of events that have the potential to seriously damage an organisation’s people, operations or reputation.

Disaster Management

As history indicates, at some point in the future the members of the CIRG’s will be involved with the management of a significant event or a disaster in our regions that will be broader than just the University. In an event of this scale the normal range and response times from emergency responders and suppliers will be prioritised by either the Local Emergency Management Controller (LEOCON) or the District Emergency Operations Controller (DEOCON).

In preparation for such an event it is important that the CIRG’s understand how the University is required to integrate with the NSW Disaster Recovery Plan (DISPLAN) and the broader disaster management network. It is recommended that this process be documented in a Business Continuity Plan by each of the Campus CIRG’s.
For the purposes of this document ‘disaster’ means an emergency due to an actual or imminent occurrence (such as fire, flood, storm, earthquake, explosion, terrorist act, accident, epidemic or warlike action) which:

a) endangers, or threatens to endanger, the safety or health of persons or animals in the State; or
b) destroys or damages, or threatens to destroy or damage, any property in the State, being an emergency which requires a significant and co-ordinated response.

For the purposes of the definition of emergency, property in the State or Territory includes any part of the environment in the State or Territory. For example, a reference in the State Emergency and Rescue Management Act 1989 (NSW) refers to:

a) threats or danger to property includes a reference to threats or danger to the environment, and
b) the protection of property includes a reference to the protection of the environment.
6. EMERGENCY CONTROL ORGANISATION STRUCTURE

6.1 The University’s Emergency Control Organisation (ECO) has been established in accordance with AS 3745 ‘Planning for Emergencies in Facilities’ and provides members with guidance to the planning for, and management of emergency and critical incident situations across all University premises.

6.2 The chart below demonstrates how the Emergency Control Organisation is structured at Charles Sturt University and the relationship between the EPC, CIRG’s and the campus emergency structure (wardens).

6.3 If an emergency is declared the campus based emergency structure will implement an appropriate response to emergency situations in accordance with the Site Emergency Procedures Manual. In the event that the campus emergency generates into a critical incident, the Emergency Control Organisation hierarchy will
come into effect and the Critical Incident Response Group (CIRG) will manage the incident at the local level, liaising with the University’s Senior Executive Committee as required.

6.4 **Emergency Planning Committee (EPC)**
The EPC is responsible for establishing and maintaining University ECOs and CIRGs. The EPC sets the strategic direction, and standards in emergency and critical incident management at the University through policy, guidelines and template plans. For further detail on the functions of the EPC refer to the ECO Policy and the Division of Facilities Management Emergency Planning web page.

6.5 **Authority and Indemnity**
During emergency situations or exercises, ECO personnel shall have absolute authority to issue instructions to evacuate all persons from buildings and/or areas. Such instructions are to be adhered to at all times by all employees, students and visitors of the University. ECO personnel shall be indemnified against civil liability resulting from practice or emergency evacuation of a building where personnel act in good faith and in the course of their duties.

6.6 **Emergency Management Governance within the CSU Context**
The following chart summarises the existing management committee structures that exist at CSU.

6.6.1 The EPC will continue to work towards the creation of an integrated emergency and business continuity management framework where Risk &
Threat Management, Emergency & Critical Incident Management and Business Continuity Planning are considered as an integrated process.

6.7 The Presiding Officer, EPC shall be appointed by the Executive Director, Division of Facilities Management to manage and coordinate the general activities of the EPC & CIRG’s.

The Presiding Officer of the EPC may also be required to participate in the university’s Crisis Management Team to assist with the management and response to a crisis at an organisational level as well as liaise with the organisation’s Business Continuity Planning Group.
7 CRITICAL INCIDENT RESPONSE GROUP (CIRG)

7.1 The Critical Incident Response Group on each campus is designed to be the core of the University’s response to an incident occurring on that specific campus or nominated University premise. However, it is the responsibility of the Chief Warden (or nominated Deputy), to determine whether or not the incident is a critical incident as defined in Section 4 and, if so deemed, to put into operation the Critical Incident Response Group to enact the Site Emergency Procedure.

7.2 Role of the CIRGs
The Critical Incident Response Group has the role on each campus and nominated University premise of formulating and implementing specific critical incident management plans to the standards set by the Emergency Planning Committee that will provide for a coordinated response to critical incidents that may occur.

7.3 Role of CIRG in an Incident
The functions of the CIRG during a critical incident will include coordination, implementation, supervision, and liaison as outlined in Sections 6 and 7.

7.4 Role of the CIRG in a Disaster
The role of the CIRG during a disaster is to collaborate with the appointed Local District Emergency Operations Controller for the Local Government Area.

7.5 CIRG Terms of Reference
• Formulate, implement and amend the campus emergency and critical incident plans.
• Ensure a consistent approach to emergency and critical incident management at the campus level.
• Coordinate and administer the resource allocation at the campus level.
• Manage the many facets of a response to an emergency and/or critical incident to its successful completion.
• Measure the effectiveness of the crisis management plan against set performance indicators.
• Ensure that all positions on the CIRG are filled and personnel receive ongoing training.
• Arrange for the conduct of critical incident exercises.
• Create awareness of the CIRG and its role to the relevant University senior management.
• Foster and maintain a relationship with other appropriate external organisations.

7.6 Chief Warden authority in an emergency
In a declared emergency or critical incident the Chief Warden shall assume control of the situation and the Chief Warden’s directions shall take precedence over the normal chain of command protocols until such time as the Chief Warden determines it is safe to return to the normal chain of command or is directed to do so by the Vice-Chancellor or representative after control has been handed back from the lead Emergency Services Agency.

7.7 Membership of the CIRG
The composition of the Critical Incident Response Group may vary from campus to campus, however it is recommended that wherever possible the membership should be structured as follows:

Positions
• Presiding Officer, Chief Warden
7.8 Roles & Responsibilities of CIRG Members

7.8.1 Role of the Chief Warden
On arrival at the scene of a critical incident, the Chief Warden will be responsible for the assessment and coordination of responses to the incident, and other staff members may be co-opted as necessary to deal with specific incidents. For example, the Residential Advisors would be a most valuable resource in any incident that might involve students who are on-campus residents.

The International Student Advisor on each campus shall be contacted if the incident involves an international student or students.

The Chief Warden will declare an emergency and or Critical Incident as the circumstances dictate.

The Chief Warden shall liaise closely with other relevant members of the CIRG to ensure that students and staff who demonstrate behaviours that might place themselves or others at risk have been identified.

The Chief Wardens shall be available 24/7 to respond to incidents and invoke the campus CIRG as required. CIRG members shall ensure that a trained deputy is available to cover their role during absences from duty.

7.8.2 Role of the Deputy Chief Warden
The Deputy Chief Warden shall assist the Chief Warden in all aspects of the CIRG and ECO management.

In the absence of the Chief Warden the Deputy Chief Warden may also be required to substitute as the Chief Warden if circumstances so require.

In some cases the nominated Chief Warden for a particular campus may be remote to that campus or site making the formation of a fully resourced ECO problematic. Where this situation exists the relevant Chief Warden shall nominate a Deputy Chief Warden for that campus who will act, for all intent and purpose, as the Chief Warden during a practice or declared Critical Incident or emergency.

7.8.3 The Role of the Incident Centre Controller
Where required the Command Centre Controllers shall be appointed by the Chief Warden to manage the proceedings at the Incident Command Centre and to co-ordinate the transfer of information to the Chief Warden at the site of the emergency.

The Command Centre Controller shall usually be appointed from the membership of the local CIRG.

