

BUSINESS CONTINUITY PLANNING AND INCIDENT MANAGEMENT POLICY AND PROCEDURE



CONTENTS

1	PURPOSE.....	1
2	SCOPE.....	2
3	POLICY STATEMENT	2
	Purpose of business continuity	2
	Purpose of moderate (critical) and major (crisis) incident management	2
4	PROCEDURE	3
	Business continuity	4
	Emergency management.....	6
	International incident management.....	6
	Moderate (critical) and major (crisis) incident management in Australia	7
	Mass notification	7
	Student Information Management.....	8
	Incident closure	8
	Evaluating incident management and response	8
	Training	8
	Indemnity.....	8
5	RESPONSIBILITIES	9
	Compliance, monitoring and review	9
	Reporting.....	9
	Records management.....	9
6	DEFINITIONS	9
	Terms and definitions	9
7	RELATED LEGISLATION AND DOCUMENTS.....	10
8	FEEDBACK.....	11
9	APPROVAL AND REVIEW DETAILS.....	11
11	APPENDICES	12
	Appendix 1: incident severity	12
	Appendix 2: CQUniversity priorities areas for business continuity plans (BCPs).....	13
	Appendix 3: CQUniversity's response team roles and responsibilities.....	15
	Appendix 4: incident response teams roles and responsibilities	16
	Appendix 5: immediate response check list.....	17
	Appendix 6: critical incident control room	18
	Appendix 7: ongoing management of the incident.....	19
	Appendix 8: emergency notification alert system activation guide	20
	Appendix 9: emergency notification alert system response guide.....	21

1 PURPOSE

- 1.1 This policy and procedure provides a framework for preparing, establishing, managing, coordinating and evaluating University incidents. The processes set out in this document will assist CQUniversity to:
- demonstrate effective and consistent planning and testing for moderate and major incident
 - demonstrate effective and consistent response to any incident
 - set the direction for and facilitates the management of any incident

- minimise risk to personnel, property and reputation, and
- implement incident recovery plans.

2 SCOPE

- 2.1 This policy and procedure applies to all CQUniversity employees, Committees, the University Council, CQUniversity controlled entities, subsidiary businesses, and any contractor or third party acting on behalf of CQUniversity.
- 2.2 This policy and procedure deals with incidents which have, or are likely to have, noticeable and detrimental operational impact on the University. Whilst the core requirement is for the University Executive to ensure a coordinated response, the safety of life and protection of property and systems is paramount. Localised incident response needs to be prepared for and enacted when required, with the University Executive to be notified as soon as reasonably practical.
- 2.3 This policy and procedure is the official document by which the University clearly communicates:
- support for the business continuity management process, and
 - the expected roles and responsibilities of the various committees/groups in the control of business continuity planning and incident management.

3 POLICY STATEMENT

Purpose of business continuity

- 3.1 Business continuity management provides the availability of processes and resources in order to ensure the continued achievement of critical business requirements.
- 3.2 Implementing a Business Continuity Management Framework enables the University to:
- recognise the risks and impacts, key resources and core processes
 - respond to the incident; protect life, property, systems and other resources
 - recover the resources, systems and processes
 - restore to full operations, and
 - review response, test preparedness and recalibrate planning.
- 3.3 CQUniversity will establish and maintain a Business Continuity Planning Committee (BCPC), whose role will be to develop and review a strategic framework to ensure effective University operations in the event of an incident in accordance with the [Business Continuity Planning Committee Terms of Reference](#).

Purpose of moderate (critical) and major (crisis) incident management

- 3.4 The purpose of moderate (critical) and major (crisis) incident management at CQUniversity is to:
- identify and report incidents
 - identify the appropriate procedures to be followed in response to a critical incident
 - help students and employees receive appropriate assistance during and following the critical incident, and
 - satisfy governance requirements and ensure reputation preservation.
- 3.5 The Crisis Management Control Group (CMCG) reports to the Vice-Chancellor and President, and manages the overall coordination of CQUniversity responses to any incident in accordance with the [Crisis Management Control Group Terms of Reference](#).
- 3.6 The CMCG contact details are located in the [CQUni Phonebook](#) under Emergency Contacts.

4 PROCEDURE

- 4.1 Incidents can occur across, and affect a range of, University processes and resources. CQUniversity incident impact categories are:
- people
 - facilities, services and environment
 - finance and insurance, and
 - reputation
- 4.2 Incident examples (linked to the [Risk Management Policy and Procedure \(FMPPM\)](#) and [Risk Appetite Statement](#)) include, but not limited to:
- natural disasters (flood, earthquake, bushfires, cyclones, major storms)
 - building fire
 - significant chemical, biological and radiological incident
 - civil disorder
 - industrial accident
 - significant financial issue
 - significant systems collapse
 - terrorism event (bomb threat, building invasion)
 - serious health issue or outbreak of disease or pandemic
 - significant adverse change in government policy
 - structural instability
 - IT and cyber security
 - electrical
 - serious ethical issues such as fraud, student complaints or major legal issues
 - death
 - attempted suicide
 - serious injury, life-threatening illness, and drug, alcohol or psychoactive substance overdose
 - unlawful behaviour including physical and/or sexual violence, or crime-related incidents
 - missing students, or
 - significant mental-ill health issues threatening the safety of self or others.
- 4.3 Incidences in the context of CQUniversity's [Fire Evacuation Program](#) (FEP) include the following categories:
- fire/smoke (code red)
 - medical emergency (code blue)
 - bomb/arson threat (code purple)
 - internal emergency/lockdown (code yellow)
 - personal threat (code black)
 - external emergency (code brown)
 - evacuation (code orange).
- 4.4 Incident severity criteria is outlined in [Appendix 1 – incident severity](#).

