



THE UNIVERSITY OF
NOTRE DAME
A U S T R A L I A

Guideline:

Good Practice Principles for Effective Committee Meetings

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1 PURPOSE

- 1.1** The purpose of this Guideline is to support good governance and decision-making practices across the University's committees.

2 RELATED DOCUMENTS

This Guideline should be read in conjunction with the following documents:

- 2.1** *University of Notre Dame Australia Act 1989*
- 2.2** *Statutes*
- 2.3** *Agenda Template*
- 2.4** *Minutes Template*
- 2.5** *Agenda Item Cover Page Template*
- 2.6** *Action Item Sheet Template*
- 2.7** *Annual Work Plan Template*
- 2.8** *Terms of Reference Template*
- 2.9** *Electronic Meeting Protocols*
- 2.10** *Sample Scripts for Committee Correspondence*

3 UNIVERSITY COMMITTEES

- 3.1** The governance and management committees of the University are set out on the University [Governance webpage](#).
- 3.2** According to the *Statutes*, the Standing Committees of the University are:
- 3.2.1 Academic Council and its subcommittees:
 - 3.2.1.1 Program and Course Accreditation Committee
 - 3.2.1.2 Research Committee and its subcommittee, Research Degrees and Scholarships Committee
 - 3.2.1.3 Learning and Teaching Committee
 - 3.2.1.4 VET Academic Sub-Committee
 - 3.2.1.5 Academic Standards and Policy Committee
 - 3.2.2 Core Curriculum Committee
 - 3.2.3 Ethics Committee
 - 3.2.4 Student Board
 - 3.2.5 Finance and Investment Committee
 - 3.2.6 Audit and Risk Committee
 - 3.2.7 Executive Council
 - 3.2.8 Remuneration and People and Culture Committee
 - 3.2.9 Engagement Advisory Committee

4 COMPOSITION AND MEMBERSHIP

- 4.1** Unless a Chair is specified in a committee's composition, the appointed members should, at their first meeting, elect a Chair from the membership and specify the duration of the appointment for no longer than the maximum period of membership. It is also often valuable for a committee to elect a Deputy Chair where this is not designated.

- 4.2 The committee's composition may also provide the option for the committees to co-opt other members to the committee, either for the whole life of the committee or for a specified period or purpose. Co-opted members have the same rights as other members, including voting rights.
- 4.3 A person may attend a meeting as an observer for all or part of a meeting with the approval of the Chair. Observers must be invited by the Chair if they are to speak during the meeting. The Chair may request all observers to leave the meeting during discussion of any item.
- 4.4 Where an ex-officio member is absent and another person has been appointed to act in that position, the acting person is a full member of the committee.
- 4.5 On the basis of specialised skills or knowledge, a person may be 'in attendance' at a meeting or for part of one or on a continuous basis in a consultative capacity. Persons 'in attendance' are not entitled to vote nor do they form part of the quorum.

5 ROLE OF THE COMMITTEE CHAIR

- 5.1 The role of the Chair is pivotal in ensuring meetings run efficiently and effectively. **The Chair should ensure that:**
 - 5.1.1 the Charter and/or Terms of Reference of the committee and its place in University governance or management structure is clear, and is consistent with the University's *Statutes*;
 - 5.1.2 agenda items are consistent with the committee's terms of reference;
 - 5.1.3 agenda items are supported by clear and relevant background or explanatory documents;
 - 5.1.4 meetings are conducted in a timely manner;
 - 5.1.5 meeting participants are aware of electronic meeting etiquette and security protocols developed by the University;
 - 5.1.6 discussion is facilitated, guided and moderated as necessary;
 - 5.1.7 discussion is summarised to clarify and confirm decisions and action to be taken;
 - 5.1.8 benchmarking processes and comparison data are used to inform committee decision-making where possible;
 - 5.1.9 the committee has the right mix of skills and expertise to successfully carry out its function as identified in the Terms of Reference;
 - 5.1.10 any grievances and complaints arising from, or between, committee members are managed appropriately;
 - 5.1.11 information about the committee's work plan and outcomes are provided as requested by the relevant committee and/or position to whom the committee reports; and
 - 5.1.12 in the case of Standing Committees established under Statute 33, copies of agendas and minutes are promptly provided to the Vice Chancellor and an annual report on the operation of the Standing Committee is provided to the Vice Chancellor to allow reporting to the Board of Directors in accordance with Statute 33.5.

