


Attachment 7 – EAC Critical Incident Management Policy

Document Title: Critical Incident Management Policy	 EMMANUEL ANGLICAN COLLEGE <i>Learning ~ Living ~ Leading</i>
Section: Evacuation and Emergency	
Date Updated: 15 November 2022	

POLICY OBJECTIVE

Policy

Emmanuel Anglican College is committed to ensuring that all employees, students, contractors, sub-contractors, volunteers, visitors, and other authorised personnel are provided with a safe and healthy environment in which to work and learn.

The purpose of this policy is to provide employees with guidance as to:

- the management of critical incidents, and
- employee responsibilities for the management of critical incidents.

The College regards its responsibilities with the utmost importance and, as such, resources are made available to comply with all relevant Acts and regulations to ensure the workplace is safe and to minimise risk to health.

This policy is intended to complement all EAC policies and procedures, including those relating to Workplace Health and Safety, NESA requirements and any relevant State or Federal Legislation, and New South Wales (NSW) Government policies and professional standards.

Scope

This policy applies to all College activities during and outside of school hours. This includes College activities that are occurring on the school campus, offsite, online, extracurricular, sport activities and programs, excursions, camps, and domestic or overseas travel.

Application

This policy applies to all employees, contractors, sub-contractors, volunteers, College Council members, College Council advisory members and other authorised personnel required to perform functions for the College.

Staff Responsibilities

All staff must remain vigilant to the presence of factors that may lead to a critical incident, such as unauthorised intruders on College grounds, high risk activities, suspicious objects and damage to buildings or equipment, or alert notifications received by emergency services.

To properly implement this policy, all Emmanuel Anglican College's employees, contractors, sub-contractors, visitors, volunteers and other authorised personnel must follow directions provided to them by the Critical Incident Management Team and other staff members acting at their direction.

All staff are responsible for carrying out their duties in a safe manner and must cooperate in carrying out their duties in any critical situation. Everyone is expected to communicate information deemed significant to the College community to the Critical Incident Team.

REMEMBER: Stay out of danger and do not take risks that endanger your life and the lives of others.



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1 CRITICAL INCIDENT MANAGEMENT OVERVIEW

1.1 Principles

A Critical Incident is an event which causes disruption to the College, creates significant danger or risk, and creates a situation where staff, students and/or parents feel unsafe, vulnerable and under stress.

A Critical Incident may also be a traumatic event. A traumatic event is a situation that evokes deep sorrow or distress due to a powerful shock, or negative experience that may cause lasting psychological effects. A traumatic event may include any situation faced by members of a community which causes them to experience unusually strong emotional reactions or one which has the potential to interfere with their ability to function, either at the time, or later. Traumatic events can be experienced alone, with others or as part of a broader community-based experience.

A traumatic event may occur from a critical incident or emergency situation within the College, such as a fire, hostage or siege situation, through a related College-based activity or circumstance, or even from events occurring outside the College such as a major regional disaster or a death within the College community.

An emergency does not end once the physical safety of individuals has been assured or when the emergency services have concluded their involvement. The psychological and emotional wellbeing of staff and students becomes the focus of activity when coordinating recovery following an emergency.

As a general rule, a critical incident is determined by its impact on individuals and the community as a whole, rather than by any predetermined list of events. Assessment of a critical incident must consider both the reaction of the individual/s directly affected and the broader members of the College community.

1.2 Characteristics of emergencies, traumas and critical incidents:

Critical incidents tend to have characteristics in common. They:

- Are extremely dangerous or distressing.
- Are sudden and unexpected, providing no opportunity to prepare for them.
- Disrupt one's sense of control of events around them.
- Disrupt one's beliefs and assumptions about the world, people and work.
- Challenge the belief that events can be understood.
- Include elements of physical or emotional loss or risk of loss.

Emergencies, traumas and critical incidents may include the following:

- Accident/injury (life threatening).
- Anaphylactic shock.



- Suicide of a teacher or student.
- Sexual or physical assault.
- Acts of violence or threats of violence.
- Death of a student or staff member.
- Siege/hostage/disappearance/abduction/missing student.
- Diagnosis of a life-threatening illness of a teacher.
- Physically destructive events such as floods, fire, lightning, windstorm.
- Excursion injury.
- Abuse of a student.
- The cumulative effect of a series of small incidents.
- Media coverage of a sensitive issue.
- Serious injury or death resulting from a motor vehicle collision.
- Firearms/bomb threats/intruder/act of terrorism.
- Suspicious objects found on College grounds.
- Impact by equipment/machinery/aircraft.
- Fumes/spill/leak/contamination by hazardous material.

Each of the above incidents has the potential to create traumatic reactions in individuals within the College community. It is possible for people to be traumatised even if they were not directly involved in the emergency. Alternatively, while many people may have witnessed or been involved in the emergency, only one person may have been traumatised. A member of our College community who is exposed to an emergency which is extraordinary, dangerous or sudden, and who perceives the emergency to be traumatic, may feel overwhelmed and out of control and may develop acute stress or traumatic reaction.

1.3 Goals of Critical Incident Management

The goals of critical incident management include:

- Providing accurate information and maintaining communication links within the College and to outside sources.
- Helping restore and maintaining a supportive, positive learning environment as soon as possible.
- Providing support systems and a safe place for individuals during this period of time.
- Reducing psychological suffering and helping the College community contain and resolve the situation.
- Monitoring and ensuring support and resources are available to the College community.

1.4 Stages of Critical Incident Management

As far as practically possible, the College seeks to prevent critical incidents from occurring and to minimise the impact of these events. It will not always be possible to predict the exact nature of the situation that we may have to deal with, nor is it possible to accurately predict the best way in which we should respond.

For this reason, when responding to critical incidents, it is useful for the Critical Incident Management Team to think in terms of three stages of response:

Stage 1: Emergency Response

This is the initial response to a disruption which usually involves the removal or protection of people and property from immediate harm.



Stage 2: Continuity Response

The continuity response commences once the initial emergency response (if any) has been completed. The continuity response involves re-establishing minimum acceptable levels of processes, controls and resources to ensure that the College continues to meet its core operational objectives.

Stage 3: Stabilisation Response

Re-established minimum acceptable levels of processes, controls and resources to ensure that the College continues to meet its core operational objectives. Implement procedures that are designed to stabilise the College environment and return operations to normal over a period of time.

