



CONFIDENTIAL

COUNCIL

The 437th meeting of the Council was held at 9:15am on Friday 2 December 2016, in the R C Mills Room, Level 4, Chancelry Building, ANU campus, Canberra.

Present:

The Chancellor, Professor Gareth Evans AC QC (in the Chair)
The Vice-Chancellor, Professor Brian P. Schmidt AC
The Pro-Chancellor, Ms Robin Hughes AO
Mr Graeme Samuel AC
Dr Doug McTaggart
Professor Suzanne Cory AC
Ms Naomi Flutter
Mr Peter Yu
Ms Natasha Stott Despoja
Professor Tim Senden
Professor Jan Provis
Ms Deborah Veness
Professor Catherine Waldby
Ms Alyssa Shaw, President, PARSA
Mr James Connolly, President, ANUSA

In attendance:

Deputy Vice-Chancellor (Academic) – Professor Marnie Hughes-Warrington
Deputy Vice-Chancellor (Research) – Professor Margaret Harding
Pro-Vice Chancellor (Innovation) – Professor Michael Cardew-Hall
Pro-Vice Chancellor (University Experience) – Professor Richard Baker
Executive Director, Administration and Planning – Mr Chris Grange
Chief Financial Officer – Mr Alastair Sinton

Chancelry staff:

Director, Corporate Governance and Risk Office – Ms Kate Molloy
Associate Director, Corporate Governance and Policy – Mr Andrew Heath
Senior Governance Officers – Ms Leslie McDonald, Ms Louise Gell

PART 1: PROCEDURAL ITEMS

1. ANNOUNCEMENTS

The Chancellor welcomed Ms Natasha Stott Despoja to the Council joining for her first meeting today. Ms Stott Despoja's term is effective from 1 September 2016 to 30 June 2020.

In addition, Council welcomed Mr James Connolly who has now taken up his one year term as ANUSA President effective from 1 December 2016.

There were no other apologies for the meeting.

2. LEAVE OF ABSENCE

No member sought leave of absence.

3. DISCLOSURE OF MATERIAL PERSONAL INTEREST

Professor Catherine Waldby advised, for the record, that she holds an NHMRC grant with Simon Easteal, Director of the National Centre for Indigenous Genomics, and is directly involved with its research program;

and that she is a member of the steering committee for the CAP-CASS governance working party. Both items were listed on the agenda, for discussion. The Chancellor noted that neither of these disclosures represented any material conflict.

No other member disclosed a material personal interest in any matter on the agenda.

4. ARRANGEMENT OF AGENDA

No additional items were declared confidential.

Council resolved to star the following agenda items:

- Agenda item 14 – CAP/CASS Governance project;
- Agenda item 20 – 2016 World University rankings, and the Asia 100 rankings, considered as part of the overall presentation by the Deputy Vice-Chancellor (Research) (Agenda item 11);
- Agenda item 35 – ANU risk self-assessment – Crime and Corruption Commission report.

The following additional items were placed on the agenda:

- Immediately following Agenda item 6 – Vice-Chancellor's report, the Chancellor's update on the current status of the draft Bill for a new ANU Act
- Under Other Business (Agenda item 39.1), a proposal for the award of honorary degree to Dr Brendan Nelson, following the meeting of the Honorary Degrees Committee, held on 1 December 2016.

No other items were unstarred. Unstarred items were approved on the motion of the Vice-Chancellor.

5. MINUTES

Resolved:

That the Council confirm the resolution without a meeting of 15 August 2016 (764/2016) and the minutes of the meeting held on 30 September 2016 (759/2016) as correct records.

