

2020 Council Business Schedule

Where an item arises but is not scheduled it is addressed at the first available meeting.

In accordance with section 8.4 of Council's Operating Provisions this business schedule does not prevent Council considering any matter at any meeting as it determines is appropriate.

Responsibility or function	Ref	No.	Council action	Report from	6-7 Feb Start 3pm WPE	19 Mar Start 12pm F	21 May Start 11am W	23 July Start 10am B	1-2 Oct Start 10am WPE	12 Nov Start 12pm F	10 Dec Start 12pm WPE
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	Review and renewal of strategic direction	Vice-Chancellor	X Discussions on major aspects of the plan and its framework.			X Presentation of draft strategic plan	X Approval of new plan if appropriate		
	8(3)(b)	1.2	Consider oral report from the Vice-Chancellor on strategy items and, where topical, a focus on one area of strategy	Vice-Chancellor		X	X	X		X	X
	8(3)(b)	1.3	Augment Council meetings with lunch and presentations on future focussed issues in governance, technology and universities and deepen relationships with Executives through shared lunches and dinners	Expert guest presenters for specified lunches	X Dinner with Executive	X Presentation from expert	X Campus tour	X Campus tour and lunch with Executive	X Lunch with Executive	X Presentation from expert	X Presentation from expert Dinner with Executive
	8(3)(b)	1.4	Consider and if appropriate approve Business Plan for the coming triennium, including the next year budget and three year financial plan including capital expenditure plan	CFO via FBAC						X	
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	Consider annual report on the Vice-Chancellor's performance and remuneration	Chancellor		X					
Oversee and review the management of the University and its performance	8(3)(c)	2.2	Review and if appropriate approve the University's Annual Report including annual financial statements and risk statement	Vice-Chancellor and CFO Recommendation from ARC		X					
	8(3)(c)	2.3	Consider written report from the Vice-Chancellor on current matters	Vice-Chancellor	X	X	X	X	X	X	X
	8(3)(c)	2.4	Monitor the performance of the University against headline key performance indicators in the strategic plan	Vice-Chancellor		X		X			
	8(3)(c)	2.5	Consider Executive and senior staff presentations on University plans and developments in Faculties, Schools and Institutes (see also 5.6)	Executives		X	X	X		X	X
	8(3)(c)	2.6	Consider presentation from the Chief Operating Officer on human resources issues, including: <ul style="list-style-type: none"> workplace health and safety staff satisfaction, retention and turnover 	COO							X
	8(3)(c)	2.7	Consider annual report by University institutes on their performance against their KPIs	Vice-Chancellor						X	
Strategic human resources issues	8(3)(c)	2.8	Consider minutes of Remuneration Committee meetings and reports on performance and reward	Chancellor		X					X

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			policies, succession planning and strategic human resources issues								
Freedom of speech	Freedom of Speech policy	2.9	Consider report on implementation of Freedom of Speech policy and issues arising, as required	Vice-Chancellor							
Council session with current students and recent graduates	n/a	2.10	Meet with groups of students to discuss issues they face and how Deakin can meet their needs and improve their university experience	n/a Issues raised, reported and followed up					X		
3. Overseeing the management and control of finances											
Oversee the management and control of the University finances 9(1)(e)	9(1)(e)	3.1	Consider and if appropriate approve end of year financial report, including cash flow projections, capital expenditure performance and investment performance	CFO via FBAC		X					
Safeguard integrity in financial reporting	ASX4,7	3.2 (see also 2.2)	Consider and if appropriate approve: <ul style="list-style-type: none"> audited annual financial statements to ensure that they comply with the University's statutory responsibilities and with accounting standards written statement by CFO to accompany financial statements regarding risk management and internal compliance and control 	VC and CFO Recommendation from ARC		X					
	9(1)(e)	3.3	Monitor finances and major projects <i>(Note: Reporting on major projects is in accordance with the Governance Framework for Projects endorsed by Council on 4 August 2016 which includes the circumstances in which a project must be brought back to the Committee and Council for approval in relation to variations to scope, budget and schedule.)</i>	CFO via FBAC		X Previous year's results	X 1 st quarter results	X Half year results	X	X 3 rd quarter results	
	9(1)(e)	3.4	Consider outcomes of the Victorian Auditor-General's analysis of the financial performance of Victorian universities including financial sustainability indicators	CFO via ARC				X			
	9(1)(e)	3.5	Consider and if appropriate approve amendments to the Financial Delegations policy as required	CFO via FBAC							
	9(1)(e)	3.6	Consider minutes of the Finance and Business Affairs Committees meetings and any issues arising	Chair FBAC		X	X	X	X	X	
Monitor activities of controlled and associated commercial entities	Commercial activity guidelines	3.7 see also 7.7	Receive summary quarterly reports on controlled commercial entities and consider any issues arising – FBAC	CEO or Company Secretary of controlled and associated entities via FBAC		X 4 th quarter and full year		X 1 st quarter		X 3 rd quarter	
4. University legislation and policies											
Make statutes and regulations	28	4.1	Consider and if appropriate approve proposals for making, amending and revoking Council legislation	Vice-Chancellor and University Solicitor via LC		X	X	X		X	
	28	4.2	Consider reports on Regulations made or amended by the Vice-Chancellor or the Academic Board, as appropriate	Vice-Chancellor or Chair Academic Board							
	28	4.3	Consider minutes of Legislation Committee meetings and any matters arising	Chair Legislation Committee		X	X	X		X	
Establish policy and procedural principles for the operation of the University consistent with legal	8(3)(d) 9(1)(b)	4.4	Consider and if appropriate approve proposals for making, amending and revoking policies relating to the governance of the University, including the Policy Framework, as required	Responsible Officer via relevant committee							

