

Critical Incident Management Policy

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1. Purpose and Objectives

The purpose of this Policy is to establish the framework within which the College will prepare for, respond to, manage, and recover from critical incidents, to minimise risk to the physical and psychological safety of staff, students, and the wider community, as far as reasonably practicable. It ensures a coordinated, trauma-informed, child-safe, and legally compliant approach that protects wellbeing, supports effective decision-making, and enables a timely and safe return to normal school operations.

2. Definitions, Terms, Acronyms

Canterbury College / the College	Canterbury College Ltd or any controlled entities of Canterbury College Ltd.
Critical incident	<p>Any sudden, unexpected, or potentially traumatic event that may cause significant harm to individuals, property, or operations.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Medical emergencies (e.g. anaphylaxis, serious injury, cardiac arrest) • Child protection matters • Serious behavioral threats (e.g. violence, weapons, self-harm threats) • Natural disasters (e.g. severe storms, flooding, bushfire, heat events) • Missing or absconded students • Death of a student, staff member, or community member • Security threats (e.g. intruders, lockdown situations, bomb threats) • Cyber incidents (e.g. network compromise, ransomware, data breach) • Facility failures (e.g. fire, gas leak, structural failures, power outages) • Transport incidents (e.g. bus accident, road incident on excursion)
Incident Controller	The incident controller is the executive staff member designated to manage the College's immediate response
Critical Incident Management Team (CIMT)	<p>A group of trained staff responsible for leading the College's response consisting of the:</p> <ul style="list-style-type: none"> • Executive team • Director of Property and Works • Director of IT • Manager of Communications and Engagement • Head of Care Central and Safeguarding • Chaplain • Homestay Coordinator (for matters affecting homestay students) • Risk and Compliance Coordinator
Emergency Services	Police, Fire & Rescue, Ambulance, SES, or any authorised emergency response body.

Category 1 Incident	A Category 1 Incident is any immediate threat to life and requires an emergency response (000). Examples would include an active threat, fire, medical emergency, major injury, serious self-harm.
Category 2 Incident	A Category 2 Incident is any high-risk incident that requires CIMT activation. Examples would include a missing student, significant behavioural escalation, major cyber incident.
Category 3 Incident	A Category 3 Incident is any incident that is sensitive or has a larger community impact. Examples would include a community death, suicide, serious allegations, reputational crisis.
Communication channels	Communication channels refer to any media through which information can be shared with internal and external parties. Examples would include MyCC, Parent Orbit, Staff Orbit, TaSS, Teams, email, two-way radios, social media pages.

3. Policy Scope/Coverage

This policy applies to all staff, volunteers, contractors and service provider, students, visitors and external groups on campus, school-managed activities and off-site events (including excursions, camps, representative sport) as well as the online environments involving students or staff.

4. Policy statement

The College commits to:

- Follow a safety-first approach, protecting life and wellbeing above all else
- Respond calmly, promptly and in coordination with emergency services.
- Always meet their legal requirements, including mandatory reporting regarding child safeguarding and work health and safety
- Follow a trauma informed process
- Cultural sensitivity and inclusive language
- Provide privacy and dignity for all affected individuals
- Clearly communicate with staff, families and authorities
- Continually improvement through review and training

5. Communication Protocols

5.1.1 Internal

The Incident Controller will delegate tasks to the CIMT to ensure information is appropriately and effectively shared via communication channels.

- Directions must be clear, concise, and actionable
- Staff are responsible for ensuring student understanding

5.1.2 External

Only specific and authorised spokespersons may communicate externally. These are the:

- Principal
- Deputy Principal
- Communications & Engagement Manager (delegated)

Parents receive timely, sensitive and factual updates via approved communication channels. Media enquiries must be directed to the authorised spokesperson.