6 ROLE OF THE COMMITTEE EXECUTIVE OFFICER

- 6.1 The Committee Executive Officer (**Executive Officer**) should establish and maintain a strong working relationship with the Chair and committee members, supporting administration and communication surrounding the meeting.
- 6.2 The role of the Executive Officer in servicing the committee is illustrated in Section 22: *Committee Servicing Diagram*.

- 6.3** The Executive Officer must be familiar with the Charter/Terms of Reference of the committee, its quorum provisions, membership and be informed of relevant University policies, procedures or other governance documents, which relate to matters within the scope of the committee.
- 6.4 The Executive Officer is responsible for the following duties:**
- 6.4.1 assisting the Chair to discharge their duties;
 - 6.4.2 working with the Chair to establish and implement good governance practices;
 - 6.4.3 undertaking administrative tasks related to the work of the committee, including maintenance of appropriate records;
 - 6.4.4 confirming the Terms of Reference and Membership with the Chair (at the end of each year for the following year, or when a new committee is established);
 - 6.4.5 ensuring the skills matrix is up to date (see section 18);
 - 6.4.6 developing a calendar of standing items, with the Chair, and annual meeting schedule;
 - 6.4.7 assessing committee effectiveness, with the Chair;
 - 6.4.8 coordinating an induction program for new committee members, in consultation with the Chair;
 - 6.4.9 Before the meeting:**
 - 6.4.9.1 keeping the Chair fully informed on all issues related to the affairs of the committee;
 - 6.4.9.2 preparing the agenda as set out in Section 8;
 - 6.4.9.3 coordinating the production and distribution of papers for the committee and ensuring a high standard of documentation;
 - 6.4.9.4 updating the Action Sheet and following-up on any actions as required;
 - 6.4.9.5 determining, with the Chair, how videoconferencing technology will be used to support the meeting;
 - 6.4.9.6 managing all aspects of the meeting arrangements of the committee, including, meeting venue, catering and audio visual facilities as necessary;
 - 6.4.9.7 bringing to the Chair's attention any repeated absences of members;
 - 6.4.10 During the meeting:**
 - 6.4.10.1 assisting and advising the Chair on any procedural matters that arise during the course of the meeting such as apologies and maintaining a quorum;
 - 6.4.10.2 recording the names of members present and taking notes of discussion in sufficient detail at the meeting to allow drafting of accurate and concise minutes;
 - 6.4.10.3 managing video-conferencing technology as set out in the *Electronic Meeting Protocols*;
 - 6.4.11 After the meeting:**
 - 6.4.11.1 drafting minutes and action sheet promptly and seeking approval of the Chair;
 - 6.4.11.2 ensuring proposed resolutions are clear and appropriate, given the committee's Terms of Reference and authority;
 - 6.4.11.3 communicating decisions of the committee and required follow up actions to all relevant stakeholders quickly and effectively;
 - 6.4.11.4 distributing draft minutes for comment;
 - 6.4.11.5 ensuring the decisions of the committee are promptly acted upon;
 - 6.4.11.6 determining and communicating matters for urgent action;
 - 6.4.11.7 advising relevant officers of the outcomes of urgent business;
 - 6.4.11.8 forwarding material tabled at the meeting to absent members;
 - 6.4.11.9 reporting to the parent committee;

- 6.4.11.10 tracking items submitted to the committee and keeping a record of resolutions;
and
- 6.4.11.11 preparing correspondence and/or reports on behalf of the Chair.

