6. SPECIAL PRESENTATIONS / PROGRAMS

6.1. * Thematic Focus / Spotlight - Academic #22151

Council is asked to NOTE the Thematic Focus / Spotlight - Academic #22151

For Noting

Presented by Simon Evans

UNE Academic Focus

Issues, priorities, opportunities and deliverables for 2022

UNE OPEN Council Meeting - Presentation

March 2022

D22/22930

Acknowledgement of Country

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Gifted by the artist to UNE in 2008

2

Macro context – opportunities, risks and responses

Context	Opportunities and Risks	UNE responses
• HESF changes • TEQSA reaccreditation • ERA 2023 • DESE microcredentials framework	• Opportunity to carve out a distinctive place in microcredentials landscape • Risk to university status	• Digital+ and Place+ aligned microcredentials investment • Quality Enhancement Taskforce driving joined up program of work to ensure readiness • ERA leads appointed and program underway
• Traditionally face-to-face institutions enhancing their online offer post-COVID	• Opportunity to leverage the mainstreaming of online study and UNE's longstanding expertise and market presence • Increased competition in online market	• CAUC Phase 3 • LMS upgrade • Digital education capability uplift • HyFlex educational model
• CSP cap • Limited and/or saturated B2C exec ed and PG market • Lagged return of international students • Economic recovery post-COVID	• Opportunity to optimise revenue return on capped CSP funding through active management of load in clusters • Increased competition in B2B and B2G markets • Demand for HE affected	• CSP load optimisation to drive up Cluster 1 • (high student contribution) load • Digital+ B2B and B2G short course pilot • Enhance market intelligence and market-led new course initiation • Coordinated evidence-based pricing process
• Government policy attaching funding drivers to industry-linked research and commercialisation	• Shift in research funding and incentives	• STEM_Q • Review promotions and reward policies
• Government policy attaching funding drivers to student employability and work-integrated learning	• Contingent funding • Opportunity to leverage Place-based relationships and our student profile to establish a distinctive and scalable model for work based learning • Need strong partnerships to secure placements in increasingly competitive landscape	• Review work-integrated learning strategy and supports • Strengthening partnerships through Place+ pillar

3

University of New England

Future fit your life

Our course profile will be sustainable, relevant and exceptional

Our course profile will be sustainable
- In 2022, the Pilbara-supported activity based costing and improved visibility of course and unit performance will support a process to identify the areas that are not contributing to University sustainability and where exit or realignment plans are required and will be delivered from 2022

We will set the benchmark for delivering digital-first higher education with impact
- In 2022, strategic investments in the LMS, Academic Calendar and CAUC will support educational designers to work with academic subject matter experts to uplift the quality of our educational offering and improve market attractiveness and retention

We will set the benchmark for delivering digital-first higher education with impact
- In 2022, we will bring the cycle of course reviews up-to-date and establish robust processes for tracking implementation; we will consolidate and enhance support for ongoing accreditation of professional courses that account for a majority of our student load

We will graduate students ready to thrive in and shape the workforce of the future
- In 2022, we will define a distinctive value proposition for work-integrated and work-based learning at UNE, establish frameworks that ensure that we meet our NPILF commitments and consolidate and enhance equitable professional support for placement operations

Through the strategic investment in projects such as the LMS, Academic Calendar and CAUC, we have the opportunity to resource a significant uplift in the quality of our course profile and establish a distinctive UNE offer. This will require new ways of working, including much closer partnership between academics as subject matter experts and educational designers.

A common theme in the academic domain is the opportunity that will be released by completion of work on improving the quality of, and access to, data about the business.

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University of New England

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Student Experience
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Place-based Education & Partnerships
- UNE's *placed-based* local to global education will engage students with flexible and personalised learning that is structured around their working lives and is designed to enhance student participation and success. It will deliver short course stackable credentials that articulate into formal qualifications. Our approach will encourage participation in a transformative educational experience, through co-designed *educational partnerships* that connect individual practice, knowledge and skills with industry and society.

A Connected Curriculum
- UNE's *connected curriculum* brings the best of teaching and research into a single space. It forefronts self-determined learning and ensures all UNE students will learn to critically understand and solve the complex issues facing our world. As a continually evolving digitally-enabled and student-centred learning experience it will empower students to succeed in the diversity of changing future careers.

