

## **COUNCIL'S FULFILMENT OF ITS 2020 BUSINESS SCHEDULE**

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### **FULFILMENT OF BUSINESS SCHEDULE AND COMPLIANCE WITH CORPORATE GOVERNANCE STANDARDS AND CODES**

Council fulfilled its business schedule in 2020 as demonstrated by the table of actions set out in the below table.

Council met its responsibilities under relevant legislation and codes of practice:

- *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 was published on the Council website.

*10 December 2020*

Responsibility or function	Ref	No.	Item	Actions	Outcomes	Achieved
<b>1. Strategic direction, budget and business plan</b>						
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	Council held two dedicated strategy meetings to review and renew strategic direction (February and October) and considered several iterations of the strategic plan.	At its meeting on 12 November 2020 Council approved: <ul style="list-style-type: none"> <li>the University's new strategic plan <i>Deakin 2030: Ideas to Impact</i>, for implementation from 1 January 2021</li> <li>mechanisms for reporting on progress against KPIs aligned to the plan.</li> </ul>	Yes
	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	At each meeting Council considered oral reports on strategic matters.	Reports addressed the following main matters: <ul style="list-style-type: none"> <li>business recovery from the COVID-19 crisis</li> <li>external factors affecting the University's strategy, especially government policy and funding</li> <li>internal factors bearing on the achievement of strategy, including enrolment numbers, industrial matters, major change initiatives.</li> </ul>	
	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	This item was adapted in accordance with COVID-19 restrictions to focus on online presentations.	The following presentations were provided during the year: <ul style="list-style-type: none"> <li>Alfred Deakin Professor Svetha Venkatesh, 19 March 2020, Artificial Intelligence</li> <li>Professor Mark Rose, 23 July 2020, Indigenous Strategy and Innovation</li> <li>Professor Lisa Hanna, 1 October 2020, the work of the Dean of Students in regard to academic integrity and student appeals and complaints</li> <li>Professor Peter Shergold, 12 November 2020, issues in university governance and pathways from secondary school to work, higher education and vocational training.</li> </ul>	
	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	At its November meeting Council considered the University's Financial Plan 2021-2022 including the 2021 budget.	Council approved the University's 2021 budget, noting that in the first half of 2021 management will return to Council with a plan to achieve a financially sustainable model for the outer years and that this review may lead to changes to the 2021 full year forecast due to significant areas of current uncertainty.	

Responsibility or function	Ref	No.	Item	Actions	Outcomes	Achieved
<b>2. Oversight and review of University performance</b>						
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	The Chancellor conducts the Vice-Chancellor's performance review in accordance with the process approved by Council on 30 June 2016, makes recommendations to the Remuneration Committee and reports on outcomes to Council.	The Chancellor conducted the Vice-Chancellor's performance review in December 2019 in accordance with the process approved by Council.  The Chancellor reported outcomes to Council in confidential session at its meeting on 19 March 2020.	Yes
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	At its meeting on 19 March 2020 Council considered the University's Annual Report including annual financial statements and risk statements.	The University's Annual Report was approved on 19 March 2020 and tabled in the Victorian Parliament on 2 June 2020. The Annual Report was written using integrated reporting principles.	
	8(3)(c)	2.3	Consider written and oral reports from the Vice-Chancellor on current and strategic matters	Council considered written reports (current issues) and oral reports (written and oral reports) at each meeting.	At each meeting Council considered a written report from the Vice-Chancellor on business recovery from the COVID-19 crisis augmented with oral reports on other current matters.	
	8(3)(c)	2.4	Monitor the performance of the University against all key performance indicators in the strategic plan	At its meeting on 19 March and 23 July Council considered reports from the Vice-Chancellor on the University's performance against strategic plan key performance indicators.	The University's performance was comprehensively monitored.	
	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)	This item was delivered in amended form due to COVID-19 restrictions.	Faculty Executive Deans contributed to the meeting on 1-2 October 2020.	
	8(3)(c)	2.6	Consider presentation from the Chief Operating Officer on human resources issues, including: <ul style="list-style-type: none"> <li>workplace health and safety</li> <li>staff satisfaction, retention and turnover</li> </ul>	Council will consider a presentation from the Chief Operating Officer on human resources issues at its meeting on 10 December 2020.	At its meeting on 10 December 2020 Council considered a presentation on the University's performance in terms of human resource issues, including occupational health and safety, recruitment and mobility, retention and development and staff satisfaction.  Throughout the year Council received reports on staff wellbeing in the COVID-19 situation.	