6. Support and Recovery

Canterbury College will:

- Provide access to Care Central, counselling or wellbeing staff
- Engage EAP for staff support
- Seek additional support from agencies such as:
 - headspace
 - BeYou
 - GriefLine Australia
 - Lifeline / Kids Helpline
- Offer age-appropriate, optional group or individual support
- Undertake a structured recovery plan and ongoing monitoring of vulnerable students
- Avoid practices that may create trauma or suicide contagion (guided by expert postvention frameworks)

7. Record Keeping

Canterbury College will maintain:

- A full incident log
- Student and staff support records
- Copies of communications and statements
- Documentation of decisions, referrals and follow-up
- Records are stored securely and retained according to legislation.

8. Roles and Responsibilities

8.1 Principal (Incident Controller)

The Principal is responsible to:

- Lead the College's response
- Activate the Critical Incident Management Team
- Ensure contact with emergency services
- Authorise communication to families and the school community
- Oversee regulatory reporting. This includes reporting to:
 - Child Safety
 - WorkSafe Queensland
 - NSSAB,
 - Emergency services

The Principal may delegate functional roles to appropriate leaders as required.

8.2 Critical Incident Management Team (CIMT)

The Critical Incident Management Team are responsible to:

- Coordinate response actions
- Maintain situational awareness and documentation
- Identify and support affected students/staff
- Establish recovery spaces (Care Central or designated areas)
- Manage communication cascades
- Liaise with external support agencies
- Lead recovery and return-to-routine planning

8.3 All Staff

All staff must:

- Immediately report any critical incident
- Follow emergency instructions (evacuation, lockdown, medical response)
- Supervise and account for students in their care
- Support students using trauma-informed practice
- Refer distressed students promptly to Care Central, Heads of House, Assistant Heads of School (wellbeing) and / or counsellors
- Maintain confidentiality and professionalism
- Refer any external enquiries to the appointed spokesperson as per 5.1.2 above.

9. Critical Incident Management Plan

9.1 Purpose

This manual provides clear, accessible, and trauma-informed procedures for responding to a critical incident to ensure:

- Student and staff safety
- Legal compliance
- Coordinated management by the Critical Incident Management Team (CIMT)
- Effective communication with parents, staff, authorities, and media
- Post-incident recovery and support

9.2 Activation Levels

Category	Explanation	Action required
Category 1 Incident	<p>A Category 1 Incident is any immediate threat to life and requires an emergency response (000).</p> <p>Examples:</p> <ul style="list-style-type: none"> • Active threat • Fire, • Medical emergency, • Major injury, • Serious self-harm. 	<p>Activate emergency services → Notify Chief Warden → Begin emergency procedures (evacuation/lockdown).</p>
Category 2 Incident	<p>A Category 2 Incident is any high-risk incident that requires CIMT activation.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Cyber incident • Reputational crisis • Severe behavioural threat • Critical mental-health concern • Facility failure (power, water, structural) 	<p>Notify Principal → CIMT activation → Begin stabilisation procedures.</p>
Category 3 Incident	<p>A Category 3 Incident is any incident that is sensitive or has a larger community impact.</p> <ul style="list-style-type: none"> • Death of a community member • Allegations involving staff or students • Serious wellbeing incident • Non-life-threatening international student issues 	<p>Principal and CIMT manage communications and pastoral response</p>

9.3 Roles and Responsibilities

Position	Name	Duty / Area of Oversight
Principal	Dan Walker	Leads overall response, delegates tasks, approves communication
Deputy Principal / Director(s)	Meagan King	Oversee sector-specific impacts; organise supervision and staffing.
Head of Business and Infrastructure	Johan Louw	Facilities, emergency equipment, contractor management, including buses
Head of People and Integrity	Stephen Cushion	<ul style="list-style-type: none"> • Leads student wellbeing response • Ensures child safe practice • Coordinates referrals • Works with external agencies (Child Safety, headspace) • WHS
Communications & Engagement Manager	Hayley Neal	Parent/community messaging, social media management, media liaison.
College Counsellors	Skye Brand Declan McBride	Provide trauma-informed support, psychological risk assessments, postvention.
IT Director	Afzal Sharrif	Cyber incidents, network protection, data breach response
Care Central Staff		Provide recovery space and student triage.
All Staff		Follow emergency steps, supervise students, report incidents immediately

9.4 Immediate Action Procedures

For any staff member first on the scene:

9.4.1 Step 1 — Ensure Immediate Safety

- Remove students from danger *only if safe to do so*.
- Do not move injured persons unless they are at risk of further harm.
- Send a responsible student or staff member for help.