Scholarship, Recognition and Reward
- UNE acknowledges the vital relationship between teaching, learning and academic development. Enhancing staff capability forms a key part of the successful implementation of the UNE Learning and Teaching Plan. UNE's commitment to educational quality in all forms is reflected in the significant emphasis placed on the *valuing*, *recognition* and *reward* of excellence in the *scholarship* of teaching and learning.

The draft Teaching & Learning Plan will be finalised shortly, with strong alignment to Future Fit. It will shape the educational uplift and growth agendas noted elsewhere in this presentation.

5

University of New England

Future fit your life

Building resilience through growth in student load

Retention
- In 2022, we will further consolidate our retention and engagement activities, supported by improved data and analytics and a coherent, joined-up approach for strategic whole-of-institution retention action, alignment and resource prioritisation

We will recognise student achievement during their learning journey
- In 2022, through the Digital+ investment in microcredentials, we will pilot innovative short forms of learning, aligned with the new Commonwealth government framework, and build partnerships that support an offering to students that is distinctive in its accessibility and flexibility and that supports recognition of formal and informal learning and skills, minimising their time and financial commitment whilst maximising their opportunity for success

These actions require a significant pivot in approach to initiation of new courses, improved data and market intelligence and strategic investment in specialist capability. Retention activity (including activity funded by HEPPP) is dispersed across the University. A joined up approach offers efficiency and a more streamlined student experience.

International
- In 2022, we will define and begin implementing an international coursework student strategy that maximises ROI by defining a targeted set of source countries, partnership modalities and priority flagship disciplines and that ensures opportunities to recruit are not artificially constrained

Building on priority flagship disciplines
- In 2022, we will invest in the people, infrastructure and accreditation requirements of disciplines that demonstrate significant growth potential, with initial work focusing on nursing following a detailed independent review in 2021

A whole-of-institution international coursework student strategy will facilitate a more impactful and coordinated use of resources – and allow for more effective governance.

Improved data will support more granular examination of growth plans and verification of targets.

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University of New England

Future fit your life

We will support, nurture and provide access to career growth opportunities for staff

Strategic Academic Workforce Planning
Teaching Focused academics
- In 2022, we will ensure that the University's academic profile is mapped and we have a plan to align it with strategic goals and requirements for leadership
- In 2022, in accordance with the Collective Agreement and our commitment to career paths for staff members as Teaching Focused academics in areas of need and support them through induction and career development processes.

Promotion
- In 2022, we will begin a refresh of our academic promotion process, in particular by providing support for academics with non-traditional profiles, including those with greater than typical emphasis on teaching or on industry-engaged research. We will also pilot a support programme for women seeking promotion, building on sector practice.

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Integrated services, casual recruitment and academic workload management
- In 2022, we will continue to embed the integrated services model and explore the potential of a casual recruitment unit to streamline engagement of casual staff and the interface with academic workload management, and to support this essential pool of talented academics and professionals

Indigenous staff and students
- In 2022, we will increase student success by 2% to 63.9% and increase staff employment by 0.4% to 2.0%

And yet there are still very significant changes required in how we work. Recognition of and support for academic and professional staff, and demonstrating early improvements, will be critical to maintaining morale and support for ongoing change.

7

Our research will support personalized student journeys, empower communities and build resilience

We will design, research and translate new knowledge with collaborative mindset
- A collaborative and ethical conduct of research, aligned with strategic research themes, will provide solutions that benefit our knowledge partners, whoever or wherever they may be. Increased participation in international development programs will further build strategic knowledge partnerships.

We will implement a place-based approach to research
- By ensuring a quality physical and digital state-of-the-art infrastructure for research, will we leverage and promote research and research training in a highly productive environment, including increasing the commercialisation opportunities from research.

Graduate Research School
- In 2022, we will establish a Graduate Research School to develop and grow a distinctive UNE HDR Program that provides deep research skills, relevant enterprise opportunities, knowledge linked to industry, and building stronger support for Indigenous and other disadvantaged groups.

We will be globally recognised for our research in flagship disciplines
- We will increase research capacity by recruiting, developing and retaining research leaders aligned with thematic research priorities. We will manage capability in the disciplines, ensuring the capability pipeline through to research institutes, as signposts of our research excellence.