Where the Chief Warden is not required at the site of the emergency the appointment of an Incident Controller may not be necessary.

### 7.8.4 Role of the Head of Campus

The Heads of Campus are designated as Official University Spokespersons (Media Policy Section 8.3) and as such are authorised to engage with the media or issue a media statement during a critical incident. They shall liaise closely with the CSU Media Officer to ensure the communications surrounding a critical incident are timely, accurate and accessible.

While it is the Chief Warden’s role to manage the emergency at the coalface, it is the Head of Campus’s responsibility to manage and coordinate the related issues resulting from the emergency to ensure that the functions and procedures of the CIRG and this procedure are implemented.

Importantly, during the emergency the Head of Campus is also the key management link between the CIRG and the University’s Senior Executive.

### 7.8.5 The Role of the CIRG Secretary

The principal role of the Secretary is to support the administrative functions of the CIRG. This extends to providing accurate records of the CIRG meetings and associated correspondence. The Secretary shall ensure the minutes of meetings are provided to the Secretary of the Emergency Planning Committee within one (1) week of the CIRG meeting.

A CIRG minute template has been developed by the EPC to create a consistent meeting management framework across all the CIRG’s.

### 7.8.6 Role of the CSU Media Officer

The ability of the University to effectively communicate with internal and external audiences during a critical incident and during its recovery phase is crucial. The effectiveness of the University’s communications during a critical incident can be used to judge if the organisation has successfully handled a critical incident.

The CIRG Media Officer should be one of the earliest members notified of a critical incident and be included in all briefings. During the critical incident they are responsible for managing and liaising with the media and providing information to the media. During an emergency or critical incident all media communication shall be directed to this member.

The role of the CSU Media Officer will be guided by Section 9 of the Media Policy titled ‘Critical Incidents’. Please read here: [http://www.csu.edu.au/adminman/mar/policy-media.pdf](http://www.csu.edu.au/adminman/mar/policy-media.pdf)

As per Section 9.4, the CSU Media Officer will report the critical incident as soon as is reasonably practicable to the Office of Vice-Chancellor (OVC). The Senior Communications Officer should update the OVC as a critical incident can have significant implications for the organisation.
In line with the Media Policy, the CSU Media Officers are not designated as Official University Spokespersons. As such they will work closely with the Chief Warden and/or Head of Campus to ensure the communications surrounding a critical incident are timely, accurate and accessible.

Key tools in communicating a critical incident to staff, students, the media and other stakeholders will be updates on the official CSU News site, the establishment of a special information CSU web-page, social media (CSU Facebook) and the establishment through the University Contact Centre of an external single telephone number to offer to the public.

A decision on whether to use any of these tools for a critical incident lies with the local CIRG.

The CSU Media Officer can liaise with the Manager of the Contact Centre on the establishment of the single external telephone number.

Similarly, the CSU Media Officer can liaise with the Manager of Online Marketing for the establishment and updates on CSU homepage. Read more on this in the Division of Marketing & Communication here:


Another tool of the CSU Media Officer will be the Critical Incident Emergency Communications Strategy – Appendix 4. This document may be used by the officer in preparing the Official University Spokesperson to communicate with the media.

In addition, the Division of Marketing and Communications site has a number of valuable resources surrounding communications in a crisis or emergency. Please read here. http://www.csu.edu.au/division/marketing/media/crisis-communication.

7.8.7 Role of the Finance Representative
The Finance representative shall be empowered to approve expenditure, travel requirements or other Finance resource required in the management of a Critical Incident.

7.8.8 Role of the Human Resource Representative
The Human Resources representative shall be empowered to access staff records that maybe required in the management of a critical incident.

The Human Resource representative shall liaise closely with other relevant members of the CIRG to identify staff who may be exhibiting behaviour that places them or others at risk of a potential critical incident.

7.8.9 Role of the Information Technology Representative
The Information Technology representative will facilitate access to communication services and systems that maybe required in the management of a critical incident.

This role shall also work proactively to ensure the CIRG Command Centre is adequately supported by communication technology to successfully respond to a critical incident.
7.8.10 **Role of the Student Services Representative**
The Student Services representative shall be empowered to access student records and related support services that may be required in the management of a critical incident.

The Student Services representative shall liaise closely with other relevant members of the CIRG to identify students or staff who may be exhibiting behaviour that places them or others at risk of a potential critical incident.

7.8.11 **Role of the Operations Manager - Residence Life**
The Operations Manager, Residence Life shall be empowered to access student residential records, residential accommodation and catering resources that maybe required in the management of a critical incident.

The Operations Manager, Residence Life shall liaise closely with other relevant members of the CIRG to identify students and staff who may be exhibiting behaviours that places them or others at risk of a potential critical incident.

This role also has a responsibility to provide pastoral care services to students impacted by a critical incident.

7.8.12 **Role of the Student Administration Representative**
The Student Administration representative shall be empowered to access student records that may be required in the management of a critical incident.

The Student Administration representative shall liaise closely with other relevant members of the CIRG to identify students or staff who may be exhibiting behaviour that places them or others at risk of a potential critical incident.

7.8.13 **Role of the Academic Representative**
The academic representative on the CIRG shall consider the implications of the CIRG’s business and planning activities on the academic processes at the University.

7.8.14 **Role of the Incident Scribe**
The Chief Warden will appoint an incident scribe to document events as they unfold for submission to relevant parties. It will also be the Chief Warden’s responsibility to assist with the completion of the Accident Incident Report, if applicable, and to ensure that it is forwarded within two days of the incident to the Division of Human Resources. The Chief Warden will assist with the initiation of any other relevant documentation required by the particular circumstances of the incident.

At the conclusion of the critical incident, the Chief Warden will conduct an operational debrief using the information provided by the Incident Scribe.

7.8.15 **Functional Area Coordinator**
During the response or recovery phase of a Critical Incident the CIRG has the option of appointing a Functional Area Coordinator (FAC). The FAC shall serve as the single point of contact between the CIRG and the functional area to coordinate support activities associated with the event. The FAC will liaise with the functional area manager to ensure the appropriate authority is provided to achieve the required organisational outcome.
7.8.16 Combined CIRG’s
In recognition of smaller campuses and other University premises that are unable to support their own CIRG, another CIRG may be requested to combine available representatives into their group to provide support and guidance until such a time that the group can stand alone.

7.8.17 CIRG Members with multiple membership
A member may, due to their role within the University be a member of more than one CIRG. An example of this may be a Media Officer who is responsible for more than one campus as part of their substantive CSU position.

7.9 CIRG Meetings and Schedules
The CIRG will review procedures and plans and enable ongoing training.

Regular planned meetings of the CIRG are critical to the successful administration of this group. It is recommended that meetings of the CIRG are scheduled quarterly at the commencement of each year.

7.10 Critical Incident Training Scenarios
The Chief Warden shall ensure that the CIRG meetings include regular table top scenarios across a range of potential incidents. This is a key function to prepare the members and to establish the understanding of the individual members role within the Group and to create the working relationships with other members that are so important during a real critical incident.

7.11 Revision of this Procedure
Unless done during regular meetings the CIRG’s should meet at least once a year for the express purpose of reviewing these procedures.

