



Critical Incident and Emergency Management Policy

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A. Overview

- i. The Lead Institute of Higher Education ('the Institute' or 'LIHE') Critical Incident and Emergency Management Policy (the Policy) is designed for the management of all critical incidents that have impacted upon or have the potential to impact on the Institute. The purpose of this Policy is to identify and respond to critical incidents, mitigate the loss of LIHE assets and operations, protect the Institute's reputation, and reduce the impact on the Institute's students, staff, the community, and the environment.
- ii. LIHE will have processes in place to ensure that the Institute:
 - a. regularly identifies and assesses threats and potential critical incidents to strengthen the Institute's preparedness for any such events.
 - b. provides appropriate training, information and resources to staff.
 - c. has appropriate plans in place for managing an incident; and
 - d. can recover promptly from any crisis and resume normal business as soon as possible.
- iii. Definitions

For definitions, please refer to the 'Dictionary of Terms'.

B. Scope

This Policy applies to the management of campus facilities, incidents, critical incidents or an emergency, that has a likely impact on the LIHE community or its activities.

C. Policy Principles

This Policy and its related procedures demonstrate LIHE's commitment to:

- i. Protecting the health and safety of students and staff at the Institute.
- ii. Identifying and preventing incidents and critical incidents.
- iii. Allocating appropriate resources to manage incidents and critical incidents in compliance with LIHE's policies, procedures and legal obligations.
- iv. Delivering the highest possible standard of health and safety for students and staff in the event of an incident or critical incident.
- v. Evaluating the effectiveness, adequacy and ongoing suitability of its incident and critical incident responses.
- vi. Ensuring compliance with relevant legislations and standards so that:
 - a. exposure of persons to health and safety risks arising from incidents or critical incidents is avoided or minimised; and
 - b. physical and psychological trauma is reduced.

D. Framework for Critical Incident Management

The framework is based upon planning and preparedness for the three prime responses following any incident or critical incident:

- i. Emergency response: providing a capability to manage the immediate issues arising from the incident and focusing on the protection of life and property.
- ii. Business continuity phase: providing a capability to assist the Institute to continue to operate its critical business functions; and
- iii. Recovery phase: restoring critical business function and infrastructure to a state of routine operation.

E. Critical Incident

- i. A critical incident is defined as a traumatic event, or the threat of such which causes extreme stress, fear or injury. Critical incidents may include, but are not limited to:
 - a. Natural disaster e.g. cyclone, earthquake, flood, hailstorm, or extreme temperature, both within Australia or the home country of international students or staff.
 - b. Various injury, illness or death of a student or staff.
 - c. Fire, bomb threat, explosion, gas or chemical hazard, water leak.
 - d. A missing student.
 - e. Severe verbal or psychological aggression.
 - f. Physical assault.
 - g. Terrorism, cyber terrorism and other kinds of cyber threats.
 - h. Student or staff witnessing a serious accident or incidence of violence; and
 - i. Social issues, such as sexual assault, drug use and alcohol abuse.

F. Critical Incident Team

- i. The Critical Incident Team (CIT) will consist of senior staff of LIHE who are trained and qualified to deal with critical incidents.
- ii. The CIT will be led by the Dean and will include the following staff:
 - a. Student Support Manager (Critical Incident Officer).
 - b. Course Directors.
 - c. IT Manager; and
 - d. Librarian.

G. Critical Incident Planning and Management

- i. The Critical Incident Officer will ensure that campus specific emergency plans and procedures are maintained and reviewed.
- ii. These plans and procedures will be overseen by the Dean to ensure they are consistent and meet the broad requirements of the Institute.
- iii. LIHE will ensure that the emergency evacuation plans and procedures will be communicated to staff and students during the staff induction and student orientation program respectively as well as regularly communicated to staff, students and visitors to the campus so that if an incident requires a response, appropriate procedures can be followed.
- iv. As per the campus building safety procedures, regular emergency drills in line with the schedule will be conducted on campus to ensure preparedness and adherence to safety protocols.

H. Critical Incident Response

- i. In the first instance, and if appropriate to the circumstances, the response to any critical incident will be the notification of Emergency Services. For further details, please refer to Appendix I – Emergency Contacts.
- ii. The Dean will be responsible for convening the CIT to manage critical incidents.
- iii. The CIT will be responsible for strategic direction, and implementation including student welfare considerations, review and management of the risks and incidents on campus.
- iv. Every critical incident will be dealt with according to the circumstances and the cohort of people affected.