4.5 Incident response and management is outlined as:

Incident Level	Explanation	Response Team	Reporting Team
Minor	Localised incident, managed within local resources with assistance from specific Business areas. Note: Ongoing or multiple localised incidents may have cumulative effect and become a major incident.	ERT Incident Controller: Associate Vice-Chancellor or delegate	CMCG Chair
Moderate (Critical)	Key business processes are disrupted or resources are lost with a moderate or major consequence. The incident may effect external areas.	ERT Incident Controller: Associate Vice-Chancellor or delegate	CMCG Chair
Major (Crisis)	An incident or series of incidents that have the potential to have extreme consequences on processes, resources and the University's long term prospects or reputation, may affect external areas.	CMCG Incident Controller: CMCG Chair or delegate supported by ERT and business areas	CMCG Chair

Business continuity

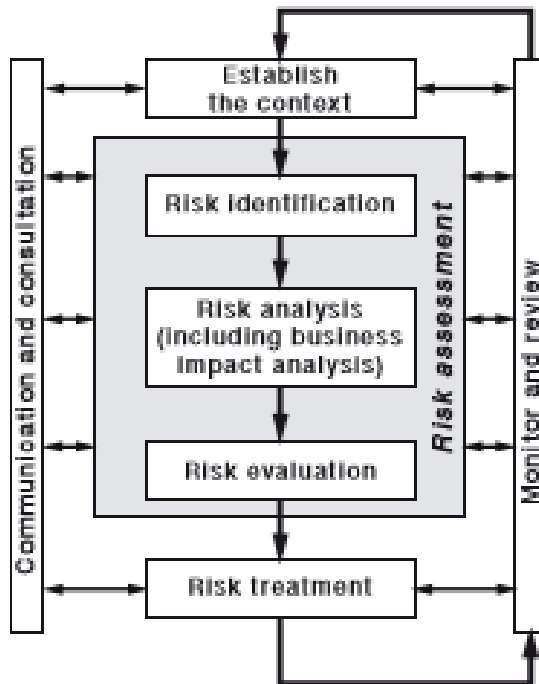
4.6 Business continuity planning addresses the following key questions;

- what could happen?
- what does it mean for the business unit, division, University?
- what is critical to continue the university business?
- what does the unit, division, university have to do before, during and after an incident?

4.7 Consideration needs to be given to the management of incidents from a whole of University perspective and requires collaboration between all campuses to plan for and communicate throughout the incident.

4.8 The BCPC is strategically responsible for planning and testing CQUniversity's response to potential threat incidents and for reporting any major concerns to the Vice-Chancellor and President for further determination.

4.9 The process for managing incidents that can disrupt the University is:



Business Continuity Process – AS/NZS 5050:2010 Business continuity – managing disruption-related risk

4.10 The Business Continuity Framework sets out the processes and tools required to enable rapid response to incidents, recovery of key processes and restoration to core business activities (Business As Usual) and is based on the preparation of a:

- emergency planning and incident management and recovery
- business continuity plan (BCP)
- disaster recovery planning for critical infrastructure and resources
- communications and media liaison strategies, and
- continuous review and improvement of these documents and processes.

4.11 The BCP defines the approach to dealing with an incident that adversely affects University operations. It details the steps to take to enable rapid response, recovery of key processes and restoration to core business activities. BCPs will detail the following minimum elements:

- scope
- objectives in the context of business continuity
- stakeholders, employees and resources
- define the external and internal risks against the university risk appetite
- risk analysis
- key processes and consequences
- escalation procedure (maximum acceptable consequence and response requirements)
- instructions for ERT or CMCG
- internal and external communication strategies, and
- scenarios for testing, monitoring and evaluating the BCP.

Employees must be able to enact the plan with minimal prompting at the time of an incident.

4.12 University-wide BCPs will be developed and maintained for campus operations, core IT systems, financial operations and payroll as outlined in [Appendix 2 - CQUniversity Priorities Areas for Business Continuity Plans \(BCPs\)](#).

- 4.13 Each business area is responsible for developing and managing their own BCP, in consultation with the relevant stakeholders. The BCP should include:
- identifying, assessing, prioritising and evaluating risks that could result in significant disruption to the business area, division or University in accordance with the [Risk Management Policy and Procedure \(FMPPM\)](#) and [Risk Appetite Statement](#).
 - developing scenarios and annually test, monitor and review the BCP readiness
 - quality assurance review of the BCP to ensure currency
 - demonstrating consultation with all relevant stakeholders
 - recording all relevant information in the relevant CQUniversity database/s and record management systems
 - ensuring relevant employees are up-to-date with the BCP and steps to take to ensure rapid restoration to business activities, and
 - ensuring communication plans developed.

Emergency management

- 4.14 The ERT can be activated by the Associate Vice-Chancellor (or delegate) or the CMCG Chair (or delegate).
- 4.15 The Emergency Response Team (ERT) is responsible for managing incidents at University managed locations in accordance with the Emergency Response Team Terms of Reference.
- 4.16 ERTs contact details are located in the CQUni Phonebook under Emergency Contacts.
- 4.17 ERTs report to the CMCG on post incident evaluations/debriefs. The CMGG is responsible for ensuring ERT compliance during incidents.