Where amendments to this procedure are recommended through an official meeting of a CIRG, the CIRG Secretary will forward the recommendations through to the Secretary of the EPC who will put such recommendations to the membership of the EPC for ratification and inclusion in the procedure. If this procedure is amended for any reason the Secretary of the EPC shall distribute notice of the revision through to all CIRG and EPC members and update and gain approval of the changes in accordance with the University delegations.
8 PREVENTION PRINCIPLES

While it is impossible to foresee the events or factors that can lead to a Critical Incident, staff and students are encouraged to be aware of the importance of planning to mitigate the effects of a traumatic event that could follow such an incident. The following should be used as a guide to prevention:

8.1 Proposed Risk & Threat Management Process
The University has an existing risk assessment and mitigation process in place and is in the process of implementing a Business Continuity Plan.

The EPC and CIRG’s will consider how they may use this process to identify, mitigate and manage identified risks and threats from the perspective of preventing a potential critical incident occurring or mitigating the impact of a critical incident if it should occur.

8.2 Proposed Safer Community Scheme
The introduction of a process similar to the Safer Community Scheme is a key strategy that directly relates to a proactive approach to risk management that includes comprehensive programs for risk identification, mitigation, crisis planning and preparedness. The EPC strongly supports the introduction of a Safer Communities Scheme.

This scheme was introduced by Monash University in the wake of the on campus shootings and sees the University’s communities working proactively together, sharing relevant information in a timely manner aimed at identifying and supporting students and staff that may be at risk, and intervening to prevent a critical incident occurring. This identification process is carried out through a system of key behavioural indicators.

8.3 Passive and Active Security Design Standards
The Division of Facilities Management will include in its planning process consideration of appropriate passive and active design elements aimed at engineering out aspects of building and campus design that create negative security outcomes.

In addition to preventing critical incidents, the design process will also include reactionary measures aimed at improving safe and secure locations in case of a critical incident on campus.

8.4 Encouraging Planning for Personal Safety
The EPC and CIRG’s should actively promote and encourage the inclusion of personal safety awareness for all students and staff.

- Students, visitors and staff should be alert not alarmed and be cognisant of what is happening around them and any changing or developing circumstances.
- Students, visitors and staff should understand the main pedestrian thoroughfares through the campus which are well lit and not walk alone in remote locations.
- Understanding of the Campus Security phone system and its use.
- Pedestrian travel at night should be planned to ensure they are not alone.
- Staff staying back at night should notify Security staff and advise Security when they finally depart.
9 PREPARATION PRINCIPLES

While it is impossible to foresee the events or factors that can lead to a critical incident, staff and students are encouraged to be aware of the importance of planning to mitigate the effects of a traumatic event that could follow such an incident. The following should be used as a guide to preparation:

9.1 Emergency telephone contact numbers for both the external Emergency Services (000) and Campus Security (internal shortcut 400) should be prominently displayed in all offices and public areas.

9.2 The contact telephone numbers listed under Appendix 1 should be made available to all members of the CIRG who will be responsible for publishing any or all of them should this be deemed necessary.

9.3 The maintenance of information contained in the on-line staff induction process to ensure currency of information.

9.4 The availability of appropriate resources and the development of safety measures will be monitored on a regular basis through the relevant divisions of the University and the Emergency Planning Committee (see Section 6.3). Staff should be encouraged to bring issues of safety to the attention of their immediate supervisors who should bring such issues to the attention of management. In the case of students, they should bring their concerns to the appropriate student organisation on each campus.

9.5 The Division of Facilities Management will undertake regular liaison with emergency services, including the provision of maps and updating information on new buildings, roads, etc.

9.6 The CSU Media Officer will maintain regular liaison with local and regional media to provide contact numbers for the provision of information during emergency situations.

9.7 Networks involving internal and/or external providers of health, safety and support mechanisms should be maintained and updated as required by individual schools and divisions, with details provided to the CIRG.

9.8 The CIRG will be responsible for updating emergency telephone contact numbers and developing rosters for the establishment of a 24-hour on-call service, details of which must be provided to the Campus Security staff.

9.9 The CIRG will facilitate the dissemination of relevant information to those affected by the critical incident. This information should include key contacts and telephone numbers, particularly of people and organisations that can assist with alleviating the stress caused by the incident. (See Appendix 1 for the list of Contact Telephone Numbers for each Campus.)

9.10 The CIRG members shall maintain a ‘confidential’ contact list of key university personnel who may be required to be contacted at any time of the day or night. This list is only to be made available to members of the CIRG who will only use this confidential information as a legitimate function of the CIRG’s business.

9.11 All staff and students are to be made aware of safety and evacuation policies as listed in Section 9 of the Critical Incident Response Group Response Procedure.

9.12 Amendments to this Procedure will be communicated as per the University Policy guidelines. http://www.csu.edu.au/about/policy
10 RESPONSE PRINCIPLES

10.1 The CIRG members should be aware that by the time they receive notification of a proclaimed emergency the situation could be well advanced and several processes or actions may already be well advanced and requiring corporate management intervention.

10.2 If a building’s Site Emergency Plan has already been activated the Chief Warden will assume control of the event and be debriefed on site of the circumstances and actions that have been initiated.

10.3 The Chief Warden will communicate with the CIRG who will be required to manage the behind the scene processes while the Chief Warden manages the scene of the emergency until such time as the Emergency Services assume control.

10.4 The key to an effective and relevant response to a critical incident is COORDINATION and this will be achieved by following these important steps:

10.4.1 The initial response to a critical incident will be notification of the incident to, if necessary, the Emergency Services (externally), and then to Campus Security.

10.4.2 Notification should include the type of incident, the exact location and details of any person or persons who might be injured, in distress, or at risk.

10.4.3 Security will immediately contact the Chief Warden (or nominated Deputy).

10.4.4 If people are at risk, they will be removed from the area and/or assistance will be rendered as necessary. The incident area will be sealed off if required.

10.4.5 Once a critical incident has been identified by the Chief Warden (or Deputy), a member, or members, of the Critical Incident Response Group may be asked to assist with an assessment of the immediate situation, to set priorities, and to begin initial responses according to the established guidelines. The other members of the CIRG will be notified to place into action, resources as required.

10.5 Action to be undertaken by the Chief Warden or nominated CIRG member:

10.5.1 Identification of people involved and the resources needed.

10.5.2 Implementation of response in terms of people and resources.

10.5.3 Establishment of a central information point to provide up-to-the-minute, accurate information to staff, students, families of those involved, helpers, and the media. A single spokesperson, normally the Head of Campus as a designated Official University Spokesperson (Media Policy, Section 8.3), will be appointed to speak to the media and other persons involved with the incident.

10.5.4 Appointment of contact person. A senior officer of the University will be appointed to make personal contact with individuals including victims, other students and/or staff, family, and friends. This responsibility shall be delegated to the most appropriate position within the University as determined to suit the circumstances of the event and could be allocated to several staff.

10.5.5 Arranging counselling services. Arrange Counselling services at appropriate locations and, if required, outside agencies will be notified and will make themselves available to assist all those affected by the incident.
10.5.6 **Provision of a quiet area.** A quiet area will be established for the use of victims and/or their families. This area shall be protected from intrusion by anyone not immediately affected by the incident.

10.5.7 **Supervision of property.** Steps will be taken to supervise property, both personal property and any buildings or structures that might be unsafe and in need of immediate repairs.

10.5.8 **Liaison with Emergency Services**
The Chief Warden will be the University’s principal liaison officer for all emergency services and combatant authorities.

10.6 **Incidents Involving Organisational Reputation**
The University’s reputation is a valuable asset. It is therefore important to understand that any event that the CIRG’s may be required to manage has the potential to influence the public’s perception of the University. The way in which the event is managed has the potential to result in a positive or negative reputational outcome for that Organisation, both nationally and/or internationally. During the management of any event CIRG members shall be cognisant of the **reputational risk** presented by that event. If the CIRG’s evaluation of reputational risk is determined to be significant, this matter should be referred immediately to members of the SEC.