2 CRITICAL INCIDENT MANAGEMENT TEAM

2.1 Role of Critical Incident Management Team

The College has established a Critical Incident Management Team to assist the Principal in the prevention and management of critical incidents at the College. It is important that at least one of the team members is always at the College during ordinary operations.

It is the Critical Incident Management Team's responsibility to lead the response to emergency situations. The Team should follow the order of events below.

- Make an initial assessment of the support required by any affected individuals or groups of individuals within the College.
- Ensure appropriate intervention to minimise additional injury, including contacting emergency services (ambulance, for injury and medical assistance; police, for crime, assault, injury not resulting from accident; fire brigade, for fires, even when fires have been put out, and emergencies/rescues; SES, for floods, windstorms and similar), and evacuation or lockdown, if necessary, for specific emergencies.
- Attend to the injured, where necessary. It is vital that first aid personnel provide emergency care for those with physical injuries.
- Develop an initial Critical Incident Response Plan and activate relevant responses.
- Determine and implement the most appropriate communications strategy to manage a given situation.
- Ensure that all staff receive appropriate briefings to enable them to carry out their role in any Critical Incident Response Plan.
- Ensure staff and student welfare and support.
- Refine the Critical Incident Response Plan as required where a situation is ongoing.

2.2 Critical Incident Management Team Membership

Role	Name & Position	Phone	Email
Critical Incident Management Team Leader	Robert Tobias Principal	0417 011 221	rtobias@eac.nsw.edu.au
Alternate Critical Incident Management Team Leader	Francis McGuigan Deputy Principal	0491 067 017	fm McGuigan@eac.nsw.edu.au



External Communications Coordinator	Robert Tobias Principal	0417 011 221	rtobias@eac.nsw.edu.au
Internal Communications Coordinator	Francis McGuigan Deputy Principal	0491 067 017	fm McGuigan@eac.nsw.edu.au
Primary School Leader	Wayne Cross Director of Primary	0407 731 625	wcross@eac.nsw.edu.au
Secondary School Leader	Amanda Middleton Director of Secondary	0429 545 975	amiddleton@eac.nsw.edu.au
Teaching and Learning Leader	Lee Boyd Director of Teaching and Learning	0420 313 478	lboyd@eac.nsw.edu.au
Wellbeing Response Coordinator	Chaplain	02 6681 5054	
Property and Facility Management	Kelley Malaba Business Manager	0417 471 295	kmalaba@eac.nsw.edu.au
Risk and Compliance Leader	Kelley Malaba Business Manager	0417 471 295	kmalaba@eac.nsw.edu.au

Other members of the College community may be co-opted onto the committee where necessary.

All team members have been assigned to the responseteam@eac.nsw.edu.au email address to facilitate communications.

2.3 Critical Incident Management Team – Responsibilities

Role	Responsibilities
Critical Incident Team Leader	<ul style="list-style-type: none"> • Provide the Critical Incident Management Team with leadership. • Direct formulation of Critical Incident Response Plan. • Direct decision making. • Direct the communications strategy. • Allocate responsibilities to Critical Incident Management Team members.
Alternate Critical Incident Team Leader	<ul style="list-style-type: none"> • Assume the Team Leader position in his/her absence. • Provide assistance to the Team Leader as required. • Lead implementation of Critical Incident Response Plan as directed.
Internal Communications Coordinator	<ul style="list-style-type: none"> • Provide all necessary assistance to the Critical Incident Management Team Leader in formulating and implementing the internal response strategy. This may involve organising meetings of staff and students, liaising with the Director of Primary, Director of Secondary, Leaders of House and Curriculum Leaders and organising for assistance from external organisations. • Maintain up-to-date all staff text message and email groups to facilitate rapid dissemination of communications.
External Communications Coordinator	<ul style="list-style-type: none"> • Provide all necessary assistance to the Critical Incident Management Team Leader in formulating and implementing the external communications strategy. This may involve coordinating staff to make one-on-one phone calls to parents/carers, preparation of mass email communications, leading coordination with media outlets and other authorities.



	NB: The Principal will be the external spokesperson for the College unless otherwise instructed by the Critical Incident Management Team Leader.
Other Members	<ul style="list-style-type: none">• Provide assistance to the Team Leader as required.• Complete tasks as directed by the Team Leader.

3 INITIAL RESPONSE TO A CRITICAL INCIDENT

3.1 Immediate Response by Staff Member

In the event of any critical incident, the most senior staff member must:

- Stay calm.
- Designate another person to continue their regular routine where possible.
- Arrange for alternative supervision of students in their care.
- If the situation is life-threatening call 000 immediately.
- Make an initial assessment whether an Evacuation or Lockdown should be initiated (see below) and activate the evacuation or lockdown siren from a Security Control Panel, if deemed appropriate.
- If there is an immediate threat to staff or students, move them to an alternative location.
- Notify the Principal immediately.
- Encourage everyone to remain as calm as possible and move to a safe area in an orderly fashion reducing the risk of harm and avoiding hazards likely to cause injury.

3.2 Immediate Response by Principal

In the event of being notified of a critical incident the Principal, or in their absence the Deputy Principal, must take the appropriate action, which may include:

- Calling Emergency 000.
- Initiating a lockdown or evacuation, if deemed appropriate.
- Use of PA, email, text and social media to communicate with staff.
- Coordinate procedures until the arrival of the emergency services personnel.
- Identify themselves to the emergency services personnel.
- Organise an initial meeting of the Critical Incident Response Team.

3.3 When to Evacuate?

An evacuation will take place where there is a notified or perceived risk of harm or injury to staff, students or visitors if they were to remain in the College buildings. Where possible, the College will act to ensure the safety of all personnel on campus in the following situations:

- In the event of a fire in one of the College buildings.
- In the event that the fire alarm sounds.
- Following a bomb threat.
- When it is deemed appropriate by an emergency services personnel or a first responder.

3.4 When to Lockdown?

A lockdown may take place where there is a perceived risk of threat to the College, its staff, students, visitors or property. Where possible, the College will act to ensure the safety of all personnel on campus in the following situations:



- In the event that unauthorised persons, considered dangerous, are on College grounds.
- In instances including domestic breakdowns where estranged parties are attempting to abduct children.
- In instances where personnel, students, volunteers or staff, from within the College become a threat to the wellbeing of others.
- In emergency situations within the environment of the College where there is potential risk from spills or poisonous fumes.

The Emergency evacuation procedures and Lockdown procedures are detailed in the Evacuation and Lockdown Policy.