PART 2: KEY BUSINESS ITEMS

6. VICE-CHANCELLOR'S REPORT

The Vice-Chancellor introduced his report, highlighting the following items:

- A series of meetings held in Kuala Lumpur, Beijing, Hong Kong and Singapore, with a view to harnessing partnerships with various universities, broadening our engagement with industry, students and alumni, at international level;
- Meetings with Ministers to explore research and innovation opportunities with key international strategic partners; and consider public policy issues where ANU is recognised as a primary national resource in driving Australia's transition to an innovation economy;
- Attending the annual HC Nugget Coombs Memorial Lecture in Darwin, followed by a series of meetings to consider research opportunities in partnership with other States and universities;
- Research grant outcomes, in particular, NHMRC grants secured by ANU staff, together with excellence awards to research staff;
- Progress being made to establish the public policy hub to operate at the Crawford School, with the objective of providing a resource to researchers, to secure funding support, enable them to generate ideas and to undertake the necessary foundation work to attract ongoing support from governments;
- Senior staff appointments for the positions of Dean, College of Asia and the Pacific, Dean, Higher Degree Research, Director, Fenner School of Environment and Society; and ongoing work to recruit a new Head of School to the School of Music;
- Participation in the first meeting of Male Champions of Change in STEM, attended by leaders across the STEM sector, including the Chief Scientist of Australia. The objective of the group is to promote gender equity in the Australian STEM sector – as a component of the Science in Australia Gender Equity (SAGE) program – through male leaders acting as champions of gender equity. Of note, participation in the program represents a significant investment and a commitment to achieve Silver and Gold status over the life of the Strategic Plan, driving cultural change across ANU. Council member, Ms Natasha Stott Despoja, offered support to progress gender equity and diversity at ANU;
- Preparatory work for the 75th anniversary of the University to scope the project and engage with stakeholders. A project plan is in development, and potential authors are under consideration.

Resolved:

That the Council note the Vice-Chancellor's report.

6A. CHANCELLOR'S REPORT – ANU BILL AND COUNCIL COMPOSITION

The Chancellor briefed Council about the current status of the ANU Bill *****

The new ANU Act will require the Nominations Committee to put forward two names to the Minister for every vacancy. In light of the need to make a recommendation to the Minister to replace Council member Ms Robin Hughes, when her term concludes on 30 June 2017, there is merit in adopting this approach in early 2017 when the Nominations Committee meets. The Nominations Committee is likely to offer a suggested order of preference to the Minister.

Attributes seen as priorities for the nomination and appointment of a new Council member to replace Ms Hughes' position on the Council are:

- a female, to ensure gender balance
- a background in arts/culture/humanities
- not a Victorian, given the need to achieve national balance

Council will need to separately deliberate on the appointment of the next Pro-Chancellor, no later than at its May 2017 meeting. The appointment will be made (as required under the current ANU Act) from amongst the 7 members appointed by the Minister, including Ms Hughes' replacement. The Chancellor indicated that he would discuss this position with Council members over coming months, particularly during his one-on-one consultations.

Council noted the Chancellor's update.

7. ANU STRATEGIC PLAN – FINAL DRAFT

Council noted that the final draft of the ANU Strategic Plan has been developed by the Vice-Chancellor and the University's Executive, in close consultation throughout with the Chancellor, and following an extensive period of consultation with an estimated 1,000 staff and students.

The Plan, as presented, will serve the following purposes, namely, to:

- drive action and change to ensure that ANU is a modern, national university of the highest standing, as measured by global standards;
- emphasise our unique role and responsibilities to serve society in our outreach undertakings;
- demonstrate leadership through evidence-based public policy contributions and public debate;
- position ANU as the portal for Asia and the Pacific, drawing on its depth and breadth of discipline expertise;
- demand excellence in all of our endeavours;
- define the importance of collegiality and collaboration in conducting our work;
- reaffirm our commitment to equity and diversity;
- encourage innovation and entrepreneurship;
- identify novel ways of working business and industry;
- inform priority setting and decision-making in relation to resource allocation across ANU;
- grow our revenue base; and
- broaden our alumni reach and strengthen our philanthropic connections and opportunities.