10.6.1 Reputational risk is a risk of loss resulting from damages to the University’s reputation resulting in lost revenue, even if the University is not found guilty of a crime.

10.6.2 Reputational risk is the possible loss of the organisation’s reputational capital. Imagine that the University has an account similar to a bank account that they are either filling up or depleting. Every time the company does something good, its reputational capital account goes up; every time the company does something bad, or is accused of doing something bad, the account goes down.

10.6.3 The reputational risk may not always be under the control of the University. Extreme cases such as shootings at a University premise, physical assaults to international students, fraud, plagiarism, etc. have resulted in poor reputational outcomes for several well respected universities in recent years.

Reputational risk can be a matter of corporate trust, but serves also as a tool in crisis prevention. Some corporations try to understand what the potential risks are to the company’s reputation and either prepare crisis management responses or solutions.

10.7 **Incidents Involving On-shore International Students**
The University operates under specific obligations for International Students as required under the Commonwealth Education Services for Overseas Students Act (ESOS Act).

Where a critical incident involving an international on-shore student meets the definition of the Critical Incident Response Group Procedure the response is managed in the same manner as that for a domestic student excepting that the incident must be reported to the Pro Vice Chancellor (International Education & Partnerships) or nominee as soon as possible.
<table>
<thead>
<tr>
<th>Critical Incident</th>
<th>CIRG</th>
<th>PVC(IE&amp;P)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any fatality, near fatality or incident likely to seriously affect a number of staff and/or students</td>
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<td>✔</td>
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<tr>
<td>Serious Illness; mental or physical, illness requiring hospitalisation (within Australia)</td>
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<td>✔</td>
</tr>
<tr>
<td>Serious traumatic traffic incidents</td>
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<td>✔</td>
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<tr>
<td>Motor vehicle accident where a student is not hurt</td>
<td>❌</td>
<td>✔</td>
</tr>
<tr>
<td>Murder or suicide (or attempt) involving students/staff and their family members</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Physical or sexual assault</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Injury or death of a colleague/student</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>Fire, explosion, bomb threat</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>Hold-up or attempted robbery</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>Threats of violence to staff/students</td>
<td>✔</td>
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<tr>
<td>Major theft or vandalism</td>
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<tr>
<td>Threat of pandemic</td>
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<tr>
<td>Severe storms and natural disasters</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>Natural disaster overseas</td>
<td>❌</td>
<td>✔</td>
</tr>
<tr>
<td>Incidents involving pain or abuse or children</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>Sights, sounds, or smells that cause distress to students and/or staff;</td>
<td>✔</td>
<td>❌</td>
</tr>
<tr>
<td>Technical failure that significantly impedes business continuity</td>
<td>✔</td>
<td>❌</td>
</tr>
<tr>
<td>Any incident that has the potential to have a negative impact on the University’s reputation</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>Public health matter – subject to mandatory notification</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Drug and/or Alcohol Abuse</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>Missing Student</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>Domestic Violence</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>Student in Significant Legal Difficulties</td>
<td>❌</td>
<td>✔</td>
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<tr>
<td>Student in Severe Financial Difficulties</td>
<td>❌</td>
<td>✔</td>
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<tr>
<td>Criminal Assaults, Stalking and Criminal Conviction</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>Non life threatening events may qualify as critical incidents</td>
<td>❌</td>
<td>✔</td>
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<tr>
<td>Political Unrest Overseas</td>
<td>❌</td>
<td>✔</td>
</tr>
<tr>
<td>Overseas War</td>
<td>❌</td>
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</tbody>
</table>

Legend: ❌ Not Required    ✔ Sometimes Required    ✔ Always Required
The Pro Vice Chancellor (International Education & Partnerships) shall develop processes to administer ‘all’ critical incidents as defined under the Commonwealth Education Services for Overseas Students Act (ESOS Act) including, but not limited to, the following events: serious illness - mental or physical, illness or injury requiring hospitalisation (within Australia), non life threatening events may qualify as critical incidents, drug and/or alcohol abuse, missing student, domestic violence, criminal assaults, car accidents (even if the student is not hurt), death, stalking, criminal conviction, student in significant legal difficulties, student in severe financial difficulties, and significant overseas events e.g. war, earthquake, tsunami, etc.

In most cases these incidents will be encountered first by an International Student Advisor or Residential Life staff that will document as usual and then must report to the Pro Vice Chancellor (International Education & Partnerships) or nominee ASAP.

The table of events helps clarify the classification of incidents in terms of International Students

10.8 Critical Incidents Involving CSU Staff or Students Abroad on a Student Mobility Program
For detailed instructions please refer to the “Outbound Student Mobility Critical Incident Procedure” (latest version is available from CSU Global in the Division of International Education & Partnerships).

Line Management Responsibilities
CSU Global will follow advice from the Department of Foreign Affairs and Trade (DFAT), International SOS and TravelTracker in relation to the safety of students and staff members in the event of any critical incidents involving terrorism, political unrest, or outbreaks of infectious disease.

In the instance of any of these organisations issuing a travel warning the Manager CSU Global will contact students/staff involved in a mobility program in the affected area to ascertain their well-being.

The Overseas Critical Incident Procedure will be implemented where the well-being of students/staff is deemed to be compromised.

Where the DFAT rating is upgraded to four, all programs will be immediately terminated and processes implemented to expedite the repatriation of participants to Australia, or where this is not possible to the most convenient safe location.

Involvement of CSU Critical Incident Response Group
In the event of a Critical Incident overseas involving current staff or students, the Manager, CSU Global (or representative) will make telephone contact with the Wagga campus Security Office who is the nominated central University 24 x 7 initial contact for critical incidents of this nature.

On receiving notification of a critical incident from the Manager, CSU Global, the Security Officer on duty shall place the Manager, CSU Global in contact with the ‘on-call’ Chief Warden. The Security Officer will continue to monitor this process until they have made themselves satisfied that ‘direct’ contact has been made.

The ‘on-call’ Chief Warden will then collaborate with the Manager, CSU Global and identify the relevant stakeholders required to implement and manage the response to the critical incident.
As early as possible in this process the Chief Warden, in conjunction with the Manager CSU Global, shall determine if and when the Vice-Chancellor should be advised or involved in the management of the critical incident.

**Note:** To facilitate this course of action all Security operations manuals will include the above detail.

The contact number for the Wagga Wagga Campus Security is included in Appendix 1 – Contacts List Template.
11. DEALING WITH THE AFTERMATH OF A CRITICAL INCIDENT IN THE WORKPLACE

11.1 CSU Managers’ Guide to Immediate Support

When an incident involving emotional trauma has occurred, the immediate tasks are to ensure:

- Those staff members’ physical and emotional needs are met.
- The sense of safety and security are re-established with whatever sense of routine and normality is possible under the circumstances.
- The central stress factor needs to be addressed to allow those involved to return to a more stable and normal level of activity.

11.2 In the period between the termination of the incident and the end of the work shift, a meeting should be held to assist staff to commence the recovery process. This should be done by the line manager/supervisor.

11.3 It is important that managers react immediately after the incident and ensure all staff receives support as soon as possible. It is important for staff to be assured that their current emotions are normal and to be expected. Staff should be given time to discuss their emotions and reactions. (See Appendix 2 – Critical Incident (Emotional Trauma) Management.

NOTE: The trauma counselling number as detailed in Appendix 1 - Contacts List can be used by managers to receive advice on managing critical incidents and on trauma management services available from the University’s Employee Assistance Program provider.