9.4.2 Step 2 — Call for Assistance

If there is ANY threat to life → Dial 000 immediately.

Then notify:

- **Chief Warden** (incidents requiring evacuation / lockdown)
- **Head of Care Central & Safeguarding** (if student involved)
- **College Counsellor**
- **Operations Manager** (if facility related)

9.4.3 Step 3 — Emergency Response

Chief Warden determines whether to activate:

- **Evacuation**
- **Lockdown / Lockout**
- **Shelter-in-place**

This is communicated via:

- Emergency management signals
- Internal communication apps such as TEAMS and Staff Orbit

9.4.4 Step 4 — Provide First Aid

- Only trained first aid officers provide medical treatment.
- Care Central to attend
- Retrieve AED if required.
- Maintain basic life support until QAS arrives.

9.4.5 Step 5 — Protect the Scene

Required for:

- Serious injuries
- Deaths
- Criminal matters
- Facility failures
- Cyber incidents
- Prevent others from entering the area until advised by QPS/QFES/Chief Warden / WorkSafe Qld.

10. Incident Response Procedures

As soon as the emergency is under control, the Chief Warden will inform the incident Controller, who will activate the CIMT:

10.1 Step 1 — Convene CIMT

CIMT meets in:

- **Corporate Admin Boardroom**, or
- **Emergency Operations Room** (as designated)

Agenda:

- Confirm facts
- Assign roles
- Determine risk level
- Identify affected students/staff
- Plan communication
- Identify need for external agencies
- Plan supervision and timetable adjustments

10.2 Step 2 — Student Supervision

Leaders ensure:

- All students accounted for
- Additional staff deployed to high need areas
- Yard duty strengthened
- Affected classes receive support personnel

10.3 Step 3 — Establish Recovery Spaces

- **Care Central** is the primary recovery location
- Additional quiet spaces may be used
- Staff ensure students have privacy, safety, and regulated environment
- No distressed student is left unattended

10.4 Step 4 — Communication Rollout

Communications and Engagement Manager prepares:

- Staff briefing
- Parent communication
- Student communication scripts
- Media holding statement
- Social media controls (pause scheduled posts)

10.5 Step 5 — External Agencies Contact

As required:

- QPS / QAS / QFES
- Child Safety
- Headspace
- CYMHS
- EAP for staff
- Australian Cyber Security Centre
- Consular contacts (for international students)
- Department of education (for international students)
- PRISMS, where required (for international students) WorkSafe Queensland

11. Communication Procedures

11.1 Internal Staff Communication

Internal staff communication is to be sent as soon as reasonably practicable with the following information:

- Factual summary (age appropriate)
- Instructions or restrictions
- Support locations & staffing
- Media instructions (“Do not comment; refer enquiries to...”)

11.2 Student Communication

Student communication needs to meet the principles of being:

- Age-appropriate
- Delivered in small groups
- Optional participation
- Trauma-informed language
- Avoid speculation, blame, or unnecessary detail

Teachers are provided with:

- a script,
- guidance on how to respond to distress,
- referral pathways to Care Central.

11.3 Parent Communication

Formal communication must be sent to parents via Parent Orbit, sms and/or email:

- Factual information
- What the College is doing
- How students will be supported
- Ways parents can support their child
- Contact information

11.4 Media Communication

Only the Principal or Communications and Engagement Manager may speak publicly. Staff must not comment.

A holding statement may include:

“We are aware of an incident affecting our community. The safety and wellbeing of our students and staff is our highest priority. We are working closely with relevant authorities and will provide further updates when appropriate.”

12. Student Support and Pastoral Care Procedures

12.1 Identifying Students at Risk

Indicators include:

- Close relationship to the event/person
- History of trauma or mental health concerns
- Withdrawal / distress / behavioural escalation
- Social media triggered distress

Staff must refer any concerns immediately to Care Central.

