Incident Management Plan

OUR LADY OF FATIMA
PRIMARY SCHOOL

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Incident and Crisis Management Procedures

Our Lady of Fatima School

1. **Purpose**

   Our Lady of Fatima School owes a duty of care to students, staff and others who may visit the school or be involved in school-related activities. The school acts to prevent incidents occurring and to mitigate their impact should they occur and prepares for incidents through appropriate planning, training and education. Our Lady of Fatima School, as part of Catholic Education Western Australia (CEWA) responds with a rapid, organised, and effective implementation of actions and mobilisation of resources and aims to facilitates recovery by providing appropriate levels of support to the school community. The school reports incidents to external agencies in accordance with regulated processes and timelines and strives to maintain normal functioning during crisis situations.

SOURCES OF AUTHORITY	
CECWA Policy	Community Policy
Executive Directive	Incident Management; Student Safety and Wellbeing

2. **Scope**

   These procedures apply to all staff, students, parents, volunteers and visitors to Our Lady of Fatima School or involved in a school-based activity.

3. **PROCEDURES**

- Incidents are managed in such a way as to:
  - Give highest priority to the best interests of students:
    - o The Principal ensuring staff understand their roles in different scenarios to give highest priority to the best interests of students
    - o The Leadership Team provide ongoing training and emphasis on the *Code of Conduct*
    - o Staff providing adequate preparation for students about what to do in an emergency situation
    - o Reflection opportunities provided by staff to hear student voice about emergency situations and preparation

- Minimise trauma and distress to students and staff:
  - The Incident Controller to contact the 24/7 CEWA crisis number and school improvement advisor to ensure up-to-date information is appropriately provided to the Executive Director
  - The Incident Management Team to engage support from the CEWA school psychologist
  - The Incident Management Team to liaise with the CEWA Child Safe Team if required
  - One staff member is trained in *Gatekeepers* and the Principal will use the *School Response and Planning Guidelines for Students with Suicidal Behaviour and Non-Suicidal Self Injury* for incidents of this nature
- Minimise property damage:
  - Decisions are made to ensure that property damage is minimised, noting that in extraordinary circumstances, the safety of children remains the priority
- Ensure the education program is maintained or resumed:
  - The Incident Management Team to engage support from the CEWA school psychologist, the school improvement advisor and regional Catholic schools for the maintenance or resumption of the education program
  - The Principal will direct the Communications Coordinator and Parent Liaison to communicate strategies for the maintenance or resumption of the education program with staff, parents and students
- The Leadership Team and staff use the *CEWA Child Protection Procedures and Guidelines* to respond to any child safety incidents. The Catholic Education Child Safe Team will be contacted if required to support this response.
- The Principal must follow the *CEWA Incident Reporting Procedures.*

Contents

PLAN OVERVIEW

Key elements of the Incident Management Plan include:

- **ALL HAZARDS APPROACH:** The plan uses an 'All Hazards Approach' meaning there is not a specific response plan for every contingency. However, it provides a selection of drills and procedures to assist with managing a range of incidents.

- **INCIDENT CONTROLLER:** The plan relies on the premise that the person charged with managing the incident, the Incident Controller (IC), understands the context of the school, its people and the Incident Management Plan. The IC is typically the Principal.

- **INCIDENT RESPONSE TEAM:** The plan recommends the formation of an Incident Response Team (IRT). The role of the team is to support the Incident Controller and is focused on the immediate safety of personnel.

- **CEWA - Crisis Number (Duty Manager)** The Crisis Number is contactable 24/7 and provides the first point of escalation for impacted schools. When called, the Duty Manager can offer immediate reassurance, support, guidance and escalation.

- **CEWA - Crisis Triage Group:** The Crisis Triage Group responds to incidents that impact the organisation during and after work hours; establish primary communication channels with school; triage immediate support requirements; offer support and guidance; assess current and potential impact; mobilise resources; and escalate to the CEWA CMST.

- **CEWA - CRISIS MANAGEMENT SUPPORT TEAM (CMST):** This team consists of key appointments from the CEWA Office, Regional Offices and specialist members depending on the type and scale of the emergency.

- **DUTY CARD SYSTEM:** A duty card system is used to provide easily accessible, clear and concise instructions for the *Incident Response Team* roles. Duty Card Packs include the *Duty Card* and relevant appendices for each role.

- **IMMEDIATE ACTION DRILL:** The *Immediate Action Drill* enables and empowers anyone (staff, parents, contractors or students) to activate an incident response by contacting 000 initially and then the Incident Controller.

- **RESPONSE DRILLS:** The plan is supported by three response drills:
  - Evacuation Drill (mobilising the school to an Assembly Area);
  - Shelter-in-Place Drill (creating a safe environment and / or containing a threat); and
  - Lockdown Drill (protecting personnel from an armed threat).

- **WARDEN STATIONS:** The plan adopts accessible *Warden Stations* strategically positioned in visible locations around the school.