3.5 Witnesses

- A teacher or staff member who witnesses or becomes aware of a critical incident will be required to provide information to the police and/or the Principal.
- To assist in this process all details relating to the critical incident should be recorded as soon as possible.
- A student who witnesses a critical incident should be placed in the care of a staff member responsible for student welfare.

4 ADDITIONAL RESPONSES FOR SPECIFIC INCIDENTS

4.1 Abduction of a Student

An abduction of a student is a situation in which a student has been taken, against the student's will, while in the care of Emmanuel Anglican College.

An abduction of a student, or attempted abduction of a student, may be reported by a teacher, staff member, parent, student, or even a member of the public.

A student abduction incident also includes an attempted student abduction.

In the event of a student abduction, the most senior staff member must:

- Confirm the absence of the student.
- Ascertain, as best as possible, the immediate circumstance of the abduction.
- Remember to stay calm, notify the Principal and start recording any information as soon as practical.

The Principal will:

- Notify the parents/caregivers, only stating that their immediate attendance is required due to an incident.
- Inform the parents/caregivers of the student abduction, in person with a police officer present where possible.
- Organise an initial meeting of the Critical Incident Response Team.

4.2 Suicide (of Student or Staff Member)

When a staff member suspects or is made aware that a student or colleague is engaging in self-harming behaviours they should:



- Identify their concerns and observations and provide these, in the case of a student, to the Director of Primary/Secondary School as soon as possible.
- Identify their concerns and observations and provide these, in the case of a staff member, to the Principal as soon as possible.
- Not raise their concerns directly with the person.

Where a student or colleague discloses to a staff member that they are engaging in self-harming behaviours the staff member should:

- Respond in a neutral and matter-of-fact manner and acknowledge the behaviour as something they are familiar with.
- Not be judgemental or react negatively.
- Advise the student or colleague that self-harming behaviours are not uncommon, and that the College has procedures to help in these circumstances.
- Ask the student or colleague if there is any immediate support/assistance that they need.
- Thank them for confiding in you and advise them that they may need to discuss the issue with another member of staff so that the College can provide appropriate assistance.
- Assure the student or colleague that the information they have provided will be handled sensitively.
- Identify their concerns and observations and provide these to the Principal as soon as possible.

Early intervention and ongoing management are vital in promoting recovery.

In the event that a student or staff member has engaged in self-harming behaviour the Accident/Incident (Life Threatening) procedures set out below should be applied.

4.3 Accident/Incident (Life Threatening)

From time-to-time, staff, students and visitors to the school may require urgent medical treatment as a result of a serious accident or incident.

In any life-threatening situation, the welfare of the person is paramount and must be dealt with as an immediate priority.

In the event of a life-threatening accident or incident, the most senior staff member should:

- Provide an appropriate first aid response by applying the principles of the DRSABCD action plan.
 - Danger
 - Response
 - Send for help
 - Airways
 - Breathing
 - CPR
 - Defibrillator (located in first aid room and the foyer of Lindsay Walker Centre)
- In the case of a major accident or life-threatening situation, an ambulance will be called immediately, and the person accompanied by Emmanuel Anglican College staff to hospital.
- In the case of the death of a person on school grounds, the body should be covered and NOT touched. The immediate area should then be isolated with a staff member remaining with the deceased until emergency services arrive.
- Remember to stay calm, notify the Principal and start recording any information as soon as practical.



The Principal will:

- Notify a student's parents/carers of any injuries or illness requiring urgent treatment as soon as possible.
- Where a parent/carer is unable to be contacted, or attend the College to collect the student, Emmanuel Anglican College staff may accompany the student to the doctor or hospital.
- Notify a staff member's next of kin of any injuries or illness requiring urgent treatment as soon as possible. Consent should be obtained if the staff member is conscious and coherent.
- If a visitor or contractor requires urgent medical treatment, a principal of the business they are associated with should be contacted as soon as possible.
- Organise an initial meeting of the Critical Incident Response Team.

In the event of the death of a person occurs on College grounds or at a College event, the Principal will:

- Notify the parents/caregivers, only stating that their immediate attendance is required due to an incident.
- Inform the parents/caregivers of the details of the critical incident, in person with a police officer present where possible.
- Liaise with the police as to the most appropriate way to notify the next of kin in the event of the death of a staff member, visitor or contractor.
- Organise an initial meeting of the Critical Incident Response Team.
- Enact the College's Postvention Action Plan.

In the event the death of a person connected to the College Community occurs when the person is not in attendance at the College or a College event, the Principal will:

- Ensure immediate support is provided to the family.
- Organise an initial meeting of the Critical Incident Response Team.
- Enact the College's Postvention Action Plan.

4.4 Explosion or Fire in College Building

Explosions may arise from multiple causes such as gas leaks, chemical reactions or incendiary bombs/devices.

Fire is a relatively common occurrence in workplaces. It usually strikes suddenly and when it strikes, even a relatively small fire can present a significant health and safety hazard, causing death or serious injury as well as damage to property and serious work interruption.

If a staff member believes or suspects that an explosion or fire has occurred or is likely to occur, they should:

- Evacuate the building as quickly and calmly as possible and move to the designated safe assembly area as long as it is safe to do so.
- If there is a fire, stay low to the floor and exit the building as quickly as possible.
- Only attempt to extinguish a fire if trained in the use of fire equipment and it is safe to do so.
- Ensure occupants of the building do not use lifts.
- Assist people in immediate danger only if safe to do so (untrained people should not attempt to rescue others who are inside a collapsed or burning building. Wait for emergency services personnel to arrive).
- Remember to stay calm, notify the Principal and start recording any information as soon as practical.



The Principal will:

- If people are injured, arrange first aid to be administered by the First Aid Officer/First Aid Personnel.
- Activate the evacuation siren, if not already sounding.
- Immediately call Emergency 000 once the occurrence of an explosion or fire has been confirmed.
- Inform emergency services personnel of:
 - the type of explosion, if known
 - the presence of a fire
 - the presence of any possible flammable or explosive products in the vicinity
 - access to fire
 - presence of injuries.
- Organise an initial meeting of the Critical Incident Response Team.

4.5 Natural Disaster (Storm, Lightening, Flood, Bush Fire, Earthquake)

A natural disaster may strike the College with no warning or following advanced warnings.

If a natural disaster strikes the College, all staff should:

- Stay in a safe area or shelter during a natural disaster unless they have been ordered to evacuate.
- Monitor their mobile phone and email for further information or instructions from the Critical Incident Management Team.
- Be prepared to remain in lockdown for an extended period, if required.