International incident management

- 4.18 Risks to safety and health when overseas include personal safety (for example, associated with endemic crime or civil or political unrest) and health related concerns (potential exposure to tropical or exotic diseases).
- 4.19 When travelling overseas employees and students are to:
- have the [International SOS Assistance App](#) downloaded (membership number **12AYCA092257**)
 - have a copy of the CQUniversity or Agent Trip Handbook with the In Country Contact Information clearly marked
 - register with [Smart Traveller](#)
 - have a copy of the travel insurance
 - Have their mobile device on 24/7 and be contactable

4.20 Notification of incidents:

Minor Local management, with assistance from CQUniversity	Critical Managed by International SOS, supported by University Executives	Major Critical Managed by International SOS, supported by University CMCG
Report to CQUniversity within 1 day	Report to International SOS immediately	Report to International SOS immediately

- 4.21 If an incident occurs contact:
- in country support person
 - International SOS App or call directly +12159428226, and

- CQUniversity.

4.22 When the incident is closed, record the incident in the Employee Self Service Online (ESSO).

Moderate (critical) and major (crisis) incident management in Australia

4.23 Where there is an immediate threat to life or property and requires an emergency response:

- call Emergency Services (000)
- activate the Emergency function on the “SafeZone” Mobile App and/or call the Security unit 4936 1331 who will enact the Emergency Notification Alert System (ENAS) in accordance with [Appendix 8 – emergency notification alert system activation guide](#), and
- enact emergency protocols and/or the building owner’s emergency procedures as appropriate for leased spaces.

4.24 For moderate (critical) and major (crisis) incidents, the Security unit will confirm with the Associate Vice-Chancellor the required direction and permission to activate ENAS. In the event of a major (crisis) incident such as active shooter, the Security unit can activate the ENAS directly.

4.25 The CMCG and ERTs are formed as per [Appendix 3 – CQUniversity’s response team roles and responsibilities](#) and [Appendix 4 - incident response team roles and responsibilities](#).

4.26 The CMCG is chaired by the Vice-Chancellor and President on management of the incident until the incident is closed.

4.27 The CMCG will provide the point of interface with other emergency service agencies, such as the Local Disaster Management Group, Police/Fire/Ambulance Services, and Declared Emergency Service Groups on behalf of CQUniversity.

4.28 Depending on incident level the CMCG and ERTs identify the severity and consequences of the incident.

4.29 The International Directorate must be involved for all incidents that involve international students.

4.30 Emergency Response teams will:

- review and complete the Immediate Response Checklist ([Appendix 5 – immediate response checklist](#))
- Review and complete the Ongoing Incident Management Checklist (Appendix 7)
- identify an incident control room ([Appendix 6 – critical incident control room](#))
- complete an incident record in the ESSO,
- maintain communications through regular meetings and briefings throughout an incident, the incident recovery and closure, and
- maintain records of the incident at all times.

4.31 Communications of moderate (critical) and major (crisis) incidents will be via the ENAS and other communication channels deemed appropriate by the CMCG.

Mass notification

4.32 The ENAS is an emergency messaging system that sends alerts to phones via text messaging, email addresses, and other mobile devices, as well as an Emergency Activation System.

4.33 Members of the CQUniversity community (employees, students, contractors) can notify Emergency 000 and/or the Security unit if they need assistance or that an incident is occurring and emergency response is required via the SafeZone App.

4.34 The ENAS will be used only for emergency communication purposes and never for routine communications. The ENAS has several components which include:

- CriticalArc – SafeZone and Omniguard - The SafeZone app is a Smartphone application that can be downloaded free of charge to any Apple device and Android smartphone. The app enables emergency alarm, first aid and help calls and check-in. It enables individuals to inform CQUniversity of an incident and respond, as well as CQUniversity to mass communicate to employees, students, volunteers and contractors if an emergency is occurring on their campus/site. The app interacts directly with the Security unit. For further information refer to the [Occupational Health and Safety Portal](#).
 - CQUniversity will send emails and text messages to relevant employees and students in the event of an emergency. This email and text message will advise employees and students of the emergency situation.
- 4.35 To minimise the University risk of security not being able respond to the alert such in an event where the officer is already responding to a request for help, the University has established a back-up team to respond. The responder position and timeframe is outlined in [Appendix 9 – emergency notification alert system response guide](#).

Student Information Management

- 4.36 Employees may disclose the identity of students to other employees of the University for the purpose of managing and reporting on an Incident.
- 4.37 When the incident is a disclosure of sexual violence the employees may only disclose the identity to the Deputy Vice-Chancellor (Student Experience and Governance), and Student Counselling, where required.
- 4.38 The Deputy Vice-Chancellor (Student Experience and Governance) will manage the disclosure confidentiality and make a decision about whether or not the student's identity needs to be further disclosed in order to manage the incident.
- 4.39 The [Information Privacy Act 2009](#) (Qld) permits the University to disclose personal information about someone to a party outside the University where:
- a person consents in writing to their personal information being disclosed, or
 - the University believes on reasonable grounds that the disclosure is necessary to prevent or lessen a serious and imminent threat to the life or health of the individual concerned or of another person.

Incident closure

- 4.40 Once the incident is considered closed by the CMCG, ensure employees, students and other people involved are provided with an opportunity to access counselling support.
- 4.41 Update reports, and enter the incident in ESSO if it involved a student.

Evaluating incident management and response

- 4.42 Evaluation must be undertaken when each incident concludes to determine if the activities were successful, e.g. delivered intended outcomes and met all requirements and identify lessons to be learnt.
- 4.43 Evaluation must be documented and filed in CQUniversity records system for reference when considering future involvement with the same partners or similar agreements.

Training

- 4.44 The Occupational Health and Safety (OHS) unit and Facilities Management Directorate are responsible for, and committed to, delivering incident management awareness training and information to all employees and students. Training and information will be accessible via a range of modes, including face-to-face, online and communiques.

