

FULFILMENT OF 2017 BUSINESS SCHEDULE

Council fulfilled its business schedule in 2017 as demonstrated by the table of actions set out at below.

Major activities during the year included:

- reinvesting over \$280 million of income in major projects to drive research and innovation, deliver excellent education and improve campus facilities, including:
 - the construction of the Law Building at the Melbourne Burwood Campus
 - the development of the Waurm Ponds Smart Microgrid in partnership with industry
 - the expansion of Carbon Revolution facilities to support increased carbon R&D and manufacturing
 - the construction of a new Exercise and Sport Science Building at Burwood to accommodate the University's world leading programs in this field
- approving a license agreement with LeMond Composites for breakthrough technology in carbon fibre manufacturing, which will significantly expand advanced manufacturing on the Geelong Waurm Ponds Campus
- approving projects to optimise asset utilisation and enhance administrative efficiency, including:
 - capital developments on campus maximising space usage in accordance with the Campus Infrastructure and Utilisation Plan
 - the Finance Business Transformation program
- establishing the Institute for Healthcare Transformation and, subject to approval at the meeting on 7 December, the Deakin Applied Artificial Intelligence Institute to increase research in these areas and the application of research results in the community
- monitoring the University's programs to enhance student satisfaction, success and employment outcomes
- considering the University's response to the recommendations arising from the Australian Human Rights Commission report on sexual assault and sexual harassment at Australian universities.

COMPLIANCE WITH CORPORATE GOVERNANCE STANDARDS AND CODES

In fulfilling its business schedule Council met its responsibilities under relevant legislation and codes of practice, specifically the:

- *Deakin University Act 2009* (Vic)
- Deakin University Council Charter
- corporate governance and accountability standards specified by the Tertiary Education Quality and Standards Agency (TEQSA)
- Voluntary Code of Best Practice for the Governance of Australian Universities.

REPORTS ON OUTCOMES FROM COUNCIL MEETINGS

Following each meeting of Council a report on outcomes from the meeting is published on the [Council website](#).

Responsibility	Reference*	No.	Item	Actions	Outcomes	Achieved
1. Strategic direction, budget and business plan						
Approving the mission and strategic direction of the University and its annual budget and business plan	8(3)(b)	1.1 (see also 2.4)	Review and renewal of strategic direction	In February Council held its Strategy Conference to review and renew the University's strategic direction.	At its Strategy Conference Council confirmed priorities integral to the strategic plan, including graduate employability for fast changing jobs and research engagement with industry to generate new jobs. Council also received a report on actions implemented by the University to address issues raised by students in the 2016 Student Forum with Council. Council held its 2017 Student Forum on 4 August and received the report back on actions implemented at the meeting on 9 November.	Yes
	8(3)(b)	1.2	Analyse emerging trends in university sector nationally and internationally	At its February Strategy Conference Council discussed challenges facing universities nationally and internationally with Mr Phil Ruthven, IBIS World, and Mr Tim Orton, Nous Group. Council also discussed major issues in international politics with Professor Greg Barton, Chair Global Islamic Politics, Alfred Deakin Institute.	Council endorsed strategies and projects to ensure that Deakin is addressing challenges facing the university sector as a whole, including the employability of graduates, meeting social needs and contributing significantly to the state and national economy. Council considered a competitor analysis as part of its twice yearly review of the University's performance (March and August meetings).	
	8(3)(b)	1.3	Consider and if appropriate approve business plan for the coming triennium, including the next year budget and three year financial plan	At its meeting on November 9 Council considered the 2018-2020 financial plan.	Council approved the 2018–2020 financial plan comprising the 2018 budget and budget projections for 2019 and 2020.	
2. Oversight and review of University performance						
Appoint and monitor the performance of the Vice-Chancellor as chief executive officer of the University	8(3)(a)	2.1-2.2	Appoint Vice-Chancellor as required Monitor the performance of the Vice-Chancellor	In November 2017 the Chancellor conducted the annual review of the Vice-Chancellor's performance and remuneration. The Remuneration Committee approved recommendations regarding the Vice-Chancellor's	At its meeting on 7 December Council considered a report from the Chancellor on the 2017 review of the Vice-Chancellor's performance and remuneration.	Yes