When a warning has been issued for a potentially destructive natural disaster, the Principal will:

- Monitor official warnings.
- Notify the College community of potential disruptions to college operations and how updates will be provided.
- Evacuate the College if there is sufficient warning.
- Implement property damage and injury prevention strategies.
- Implement efficient response procedures.
- Work with the Critical Incident Team to develop post emergency strategies.

Monitoring official warnings

When a major regional weather event is predicted this will generally be publicised widely through radio and television bulletins up to 48 hours in advance. Information will include communities likely to be affected, the storm's location, direction, intensity and severity category, forecasts for heavy rain, lightning, flooding and abnormal high tide/storm surge.

When such an event is expected the College will closely monitor weather warnings provided through the Bureau of Meteorology (BOM) website, SES or other reputable services to assess the potential risk to the College.

Historical information on the 2022 flood event that occurred in West Ballina can be found in Appendix 5. This information will be used by the College to determine the appropriate trigger to evacuate in the event of flooding.



Evacuate the College

If there is sufficient warning, and in consultation with emergency services, the Principal may decide to evacuate the College. In the event of an evacuation, the Principal will:

- If there is sufficient warning, and in consultation with emergency services, notify parents/carers to collect their children, provided it is safe to do so.
- Use website, text messaging, emails and social media to keep the community informed.
- Arrange accommodation/billets, if necessary, for stranded students whose homes have been cut off by flood waters (if the area is particularly flood prone, find out which parents/carers may have difficulty in reaching the College and ask them to provide the name of an alternative person authorised to collect and billet their children).
- Activate a pre-arranged plan for early release of staff with homes or property in flood-prone or high-risk areas.
- Secure the area and prevent other people from entering.
- Ensure that property damage and injury prevention strategies are carried out, if safe to do so.
- Assess the situation to determine when it is safe to re-open the College site.

Property damage and injury prevention strategies

When a potentially destructive storm alert or other natural disaster warning is issued, the College will undertake preparations where time allows, such as those set out below.

Maintenance Team	<p>The Maintenance Team shall ensure that:</p> <ul style="list-style-type: none">• An inspection of the College grounds is undertaken to identify any trees/branches or other objects that have the potential to fall during a severe storm.• All loose objects that may potentially be picked up by strong winds are either stored away safely or, if this is not possible, effectively tied down.• An inspection of all College buildings is undertaken to identify any potential loose fittings or other structural weaknesses that may have the potential to fall during a severe storm.• In the event of a fire threat, ensure all dry debris is removed from gardens and gutters.• All appropriate protective action is undertaken in preparation for the natural disaster.
Teachers and Support Staff	<p>Teachers and other staff shall ensure they are:</p> <ul style="list-style-type: none">• Aware of the location of first-aid kits and any medications specifically required by any student in their care.• Prepared for a power failure. Depending on circumstances and location this may require access to a torch and spare batteries.• Prepared to be in lockdown for an extended period if required.• Familiar with emergency response procedures and the names and contact details of all members of the Critical Incident Management Team and have access to a telephone (either mobile or landline).• Aware of the safest or strongest part of the building they are in that is likely to provide the best protection from a destructive storm.• Prepared to move their class to an alternative location when instructed to do so.



	<ul style="list-style-type: none">Monitoring emails or text messages for further instructions from the Principal or Critical Incident Team members.
Critical Incident Management Team	<p>The Critical Incident Management Team shall ensure that:</p> <ul style="list-style-type: none">All communications lists are up to date.The strongest part/s of the College are identified as emergency storm shelters.All staff are notified of any particular procedures that they may be required to carry out (including emergency evacuation procedures to storm shelters).They are on heightened alert to implement Response Procedures.

Response Procedures

The following information will assist the Principal and Critical Incident Management Team to prepare appropriate response procedures to a natural disaster.

Major Storm	<p>Where it is identified that the College will experience a destructive storm, the following steps should be taken immediately prior to the storm hitting:</p> <ul style="list-style-type: none">All loose items, such as school bags, placed outside classrooms should be brought inside.All doors and windows must be closed and secured. Curtains and blinds should be drawn.Staff and students in high-risk areas (such as demountable classrooms) should be moved to designated storm shelter areas.Staff and students should be instructed to stay away from doors and windows.Once the storm starts, staff and students should remain where they are in lockdown and wait until the all clear is provided by members of the Critical Incident Management Team.Following a severe storm event, extreme care should be taken when moving around outside to avoid dangers caused by damage including fallen power lines, fallen trees, broken water and sewage lines, loose roof sheeting and other material.
Lightning	<p>Where the College expects lightning during severe storms, the following steps should be taken immediately prior to the storm hitting:</p> <ul style="list-style-type: none">Do not go outdoors unless it is absolutely necessary.Unplug all appliances including computers and televisions. Do not touch electrical items or telephones during the storm.Avoid water and metal (e.g. water tanks, metal fences) as water and metal are electrical conductors.If outdoors, move indoors. Do not stay in open space or under tall objects (e.g. trees, poles).If no shelter is available crouch down, feet close together with head tucked down.If in a group, spread out, keeping individual students and staff several metres apart.
Flood	<p>Flood warnings will be issued by local emergency services. The predicted extent of the flood and the amount of time available before it arrives will determine the course of action to be taken.</p>



	<p>Where flooding is expected in the region the following steps should be taken.</p> <ul style="list-style-type: none">• Monitor flood warnings for Wilsons and Richmond Rivers.• Be aware of the level at which official river heights will result in the College and homes of students and staff becoming isolated or inundated. Refer to Appendix 5 to determine when to evacuate or cancel College operations.• Assess the risk to staff, student and families travelling to and from the College site.• Assess details of the local flood plan and emergency warnings, to determine whether the College should operate.• If the College day has commenced, assess details of the local flood plan and emergency warnings to determine if there may be a need to evacuate the College in the event of a flood and how to get to the nearest safe location. <p>In the event of a flood or a potential flood, the Principal will:</p> <ul style="list-style-type: none">• Monitor SES, Local Government and Bureau of Meteorology (BOM) warnings and updates.• Listen to the local radio for information.• Communicate with emergency services personnel.• Notify parents/carers if it is necessary to keep students at home, due to all or some sections of the College being closed because of flooding prior to commencement of the College Day.• Implement procedures to safeguard life and equipment including:<ul style="list-style-type: none">○ Turning off power, water and gas services.○ Moving equipment, if possible, to higher levels in the buildings or arranging to stack furniture, equipment and books above likely flood level (electrical items and books on top).○ Arranging to move stock (e.g. garbage, chemicals and fuel) to a high, secure place.○ Removing or securing heavy objects that could float and cause damage (inside and outside).○ Sandbag lower buildings at risk of flooding.
Bush Fire	<p>In the event of a bush fire or a potential bush fire, the Principal will:</p> <ul style="list-style-type: none">• Monitor SES, Local Government and Fire NSW warnings and updates.• Listen to the local radio for information.• Communicate with emergency services personnel.• Notify parents/carers if it is necessary to keep students at home.• Implement procedures to safeguard life and equipment including:<ul style="list-style-type: none">○ Turning off power and gas services.○ Removing flammable materials from around the College grounds and away from buildings.
Earthquake	<p>In the event of an earthquake:</p> <ul style="list-style-type: none">• Drop (or Lock) Wherever you are, drop down to your hands and knees and hold onto something sturdy.• Cover your head and neck with your arms.