SECTION 1: INTRODUCTION

BACKGROUND

CEWA schools have a responsibility to provide a safe and supportive environment for staff, students and members of school communities. Serious disruptive incidents such as emergencies or a crisis event interrupt the good order and normal functioning of a school and the people within it. Responding to such events is a dynamic and evolving process that requires a high degree of agility. CEWA adopts a tiered response structure to offer flexibility and scalability that aligns with the severity of the specific incident or crisis and the needs of the school.

All resources and further training relating to incident response can be found in the CEWA Incident Response and Crisis Management document and associated SharePoint.

PURPOSE OF THE INCIDENT MANAGEMENT PLAN

The purpose of the School Incident Management Plan (IMP) is to provide details on how the school prepares, responds and recovers from emergency events. It outlines drills and procedures to support the immediate safety of all school personnel.

This document is used as a reference and instructional tool to support set up, training, testing, simulations, and emergencies.

SCOPE

The IMP is applicable to all staff, students, volunteers and contractors working on or around the school grounds. It is applicable not only during school hours but covers after hours and off-site school coordinated activities. It is to be read and understood by all new appointments to the school and reviewed, in full, at least annually by existing staff. Key appointments within the plan should review their *Duty Cards* twice per year.

HOW THE PLAN WORKS

The IMP adopts an all-hazards approach and is based on the Incident Control System, a framework used by state and national emergency response agencies.

The **Immediate Action Drill** enables anyone (staff, students, or volunteers) to escalate and notify the appropriate authorities of an incident and the school's Incident Controller.

The IMP draws on the experience and knowledge of the school faculty by establishing an **Incident Response Team (IRT)**. The IRT consists of an **Incident Controller,** who in most cases will be the Principal. The size of the IRT is managed by the *Incident Controller* who can increase or decrease the size of the IRT depending on the Incident.