The plan includes 12 proposed 'measures' which will provide the basis for assessing the extent to which the University achieves its core strategic objectives. More granular metrics will be used to evaluate the impact of the six supporting plans that will operationalise the ANU Strategic Plan. The six supporting plans are expected to be:

- Academic Plan – led by the Deputy Vice-Chancellor (Academic)
- Research and Innovation Plan – led by the Deputy Vice-Chancellor (Research)
- Resources Plan – led by the Executive Director (Administration and Planning)
- Engagement Plan – led by the Pro Vice-Chancellor (Education and Global Engagement)
- University Experience Plan – led by the Pro Vice-Chancellor (University Experience)
- Societal Transformation Plan – led by the Vice-Chancellor

The draft supporting plans will be discussed with College Deans at a Senior Management Group retreat on 7 February 2017 and at the Council's strategic meeting in Melbourne on 16-17 February 2017. The supporting plans will cascade into College plans to be completed in Q2 2017.

The ANU Strategic Plan will be formally launched at the State of the University address, to be delivered on 9 February 2017.

In discussion, Council agreed on a number of small amendments to the draft text circulated to more clearly reflect ANU's unique role, reliance on the National Institutes Grant, and commitment to:

- equity and diversity as fundamental values;
- a culture of academic excellence and active management of staff performance;
- nurturing both realised, and potential, talent; and
- a renewed engagement and partnership with Indigenous Australia.

Council further noted work underway to develop a comprehensive reporting regime, underpinned by key performance targets (KPTs).

Resolved:

That Council approve the ANU Strategic Plan for implementation, as amended.

8. 2017 UNIVERSITY SUBSIDIARY ENTITIES' BUDGETS

Council noted that the 2017 budget for ANU Enterprise Pty Limited (ANUE) is a consolidation of ANUE, Australian Scientific Instruments Pty Limited (ASI) and The Social Research Centre (SRC) - (the Group). The following key highlights were noted (values in brackets reflect the 2016 projection unless otherwise noted):

- The Group is budgeting a net profit before tax of \$2.3m (loss \$0.1m), an improvement of \$2.4m against the 2016 projection.
- ANUE is budgeting a net loss before tax of \$0.1m (loss \$0.4m). The 2016 result has been adversely impacted by lower than anticipated consultancy revenues. ANUE has reviewed its structure and has engaged additional Business Development resources to drive growth. 39% of its revenues have been secured for 2017 and ANUE is confident that an improved position will be achieved in 2017.
- SRC continues to perform well and has a budgeted net profit before tax for 2017 of \$2.8m (profit \$2.8m).

BRU Holdings Pty Limited and SA2 Holdings Pty Limited

BRU Holdings Pty Limited (via BRU Project Pty Limited) and SA2 Holdings Pty Limited (via SA2 Project Pty Limited) operate Davey Lodge and Kinloch Lodge respectively.

As reported at Council's September 2016 meeting, BRU Holdings Pty Limited and SA2 Holdings Pty Limited each entered into a variation of lease pursuant to which the University would be able to give a notice to SA2 Project Pty Limited and BRU Project Pty Limited that the sublease between the project companies and the University will expire at the end of the notice period.

The Notice was issued to each company on 14 July 2016 and the leases expired on 1 August 2016. From 1 August 2016, the assets, liabilities, revenues and expenses have been reported in the University's results and projections and, as such, the 2017 budget information for these properties is included in the 2017 University budget.

Financial accounts and tax returns have been prepared for both BRU Holdings Pty Limited and SA2 Holdings Pty Limited as at 31 July 2016. The University has appointed a liquidator to voluntarily wind up both entities.

Resolved:

That the Council consider and approve the ANU subsidiary entities' budgets for 2017.