11.4 In cases of acute emotional trauma, prompt assessment by qualified counsellors is recommended to reduce the likelihood of post-incident stress related problems. Otherwise, it is normal for the need for professional debriefing to be assessed after a period of 24 to 48 hours by qualified counsellors. As an immediate response, managers should adopt the following simple, post incident management steps as part of a debriefing process:

**Step 1:** Gather group together and summarise what has happened. State what you know and what you don’t know.

**Step 2:** Ask staff if they have any questions. This should lead to discussion, clarification and personal expression.

**Step 3:** Decide what will happen next in relation to the incident and make interim arrangements for work responsibilities.

**Step 4:** Present the support arrangements for staff until the next shift (this should include contact arrangements after hours if required).

**Step 5:** Provide information on reactions and assistance available. A CSU Critical Incident (Emotional Trauma) Management handout sheet is provided by the CIRG team members.

**Step 6:** Assess staff members’ immediate needs for personal support and practical help.

**Step 7:** Give advice on what to do next and how staff can take care of themselves (use the information provided on the handout.
sheet – stress the ‘normal reaction to an abnormal event’ and expected reactions, and things to manage these reactions).

11.5 Line managers/ supervisors may arrange for a senior executive manager, respected by the staff involved in the incident, to address the group to show support and consideration.
12. FOLLOW-UP ACTION

12.1 As soon as possible following a critical incident a meeting of the CIRG will be called to brief members on the incident, responses and outcomes in accordance with Section 4 of this procedure.

12.2 A critical incident does not end with the immediate response. Important follow-up procedures must be implemented in the areas of counselling, information dissemination, and debriefing. These issues are the responsibility of the Critical Incident Response Group which will:

12.3 **Disseminate information** to staff, students, and all those affected by the incident and to the media.

12.4 **Monitor the need for counselling** and maintain contact with those who may need ongoing support, often at times and in locations outside of the normal University routine. Consideration should be given to personal contact with victims and those affected by the incident outside of normal hours. In exceptional circumstances, the Critical Incident Response Group will assess those affected by the incident and make referrals for counselling and/or advice to agencies outside of those normally provided by the University.

12.5 **Provide literature** to those affected by the incident on the possible short- and long-term effects.

12.6 **Notify Student Administration** and, where relevant, academic managers and residential support staff of students who are likely to be affected by the traumatic situation to ensure that proper support is given and that inappropriate contacts are not made. Where overseas students are involved, contact with the relevant student support officers will be made so that the appropriate cultural responses may be put in place, interpreters may be provided, and overseas authorities, such as embassies and legations, notified.

12.7 **Conduct debriefing sessions** for everyone directly involved in the incident including, if necessary, the wider University community.
13. CONTINUAL IMPROVEMENT

Evaluation of the University's response to a critical incident is essential to the on-going development and effectiveness of the critical incident management processes. The following guidelines should be noted:

13.1 Shortly after the incident, the Critical Incident Response Group will evaluate the deployment of emergency procedures and the overall response to the incident.

13.2 Procedures adopted in a particular incident will form the basis of improved responses to trauma management, with staff and students encouraged to provide their thoughts and experiences to the CIRG in order to assist in the development process.

13.3 The CIRG will conduct regular reviews of procedures and this will be a standing agenda item for the CIRG meetings.

13.4 The EPC and Critical Incident Response Groups will meet annually as a combined group to collaborate and share experiences and other information to develop techniques for continually enhancing critical incident management processes.

13.5 The Presiding Officer of the EPC is responsible for ensuring that any process enhancement is incorporated into the appropriate emergency and/or critical incident documentation.

13.6 Any updates to emergency or critical incident documentation will be communicated to all relevant University stakeholders via the Division of Facilities Management website ‘Emergency Preparedness’ and ‘What’s New’.

13.7 Ongoing consultations will be held with staff and students on critical response strategies.

13.8 Staff will be encouraged to undertake training relevant to the handling of a critical incident and post-trauma stress management.

13.9 Regular exercising through ‘Table Top’ and ‘Real Time’ exercises will strengthen understanding and allow refinement of procedures and engage with other service providers in the specialist agencies.
14. OTHER UNIVERSITY GROUPS AND PROCEDURES

Guidelines and checklists in this Procedure should be considered in conjunction with other University committees and documented procedures.

14.1 Occupational Health & Safety Committees
The OHS committees facilitate co-operation between the University and its employees in instigating, developing and carrying out measures designed to promote a safe and healthy working environment for University employees, students and visitors to the University premises, including its remote locations.

The OHS committee ensure that all employees have, through elected representatives, the right to consult with and receive information from senior management representatives on all matters relating to Workplace Health and Safety as per the CSU OHS Consultation Statement.

14.2 Bio safety Committee
The responsibilities of this committee guidelines, policies and procedures in the handling, storage, transport and disposal of biological materials including microorganisms, infectious materials of plant animal or human origin and genetically modified organisms (GMO’s).

14.3 Radiation Safety Committee
This committee has responsibility for establishing guidelines, policies and procedures in the handling, storage, and disposal of radioactive substances; monitoring these procedures; maintaining a register of the location and use of all radioactive substances and irradiating apparatus.

14.4 Chemical Safety Committee
This committee has responsibility for establishing guidelines, policies and procedures in the handling, storage, and disposal of radioactive substances; monitoring these procedures; and maintaining a register of the location and use of all required chemical substances.

14.5 Animal Ethics Committee
The ACEC has the external compliance and reporting responsibilities for any animal used in the teaching and research programs.

14.6 Division of Human Resources (Equal Opportunity)
The responsibility of the Equal Opportunity staff is to provide information on anti-discrimination legislation, the University’s policy on freedom from harassment, and general equity issues.

14.6 Emergency Planning Committee
Staff from this area will conduct audits of the readiness of Critical Incident Response Groups, facilitate the training of key Critical Incident Response Group personnel, and control the amendment of this Procedure and its distribution on CSU DFM ‘Emergency Preparedness’ web pages.

14.7 Employee Assistance Program
The University has approved a contract for the provision of employee counselling services to University staff and their families free of charge as part of an ongoing Employee Assistance Program. Details are available from the Division of Human Resources.
14.8 **Division of Facilities Management**
The Division of Facilities Management has delegated responsibility for the management and oversight of the organisations Site Emergency Procedures and Emergency Evacuation plans. These documents and other assistance are available from the Division of Facilities Management.

14.9 **Residence Life Office**
Residence Life will be responsible for ensuring students who live in Halls of Residence have appropriate access to follow up services and support, such as pastoral care and counselling services for students involved in, or affected by, critical incidents.
15. GUIDANCE MATERIAL FOR CRITICAL INCIDENTS

Please find guidance materials attached as appendix’s below.

<table>
<thead>
<tr>
<th>Appendix Number</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix 1</td>
<td>Emergency Contact Details Template</td>
</tr>
<tr>
<td>Appendix 2</td>
<td>Critical Incident (Emotional Trauma) Management</td>
</tr>
<tr>
<td>Appendix 3</td>
<td>Communication with WorkCover NSW</td>
</tr>
<tr>
<td>Appendix 4</td>
<td>Critical Incident Emergency Communications Strategy Template</td>
</tr>
<tr>
<td>Appendix 5</td>
<td>Targeted Incident Planning Instructions</td>
</tr>
<tr>
<td>Appendix 6</td>
<td>Proposed Crisis Management Structure at CSU</td>
</tr>
<tr>
<td>Appendix 7</td>
<td>Active Shooter Guideline for places of Mass Gathering</td>
</tr>
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<td>Version number</td>
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<td>4.0</td>
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</table>
Appendix 1 – Emergency Contact Details Template

*(Insert Campus name here)*
CONFIDENTIAL FOR CIRG & EPC MEMBERS ONLY

Note: Each CIRG shall create, maintain and distribute contact details to its membership. The following is a guide only and shall be customised to suit each CIRG’s specific requirements.