	<ul style="list-style-type: none">• Hold On. If you are under a table or desk, hold on with one hand and be ready to move with it if it moves.
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Post Emergency

Apart from action needed to cope with the actual natural disaster, the College will need to:

- Make a decision about when to reopen the College, in consultation with emergency services.
- Ensure that College facilities are deemed safe for the return of staff and students.
- Survey and monitor the safety of the College outdoor areas, playgrounds, outdoor sport areas and playing fields.
- Implement procedures to resume College activities as soon as possible.
- Plan continuing educational services for students isolated for extended periods.
- Implement a process to support staff and students' wellbeing.
- Create a register of impacted College families.
- Establish a of register of donations and support services for College families.

4.6 Hazardous Material Spill or Emission

A hazardous material incident or toxic spill/emissions may occur within or outside the College boundaries.

A hazardous material incident includes:

- tanker spill (fuel or chemicals)
- explosion at a chemical works
- major escape of gas.

The College may be alerted to such an incident either by phone or warning sound.

In the event of a major spill of hazardous material inside a College building, the staff member present should:

- Evacuate everyone from the area and immediately inform the Principal who will contact Emergency 000 (refer to Evacuation Procedures).
- Be available to inform emergency services personnel of the incident.
- Provide the following information to emergency services personnel:
 - name of College and phone number
 - identity of material
 - location of spill
 - time of spill
 - approximate amount of spilled material
 - how the substance is being released.
- Close doors to affected area once the area has been evacuated.

The above instructions do not cover incidents in laboratories where spills or emissions are minor and only a few students may be involved. Minor spills can be dealt with under the safety procedures that apply to everyday use of the laboratories.

In the event of a major spill of hazardous material inside the College building, the Principal will:

- Determine if evacuation is appropriate.
- Evacuation should only be attempted if directed by emergency services personnel or forced to by extraordinary circumstances (e.g. a building already full of fumes).



- Determine a designated safe area. Due to the nature of Hazardous Materials Incidents, the designated safe area to evacuate to is likely to be further away than other emergencies. For example, the area will need to be upwind of the incident to avoid inhalation of Hazardous Materials.
- Arrange for First Aid Officers/personnel to attend to injured or contaminated people, ensuring that they avoid contaminating themselves by wearing Personal Protective Equipment. In case of contamination of the skin, remove affected clothing and flush contaminated skin with water for at least 15 minutes. Seek medical attention immediately.
- Ensure that the hazardous materials that are controlled by Emmanuel Anglican College are dealt with in accordance with the relevant Material Safety Data Sheet (MSDS).
- Organise an initial meeting of the Critical Incident Response Team

In the event of a hazardous materials incident outside of the College grounds, the Principal will:

- Call Emergency 000, if not already done.
- Immediately move all students, staff and other personnel into the College buildings, occupying rooms away from the source of the spill or emission.
- Close all external doors and windows, draw curtains or blinds and seal ventilation grills.
- Turn off air conditioning units and extinguish naked flames, including pilot lights.
- Organise an initial meeting of the Critical Incident Response Team
- Monitor SES, Local Government, Police and other relevant websites and social media.
- Ensure everyone remains indoors until the “all clear” is heard or advice is received by emergency services personnel.

4.7 Suspicious Objects

Left unchecked, suspicious objects located on College grounds may pose threat to the safety of members of the College community, as they may contain a bomb, other device or substance designed to intentionally harm people.

Suspicious objects may include unattended boxes, packages, briefcases and even unusual items received through the mail. While seemingly harmless where an object looks obviously out of place, it should be treated with caution until such time as the owner of the object can be identified.

Handling of Suspicious Mail or Packages

Where a package that may contain hazardous materials has been received, a staff member should follow the procedures set out below.

- Do not panic.
- Do not disturb the item any further. Do not pass it around. If any material has spilt from the item, do not attempt to clean it up, or brush it from your clothing.
- If possible, place an object (e.g. waste bin) over the package without disturbing it.
- Prevent others from entering the immediate area, to prevent contamination.
- Notify the Principal immediately and provide the following information:
 - exact location
 - number of people potentially exposed
 - description of the package or device
 - action taken to seal package and isolate the area.
- The Critical Incident Management Team will arrange for the area to be cordoned off at a safe distance to prevent others from entering the area and potentially becoming contaminated.



- Remove yourself (and any co-workers that may have been exposed to the substance) from the immediate vicinity of the package, however, remain within the cordoned off area to avoid potentially contaminating others.
- Keep your hands away from your face to avoid contaminating your eyes, nose and mouth.
- If possible (without leaving the cordoned off area), wash your hands.
- Remain calm and wait for help to arrive.

Suspicious Object on College Grounds

In the event a suspicious object is found on College grounds, a staff member should:

- Not attempt to remove the item. Suspicious items should not be touched or disturbed.
- Immediately report the suspicious object to the Principal.
- If the safety of students or staff is at immediate risk, take decisive actions to move people away from the suspicious object to reduce potential harm.
- The immediate vicinity of the object should be cordoned off with available staff placed at entry and exit points (at a safe distance and preferably out of the line of sight of the object), to prevent anyone wandering into the area.

Where a package that may contain hazardous materials has been received or a suspicious object has been identified on College grounds, the Principal will:

- Call Emergency services immediately to deal with the situation.
- If the safety of students or staff is at immediate risk, decisive actions are to be taken to reduce potential harm. This includes cordoning off the immediate area and, where deemed necessary, instigating Lockdown Procedures or Evacuation Procedures, in consultation with the police.
- Ensure the Critical Incident Management Team are notified immediately.