Indemnity

- 4.45 CQUniversity indemnifies incident committee personnel against civil liability resulting from workplace emergency response assessment, education, training sessions, periodic exercises or emergency evacuation of a building where the personnel act in good faith and in the course of their emergency control duties.

5 RESPONSIBILITIES

Compliance, monitoring and review

- 5.1 The University Council is responsible for the monitoring and governance associated with all risk activity for the University, which Business Continuity falls within.
- 5.2 The Vice-Chancellor and President is accountable to the University Council and has overall responsibility for protecting the University from unacceptable costs or losses associated with its operations and for developing and implementing systems for effectively managing the risks that may affect the achievement of objectives and operational outcomes.
- 5.3 All employees are responsible for:
- the adoption of risk management and business continuity management practices
 - meeting their obligations under relevant legislation such as workplace health and safety, equal employment opportunity, University Code of Conduct, and
 - taking all practical steps to minimise the University's exposure to contractual, tortious and professional liability.
- 5.4 The effectiveness of risk and business continuity management is unavoidably linked to management competence, commitment and integrity, all of which forms the basis of sound corporate governance. Corporate governance provides a systematic framework within which the executive management group can discharge their duties in managing the University.
- 5.5 Specific implementation, administration and management including, but not limited to training, maintenance, upkeep and reporting on the Fire Evacuation Program (FEP) and associated emergency plans and Emergency Response Teams is delegated to the Occupational Health and Safety Unit (OHSU), in association with the Associate Vice-Chancellors.
- 5.6 Additionally, the Occupational Health and Safety Unit (OHSU), is to work with management of subsidiary businesses and the Directorate of Facilities Management to ensure that as a minimum, compliant emergency structures and fire evacuation programs and emergency plans exist and are maintained.

Reporting

- 5.7 University-wide BCPs will be submitted to the University Council bi-annually for consideration and where appropriate adoption.
- 5.8 The Occupational Health and Safety Unit (OHSU) will be required to report to the Business Continuity Planning Committee (BCPC) regarding the Fire Evacuation Program (FEP) and wider emergency plans. This is to occur no less than three times per year.
- 5.9 The Business Continuity Planning Committee (BCPC) will subsequently report to CQUniversity Council and sub-committees as part of its own obligations.

Records management

- 5.10 Staff must maintain all records relevant to administering this policy and procedure in a recognised University recordkeeping system.

6 DEFINITIONS

- 6.1 Terms not defined in this document may be in the University [glossary](#).

Terms and definitions

Business continuity management framework: sets out the processes and tools necessary to enable rapid response, recovery and restoration to core business activities.

Business continuity plan (BCP): comprises many elements which, collectively, define the approach to dealing with a break in business continuity, and which prescribes the steps an organisation should take to recover lost business functions

Critical incident (crisis): an event, or series of incidents, that have the potential for extreme impact on employees, students, people, processes, resources and the University's long term prospects or reputation.

Incident: an incident or condition, expected or unexpected, that threatens life or safety and requires immediate action. Please note: Multiple or ongoing incidents may have a cumulative effect, becoming a major incident or crisis.

Major incident (critical): an event or outage where key business processes are disrupted or resources are lost and has a moderate to major impact on the University. May affect external areas.

Emergency preparedness: the arrangements made to ensure that, should an emergency occur, all those resources and services that are needed to cope with the effects can be efficiently mobilised and deployed.

Emergency prevention: the measures taken to eliminate the incidence of emergencies. These include the regulatory and physical measures to ensure that emergencies are prevented.

7 RELATED LEGISLATION AND DOCUMENTS

Australian Standards AS 3745-2010 – Planning for emergencies in facilities

Australian Standards AS/NZS 5050:2010 Business Continuity - Managing disruption-related risk

[Building Fire Safety Regulation 2008](#) (Qld)

[Business Continuity Planning Committee Terms of Reference](#)

[Central Queensland University Act 1998](#) (Qld)

[Crisis Management Control Group Terms of Reference](#)

[Critical Incident Reporting](#)

[Delegation of Authority Policy \(FMPM\)](#)

[Disaster Management Act 2003](#) (Qld)

[Education Services for Overseas Students \(ESOS\) Act 2000](#)

[Emergencies Act 2004](#) (ACT)

[Emergency Management Act 2004](#) (SA)

[Emergency Management Act 2005](#) (WA)

[Emergency Management Act 2013](#) (Vic)

[Emergency Response Team Terms of Reference](#)

[Financial and Performance Management Standard 2009](#) (Qld)

[Fire Evacuation Program](#)

[Information Privacy Act 2009](#) (Qld)

[National Code of Practice for Providers of Education and Training to Overseas Students \(National Code\) 2018](#) (Cwlth)

[Risk Management Policy and Procedure \(FMPM\)](#)

[SafeZone](#)

[State Emergency Service Act 1989](#) (NSW)

[Student Welfare and Support Policy](#)

[Work Health and Safety Act 2011](#) (Cwlth)

[Work Health and Safety Regulations 2011](#) (Cwlth)

8 FEEDBACK

8.1 University staff and students may provide feedback about this document by emailing policy@cqu.edu.au.

9 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Council
Advisory Committee to Approval Authority	Audit, Risk and Finance Committee
Administrator	Senior Deputy Vice-Chancellor (International and Services)
Next Review Date	27/06/2021

Approval and Amendment History	Details
Original Approval Authority and Date	Vice-Chancellor and President 05/04/2013
Amendment Authority and Date	Vice-Chancellor and President 07/09/2016; Administrative update approved Senior Deputy Vice-Chancellor (International and Services) 21/02/2017; Council 27/06/2018.
Notes	This document consolidated and replaced the Business Continuity and Crisis Management Policy (29/04/2015), Business Continuity Management Procedure (21/02/2017), Critical Incident Procedure (13/04/2016) and Emergency and Fire Evacuation Policy (18/03/2015).