I. Post Incident Management

- i. After managing the initial response to a critical incident, the CIT will review and refine, as necessary, any plans to manage the incident and put in place a recovery strategy.
- ii. When an incident disrupts a critical activity or process, the Institute's business continuity

- processes will be implemented.
- iii. Depending on the circumstances, the CIT may be disestablished by the Dean and the matter referred to the relevant manager to enable the effective continuation of services and planning for restoration to full recovery and return to business as usual.

J. Records of Critical Incidents

- i. The Critical Incident Officer will ensure that all actions, decisions, and accountabilities relating to a critical incident are managed in accordance with the Institute's *Records Management Policy* on behalf of the CIT.
- ii. The Critical Incident Officer will maintain up-to-date confidential incident records that will be reported to the Risk and Compliance Committee and will be available to members of the CIT and other persons authorised by the CIT on a need-to-know basis.
- iii. Records of all critical incidents and remedial actions taken will be maintained for a minimum of two years after an overseas student ceases to be an accepted student under the ESOS Act, in accordance with Standard 6.4 of the National Code 2018 and the Institute's *Records Management Policy*.

K. Reporting

- i. The Dean will report to the Chair of Governing Council as soon as practicable when a critical incident occurs.
- ii. The Risk and Compliance Committee will investigate the incident, identify its cause and contributing factors, and develop recommendations to prevent a recurrence.
- iii. The Risk and Compliance Committee will draft a report, in consultation with the Dean, that includes:
 - a. relevant facts and evidence; and
 - b. recommended improvements to plans, processes, and/or training.
- iv. The Risk and Compliance Committee will report all critical incidents and recommended corrective actions to the Governing Council,
- v. The Risk and Compliance committee will report to Governing Council on the implementation of any subsequent remedial action or improvement plans,
- vi. The Risk and Compliance Committee will also review the Institute's critical incident processes at least annually and propose revisions as appropriate for implementation,
- vii. Responses to critical incidents will be overseen and monitored by the Governing Council through the Risk and Compliance Committee.

L. Risk Reduction Measures

- i. This Policy and related procedures will be disseminated to all students at the student orientation program and as part of the induction of new staff.
- ii. Students and staff are encouraged to be aware of safety, and prevention of risks and in all instances, to respond promptly to any perceived threats to safety.
- iii. Staff will be provided with regular emergency management training.
- iv. Critical incidents will be recorded in the Risk Register and monitored by the CIT.

M. Appeals

A student or staff may appeal a decision by writing to the Student Support Manager if they believe that the decision has not considered all the facts or there was a procedural or administrative error, within 10 working days from the date decision was sent. For details, refer to the *Student Grievance Policy and Procedure*.

N. Appendix I: Emergency Contacts

Fire Brigade/Police/Ambulance	TRIPLE ZERO (000)
Electricity	131388
Gas	131909
Translating & Interpreting Services	131450
Poisons Information Centre	131126
Water and Sewerage	132090
State Emergency Services (SES)	132500
Environmental Protection Agency (EPA)	131555

For more emergency services in NSW, please visit [NSW Emergency Services Contact](#).

O. Appendix II: Critical Incident Team Contact Details*

Critical Incident Officer	TBA
Dean	TBA
Registrar	TBA
Student Services Manager	TBA
Course Directors	TBA
IT Manager	TBA
Librarian	TBA

* Emergency and crisis management, strategic leadership, and risk mitigation.

P. Appendix III: Student Support Staff Contact Details

Dean	TBA
Registrar	TBA
Student Services Manager	TBA
Critical Incident Officer	TBA
Course Directors	TBA
IT Manager	TBA
Librarian	TBA

* Day-to-day welfare, academic guidance, and administrative assistance.

Q. Appendix IV: Rationale for Appendix II and Appendix III Contact Lists

The differentiation between Appendix II: Critical Incident Team (CIT) Contact Details and Appendix III: Student Support Staff Contact Details is intentional and necessary to ensure clarity in roles, responsibilities, and accessibility during both emergency situations and routine student support matters. While some roles overlap, the two lists serve distinct functions: Appendix II is dedicated to emergency and crisis management, while Appendix III focuses on day-to-day student welfare, academic guidance, and administrative assistance.