7 RESPONSIBILITIES OF COMMITTEE MEMBERS

7.1 Committee Members are expected to:

- 7.1.1 provide apologies to the Chair via the Executive Officer, prior to the meeting;
- 7.1.2 actively contribute to the agenda and/or background papers;
- 7.1.3 ensure adequate preparation for meetings (including being informed and reading documentation and analysing proposals);
- 7.1.4 attend the maximum number of meetings possible;
- 7.1.5 be responsible for ensuring they can be seen and heard if participating in the meeting via electronic means;
- 7.1.6 participate fully in rigorous and informed debate, and in the decision-making process at each meeting;
- 7.1.7 respect the viewpoint of others and their right to express their own viewpoint;
- 7.1.8 respect the rule of the Chair as leader and abide by their rulings in relation to meeting procedure;
- 7.1.9 direct questions and remarks through the Chair who is responsible for setting the order in which members may be heard;
- 7.1.10 respect the confidential nature of the business of the committee. No documents or information relating to the committee or meeting should be disclosed without the Chair's consent;
- 7.1.11 disclose any material personal interest that they have in relation to any matters listed in the agenda that may, or may be perceived to, adversely affect their impartiality; and any financial or non-financial interest;
- 7.1.12 avoid (or properly disclose) situations where a conflict exists or could exist in relation to the primary duty to act in the best interests of the University;
- 7.1.13 communicate about committee business to relevant colleagues, subject to any confidentiality requirements; and
- 7.1.14 act at all times in the best interests of the University.

7.2 Committee members may:

- 7.2.1 request the inclusion of an item on the agenda through the Chair, provided that it is consistent with the terms of reference of the committee and received in an appropriate time frame;
- 7.2.2 request an amendment to the minutes on the grounds that they are inaccurate;
- 7.2.3 raise any questions or seek clarification regarding items on the agenda; and
- 7.2.4 have their dissention, abstention or vote recorded in the minutes.

7.3 Committee members have a responsibility to properly evaluate draft minutes circulated after meetings and should request additions, clarification or corrections where necessary.

8 PREPARING AN AGENDA

8.1 An email is normally sent to committee members and relevant staff by the Executive Officer in advance of the document deadline (document deadline is at least 10 days prior to the meeting)

requesting papers and items required for the Agenda as identified in the annual work plan, standing items and business arising.

- 8.2** The Chair and Executive Officer should meet to discuss the draft agenda so both understand the purpose and possible outcomes of the meeting. The Chair approves the agenda prior to the Executive Officer circulating the agenda and supporting documentation to members.
- 8.3** Normally the agenda and supporting documentation is distributed to members at least one week prior to the meeting. Deadlines for placing items on the agenda are enforced by the Chair and Executive Officer.
- 8.4 Agendas of meetings will normally:**
 - 8.4.1 be prepared using the standard *Agenda Template*;
 - 8.4.2 contain meeting documentation necessary to enable members to make informed decisions (if ongoing, provide key elements of previous discussions);
 - 8.4.3 be divided into parts, including items for decision with clear recommendations by the Chair;
 - 8.4.4 include a table listing progress in completing action items since the last meeting (see Section 10: Action Item Sheets);
 - 8.4.5 allow for 'Other Business' provided the Chair has advance notice;
 - 8.4.6 provide for 'starred' and 'unstarred' items to allow members to star items for discussion.
- 8.5** Items brought to the committee for decision or noting should be relevant to the business or role of the committee. Where appropriate, joint meetings of two or more committees may be considered (see clause 16.18).

9 AGENDA PAPERS

- 9.1** Papers presented to the committee should be supplemented with a cover page (briefing note) which provides members with clarity as to the recommendation (proposed resolution), relevant background matters and implications of the proposal.
- 9.2** The Executive Officer should review the papers to ensure quality of content.
- 9.3** The Executive Officer should ensure that the correct format is used for all papers, using the *Cover Page Template* as a guide.
- 9.4** Tabled or late papers can be included at the discretion of the Chair but should be avoided as much as possible.

10 ACTION ITEM SHEETS

- 10.1** Action Item Sheets are a useful tool for the Chair and Executive Officer to assist managing the business of the committee.
- 10.2** The Action Item Sheets should identify actions, responsibilities and expected timeframes to give effect to committee decisions and should be circulated, as soon as possible after the meeting, normally with the draft minutes of the meeting.

