

CRISIS MANAGEMENT CONTROL GROUP TERMS OF REFERENCE



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1 ESTABLISHMENT

The Crisis Management Control Group (CMCG) is an incident-driven working group, established as incidents emerge and are declared moderate (critical) or major (crisis) by the Vice-Chancellor and President.

2 FUNCTIONS AND RESPONSIBILITIES

This Group's functions and responsibilities are to:

- 2.1 Coordinate incident responses across the University to ensure a consistent and coordinated response to incidents within the University as per the [Business Continuity Planning and Incident Management Policy and Procedure](#).
- 2.2 Provide a forum for planning of business continuity across the whole of the organisation.
- 2.3 Activate local Emergency Response Teams (ERT) as required, where not already activated by the Associate Vice-President appropriate to the incident.
- 2.4 Coordinate a University response to incidents and provide direction to ERTs.
- 2.5 Coordinate media and communication activities across the University in relation to incidents.
- 2.6 Provide a point of reference for external emergency response agencies.
- 2.7 Conduct incident evaluation and reports to the Vice-Chancellor and President.
- 2.8 Coordinate incident response and recovery activities.
- 2.9 Deal with any other matters as directed by the Vice-Chancellor and President.

3 MEMBERSHIP AND TERMS OF OFFICE

The Group will comprise of:

Ex-officio members:

- Vice-Chancellor and President (Committee Chair)
- Vice-President (Global Development) (CMCG Controller/Lead)
- Vice-Presidents
- Director People and Culture (alternate to Vice-President (Global Development) as Controller)
- Director Strategic Engagement
- University Solicitor.

Co-opted members:

- Positions may be co-opted by the Chair from time to time for a limited period for a specific purpose.

Ex-officio members will serve for the duration of their appointment. Ex-officio members will have an alternate member who will deputise for them in their absence from the workplace. The alternate will be listed in the Emergency Contacts Register as the alternate.

Where persons are co-opted for a specific purpose, membership on the Group will cease when the specific purpose has been completed. Co-opted members will nominate an alternate who will replace them in the event they are absent from the workplace. Contact details for the co-opted members will be provided to the Secretary at the time of appointment.

4 RIGHTS OF AUDIENCE AND DEBATE

This Group may extend rights of audience and debate on either a standing or ad hoc basis. Attendees with rights of audience and debate may participate in meetings, but have no voting rights.

Depending on the nature of the issue or emergency, members from the list below will be called on for the CMCG. The wide nature of the rights of audience and debate group reflects the wide variety of business continuity issues which may occur, and which may require some or all the list below for input into the decision making.

Those holding the following or equivalent positions (or their nominee) shall have standing rights of audience and debate at meetings:

- Dean of Schools (various) – where not already represented in other positions
- Associate Vice-Presidents (various)
- Deputy Vice-Presidents
- Director Facilities Management
- Director Office of the Vice-Chancellor and President
- Director Governance
- Safety and Wellbeing Manager.

Employees and external stakeholders may request the opportunity to address the Group at any time. The Chair will consider and determine these requests.

5 OBSERVERS

Observers are welcome with the Chair's prior permission and provided they advise the Secretary in advance.

Observers are entitled to see and hear the proceedings of the meeting but have no voting rights and no right to speak at meetings, unless invited to do so by the Chair. Observers must leave the meeting when requested by the Chair, or if any matters are to be considered in closed session.

6 CHAIR

The Chair will be the Vice-Chancellor and President.

In periods of absence of the Vice Chancellor and President, the Vice-President (Global Development) will assume chair responsibilities.

In periods of absence of the Chair and the Vice-President (Global Development), the CMG will nominate an alternate Chair from the Senior Executive.

As it is expected the Chair will be absent for media and lead meetings regularly, the Controller will assume the general coordinating role for CMCG meetings and events.

7 SECRETARY

The Vice-President (Global Development)'s office will provide secretarial support for the CMCG meetings.

However, where incidences occur and a CMCG is activated other than for planning purposes, the Director Governance will provide secretarial support.

During an activated event, the Director Governance will ensure a minimum of two secretaries who will:

- record meetings and actions to maintain a record of the event, and
- maintain a "Situation Board" to keep CMCG members and associated parties regularly updated on where activities are at on any given point of the event. The Situation Board must be available by remote access for continuity and security purposes.

8 REMOVAL OF A MEMBER FROM OFFICE

The Vice-Chancellor and President may terminate the membership of any member of the group for excessive non-participation or for any act which constitutes unacceptable behaviour.

9 CONFLICT OF INTEREST

Members must declare to the Chair any real, perceived or potential conflict of interest they may have with any item on the Group's agenda.

If the Chair or Group deems a member to have a conflict of interest in a matter before the Group, the member will be excused from group discussions and deliberations on the matter.

Further details on identifying and dealing with a conflict of interest are provided in the [Conflict of Interest Policy and Procedure](#).

10 MEETINGS

Group meetings may be held face to face, by telephone, videoconference, or other electronic means. Meetings will override other business activities.

11 AGENDAS AND MINUTES

Members will be notified by email of the location and availability of material. Members are encouraged to view the agenda electronically during the meeting.

Group records are subject to the [Public Records Act 2002](#) and must be retained by the Secretary in accordance with the University's [Record Management Policy and Procedure](#).

Minutes are to be prepared for each meeting. The Chair will review the draft minutes and action sheet of each meeting, after which the Secretary will circulate the documents to all members and include them in the agenda papers for the next meeting.

12 EVALUATION AND REVIEW

To ensure the Group is fulfilling its duties, it will undertake an annual self-assessment of its performance against these Terms of Reference and provide that information to the Vice-Chancellor and President and Business Continuity Planning Committee, along with any information the Vice-Chancellor and President requests to facilitate its review of the Group's performance and its membership.

13 RELATED LEGISLATION AND DOCUMENTS

Australian Standard AS3745-2020 – Planning for emergencies in facilities

[Business Continuity Planning and Incident Management Policy and Procedure](#)

[Emergency Response Team Terms of Reference](#)

Finance and Planning Business Continuity Plan

Information Communications Technology (ICT) Business Continuity Plan

Pandemic Business Continuity Plan

People and Culture Business Continuity Plan

Student Experience and Governance Business Continuity Plan

Technology and Services Assistance Centre (TaSAC) Business Continuity Plan

Tertiary Education Division Business Continuity Plan

14 FEEDBACK

Feedback about this document can be emailed to policy@cqu.edu.au.

15 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Vice-Chancellor and President
Delegated Approval Authority	N/A
Advisory Committee	University Management Committee
Required Consultation	N/A
Administrator	Director People and Culture
Next Review Date	26/05/2025

Approval and Amendment History	Details
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