Responsibility or function	Ref	No.	Item	Actions	Outcomes	Achieved
					At its meeting on 10 December 2020 Council received a report and a briefing from Ms Shirley Rooney, University General Counsel, on workplace manslaughter legislation. At this meeting Council also received a paper on Gender Equity.	
	8(3)(c)	2.7	Consider annual report by University institutes on their performance against their KPIs	Council will consider the annual reports on University institutes' performance at its meeting on 10 December 2020.	At its meeting on 10 December 2020 Council considered a report of performance by all institutes against key performance indicators, including income earned, return on investment, research impact, research training and commercialisation.	
Strategic human resources issues	8(3)(c)	2.8	Consider minutes of Remuneration Committee meetings and reports on performance and reward policies, succession planning and strategic human resources issues	Council considered the minutes of Remuneration Committee meetings at its May and December meetings.	<p>Council considered advice from the Remuneration Committee on the appropriateness of senior staff remuneration at Deakin, benchmarked against the sector.</p> <p>Council noted the progress of priority human resource policies to support achievement of the universities' objectives.</p> <p>The Chancellor advised Council of progress by the University Chancellors Council (UCC) on the introduction of a Code on Vice-Chancellor and Senior Staff Remuneration. Council expressed its support for the draft Code and the Chancellor wrote to the Convenor of the UCC expressing this support and recommending certain enhancements on 27 October 2020 (reported to Council at its meeting on 12 November 2020).</p>	
Freedom of speech	Freedom of Speech policy	2.9	Consider report on implementation of Freedom of Speech policy and issues arising, as required	Council considered reports from the Vice-Chancellor and the Chair of the Academic Board about the University's Freedom of Speech policy.	<p>Council received reports on the University's implementation of the principles of the Review of Freedom of Speech by Justice Robert French, notably submissions by the University to the Walker Review (Council meeting of 12/11/20).</p> <p>At its meeting on 10 December 2020 Council received a comprehensive report from the Chair of the Academic Board of actions taken in 2020 to uphold academic freedom.</p>	

Responsibility or function	Ref	No.	Item	Actions	Outcomes	Achieved
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	Council held a Student Forum on 1 October 2020.	Students provided their perspectives on their experiences studying fully online in the COVID-19 situation.  Council particularly noted what students said should be retained from the fully online experience for the future.	
<b>3. Overseeing the management and control of finances</b>						
Oversee the management and control of the University finances 9(1)(e)  Safeguard integrity in financial reporting	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	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. Council considered detailed reports on projected monthly cash flow and on when borrowings were likely to be required to support the University's financial position given the decline in revenue arising from the COVID-19 crisis.  Council considered reports from the Investment Committee on the performance of the University's investments throughout the year.	Yes
	ASX4,7	3.2 (see also 2.2)	Consider and if appropriate approve: <ul style="list-style-type: none"> <li>audited annual financial statements to ensure that they comply with the University's statutory responsibilities and with accounting standards</li> <li>written statement by CFO to accompany financial statements regarding risk management and internal compliance and control</li> </ul>	At its meeting on 19 March 2020 Council considered the University's audited annual financial statements and the opinion of the Victorian Auditor-General.	Council approved the annual financial statements at its meeting on 19 March 2020 subject to finalisation with the Auditor-General of the Subsequent Event Notice relating to COVID-19. This was completed on 28 April 2020.	
	9(1)(e)	3.3	Monitor finances and major projects (Note: Reporting on major projects is in accordance with the Governance Framework for Projects endorsed by	Council considered the finance and major projects reports at each meeting.	Financial performance was monitored throughout the year and any material variations to budget and to major project milestones were analysed. Council approved one new major project – the Research Transformation Program at its meeting on 1 October 2020, and approved a change request	