12.2 Support Options

- One to one counselling
- Small group debriefing (led by trained staff only)
- Classroom check-ins
- Parent contact
- External provider support (headspace, CYMHS)

12.3 Trauma-informed Principles

- Staff must:
 - Validate feelings
 - Offer choices
 - Use calm, predictable communication
- Avoid clichés like “You’ll be fine”
 - Avoid sharing personal trauma stories
 - Never minimise the event

Untrained staff must NOT conduct formal debriefing.

13. International Student Procedures (CRICOS)

When an international student is involved:

- 13.1** Confirm student safety
- 13.2** Notify Principal and Enrolments Manager immediately
- 13.3** Contact parents/guardian/agent as soon as practical
- 13.4** Notify the relevant embassy/consular office if required
- 13.5** Keep detailed records for 2 years after enrolment ends
- 13.6** Provide interpreter support if needed
- 13.7** Relocate student if their homestay environment is unsafe

- 13.8** Ensure culturally sensitive support
- 13.9** Report to Department of Education and PRISMS where required:
- 13.10** The College must report via PRISMS within 24 hours if:
 - 13.10.1** A welfare arrangement is disrupted.
 - 13.10.2** A student goes missing.
 - 13.10.3** Safety concerns affect accommodation or study

14. Cyber Incident Response Procedures

If a cyber incident is detected:

- 14.1** Notify IT Director immediately
- 14.2** Activate Cyber Incident Response Plan
- 14.3** Contain the threat (isolate devices, shut down access)
- 14.4** Preserve logs and evidence
- 14.5** Assess whether Notifiable Data Breach (NDB) applies
- 14.6** Communicate with affected users
- 14.7** Restore systems when safe
- 14.8** Report to authorities where required

15. Post-Incident Recovery

Within 24 hours:

- Check-ins with affected students/staff
- Review risk factors and supports required
- Provide counselling access times

Within 72 hours:

- CIMT review meeting
- Return-to-routine plan
- Follow-up with families
- EAP made available to staff

Within 2–4 weeks:

- Anniversary considerations
- Ongoing counselling
- Community briefing if appropriate

16. Evaluation and Follow Up

Once the crisis has passed, the CMIT will reconvene to debrief on the process considering the effectiveness of the team response including:

- Overall success or failure of the crisis communication effort.
- Problems to be avoided in the future.
- Appropriate follow up measures.
- Any recommendations.

The Communications and Engagement Manager will document all news coverage surrounding the crisis, including newspaper articles, radio, internet and television broadcasts to assist with the assessment.

17. Recordkeeping

The following must be stored securely:

- Incident logs
- First aid or medical notes
- Communications to parents/staff/media
- Risk assessments
- Student support records
- Meeting minutes
- Reports to authorities
- Debriefing summaries

