

	CRISIS MANAGEMENT POLICY
Policy Owner	Director of Planning
Contact Officer	Director of Planning
Endorsement Authority	Vice President Operations
Date of Next Review	November 2026

1. PURPOSE AND OBJECTIVES

This Policy provides the framework for the response to, and management of a crisis.

The Policy has been prepared with reference to *ISO2361 Security and resilience – Crisis Management Guidelines* and follows the continuous improvement principles, framework and processes outlined within the standard and detailed in the Crisis Management and Business Continuity Procedure.

2. AUDIENCE AND APPLICATION

This Policy applies to all members of the Bond community.

2.1. Activation of the Crisis Management

For the purposes of this Policy, a crisis at Bond University is defined as an extraordinary event or situation that threatens the University and/or the Bond community and requires a strategic, adaptive, and timely response to preserve the University's viability and integrity.

A crisis will impact Bond University's ability to function, its reputation, brand, assets (physical and virtual), intellectual property, people, environment, and/or economic viability.

This Crisis Management Policy may be activated by the Vice Chancellor or, in the event that the Vice Chancellor is not contactable, by the Vice President Operations or the University Registrar.

3. ROLES AND RESPONSIBILITIES

Role	Responsibility
Vice Chancellor	<ul style="list-style-type: none"> ▪ Creating a risk aware culture. ▪ Determines the activation of a crisis event. ▪ Acts as University spokesperson (or delegates this responsibility). ▪ Reports to Council on the crisis management. ▪ Ensures Bond's crisis management capability is enhanced through continual organisational learning.
Vice President Operations	<ul style="list-style-type: none"> ▪ Responsible for ensuring general preparedness including maintaining the Crisis Management and Business Continuity Procedure, associated tools and templates including local business continuity plans, assigning primary and secondary delegates to key Crisis Response Team (CRT) roles, developing general organisational capability, testing plans and procedures, and increasing awareness and knowledge of the Crisis Management Framework.
Director of Planning	<ul style="list-style-type: none"> ▪ Ensure that data and information, actions and responses are maintained and stored securely, with appropriate restricted access to confidential information
Newsroom	<ul style="list-style-type: none"> ▪ All media and social enquiries will be directed through the Bond Newsroom. ▪ Working with the Vice Chancellor as University spokesperson.

4. POLICY STATEMENT

Bond University's priorities in response to a crisis are to:

- Bring the situation under control as quickly as possible, prioritising the safeguarding of life and avoiding injury.
- Activate the Crisis Management and Business Continuity Procedure.
- Minimise impact to the environment and the general public.
- Protect Bond University's reputation, its assets and revenue.
- Return to normal business operations as soon as practicable.

Bond's default position is to not pay a ransom resulting from a ransomware demand or other illegal activities including kidnapping and extortion.

4.1 Crisis Management Framework

Bond University has a framework of connecting plans, policies, and procedures that are active instruments, regularly reviewed and updated to reflect on past learnings, stay abreast of contemporary developments and anticipate future risks. They stipulate the University's preferred responses to known or predicted risks, and also provide assurance of its ability to take rapid action and make critical decisions as necessary during any unforeseen crisis. These include:

- Risk Management Policy
- This Crisis Management Policy and supporting Crisis Management and Business Continuity Procedure
- Emergency Procedures
- Cyber Security and Data Breach Response Plan
- IT Disaster Recovery Plan and System Recovery Plans
- Student Critical Incident Management Policy
- Workplace Health and Safety Policy and Procedures
- Local Business Continuity Plans

In addition to these formal frameworks and plans, Bond proactively maintains situational awareness of its wider operating environment as a means of identifying potential threats and risks. This includes engaging with relevant external stakeholders such as emergency services and other law enforcement agencies, government departments, sector specific bodies and other universities to identify emerging risks which may impact Bond.

4.2 Crisis Preparedness, Response, and Recovery

The Crisis Management and Business Continuity Procedure provides the details of the crisis preparedness, response and recovery, and the application of the crisis management framework. The high-level considerations in relation to crisis preparedness, response and recovery are:

Determining a crisis

The Vice Chancellor is responsible for determining the activation of a crisis event subsequently activating the Crisis Response Team (CRT). If the Vice Chancellor is not contactable, these responsibilities fall first to the Vice President Operations as CRT Leader, followed by the University Registrar.

Emergency decision-making during a crisis

The Vice Chancellor may make any decision, or to take any action, required during a crisis to safeguard the University and its community. The Vice Chancellor remains accountable to Council for these decisions and actions and will report to Council on all actions and decisions taken during a crisis.

The Vice Chancellor is also responsible for making significant decisions, for example to cease classes, close buildings, or cancel organised events. If the Vice Chancellor is not contactable, these responsibilities fall to the CRT Leader, who will consult with relevant members of the University Executive where it is possible, practical and timely.

Crisis communication

Bond is committed to providing clear, comprehensive, and timely communication to the University community and relevant external stakeholders during a crisis event.

The Vice Chancellor (or delegate) will act as spokesperson for the University. All media and social enquiries will be directed through the Bond Newsroom.

Record keeping

Record keeping during the crisis will be maintained by the Crisis Response Team Administration Officer. Official records will be maintained by the CRT Leader.

Recovery

The Crisis Management and Business Continuity Procedure outlines the transition from response to recovery phase. The essence of recovery is not necessarily a return to previous normality, as it can present opportunity to regenerate and realign. The Vice Chancellor will ensure Bond's crisis management capability is enhanced through continual organisational learning.

5. AFFILIATED PROCEDURES AND SCHEDULES

[Crisis Management and Business Continuity Procedure](#)

6. RELATED DOCUMENTS

[Privacy Policy \(INF 6.5.1\)](#)

[Work Health and Safety Policy \(GOV 1.9.2\)](#)

[Student Critical Incident Management Policy \(SS 5.8.8\)](#)

[Risk Management Policy \(GOV 1.6.1\)](#)

7. MODIFICATION HISTORY

Date	Sections	Source	Details
10 November 2023			Date first approved – replaced the Crisis Management and Business Continuity Policy

APPROVAL AUTHORITY: Vice Chancellor