9. 2016 UNIVERSITY CONSOLIDATED FINANCIAL PROJECTION AND 2017 CONSOLIDATED BUDGET

In its consideration of the 2016 University consolidated financial projection and 2017 consolidated budget, Council noted the following highlights:

- The 2017 consolidated net result of \$48.9m is broadly in line with the projected 2016 result of \$48.7m;
- The increase in international student fees is estimated to generate \$23.9m in revenues;
- The forecast decrease in fees and charges is attributable to student accommodation revenues sold as part of the PBSA Investment Transaction (PBSA) (\$40.1m);

- An increase in employee expenses of \$14.4m, has been factored in, primarily due to:
 - Enterprise Agreement increases (2.5% from July 2017);
 - Increased academic headcount due to the commencement of the ANU Futures Scheme and VC's Entrepreneurial Scheme announced in August 2016, as part of the ANU's 70th Anniversary;
 - Increased professional headcount in relation to the establishment of the Public Policy Unit, offset by a further efficiency saving of \$2.5m;
 - Anticipated savings in workers compensation premiums through the implementation of self-insurance of \$2.5m; *****
- A decrease in Service costs of \$15.7m;
- A decrease in depreciation of \$17.3m *****.

At its September 2016 meeting, Council made particular note about the impact on the results of both the University and the student accommodation subsidiaries, BRU and SA2, following completion of the PBSA investment transaction. Both subsidiaries held the Davey and Kinloch lodge student residences which were subsequently transferred to the University's balance sheet on 31 July 2016, immediately prior to settlement of the transaction. From 1 August 2016, the remaining revenues and expenses of Davey and Kinloch lodge were included in the University's results.

The PBSA investment transaction and wind up of the student accommodation subsidiaries has resulted in a number of one-off abnormal items affecting the 2016 consolidated projected result and which are expected to be reflected in the Consolidated Financial Statements at 31 December 2016.

Resolved:

That the Council consider and approve the 2016 University Consolidated Financial Projection and 2017 Consolidated Budget.

10. UNION COURT REDEVELOPMENT – POP-UP VILLAGE

The Executive Director (Administration and Planning) briefed Council about the following matters:

- The Council agenda paper provided an estimated budget ***** , which, in recent weeks, has been the subject of further review;
- ***** further savings has been identified by way of:
 - Reducing the overall footprint of the interim Pop-Up Village facility;
 - Simplifying building and fitout materials and recycling furniture;
 - Reducing outdoor seating from 400 seats to 300 seats; and
 - Re-using and re-purposing Melville Hall.

In discussion, Council noted:

- Further to the recommendation of the Major Projects Joint Sub-Committee, the ANU Union has been invited to bid, on a competitive footing, for the licence to operate the Union bar; and
- Reports will be provided to successive meetings ***** .

Resolved:

That Council:

1. approve a not to exceed budget ***** for the construction and leasing of Union Court Pop-Up Village;
2. delegate authority to the Major Projects Joint Sub-Committee to approve the design and construction cost of the Pop-Up Village and any variation not exceeding the approved budget;

3. delegate authority to the Major Projects Joint Sub-Committee to approve the final commerce (rent and incentive) for the Pop-Up Village;
4. authorise the Vice-Chancellor, or his nominee, to fully implement all aspects of the construction and leasing of Union Court Pop-Up Village; and
5. receive update reports at successive meetings *****.

PART 3: STRATEGIC ISSUES

11. ANU RESEARCH AND INNOVATION

The Deputy Vice-Chancellor (Research), Professor Margaret Harding, gave a presentation on ANU research and innovation and progress to facilitate increased industry and external engagement.

The presentation included:

- high level statistics about the university's performance in NHMRC relative to the sector;
- commentary in relation to action in train to diversify resources (MRFF, commercialisation, industry, philanthropy) and to improve quality of our research (citations, N&S, hics), and
- an assessment of the impact and translation of ANU research and partnering with industry and business.

In discussion, Council noted the following:

- the University's strategy to improve research performance which relies on:
 - attracting revenue from non-government sources;
 - greater partnering with industry and business;
 - creating a performance culture; and
 - directing funds and support to areas of increasing strategic importance.

