

# **REVIEW OF UNIVERSITY COMMITTEE STRUCTURES – PLANNING AND BUDGET COMMITTEE GROUP**

## **Purpose**

A Council Working Group has been reviewing the University's central committee structures and has agreed proposals which affect Council's own committees, committees reporting to Planning and Budget Committee, committees reporting through the Office of the Vice-Chancellor, and committees of Academic Board. Council at its September meeting agreed changes to its own committees and noted that the Vice-Chancellor would bring forward recommendations on the proposed restructure of the management committees which report to him or to Planning and Budget Committee. This paper sets out those recommendations, for consideration by Planning and Budget Committee for recommendation to Council.

## **Background**

At its March 2005 meeting Council agreed to establish a Working Group to Review Governance Committee Structures, which should seek to distinguish those matters properly determined by Council from those properly dealt with by the Vice-Chancellor and senior management, and bring forward recommendations for a simplified committee structure. The Group comprised the Chancellor, Deputy Chancellors, Vice-Chancellor, President of the Academic Board and the Chair of the Human Resources Committee, and was to be advised by the Senior Vice-Principal and University Secretary.

The Senior Vice-Principal and University Secretary prepared a joint paper which outlined the basis for the University's existing central committee structures and suggested several options for simplifying them. A draft of the paper was considered at the annual Planning and Budget Committee conference in June, and some amendments were made in the light of discussions there.

Council's Working Group then met and considered the amended paper, together with submissions from the Vice-Principal (Human Resources), Faculty General Managers, the Director Sport and Physical Recreation, the Chair of the Access and Equity Committee, the Chair of the Interim Student Representative Committee and the Manager, Equity and Diversity.

Council at its 5 September meeting gave in principle endorsement to the recommendations of the Working Group regarding Council Committees, as set out in **Appendix A**. As indicated in Appendix A, Council in reaching some of those decisions took account of the governance implications of the proposed changes to the 'committee sub-structure' of Planning and Budget Committee.

## **Issues and Options**

Some of the shortcomings of the current structures were outlined in the draft considered by PBC in June, which also outlined some available options.

The Australian Universities Quality Agency (AUQA) completed its visit to the University in August. The AUQA panel's formal report is not expected to be publicised until early in the new year, but it did summarise its findings in a meeting with the Vice-chancellor and Deputy Vice-Chancellor (Academic). While the panel's conclusions were very positive, both generally and on governance in particular, its comments reinforced the University's view that there is a need to review and simplify its committee structures (which the panel described as "an impenetrable tangle").

## **Implementation**

The Working Group's recommendations regarding Planning and Budget Committee and committees reporting to it are set out below, on the understanding that, if they are approved by PBC and Council, the necessary formal recommendations of amendments to terms of reference etc will be brought to subsequent meetings, with a view to having the amended committee structures in place from 1 January 2006.

## **Recommendations**

### Planning and Budget Committee

1. Revise the terms of reference for PBC with a view to –
  - Giving greater emphasis to its planning role, especially in regard to significant information policy issues,
  - Strengthen its monitoring of the University's financial performance, and its reporting on such matters to Finance Committee,
  - Taking over the delegated fee-setting responsibility from Administrative Committee, which is to be disbanded,
  - Taking over scholarships policy matters from the Melbourne Scholarships Policy Committee, which is to be disbanded and any operational activities transferred to appropriate committees of Academic Board and
  - Taking over responsibility for approval of significant changes to *Personnel Policy and Procedures*, (currently recommended by the Human Resources Committee to Council).
  
2. Replace the existing group of committees reporting to PBC (Capital Projects Committee, Information Strategy Committee, International Programs Committee and Melbourne Scholarships Policy Committee) with a new group more closely aligned to current strategic priorities (University Infrastructure Committee, Diversity and Equity Committee, Melbourne Experience Committee, International Committee, Risk Management Committee, Human Resources Advisory Committee and Advancement Committee – see the chart attached to Appendix A and recommendations below). (The Research and Research Training Committee will continue to submit reports to PBC as well as to Academic Board.)