Responsibility or function	Ref	No.	Item	Actions	Outcomes	Achieved
			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.)		for the Geelong Future Economy project at its meeting on 10 December 2020.	
	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	Council considered a report from the Audit and Risk Committee on VAGO's report to the Victorian Parliament on Victorian universities.	Council noted Deakin's sound position in terms of financial sustainability using the ratios applied by the Victorian Auditor-General.  Council monitored these ratios throughout the year in the regular financial reports.	
	9(1)(e)	3.5	Consider and if appropriate approve amendments to the Financial Delegations policy as required	Council approved the current <a href="#">Delegations policy</a> on 6 March 2019 and this version of the policy remains in force.		
	9(1)(e)	3.6	Consider minutes of the Finance and Business Affairs Committee meetings and any issues arising	Council considered reports from the Finance and Business Affairs Committee following each of its meetings.	Council noted the matters considered by the Committee and the reasons for the endorsement of business cases or any conditions attaching to the approval of expenditure.	
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	Council considered reports from the Finance and Business Affairs Committee on its quarterly review of the performance of controlled and associated commercial entities and from the Audit and Risk Committee on its biannual risk assessment of controlled and associated entities.	Council noted minutes of the Finance and Business Affairs Committee and the Audit and Risk Committee regarding controlled and associated entities.  Council considered the risk assessments for each of the University's controlled entities and noted any ratings above Low and controls for relevant risks. 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.  There were no University associated entities that met the requirements of the definition of an associated entity under 50AAA of the <i>Corporations Act 2001</i> .	

Responsibility or function	Ref	No.	Item	Actions	Outcomes	Achieved
<b>4. University legislation and policies</b>						
Make statutes and regulations	28	4.1	Consider and if appropriate approve proposals for making, amending and revoking legislation	Council considered proposals from the Legislation Committee for a major overhaul of the University statutes and regulations.	At its meeting on 23 July 2020 Council approved a significant streamlining and simplification of the University's statutes and regulations resulting in the reduction of 16 statutes to a single University Statute and 44 Regulations down to three – the Council Regulations, the Vice-Chancellor's Regulations and the Academic Board Regulations and delegating the power to make their respective regulations to the Vice-Chancellor and Academic Board.  The new legislation will come into effect following Ministerial approval of the Statute and publication of the Statute and Regulations on the University website.	Yes
Establish policy and procedural principles for the operation of the University consistent with legal requirements and community expectations Establish policies relating to the governance of the University	8(3)(d) 9(1)(b)	4.2	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	Council considered amendments to the University's Policy Framework following endorsement by the Legislation Committee.	Council approved amendments to the Policy Framework at its meeting on 12 November 2020.	
		4.3	Receive annual report on policies made, amended and revoked during the year	A list of policies made, amended and revoked in 2020 is included in the Report on the Exercise of Council Delegations at <a href="#">agenda item 28</a> .		
		4.4	Consider minutes of Legislation Committee meetings and any matters arising	Council considered minutes following each meeting of the Legislation Committee.	Council considered reports from the Legislation Committee following each of the Committee's meetings.  In 2020 Legislation Committee reports focussed in particular on the review and streamlining of University legislation.	