A **Duty Card** system supports the IRT by outlining short and concise instructions about each team members roles and responsibilities. Typically, the Incident Controller will nominate staff for IRT roles that have undergone training or have the appropriate level of experience. However, the Duty Card system does provide the flexibility to enable any staff member to take on a role until someone more appropriate becomes available.
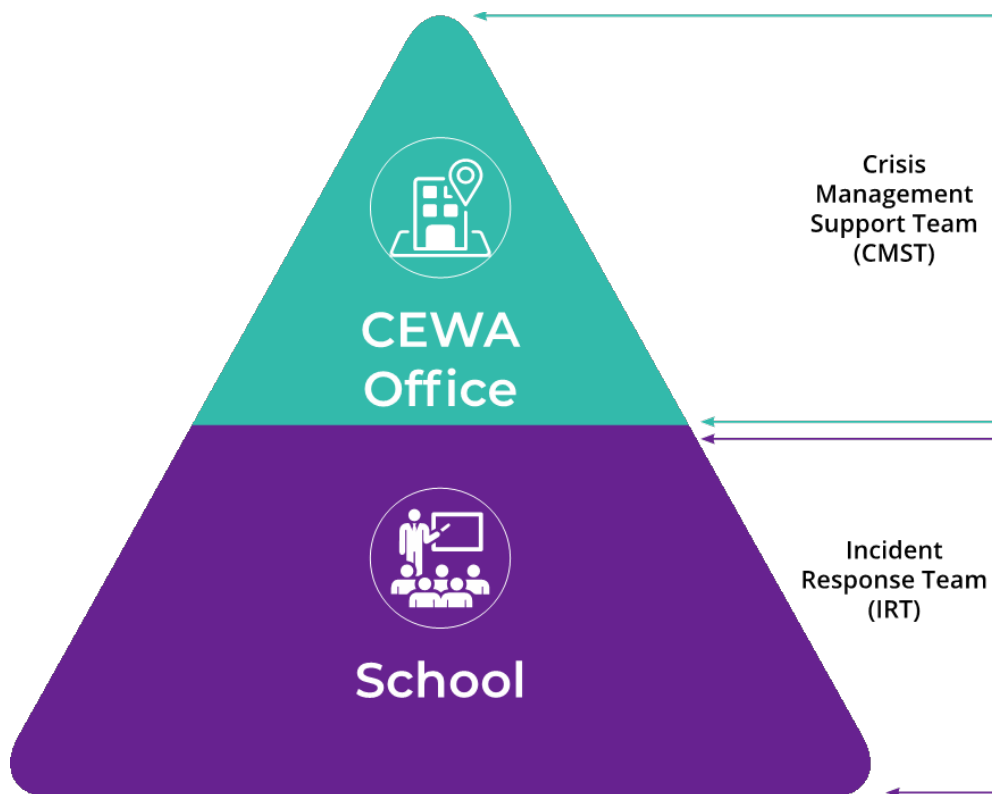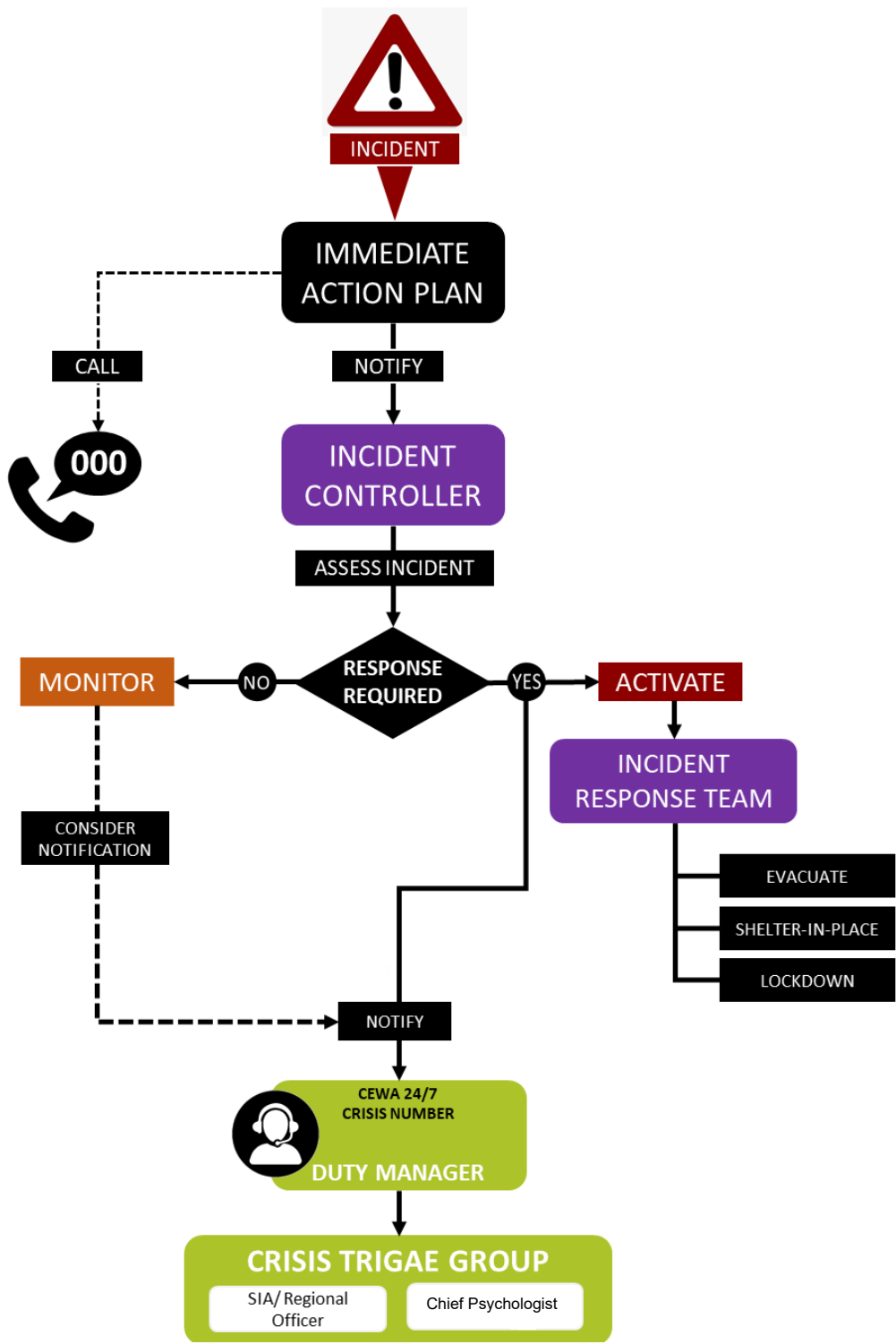

Image: Two-tiered structure with an Incident Response Team at the school level and the Crisis Management Support Team at the CEWA lev

Image 2: Emergency activation sequence.

TRAINING, DRILLS AND SIMULATION REQUIREMENTS

The following table outlines the schedule of training, drills and simulations required to support the effectiveness of the Incident Management Plan.

Table 1
Training, Simulation and Drills Frequency

Activity	Frequency	Requirement
Fire Drill (Non- Bushfire Prone Area)	Once per year	Whole school to participate. Alarms activated.
Lockdown Drill	Every two years	Whole school to participate. Alarms activated.
Shelter-in-Place Drill	Once per year	Whole school to participate. Announcements made over the PA system.
Alarm Testing	Twice per year	Test all alarms and announcements during school hours. Test all emergency communications systems.
Incident Response Team Training	At commencement as Team member	One day
Incident Response Team Simulation Training	Annually	Two-hour workshop and scenario
Incident Response Plan Review	Annually and as required	After an emergency event, drill or training activity

INCIDENT MANAGEMENT PLAN DISTRIBUTION

The Incident Management Plan has restricted distribution. All printed copies of the plan are to be controlled. There are three printed copies of the full Incident Management Plan and it is recommended these be located in the following areas:

- Administration Area
- External to the Principal's Office
- Staff Room

Incident Controller Duty Card Folder

An *Incident Controller Duty Card Folder* (or break-out pack) is located external to the Principal's Office. This folder should be accessible and not locked in the office. This folder contains:

