

2025 COUNCIL BUSINESS SCHEDULE

Where an item is not scheduled for a particular meeting it will be dealt with at the first available meeting.

RESPONSIBILITY OR FUNCTION	REF.	NO.	ITEM	6-7 Feb WPE	20 March Waterfront	15 May Burwood	1 Aug Waterfront	25 Sep Waterfront	7 Nov Warrnambool	5 Dec 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	X						
	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		X	X	X	X	X	X
	8(3)(b)	1.3	Augment Council meetings with lunch and presentations on future focused issues in governance, technology and universities and deepen relationships with Executives through shared lunches and dinners	X			X		X	X
	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						X 2026 Budget and 2026-2028 Financial Plan	
	8(3)(b)	1.5	Monitor success, trajectory and risk profile of International Branch Campuses		X	X	X	X	X	
	9(1)(e)	1.6	Consider a report on the progress of Deakin's overarching carbon neutral strategy <i>(Review reporting arrangements after 19 March 2026)</i>		X (2026)				X (2025)	
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)	2.1a	Consider annual report on the Vice-Chancellor's performance and remuneration							X
		2.1b	Assure compliance with Australian Universities Code on Vice-Chancellor and Senior Staff Remuneration		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		X					
	8(3)(c)	2.3	Consider written and oral reports from the Vice-Chancellor on current matters		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 (Dashboard Report) <i>and</i> Conduct deep dive into individual sections of the KPI Dashboard until all sections are covered		X		X			X
	8(3)(c)	2.5 (& 5.4)	Consider Executive and senior staff presentations on University plans and developments in Faculties, Schools and Institutes	X		X	X	X	X	X
	8(3)(c)	2.6	Consider reports on human resources issues – staff satisfaction, retention and turnover		X		X			X
	8(3)(c)	2.7	Quarterly report on Workplace Wellbeing, Health and Safety		X	X		X		X
	8(3)(c)	2.8	Consider reports on and effectiveness of programs to prevent and respond to sexual harm	Action sheet item for reporting in line with relevant events, correspondence, reports				X Annual Respect and Sexual Harm Prevention Report	Action sheet item for reporting in line with relevant events, correspondence, reports	
People and culture strategy	8(3)(c)	2.10	Consider minutes of People and Culture Committee meetings and reports on performance and reward policies, succession planning and people and culture strategy		X		X			X
	Action item for 2025	2.11	Consider the approach for the next Deakin Enterprise Agreement				X			
Code for Upholding Freedom of Speech and Academic Freedom	Code approved by Council	2.12	Consider report on compliance with the Code underpinning Annual Attestation Statement		X					X
		2.13	Consider reports on any issues on implementation of the Code, as required							
Council session with current students and recent graduates	n/a	2.14	Meet with groups of students to discuss issues they face and how Deakin can meet their needs and improve their university experience			X				

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Indigenous strategy and innovation	Preamble to Act	2.15	Consider annual report/presentation on Indigenous strategy, employment and innovation		X					
3. Overseeing the management and control of finances										
Oversee the management and control of the University finances 9(1)(e) Safeguard integrity in financial reporting	9(1)(e)	3.1	Consider end of year financial report, including cash flow projections, capital expenditure performance and investment performance		X					
	ASX 4,7	3.2 (& 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 		X					
	ASX 4,7	3.3	Consider and if appropriate approve audited financial statements for GIFT City for the period 1 April to 31 Marcg, India to ensure they comply with the University's statutory responsibilities and with accounting standards				X			
	9(1)(e)	3.4	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 and FBAC's ToRs 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.) See also 1.5 above.</i>		X	X REACH presentation and six monthly report	X	X REACH September milestone report	X	X
	9(1)(e)	3.5	Consider outcomes of the Victorian Auditor-General's analysis of the financial performance of Victorian universities including financial sustainability indicators				X			
	9(1)(e)	3.6	Consider and if appropriate approve amendments to the Delegations policy, as required							
	9(1)(e)	3.7	Consider minutes of Finance and Business Affairs Committees meetings and any issues arising		X	X	X	X	X	
Monitor activities of controlled and associated commercial entities	C'cial activity guidelines	3.8 (& 7.9)	Receive summary quarterly reports on controlled commercial entities and consider any issues arising		X	X		X	X	
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, as required							
	28	4.2	Consider reports on Regulations made or amended by the Vice-Chancellor or the Academic Board, as appropriate			X		X		X
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)	4.3	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							
		4.4	Receive annual report on effectiveness of the Policy Framework and status of Council approved and oversighted policies							X
5. Overseeing and monitoring academic activities										
Oversee and monitor the academic activities of the University Monitor academic standards and quality assurance	8(3)(g), TEQSA 6.1.1, 6.2.1f	5.1	Consider reports on academic governance standards and compliance with TEQSA academic governance requirements		X	X	X	X	X	X
Protect free intellectual inquiry and expression in learning, teaching, and research	TEQSA 6.1.4 Model Code	5.2 (& 2.10, 2.12)	Consider annual review of activities by the Academic Board on academic freedom Consider other reports on freedom of speech and academic freedom, as required							X