The University is making some inroads to diversify its revenue base where:

- in competitive funding (Category 1), ANU has secured a 38.5% success rate compared with a national success rate of 30.5% for ARC Futures Fellows; a 33.8% success rate compared with a national rate of 30.9% for ARC Early Career Research Awards; 5 NHMRC Fellowships, increasing its participation by 73% in project grants; secured \$48 million, over 7 years, in 9 ARC Centres of Excellence and is partner in 2 ARC Industry training Centres;
- in Industry and Government contracts and International (Category 2, 3), the University has secured funding from the Departments of Foreign Affairs and Trade, Defence, Prime Minister and Cabinet and through the ACT Government Energy Research Partnerships, representing a slow upturn in research performance;
- in Cooperative Research Centres (Category 4), the University has actively pursued a key role and the recent announcement of the Australian Centre for Cybersecurity Research Institute and pending Cybersecurity Cooperative Research Centre, positions the University's expertise in areas of national importance;
- better reporting processes are in place to enable a proportion of the National Institute Grant to be counted for HERDC purposes to deliver a direct revenue flow to ANU.

In respect of partnering with industry and business, the University has:

- established a new operating framework resulting in organisational restructuring; and the acquisition of a new team with specialist capabilities and a discipline focus to facilitate scale and to enhance responsiveness to meet industry needs and emerging research opportunities;
- made changes to policy in relation to Intellectual Property (IP) to remove impediments and to incentivise staff;
- embedded an investment framework into ANUE providing the funding mechanism to scale from seed funding for proof of concept proposals through to significant capital ventures, underpinning emerging research and supporting ideas incubation. Future investment partners are also being pursued.

***** Our work in public policy, engagement and outreach remains of utmost strategic importance, but does not attract the level of citations needed to lift our rankings. Measures being implemented to address these concerns include:

- strengthened performance management processes, incorporating statements of academic activity to enable itemisation of research, teaching and other activities by each member of the academic community. This information forms the basis of performance development and annual review discussions. To date, 51% of academic staff have engaged with the process, compared with 75% of professional staff;
- school reviews to drive improved performance;
- increasing the number of HDR students, with 500 students commencements in 2016, 35% of whom are international, 400 theses submitted and a commitment to drive completions as an enabler for attracting future funding support;
- centralised HDR support with a key goal to improve services, data, policy and procedures;
- funding support through start up grants to attract new talent to ANU, especially researchers with high citation track records;
- incentivising research performers; and
- bolstering our capability in medical research.

At the conclusion of the presentation, Council thanked Professor Harding for the presentation.

Resolved:

That the Council note the issues identified in the presentation about ANU research and innovation.

PART 4: OTHER MATTERS FOR DECISION

12. ANNUAL GOVERNANCE CONFORMANCE STATEMENT

Resolved:

That, for the 2016 reporting period, Council confirm the University's conformance with the:

- *Australian National University Act 1991,*
- *Public Governance, Performance and Accountability Act 2013,*
- *Higher Education Standards Framework (Threshold Standards) 2011: Section 3 Corporate and academic governance, and*
- *Voluntary Code of Best Practice for the Governance of Australian Universities*

13. ANNUAL INTERNAL AUDIT WORK PLAN 2017

Resolved:

That Council approve the annual Internal Audit Work Plan for 2017.

14. CAP/CASS GOVERNANCE PROJECT - PROGRESS REPORT, NOVEMBER 2016

Professor Michael Wesley, incoming Dean, College of Asia and the Pacific, provided Council with a progress report on the project.

The principal activities pursued throughout 2016, have focussed on:

- Curriculum design and planning across shared disciplines and undergraduate student programs to deliver a consistent and seamless approach, for the first time, noting that a technology solution is needed to make information available and accessible online to students, irrespective of their College;
- Extensive consultation and engagement with student groups to deliver more targeted student-focused events and activities; and to strengthen student service processes and mechanisms;
- Programs, involving academic and professional staff to enhance collegiality and collaboration.