Responsibility or function	Ref	No.	Item	Actions	Outcomes	Achieved
<b>5. Overseeing and monitoring academic activities</b>						
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	Council received a report following each meeting of the Academic Board on its oversight and monitoring of standards in teaching and research across the University.	<p>Council considered reports on each meeting of the Academic Board augmented by comments from the Chair of the Board.</p> <p>At its meeting on 23 July 2020 Council received a detailed report from the Deputy Vice-Chancellor Education on student progress and assessment and integrity in the fully online learning environment in Trimester 1.</p> <p>At its meeting on 1 October 2020 Council received a presentation from the Dean of Students which addressed issues such as student academic integrity and management of student complaints and appeals.</p>	Yes
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 to uphold academic standards, quality assurance and academic freedom	Council received reports from the Chair of the Academic Board on academic governance and academic freedom.	<p>At its meeting on 10 December 2020 Council considered a report from the Chair of the Academic Board on academic governance and actions to uphold academic freedom and freedom of expression during the year.</p> <p>Council also received regular updates from the Vice-Chancellor on the French and Walker reviews of freedom of speech at Australian universities.</p>	
Oversee conferral of higher education awards	TEQSA 6.1.1, 6.2.1h	5.3	Consider reports on conferral of higher education awards at graduation ceremonies	Higher education and honorary awards are conferred with the authority of Council.	<p>Due to the COVID-19 situation:</p> <ul style="list-style-type: none"> <li>all graduations were <i>in absentia</i> from March 2020</li> <li>meetings of the Honorary Degrees Committee were put on hold for 2020 until either (i) graduation ceremonies resume or (ii) alternative arrangements for awarding honorary degrees are made.</li> </ul>	
Consider conferral of higher doctorates	Reg 5.2(5)	5.4	Consider and if appropriate approve conferral of higher doctorates as required	In 2020 no higher doctorates were recommended to Council for conferral (none in 2019 and 2018).		
Consider reports on research initiatives including	8(3)(g)	5.5	Consider reports on research initiatives	Council considered reports on research and commercialisation initiatives.	Council considered regular updates on research strategy from the Vice-Chancellor and the Deputy Vice-Chancellor Research during the year.	

Responsibility or function	Ref	No.	Item	Actions	Outcomes	Achieved
commercialisation of research projects			Consider and if appropriate approve research initiatives of strategic significance including major research commercialisation initiatives, as required.		<p>Council provided feedback strengthening the research sections and the connection to commercialisation in the new strategic plan.</p> <p>At its meeting on 1 October 2020 Council approved the Research Transformation Program major project to support research strategy and commercialisation.</p> <p>Council consider a report on the performance of research institutes including the commercialisation pipeline.</p>	
Consider presentations from Faculties and Institutes on academic activities	8(3)(g)	5.6	Consider presentations from Faculties and Institutes on academic activities.	<p>The program of presentations was tailored to the COVID-19 situation. Council received a presentation on the work of the Deakin Applied Artificial Intelligence Institute at its meeting on 19 March 2020.</p> <p>Council considered the five areas of academic impact in the University's new strategic plan <i>Ideas to Impact</i>.</p>		
<b>6. Overseeing and monitoring risk management, systems of control and accountability</b>						
Oversee and monitor the assessment and management of risk across the University	8(3)(f)	6.1	Review the University's risk appetite statement	Council considered updates to the University's risk appetite statement on the recommendation of the Audit and Risk Committee.	Council approved updates to the University's risk appetite statement at its meeting on 1 October 2020.	Yes
	8(3)(f)	6.2	Consider the Deakin risk profile (Headline Risk Report), including the treatment of high risks	Council considered the Deakin risk profile and comments from the Audit and Risk Committee following each meeting of the Committee.	Council carefully monitored the University's risk profile.	
	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	Council considered reports on the University's risk management program and actions to strengthen controls.	<p>Council considered the progress of actions to test and strengthen controls and paid particular attention to risks outside the University's risk appetite and actions to bring them within appetite.</p> <p>Council provided input into the scope and timing of the internal audit review of working from home.</p>	
	8(3)(f)	6.4	Consider minutes from meetings of the Audit and Risk Committee and any issues arising	Council considered minutes of each meeting of the Audit and Risk Committee and comments by the Chair on matters considered.		