Responsibility	Reference*	No.	Item	Actions	Outcomes	Achieved
				remuneration from the Chancellor's review of the Vice-Chancellor's performance and remuneration.		
Oversee and review the management of the University and its performance	8(3)(c)	2.3	Approve the annual report of the University including annual financial statements and risk statement	At its meeting on March 16 Council considered the University's 2016 Annual Report including annual financial statements and risk statement.	The University's 2016 Annual Report was approved on 15 March and tabled in the Victorian Parliament on 2 May 2017.	Yes
	8(3)(c)	2.4	Consider written and oral report from the Vice-Chancellor on current and strategic matters	At each meeting Council considered a written update from the Vice-Chancellor on current matters and an oral report on strategic matters.	At each meeting Council monitored matters related to the University's performance and key current issues.	
	8(3)(c)	2.5	Monitor the performance of the University against key performance indicators	At its meeting on March 16 Council considered the report on the University's performance in 2016 against strategic plan performance indicators. In August Council considered the report on the University's performance in the first half of 2017 against strategic plan performance indicators.	The University's performance against strategic plan measures was comprehensively reviewed for the full year and mid-year. Council particularly noted outcomes on: <ul style="list-style-type: none"> • performance against the enrolment plan • continued leadership in the state for student satisfaction • employability outcomes for graduates • strategies to enhance the Cloud Campus and the experiences of Cloud students • continued development of innovative teaching spaces • new student accommodation • progress in research commercialisation • community partnerships and contributions. 	
	8(3)(c)	2.6	Consider Executive presentations on strategic matters and the implementation of the strategic plan	Council considered presentations on the implementation of the strategic plan.	Questions on the University's performance and implementation of the strategic plan were addressed by the Vice-Chancellor and Executives at each meeting of Council.	
	8(3)(c)	2.7	Consider annual report on human resource issues incl: <ul style="list-style-type: none"> • workplace health and safety 	At its meeting on December 7 Council considered a presentation strategic human resource issues by the Chief Operating Officer.	Council considered this annual report at its meeting on 7 December 2017.	

Responsibility	Reference*	No.	Item	Actions	Outcomes	Achieved
			<ul style="list-style-type: none"> staff satisfaction, retention and turnover 			
	8(3)(c)	2.8	Consider reports on senior salaries, performance and reward policies, succession planning and human resource policies and priorities	At its meeting on 16 March and 7 December 2017 Council received reports from the Remuneration Committee on its consideration of senior salaries, performance and reward policies, succession planning and human resource policies and priorities.	Council endorsed management's approach to the 2017 Enterprise Agreement and welcomed the successful conclusion of that Agreement. Council considered the outcomes of the 2017 staff survey. At each meeting Council received a report on senior staff appointment and departures.	
	TEQSA 6.1.3, ASX 1	2.9 (see also 8.10)	Ensure clear and effective distinction between governance and management	The 2017 review of committees included consideration of the distinction between governance and management.	The review found that the distinction between governance and management was clear and effective.	
	8(3)(c)	2.10	Consider Universities Australia <i>Respect. Now. Always</i> initiative and the Australian Human Rights Commission report on sexual assault and sexual harassment at Australian universities.	Council considered the results for Deakin from the national survey on sexual assault and sexual harassment at universities and the University's action plan to prevent and respond to incidences of sexual assault and sexual harassment.	Council considered the University's response to the recommendations arising from the Australian Human Rights Commission report on sexual assault and sexual harassment at Australian universities and endorsed the University's program to eliminate sexual assault and sexual harassment at the University.	
3. Overseeing the management and control of finances						
Oversee the management and control of the University's finances	9(1)(e)	3.1	Consider end of year financial report, including cash flow projections, capital expenditure performance and investment performance	At each meeting Council considered the financial report from the Chief Financial Officer. Following each meeting of the Investment Committee Council received a report on the performance of the University's investments.	Council considered projections for the end of year financial position throughout the year and approved the financial plan 2018-2020 at its meeting on 9 November. Council considered reports from the Investment Committee on the performance of the University's investments at its meetings on 16 March, 15 June, 14 September and 7 December. Council noted the progress of the University's Future Fund towards its long term goal in its consideration of the 2018-2020 financial plan. Council noted the process auspiced by the Investment Committee for a strategic review of the University's	Yes