11 APPENDICES

Appendix 1: incident severity

With the precautionary principal applied, determine the severity of an incident. (I.e. a higher consequence in one category will trigger a higher level incident).

Level	Descriptor	Financial	Environmental	Health and Safety	Operational	Reputational	Management
1	Insignificant	Financial loss up to \$10K	Brief pollution No impact or measurable impairment	Incident requiring first aid only	No effect on operations	Little or no public/local interest	Minor Incident Local Management, with assistance from relevant Business areas. Reported to AVC
2	Minor	Financial loss between \$10K to \$100K	Transient harm Minor impact	Incident requiring medical treatment <i>(doctor visit or ambulance called)</i> Disruptive Behavior	(Very minimal) effect on operations Minor Systems failure	Minor public/local interest Reputation adversely affected with a small number of affected people	
3	Moderate	Financial Loss between \$100K to \$1M	Moderate harm Measureable impact but not affecting ecosystem function	Incident requiring hospital admission) or criminal – Physical abuse, theft/property damage issues.	Some effect on strategically critical operations	Significant public/local interest Reputation impacted with some stakeholders	Critical Incident Managed by AVC & their ERT. Reported to and assisted by appropriate business area and CMCG
4	Major	Financial Loss between \$1M to \$10M	Significant harm Serious impact with some impairment of ecosystem function	Incident on-campus/University organised event causing disability or longer term hospitalisation	Major effect on strategically critical operations	Major public/media attention. Reputation impacted with a significant number of stakeholders	Major Critical Incident (Crisis) Reported to and Managed by Crisis Management Control Group (CMCG)
5	Extreme	Financial loss in excess of \$10M	Long Term Harm Very serious impact and significant impairment of ecosystem function	Incident on-campus/University organised event causing death International student seriously ill, injured or missing	Major effect on operations and on-going viability Any campus closure due to incident/s	Serious or sustained public/media attention Reputation impact with majority of key stakeholders	ERT to facilitate localized management if required.

Appendix 2: CQUniversity priorities areas for business continuity plans (BCPs)

The following areas have been identified as CQUniversity priorities for a Business Continuity Plan (particularly as they are linked to each other in many cases). The managers of controlled entities, will also need to ensure that a similar approach is taken for these priority areas (where in existence) for their own business areas. For some areas, including group crisis management, and media/communication strategies, participation in a University-wide solution is required.

Please note the descriptions below are simplistic – this is a high level framework only.

Business continuity plan 1 – campus operations

Process Owner/s: Associate Vice-Chancellor and Director, Facilities Management
Responsible Manager/s: Director, People and Culture and National OHS Manager

CQUniversity campuses are the hubs of learning and teaching delivery, research activity, engagement work and the day-to-day operations of the University. There are various ‘threats’ (natural or man-made), which could cause a full or partial disruption to the operations of or access to any of these campuses. Appropriate business continuity and incident planning needs to be in place to ensure that these disruption events can be managed quickly, with particular regard to the safety of life and property being the highest priority. It is recognised that some sites are entirely contained within a single building, such that the loss of access to or operation of that site would constitute full closure.

Specific ‘Emergency Management’ protocols are details separately in the associated processes contained within [Fire Evacuation Program](#); however they are very much linked.

Business continuity plan 2 – core IT systems

Responsible Manager: Chief Information and Digital Officer

CQUniversity core information technology (IT) systems will focus on supporting the University’s core business of engagement, learning and teaching, research and innovation, and engaged enterprise. As such, it is imperative that appropriate measures are put in place to quickly rectify any disruption to IT services across all our campuses and learning delivery sites.

Disaster Recovery Planning is a key requirement in this area, and continuous efforts must be made to ensure that successful enactment of this requirement can be undertaken quickly, to reduce the flow on effects of disruption. Obvious linkage to campus operations, thus plans need to take this into account.

Business continuity plan 3 – financial operations

Responsible Managers: Deputy Vice-Chancellor (Finance and Planning)

The ability to conduct transactional business (both inwards and outwards) is critical for the operations of any university, let alone CQUniversity. Business continuity planning in this regard needs to consider activities including accounts receivable, accounts payable, treasury and banking, financial and management reporting (non-exhaustive). Obvious linkage to core IT systems, thus plans need to take this into account.

Considerations of fraud and other like inappropriate activity must also be taken into account, and will utilize existing structure/implementation for internal audit, tracking and management control.

Business continuity plan 4 – payroll

Responsible Manager: Director, People and Culture.

Our employees are the key to delivering CQUniversity’s promise to our stakeholders and for meeting the University’s strategic aspirations in regards to engagement, learning and teaching, research and innovation, and engaged enterprise. As such, the University has an obligation to ensure that employees are not personally affected by a disruption to payroll activities.