Since the 22 July 2016 meeting of Council, the following work has been completed:

1. Curriculum design and planning

- Joint Discipline Advisory Group analysis of courses and programs in **Archaeology, Politics and International Relations, History and Languages** with the objective of achieving improved integration and program optimisation across these areas, setting the tone for program streamlining and better resource deployment, going forward;
- Establishment of shared curriculum design and planning principles.

2. The student experience and student services delivery

- Delivery of joint 2017 Undergraduate Guide;
- ANU Open Day (August 27): full integration of CAP/CASS information and staffing;
- Joint Student Services Working Party: review of shared approach to the delivery of student services; developed and implemented processes review and knowledge sharing program;
- Development of a student engagement plan with ANUSA to facilitate the integration of student feedback into the project and to determine the key issues for students and what changes are student priorities. In this regard, Council noted that a similar approach will be pursued for postgraduate students involving PARSA.

3. Staff engagement

- Delivery of joint professional staff best practice workshops and joint training initiatives;
- Establishment of 'Future Leaders' series for academic staff.

Council further noted that a number of changes have been made to key senior personnel across the two Colleges with the appointment of two new General Managers, a new CAP Associate Dean (Education), two new Associate Deans (HDR), a new CAP Associate Dean (Students) and a new CAP Dean. In July 2017, the new CASS Dean will also commence in the role.

Notwithstanding these changes, the project has maintained sufficient momentum to ensure that key aspects have been delivered with minimal disruption. Moreover, Council's intentions for the project are on track for delivery, namely that:

- CAP/CASS program offerings are seamless to students;
- Barriers to enable students to access courses across both Colleges are removed;
- Administrative and student support services are efficient and cost-effective and duplication of effort is avoided;
- Collegiality and collaboration is strengthened across the academic disciplines; and
- No further changes to revenue flows until the new arrangements have been fully settled.

Resolved:

That Council note the November 2016 progress report in relation to the *CAP CASS Governance Project*.

15. AMENDMENT OF POSTGRADUATE AND RESEARCH STUDENTS ASSOCIATION INCORPORATED CONSTITUTION

Resolved:

That Council:

1. approve the changes to the Postgraduate and Research Students' Association Constitution, as approved by the PARSA Ordinary General Meeting held on 2 November 2016; and
2. note the proposed amendments to the Election Regulations of the Postgraduate and Research Students' Association.

16. REGULATORY INSTITUTIONS NETWORK - CHANGE OF SCHOOL NAME

Resolved:

That Council approve the renaming of the Regulatory Institutions Network to the School of Regulation and Global Governance, with effect from 2 December 2016.

PART 5: OTHER MATTERS FOR NOTING

17. COUNCIL AND COUNCIL COMMITTEE MEMBERS – SKILLS MATRIX

Resolved:

That Council:

1. Endorse the updated ANU Council and Council Committee Skills Matrix;
2. Note that the skills matrix will inform Council and Council Committee succession planning and will continue to be updated annually, or as, and when, new appointments are made; and
3. Consider identified gaps and advise the Nominations Committee, as appropriate, when determining priorities for future Council membership.

18. FINANCE COMMITTEE REPORT ON 2016 PERFORMANCE

Resolved:

That Council note the results of the Finance Committee's report on 2016 performance.

The Chancellor noted that, in light of the Committee's performance report and feedback, that Council should in future give a more detailed consideration to those matters on the Committee's agenda. The Committee Chair agreed the importance of more attention being given to the work of the Committee and extended by advising that Council members also have the opportunity to attend Committee meetings, should they wish.

19. AUDIT AND RISK MANAGEMENT COMMITTEE REPORT ON 2016 PERFORMANCE

Resolved:

That Council note the summary of the Audit and Risk Management Committee's report on performance for 2016.