8

University of New England

Future fit your life

Enablers

Digital+: Data and Business intelligence
- Improved accessibility of data and business intelligence (including on cost delivery and discipline-level student revenue) will enable improved modelling and setting of growth targets and aligned growth strategies – this is being delivered through the Acting CFO

People+:Academic Workload Model
- Resolution of the current dispute and implementation of an hours-based workload model will be a key enabler of effective management of academic resources and academic casual budgets – and will enable investment in strategically aligned course and unit redevelopment

Sustainability+: Business development and market analysis capability
- Investment in business development and market analysis, including through the Places+ pillar, will support development and testing of growth strategies and B2B and B2G approaches that are critical in "thin" fee-paying B2C markets

Places+: Implementation of the Tamworth strategy
- In 2022, now that the Deed with the state government has been signed, we can unlock investment in implementation of the Tamworth strategy, including location-based investment that operates to support the place-based pillar

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University of New England

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Growth+Retention (targets)			2022	2023	2024	2025	2022-25
UNE Total	Retention	All (CSP)	69	140	216	288	713
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Microcredentials: work underway with KPMG to quantify opportunity and identify partners for go-to-market with likely B2B strategy; aligned to and reinforcing Place+ strategy (inc Tamworth, Moree, Aerotropolis)

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Questions for Council

- Is Council comfortable with the approach being taken to growth and diversity, quality and impact?

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Future Fit priorities through the academic portfolio lens

Personalised Learning Journeys	Distinctive high-quality digital first offer	Educational innovation, quality assurance and accreditation lens – inc TEQSA readiness	Course portfolio review and refresh
			LMS aligned curriculum uplift
Empowering Communities	Growth	Innovation and partnership lens	Course and Unit Catalogue
			Future Fit Campus
Building Resilience	Retention	Student Experience lens – prospective and future students	Course portfolio innovation
			Microcredential partnerships

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31/03/2022

7. COUNCIL OPERATIONS

7.1. * Council Policies Report #22068

Council is asked to NOTE the Council Policies Report #22068

For Noting

Presented by Gabrielle Price

Authority	COUNCIL OPEN	*Date*	31 March 2022
Report Ref	#22068	*Item No*	7.1
Proposer	Mrs Gabrielle Price, Director Governance and University Secretary		
Developed with	Alicia Zikan, Head of Records Policy and Governance, Lisa McMahon, Senior Manager Policies, Emily Lambert, Advisor Policies		
Authorised by	Vice-Chancellor and CEO		

#22068 – Council Policies

Report Purpose & Origin

Purpose	To provide Council with an opportunity to review and approve governance policies.
Origin	Policy updates are a standing item on the Council agenda.
Governance focus	Council Policy: Establish policies and procedural principles for the University consistent with legal requirements and community expectations. TEQSA Act 2011 Ref: 6. Governance and Accountability: 6.1 (Corporate Governance).
Accountability	UNE Council

Resolution

Council is asked to NOTE the report on Council Policies, report #22068.

Executive Summary

Following consideration of

- the volume of review and reform activity in progress in the policy space and
- the need to support policy adoption without ambiguity; and
- initial feedback and reflections in recent external reviews

It is proposed that UNE maintain a simple policy hierarchy as envisaged in 2019, but adopt a more common sector nomenclature of Rules and Policies (replacing Principles and Guidelines).

Attached in support of this proposal is a proposed new hierarchy and nomenclature and a policy on policies.

These policy documents are provided to the Council for discussion and noting. They will be subject to University Consultation process before they are returned to the Council for approval.

Key Information

The University adopted a new simplified policy hierarchy in 2019 following consultation and engagement. This hierarchy proposed UNE focus on principles and guidelines to support University Representatives to meet expected standards and follow consistent process.

There have been discussions at Council and comments by internal and external stakeholders that suggests the current nomenclature may become a focus for review rather the simplified aid and support intended. As a result of this, a change to the policy hierarchy is proposed to reflect Rules and Policy documents.

An updated policy hierarchy and a policy on policies has been prepared by the Policy team in support of this change.