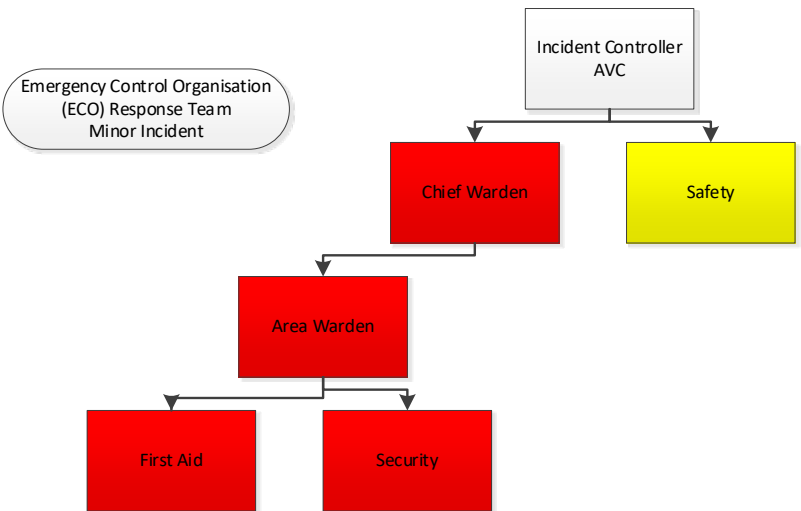
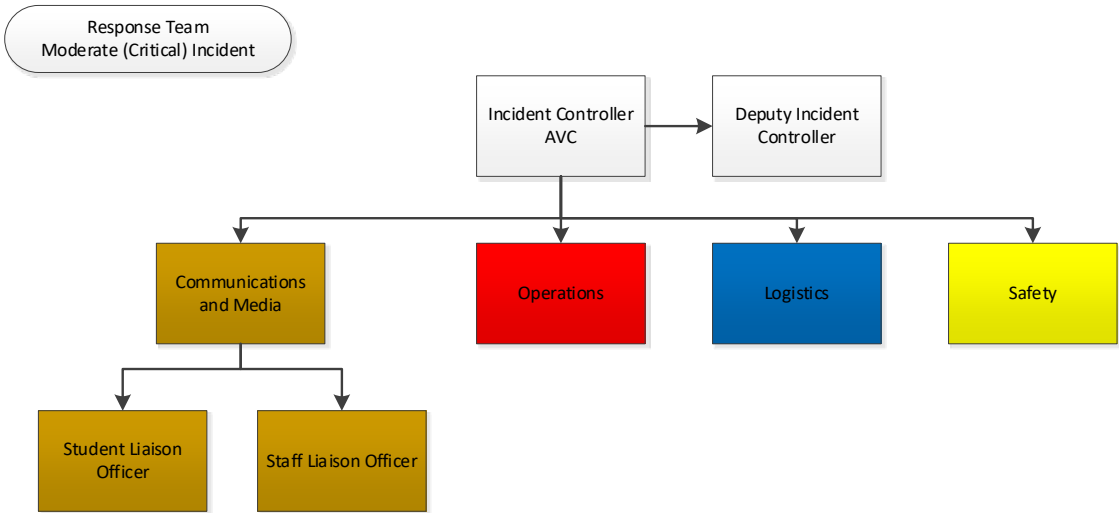
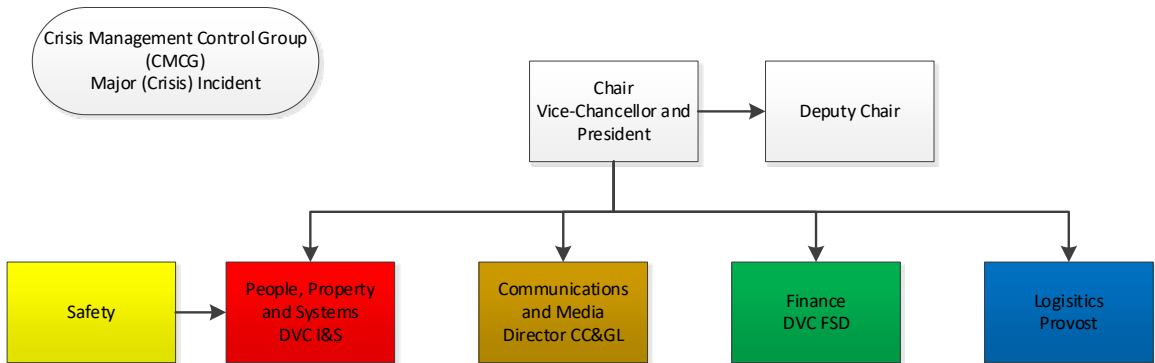
Obvious linkage to campus operations, core IT systems and financial operations, thus plans need to take this into account.

Business continuity plan – other areas

The 'priority list' does not, nor shall it preclude any other areas of the University or controlled entities from understanding the key inputs, processes and outputs of their day-to-day business in order to build a business continuity management culture University-wide. All areas of the University are encouraged to utilize this framework to build resilience for their respective work areas.

