Crisis Management and Recovery Procedure

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Purpose

This procedure establishes the framework for the University's response to crisis events, where a crisis event is a sudden event or series of events that seriously threatens the University's people, operations, assets, environment, or long-term prospects and reputation.

Applicable governance instruments

Instrument	Section	Principles
Risk Management and Business Resilience Policy		
Higher Education Standards Framework (Threshold Standards) 2021		

Procedure

1. Introduction

1.1. The University *Risk Management and Business Resilience Policy* requires the University to:

- be well prepared for managing crisis events through planning and the identification of management responsibilities and powers
- monitor potential risk triggers and activate a crisis management response in the event they become a crisis

with the aim of maintaining business continuity and returning the University to normal operation as soon as possible.

1.2. During a crisis event, decision-making will be within University Council's risk appetite but may require exceeding approved delegations for day-to-day decision-making.

2. Crisis Management and Recovery Plan

2.1. The Executive Director Campus Services will establish, maintain and implement a Crisis Management and Recovery Plan which describes how crisis events are managed in accordance with this procedure to return to business as usual (BAU).

2.2. The Crisis Management and Response Plan is approved by the University Executive Team (UET) and must be reviewed annually.

2.3. The Plan will categorise crisis events in accordance with the University's *Risk Rating Matrix* consequence scale and establish a process for response per the following:

a) Level 1: Consequence rating of Minor – low impact

A Level 1 crisis event is an event or injury which causes concern but does not present an external threat or concern about ongoing safety or risk to reputation.

Level 1 events are managed within BAU and do not require activation of the Crisis Management and Recovery Team (CMART).

b) Level 2: Consequence rating of Moderate – potential to escalate

A Level 2 crisis event is an event that cannot be managed within BAU and has the potential to escalate to a Major consequence crisis event.

The CMART may be activated in a Level 2 crisis event.

c) Level 3: Consequence rating of Major to Catastrophic

A Level 3 is a crisis event which may or has resulted in significant/catastrophic impact to university operations, environmental harm and financial/asset loss, and reputational damage. The CMART must be activated for level 3 crisis events.

2.4. The Plan will include requirements for management of crisis events that constitute a Student Critical Incident[1]. These requirements must be approved by the Pro Vice-Chancellor Student Equity and Success. A Student Critical Incident requires an immediate response.

2.5. The Plan will be published and readily available to CMART members.

[1] A Student Critical Incident is a traumatic event, or imminent threat of such causing extreme stress, fear, or injury to any student or group of students (including Higher Degree by Research and exchange students) occurring within or outside Australia, which cannot be managed through business as usual. Examples include: a missing student, death, serious injury or threat to or by a student, serious threats of violence to students or staff, natural disasters etc.

3. Crisis Management and Recovery Team

3.1. The membership of the CMART is as follows:

Role	**Responsibilities**
The University Strategic Crisis Group (USCG): • The Vice-Chancellor (Chair) • The Deputy Vice-Chancellor Academic (alternate Chair) • The Deputy Vice-Chancellor Student Services and Operations • General Counsel • Chief People Officer • Executive Director Strategic Communications • Executive Director Strategy (Duty Officer) • Any other portfolio lead or subject matter expert identified by the USCG as required.	The USGC Chair: • Appoints or confirms the Designated Gold Leaders. • Convenes the University Strategic Crisis Group when required. The USGC: • Assesses the strategic implications for the University. • Provides direction to Gold Leader in managing a crisis. • Approves any out of budget expenditure and allocation of personnel required for managing the crisis. • Communicates with University Council, the University community and external organisations/agencies.
Duty officers	• Provide administrative/operational support.
Gold leaders: • senior staff members who are either Standing Gold Leaders or Designated Gold Leaders.	• Manage and resource the response to the crisis event within the parameters defined by the USCG. • Appoint Silver Leaders as required
Silver Leaders	• Manage the tactical implementation following the direction of the Gold Leader. • Appoint Bronze Teams.
Bronze Teams	• Carry out operational requirements to manage the crisis at the direction of the Silver Leaders.

3.2. The Executive Director Campus Services will ensure names, positions and contact details of CMART members are published in the Crisis Management and Response Plan.

3.3. New CMART members will be inducted by Campus Services as close to commencement as possible.

3.4. The CMART will receive training and participate in at least one crisis event exercise annually.

4. Risk trigger monitoring

Under the *Risk Management Procedure,* a trigger event is an external uncontrolled event that can lead to a catastrophic consequence for the University. UET is accountable for implementing and monitoring for trigger events and ensuring adequate mitigation plans are in place.

5. Reporting and continuous improvement

5.1. To support continuous improvement, learnings post crisis events and exercises are incorporated into the Crisis Management and Recovery Plan in consultation with of the Chair of the USCG. Learnings will also be incorporated into planning including business continuity plans.

Related procedures

Risk Management Procedure

Versions

Currency of procedures is confirmed annually. For the details of when this procedure was last confirmed as current, visit the version history page.

Version	Action	Approved By	Business Owner/s	Approval Date
1	Approved	Deputy Vice-Chancellor Student Services and Operations	Executive Director, Campus Services	7 July 2025