- Copy of the INCIDENT MANAGEMENT PLAN
- APPENDIX: INCIDENT AND SUPPORT CONTACTS

- APPENDIX: SPECIFIC INCIDENT GUIDELINES
- APPENDIX: EVACUATION WARDEN AREA MAP
- APPENDIX: ASSEMBLY AREA FORMATION
- APPENDIX; LOG SHEET
- APPENDIX: STAKEHOLDER MANAGEMENT PLAN
- APPENDIX: INJURY MANAGEMENT PLAN
- APPENDIX: PSYCHOSOCIAL IMPACT ASSESSMENT
- APPENDIX: PRIMARY AND ALTERNATE DUTY CARD HOLDERS
- FOLDER - COMMUNICATIONS COORDINATOR
- FOLDER - PARENT LIAISON
- FOLDER - LOG KEEPER

Warden Station Folders

Warden Station Folders are placed in strategic locations across the school. These folders contain:

- APPENDIX: WARDEN DUTY CARD (FOR RELEVANT AREAS)
- APPENDIX: WARDEN AREA MAP
- APPENDIX: ASSEMBLY AREA FORMATION

Classroom Incident Folders

Where applicable, each classroom has a *Classroom Incident Folder*. These are to be located next to the Evacuation Diagram. The following items are contained in the *Classroom Incident Folder*:

- Extracts from the Incident Management Plan including:
  - APPENDIX: LOCKDOWN PROCEDURE
  - APPENDIX: SHELTER-IN-PLACE PROCEDURE
  - APPENDIX: ASSEMBLY AREA FORMATION

Incident Management Plan - Electronic Copies A master copy of the Incident Management Plan is to be located on the school's administration database.

SECTION 2: ROLES AND RESPONSIBILITIES

INCIDENT COMMAND AND CONTROL STRUCTURE

The Incident Controller (IC) will establish the Incident Response Team (IRT). The team size and composition of the IRT will reflect the context of the incident. Duty Cards are available for key roles.

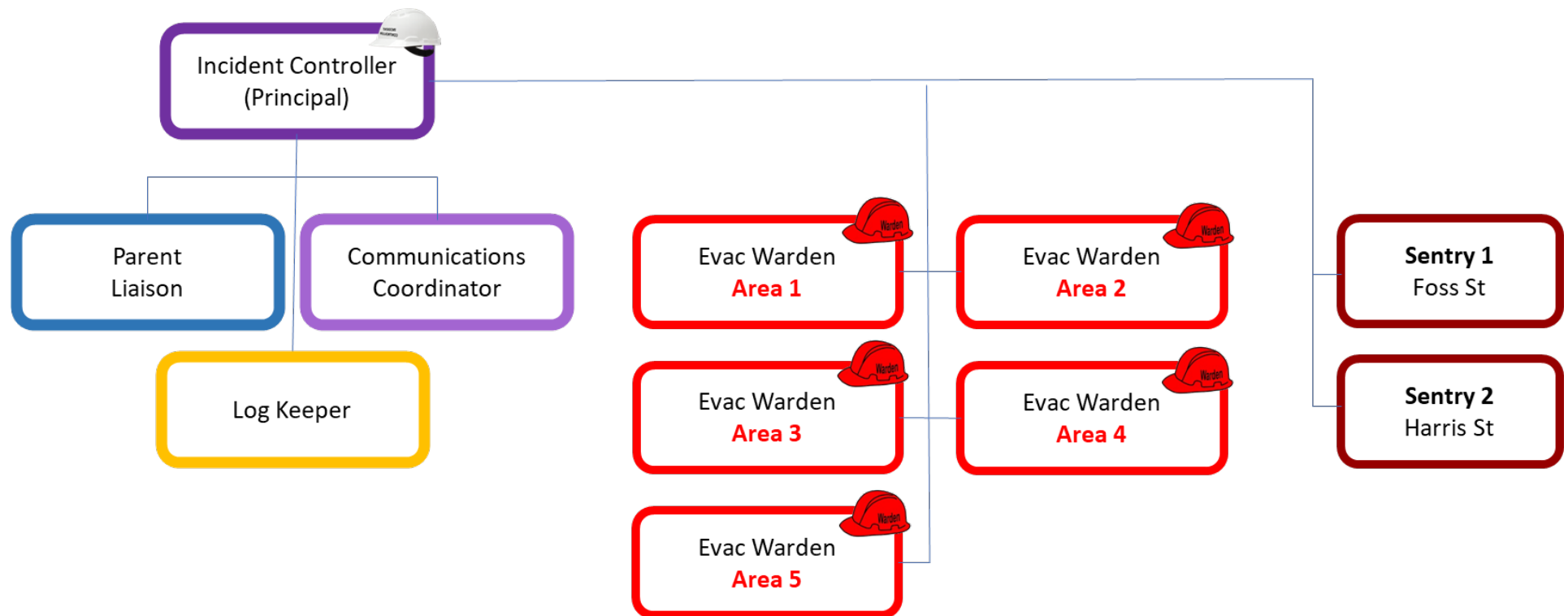Please see APPENDIX: PRIMARY AND ALTERNATE DUTY CARD HOLDERS.