Should this approach be supported, policy approvers will be requested to support an administrative review of existing policies to adopt the new nomenclature and ensure consistency in language and policy categorisation.

Fulsome consultation is to be undertaken, and the hierarchy and policy document presented in today's papers is for discussion and noting only.

Future Fit Alignment	Contribution of this initiative
☒ Goal 3: Committing to environmental, social and financial resilience for the University, our staff, our students and our communities.	Supporting positive culture and standards of practice at UNE applied consistently

Key Risks (refer to Action Guidance below)		
Risks	Consequences and possible mitigation	Risk Action Guidance
Delivery Risk: Policies are not up to date or followed to support University		Medium

Management Action Guidance

	Rare	Unlikely	Possible	Likely	Probable
Severe	MEDIUM Report to SET (within 6 months)	HIGH Report to SET and Council (within 3 months)	HIGH Report to SET and Council (within 3 months)	EXTREME Report to SET and Council (within 1 month)	EXTREME Report to SET and Council (within 1 month)
Major	MEDIUM Report to SET (within 6 months)	MEDIUM Report to SET (within 6 months)	HIGH Report to SET and Council (within 3 months)	HIGH Report to SET and Council (within 3 months)	EXTREME Report to SET and Council (within 1 month)
Moderate	LOW No action required	MEDIUM Report to SET (within 6 months)	MEDIUM Report to SET (within 6 months)	HIGH Report to SET and Council (within 3 months)	HIGH Report to SET and Council (within 3 months)
Minor	LOW No action required	LOW No action required	LOW No action required	MEDIUM Report to SET (within 6 months)	MEDIUM Report to SET (within 6 months)
Insignificant	VERY LOW No action required	VERY LOW No action required	VERY LOW No action required	LOW No action required	LOW No action required

Appendices / Supporting Documentation

Attachment 1: Proposed Policy Hierarchy
Attachment 2: Draft Policy on Policies (to be sent out for community wide consultation)

TRIM: D22/17385
26/3/2022
Version: 3

Page **3** of **3**

Council OPEN Meeting
Page 266 of 282

Policy & Compliance Environment

External Policy & Compliance Documents

Level 1: Legislation, Regulation, Standards & Codes
Laws and standards to be followed – expectations set externally.

Legislation, Regulations, Standards & Codes

UNE Policy Documents

Level 2: Rules

Express the objectives and intent of the University Governance bodies and/or management
Govern and guide conduct and decision making.
Are university-wide, compliance is required.

Rules
(Framework, Code, Principles, Charter, Statement)

Level 3: Policy

Have the effect of a Policy.
Express the accountability and responsibilities of the University.
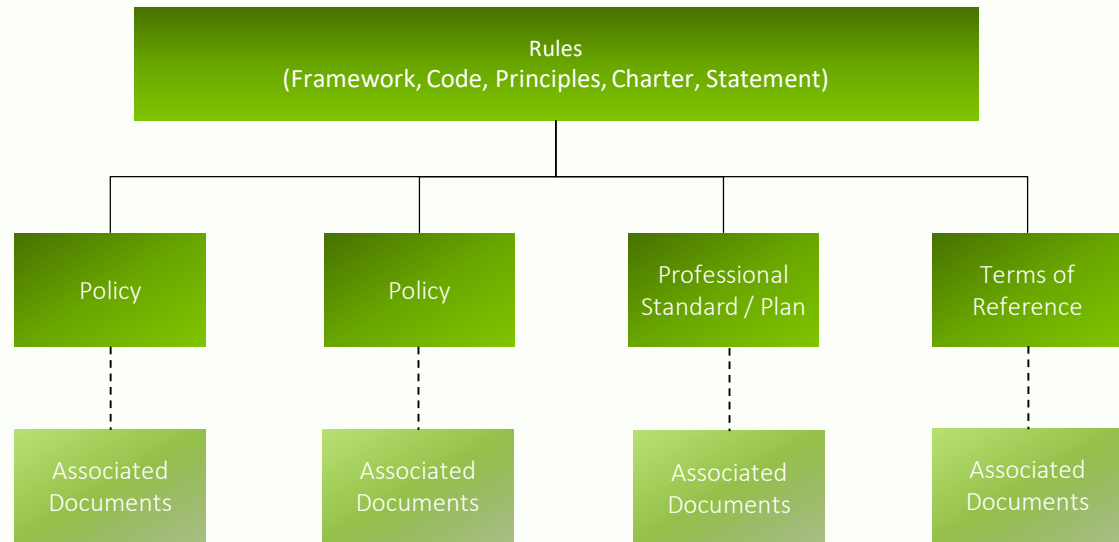Define operational criteria for meeting standards.
Are university-wide, compliance is required.