Responsibility	Reference*	No.	Item	Actions	Outcomes	Achieved
					approach to investments and the role of Council members in that review.	
Safeguard integrity in financial reporting	ASX 4, 7	3.2	Approve audited annual financial statements to ensure that they comply with the University's statutory responsibilities and with accounting standards Approve written statement by CEO and CFO to accompany financial statements regarding risk management and internal compliance and controls	At its meeting on 16 March Council considered the University's audited annual financial statements and the opinion of the Victorian Auditor-General. Council noted that the audit opinion was qualified as in previous years due to a difference in interpretation about the treatment of certain unspent grant income.	The sign-off process for the annual financial statements implemented the improved process approved by Council in 2016. The annual financial statements were approved at the meeting on 16 March 2017 and published in the University's Annual Report. At its meeting on 9 November Council noted advice that the recurring qualification of the University's accounts is expected to cease from 2019 with the adoption of a new revenue recognition standard.	Yes
	9(1)(e)	3.3	Monitor finances and major projects	At each meeting Council considered the financial and major projects reports from the Chief Financial Officer.	Financial performance was monitored throughout the year and any material variations to budget and to major project milestones were analysed. (See 7.2 below regarding approval of specific projects.)	
4. University legislation and policies						
Establish policy and procedural principles for the operation of the University consistent with legal requirements and community expectations	8(3)(d)	4.1	Approve proposals for making, amending and revoking University legislation	Council considered proposals from the Legislation Committee for changes to University legislation.	The following University regulations were changed in 2017: <ul style="list-style-type: none"> Regulation 2.1(1)–<i>The Council</i> to set the term of office of elected student and staff members Regulation 2.4(6)–<i>Institute for Healthcare Transformation</i> to establish the Institute Regulations 2.4(1) to 2.4(5) to establish consistency in reporting requirements among institutes Regulation 2.3(1)–<i>The Faculties</i> to set a maximum of two successive terms for elected members unless approved otherwise by the Chair Regulation 5.4(1)–<i>Academic Dress</i> to establish academic dress for Alfred Deakin Professors various Regulations to implement the University's enhanced framework for promoting and administering academic integrity. 	Yes

Responsibility	Reference*	No.	Item	Actions	Outcomes	Achieved
Establish policies relating to the governance of the University	9(1)(b)	4.2	Approve proposals for making, amending and revoking policies relating to the governance of the University	Council considered reviews of policies relating to the governance of the University in accordance with the University policy framework.	At its meeting on 7 December 2017 Council approved a new Policy Framework to govern university policies. Council also noted amendments to the Investment Management policy approved under delegation by the Investment Committee at the Committee's meeting on 7 March 2017.	Yes
5. Overseeing and monitoring academic activities						
Oversee and monitor the academic activities of the University	8(3)(g), TEQSA 3.7, 4.3	5.1	Receive reports from the Academic Board on oversight and monitoring of academic standards in teaching, assessment and research	Council received a report following each meeting of the Academic Board on its oversight and monitoring of academic standards across the University.	Council considered reports on each meeting of the Academic Board augmented by comments from the Chair of the Board. At its meeting on 9 November Council considered the Academic Board's risk register. At its meeting on 7 December 2017 Council received the final report on the implementation of actions from the independent review of academic governance in 2016.	Yes
	TEQSA 4.2	5.2	Consider report on governance of academic standards, quality assurance and academic freedom	Council received a written and oral report from the Chair of the Academic Board on academic governance and academic freedom.	At its meeting on 7 December 2017 Council considered a report from the Chair of the Academic Board about academic standards, quality assurance and academic freedom.	
	TEQSA 3.1	5.3	Oversee conferral of higher education awards and consider approval of honorary degrees and higher doctorates as required	Higher education and honorary awards are conferred with the authority of Council.	Higher education awards are conferred in person or <i>in absentia</i> at graduation ceremonies with the authority of Council. In 2017 no higher doctorates were conferred. In 2017 three honorary doctorates were approved by Council at its meeting on 15 March and a further four at the meeting on 7 December 2017.	
	8(3)(g)	5.4	Receive presentations from academic staff on their work	Council received presentations from academic staff as part of Faculty presentations on current activities.	Council received presentations from academic staff in each Faculty. Council also received presentations for the two student winners of the University's 3 Minute Thesis competition.	