Figure 4: Incident Response Team Structure.

SECTION 3: IMMEDIATE ACTION DRILL

The Immediate Action Drill outlines the first actions staff, volunteers, contractors or students should carry out when encountering an emergency. The benefits of an early activation and a timely response should empower everyone to follow the Immediate Action Drill with confidence.

DECLARING AN EMERGENCY

The Immediate Action Drill provides rapid notification of an actual or pending emergency. In some situations, it is clear that emergency services need to be called, such as: a fire, hostile actions, assault, or if there is a medical emergency. However, there will be many circumstances where the decision to act will be determined by the Incident Controller after an assessment. In these circumstances, the overriding factor influencing all decisions is the safety of students and staff.

The Immediate Action Drill ensures the *Incident Controller* is informed of all emergency situations as quickly as possible. It is the IC's responsibility to safely assess the situation and decide on the best, immediate course of action for the school.

The five key decisions to be made in escalating order are:

1. Deal with the matter internally (no need for external support)
2. Call for external support (Police, Fire, Ambulance, SES, Local Council etc)
3. Shelter-in-Place drill
4. Evacuation drill
5. Lockdown drill

IF IN DOUBT CALL IT OUT!

EMERGENCY COMMUNICATIONS SYSTEMS

The school has an emergency communications system that uses:

- Alarms
- PA announcements
- WhatsApp
- Phones

The purpose of the emergency communications system is to rapidly notify all school occupants of an emergency and initiate corresponding drills and procedures.

Where possible, the plan avoids using code words preferring clear language to minimise any confusion.

ALARM TONES

ALARM	DESCRIPTION	POINT OF ACTIVATION
Fire/Evacuation Alarm	Whoop Whoop Whoop, Fire, Fire Fire Evacuate, (Australian Standard Fire)	Reception - Red Button
Shelter-In-Place	Announcement over PA system '*SHELTER IN PLACE'*	Reception - PA System
Lockdown Alarm:	Klaxon Tone, Lockdown	Reception - Orange Button

WHATSAPP

The school uses a dedicated WhatsApp group during emergencies. All primary and alternate duty card holders should be participants on the group.

The WhatsApp group is to be used for transmitting emergency messages and not for daily chatter. Messaging is to be short and concise. Sensitive information or the names of impacted persons are not to be transmitted.

WORKING WITH POLICE AND EMERGENCY SERVICES

See Appendix: EMERGENCY AND SUPPORT CONTACTS.

If police and emergency services are called, ensure the following actions take place:

- Provide Police with as much information as possible when calling for assistance. Provide descriptions and the names of persons of interest, vehicle plate numbers or any information that can help describe the situation and adequately prepare them before they arrive at the scene;

- Post a clearly visible reception to escort the emergency responders to the scene or appropriate access gate;

- Introduce the responders to the Incident Controller,

- Provide emergency responders a situational update;

- Ensure the route and all access and egress ways are clear. This may require sentries to be posted at gates to keep the path clear and manage traffic;

- Minimise any on-lookers and the use of recording devices;

- Placing the school in a Shelter-In-Place state will support the activities of the emergency responders.

SECTION 4: EVACUATION PROCEDURE

It is the responsibility of all staff to ensure they understand the school's evacuation drill, routes to and formations at the Assembly Area. During an evacuation staff are to work together in a coordinated response to ensure buildings and facilities are evacuated in a controlled and timely manner.

WARDENS

The school is served by Wardens tasked with clearing designated Warden Zones. Nominated staff have been allocated Primary and Alternate Warden zones.

In each Warden Zone there is a Warden Station.

Each folder contains the following:

- APPENDIX: WARDEN DUTY CARD (FOR RELEVANT ZONE)
- APPENDIX: WARDEN ZONE MAP
- APPENDIX: ASSEMBLY AREA FORMATION

Warden Stations are positioned in prominent locations around the school and are designed to support the natural flow of movement for the Wardens to the Assembly Area.

Warden Stations provide an obvious cue to passers-by that someone has taken on the responsibility for this role. However, if the Warden Station hard hat or folder is still on the wall during an evacuation it must be presumed that this role has not been fulfilled. As such, any staff member can access the Warden Station, review the Duty Card, Warden Zone Map and fulfil the role.

EVACUATION INSTRUCTIONS AND CONSIDERATIONS

The following points outline instructions and considerations during an evacuation.

Staff Instructions:

- All classes and activities are to cease. Students and volunteers are to be accounted for by the staff member in charge
- The staff member in charge is to evacuate the building, area or facility they are responsible for and coordinate the movement of students to the Assembly Area.
  - o Ensure their room or building is clear,
  - o Guide students safely to the Assembly Area following directions provided by Wardens.
- At the Assembly Area staff are to report to the IC who will check them off against the school roll.
  - o Refer to APPENDIX: ASSEMBLY AREA FORMATION.