11 MINUTES

11.1 Characteristics

Minutes will normally:

- 11.1.1 be a record of key items of discussion and the broad reasons for the decisions made or

what was done;

11.1.2 contain a summary of discussion points leading to a decision, rather than a detailed account of every contribution. Only name/identify individual members when absolutely necessary;

11.1.3 use clear, impersonal, objective and concise language;

11.1.4 contain all resolutions (decisions) whether formally reached through motions or through general consensus that are precisely worded to prescribe what further action is to be taken;

11.1.5 be stored securely; and

11.1.6 be prepared using the *Minutes Template*.

11.2 Not all matters agreed upon at the meeting are recorded in the minutes as resolutions. The text of the minutes may also record a matter that does not require a specific resolution but for which there has been general consensus that action be taken.

11.3 Information that may be sensitive and is not required to reflect decisions reached and action taken should not be included. The Chair should be consulted when in doubt.

11.4 Structure

Each item discussed during the meeting should be minuted according to the following structure:

11.4.1 Record of papers relevant to the item;

11.4.2 Issue definition: State issue briefly, giving sufficient information to be understood and reasons for discussing the matter without reference to the supporting papers;

11.4.3 Discussion: summary of the essential points of discussion relevant to final decision;

11.4.4 Decision: Resolution, identifying what was decided and action required (e.g. recommendation to a committee or officer). Resolutions should be numbered sequentially, including the meeting number as a reference.

11.5 Confirmation of Minutes

11.5.1 Draft minutes should be written as soon as possible after a meeting and submitted to the Chair for approval.

11.5.2 The draft minutes should be distributed to committee members normally within two weeks of the close of the meeting for comment, together with the Action Sheet. The person responsible for the action and a timeline for completion should ideally be recorded in the Action Sheet.

11.5.3 The Chair-approved unconfirmed minutes are included in the agenda papers for the subsequent meeting, where committee members will be asked to formally declare the minutes to be a true and correct record of a meeting's proceedings.

11.5.4 If there are changes, the Executive Officer will record these changes in the subsequent meeting minutes, make changes to the unconfirmed version and submit the amended copy to the Chair for approval.

11.5.5 The Chair is responsible for ensuring accurate minute taking of each meeting held and that minutes are circulated to members of the committee for approval.

11.6 Audio recording of Meetings

11.6.1 Audio recording of meetings is not permitted, unless prior consent of all members is obtained.

11.6.2 Meetings are recorded through the taking of minutes either by hand or electronically.

12 MEETING EVALUATION

- 12.1** It is important for the Chair to receive feedback regarding the administrative aspects of a meeting to support ongoing improvements.
- 12.2** A 'Meeting Evaluation' may be included as a standing item on each agenda, or at an agreed period. This could be undertaken by a nominated member (with advanced notice of this role) to critique the meeting (such as standard of papers presented, quality of discussions, and whether the meeting ran according to time). Alternatively, an informal discussion may be facilitated through the Chair to identify practices working well and those that could be improved upon.
- 12.3** The Chair is responsible for preparing a report of the meeting for distribution to the parent body/committee as required. Minutes of each meeting should be sent to the parent body for noting.

13 COMMITTEE CALENDAR OF STANDING ITEMS/WORK PLAN

- 13.1** An annual Calendar of Standing Items/Work Plan should be developed for each committee, normally at the commencement of the year to help plan the flow of business to the committee and ensure that relevant information is being reported in order for the committee to meet its Terms of Reference.
- 13.2** The Calendar/Work Plan should ideally be presented to the parent body/position for endorsement.

14 MEETING SCHEDULE

- 14.1** Committee meeting dates and associated document deadlines should be developed and updated by the Executive Officer as necessary, and circulated to all members of the committee.
- 14.2** For meetings of the Board of Directors or its sub-committees, papers must first be considered by Executive Council (Senior Management Group) prior to inclusion on the agenda, unless there has been approval by the Vice Chancellor or University Secretary for an exception to this process.

15 CHAIR'S NOTES

- 15.1** Chair's Notes can help with effective meeting management. They list apologies, suggest timing for each item, confirm proposed timing for invited speakers, and identify any potential issues with each of the items and/or remind the Chair of previous decisions/relevant background.