Responsibility	Reference*	No.	Item	Actions	Outcomes	Achieved
6. Overseeing and monitoring risk management, systems of control and accountability						
Oversee and monitor the assessment and management of risk across the University, including university commercial activities	8(3)(f)	6.1	Consider high risk items for the University and their treatment	Following each meeting of the Audit and Risk Committee Council received a report on the University's most significant risks, the status of controls and treatment plans.	Council considered reports by the Audit and Risk Committee on the management of high risk items. Risks inherent in major projects were assessed in the consideration of business cases. At its meeting on 4 May Council considered a report and presentation on cyber-security at the University.	Yes
	8(3)(f)	6.2	Approve risk management program and monitor University risk register	Council considered regular reports from the Audit and Risk Committee about the University's risk management program and monitored the University's risk register.	Council considered reports on the performance of the University management program and monitored the University risk register. At its meeting on 9 November Council resolved to receive the University's Headline Risk Report as an accompaniment to reports by the Audit and Risk Committee.	
	8(3)(f)	6.3	Consider quarterly reports on controlled commercial entities	Council considered quarterly reports on controlled commercial entities through the Finance and Business Affairs Committee.	The Finance and Business Affairs Committee reported to Council on controlled commercial entities.	
Approve and monitor systems of control and accountability of the University	8(3)(e)	6.4	Oversee internal audits and consider issues arising from audits and required	Council received the internal audit plan reports on issues arising from audits through the Audit and Risk Committee.	Council considered audit coverage and noted the implementation of follow-up actions from audits. At its meeting on 7 December Council received the Strategic Audit Plan 2018 – 2020.	Yes
	8(3)(e)	6.5	Consider twice yearly risk assessment of controlled and associated entities	Council considered the annual risk assessment of controlled and associated entities through the Audit and Risk Committee.	The level of financial and reputational risk associated with the University's controlled commercial entities was assessed and reported in the University's Annual Report.	
	8(3)(e)	6.6	Consider reports on matters pertaining to the adequacy of University compliance management	Council received a report on University compliance management following each meeting of the Audit and Risk Committee.	Council considered regular reports on University compliance management and on the annual review of the University's risk and compliance program at its meeting on 4 August. Council also noted the University's enhanced compliance training program and the improved reporting arrangements attached to that program.	
Monitor the availability of information about internal grievance procedures	Code 9	6.7	Review handling of student complaints Monitor availability of information on staff	Council received a report on the handling of student complaints and a report and presentation on human resource issues.	Council considered reports on student complaints procedures and trends (through the Audit and Risk Committee, meeting of 15 June).	Yes

Responsibility	Reference*	No.	Item	Actions	Outcomes	Achieved
			grievance procedures and issues arising		At its meeting on 7 December Council considered a presentation on human resource issues.	
7. Overseeing management and control of property and business affairs						
Oversee the management and control of the property and business affairs of the University	9(1)(d)	7.1	Approve the acquisition or disposal of property	Council considered proposals to acquire or sell property and delegated authority to management to make certain acquisitions.	At its meeting on 4 May Council: <ul style="list-style-type: none"> received a report on all University landholdings approved a delegation of authority for management to make strategic property acquisitions and report them to Council. The acquisition of two properties was reported to Council.	Yes
	9(1)(d)	7.2	Approve business cases for projects over \$10 million	Council considered business cases, associated risk assessments and financial analyses.	Council approved the following business cases: <ul style="list-style-type: none"> Deakin Institute of Health Care Transformation Expansion of Car Park 12 at the Burwood Campus Construction of the Law School Building Finance Business Transformation project Waurm Ponds Smart Microgrid Expansion of the Carbon Revolution facility Construction of a new Exercise and Sport Science Building. Deakin Applied Artificial Intelligence Institute Refurbishment of Building KA at the Geelong Waurm Ponds Campus. The progress of all major projects against scope, timeline and budget targets was monitored at each meeting.	
	9(1)(d)	7.3	Approve commercial ventures including establishing or joining companies	Council considered proposals to establish, join or disestablish companies.	At its meeting on 15 June Council approved a commercialisation agreement with LeMond Composites for carbon fibre R&D and manufacturing. On 4 May Council approved the merger of DeakinPrime and DeakinDigital to form DeakinCo.	
9(1)(d)	7.4	Consider annual report on campus infrastructure and utilisation plan	Council considered campus infrastructure and utilisation plan.	Council considered the annual report on the Campus Infrastructure and Utilisation Plan at its meeting on 7 December.		
9(1)(d)	7.5	Consider actions on any issues arising from annual asset management report	The Finance and Business Affairs Committee considered the annual asset management report.	The Finance and Business Affairs Committee reported to Council on its consideration of the annual asset management report at the meeting on 7 December 2017.		