18. Retention:

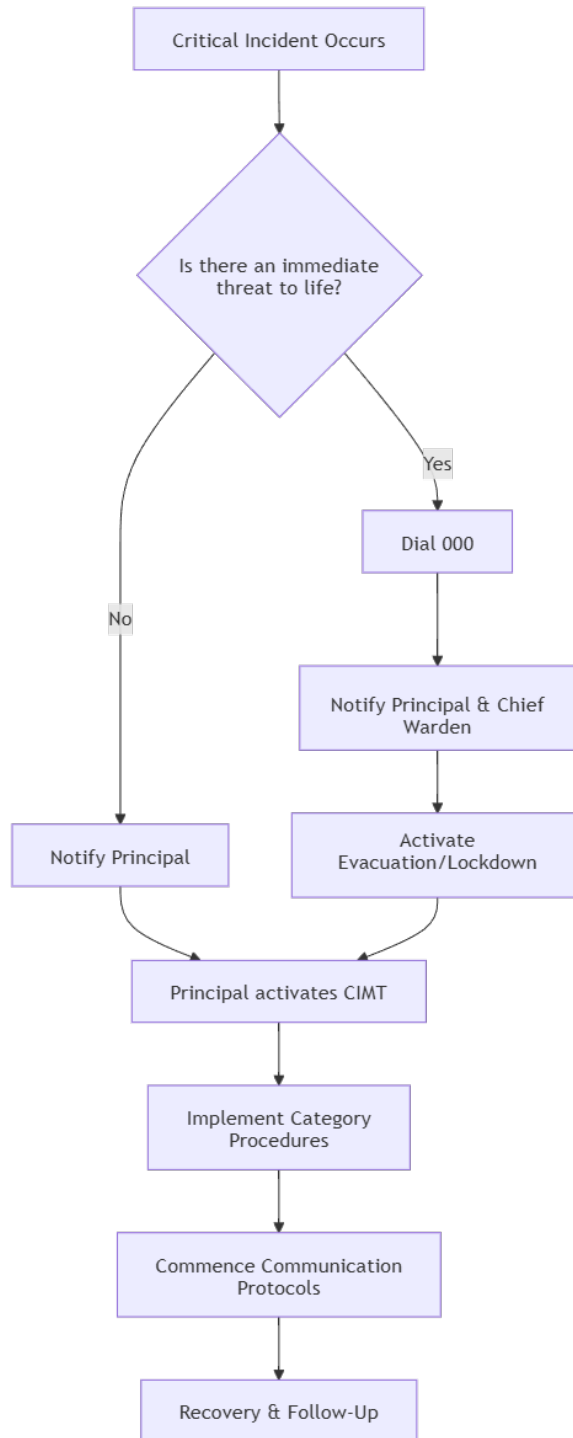
- **International students:** 2 years post-enrolment
- **Other records:** as required by law.

19. Review

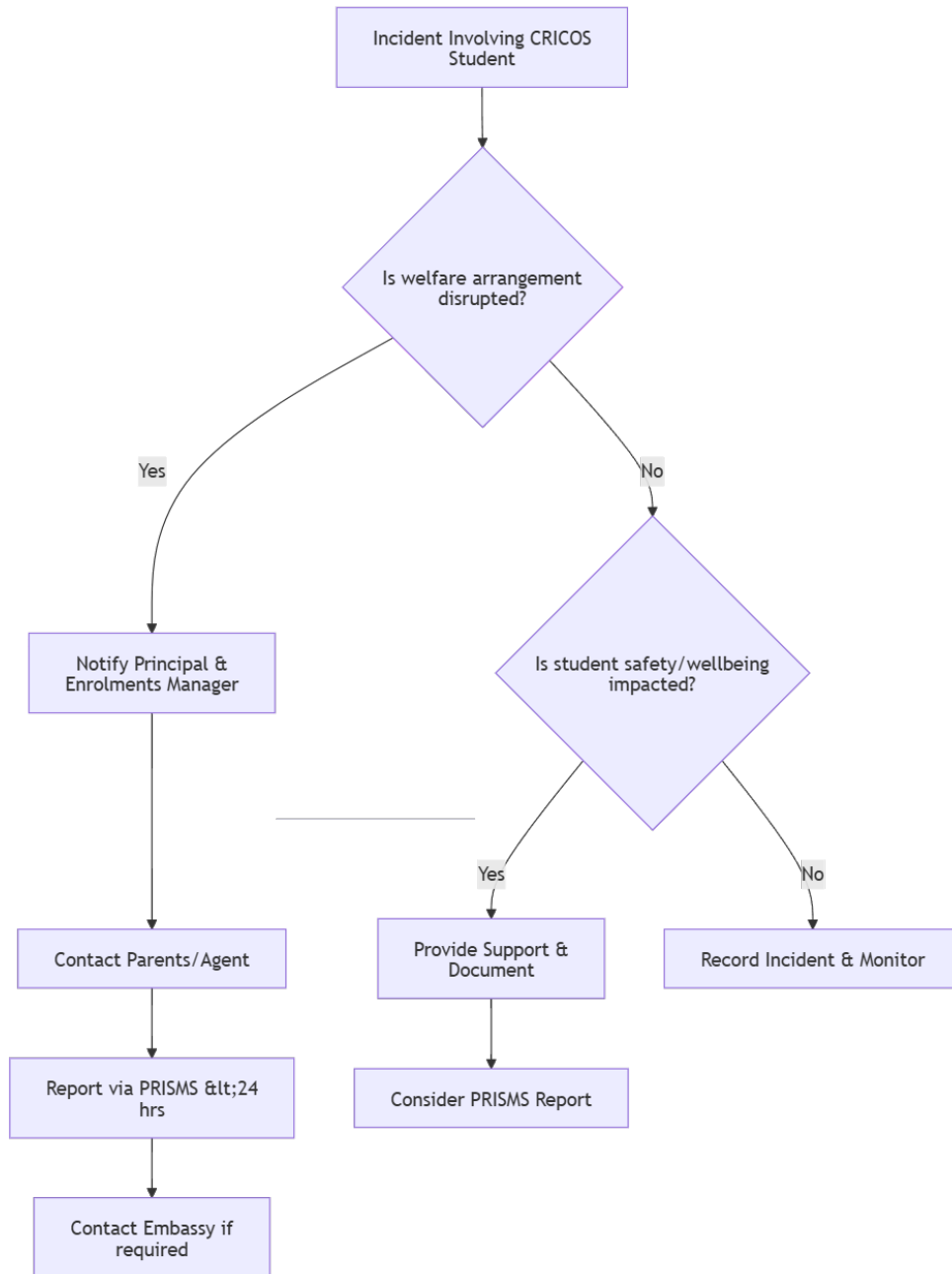
This policy and its associated procedures, quick reference guides and protocols will be reviewed annually. Canterbury College, however, reserves the right to review this policy and procedures at any time.