Appendix 3: CQUniversity's response team roles and responsibilities

CQUniversity's Response Team Roles and Responsibilities



Appendix 4: incident response teams roles and responsibilities

Role	Incident Type	Who	Responsibility	Placard Colour
Incident Controller Supported by: Deputy Incident Controller	Major	VCP or delegated officer	Incident Controller consults the relevant Response Team and determines the desired outcomes of the incident. Incident Controller takes control and manages the incident by not becoming involved in a ‘hands-on’ manner, but by managing and leading resources: <ul style="list-style-type: none"> • assume control • establish a control point • conduct risk assessments • develop incident action plan • determine crisis structure and communication • deploy resources and record details 	White
	Moderate	VCP or delegated officer		
	Minor	AVC or delegated officer		
Communications and Media Supported by: Student Liaison Officer Employee Liaison Officer	Major	Executive Director, Vice Chancellor’s Office and University Secretary	Information and warnings Media CQUniversity community liaison <ul style="list-style-type: none"> • obtain information on current and projected incident situation. • issue warnings and information to threatened people or CQUniversity communities. • disseminate incident information to threatened people or CQUniversity communities. • liaise with media and manage media needs, including social media. Development of a communications plan: <ul style="list-style-type: none"> • who needs to know what? • how do we let them know? 	Brown
	Moderate	Executive Director, Vice Chancellor’s Office and University Secretary Office with support from Director, People and Culture or delegated officer		
	Minor	Manager, Corporate Communications or delegated officer		
Safety Officer	Major	National OHS Manager or delegated officer	Reports on all aspects of potential and current safety and risk management issues identified at the incident	Yellow
	Moderate		Reports on issues related to safety, health and welfare at an incident.	
	Minor			
Finance Officer	All levels	DVC (Finance and Planning)	Responsible for all financial, administrative, and cost analysis aspects of the incident.	Green
Operations Supported by: DVC Research PVC (Learning and Teaching)	Major	DVC (International and Services)	The tasking and application of resources to achieve resolution of an incident. <ul style="list-style-type: none"> • supervise operations • determines need and request for additional resources • deploys resources • provides first –aid and medical response • establishes and maintains incident command centre 	Red
	Moderate	Director, Facilities Management		
	Minor	Chief Warden		
Logistics Supported by: Director, Student Residence	Major	Director, Facilities Management	Responsible for providing facilities, services and materials for the incident. <ul style="list-style-type: none"> • acquisition and distribution of materials and equipment including catering • obtains and manages and maintains facilities and accommodation to support operations and incident control 	Blue

Note: business areas that can assist are:

Facilities Management Directorate - buildings, estate and vehicles

People and Culture Directorate – employee and student safety

Student Experience Directorate – employee and student communication

International and Services – student residences

Tertiary Education Division – Schools and learning and teaching

Research Division – Research

Business Continuity and Incident Management Policy and Procedure
 Reference Number/Code: 2285

Corporate Communications – communications

Office of Indigenous Engagement – students

Information and Technology Directorate – IT systems

Finance and Planning Division – finances

Appendix 5: immediate response check list

Check	Description
	Identify students and employees (and others) closely involved, and therefore most at risk <ul style="list-style-type: none"> - those directly involved - personal friends/family of those involved - other employees/students
	Determine as a priority <ul style="list-style-type: none"> - any resources required to manage the incident - if any specialist employees are required to join the Critical Incident Team
	University contacts <ul style="list-style-type: none"> - Vice-Chancellor and President and CQUniversity Executive - Director, Student Experience and Governance - relevant functional managers
	Contact with next of kin/emergency contacts/significant others <ul style="list-style-type: none"> - what is the most appropriate method of contact?
	Arrangements for informing employees and students <ul style="list-style-type: none"> - briefing appropriate functional areas - wider audience may not be immediately appropriate, especially if a police matter - guidelines to employees about what information to give to students - written bulletin to employees if the matter is complex
	Managing media/publicity <ul style="list-style-type: none"> - Is an immediate media comment required, and what will it be?
	Arrange a time and place for an initial group or individual debriefing session with counsellors <ul style="list-style-type: none"> - employee assistance program - student counselling
	Appoint a single person as a Critical Incident Controller, and organise a tasks timetable for the next hour/s days etc.
	Plan ongoing feedback and regular meetings so that the Critical Incident Team is continually in touch and working together

Questions to Consider:

- What is the nature of the incident?
- Is first aid required? Are emergency services required?
- Who is involved?
- What happened?
- When did the incident occur? Is it still in progress?
- Where did the incident occur (or is occurring if still in progress)?
- What actions have already been taken?
- What further actions are required?
- Who needs to be informed? Who has already been informed?
- Who has already engaged in actions to manage this incident?
- Has security been alerted?
- Is media comment required?

Appendix 6: critical incident control room

Region	Locations Options
Rockhampton	Committee Room B – Building 1/LG Council Room – Building 10/Level 1 Security Office Boardroom – Building 3/G
Mackay	Campus Administration Building 750/751 CQ TAFE Conference Room Level 4, A Block, CQ TAFE 90-92 Sydney St
Gladstone	LZB Boardroom Adjacent offices building 603
Bundaberg	Campus Boardroom 401/1.12 Vice-Chancellor's Office 404/1.13 Campus Computer Labs 401/1.11, 405/G.03 Meeting Room 408/G.02
Noosa	Campus Boardroom Building C.124 Campus 24h Computer Lab, Behind Building A
Brisbane	Campus Meeting Room Level 8 Chancellery space
Sydney	Campus Boardroom Level 6, Campus
Melbourne	Campus Boardroom Level 1, CBD Campus
Perth	Campus Boardroom Level 4 Room 404 Campus

Appendix 7: ongoing management of the incident

Check	Description
	Coordinate the access of background information on the student/s such as attendance, academic transcripts, assignment submission, program status etc.
	Ensure the support provided remains timely, relevant and appropriate to the situation, but is also helpful to the student.
	Assess and coordinate the support offered to the friends and family of the student/s affected by the critical incident. May include emergency accommodation, air travel, financial support etc.
	Liaison with police, doctors, hospital staff, insurance matters (e.g. OSHC), immigration, agents
	Consideration of personal items and affairs (household and academic)
	If applicable, o arrange access to consultant/representatives from a relevant multicultural or Indigenous
	Keep a record of the formal student sessions/meetings and follow up interviews; for example, attendees,
	Continue to liaise with all relevant CQUniversity staff, students and associated parties as required until the critical incident is brought to an appropriate resolution.
	Death Notices, funeral / memorial service arrangements
	Fees issues to be resolved if student cannot continue with their studies (e.g. Refund of student's term fees to pay repatriation or associated expenses).
	Arrangements for further counselling/debriefing sessions for groups/individuals as required
	Condolence letters to family
	Running report of all events during the incident – for reporting to CQUniversity Executive

Outside Assistance:

- Employee Assistance Program (EAP) – Refer People and Culture Directorate
- Student Counselling Providers – Refer Student Experience and Strategic Development Division
- Overseas Student Health Cover (OSHC) Providers – Refer International Directorate
- Interpreters, Consular Assistance, Multicultural Groups – Refer International Directorate, and
- Indigenous Groups for Support and Assistance – Refer Office of Indigenous Engagement.