Appendix II: Critical Incident Team (CIT) Contact Details includes senior staff members responsible for the strategic oversight and operational management of critical incidents at the Lead Institute of Higher Education (LIHE). This team is accountable for ensuring an immediate and effective response to emergencies, managing risk assessment, and overseeing business continuity planning. The list includes the Student Services Manager, who coordinates incident response and ensures appropriate documentation and student welfare support. The Dean leads the response team, making executive decisions and ensuring compliance with policy and regulatory requirements. The Registrar is included to maintain student records, coordinate reporting obligations, and ensure compliance with the ESOS Act, particularly for international students. The Student Services Manager plays a key role in providing direct student support and liaising with external emergency services when necessary. Additionally, Course Directors ensure academic continuity for affected students, the IT Manager handles cybersecurity threats and maintains technological systems, and the Librarian supports access to academic resources during and after incidents.

This list is essential because it aligns with the framework for critical incident management outlined in the policy, ensuring that all emergency response efforts, risk assessment, and business continuity processes are handled by those with decision-making authority. It provides a clear chain of command, ensuring swift action during emergencies. Furthermore, it meets regulatory requirements for risk management and student safety, ensuring that LIHE's response aligns with TEQSA and ESOS obligations. While some individuals serve in both emergency and student support capacities, their responsibilities in each function are distinct. During a critical incident, the CIT takes priority, and non-emergency responsibilities are delegated where necessary to ensure that both emergency management and student support remain effective.

Appendix III: Student Support Staff Contact Details consists of staff members whom students and staff may contact for ongoing welfare, academic, and administrative support. While these individuals may also be involved in critical incidents, their primary function is to provide day-to-day assistance, rather than lead emergency response efforts. This list includes the Dean, ensuring strategic alignment between student support services and institutional priorities, and the Registrar, who oversees academic records, enrolments, and compliance. The Student Services Manager is the primary point of contact for student welfare, offering guidance and referrals as needed, while also playing a dual role in overseeing critical incident follow-ups. Course Directors assist students with academic challenges, including special considerations after incidents, and the IT Manager ensures students have access to online learning platforms and technology support. The Librarian provides academic resource support, assisting students with research and study needs.

This distinction ensures that routine student support roles are clearly separated from emergency management functions, helping students and staff navigate institutional processes more efficiently. It reinforces transparency and accessibility, enabling students to proactively seek assistance before situations escalate into critical incidents. Additionally, it aligns with best practices in student welfare management, ensuring comprehensive coverage of academic, administrative, and personal support needs.

To ensure that LIHE remains operationally effective during emergencies, there are clear delegation protocols in place. If CIT members are actively responding to an incident, alternative personnel within the Student Services team will handle non-emergency matters, ensuring continuity in student support. This approach meets TEQSA and ESOS regulatory expectations while ensuring that LIHE has sufficient personnel to manage both emergency and non-emergency student matters effectively.

By structuring these lists in this way, LIHE ensures that its approach to critical incident response and student support is clear, effective, and compliant with governance standards. The distinction avoids confusion and ensures that both emergency response efforts and routine student support processes are managed efficiently, maintaining the operational integrity of the Institute.

R. Appendix V: Evacuation Map



GENERAL NOTES:

- NO STRUCTURAL OR LAYOUT CHANGE PROPOSED;
- EXISTING WASTE COLLECTION AND MANAGEMENT SYSTEM TO BE RETAINED;
- EXISTING SIGNAGE ON MAIN ENTRANCE TO STAY;
- EXISTING FIRE EXITS AND SIGNAGE EQUIPMENTS TO REMAIN AS IS.

PROJECT
ADDITION TO THE EXISTING EDUCATIONAL ESTABLISHMENT AT SUITE 2 / LEVEL 1, 244 CHURCH STREET, PARRAMATTA, SYDNEY NSW 2150

CLIENT
LEAD COLLEGE PARRAMATTA

DRAWING
COLLEGE LAYOUT PLAN

SCALE	DATE	PROJ. STAGE
1:200@A3	25.08.21	CC

JOB NO.	DRAWN BY	REVISION
2056	AI	E

DRAWING NO.
CC-02

01 FLOOR PLAN
1:200@A3

Version	Approved by	Approval Date
3	Governing Council	21 June 2024
4	Governing Council	17 February 2025
Next Review	Custodian	Effective Date
Refer to the <i>Policy Documents Review Schedule</i>	Dean	17 February 2025
Related Documents	Dictionary of Terms Human Resources Management Policy Records Management Policy Risk Management Plan Sexual Assault and Sexual Harassment Policy Strategic Plan Student Grievance Management Policy Work, Health and Safety Policy	
References and Legislations	National Code of Practice for Providers of Education and Training to Overseas Students 2018 Higher Education Standards Framework (Threshold Standards) 2021	