Warden Instructions

- Wardens are to message the IC at the commencement of their task example: '*Clearing Warden Zone 1'*. This creates a record of zones being cleared.
- Wardens are responsible for clearing their allocated zones in a safe manner.
- At the Assembly Area, Wardens are to report into the IC - 'Warden Zone 1 Clear'.

Incident Controller

The Incident Controller is to:

- Coordinate a rollcall of students, staff and visitors.
- Liaise and support incoming emergency agencies.
- Established first aid station
- Give the ''all clear''.

Sentries

- Sentries are to move to their allocated gates or locations and report into the IC via WhatsApp**.**
- If sentries are not in position the IC will nominate Wardens to fulfil the role.
- Sentries' roles include:
    - Close all gates but do not lock them**,**
    - Wave down and direct approaching emergency services to access gates,
    - Prevent people from entering the school,
    - Be contactable by phone.
    - Please refer to the Duty Card for detailed instructions.

EVACUATION EQUIPMENT LIST

The following documents and equipment are to be taken to the Assembly Area.

ITEM	RESPONSIBILITY
Incident Controller Folder	Incident Controller
Whistle and megaphone	Incident Controller
First aid kit, visitor log	Reception
SEQTA Emergency list	Reception

SECTION 5: LOCKDOWN PROCEDURE

Lockdown is to be used in active armed threat situations involving perpetrators with firearms or melee weapons. An active threat typically involves one or more persons entering the school with the intent of hurting as many people as possible. These situations end when the perpetrators flee, are neutralised by police, or apprehended.

Lockdown events are chaotic and offer a difficult environment to establish effective command and control.

LOCKDOWN NOTIFICATION

Prior to conducting a Lockdown staff need to identify locations within their classrooms where students can move to avoid detection. This could be areas such as corners of the room that are out of line-of-sight from the main door or internal storerooms, preferably with inward opening doors, that can be barricaded. If this can't be achieved use furniture to shelter from view.

The following points outline the instructions and considerations for staff during a Lockdown.

- Notification of a Lockdown may be declared via an alarm, an announcement over the PA system, WhatsAPP, telephone or verbal alarm.
- To ensure there is no ambiguity, a verbal alarm is to be raised using the following message:

<div align="center">

"Emergency, Emergency"

"Lockdown - Lockdown "

</div>

- If possible, a brief statement of the threat should be provided, see example below.

<div align="center">

"Armed Intruder observed on main oval"

</div>

- The lockdown alarm should be played continuously, creating disorienting background noise that can help mask the noise of staff and students hiding or barricading doors.

Note: In some circumstances, due to the nature of these types of events, it may not be possible to provide formal notification or activation of alarms. As such, staff members must respond and react to the situation based on their gut feeling that something is not right.

LOCKDOWN ACTIONS

These instructions are located in each classroom (see APPENDIX: LOCKDOWN DRILL (CLASS FOLDER INSERT).

- **Hide or Run.** Move all nearby students (including parent volunteers, contractors) into the classroom or nearest securable room.

- o If you cannot make it or if it is unfeasible to move to a secure room (ie: moving towards the threat) run to a safe location away from the school.
- **Prepare room for Lockdown.** During Lockdown, the staff member in charge is to create the appearance that the room is unoccupied:
  - o Lock all doors, close windows and barricade the room,
  - o Hide students away from entry points; have them sit or lie on the floor, behind furniture, out of sight and keep them quiet.
  - o Keep everyone close together to assist with reassurance, holding hands, and communicating in quite whispers.
  - o Turn off the lights.
  - o Switch phones to silent.
  - o Monitor your phone for updates.
  - o Be in a position where you can observe the entry.
  - o Arm yourself to fight back and delay intruders (use fire extinguishers, brooms etc.).
- **Call 000**: Report your room location and the number of personnel in your room.
  - o Provide any information you have on the threat (numbers, weapons etc.),
  - o If possible, continue to provide updates.

All Clear: Remain in location until an 'All Clear' is given.

Figure 7: Gather in corners away from the door or in storage rooms.

SECTION 6: SHELTER-IN-PLACE PROCEDURE

Shelter-in-Place assists in creating a clear environment to control the situation, keeps students safe by preventing them from observing potentially traumatic events, while providing the IC time to assess the most appropriate course of action.

Shelter-in-Place enables the school to function with minimal disruption by keeping the students confined to their classrooms.

SHELTER-IN-PLACE INSTRUCTIONS & CONSIDERATIONS

The following points outline instructions and considerations for staff during a Shelter-In-Place situation. (See APPENDIX: SHELTER -IN PLACE (CLASS FOLDER INSERT)

- A "**Shelter-In-Place"** notification is declared over the PA System, not by an alarm.
- **Move to classroom:** The staff member in charge is to move all students back to their classroom or nearest securable room.
- **Prepare room for Shelter-In-Place:** During Shelter-In-Place the staff member in charge is to create a secure and controlled environment for the students:
    - o Lock all doors, close windows and close blinds.
    - o Remain vigilant for updates over the PA system or phone.
- **Continue with Classroom Activities**
- **All Clear:** Remain in location until the 'all clear' is given and follow instructions.