In similar vein to that proposed in relation to Finance Committee, the Chancellor noted the need for Council to pay particular regard to those matters being considered by the Committee, including its risk oversight work. To this end, future meetings of Council will focus more discussion on risk issues, as reported to the Committee and through internal audit reports.

20. 2016 WORLD UNIVERSITY RANKINGS

Resolved:

That Council note the outcomes in the World University Rankings report for 2016, considered as part of the strategic presentation and discussion on ANU research and innovation.

21. INVESTMENT PERFORMANCE REPORT

The Chief Financial Officer reported that, for the September period, the Long Term Investment Pool (LTIP) year to date return was 5%. By October, the return reduced to 4% and following the USA election, the cumulative result was 5.5%.

Resolved:

That Council note the information contained in the Investment Performance report.

22. WORK, HEALTH AND SAFETY (WHS) PERFORMANCE REPORT

The Executive Director (Administration and Planning) reported that safety performance at the University has improved considerably this calendar year with many notable achievements, compared with previous years. Improvements were noted in both the reduction of injuries, reduction in claims and also in the severity of injuries.

The WHS focus for 2016 has remained on achieving the University WHS objectives and working towards for self-insurance. The formal application for self-insurance will be submitted to Comcare on 5 December 2016. This will be followed by a 4 day Comcare audit in January 2017.

The Pro Vice-Chancellor (University Experience) advised Council of some adjustments to the data provided in the student safety report.

In discussion, Council noted the issues raised in relation to the use of particular definitions for reporting incidents impacting student safety on campus and determined there was benefit in a broader discussion at its February 2017 meeting, following further consultation with key stakeholders. Amongst preferred definitional options for consideration is the terminology applied by the Human Rights Commission, namely, "allegations of sexual assault and/or sexual harassment".

Resolved:

That Council:

1. Note the WHS performance report for staff, together with the student safety report;
2. Note the range of actions ANU has taken to address student safety issues; and
3. Receive a report back at its February 2017 meeting, following consultation with key stakeholders, in relation to preferred definitional options for reporting incidents impacting student safety on campus.

23. ADMINISTRATIVE REFORM UPDATE

Council noted the progress report, and the following highlights:

- Normalised costs are slightly higher this year but are significantly lower than 2012;
- The key areas where normalised costs are reported as slightly higher at ANU compared with other Uniforum respondents are:
 - Student support and services
 - Information technology
 - Human resources
- The administrative reform program is delivering efficiencies in business processes through:
 - the automation of workflows, via Intelledox e-forms, for travel approvals and the University's performance review process;
 - streamlining delegations with accompanying IT system changes scheduled for rollout in early 2017;
 - simplification of the University's purchase card processes;
 - data integration to optimise productivity and reduce duplication of effort across multiple data sources for a wide range of work functions; with further savings likely to follow after; and
 - securing accreditation as a self-insurer for workers compensation purposes;

The University estimates that over the next 5 years, a net benefit of \$6.17 million will be realised as a result of the administrative reform program. The Executive Director (Administration and Planning) undertook to provide further updates to future meetings of Council.

Resolved:

That Council note the 2016 progress report on administrative reform at ANU and that further reports will be provided over the course of 2017.

24. AUDIT AND RISK MANAGEMENT COMMITTEE – EXECUTIVE SUMMARY

Resolved:

That the Council note the summary of major items considered by the Audit & Risk Management Committee (ARMC) at its meeting held on 15 November 2016.

25. FINANCE COMMITTEE – EXECUTIVE SUMMARY

Resolved:

Council noted the summary of major items considered by the Finance Committee at its meeting held on 18 November 2016

26. MAJOR PROJECTS JOINT SUB-COMMITTEE – EXECUTIVE SUMMARY

Resolved:

That the Council note the summary of major items considered by the Major Projects Joint Sub-Committee at its meeting held on 28 October 2016.

27. ANU REPORT ON INFORMATION PRIVACY 2016

Resolved:

That Council note the Information Privacy Report for 2016.