Responsibility or function	Ref	No.	Item	Actions	Outcomes	Achieved
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	<p>Council considered:</p> <ul style="list-style-type: none"> <li>the twice-yearly risk assessments of controlled and associated entities through the Audit and Risk Committee</li> <li>quarterly reports on controlled commercial entities through the Finance and Business Affairs Committee.</li> </ul>	<p>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. There were no University associated entities that met the requirements of the definition of an associated entity under 50AAA of <i>the Corporations Act 2001</i>.</p> <p>Council considered the risk assessments for each of the University's controlled entities and noted any ratings above Low and controls for relevant risks.</p> <p>In addition the Finance and Business Affairs Committee reported to Council quarterly on controlled commercial entities.</p>	
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	Council received a report on University compliance management following each meeting of the Audit and Risk Committee.	<p>Council considered regular reports on University compliance management.</p> <p>The <a href="#">Risk Management</a> and <a href="#">Compliance Management</a> policies were approved by Council on 14 November 2019 and remain current.</p>	
	8(3)(e)	6.7	Oversee internal audits and consider issues arising from audits as required	Council received the internal audit plan reports on issues arising from audits through the Audit and Risk Committee.	<p>Council considered audit coverage and noted the implementation of follow-up actions from audits.</p> <p>Council received the Strategic Audit Plan 2021 – 2023 mapped to the University's risk profile at its meeting on 10 December 2020.</p>	
	8(3)(e)	6.8 see also 7.6	Receive annual report on crisis and emergency management and updates	Council received a report on crisis and emergency management via the Audit and Risk Committee.	Council noted that the Audit and Risk Committee was comfortable with the maturity of the University's controls over crisis and emergency management.	
			Consider reports on crisis events as arising	The Vice-Chancellor reported to Council on actions to address the COVID-19 crisis at each meeting during 2020.	Council received regular reports on the work of the Crisis Incident Management Team during the business continuity and recovery phases of the COVID-19 crisis.	

Responsibility or function	Ref	No.	Item	Actions	Outcomes	Achieved
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	Council considered a report from the Audit and Risk Committee on its review of a report on students complaints (21 May).	<p>Council considered advice from the Audit and Risk Committee from its review of student complaints during 2019 and how systemic issues are being addressed.</p> <p>Council received a presentation from the Dean of Students on student complaints and appeals at its meeting on 1 October 2020.</p> <p>At its meeting on 10 December 2020 Council considered a presentation from the Chief Operating Officer on human resource issues, staff satisfaction measures and staff wellbeing, health and safety.</p>	
<b>7. Overseeing management and control of property and business affairs</b>						
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	There were no property acquisitions for Council approval in 2020 either directly or under delegation.		Yes
	9(1)(d)	7.2	Receive reports on any property acquired exercising delegated authority from Council, as required	Council received regular reports on the status of negotiations with the Victorian Government on: <ul style="list-style-type: none"> <li>a long-term lease to develop the Queenscliff Marine Science Centre</li> <li>plans for a Geelong Convention Centre and associated use of the University's Waterfront car park.</li> </ul>		
	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	Council considered advice from the Finance and Business Affairs Committee on proposed major projects, including financial analyses and risk treatments.	<p>Council approved expenditure, subject to certain reporting requirements to FBAC, the Research Transformation Program major project.</p> <p>At its meeting on 10 December 2020 Council approved a change request for the Geelong Future Economy Precinct.</p> <p>The progress of all ongoing major projects against scope, timeline and budget targets was tracked at each meeting and the reasons for any variations analysed.</p>	Yes
	9(1)(d)	7.3	Consider and if appropriate approve commercial ventures including establishing or	Council considered reports from the Vice-Chancellor, Chancellor and the Finance and Business Affairs Committee on	Council noted the progress of Universal Motion Simulator Pty and FLAIM Systems Pty Ltd.	

Responsibility or function	Ref	No.	Item	Actions	Outcomes	Achieved
			joining companies, as required	University commercial ventures and initiatives.		
	9(1)(d)	7.4	Consider annual report on campus infrastructure and property strategy	At its meeting on 12 November 2020 Council received a presentation from the Chief Operating Officer on the Campus Infrastructure and Property Strategy and particularly noted the change to the strategy arising from the COVID-19 situation.		
	9(1)(d)	7.5	Note actions on any issues arising from annual asset management report	The Finance and Business Affairs Committee considered the annual asset management report at its meeting on 29 October.	The Finance and Business Affairs Committee reported to Council on the annual asset management report at Council's meeting on 12 November 2020.	
	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	Council considered the annual report on disaster and critical incident management via the Audit and Risk Committee.	Council noted issues arising from the annual report on disaster and critical incident managements and comments by the Audit and Risk Committee.	
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	The Vice-Chancellor and Chief Financial Officer reported to the Finance and Business Affairs Committee on the University's commercial activities.	The register of commercial activities is reported in the University's Annual Report tabled in the Victorian Parliament.	
		7.8	Review and if appropriate approve changes to the Commercial Activities and Entities policy and procedure	Council approved proposed amendments to the Commercial Activities and Entities policy and procedure at its meeting on 10 December 2020.		
		7.9	Report on progress against commercialisation strategy	Council considered regular updates from the Vice-Chancellor and the Deputy Vice-Chancellor Research on the University's research strategy and commercialisation strategy. Council received a report on the commercialisation pipeline from work by the University's Institutes at its meeting on 10 December 2020.		
Oversee the management of University investments	46	7.10	Review the University's investment objectives	Council considered the review of the University's investment objectives by the Investment Committee.	Council noted the review of the University's investment objectives and further development of the Responsible Investment strategy.	
	46	7.11	Authorise payments from the Future Fund as required	Payments into and from the Future Fund are considered as part of setting the Financial Plan.	Council considered the Financial Plan 2021-2023 and noted projections for the Future Fund.  Council considered in detail the role of the Future Fund versus borrowing to meet funding needs in the recovery from the COVID-19 crisis.	