APPENDIX: IMMEDIATE ACTION DRILL

The Immediate Action Drill outlines the first actions staff, volunteers, contractors or students should carry out when encountering an emergency. The benefits of an early activation and a timely response should empower everyone to follow the Immediate Action Drill with confidence.

The Immediate Action Drill is to be highly visible across the school and should be displayed on Evacuation Diagrams, visitor passes and communicated in school newsletters.

APPENDIX: INCIDENT AND SUPPORT CONTACTS

| Group		Phone Number
Police	**Life-threatening or time critical Incident**	**000**
	Non life-threatening incident requiring Police response	131 444
	Local Police Station - Palmyra	9339 9700
Ambulance		**000**
Fire		**000**
School Improvement Advisor- Sue Fox		0417 923 924
State Emergency Service (SES)		132 500
DEFS Warnings		https://www.emergency.wa.gov.au/
Bus Contractor- Ray Walters		0409 339 398
CEWA 24/7 Crisis Duty Phone		6380 5222
Poisons Information Centre		131 126
Gas (Alinta)		131 352
Electricity – Western Power		132 351
Water Corporation		131 375
Health Direct		1800 022 222
Shire Office - City of Fremantle		9432 9999
Hospital - Fremantle		9431 3333
Pollution Watch		1300 784 780
Security HSS 24/7 Control Room		1300 303 227
Snake Removal- Marcus Cosentino		0434574920
Department for Child Protection and Family Support		9583 6688
CEWA Crisis & Incident Management Consultant - Steven Dunn		0488 011 176