16 MEETING PROTOCOLS

- 16.1** The Standing Orders of the Board of Trustees and Board of Directors set out the protocols to be followed at meetings of these committees.
- 16.2** Where Standing Orders for a committee are not in place, the meeting protocols set out below should be followed.
- 16.3 Disclosure of Interests**
 - 16.3.1** At each meeting, committee members will be requested to declare any potential conflict of interest in respect of any item on the agenda.
 - 16.3.2** The Chair shall stand aside as a chair for a particular item on a meeting agenda if there is a potential conflict of interest. The committee will nominate a temporary chair for

discussion of the particular item. This should be noted in the minutes.

16.4 Confidential/In Camera Discussions

16.4.1 If a committee, during part of its proceedings, wishes to discuss a confidential matter, the Chair may exclude from the meeting any observers and other persons in attendance during that discussion. Normally, no minutes are recorded during confidential or 'in camera' discussions, but the minutes note that the committee met 'in camera'.

16.5 Adjourned meetings

16.5.1 A meeting may be adjourned in order to continue the same meeting at a later agreed time, for example to break discussion to allow members to form a view. No new matters can be dealt with. Normally, it is good practice to hold over unfinished business to a new meeting.

16.6 Committee Members attendance at meetings

16.6.1 All members are expected to attend meetings; if a member is unable to attend then an apology should be advised to the Executive Officer and/or Chair. The member is also required to notify the Executive Officer and/or Chair if they intend to send a nominee in their absence.

16.6.2 Members who intend to be absent for two or more consecutive meetings should apply to the Chair for leave from the committee.

16.7 Nominees

16.7.1 Where there is provision in the composition of the committee for a nominee, the nominating committee member should normally notify the name of that nominee at the committee's first meeting of the year.

16.7.2 A nominee on the committee should not further delegate a nominee to that position they hold.

16.8 Invited or Guest Speakers

16.8.1 Guest speakers may be invited to committees to present proposals which they have developed and to answer questions from committee members. Guest speakers are normally invited for a particular item and should not be privy to discussions on other items before the committee, unless approved by the Chair. The guest speaker is normally provided with the agenda item and attachments relating to the proposal which they have been invited to present.

16.9 Attendance of Observers (also see clause 4.3)

16.9.1 Attendance at meetings as a non-participating observer is normally at the discretion of the Chair.

16.9.2 The Chair may invite an observer to participate in any discussion at the meeting.

16.9.3 Observers are not permitted to be present for proceedings held in camera.

16.10 Quorum

16.10.1 The quorum is the minimum number of members which must be present for a meeting to proceed. For the majority of University committees a quorum is not less than one half of the total number of members, excluding any vacancies in membership and any members who have an approved leave of absence and for whom a deputy has not been elected or nominated. Usually if a quorum is not present within thirty (30) minutes after the scheduled commencement time of the meeting, the meeting is considered to be "inquorate", and may be adjourned.

16.10.2 If, at any time during a meeting, the Chair becomes aware that a quorum is not present, the Chair should normally immediately suspend proceedings of the meeting. If a quorum is not present after 10 minutes the Chair may adjourn the meeting to a future

time and date. Alternatively, those present may decide to proceed with the meeting, particularly if the agenda contains matters which need to be considered as a matter of urgency, or there are no matters for decision. Any decisions made at such a meeting must then be ratified at the next regular meeting of the committee or via circular resolution (see clause 16.15).

16.11 Motions

- 16.11.1 A motion or amendment shall be couched in clear and precise language and should normally be affirmative in form.
- 16.11.2 A motion or an amendment to a motion is not open to debate until it has been seconded.
- 16.11.3 Any motion or amendment moved from the floor that is not seconded shall lapse, and no record of it shall appear in the minutes.
- 16.11.4 In the absence of a member who has given notice of motion, a motion shall lapse unless another member present is prepared to move it.
- 16.11.5 A motion may be amended or withdrawn by the mover with the consent of the meeting.
- 16.11.6 An amendment shall relate directly to the matter involved in the motion.
- 16.11.7 An amendment which is a direct negative of the motion shall be disallowed.
- 16.11.8 Only one amendment shall be accepted at a time. However, a member may speak against an amendment by drawing attention to a foreshadowed amendment to be moved if the amendment before the meeting is defeated.
- 16.11.9 If an amendment has been defeated, a further amendment which is substantially the same as the defeated amendment is out of order.