### University Infrastructure Committee

3. Merge Capital Projects and Information Strategy Committees into a single University Infrastructure Committee, which will have the responsibility for developing an ongoing program for the integrated delivery of capital and IT infrastructure, under guidelines provided by PBC. This Committee will also be responsible for monitoring performance against the approved program, through a Project Implementation Group which will have management control of its constituent projects. The Buildings and Estates Committee will consider and advise Council on capital project and infrastructure priorities and the related annual program recommended by the University Infrastructure Committee. BEC will receive the annual infrastructure program from PBC for recommendation to Council, in a manner similar to the process by which Finance Committee receives the Annual Budget from PBC for recommendation to Council.
4. The Project Implementation Group will be responsible to the University Infrastructure Committee. Its duties will include the submission of quarterly reports directly to PBC and Finance Committee. Its membership will include the Chief Financial Officer (Chair), the Vice-Principal (Capital Planning) and the Vice-Principal (Information).
5. A further Working Group of the Committee will be responsible for overseeing the development of enterprise systems.

### Diversity and Equity Committee

6. Establish a Diversity and Equity Committee to develop policy and monitor programs in this area. The Diversity and Equity Committee will subsume the activities of the current Access and Equity and possibly, subject to Council's determination of this matter, those of the Equal Employment Opportunity Committee.

### Melbourne Experience Committee

7. Convert the Melbourne Experience Working Group into a smaller committee reporting to Planning and Budget Committee, which will co-ordinate planning and implementation to enhance the non-academic elements of the student experience. Abolish the Student Support Committee and transfer its functions into the new committee
8. Refer the role originally envisaged for the Koori Education committee, which has not met for some time, to the Melbourne Experience Committee for a more effective solution. (The chart attached to Appendix A assumes the formation of an appropriate consultative body, tentatively entitled the Indigenous Student Advisory Committee).

### International Committee

9. Broaden the terms of reference of the International Programs Committee as the International Committee, with membership primarily composed of deans of Faculties or their nominees, and the DVC (International) as chair.

### Risk Management Committee

10. Revise the terms of reference of the Risk Management Committee to strengthen its role and include all senior executives with major risk accountabilities. Its reports should also be submitted to Council's Audit and Risk Committee, to satisfy governance accountabilities. The Occupational Health and Safety Committee will report to the Risk Management Committee.

### Human Resources Advisory Committee

11. Reconstitute the Human Resources (Management) Advisory Committee as a committee reporting to PBC, focused on meeting the consultation requirements of the University's Enterprise Bargaining Agreement.

### Advancement Committee

12. Establish an Advancement Committee to develop policy and budgetary proposals in the alumni relations and development area. The University Relations Committee will receive advancement proposals from PBC for recommendation to Council, in a manner similar to the process by which Finance Committee receives the Annual Budget from PBC for recommendation to Council.

### Meeting Schedules for Committees Reporting to PBC

13. Each Committee is to review its meeting cycle so that it reflects the timing of its business rather than merely adopting a monthly pattern, e.g. adjust meeting requirements to reflect the peaks and troughs of their annual business, or simply meet on a two-monthly or quarterly pattern. With the exception of PBC itself, no committee or sub-committee is to be scheduled to meet on a monthly basis.

### Academic Board Committees

#### Research and Research Training Committee

The Academic Board is reviewing the structure, meeting schedule and membership of the Research and Research Training Committee and its sub-committees. The Research and Research Training Committee will continue to submit reports to PBC as well as to Academic Board.

#### Quality Assurance Committee

The Academic Board has been asked to consider broadening the terms of reference of its (Teaching and Learning) Quality Assurance Committee to take in some of the issues previously covered by the Vice-Chancellor's Quality Assurance and Accountability Committee.

## Management Committees Reporting Through the Vice-Chancellor

14. The Vice-Chancellor recommends that the Administrative Committee, Cultural and Community Development Committee, Grounds Management Advisory Committee, Student Support Committee and Koori Education Committee be disestablished, their duties having been subsumed elsewhere. In the case of the Cultural and Community development Committee, the Vice-Chancellor will reassign its responsibilities in the light of the proposed duties of the Assistant Vice-Chancellor Community Partnerships.

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**Senior Vice-Principal**

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**University Secretary**