4.8 Threats Received (Including Bomb Threat)

This section covers threats received from external parties towards the College, an individual staff member or a student.

A member of staff or a student may receive personal threats, or a specific threat may be made towards the College. Threats against the College may take the form of a bomb threat by telephone or letter.

These situations can be very stressful for the staff member receiving the threat. Prior training is required for staff whose front-line position makes it likely that they could receive such a threat. This training will assist the staff member in keeping calm and acting decisively to deal with the situation.

To mitigate the risks arising from a threat, any staff member:

- Who suspects that they may be the subject of a serious personal threat must immediately report the matter to the Principal.
- Where a staff member or student becomes aware of circumstances (e.g. domestic violence, external threats to family members) in which threats have been made and there is therefore a heightened risk of a such a situation occurring, they must immediately report the matter to the Principal.
- It is an unfortunate fact that many personal issues spill into the workplace causing workers to feel afraid and threatened. Many victims may also feel ashamed and embarrassed by their situation and be reluctant to speak about it. All staff are encouraged to display a caring attitude



towards their colleagues, so we will be more able to take a proactive approach should a situation arise.

A staff member receiving a threat or becoming aware of a threat must report the threat to the Principal for immediate further action.

The following procedures should also be followed.

Telephone Threats	<ul style="list-style-type: none">• A person receiving a threatening call should try and stay as calm as possible and should not disconnect the call.• A Threats Received Checklist kept close by the telephone will help the receiver establish the exact nature of the threat and as many details as possible.• Anyone likely to receive such calls such as receptionists should be trained in their use.
Mail Threats	<ul style="list-style-type: none">• Written threats should be kept together with their envelope and handled as little as possible, as they may be used for gathering evidence or fingerprinting.

The Principal will:

- Investigate if lockdown or evacuation procedures should be actioned.
- Where a threat is clearly identified, call the Ballina Police on 02 6681 8899 or, in case of an immediate threat, 000.
- Organise an initial meeting of the Critical Incident Response Team.
- Implement security measures commensurate with the perceived level of risk. There are a number of security measures available such as:
 - Diverting or screening telephone and emails or changing telephone numbers.
 - Accompanying the victim to and from work.
 - Ensuring other staff report suspicious behaviour or strangers in or around the workplace.
 - Tightening security in the workplace by changing door access codes or locks or employing security guards.

4.9 Hostage Situation or Intruder on Grounds

A siege occurs when a person takes a position in the College by force (e.g. locks themselves in a classroom) and refuses to relinquish this position. A hostage situation involves a siege where the person has taken one or more people hostage and refuses to release them.

An intruder who enters the College grounds with the intention of committing an act of violence is one of the most challenging critical incidents a College may encounter.

These situations often develop with unpredictability, speed and lethality. They may or may not involve armed people, using a carefully planned or completely unplanned method. These situations may be over in several minutes or may last several hours and specific responses will vary accordingly.

In the event of a hostage situation or siege, preservation of life and reducing the risk of serious injury is paramount.

In the event an intruder is identified as acting suspiciously, or commits an act of violence on the College grounds, staff should follow the following guidelines where possible:



- A suspicious intruder should not be approached where there is a perceived threat of violence and the potential of harm to any person.
- Call 000 immediately. Where an act of violence is being committed, preservation of life and the reduction of risk of serious injury are paramount.
- Follow the instructions provided by the police.
- Remember to stay calm, notify the Principal and start recording any information as soon as practical.

Once an incident has been brought under control and the threat of harm removed, the area of the incident should be treated as a crime scene. Nothing should be touched or removed from the scene, and it should be cordoned off until police arrive.

The Principal will:

- Make a decision to evacuate or lockdown, balancing the risks as to whether students and staff are afforded better protection by remaining where they are or evacuating.
- Direct visitors, including parents and carers, who arrive at the College during a hostage situation or siege to a safe location.
- Arrange for injured people to be treated if it is safe to do so.
- Organise an initial meeting of the Critical Incident Response Team.

4.10 Traffic/Vehicle Accident

A traffic/vehicle accident is any type of vehicle accident such as bus, car, truck, train, tractor, mower, or plane which may cause serious injury, multiple injuries, death or shock.

A traffic accident may affect the College internally or externally depending on the circumstances. This includes impacting on students and staff accessing, leaving or returning to the College.

Where an accident occurs on the College grounds or results in the death of a student or staff member the procedures for responding to a life-threatening accident or incident, included in this policy, should be followed.

In the event of a traffic/vehicle accident occurring off site, the most senior staff member present should:

- Call Emergency 000 and inform emergency services of the situation and number of injuries, if any.
- Act at the direction of the police or fire brigade.
- Notify the Principal at the first safe opportunity to do so.
- Coordinate procedures until the arrival of the emergency services personnel.
- Identify themselves to the emergency services personnel.
- Conduct a roll call in a safe place.
- Be aware of other critical incident responses resulting from the accident. These may include:
 - power failure due to electrical wires being brought down
 - escape of gas due to a ruptured gas pipe
 - toxic chemicals or fumes, (e.g. accident involving a petrol tanker)
 - in some circumstances, it might be necessary to contain students and staff within the confines of a bus or building rather than evacuate them.

The Principal will:

- Communicate with parents/caregivers to keep them updated of the situation.
- Establish regular communication with the staff present at the scene of the accident.



- Ensure alternative safe transport and care are provided to staff and students when required.
- Have procedures in place to keep children at College after dismissal time if parents/caregivers are unable to reach the College due to traffic changes.
- If roads are closed, decide when to re-open the College, in consultation with the police

5 DEVELOPING THE CRITICAL INCIDENT RESPONSE PLAN

The following guidelines will help the Management Team develop an initial Critical Incident Response Plan and activate relevant responses.

The safety and wellbeing of all people exposed to the emergency are to be considered at all stages of the emergency and all stages of the response plan. The plan is intended to be flexible and will require monitoring and updating. It should recognise that an emergency may have effects on those involved lasting long after the initial crisis has been resolved. It should recognise that, in addition to implementing procedures to resolve the emergency quickly, the Plan may need to include support to assist the College community to return to school.

While each critical incident and/or traumatic event will have its own unique circumstances and management issues, the following basic guidelines apply when formulating and implementing a Critical Incident Response Plan.