16.12 Rules of debate

The committee shall ordinarily conduct its business in accordance with the ordinary rules of debate, in particular:

- 16.12.1 for a motion on the agenda the Chair shall invite an appropriate person to speak to the motion as the first speaker. When a motion is moved from the floor the mover and seconder will be invited to speak first;
- 16.12.2 thereafter the member first observed to raise his or her hand by the Chair shall be given priority in speaking;
- 16.12.3 a member may speak more than once on any question but does not have the right to do so if the Chair considers that other members are being denied the right to speak or that the member is being unduly repetitious;
- 16.12.4 the Chair may participate in the debate from the Chair;
- 16.12.5 there is no distinction between official and other members.

16.13 Putting the motion/amendment

- 16.13.1 No member may speak to a motion, except to raise a point of order, after it has been put by the Chair and the show of hands or ballot has been taken.

16.14 Voting

- 16.14.1 All members present at a meeting, including an alternative acting as a member or co-opted member, are entitled to have one deliberative vote.
- 16.14.2 The Chair of the committee will have a deliberative vote and in the event of an equality of votes, will normally also have a casting vote.
- 16.14.3 Any decisions at committee meetings are made by a simple majority. In the event of an equally divided vote, the matter is not supported.
- 16.14.4 Voting at meetings may be conducted by a show of hands; by voicing a vote, or by

secret ballot if requested by the meeting. Each member present at a meeting of the committee has one deliberative vote, including the Chair. Where a member is absent and the deputy for that member is attending, then the deputy has the right to vote.

16.14.5 A member of the committee is entitled to abstain from casting their vote. An abstention and the reason for abstaining should be recorded in the minutes of the meeting.

16.15 Circular Resolution

16.15.1 Circular resolution can be used when an urgent decision is required before the next regular meeting of the committee and a special meeting cannot be held or is deemed to be unnecessary. Seeking a decision via circular resolution should only occur when absolutely necessary and the matter should be administrative only.

16.15.2 For a resolution to be passed via circular resolution, the decision requires approval from all committee members.

16.16 Questions

16.16.1 Questions relating to the affairs of the University may be put through the Chair to any member present during 'other business' or 'questions without notice'. The Chair may disallow any question.

16.17 Powers of the Chair relating to the conduct of the meeting

The Chair may:

16.17.1 require speaker who, in his or her opinion, is being unduly verbose or repetitious or who is not keeping to the point under discussion to desist;

16.17.2 refuse to accept motions and amendments which are not couched in clear terms;

16.17.3 require withdrawal of offensive statements or the imputation of improper motives;

16.17.4 preserve order and prevent interference to speakers by private talk or heckling remarks;

16.17.5 require a person who persists in being disorderly to withdraw from the meeting.

The Chair may not:

16.17.6 adjourn the meeting to prevent its coming to a decision;

16.17.7 refuse to accept an amendment that is in a proper form and relates to a motion under discussion.

16.18 Joint meetings

16.18.1 In the case of joint meetings, the Chairs of each committee must determine beforehand, the quorum for the joint meeting and which committee is responsible for preparing the agenda and minutes, confirming the minutes and reporting actions on their Action Item Sheet.

16.18.2 The Chairs must ensure that any decisions are made by the committee with the relevant authority.

17 EVALUATION AND REVIEW OF COMMITTEE PERFORMANCE

17.1 Each Committee will conduct a self-evaluation of its performance, normally annually or as prescribed in its Charter or by the parent committee, by:

17.1.1 reviewing its performance against its Charter or Terms of Reference;

17.1.2 assessing the continued relevance of its Terms of References; and

17.1.3 assessing the continued relevance of the committee to the governance of the University.