| Policy | Policy | Professional Standard / Plan | Terms of Reference |

Level 4: Associated Documents

Augment the application of policies in greater detail.
Are university-wide, compliance is mandatory.
Includes documents such as Forms, Checklists, Procedures that are referenced in policy or support the implementation of the policy.

| Associated Documents | Associated Documents | Associated Documents | Associated Documents |

Associated Operational Documents & Tools

| Process Diagram | Work Processes & Instructions | Standard Operating Procedures | Moodle Pages | Internet Pages | Professional Standards | Practice Standards, i.e., ITIL ITSM |

Policy Framework Policy

Section 1 - Overview and scope

(1) This policy defines the policy management framework that enables a standardised approach to the development, review and retirement of policy at the University of New England (UNE).

(2) Within this policy:

     a.   Part A – states the UNE policy principles;

     b.   Part B – outlines the UNE policy framework and authorities; and

     c.   Part C – provides an overview of the policy lifecycle, key roles and responsibilities.

Part A – Principles and key requirements

Table 1 – Policy principles

Principle	UNE policies are:
Principle 1 – UNE's polices promote equity and a culture of excellence through articulation and adherence to common standards, and are responsive to the environment in which the University operates.	• Principles based • Enablers of behaviours and practices aligned with the University objective and values, driving consistency and quality across University activities. • Enablers of compliance with relevant legislation, regulations, standards and codes. • Adaptive to the evolving needs of the University, reflecting processes that support efficient and effective operations and outcomes. • Aligned with the strategic plan, relevant and transparent.

Principle 2 – UNE policies promote compliance and risk mitigation, through open assignment of key roles and responsibilities.	• Open and transparent with assigned policy custodians and approvers.
	• Accurate, relevant and maintained through regular policy reviews and reflecting process continuous improvement.
	• Clear in the assignment of roles, responsibilities and delegations in each policy.
	    i. Delegated authorities are also reflected in the UNE Delegations Framework
	    ii. Accountability is assigned, supporting decision making processes.

Principle 3 – UNE policy is accessible and usable.	• Accessible on the policy register webpage, categorised into like thematic areas and searchable. • Supports the way people carry out their functions and duties.

	• Written concisely, in plain language using simple concept structures.
	• Designed for ease of content navigation and meet accessibility standards.
	• Culturally appropriate and inclusive, support inclusion and diversity, and are equitable and fair.
	• Implemented, published and communicated, to support updates and change to practice and assist users in the application of the policy.

Part B – UNE Policy Framework

(3)   The UNE Policy Framework encompasses the hierarchy, authority, categorisation of policy, the policies and delegations register, the nomenclature and expectations in terms of UNE Representative compliance with requirements to enable effective and efficient governance and management of the University.

(4)   The University's Policy Framework is applied university-wide, across all UNE locations and functions, including controlled entities (unless they are specifically exempted).

(5)   University Representatives should be aware that compliance with the Policy Framework is required unless an exemption approved by the Council or by the Vice-Chancellor or other authorised officer (authorisation must be in writing by the Council or Vice-Chancellor) is in place.

Policy hierarchy & authorities

(6) An outline of the policy hierarchy and associated authority is outlined in Table 2.

Table 2 – UNE policy hierarchy and authorities

Level	Type	UNE application and nomenclature	Authority
1.	Legislation, Regulations, Standards and Codes	Sets obligations or threshold standards which the University is expected to meet when performing its functions.	Local, State, Territory or Federal Governments. Professional Associations Statutory Authorities.
2.	UNE Rule	These documents have the effect of a Rule as defined in the Act. These policy instruments state the key principles and standards for decision-making and the conduct of UNE operations or activities. Policies define roles, responsibilities and delegations.	UNE Rules may be made by: • Council *and where Council has confirmed a delegated authority for individual functions, by:* • specified Council Committees; or • Vice-Chancellor & CEO.