28. PUBLIC INTEREST DISCLOSURE REPORT 2016

Resolved:

That Council note the Public Interest Disclosure Report for 2016.

29. FREEDOM OF INFORMATION REPORT 2016

Resolved:

That Council note the Freedom of Information (FOI) Report for 2016.

30. ACADEMIC BOARD REPORT

Resolved:

That the Council note the report of Academic Board for its meeting held on 4 October 2016.

31. POWER OF ATTORNEY

Resolved:

That Council note the list of transactions over which the Investment Manager, and Acting Investment Managers, exercised Power of Attorney between 8 September 2016 and 7 November 2016.

32. UNIVERSITY SEAL REPORT

Resolved:

That Council note the documents to which the University Seal has been affixed since the last meeting of Council held on 30 September 2016.

33. REPORT OF SIGNIFICANT VISITS AND EVENTS, GRANTS AND CONSULTANCIES

Resolved:

That the Council note the report of significant visits and events, grants and consultancies.

34. LEGISLATION

Resolved:

That Council make the *National Centre for Indigenous Genomics Statute 2016*.

35. ANU RISK SELF-ASSESSMENT – CRIME AND CORRUPTION COMMISSION REPORT ON A MATTER OF GOVERNANCE AT MURDOCH UNIVERSITY

Council considered the report of the Crime and Corruption Commission and invited the Deputy Vice-Chancellor (Academic) to highlight actions taken by ANU as part of its own self-assessment. The following points were made:

- The University undertook an audit of its policies and procedures to ensure they remained fit for purpose and that the risk of any similar occurrences were mitigated. Chief amongst the University's policies and procedures reviewed were the:
 - procedure in relation to senior management appointments
 - policy in relation to the acceptable use of IT
 - Privacy policy
 - Records and Archives Management policy and
 - Code of Conduct

Council determined that, at its February 2017 meeting, a more considered discussion be held about reputational risk, including risk arising from improper conduct, to ensure that, as the governing body, it is regularly appraised of emerging, or real risks; and has the opportunity to consider the actions proposed by University management.

Resolved:

That Council:

1. Note the University's risk self-assessment conducted following the report of the review by the Crime and Corruption Commission on a matter of governance at Murdoch University, in particular:
 - a. Appointment procedures and conflicts of interest
 - b. Use of personal email
 - c. Destruction of University records
 - d. Computer Use policy; and
2. Consider reputational risk, including risk arising from improper conduct, at its February 2017 meeting; and as reported through Council's Audit and Risk Management Committee.

36. INTERNAL AUDIT EXECUTIVE SUMMARY – ANNUAL GIVING PROGRAM

Resolved:

That the Council note the executive summary of the Annual Giving Program internal audit report and management's response to the audit findings.

37. INTERNAL AUDIT EXECUTIVE SUMMARY – LEARNING AND DEVELOPMENT FOR ACADEMIC STAFF

Resolved:

That the Council note the executive summary of the Learning & Development for Academic Staff internal audit report, together with management's response to the audit findings.

PART 6: OTHER BUSINESS

38. QUESTION TIME

No questions were raised during Question Time.

39. OTHER BUSINESS

Following the meeting of Honorary Degrees Committee, held on 1 December 2016, Council received and approved the proposal to award the degree of Doctor of Laws *honoris causa* to the Hon Dr Brendan Nelson AO, on the grounds of his exceptional contribution to Australian politics, international relations and the education of the nation in Australia's history. Council further noted that, in discussion with the Chancellor, Dr Nelson had confirmed his willingness to accept the award at a future conferral ceremony proposed for July 2017.

No other business was raised.

40. NEXT MEETING

The Council noted that the next business meeting of Council and Council's planning day will be held over Thursday 16 and Friday 17 February 2017, at ANU House, Melbourne.

The meeting closed at 1:15 pm.

Date: _____

Professor the Hon Gareth Evans AC QC

Chancellor

The Australian National University

*(***** indicates a removed item which is confidential to Council Members)*