It is important to note that these steps do not need to be undertaken in order and that one or more of these steps may be in operation simultaneously. Major incidents may require the engagement of external parties to assist in coordinating the College's response.

Step 1 – Contact Principal (Critical Incident Management Team Leader)

All incidents likely to affect the safety and wellbeing of students, teachers or visitors are to be reported to the Principal immediately and responded to as soon as possible.

In the absence of the Principal, the alternate Team Leader or another committee member shall, where necessary, enact the following steps.

Step 2 – Initiate Critical Incident Team meeting

At the first Critical Incident Management Team meeting an initial Critical Incident Management Plan will be developed, having regard to the steps outlined in this policy.

It is vital that Critical Incident Management Team members have each other's contact details on their mobile phones to ensure that there are no delays in coordinating the initial Critical Incident Management Team meeting. All team members are to be included in the EAC Exec WhatsApp group. All team members have been assigned to the responseteam@eac.nsw.edu.au email address to facilitate incident team communications.

Step 3 – Initiate communications with relevant people/authorities



In some circumstances it will be necessary to contact relevant people or authorities, such as the police or other emergency services, to establish the most up-to-date information relating to the relevant situation as this may have a bearing on the response plan that is to be undertaken.

Step 4 – Establish an Incident Support Team/Support Team Centre (if required)

In some circumstances, it may be necessary to draw on additional personnel/resources and establish a specific incident support team and support team centre. This is particularly important where multiple critical tasks are to be coordinated simultaneously and the situation is ongoing.

Step 5 – Staff briefing

All College staff should be briefed on the situation as quickly as possible to ensure that they are in a position to respond appropriately to any queries raised by students, or parents/carers. Depending on the nature of the situation this briefing may be via email, text message or a staff meeting.

To ensure that all staff can be contacted as quickly as possible, a College mobile phone or other facility should be set up with a group contact including each member of staff's mobile phone number.

This staff group contact will enable text messages to be disseminated rapidly. An up-to-date all-staff email group should also be established and maintained, to allow more detailed communications to be disseminated as required.

Step 6 – Communicate with students, parents and carers

A communications strategy should be established to ensure clear and accurate communications with parents, carers and students. Refer to the Critical Incident Communication Strategy Guidelines included in this policy.

Step 7 – Arrange for counselling services

The need for counselling services will be dependent on the nature of the incident and the extent of its impact across the College community. Where it is necessary to engage external assistance, this will be coordinated through the Critical Incident Management Team.

Step 8 – Refine Critical Incident Response Plan

During major ongoing incidents it is likely that the Critical Incident Response Plan will be updated frequently. The Critical Incident Management Team will be responsible for refining the Critical Incident Response Plan and communicating relevant information to key stakeholders as required.

Step 9 – Post-event follow-up

The effects of traumatic events can have long-term consequences which require long-term monitoring and response. Once the initial Critical Incident Response Plan has been implemented, it is important to monitor and respond to the requirements of the College community over time.

6 COMMUNICATION STRATEGY GUIDELINES



6.1 Effective Communication

It is essential that clear and effective communication is maintained throughout all stages of managing a critical incident and consultation is undertaken with key stakeholders.

It is the Critical Incident Management Team's responsibility to determine and implement the most appropriate communications strategy in any particular set of circumstances.

The following guidelines are designed to promote effective communication and consultation:

Planning: Plans for communication and consultation should be developed at an early stage.

Quality: High-quality communication and consultation is required because critical incidents can involve ambiguity, are often complex and may involve extreme events that are outside normal human experience.

Confidentiality: Communication and consultation should take into account legitimate needs for confidentiality.

Two-Way Communication: Communication should be a two-way process so as to confirm that questions, ideas and information have been transferred successfully. Where practical it is important for students, parents and carers to be able to ask questions as well as receive College communications.

Accurate and Authoritative: Throughout the course of an event, communication that is accurate and authoritative can provide both reassurance and information to stakeholders. Provided that it gains respect for its currency, quality and accuracy, such communication can be an important form of risk treatment for critical incidents.

Media: The likely interest and needs of the media should be taken into account in the communications plan.

Knowledge and Experience: Consultation with stakeholders and others can provide access to relevant information and experience that will assist in the management of critical incidents.

Context: Consultation should be undertaken in a way that ensures that those being consulted understand the context in which their responses are likely to be applied. They should be given sufficient contextual information and time, in order to provide considered input.

Perception: The views of stakeholders may include judgements about the event based on their perceptions which may reflect personal or College values, needs, knowledge, assumptions, concepts and concerns. Such perceptions should be taken into account.

The Critical Incident Team Leader is responsible for notifying the College Council.

If considered appropriate, the Critical Incident Team will seek advice from AISNSW and consider engaging an external media consultant.



6.2 List of Key Stakeholders for Communications

Stakeholder	Additional Information
Critical Incident Management Team	<ul style="list-style-type: none">• Critical Incident Management Team members' details are available to all staff.• Each member of the Critical Incident Management Team has the contact details for all other Critical Incident Management Team members saved on their mobile phone and are encouraged to create a contact group. They are also included in the EAC Exec WhatsApp group.
College Council	<ul style="list-style-type: none">• In the event of a critical incident, the College Council must be notified. The Critical Incident Team Leader may choose to contact the Chair of Deputy Chair and have them contact other College Council Members.• The Critical Incident Management Team leader and alternative leader have saved the contact details of all the members of College Council on their mobile phones and are encouraged to create a contact group.
College Staff	<ul style="list-style-type: none">• Up-to-date contact details of all staff are maintained in the administration database and on staff mobile phones in a phone contact group. A hard copy of the Staff Register is held in the Office and provided to each Critical Incident Management Team member.
College Parents/Carers and Students	<ul style="list-style-type: none">• Up-to-date contact details of all parents/carers and students are maintained in the administration database and a hard copy of the Register is held in the Office and provided to each Critical Incident Management Team member.
Alumni	<ul style="list-style-type: none">• Contact details of all alumni are maintained in the administration database.
Association of Independent Schools NSW	<ul style="list-style-type: none">• AISNSW can be contacted on 02 9299 2845.
Anglican Diocese of Grafton	<ul style="list-style-type: none">• The Bishop or Registrar can be contacted on 02 6642 4122. The Principal or Business Manager have mobile phone contact details for the Diocese if required out of office hours.
WorkSafe	<ul style="list-style-type: none">• The College will notify NSW WorkSafe via Worksafe Incident Reporting Procedures and Forms, if required.
Media	<ul style="list-style-type: none">• All communication with the media should be managed through the Principal.