Responsibility	Reference*	No.	Item	Actions	Outcomes	Achieved
	9(1)(d) and 8(3)(f)	7.6	Note actions on any issues arising from annual report on disaster and critical incident management	The Audit and Risk Committee received the annual report on emergency and critical incident management at its meeting on 24 July.	The Audit and Risk Committee reported to Council on the annual report on emergency and critical incident management at the Council meeting on 4 August.	
	46	7.7	Consider annual environmental, social and governance review of investments	Council considered reports from each meeting of the Investment Committee on the University's investments.	Council considered reports from the Investment Committee on the performance of the Environment, Social and Governance (ESG) Investment Pool and on the ESG credentials of the University's overall investment portfolio.	
	Div 6	7.8	Approve commercial activities covered by Ministerial Guidelines as required	The Ministerial Guidelines on Commercial Activities are reflected in the University's Commercial Activities and Entities Policy and Procedure.	See 7.3 above.	
8. Council's own affairs, appointments and effectiveness						
Appoint the Chancellor	Reg 03.1(1)	8.1	Elect Chancellor as required by term of office	Council elected the current Chancellor in 2015.	Mr John Stanhope has a term of office until 31 December 2020.	Yes
Appoint Deputy Chancellors	Reg 03.1(1)	8.2	Appoint Deputy Chancellors as required by terms of office	Two Deputy Chancellors were in office throughout 2017.	At its meeting on 14 September Council reappointed Mr Peter Meehan as Deputy Chancellor for 2018.	Yes
Appoint Council appointed members and recommend government appointees	9(1)(a), 13(1)-(3) TEQSA 3.2	8.3	Make Council appointments and recommendations required to fill vacancies, ensuring appropriate expertise, diversity and independence	One position on Council fell vacant when Dr Ashbridge resigned on 17 February 2017.	Dr Lyn Roberts was appointed to Council by the Government from 1 April 2017 to 31 December 2017. Ms Philippa Kelly was reappointed by Council on 4 August. Mr Peter Niblett and Dr Lyn Roberts have been approved by the Minister for reappointment from 1 January 2018.	Yes
Establish and empower committees	Sch 1, 15	8.4	Consider minutes from each meeting of committees and oral reports from Chairs highlighting key issues	Council received reports from each meeting of Council committees.	Council papers contained committee minutes, to which Committee Chairs spoke.	Yes
	Sch 1, 15	8.5	Appoint committee members, Chairs and Deputy Chairs	Appoint committee members, Chair and Deputy Chairs as required.	At its meeting on 7 December 2017 Council approved the appointment of Committee members, Chairs and Deputy Chairs from 1 January 2018.	

Responsibility	Reference*	No.	Item	Actions	Outcomes	Achieved
Approve business schedule	8(3), 9(1)	8.6	Consider and if appropriate approve annual Council business schedule	Council considered its 2017 business schedule at its meeting on 14 September.	At its meeting on 14 September Council approved its 2018 business schedule. This incorporated issues arising from the 2017 review of committees.	Yes
Ensure Council members receive up-to-date information on duties, responsibilities and professional development	Code 3, 5	8.7	Ensure Council members receive up-to-date information on duties, responsibilities and professional development	Provide opportunities as appropriate including in association with other universities.	An induction sessions was held on 4 May for a new Council member. The University Chancellors Council is overseeing the development of a course in university governance by the AICD which will be introduced in 2018.	Yes
Review fulfilment of responsibilities	8(3), 9(1)	8.8	Receive reports on fulfilment of business schedules for previous year by Council and committees	Review and report on fulfilment of responsibilities by Council and committees.	The present report demonstrates that Council fulfilled its responsibilities in 2017.	Yes
Review effectiveness of Council and committees every two years against best practice standards	Code 6	8.9	Establish and complete Council and committee reviews alternating in a two year cycle	Council committees were reviewed in 2017.	Each committee considered results from the review at meetings in July and August. Council considered a consolidated report on all committee reviews on 4 August and endorsed actions to address issues arising.	Yes
		8.10	Consider report on implementation of actions arising from previous reviews of Council and committees	Council received a report on the implementation of actions from the 2016 review of Council.	At its meeting on 14 September Council noted the completion of all actions arising from the 2016 Council review.	
Attest compliance with the Voluntary Code of Best Practice for Governance of Australian Universities	Code 14	8.10	Confirm compliance with the practices set out in the Code or explain the reasons for any areas of non-compliance	In 2017 Council complied with the practices set out in the Code.	An attestation of compliance with the Voluntary Code of Best Practice for Governance of Australian Universities will be included in the University's 2017 Annual Report.	Yes
	Code 3,5	8.11	Receive and consider presentation on latest developments in corporate governance	Council considers current issues in corporate governance as required.	At its meeting on 4 May Council considered a presentation on cyber-security addressing issues raised in the Company Director magazine. Council conferred a Deakin Honorary Doctorate on Prof Mervyn King SC, an authority on corporate governance and integrated reporting who will visit Deakin in 2018 and deliver the Law Oration.	