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requirements and community expectations Establish policies relating to the governance of the University		4.5	Receive annual report on policies made, amended and revoked during the year	Council Secretary							X
5. Overseeing and monitoring academic activities											
Oversee and monitor the academic activities of the University	8(3)(g), TEQSA 6.1.1, 6.2.1f	5.1	Consider reports on academic governance, including admission and assessment standards, student progression and compliance with TEQSA academic governance requirements	Chair Academic Board		X	X	X		X	X
Protect free intellectual inquiry and expression in learning, teaching, and research	TEQSA 6.1.4	5.2	Consider annual review of activities by the Academic Board on academic freedom	Chair Academic Board							X
Monitor academic standards and quality assurance	8(3)(g)	5.3	Consider oral reports on quality assurance in: <ul style="list-style-type: none"> admission and English language standards course approval assessment. 	DVC Education Chair Academic Board			X Admission and English language standards	X Course approval		X Assessment	
Oversee conferral of higher education awards	TEQSA 6.1.1, 6.2.1h	5.4	Consider reports on conferral of higher education awards at graduation ceremonies – number of graduates, attendance at ceremonies, honorary degrees	Vice-Chancellor		X Round 1 ceremonies		X Round 2 ceremonies		X Round 3 ceremonies	X Round 3 ceremonies
Consider conferral of higher doctorates	Reg 5.2(5)	5.5	Consider and if appropriate approve conferral of higher doctorates, as required	Chair Academic Board							
Consider reports on research initiatives including commercialisation of research projects	8(3)(g)	5.6	Consider reports on research initiatives Consider and if appropriate approved research initiatives of strategic significance including major research commercialisation initiatives, as required	Vice-Chancellor DVC Research							
Consider presentations from Faculties and Institutes on academic activities	8(3)(g)	5.7	Consider presentations from Faculties and Institutes on academic activities (see also 2.5)	Faculty Executive Deans and Institute and research staff			X	X	X	X	
6. Overseeing and monitoring risk management, systems of control and accountability											
Oversee and monitor the assessment and management of risk across the University	8(3)(f)	6.1	Review the University's risk appetite statement	Director Internal Audit via ARC					X		
	8(3)(f)	6.2	Consider the Deakin risk profile (Headline Risk Report), including the treatment of high risks	Director Internal Audit via ARC		X	X	X	X		X
	8(3)(f)	6.3	Consider risk management program and monitor University risk register, including specific action plans to bring risk items within their target operating range	Director Internal Audit via ARC		X	X	X	X		X
	8(3)(f)	6.4	Consider minutes from meetings of the Audit and Risk Committee minutes and any issues arising	Chair ARC		X	X	X	X		X
Oversee and monitor the assessment and management of risk across University controlled and associated entities	8(3)(e)	6.5	Consider twice yearly risk assessment of controlled and associated entities	CEO or Company Secretary of controlled and associated entities via ARC		X			X		
Oversee and monitor systems of control and accountability across the University	8(3)(e)	6.6	Receive annual reports on matters pertaining to the adequacy of University compliance management including breach reporting and prevention of fraud and corruption	Director Internal Audit via ARC				X			