Principles of Action and Response:

1. Offering immediate assistance where possible, but avoiding making false promises
2. Being patient, and prepared to explain things, or answer questions more than once
3. Treating all questions seriously and offering truthful answers as soon as possible
4. Identifying what a student's specific needs are and help them develop a plan of action
5. Connecting and referring to support systems within CQUniversity and externally
6. Paving the way for students to return to routine study activities as soon as possible

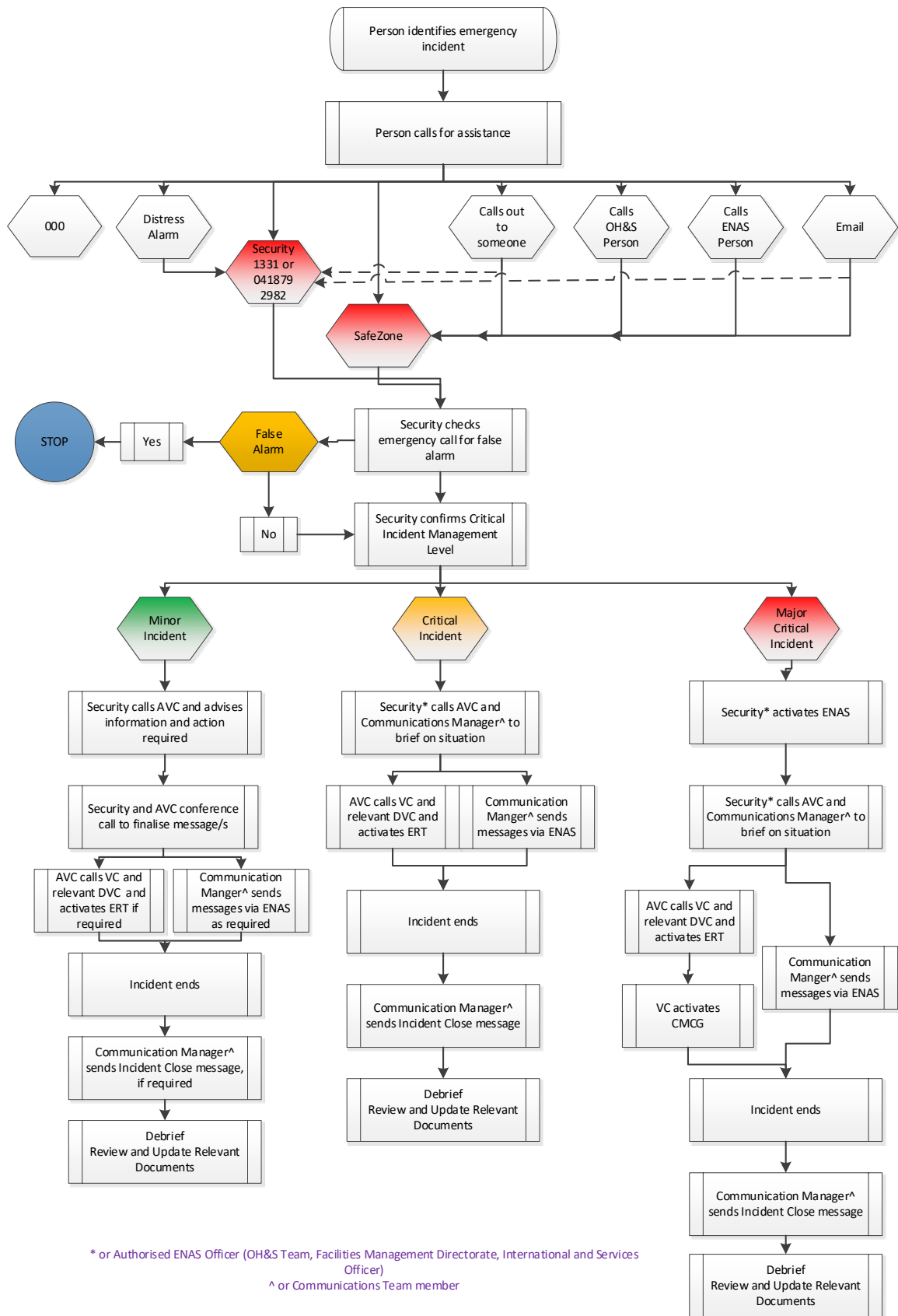
(Adapted from the [New York State Office of Mental Health Disaster Resources Website](#))

Emotions Relating to Critical Incidents:

During or post critical incidents, affected persons may experience:

- a range of emotions, including shock, grief, sadness, anger, apathy, or mood swings
- changes in how they think, concentrate, and process information
- physical symptoms, such as headaches, fatigue, difficulty breathing etc., or
- a typical behaviour, including outbursts, acts of aggression, or social withdrawal.

Appendix 8: emergency notification alert system activation guide



Appendix 9: emergency notification alert system response guide