Version Number:	v1.02026
Policy Library:	College Operations
Responsible Officer	Principal
Approval Authority:	College Board
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Related Policies/Procedures:	Critical Incident Management Plan Staff Emergency Management Procedure Privacy Policy Complaints Management Policy Child Safe Anglican Education Policy Child Safe Action Plans Work Health and Safety Policy
Acknowledgements:	Education (Accreditation of Non-State Schools) Act 2017 (Qld) Education (Accreditation of Non-State Schools) Regulation 2017 (Qld) Education (General Provisions) Act 2006 (Qld) Education (General Provisions) Regulation 2017 (Qld) Education Services for Overseas Students Act 2002 National Code of Practice for Providers of Education and Training to Overseas Students 2018 Work Health and Safety Act 2011 (Qld) Disaster Management Act 2003 (Qld) Building Fire Safety Regulation 2008 (Qld)

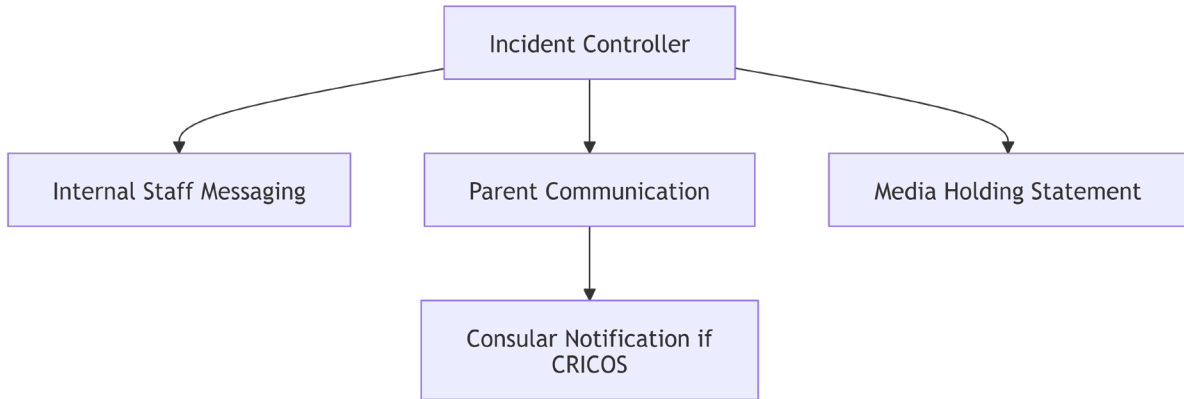
Annexure A - Flowchart



Annexure B – International Students



Annexure C - Communication Hierarchy



Annexure D - Embassies

Hong Kong Embassy in Canberra

Address

15 Coronation Drive

ACT 2600

Yarralumla

Canberra

Australia

Phone: +61-2-62734780

Fax: +61-2-62735848

Email: chinaemb_au@mfa.gov.cn

Website URL: <http://au.chineseembassy.org/eng/>

China Consulate in Brisbane

Address

Level 9, 79 Adelaide St.

QLD 4000

Brisbane

Australia

Phone: +61-7-3210-6509

Fax: +61-7-3210-6517

Email: chinaconsul_bri_au@mfa.gov.cn

Website URL

<http://brisbane.china-consulate.org>

<http://brisbane.chineseconsulate.org>

Annexure E - Critical Incident – Quick Reference Guide

For All Staff | Canterbury College

If in doubt: treat the situation as serious and escalate immediately.

STEP 1 — IMMEDIATE SAFETY FIRST

- ✓ Remove students from danger *only if safe*
- ✓ Do not move injured persons unless risk remains
- ✓ Send for help (adult preferred)

STEP 2 — LIFE THREAT?

👉 YES → DIAL 000 IMMEDIATELY

Then notify:

- Chief Warden (evacuation / lockdown)
- Principal / Deputy Principal
- Head of Care Central & Safeguarding (if student involved)

If unsure whether it's life-threatening → treat as YES.

STEP 3 — WHAT TYPE OF INCIDENT IS IT?

● **Category 1 – Emergency**

Immediate threat to life

- Fire, intruder, serious injury
- Medical emergency / self-harm ✓ 000 | Evacuate / Lockdown

● **Category 2 – High Risk**

Serious, escalating or unstable

- Missing student
- Severe behaviour
- Cyber / facility failure ✓ Notify Principal → CIMT activated

● **Category 3 – Sensitive / Community Impact**

Not urgent but significant

- Death in community
- Allegations or reputational issue ✓ Managed by Principal & CIMT

STEP 4 — FOLLOW INSTRUCTIONS

You may be directed to:

- Evacuate
 - Lockdown / Lockout
 - Shelter-in-Place
- ✓ Use formal communication only
 - ✓ Account for all students
 - ✓ Keep students calm and supervised

STEP 5 — FIRST AID & SUPPORT

- ✓ Only trained first aiders provide treatment
- ✓ Call **Care Central** for distressed students
- ✓ Retrieve AED if required
- ✗ Do **NOT** conduct debriefing unless trained

STEP 6 — PROTECT THE SCENE

Required for:

- Serious injury or death
- Criminal matter
- Facility failure
- Cyber incident

- ✓ Restrict access
- ✓ Preserve evidence
- ✓ Follow Emergency Services directions

COMMUNICATION RULES

- ✗ Do **NOT** speak to media or post online
- ✓ Direct all enquiries to:
 - Principal
 - Deputy Principal
 - Communications & Engagement Manager
- ✓ Use provided scripts only
- ✓ Maintain privacy and confidentiality

STUDENT SUPPORT – WHAT STAFF SHOULD DO

- ✓ Listen calmly, validate feelings
- ✓ Offer choices and reassurance
- ✓ Refer concerns to **Care Central immediately**
- ✗ Don't speculate or share details
- ✗ Don't minimise impact
- ✗ Don't share personal trauma stories

IF YOU ARE UNSURE AT ANY POINT

- 👉 Escalate immediately
- 👉 Ask for guidance
- 👉 Safety overrides everything else

Key Contacts (During an Incident)

- **000** — Emergency Services
- **Chief Warden** — Evacuation / Lockdown
- **Principal / Deputy Principal** — Incident Controller
- **Care Central** — Student wellbeing
- **IT Director** — Cyber incidents

This guide supports the full Critical Incident Management Policy & Plan.
Version aligned: v1.0 (2026)