APPENDIX: EVACUATION WARDEN ZONE MAP
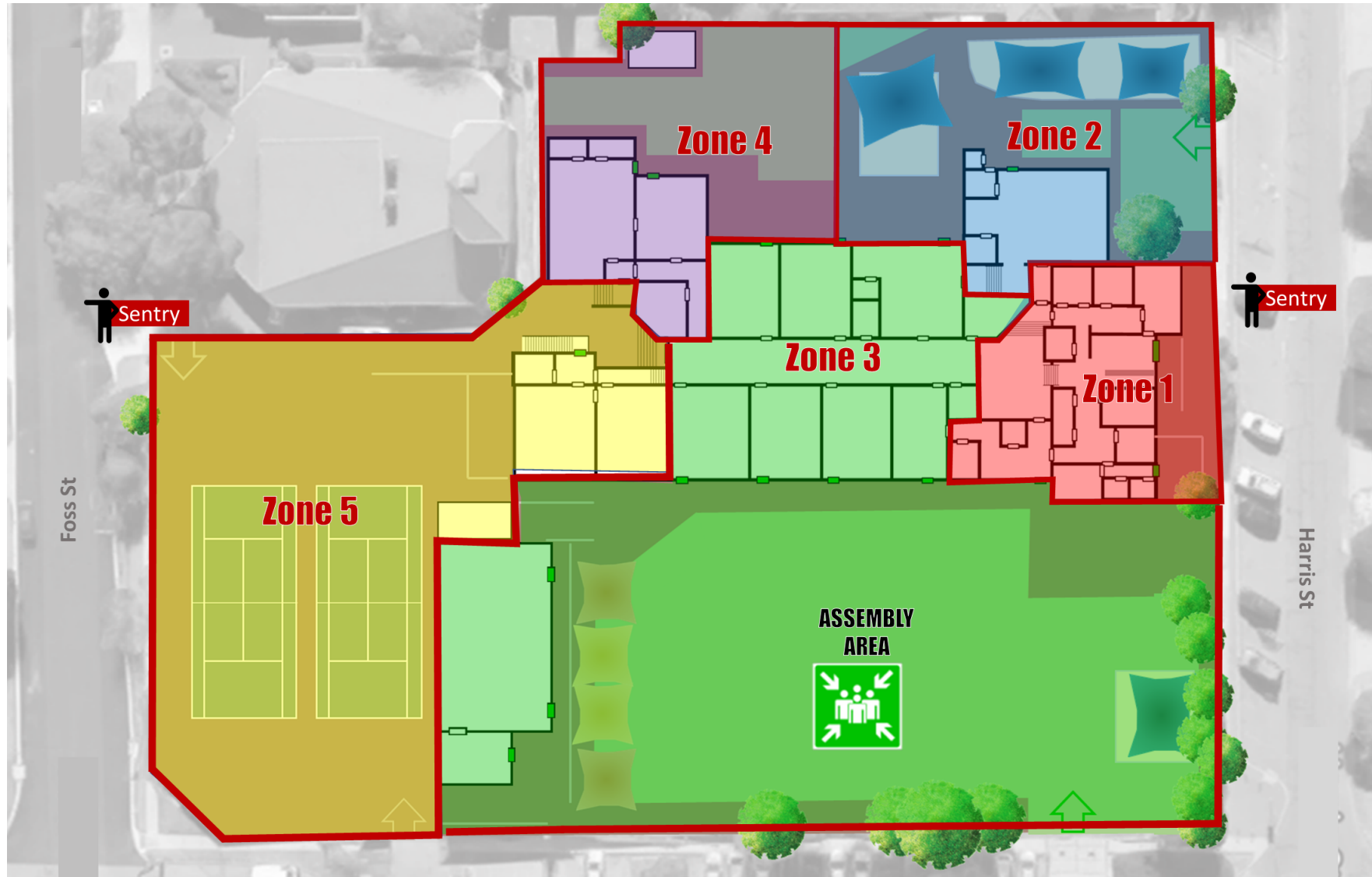
APPENDIX: ALTERNATE ASSEMBLY AREA

APPENDIX: ASSEMBLY AREA FORMATION
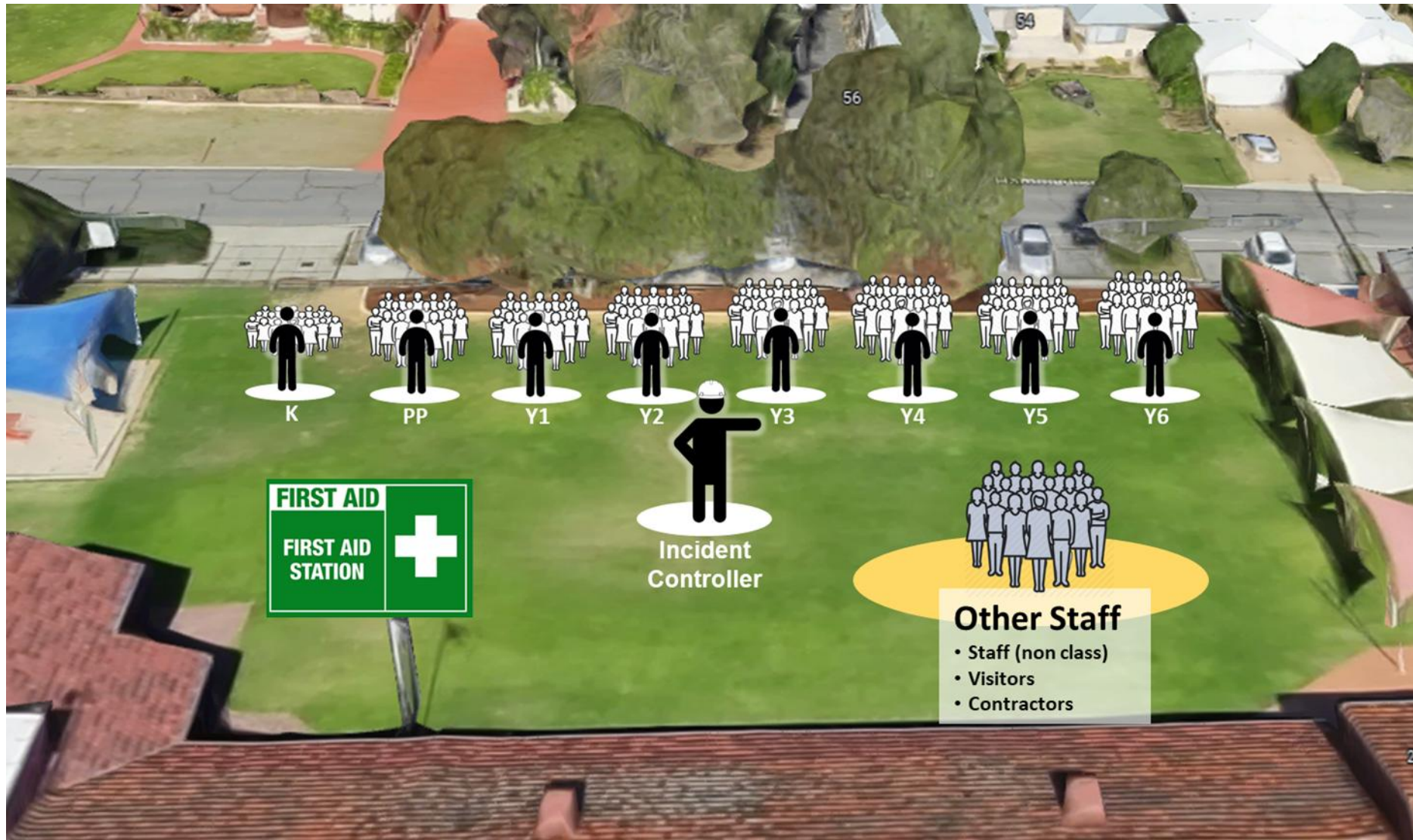
APPENDIX: AUTOMATED EXTERNAL DEFIBRILLATOR (AED) LOCATI