6.3 List of Potential Communication Channels

The way in which communications are to be made will largely depend upon the nature of the incident, the intended recipients of the communication and the speed in which the communication needs to be made.

The following are communications channels that have been identified that may be utilised in any particular set of circumstances:

- Text messaging
- Email
- WhatsApp (For critical Incident Management team only)



- Telephone
- SchoolStream App
- College website
- Facebook
- Establishment of a hotline and interactive voice response
- Staff briefings (in-person, broadcast or recorded)
- Meetings (either for specific groups or for the public)
- Press releases
- Paid advertising
- Broadcast or print media
- Newsletters

7 PRACTICE IMPLICATIONS

To properly implement this policy, Emmanuel Anglican College, College Council and/or the Principal must ensure:

- This policy is reviewed regularly.
- Ongoing support and training are provided to the Critical Incident Management Team.
- Periodic training and refresher sessions are administered to all employees in relation to this policy.
- The policy is reviewed by the College Council Risk Committee.



APPENDIX

1. Emergency Service Contacts

In an emergency requiring **police, ambulance and fire brigade** attendance call **000**

In a situation requiring **SES** attendance (flood, storm, earthquake) call **132 500**

2. College Emergency Contacts

Key Roles	Name	Phone
Principal	Robert Tobias	0417 011 221
Chair of College Council	John Bryen	0417 678 564
Deputy Chair of College Council	Barbara Rugendyke	0477 321 558
Deputy Principal	Francis McGuigan	0491 067 017
Business Manager	Kelley Malaba	0417 471 295
College Chaplain	Greer Hudson	0438 608 776
Director of Teaching and Learning	Lee Boyd	0420 313 478
Director of Primary School	Wayne Cross	0407 731 625
Director of Secondary School	Amanda Middleton	0429 545 975
Administration Manager	Neil Whiteing	0478 02 237
Property Manager	Position Vacant	0490 922 369
IT Services Manager	Duncan Atkins	0427 456 526
First Aid Officer	Margaret Lewis Ivana Gore Heidi Craig Jack Murphy	6681 5054/Ext 111 112 166 165

3. Key Organisational/Regional Contacts

Organisation	Contact	Phone
Anglican Diocese of Grafton	Bishop Murray Harvey	02 6642 4122
	Chris Nelson (Registrar)	02 6642 4122
	The Principal or Business Manager have mobile phone contact details for the Diocese if required out of office hours.	



4. Other Local Organisation Contacts

Organisation	Name	Phone
Police Station	Ballina Police Station	6681 8699
Hospital/s	Ballina Hospital Lismore Base Hospital	6620 6400 6624 0200
Gas Provider	Elgas	131161
Electricity Provider	AGL Energy Essential Energy	131245 02 9936 9141
Water Corporation	Ballina Shire Council	1300 864 444
Urgent Building Works Provider	Bennett Constructions	6621 8500
School Plumber	Sydney & Hacking	6621 2528
School Electrician	Col Groves Electrical	6686 0148
School Arborist	Summerland Tree Services	0417 698 227
Security Contractor	CAV Security	6686 0777
Local Government	Ballina Shire Council	1300 864 444
SES (flood, storm and earthquake)		132 500
NSW WorkCover Authority		13 10 50
Department of Human Services Regional Office		6686 1999
AI NSW		02 9299 2845
Environmental Protection Authority (EPA)		131 555

5. Additional Flood Information

Riverine Flooding Events

The College is located some 6km from the mouth of the Richmond River. The site is located within the floodplain with the site filled to various levels with all buildings being built to or above with minimum floor set by Council (currently set at 100 year flood with 2100 Climate Change Horizon +



500mm). Until the early March 2022 riverine flood event the college has not been affected by riverine flooding in any respect. Through both the riverine and local flood events in March 2022, no college building other than maintenance/storage sheds were affected by inundation to or above the floor level. Flooding events prior to the 2022 event have not caused as extensive widescale flooding within West Ballina.

The data below should be used to determine the trigger points for evacuating the College in the event of a flood and to determine if it is safe to commence an evacuation. The data was collated by Ardill Payne & Partners and has been sourced from Bureau of Meteorology (BOM), Traffic NSW and Ballina Floodplain Risk Management Study 2012.

Based on the 2022 flood data the flood peak travel times of the river between various gauge sites are estimated to be as follows:

- Lismore to Coraki – 12.9 hours
- Coraki to Woodburn – 21.5 Hours
- Woodburn to Ballina – 9.5 Hours
- Lismore to Ballina – 43.9 Hours

The above travel times provide guidance as to when decisions need to be made.

The following information will be used to assist in determining what action needs to be taken and when.

- Once the Lismore flood level exceeds 11.6m AHD (2017 flood level) notify of likely disruptions to College operations and monitor Lismore, Coraki and Woodburn flood levels via BOM Latest River Heights for the NSW Northern Rivers.
(http://www.bom.gov.au/cgi-bin/wrap_fwo.pl?IDN60140.html)
- If predicted flood levels exceed 5.35m and 3.6m gauge height at Coraki and Woodburn respectively the College should be closed the following day.
- If flood rise happens within the day, evacuation of the college should be commenced if either Coraki or Woodburn reach 5.04m and 3.38m gauge height respectively to allow for minimum 4 hours lead time to water over Bruxner Highway (based on rate of rise from 2022 flood).
- Cancellation of evacuation order once SES/BOM warnings are cancelled/closed.

Flash flooding resulting from Heavy Rain

Given the much shorter duration to peak of local flash flooding events, such as the late March 2022 event, effective evacuation would likely not be possible. These events are much harder to plan for however the following should be considered to mitigate risk associated with these events.

- Should BOM forecasts predict rain in excess of 200mm in a 24 hour period college closure should be considered.
- Should BOM forecasts predict rain in excess of 300mm in a 24 hour period the college should be closed until the event has passed.
- Should an event occur unexpectedly evacuation should be arranged with and completed under SES direction/instruction.

Whilst the school will implement their own flood evacuation management plan any recommendations and orders by SES, Police, BOM, ETC should be taken on board and complied with. SES recommendations and orders take precedence over college policy.

6. Evacuation Routes

The following is an extract of the proposed flood evacuation routes from the BALLINA FLOODPLAIN RISK MANAGEMENT STUDY, BMT WBM 2012.

