

THE UNIVERSITY OF MELBOURNE
and
THE VICTORIAN COLLEGE OF THE ARTS

**PRINCIPLES GOVERNING THE REVIEW OF SERVICES, PROCESSES
AND GENERAL UNIVERSITY COSTS**

Introduction:

At their respective November meetings, the Councils of the Victorian College of the Arts (VCA) and the University of Melbourne agreed that the two entities should be integrated, with the VCA operating as a faculty of the University of Melbourne from 1 January 2007.

It is envisaged that actions will be undertaken in 2006 to ensure the integration is fully effected from this date.

A broad plan for the integration implementation has been prepared in consultation with key stakeholders – *the Integration Implementation Overview*.

In addition, the Councils have endorsed a Heads of Agreement which requires all support and administrative services and processes and general University cost items currently provided and funded by the VCA, or provided by the University to the VCA, before the integration takes effect.

This document articulates the principles under which these reviews should occur.

Reviews of Services, Processes and General University Costs

The purpose of these reviews is to determine which of those services, processes and general cost items are to continue to be provided by the faculty of the VCA for the purpose of improving the quality and efficiency of its administration and which, for reasons of improved effectiveness and productivity are to be provided by the University for and on behalf of the VCA. Outcomes may include:

- establishing more effective and efficient structures to deliver and support a range of coordinated service functions either within the faculty or through the University's central services under the terms of a service agreement or similar;
- identifying ways in which the VCA might improve its delivery of those services which are to remain within the faculty by means of more integrated faculty structures and processes;
- identifying ways in which the VCA teaching programs can be better supported in respect of their administrative, technological, facilities and production requirements; and
- ensuring that all policies, procedures and systems of the VCA are aligned with the policies, procedures and systems of the University.

The following principles have been developed and approved to govern and guide the discussions which are to occur in respect of these reviews and in accordance with the Implementation Plan Overview.

Principles:

1. All proposals for structural and service changes made as part of the integration of the VCA with the University must comply with the Heads of Agreement and associated legislation to implement the Heads of Agreement.
2. Any proposal to restructure services and processes shall give due consideration and weight to the requirements of providing effective and responsive services to VCA students and staff on a campus which is separate from the University's Parkville campus.
3. All recommendations for structural and procedural change must ideally be able to demonstrate improvements in the quality and delivery of services..

4. No matter what structural arrangements are recommended, all services and processes shall be supported by and adhere to University strategy and policy direction and University systems development, integration and support.
5. No matter what primary and secondary line management accountability arrangements are agreed, staff within a particular function will be encouraged and provided with opportunity and access to participate in professional development and other forms of interaction with other staff undertaking the same function but within another organisational structure within the University.
6. There shall be no forced redundancies as a result of these reviews. A staff member whose position has significantly changed in duties or whose position is no longer required will be assisted with redeployment in accordance with the relevant certified enterprise agreement clauses.

Process for Review:

1. The Integration Planning Committee is responsible for promulgating the structural, service and process reviews and the associated change management and consultation strategies in accordance with the Integration Implementation Plan under section 22.1 of the Heads of Agreement and any consultative arrangements contained within the University's and VCA's certified enterprise agreements.
2. The responsible officers identified in the Implementation Plan are accountable to the Vice-Chancellor of the University and the Director of the VCA through the Integration Planning Committee.
3. Each responsible officer must, in collaboration with their counterpart from the alternate institution, develop and submit to the Integration Planning Committee, a detailed implementation plan including:
 - Purpose
 - Scope of review
 - Reasons for review
 - Review process, including working parties and/or staff consultation mechanisms where required
 - Timelines for both the review and the effective implementation of its recommendations prior to the agreed date of integration

Once the plan is approved by the Committee, the officers will be expected to provide regular reports to the Committee in respect of progress against plan as well as highlight any issues arising to the Committee in a timely manner.

4. Within the timelines of the review plan the responsible officers must undertake an effective consultative process by which affected staff's views may be sought as to the best means to achieve the purposes of the review and its final recommendations.
5. Once accepted by the Integration Planning Committee, where appropriate, the recommendations shall be referred to the Vice-Chancellor and Director of the VCA for their endorsement of the final report and recommendations, and, where required, for submission to the appropriate University and/or VCA decision making bodies for approval.
6. On receipt of the appropriate approvals, the Integration Planning Committee shall oversee the process of implementation in accordance with the agreed implementation plan and timetable for transition to integration.