**Emergency Services:** 000
- Police
- Ambulance
- Fire Brigade

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**CSU Emergency Contacts**
- Campus Security (internal) 400
- Campus Security (external) 400
- Campus Switchboard/ Contact Centre 9

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**External Contacts:**
- Medical Services
- Hospital
- State Emergency Services
  - Lifeline 13 11 44
  - NSW Rape Crisis Centre 1800 424 017 or [www.nswrapecrisis.com.au](http://www.nswrapecrisis.com.au)
  - Sexual Assault Service 1800 011 511 (Accessline referral service)
  - Poisons Information Centre 13 11 26
  - Salvation Army 1300 363 992
  - St Vincent De Paul Society
  - Red Cross Rural Support Link 1800 451 526

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**Staff or Students Abroad:**
For critical incidents involving CSU staff or students abroad contact:

- Wagga Wagga Security +61 2 6933 2288
- Optum Health & Technology (staff EAP) +61 3 9658 0025
- Division of Finance, Travel Enquiries travel@csu.edu.au

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**Counselling Services:**
Accessline (24hr mental health crisis line – NSW) 1800 011 511

In the case of traumatic incidents or for crisis counselling, contact can be made with CSU’s nominated Employee Assistance Provider, Optum Health & Technology, by individuals or managers on **1300 361 008**

For **staff** counselling for non-traumatic incidents +61 3 9658 0025

For **student** counselling services (non-urgent), referral through Student Central. 1800 275 278
Appendix 2 - Critical Incident (Emotional Trauma) Management

Remember, what is happening to you is
A NORMAL REACTION TO AN ABNORMAL EVENT

Traumatic Stress Reactions

Over the next few weeks, you may experience some of the following reactions to the incident you have been involved in. These reactions may include:

Physical Reactions:
- Change in sleep pattern
- Nightmares
- Being easily startled
- Fatigue and exhaustion
- Hyperactivity
- Underactivity
- Health problems (eg change in appetite, headaches, digestive problems)
- Change in sexual behaviour

Thinking Reactions:
- Flashbacks
- Difficulty with concentration and decision making
- Memory disturbance
- Inability to attach any importance to anything other than the incident

Emotional Reactions:
- Fear, anxiety, guilt, depression
- Emotional numbing, grief
- Feelings of helplessness
- Over-sensitivity
- Over-protection of self and family
- Mood swings
- Anger - which may be manifested by Scapegoating
  Irritability
  Frustration with bureaucracy
  Violent fantasies
- Feeling isolated from or different from other people

Dealing with your Reactions

These feelings, however painful, are a normal part of the healing process. However, there are things you can do to reduce their impact.

Things to try:
- Within the first 24-48 hours, periods of strenuous physical exercise, alternated with relaxation, will alleviate some of the physical reactions.
- Structure your time - keep busy - go out even if you do not really feel like it.
- Remember you are normal and having normal reactions - do not label yourself crazy.
- Talk to people - it is the best healing medicine.
- Be wary of numbing the pain with overuse of drugs and alcohol. This can just make the reactions worse.
- Drink plenty of water.
- Keep your life as normal as possible.
- Spend time with others.
- Help your co-workers as much as possible by checking out how they are doing.
- Realise you will have good days and not-so-good days - that is normal.
- Keep a journal; write your way through those sleepless hours.
- Realise that those around you are also under stress, including family members.
- Eat nourishing, well balanced meals.
- Do not attempt important life changes.
- Do make as many daily life decisions as possible, to have a feeling of taking control of your life

See www.csu.edu.au/division/hr/staff-concerns/risk-management2

The University has engaged the services of Optum Health & Technology to provide Trauma & Employee Assistance Services. Contact Optum Health & Technology 24 Hour service on 1300 361 008 or +61 3 9658 0025
Appendix 3 - Communication with WorkCover NSW

INCIDENT REPORTING AND THE MANAGEMENT OF INSPECTOR VISITS

The University has strict incident notification requirements placed upon it by the relevant regulatory bodies that govern workplace health and safety in the states and territories in which the University operates. Furthermore, as part of University’s injury management processes all staff incidents must be reported to our workers compensation insurer within specified timeframes. A failure to meet either of these notification timeframes can cause the University to incur financial penalties or in worst case scenarios, prosecution.

As such, the University requires that all incident reports (staff, student and visitor) be completed as soon as practicable after an incident occurs and that completed incident reports are promptly forwarded to the Manager, OHS in the Division of Human Resources. Following are the incident reporting requirements for the University.

1. **Reporting an Incident**
   All incidents (including near misses, that is, incidents where no injury results but may have in different circumstances) must be reported to your supervisor as soon as practicable after the incident occurs, irrespective of whether you have sustained an injury or not. Your supervisor should ensure that you complete the appropriate incident report form.
   
   The current incident report form is available on the HR website or at this link – Accident/Incident Report Form. [http://www.csu.edu.au/division/hr/health-safety-wellbeing/accidents-incidents](http://www.csu.edu.au/division/hr/health-safety-wellbeing/accidents-incidents)

2. **Submitting an Incident Report**
   Following an incident being reported to a supervisor, the supervisor must ensure that a completed CSU Incident Report Form is forwarded to the Manager, OHS in the Division of Human Resources within 24 hours of the supervisor first being notified of the incident. The completed Accident/Incident Report Form can be scanned and emailed to ohs@csu.edu.au

3. **Notifiable Incidents**
   The only exception to the above incident reporting timeframe will be in one of the following circumstances. Should the nature of the incident to be reported be any one of the following incident types, the incident should be IMMEDIATELY reported to the Manager, OHS or (should the Manager, OHS be un-contactable) to the Director, Workplace Relations and Policy or (should the Director, WRP be un-contactable) to the HR Service Centre on 02 6338 4884.

   Types of incidents to be reported to the Manager, WHS are:

   a) A ‘serious incident’ involving a staff member which results in a fatality or a serious injury or illness
   b) A ‘serious incident’ involving a non-worker (e.g. visitor, contractor, student, volunteer) which results in a fatality or a serious injury or illness
   c) An incident that is immediately life threatening, but does not result in injury or illness.

   Examples of a ‘serious incident’ include:

   - an incident that resulted in a person being killed;
   - an injury that results in the amputation of a limb;
   - the placing of a person on a life-support system;
   - any event or circumstance listed below that presents an immediate threat to life:
     - the loss of consciousness of a person caused by impact of physical force, exposure to hazardous substances, electric shock or lack of oxygen
o major damage to any plant, equipment, building or structure
o an uncontrolled (or imminent risk of) explosion or fire
o an uncontrolled (or imminent risk of) escape of gas, dangerous goods or steam
o entrapment of a person in a confined space or machinery
o serious burns to a person.

For more information on the definition of a ‘serious incident’ and other information about notifiable incidents see the relevant OHS regulation in your jurisdiction.