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Consider reports on research initiatives including commercialisation of research projects	8(3)(g)	5.3	Consider reports on research initiatives Consider and if appropriate approve research initiatives of strategic significance including major research commercialisation initiatives, as required	X	X					
Consider presentations from Faculties and Institutes on academic activities	8(3)(g)	5.4 (see also 2.5)	Consider presentations from Faculties and Institutes on academic activities			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 and approve the University's risk appetite statement							X
	8(3)(f)	6.2	Consider the Deakin risk profile (Headline Risk Report), including the treatment of high risks		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		X	X	X	X		X
	8(3)(f)	6.4	Consider report on alignment between risk culture and risk appetite							X
	8(3)(f)	6.4	Consider minutes of Audit and Risk Committee meetings and any issues arising		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		X			X		
Oversee and monitor systems of control and accountability across the University	8(3)(e)	6.6	Consider Risk and Compliance Report		X	X	X	X		X
	8(3)(e)	6.7	Oversee internal audits and consider issues arising from audits, as required		X	X	X	X		X
	8(3)(e)	6.8 (see also 7.7)	Receive annual report on crisis and emergency management		X					
			Consider reports on crisis events, as required							
	8(3)(e)	6.9	Consider reports on the University's cybersecurity systems and controls			X		X		X
	8(3)(e)	6.10	Consider annual report on insurance program				X			
8(3)(e)	6.11	Consider report on implementation of the University Foreign Interference Taskforce Guidelines and compliance with relevant legislation and policy								X
Consider annual report on student complaints and monitor the availability of information about internal grievance procedures	TEQSA 2.4 Code 9	6.11	Review handling of student complaints Monitor availability of information on staff grievance procedures and issues arising			X				
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							
	9(1)(d)	7.2	Receive reports on any property acquired exercising delegated authority from Council, as required							
	9(1)(d)	7.3 (see also 3.4)	Consider and if appropriate approve business cases for projects of \$10m or greater or of significant complexity or risk that form part of the capital expenditure and projects program, and variations to those projects in terms of scope, budget, schedule							
	9(1)(d)	7.4	Consider and if appropriate approve commercial ventures including establishing or joining companies, as required							
	9(1)(d)	7.5	Consider annual report on campus infrastructure and property strategy						X	
	9(1)(d)	7.6	Note actions on any issues arising from annual business asset management report						X	
	9(1)(d) 8(3)(f)	7.7 (see also 6.8)	Note actions on any issues arising from annual report on disaster and critical incident management affecting the management and control of property			X	X	X		X
	9(1)(d) 8(3)(e)	7.8	Approve Annual Modern Slavery Statement			X				

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Oversee the management and control of commercial activities	C'cial activity guidelines	7.9 (see also 3.8)	Review and approve commercial activities covered by Ministerial guidelines, as required							
		7.10	Review and if appropriate approve changes to the Commercial Activities and Entities policy and procedure, as required							
		7.11	Report on progress against commercialisation strategy, as required							
Oversee the management of University investments	46	7.12	Consider reports from the Investment Committee on the performance of University investments including Responsible Investing impact Review the University's investment objectives			X	X	X		X
	46	7.13	Note any changes to the Investment policy and procedure and associated documents made by the Investment Committee in accordance with its term of reference 2							
	46	7.14	Authorise payments from the Future Fund, as relevant							
8. Council's own affairs, appointments and effectiveness										
Appoint the Chancellor	University Statute 7	8.1	Appoint Deakin's next Chancellor from 1 January 2026	X						
Appoint Deputy Chancellors	University Statute 8	8.2	Appoint Deputy Chancellors as required by terms of office			X In accordance with process agreed by Council Nov 2023			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			X	X			
Manage Council's own affairs	TEQSA 6.1	8.4	Consider minutes from Chancellor's Advisory Committee meetings and any issues arising		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		X	X	X	X	X	X
	Sch 1, 15	8.6	Appoint committee members and Chairs							X
Approve business schedule	8(3), 9(1)	8.7	Receive Council business schedule for the next year							X
Review fulfilment of responsibilities	8(3), 9(1)	8.8	Receive report on Council's fulfilment of its business schedules for the current year, including input from committees							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			X				
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				X			
Corporate governance update	Code 3, 5	8.11 (see also 1.3)	Receive and consider presentation on latest developments in corporate and university governance							
9. University appointments and remuneration										
Executive appointments	27(2), Council Reg 13	9.1	Consider and if appropriate approve the appointment of Executive members: DVCs and Vice-Presidents as per Council Reg 13 and Faculty Executive Deans as per VC Reg 6.1, as required							
Executive Remuneration	PCC ToRs	9.2	Consider reports on remuneration of Executive members and ensure compliance with Australian Universities Code for Vice-Chancellor and Senior Staff Remuneration		X					X
Approval of Honorary Degrees	Council Reg 23	9.4	Consider and if appropriate approve the conferral of Honorary Degrees					X		
	Council Reg Sch 1	9.5	Consider minutes of Honorary Degrees Committee meetings and any issues arising					X		

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10. Naming approvals and reports not listed elsewhere										
Faculties	Council Reg 16	10.1	Consider and if appropriate approve the establishment and name of Faculties, as required							
Institutes	Council Reg 16	10.2	Establish and disestablish Institutes, as required							
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							
Named Professorial Positions		10.4	Consider and if appropriate approve proposals to name organisational areas or named professorial positions, as required							
University seal and contracts report	Uni Statute policy, Contracts policy	10.5	Receive report regarding affixation of seal and execution of contracts where reporting to Council is required by the Contracts Policy		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

Reports to Council include minutes of Council Committee meeting

Version: 13 December 2024