Responsibility or function	Ref	No.	Item	Actions	Outcomes	Achieved
					At its meeting on 1 October 2020 Council approved a framework for meeting future funding needs covering the Future Fund and borrowing.	
	46	7.12	Consider reports from the Investment Committee on the performance of University investments including Responsible Investing impact	Council considered reports from the Investment Committee following each of its meetings.	Council considered reports from the Investment Committee, including on: <ul style="list-style-type: none"> <li>investment objectives</li> <li>the Investment Governance Framework</li> <li>investment performance</li> <li>Responsible Investing impact.</li> </ul>	
	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)			
<b>8. Council's own affairs, appointments and effectiveness</b>						
Appoint the Chancellor	Reg 3.1(1)	8.1	Elect Chancellor as required by term of office	At its meeting on 21 May 2020 Council re-elected Mr John Stanhope AM as Chancellor for a further term of five years from 1/1/2021 to 31/12/2025.		Yes
Appoint Deputy Chancellors	Reg 3.1(1)	8.2	Appoint Deputy Chancellors as required by terms of office	Ms Kathy Grigg, Ms Philippa Kelly and Mr Peter Niblett served as Deputy Chancellors throughout 2020.	Council has appointed the following Deputy Chancellors for 2021: <ul style="list-style-type: none"> <li>Ms Kathy Grigg until 30 June 2021</li> <li>Ms Philippa Kelly until 31 December 2021.</li> </ul>	
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	Council considered reports and recommendations from the Chancellor's Advisory Committee on appointed positions on Council.	The following (re)appointments were made in 2020: <ul style="list-style-type: none"> <li>Ms Philippa Kelly from 1/1/21-31/1/21</li> <li>Dr Lyn Roberts 1/1/21-31/12/23</li> <li>Mr Nino Ficca 1/1/21 – 31/12/23</li> </ul> in accordance with the <a href="#">Council Members Appointment and Remuneration procedure</a> .	
Manage Council's own affairs	TEQSA 6.1	8.4	Consider minutes from Chancellor's Advisory Committee meetings and any issues arising	The Chancellor's Advisory Committee reported on each of its meetings to Council.	Council considered the minutes of each meeting of the Chancellor's Advisory Committee.	
Establish and empower committees	Sch 1, 15	8.5	Consider minutes from each meeting of committees and oral reports from Chairs highlighting key issues	Each Committee provides minutes of each meeting to the next meeting of Council.	Council considered the minutes of each Committee meeting including oral comments by each Committee Chair.	