18 SKILLS MATRIX

- 18.1** A skills matrix sets out the skills, knowledge and experience required to undertake the work of the committee. It is good practice to develop a skills matrix to document the criteria appropriate for the committee in order to assist with effective committee decision-making, inform induction and professional development of members and support succession planning.
- 18.2** Regular review of the matrix will ensure that the composition of skills of the committee remains aligned with its purpose as set out in the Terms of Reference.
- 18.3** See the Secretariat for assistance as required.

19 RECORD KEEPING

19.1 Retention and Disposal of Documents

19.1.1 The Executive Officer will ensure:

- 19.1.1.1 An unmarked copy of all committee papers, including all attached and referenced documents distributed to members is permanently retained by the University;
- 19.1.1.2 A copy of the approved signed minutes for each meeting held by the committee is permanently retained by the University;
- 19.1.1.3 To the extent permissible by law, all copies of committee papers other than the official copy retained by the University, including any notes, and annotations made to any papers by committee members or the Executive Officer are destroyed following the formal approval of the minutes of the meeting.

19.1.2 The Executive Officer will ensure that all official documents relating to governance or standing committees identified in the University *Statutes* are stored in the confidential Secretariat folder.

19.2 Minutes of the Meeting

- 19.2.1 Following committee approval, the signed minutes of the meeting will be the University's formal legal record of the meeting and reflect a true and correct record of the discussion, decisions and proceedings of the meeting.
- 19.2.2 On formal approval, the approved and signed minutes supersede any previous drafts circulated or any annotated notes made by members on any drafts circulated.
- 19.2.3 The approved and signed minutes will be taken to have fully addressed any queries or issues raised by a member prior to minutes being approved and signed.
- 19.2.4 As soon as practicable after the meeting, and after the minutes have been approved and signed, members will:
- 19.2.4.1 Destroy/delete any physical or electronic copies of committee papers relating to the committee meeting; and
- 19.2.4.2 Destroy any handwritten notes or annotations, files or electronic records containing notes taken relating to that committee meeting from all storage media.

Version	Date of approval	Approved by	Amendment
1	21 April 2021	University Secretary	Effective date – new Guideline; former <i>Guideline: Agendas, Meetings and Minutes</i> rescinded 21/4/21.

20 GLOSSARY OF TERMS

Adopt: the committee is being asked to adopt a document (generally an operational document of the Committee, such as Minutes or Terms of Reference). Example of draft resolution: The XXX Committee resolves to adopt the Membership and Terms of Reference.

Absolute Majority: number of votes required to achieve a majority if all members who could be present were actually present, whether they are there or not.

Absent: record of members who did not attend a meeting and did not record their apologies.

Alternate: deputy or substitute.

Appoint: the committee nominates a particular person to serve on a committee or to represent it in some other specified capacity.

Approve: The Committee is being asked to approve a recommendation – this should only be used if the Committee has the appropriate delegation (refer to the relevant Committee’s Terms of Reference).

Authorise: the committee gives official permission or approval to an undertaking.

Casting vote: the extra vote given to the Chair of a meeting when the vote is tied.

Chair: person who chairs the meeting. May be referred to as “Chairperson”, “Convenor”.

Chair pro tem: person in the chair temporarily or for the time being.

Circular Resolution: where it is not possible for a committee to meet and the majority of members agree, a committee may consider a resolution by either electronic or certified documentation.

Consider: the committee discusses a particular matter and examines various points of view.

Composition: refers to the structural make-up of the committee (whereas 'membership' refers to the particular persons appointed under the various categories in the committee’s composition.)

Defer: the committee postpones consideration of a particular matter, usually until a specified date.

Endorse: the committee supports a view.

Executive Officer: person who provides administrative support to the committee.

Ex Officio: by virtue of his or her office, i.e. member of or present at a Committee meeting because they hold a particular office/position in the organisation (e.g. Vice Chancellor, Chair of Academic Council).

In attendance: a person who attends a meeting because of the position they hold, normally to be kept informed and/or to provide information.

In camera: means privately, not in public. Used to refer to discussions where people who are not members are excluded from the room.