<table>
<thead>
<tr>
<th>Relevant Jurisdiction</th>
<th>Website</th>
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<tbody>
<tr>
<td>Vic (Wangaratta)</td>
<td><a href="http://www.worksafe.vic.gov.au">www.worksafe.vic.gov.au</a></td>
</tr>
</tbody>
</table>

4. Non-disturbance of the scene following a serious incident

Following a serious incident occurring, the University (that is, the occupier of a place of work) must take measures to ensure that for the area at which the serious incident occurred:

a) plant at that place is not used, moved or interfered with after it has been involved in a serious incident, and
b) the area at the incident scene that is within 4 metres of the location of a serious incident is not disturbed.

In the case of a critical incident only, the securing of the incident scene in accordance with these non-disturbance requirements will be the responsibility of the Chief Warden. The Chief Warden may seek the assistance of other persons deemed necessary to ensure these non-disturbance provisions are actioned. On securing the incident scene, the Manager, OHS should be notified of the incident IMMEDIATELY and for further advice and assistance (e.g. duration for maintaining incident scene undisturbed, etc).

5. Communication with WorkCover NSW and other State or Territory regulatory bodies

The University’s Manager, OHS on notification of one of the above listed incidents, will notify the relevant regulatory body and/or our insurer via established processes.

Furthermore, and depending on the nature of an incident, a local Health and Safety Inspector may also attend a CSU workplace after an incident has occurred or as part of other roles that inspectors fulfil. It is vital that the Manager, WHS be contacted to deal with this or any ongoing contact with the Health and Safety Inspector. This approach is to ensure that appropriate and efficient communications are dealt with and recorded within the University pending any further recourse that may occur in the future.

In the interim to an inspector visiting a CSU workplace and the Manager, OHS being contacted, the inspector may request to commence their inspection of a work premise. In these situations, it is important for CSU to have a contact to which an inspector can be referred on arrival. As such, the following information is provided to assist the CIRG’s to manage the arrival of an inspector at a CSU workplace.

5.1 Arrival of an Inspector (in relation to critical incidents only)

Inspectors appointed under the relevant legislation are permitted to enter any premises believed to be a workplace (other than parts of the premises being used only as residential premises, unless otherwise authorised by a warrant).

An inspector may enter premises (that is, the University) without notice, however the inspector must notify the occupier of the premises of their presence as soon as reasonably practicable after entering the premises. An inspector must show an occupier
of premises their identity card when asked, while at premises they have entered. If they do not, they must leave. It should be noted that in the vast majority of cases a workplace visit by an inspector should not be feared as the role of the inspector will be to only provide advice and assistance.

On a CSU staff member becoming aware of the arrival of an inspector in relation to a critical incident, the inspector should be referred to the Chief Warden. After confirming the inspectors approved photo identification, the Chief Warden should assist the inspector with their visit and subsequent requests in the interim to the Manager, WHS* being contacted (who will then take responsibility for further management of the inspector’s visit).

*Should the Manager, WHS be un-contactable, please contact the Director, Workplace Relations and Policy or (should the Director, WRP be un-contactable) the HR Service Centre on 02 6338 4884.

NB – should the inspector’s visit be unrelated to a critical incident, the inspector should not be referred to the Chief Warden, but instead to the Manager, WHS or (should the Manager, WHS be un-contactable) to the Director, Workplace Relations and Policy or (should the Director, WRP be un-contactable) to the HR Service Centre on 02 6338 4884.

5.2 The role of the Chief Warden during an Inspector visit
In the first instance, the role of the Chief Warden (in relation to a critical incident and a subsequent inspector visit) is to meet the inspector and confirm their status as an authorised inspector. This is to be done via confirmation of the appropriate photo identification. On confirming their status as an inspector, the Chief Warden in conjunction with the inspector, should establish the purpose of their visit and intended course(s) of action.

During the inspector’s visit, they may request assistance from any person whom they believe to be capable of providing them the assistance necessary for them to satisfactorily complete their visit and its purpose.

In some instances, the Chief Warden might not have the responsibility, accountability and/or knowledge required to satisfactorily assist an inspector’s requests. In these circumstances the Chief Warden’s role is only to facilitate a process of contacting a more appropriate person who can then assist the inspector.

A person requested by an inspector to assist during a workplace visit is required to accompany the inspector and take all reasonable steps to assist the inspector in the exercise of the inspector’s functions.

5.3 The role of an Inspector
An inspector’s primary role is to provide advice and assistance. At the same time, inspectors are responsible for ensuring that all persons in organisations meet their WHS and workers compensation obligations.

Visits by inspectors to workplaces or work sites can be random or part of a specific targeted program. They may be to investigate complaints or to investigate incidents that have resulted in injuries or death.

5.4 The powers of an Inspector
Under the law, inspectors have a range of powers including the power to:

- Enter and investigate any premises they have reason to believe is a place of work
- Conduct interviews and make inquiries
- Take photographs, recordings and measurements, or samples
- Gather information, examine or copy documents
- Issue directions
- Issue notices

If you have any questions or would like any of the above clarified, please don’t hesitate to contact the Manager, Occupational Health and Safety. Email ohs@csu.edu.au or phone 02 633 84844.
Appendix 4 – Critical Incident Emergency Communications Strategy Template

<table>
<thead>
<tr>
<th>Title</th>
<th>The name of critical incident (e.g. flood, allegation, etc)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Iteration and date/time</td>
<td>Update versions of the template to be numbered: 3AprilWagga Firev1, 3AprilWagga Firev2, etc Time in 24 hr time, followed by day month year e.g. 1620 18 March 2013</td>
</tr>
<tr>
<td>Campus</td>
<td>Name of campus</td>
</tr>
<tr>
<td>Points of contact</td>
<td>Head of Campus (+mobile), Campus Manager (+mobile), CSU Media Officer (+mobile)</td>
</tr>
<tr>
<td>Release Strategy</td>
<td>• Proactive: Holding statement by Head of Campus issued as soon as possible • Reactive: Holding statement issued by Head of Campus as soon as possible in response to release of information by a third party</td>
</tr>
<tr>
<td>Situation</td>
<td>• Dot-point outline of the situation • This outline is not for public release • Should contain the Who, What, When, Where, Why and How</td>
</tr>
<tr>
<td>Possible issues and sensitivities</td>
<td>• This is where the media person is required to apply their judgement, think laterally, and recognise the likely issues and sensitivities that could arise from this issue • Historical issues in location surrounding the incident (i.e. similar or related events/incidents/activities). • eg. Has the incident been filmed/recorded? Are media on location or already aware? Are there cultural, international or other sensitivities?</td>
</tr>
<tr>
<td>Holding Statement</td>
<td>• For earliest possible announcement by relevant Head of Campus • Acknowledgement of incident/emergency (or otherwise). • Proviso of more information to follow</td>
</tr>
<tr>
<td>Talking Points - not necessarily for release, but to inform a response if one is required</td>
<td>• Talking points to support • Written for relevant Head of Campus or designated Official University Spokesperson • Must have clear statement of the facts as they are known • Must not speculate</td>
</tr>
<tr>
<td>Q and A Questions and answers to support the template</td>
<td>• Need to address the who/what/where/when/why/how • Should ask and formulate answers to the questions media are likely to ask if interviewing the designated Official University Spokesperson</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Drafted</th>
<th>Name</th>
<th>Contact Number</th>
<th>Date and Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drafted/Updated by Media Officer:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approved by Head of Campus/ Campus Manager:</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Reference: Division of Marketing - October 2013
Appendix 5 – Targeted Incident Planning Instructions
(Emergency Management Academy of New Zealand, 2006)

