

Council Crisis Management Committee Constitution

Current version approved: Council 4/2025 (18 August), 2025/0001070

Committee of the Council established: Council 2/2025 (28 April)

1. Introduction

- 1.1 The University Council (**Council**) has established the Council Crisis Management Committee (**Committee**).
- 1.2 This constitution:
 - (a) provides a framework for the performance of the Committee's activities and should be read together with the University's [Crisis and Incident Response Plan](#); and
 - (b) supports the University in meeting its corporate governance, monitoring and accountability obligations under Standards 6.1 and 6.2 of the *Higher Education Standards Framework (Threshold Standards)* 2021.

2. Mandate

- 2.1 The Committee is an ad hoc committee of the Council, and reports to the Council and is accountable to the Council. The Council has established the Committee to be stood up as needed to enable agile decision-making and support for management in crisis situations.
- 2.2 The Committee will support management as required in responding to immediate challenges, but will also assist with recovery, and ensure accountability and review to support future resilience and safeguard the interests of stakeholders.

3. Functions

- 3.1 The Chancellor, as Chair of the Committee will be alerted by the Chair of the Crisis Management Team (CMT) or their delegate that a crisis has been declared. A crisis will be an event of major and/or severe consequence including those that threaten Griffith University's strategy, viability, financial stability or reputation, and may involve high levels of public or stakeholder examination.
- 3.2 The Committee will be kept informed, and will remain alert, and will lean forward for imminent activation as required. An appropriate method of communication will be agreed between the Chair and the Vice Chancellor or their delegate.
- 3.3 The Committee will be stood up as required by the management Crisis Management Team (CMT) when certain trigger points or thresholds have been met for the Committee to make decisions, which, guided by the risk escalation framework (refer Annexure A) may include the:
 - (a) **ability to isolate** an incident, and/or
 - (b) **scale** of harm/impact, and/or
 - (c) **longevity** of the incident, i.e. whether the impact would be ongoing.

The decision to convene the Committee can be made at the request of the CMT, at the request of the Chancellor or at the request of the Vice Chancellor.
- 3.4 The functions of the Committee include:
 - (a) providing support and guidance to the CMT in responding to the crisis

- (b) decision-making such as approval of extraordinary actions or expenditure, guided by relevant crisis playbooks, legal and other advice, and regulatory and legal obligations
- (c) monitoring strategies to manage the crisis, including:
 - (i) new and temporary solutions
 - (ii) harm minimisation
 - (iii) stakeholder management
 - (iv) internal and external communication plans.
- (d) monitoring legislative obligations, including reporting obligations to government
- (e) reporting to the Council as appropriate.

3.5 Following the crisis the Committee would be stood down and the CMT would execute any ongoing post crisis work, and the Audit and Risk Committee would monitor its execution. Council would be informed of any post crisis work through the Chair, Audit and Risk Committee's standing report. In circumstances where a crisis required strict containment and confidentiality, such as an ongoing threat to life, the Committee would remain in place and not hand over to the Audit and Risk Committee.

4. Authority

4.1 The Council has delegated certain of its powers to the Committee in accordance with section 11(1)(b) of the *Griffith University Act 1988* (Qld).

4.2 The Committee may exercise such powers as the Council may delegate to the Committee from time to time, as set out in the University's register of delegations.

4.3 The Council authorises the Committee to perform its role as established within the scope of this constitution. In discharging its responsibilities, the Committee shall:

- (a) have executive powers and delegated financial responsibility to act on behalf of Council as required of a crisis situation and where convening Council is not practicable or feasible, noting the exercise of any such powers or delegation should be reported to the Council as a whole as soon as is practicable.
- (b) have unrestricted access to records, data and reports and to obtain any information it needs from any employee of the University and/or external party (subject to their legal obligation to protect information)
- (c) discuss any matters with external parties (subject to confidentiality considerations)
- (d) consult with the Vice Chancellor over the need to obtain external legal or other professional advice where this advice is considered necessary by the Committee to meet its responsibilities.

5. Committee Composition

5.1 The Committee is composed of the following members:

- (a) Chancellor, who will be the Chair (*ex officio*)
- (b) Deputy Chancellor (*ex officio*)
- (c) Vice Chancellor (*ex officio*)

- (d) Pro Chancellor and Chair, Audit and Risk Committee (*ex officio*)
- (e) Pro Chancellor and Chair, Finance and Infrastructure Committee (*ex officio*)
- (f) Pro Chancellor and Chair, People, Nominations and Remuneration Committee (*ex officio*)
- (g) Council members with subject matter expertise as nominated by the Chancellor depending on the crisis.