Level	Type	UNE application and nomenclature	Authority
		Document naming conventions: Rule, Charter, Code.	
3.	UNE Policy	Supporting a Rule, these policy instruments provide further direction and guidance for the application of rules. Document naming conventions: Policy, Terms of Reference	UNE Policies may be made by: • Council *and where Council has established a delegated authority then in relation to specific functions:* • the identified Council delegate (role or Committee of Council); • the Vice-Chancellor & CEO or their delegate *and where the Vice-Chancellor has approved a Rule/confirmed a delegate for specific roles/responsibilities, then:* • the relevant Vice-Chancellor or Management Committee; or • the Vice-Chancellor's delegate.
4.	UNE Supporting Documents	UNE Supporting Documents are associated information to enable implementation of policy into practice. **Note: Local operating procedures** Local protocols, work instructions or similar information maintained by an organisational unit may be developed to assist with the implementation and application of a policy if consistent with relevant documents in the policy framework.	UNE Supporting Documents may be made by • Council (usually for Council related policy documents); or • Vice-Chancellor & CEO or delegate; or • specified Policy Steward. Local operating procedures • approved by the Policy Steward or other position identified in the relevant policy. • stored with associated meta data in the Policy Register

Policy categories and themes

(7) Policies are assigned a category and a theme to enable reporting and to support understanding of related policy advice. Refer to Associated Information for categories and themes.

Policy and Delegations registers

(8) The UNE Policy Register (www.une.edu.au/policies) is the centralised policy content management system for UNE. In support of UNE's obligations under Government Information and Public Access (GIPA) Act, all UNE policies are be displayed in this register either as public or internal documents (the latter requires a UNE login to access).

(9) The UNE Delegations Register (www.une.edu.au/delegations) tracks the authorities assigned in policies to roles or functions at UNE. It assists UNE Representatives to search and find details of their roles and responsibilities and those of others.

Part C - Policy lifecycle

(10) The UNE Policy Lifecycle supports the effective management of policies at UNE. The Policy Lifecycle is outlined in Table 3 below.

Table 3 – Policy Lifecycle

Lifecycle stage	Objective	Actions
1. Define and Scope	Define the need for the policy and identify the required controls and integration with the current and future compliance and operational environment.	All new policy proposals and proposed policy amendments must be signalled to the Policies team via policies@une.edu.au as soon as possible. This stage involves consideration / review of policy category and thematic alignment.
2. Develop and Approve	The development and approval of a policy that meets the needs of the university and provides adequate compliance controls and authority. Approve that a policy be rescinded or disestablished when it is replaced or no longer required.	This stage involves consideration of key stakeholders (Policy Steward, roles impacted by this policy, business system owners etc), alignment with strategy and values, delegation and consideration of risk. Key stakeholders are consulted and contribute expertise, feedback and process information to inform policy development The Policies team guides policy development in a manner consistent with policy standards. Advice includes but is not limited to relationship with other policies, language, format, quality assurance, authorities and standards/compliance considerations. Following development and consultation the policy is proposed for approval to the delegated authority. A new policy version may be created when a policy is updated (historic versions are available), or a policy may be

		expired or replaced by another policy when no longer required. Policy rescission will be done at the request of the Approval Authority defined in the policy.
3. Implement and Use	Ensure the policy is accessible, current and effectively implemented.	Implementation will involve updating delegations register and review of related policies, supporting documents and/or systems procedures as well as any required change management including communication and training; Use of the policy may be supported by induction/training and by inclusion of links to relevant policies in related guides and information.
4. Review and Manage	Ensure the policy is fit-for-purpose and continues to meet the current and future needs of the university.	UNE values the input of all UNE representatives and students in the policy process – this may be provided at any time, and/or during formal consultation process via policies@une.edu.au. Policy reviews seek to simplify and streamline UNE policy, to support University Representatives, students, and other policy users to meet policy requirements. A policy's review schedule and review criteria are defined in the Policy Register, and based on a matrix assessment of policy type, risk and complexity. The Policy Steward is accountable for the completion of policies assessment and reviews prior to the review date using the standardised process

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More information: available in associated documents and on the policy website:

- *policy lifecycle diagram, templates and tools*
- *policy assurance standards and supporting guides.*

Help: Comments or suggestions regarding policies or policy implementation can be made by using the Feedback option in the Policy Register at any time.