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	Sch 1, 15	8.6	Appoint Committee members, Chairs and Deputy Chairs	Council considered recommendations from the Chancellor's Advisory Committee on the appointment of Committee Chairs and members.	Council appointed Committee Chairs and members effective from 1 January 2021.	
Approve business schedule	8(3), 9(1)	8.7	Consider and if appropriate approve annual Council business schedule	Council considered its 2021 business schedule on the recommendation of the Chancellor's Advisory Committee.	Council approved its 2021 business schedule.	
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 each Committee considers a report on the fulfilment of its business schedule at its final meeting of the year.	At its meeting on 10 December 2020 Council received reports on Council's and each Committee's fulfilment of its business schedule for 2020.	
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	The relevant phase of the two-year cycle is: <ul style="list-style-type: none"> <li>• 2019 review by external consultant (Boards Global)</li> <li>• 2021 review by questionnaire of Council and Committee members and attendees at Council and Committee meetings.</li> </ul>		
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 received reports on the implementation of recommendations from the 2019 Council Performance Review. Implementation is complete and actions integrated into Council's ongoing operations and business schedule.		
Corporate governance update	Code 3, 5	8.11	Receive and consider presentations on latest developments in corporate governance	The 2019 Council Performance Review had regard to the latest developments in corporate governance.  In 2020 Council considered the agreement negotiated by a number of University Vice-Chancellors and the National Tertiary Education Union with regard to Council's governance responsibilities.  Council approved updates to the Council Charter and to Council's Operating Provisions reflecting best practice in corporate governance.  Council also noted outcomes from meetings of the University Chancellors Council reflecting good corporate governance.		

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<b>9. University appointments and remuneration</b>						
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	The Vice-Chancellor recommended to Council the (re)appointment of members of the Executive as required.	Council reappointed several members of the Executive ahead of the expiry of their contracts to ensure stability and continuity in the COVID-19 situation. Council approved the appointment of Professor Vanessa Lemm as incoming Executive Dean Arts and Education from 2021.	Yes
Appointment of Emeritus Professors	Reg 3.1(5)	9.2	Consider and if appropriate confer the title of Emeritus Professor	The Vice-Chancellor recommended to Council the conferral of the title of Emeritus Professor on appropriately credentialed individuals. The Vice-Chancellor obtained the endorsement of the Academic Board prior to Council consideration.	Council conferred the title of Emeritus Professor on 10 individuals in 2020.  At its meeting on 10 December 2020 Council approved a proposal for the establishment of a new Emeritus Professors Appointment policy.	
Appointment of Alfred Deakin Professors	Academic Promotion policy	9.3	Consider and if appropriate confer the title of Alfred Deakin Professor	The Vice-Chancellor recommended to Council the conferral of the title of Alfred Deakin Professor on appropriately credentialed individuals.	Held over in 2020 pending recommencement of graduation ceremonies or alternative conferral arrangements.	
Approval of Honorary Degrees	Reg 5.2(6)	9.4	Consider and if appropriate approve the conferral of Honorary Degrees	The Vice-Chancellor recommended to Council the conferral of Honorary Degrees on the advice of the Honorary Degrees Committee.		
	Reg 5.2(6)	9.5	Consider minutes of Honorary Degrees Committee meetings and any issues arising	The Honorary Degrees Committee forwarded the minutes from each of its meetings to Council.		
<b>10. Naming approvals and reports not listed elsewhere</b>						
Faculties	Reg 2.3(1)	10.1	Consider and if appropriate approve the establishment and name of Faculties, as required	Not applicable in 2020.		Yes
Institutes	Statute 2.4	10.2	Establish and disestablish Institutes as required	Council is the approval authority for establishing and disestablishing research institutes.	No institutes were established or disestablished in 2020.	
Facilities	Naming of Facilities	10.3	Consider and if appropriate approve proposals to name	The Vice-Chancellor presents proposals for the naming of facilities and entities.	At its meeting on 12 November 2020 Council approved the name of the new student residences	

Responsibility or function	Ref	No.	Item	Actions	Outcomes	Achieved
	and Entities policy		campuses, buildings, rooms or outdoor spaces, as required		at the Geelong Waurn Ponds Campus subject to one condition.	
Named Professorial Positions		10.4	Consider and if appropriate approve proposals to name organisational areas or named professorial positions, as required	Not applicable in 2020.		
University seal and contracts report	Statute 8.1 and Contracts policy s 21	10.5	Receive report regarding affixation of seal and execution of contracts where reporting to Council is required by the Contracts Policy	Council received a report from the University's General Counsel at each meeting on the affixation of the University seal and on contracts required to be reported to Council in accordance with s 21 of the <a href="#">Contracts procedure</a> .	Council noted reports meeting on the affixation of the University seal and on contracts required to be reported to Council in accordance with s 21 of the <a href="#">Contracts procedure</a> .	

**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