5.2 The Chair will be the Chancellor. If the Chancellor is unavailable the Deputy Chancellor will be the Chair. In the event that neither are available, the Committee will appoint a Chair.

6. Terms of Appointment

6.1 The term of office of members who are not *ex officio* is for a period decided by the Chancellor.

7. Rights of Audience and Debate

7.1 Management representatives will attend Committee meetings with rights of audience and debate as needed and with the approval of the Chair.

8. Operating Principles and Procedures

8.1 The Committee will operate and meetings will be conducted in accordance with the Council approved Council Committees Procedure (Standing Orders) except where the constitution states otherwise.

8.2 The Committee will operate in accordance with the University's [Crisis and Incident Response Plan](#).

Meetings

8.3 The Committee will meet as required.

Secretariat Services

8.4 The Chief Operating Officer is responsible for appointing the Secretary of the Committee who has rights of audience.

8.5 In most circumstances the Secretary will be the Council Secretary.

9. Evaluation of Performance

9.1 The Committee will evaluate its own performance following a crisis situation under the coordination of the Chair of the Committee. The evaluation may seek input from the Associate Director, Risk and Resilience or from an external provider as deemed appropriate. Training needs will be monitored by the Chair.

9.2 The Council may determine that there be an external peer review of the performance of the Committee and/or its processes and procedures.

10. Review of Constitution

10.1 The Committee will review this constitution annually. Any proposed changes to the constitution will be recommended by the Committee to the Council.

Annexure A: Risk Escalation Framework

Recommended Actions, Escalation and Monitoring

Residual Risk Level	Very Low / Low	Medium	High	Very High
Risk Approval and Communication	Manager / Supervisor	Director / Dean / Manager	Executive Group	VC, Provost, COO, ARC and Council
Key Actions	Risk owner to monitor the risk environment & escalate changes	<ul style="list-style-type: none"> Risk owner to monitor the risk environment & escalate changes An action plan (risk treatment plan) should be developed in a timely manner 	<ul style="list-style-type: none"> Risks should be escalated to Executive Group as appropriate and the Risk Team as soon as possible Executive Group Member(s) to monitor the risk environment & escalate changes 	<ul style="list-style-type: none"> Risks should be escalated to VC, Provost, COO, ARC and Council as appropriate and the Risk Team as soon as possible VC, Provost or COO to monitor and report to ARC and Council as appropriate
Controls and Risk Treatments	Review existing controls for effectiveness	<ul style="list-style-type: none"> Review existing controls for effectiveness If required, an action plan (risk treatment plan) should be developed 	<ul style="list-style-type: none"> An action plan (risk treatment plan) should be developed in a timely manner Temporary and/or compensating controls should be considered until treatment plans can be implemented Risk avoidance should be considered, this may include withdrawing or ceasing activities on a temporary or permanent basis 	<ul style="list-style-type: none"> A priority action plan (risk treatment plan) should be developed immediately Temporary and/or compensating controls should be considered until treatment plans can be implemented Risk avoidance should be considered, this may include withdrawing or ceasing activities on a temporary or permanent basis
Risk Appetite	<ul style="list-style-type: none"> If the residual risk rating is lower than risk appetite, and this is inhibiting the pursuit of strategic opportunities, escalate to EG Consider whether the existing controls are value for money and where reductions can be made, which could shift the risk into the zone consistent with risk appetite 	<ul style="list-style-type: none"> If the residual risk rating is lower than risk appetite, and this is inhibiting the pursuit of strategic opportunities, escalate to EG If residual risk is higher than risk appetite, priority should be given to the identification and implementation of controls to reduce the risk so that it is modified to the risk appetite zone. 	<ul style="list-style-type: none"> If residual risk is higher than appetite, priority should be given to the identification and implementation of controls to reduce the risk so that it is modified to the risk appetite zone A time bound approval from Executive Group is required for high residual risks that are higher than risk appetite 	<ul style="list-style-type: none"> As residual risk is higher than appetite, priority should be given to the identification and implementation of controls to reduce the risk so that it is modified to the risk appetite zone A time bound approval from VC, Provost, COO, ARC and Council is required for very high residual risks higher than risk appetite