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	8(3)(e)	6.7	Oversee internal audits and consider issues arising from audits as required	Director Internal Audit via ARC							
	8(3)(e)	6.8 see also 7.6	Receive annual report on crisis and emergency management and updates	COO via ARC					X		
			Consider reports on crisis events, as required	Vice-Chancellor							
Consider annual report on student complaints and monitor the availability of information about internal grievance procedures	TEQSA 2.4 Code 9	6.8	Review handling of student complaints Monitor availability of information on staff grievance procedures and issues arising	DVCE via ARC			X				
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	Consider and if appropriate approve the acquisition of property, as required	COO via FBAC							
	9(1)(d)	7.2	Receive reports on any property acquired exercising delegated authority from Council, as required								
	9(1)(d)	7.2 see also 3.3 above	Consider and if appropriate approve business cases for projects over \$10m and variations to those projects in terms of scope, budget, schedule	Project sponsor via FBAC		X	X	X	X	X	
	9(1)(d)	7.3	Consider and if appropriate approve commercial ventures including establishing or joining companies, as required	Vice-Chancellor							
	9(1)(d)	7.4	Consider annual report on campus infrastructure and property strategy	COO via FBAC	X				X		
	9(1)(d)	7.5	Note actions on any issues arising from annual business asset management report	CFO via FBAC							X
	9(1)(d) and 8(3)(f)	7.6 see also 6.7	Note actions on any issues arising from annual report on disaster and critical incident management affecting the management and control of property	COO via ARC					X		
Overseeing management and control of commercial activities	Commercial activity guidelines	7.7 see also 3.7	Review and approve commercial activities covered by Ministerial guidelines as required	Vice-Chancellor							
		7.8	Review and if appropriate approve changes to the Commercial Activities and Entities policy and procedure	CFO							
		7.9	Report on progress against commercialisation strategy, as required	DVCR							
Oversee the management of University investments	46	7.10	Review the University's investment objectives	CFO via IC				X			
	46	7.11	Authorise payments from the Future Fund, as required	Vice-Chancellor via FBAC							
	46	7.12	Consider reports from the Investment Committee on the performance of University investments including Responsible Investing impact				X	X	X	X	
	46	7.13	Note any changes to the Investment Governance Framework and associated documents made by the Investment Committee in accordance with its term of reference b)	Chair IC			X	X	X		X

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8. Council's own affairs, appointments and effectiveness											
Appoint the Chancellor	Reg 3.1(1)	8.1	Elect Chancellor as required by term of office	Search Committee for a Chancellor				X			
Appoint Deputy Chancellors	Reg 3.1(1)	8.2	Appoint Deputy Chancellors as required by terms of office	Chancellor						X	
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	Chancellor via CAC				X and as required		X	
Manage Council's own affairs	TEQSA 6.1	8.4	Consider minutes from Chancellor's Advisory Committee meetings and any issues arising	Chancellor		X	X	X		X	
Establish and empower committees	Sch 1, 15	8.5	Consider minutes from each meeting of committees and oral reports from Chairs highlighting key issues	Committee Chairs		X	X	X	X	X	
	Sch 1, 15	8.6	Appoint committee members, Chairs and Deputy Chairs	Chancellor via CAC						X	
Approve business schedule	8(3), 9(1)	8.7	Consider and if appropriate approve annual Council business schedule	Council Secretary via CAC						X	
Review fulfilment of responsibilities	8(3), 9(1)	8.8	Receive reports on fulfilment of business schedules for previous year by Council and committees	Council and Committee Secretaries							X
Conduct effectiveness review 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 – in 2020 there is no review but a report on implementation of actions from the 2019 review (see 8.10).	Council and Committee Secretaries with input from Council members							
Review implementation of improvement actions from previous review	Code 6	8.10	Consider report on implementation of actions arising from Council or committees review of previous year	Council Secretary			X		X		
Corporate governance update	Code 3, 5	8.11	Receive and consider presentation on latest developments in corporate governance (see also 1.3)	External presenters as arranged							
9. University appointments and remuneration											
Executive appointments	27(2), Reg 3.1 (2,3,4)	9.1	Consider and if appropriate approve the appointment of Executive members (DVCs, Faculty Executive Deans and Chief University Officers), as required	Vice-Chancellor							
Appointment of Alfred Deakin Professors	Academic Promotion policy	9.3	Consider and if appropriate confer the title of Alfred Deakin Professor	Vice-Chancellor							
Approval of Honorary Degrees	Reg 5.2(6)	9.4	Consider and if appropriate approve the conferral of Honorary Degrees (see also 5.3)	Vice-Chancellor via HDC						X and as required	
	Reg 5.2(6)	9.5	Consider minutes of Honorary Degrees Committee meetings and any issues arising	Chancellor						X and as required	
10. Naming approvals and reports not listed elsewhere											
Faculties	Reg 2.3(1)	10.1	Consider and if appropriate approve the establishment and name of Faculties, as required	Vice-Chancellor							
Institutes	Statute 2.4	10.2	Establish and disestablish Institutes as required	Vice-Chancellor							
Facilities	Naming of Facilities and Entities policy	10.3	Consider and if appropriate approve proposals to name campuses, buildings, rooms or outdoor spaces, as required	Vice-Chancellor							

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Named Professorial Positions		10.4	Consider and if appropriate approve proposals to name organisational areas or named professorial positions, as required	Vice-Chancellor							
University seal and contracts report	Statute 8.1 and Contracts policy s 18	10.5	Receive report regarding affixation of seal and execution of contracts where reporting to Council is required by the Contracts Policy	University Solicitor		X	X	X	X	X	X

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
- Statute= University statute
- ToR = Terms of reference of relevant committee

Version: Chancellor's Advisory Committee 25 October 2019

B = Melbourne Burwood Campus
WPE = Waurn Ponds Estate (Waurn Ponds)

F = Geelong Waterfront Campus
G = Geelong Waurn Ponds Campus

GA = Greenwood Park
M = Deakin Downtown

W = Warrnambool Campus
BCC = Burwood Corporate Centre