1. Confirm and size up the situation: “We have a bus crash over the bank into the river”.
2. Identify all the factors for the preservation of life and property, both immediate and future.
3. Assign a priority to each factor (high, medium or low). “How important are the factors, what needs to be sorted out first?”
4. Identify the options available to resolve each factor – choose the best option, cross out the others.
5. Identify the tasks required for each factor. Consult with advisors to get sound information. You can have multiple tasks for each factor as sometimes tasks can be very complex, but keep it at a level where you are tasking, not commanding. Remember the role of the Chief Warden is to: Identify, Task, Monitor, Repeat.
6. Note who has responsibility for each task; this may be assigned initially to the CIRG positions who then delegate as they deem fit.
7. Brief the team with the identified tasks based on the priorities set.
8. Document the process: (as per EMANZ)
   8.1 Planning/Intelligence: Transpose TIPS into an IAP
   8.2 Operations: Transpose TIPS into a structured operational briefing (SMEACTRQ)
   8.3 Logistics: Write up and progress a Logistics Status Board
   8.4 Incident Centre Controller: Coordinate, monitor and support the CIRG.
   8.5 Monitor the progress especially around priorities and mark off tasks as they are completed.
Appendix 6 – Proposed Crisis Management Structure at Charles Sturt University

6.1 A crisis can be any emergency or critical incident that is beyond the capacity or the delegated authority of the Critical Incident Response Group (CIRG) to successfully manage; or a series of internal or external events that have the potential to seriously damage an organisation’s people, operations or reputation. Crisis Management is the development of a system to minimise the impact of a crisis on an organisation’s people, operations and reputation and to assist an organisation to recover from such an extreme event.

6.2 At present there exists a range of policies and processes that covers many aspects of the Prevention, Preparedness, Response and Recovery phases of emergency and disaster management. These processes include but are not limited to: risk and threat assessment, risk mitigation, emergency preparation and response, and business continuity planning. Over recent times the Emergency Planning Committee has put forward a recommendation to combine these existing University processes to create an integrated crisis management system that would be governed by one high level overarching Crisis Management Committee (CMC).

6.3 The proposed Crisis Management Committee would consist of senior managers from each of the prevention, preparedness, response and recovery management disciplines as well as representatives from the SEC to ensure this critical process is managed holistically rather than the individual insular processes that presently exist and lack any defined interaction or formal coordination.

6.4 The Crisis Management Committee would also be convened to develop a measured response to extreme events that may be outside the capacity of the assigned CIRG, or by the nature of the event, requires corporate level intervention to ensure the organisation’s reputation is protected. This is particularly important during the response and recovery phases of a severe event. In fact the event may be of such magnitude or the subject matter so important that it may bypass the Critical Incident Response Group process and go directly to the Crisis Management Committee to manage.

6.5 What is the difference between an emergency, critical incident and a crisis?
An emergency is a sudden, unexpected event that requires an immediate response from internal and external emergency services. Emergency management is the development of effective incident response systems focused on controlling the event.

A critical incident is defined as a traumatic event which does or is likely to, cause extreme physical and/or emotional distress to staff and/or students and may be regarded as outside the normal range of experience of the people affected. A critical incident may take place on a campus, a University premise or at some other location that involves the University or its operations.

A crisis can be any emergency or critical incident that is beyond the capacity or the delegated authority of the assigned CIRG to successfully manage; or series of events that have the potential to seriously damage an organisation’s people, operations or reputation.

6.6 Not all emergencies necessarily constitute a critical incident or a crisis. It depends on the impact and the scale of the emergency event. Similarly, not all critical incidents or crises are necessarily triggered by a sudden event requiring an immediate response from emergency services personnel. A Crisis Management Response Team (CMRT) may be called from members of the CMC, EPC, CIRG’s or other areas of the
organisation when the risk or threat is deemed significant enough to proclaim a crisis and requires a corporate response.

*(Reference: Monash University Security, crisis management and recovery programs)*

### 6.7 Crisis Management Model

A crisis management process is established by an organisation to create ‘resilience’ through a comprehensive and integrated emergency management framework. The following diagram represents the full cycle of emergency management which is comprised of four major phases, namely *Prevention, Preparedness, Response & Recovery*:

![Diagram of Crisis Management Model]

**6.8** An overarching Crisis Management Team that would oversee the integration of all phases of the emergency management framework and is founded on strong leadership, robust, well rehearsed processes and a collaborative one-university network would result in significant improvements to the existing management processes, enhanced levels of protection for our students and staff and protection of our organisation’s good reputation.

**6.9** The outcome of integrated emergency, critical incident and crisis management processes will result in organisational resilience that will empower CSU to not only successfully respond and recover from an extreme event but to flourish as a result of a well planned and managed recovery phase.

**6.10** The type of extreme event described above could include; natural disaster, technological failure or human malice and would result in an immediate and significant impact on staff, student and visitor welfare, could include significant loss or damage of property and impact on business continuity and organisational reputation.

**6.11** In crisis management terms ‘organisational resilience’ is measured by an organisation’s preparedness to respond to and recover from a significant event through the deployment of a robust management framework with an integrated approach to:

- Risk management
- Emergency response
- Business continuity, and also:
- Leadership
- Strategic direction
- Organisational culture
6.12 The management of University related emergencies and critical incidents that can occur on a campus, a University premise or at some other location that involves the University or its operations; requires an understanding of the often complex issues of functional control as well as the efficient use of resources. It is clear that University staff faced with the need to manage a response to an emergency or critical incident (CI) may be working in an environment that is highly stressful and well outside their normal sphere of experience. The creation of this procedure and rehearsal of scenarios within the Critical Incident Response Groups (CIRG) for the inevitability of a real event is a structured manner in which to provide support to the Emergency Control Organisation (ECO) membership.

6.13 **Safety Management Structure at CSU**

The following chart summarises the existing management committee structures that exist at CSU. The important disciplines that are missing from this integrated safety framework are; Risk & Threat Management and Business Continuity Planning which are presently isolated within the organisations divisional structure.

6.14 It could be argued that risk management is an inherent part of all processes and that viewpoint would be correct. However, it is how those important processes are developed, implemented and managed holistically and then integrated to inform the strategic and operational processes of all the disciplines of a crisis management framework that is missing.
To stimulate debate in this matter the following chart has been developed to represent the processes and committee structure required to support the development of an integrated crisis management framework that would build a resilient organisation.
PROPOSED UNIVERSITY CRISIS MANAGEMENT FRAMEWORK

Crisis Management Committee

Audit and Risk Committee
- Division of Facilities Mgt
- Division of IT
- Division of Finance

Audit and Risk Committee
- Division of Human Resources
- Office of Planning & Audit

Emergency Planning Committee

University Health & Safety Management Committee

Asset Protection and Recovery
- Physical Security
- IT Security
- Maintenance

Risk Management
- Workplace Health & Safety
- Risk Management
- Fraud Control
- Compliance
- Insurance

Emergency Control Organisation

Emergency Management
- On a Campus or University premise
- ECO structure

Critical Incident Management
- Staff/Students
- On Campus or University premise
- Off Campus
- International Students in Australia
- International crisis
- Reputational

Business Continuity Management

PREVENT

PREPARE

RESPOND

RECOVER
Appendix 7 – Active Shooter Guideline for places of Mass Gathering

The Active shooter guidelines for places of mass gathering aims to increase understanding of the threat that active shooter incidents pose and seeks to illustrate the key role that the private sector can play in developing and implementing informed prevention, preparedness, response and recovery arrangements to reduce the risks posed by such a threat – Australia New Zealand Counter Terrorism Committee


Active Shooter Guidelines For Places Of Mass Gathering