Summary Roles and responsibilities

(11) Key roles and responsibilities relating to policy at UNE are outlined in Table 4.

Table 4: Summary of key policy roles and responsibilities

Role / Function	Responsibility
Policy Approval Authority Council & Committees Vice-Chancellor	Responsible for policy approvals or endorsements as per delegated authority. Responsible for monitoring the implementation of the policy framework to meet university needs and ensure consistency with the laws University strategy and values.
Policy Steward	The senior executive or senior manager assigned to a policy, responsible for ensuring those policies and associated documents are: • developed, approved and implemented in accordance with the policy framework; and • current and accurately meet the university needs, consistent with the university strategy and values.
Director Governance and University Secretary	Accountable for the: • review of the effective application of the policy framework and lifecycle; • administrative changes to policy (reporting obligation re such changes); and • oversight of the Policy Register.
Head of Records Policy & Governance	Responsible for: • defining policy quality standards and quality assurance; • reporting to committees and management on progress of policy reviews, currency and development; and • defining the policy review criteria and timeframes.
Policy Team	Responsible for the: • development and maintenance of tools, information and services to support policy users; • effective implementation of the policy framework and lifecycle including quality assurance of policy and maintenance of the policy register; and • supporting and advising Policy Stewards in meeting their policy obligations and responsibilities.
UNE Representatives and Students	Providing feedback on current and future policy and identifying opportunities for policy improvement.

	Complying with university policy.

More information: *Detailed Policy Lifecycle roles and responsibilities are defined in the associated documents and Policy website.*

Section 2 - Authority and Compliance

Authority

(12) The UNE Council may make rules and policies consistent with the University of New England Act 1993 and may delegate authority to the Vice-Chancellor, committees or other officers of the University (as defined in the UNE Delegations Framework Guidelines and associated schedules) to approve the establishment, amendment and rescinding of a policy.

(13) The Council, pursuant to Section 29 of the University of New England Act 1993, makes this University policy.

(14) The Policy Steward, the Director Governance and University Secretary is authorised to make associated documents that are consistent with this policy.

(15) Notwithstanding the other provisions of this University policy, the Vice-Chancellor may approve an exception to this policy where it is determined that the application of the policy would otherwise lead to an unfair, unreasonable or absurd outcome. Approvals by the Vice-Chancellor under this clause must be documented in writing and must state the reason for the exception.

Compliance

(16) This policy operates as and from the Effective Date. The previous Policy Framework Procedures and any associated documents are replaced. They have no further operation from the Effective Date of this policy.

(17) University Representatives and students must observe this policy in relation to policy. Matters of non-compliance may be a breach of the Code of Conduct and may be addressed under the disciplinary provisions of the relevant Enterprise Agreement, Student Behavioural Misconduct Rules or HDR - Higher Degree Research Student Responsible Research Conduct Policy.

Section 3 - Quality Assurance

(18) The implementation of this policy will be supported and measured by the quality assurance activities outlined in Table 5.

Table 5: Quality Assurance Mechanisms

QA Mechanism	QA Activity / Reporting / Measure

Annual Compliance Reporting	Evaluation of the compliance with this policy and recommendations for improvement.
Policy Register	UNE's Policy Register is complete (all University policies are expressed via the register), maintained and up to date (policies are reviewed and accessible to policy audiences. UNE policies will generally be available to all website users though some specific policies may require a staff or student login to access.
Policy Stewards and stakeholders	Policy Stewards are supported in their roles and stakeholders have opportunity to provide feedback on the Policy Lifecycle and identify opportunities for continuous improvement.

Definitions (Policy Glossary/website)

- **Compliance -** the University meeting its compliance obligations by adhering to the requirements of laws, industry and organisational standards and codes, principles of good governance and accepted community and ethical standards.

- Compliance obligation — means the requirement defined in specified by laws, regulations, codes or organisational standards.

- Compliance Requirements — means a requirement that the University has to comply with. This includes: laws and regulations; permits and licences; regulator guidance; court judgements; treaties and conventions; etc. Compliance Requirements are known as Compliance Drivers in the Compliance Register System.