Responsibility	Reference*	No.	Item	Actions	Outcomes	Achieved
9. Executive appointments and remuneration						
Executive appointments	27(2), Regulation 3.1 ss 2-4	9.1	Consider and if appropriate approve the appointment of Executive members (DVCs, Faculty Executive Deans and Chief University Officers), as required	The Vice-Chancellor recommended (re)appointments of members of the Executive.	Council approved the reappointment of a Deputy Vice-Chancellor at the 4 May meeting. The Chancellor, on the advice of the Chancellor's Advisory Committee at its meeting on 16 November 2017, approved the appointment of a new Executive Dean, Science, Engineering and Built Environment.	Yes
Senior staff remuneration and succession plan for members of the Executive	RemComm terms of reference	9.2	Receive report on senior staff remuneration and Executive succession plan	The Remuneration Committee considered these reports at its meetings in March and November.	Council received a report from the Remuneration Committee on senior staff remuneration and the succession plan for members of the Executive.	Yes
Council remuneration	RemComm terms of reference	9.3	Receive report on remuneration for Chancellor and Council members	The Remuneration determined the level of remuneration to apply at its November meeting.	At its meeting on 7 December 2017 Council received a report on remuneration for the Chancellor and Council members in 2018.	Yes
Appointment of Emeritus and Alfred Deakin Professors	Regulation 3.1(5)	9.4	Approve appointment of Emeritus and Alfred Deakin Professors	Council considered recommendations from the Vice-Chancellor and Academic Board on these appointments.	Council approved the conferral of the title Emeritus Professor at its meeting on 16 March. Council approved the appointment of five Alfred Deakin Professors at its meeting on 4 August.	Yes
10. Naming approvals and reports not listed elsewhere						
Facilities	Naming of Facilities and Entities policy	10.1	Approve proposals to name campuses, buildings, rooms or outdoor spaces	Council considered proposals as required.	At its meeting on 9 November Council approved the naming of new student residences in Geelong.	Yes
Faculties and Institutes	Regulation 2.3(1) and on Institutes	10.2	Approve the establishment of Faculties and Institutes	Council considered proposals to establish two Institutes.	At its meeting on 4 May Council approved the establishment of the Deakin Institute for Healthcare Transformation. At its meeting on 7 December 2017 Council approved a proposal for the establishment of the Deakin Applied Artificial Intelligence Institute.	Yes

Responsibility	Reference*	No.	Item	Actions	Outcomes	Achieved
Named Professorial Positions	Matters requiring decision by Council	10.3	Approve proposals to name professorial positions	Council considered proposals as required.	No proposals arose in 2017.	n/a
Reports on the use of the University seal and contracts signed by the Vice-Chancellor in accordance with s 18 of the Contracts policy	Statute 8.1 and Contracts policy s 18	10.4	Receive report regarding affixation of seal and execution of contracts where reporting to Council is required by the Contracts policy	The University seal is affixed to certain legal instruments. S 18 of the Contracts policy relates to contracts signed in excess of the Vice-Chancellor's delegation in accordance with the policy.	Council received reports on any use of the University seal and any contracts signed by the Vice-Chancellor in excess of her financial delegation in accordance with s 18 of the Contracts policy.	Yes

*** References:**

- Numbers without any further text refer to sections of the *Deakin University Act 2009 (Vic)*
- TEQSA = Provider Registration Standards stipulated by the Tertiary Education Quality and Standards Agency
- Code = 'Voluntary Code of Best Practice in University Governance' published by Universities Australia
- ASX = 'Principles of Good Corporate Governance and Best Practice Recommendations' published by the Australian Stock Exchange
- Reg = University regulation
- ToR = Terms of reference of relevant committee