Motion: a proposal submitted for discussion and subsequent decision by voting (to become a resolution). Normally worded in the affirmative.

Nem Con: is the abbreviation of the Latin phrase *`nemine contradicente'* literally *`no-one contradicting'*. If the committee resolved *nem. con.* it means no negative votes were cast.

Note: the committee receives information about a particular matter and wishes to record this; the committee is showing neither approval nor disapproval.

Other Business: may be referred to as "General Business" or business for which notice has not been received. Should always be a standing item on each agenda.

Point of Order: is taken when a person officially draws the attention of the Chair of a meeting to an alleged irregularity in the proceedings.

Proxy: person authorised to act for another or documented authorising person to vote on behalf of another.

Quorum: the prescribed minimum number of committee members (not including those *`in attendance'*) who must be present at the meeting to validate its actions.

Ratify: confirmation of a decision by the Chair between meetings or by a subcommittee. 'Ratify' may also be used when a committee confirms a decision it has made out-of-session in order to ensure that the matter appears in the minutes.

Refer: the committee forwards a particular matter to a committee or person for action or advice.

Rescind: a committee may resolve to overturn ('rescind') a previous decision or policy document.

Recommend: the usual means of placing a proposal or suggestion before another committee or body for approval.

Resolution: term used to refer to a decision. A motion once carried becomes a resolution.

Resolved: the committee determines a matter in accordance with the powers it has been given. This is an important verb for the committee minutes. If appropriate it may be followed with *`nem.con'* or *`unanimously'*.

Sine Die: Latin meaning "without a day being named" and used when not detailing time and date of an adjournment.

Standing Orders: set of rules, which detail how the meetings will run.

Tabled: a paper is presented to the committee during the meeting because it was not available for distribution before the meeting or it was too confidential to be distributed beforehand. Tabled

documents should generally not be used, and are subject to approval by the Chair.

21 COMMITTEE MEETING CHECKLIST

TIMEFRAME		ACTION	BY WHOM
Before	As early as possible	<ul style="list-style-type: none"> Book meeting dates and rooms. Publish meeting dates in an appropriate location. Send meeting requests to members and attendees. 	Executive Officer (EO)
	4 weeks prior to the meeting	<ul style="list-style-type: none"> Update and check the Action Item Sheet and Work Plan/Annual Plan for the Committee. Send a call for Agenda Items (and papers) to all members and attendees. Start to draft the Agenda and check if there are any outstanding items or actions to be submitted for the meeting and follow-up as required. 	EO EO, with Chair
	2 weeks prior to the meeting	<ul style="list-style-type: none"> Agenda closes. Continue assembling Agenda (check recommendations, quality of papers and use of formatting). Prepare Agenda Pack consisting of all attachments in the order they appear on the Agenda. Send to the Chair for their review and approval. 	EO EO, with Chair
	7 days prior to the meeting	<ul style="list-style-type: none"> Upload the Agenda Pack to members and attendees and distribute by email. Print a copy for attendees attending in person (where requested), ready to distribute on the meeting day. Ensure any special arrangements for meeting participants are in place, including travel, parking, catering requirements, audio visual support. Start to prepare Minutes file ready for use at/after the meeting. 	EO
During	Day of the meeting	<ul style="list-style-type: none"> Set up the meeting room, arrange delivery of catering, ensure AV equipment is working, have IT on standby as necessary. Take Minutes at the meeting, recording all Resolutions and Actions. 	EO
After	Within 3 business days of the meeting	<ul style="list-style-type: none"> Prepare Action Item Sheet and provide notification of outcomes of meeting to relevant staff and stakeholders. Prepare Minutes and send to Chair for review. Update any relevant Annual/Work Plans. 	EO EO, with Chair
	1-2 weeks after the meeting	<ul style="list-style-type: none"> Circulate minutes to members, attendees and other relevant parties. Send emails advising of resolutions/decisions made to relevant parties where required. Send the Minutes to the Executive Officers of any higher committees or boards that this Committee reports to, noting unconfirmed status. 	EO

22 COMMITTEE SERVICING DIAGRAM