- Managers - A person responsible for controlling or administering a group of employees.

- Policy Document – "Policy" or "Policy Document" describes any document made by UNE Council, or Vice-Chancellor & CEO, or delegate (as outlined in Clause 6 of the Policy Framework Policy) direct the activities of the University as provided for in the UNE Act. Policies are published on the UNE Policy Register.

- Relevant Stakeholders — this means those parties immediately affected by the policy or compliance obligation.

- Policy Steward — means the University officer who has received delegated authority from the Vice-Chancellor/Council for the development, implementation and review of policy established in the University's Policy Register.

- UNE Policy Framework - The Policy framework outlines the University's principles and standards for its business practices. The framework and its components underpin and give authority to the decisions made by University Representatives on a day-to-day basis..

- Compliance Risk - The potential for financial loss or reputational damage if the University fails to be aware of and implement legislative or regulatory requirements that could impact operations, results in a breach of compliance, or through action or inaction gives rise to potential litigation against the organisation, its staff or students.

- Local protocol –operational-level procedures or practices that apply within an organisational unit that must be consistent with all policy documents above them in the policy hierarchy.

- Approving Authority - the Council, committee, responsible Executive member or responsible University officer with prescribed delegated authority to approve, amend or rescind a policy document.

[This will be created this as a Supporting Document – Steward DGUS]

a. Policy categories:

i. Academic - Policies that support the integrity, delivery and quality of education, research training and research at UNE. This includes academic governance expectations, responsibilities and functions for programs and courses, student administration and support. These policies move through academic governance bodies.

ii. Governance - Policies that drive the UNE compliance with legislative and regulatory obligations. These polices support Council to exercise oversight and control, delegations of authority, and ensuring effective overall management of the University.

iii. Operational – Polices that support the effective management and operation of the UNE defining mandatory practice and decision-making principles for areas of University business and operations;

b. Policy Themes

i. **UNE identity values and goals (Governance):**

- Defines what it is to be UNE —how we see ourselves and what we stand for.

- Includes policy on UNE corporate identity and goals, UNE culture and values, alumni, advertising, branding and marketing, UNE in the community.

ii. **Governance Integrity and Standards (Governance)**

- Defines how UNE is true to objective, meets relevant laws, regulations and stakeholder expectations.

- Include governance framework, structures and responsibilities, controlled entities, quality assurance, regulatory reporting, privacy, policy and compliance, records keeping, public interest disclosure, delegations, committee terms of reference.

iii. **Student Journey (Academic)**

- Defines the student and researcher experience at UNE.

- Includes learning and teaching experience, research experience, course design, place-based learning, ethics, conduct and behaviour, academic and research integrity, admissions and candidature, assessment and progression, support and wellbeing, graduation.

iv. **Scholarship (Academic)**

- Guides the collection of knowledge obtained thought scholarship at UNE.

- Includes policy on UNE academy achievement, library, art and artefact collections, open access and publications, copyright.

v. **Organisational Development (Operational)**

- Defines the UNE staff experience.

- Includes professional and career development, employment conditions, industrial relations, organisational design, remuneration, reward and recognition, recruitment, ethical conduct, performance management.

vi.   Organisation Capacity and Planning (Operational)

- Guides our capability to deliver education and research that meet current and future needs.

- Includes risk management, organisational resilience, knowledge management, contract management, legal and commercial, financial management, procurement, organisational planning and budgeting, equity and diversity.

vii.   UNE Environment Facilities and Spaces (Operational)

- Defines how our physical and technology resources and services are capable of meet current and future needs.

- Includes information technology & communications, information management, security systems, facilities management & operation, environment and sustainability, spaces and resources, campus planning.

viii.   UNE Safe (Operational)

- Guides how we ensure student, employee and visitor health and safety.

- Includes include policy on personal safety and security, safe working and learning environment, work health and safety, emergencies and critical incidents.

8. GENERAL BUSINESS

Presented by James Harris

8.1. * Other Business

9. MEETING FINALISTION

9.1. * Next Meeting and Close

The next Council meeting is scheduled for Friday 27 May 2022.

Presented by James Harris