



THE UNIVERSITY OF  
**SYDNEY**

**David Thodey AO**  
Chancellor

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17 October 2025

The Hon. Dr Sarah Kaine, MLC  
Chair, NSW Legislative Council Standing Committee on Social Issues  
Via email: [Committee.SocialIssues@parliament.nsw.gov.au](mailto:Committee.SocialIssues@parliament.nsw.gov.au)

Dear Dr Kaine,

### **Inquiry into the New South Wales university sector**

Thank you for the opportunity to provide a submission to the NSW Legislative Council's Standing Committee on Social Issues' inquiry into the New South Wales university sector. The University of Sydney welcomes the Committee's interest in the sector and with our **attached** submission we have shared information and insights to assist the Committee's investigations.

We have limited the scope of our submission and comments below to NSW public universities, noting that the terms of reference focus on universities established by Acts of the NSW Parliament. We note that the Committee will be considering best practice governance arrangements for universities in other Australian jurisdictions and internationally. We trust that our submission demonstrates our commitment to ongoing improvement when governance or compliance weaknesses are identified and look forward to contributing and responding to the Committee's findings, at its invitation.

### **The NSW public university sector**

All ten NSW public universities serve the State's diverse communities, pursuing their legislated public good missions in scholarship, education, and research informed by free inquiry as autonomous, not-for-profit entities. Each university is governed by a Council or Senate with independent members. All universities operate within a complex State and Federal regulatory framework that seeks to reinforce accountability and ensure responsible governance in the management of academic affairs and operations. The NSW Auditor-General and the Commonwealth's Tertiary Education Quality and Standards Agency (TEQSA) are particularly active in this framework and, overall, the University of Sydney has more than 330 instruments on its legislative compliance register.

Our universities educate and train NSW's workforces through deep partnerships with industry, schools, health services and community organisations, and conduct research that underpins knowledge generation, transfer and our State's capacity for innovation. Their broad partnerships support skills development in fields including medicine, nursing, dentistry, allied health professions, agriculture, engineering, IT, law, business, social services and the creative arts. As anchor institutions, universities help drive regional economic development and business innovation, addressing major challenges such as net zero, disaster responses, ageing population, chronic disease, tech disruption, housing, social cohesion, defence and national security. In recent times, academic experts have guided NSW through crises like bushfires and COVID-19, providing specialist advice to government and communities.

International education at NSW universities contributes significantly to the economy, supporting thousands of jobs and delivering long-term social and cultural benefits. According to [research undertaken recently by Business NSW](#), in 2024, the international education activities of NSW universities made a major contribution towards an estimated \$26 billion direct economic impact for the NSW economy, including sustaining a large share of almost 120,000 full-time equivalent jobs in NSW valued at \$12.8 billion, while also delivering significant long-term economic and social benefits through cultural exchange and the ongoing positive influence of their graduates. Furthermore, official data released recently by the Australian Government shows that [commencing domestic student enrolments across Australia's higher education system are at record levels, graduate outcomes are strong and measures of employer satisfaction with graduates are currently at the highest levels ever recorded](#).

## **The University of Sydney**

Our University was founded 175 years ago to serve the people of NSW and we have always been proud to be a civic institution, deeply connected to the life of the city and State. From less than 200 enrolled students in our first 15 years, today, we welcome more than 70,000 students from over 130 countries, employ around 10,000 full-time equivalent staff and count more than 450,000 graduates as alumni around the world. We operate across greater metropolitan Sydney (Camperdown, CBD, Westmead, Camden, Kingswood, North Sydney), regional NSW (Araruen, Orange, Dubbo, Broken Hill, Lismore and Narrabri), interstate (One Tree Island) and overseas (China and Vietnam).

We perform well within the top 100 universities globally [across the various international rankings](#), including being ranked fourth in the world in the [QS Graduate Employability Rankings 2022](#). As one example of the contribution we make to NSW's critical workforce needs, we currently educate around 20 per cent of NSW's graduates in the health professions. Our 9,000 health students complete more than 300,000 unique clinical placement days across the NSW public health system annually, while we have more than 6,000 affiliated academic titleholders, many based in the NSW public health system and affiliated medical research institutes. Independent modelling demonstrates that in 2023 alone, our operations contributed more than \$7 billion to the NSW economy and generated over 34,000 full-time equivalent jobs across NSW. Any operating margins we achieve are reinvested to support the pursuit of our legislated mission.

This ongoing impact and legacy would not be possible without strong and fit-for-purpose governance. Our governance framework (the Senate) is consistent with the *University of Sydney Act* and always aims to maximise the quality of our teaching, scholarship and research – and the consequent impact for the people of NSW. The framework underpins compliance with applicable laws, provides transparency and accountability, and demonstrates our commitment to ongoing improvement.

The Australian community should rightly have high expectations of public universities, and the University of Sydney does not shy away from increased scrutiny and transparency of our governance structure, processes and outcomes. We have recently provided detailed overviews of our current approach to governance and legislative compliance in submissions to the Senate Education and Employment Legislation Committee's inquiry into the quality of governance at Australian higher education providers ([March 2025](#)), to the Expert Council on University Governance established by Education Ministers ([April 2025](#)) and in our compliance requirements for TEQSA.

## **Key policy issues facing NSW public universities**

The key challenges, opportunities and risks facing NSW public universities were recently reviewed by the year-long Australian Universities Accord, the [final report of which was released publicly in February 2024](#). The Australian Government is currently undertaking detailed work to implement [its response to the Accord's recommendations](#). It will soon introduce legislation to Parliament to formally establish the [Australian Tertiary Education Commission](#) (ATEC) as a key new body through which it will implement its proposed reform agenda for the sector. An independent [Strategic Examination of Research and Development](#) (SERD) is due to report by the end of 2025 while the outcomes of the work of the [Expert Council on University Governance](#), a [departmental review of TEQSA's powers](#) and the [Senate Education and Employment Legislation Committee inquiry into university governance](#) will all shape the future regulation of NSW universities.

The University of Sydney made multiple submissions to the Accord, continues to engage with the SERD and recently submitted to the Australian Government's Economic Reform Roundtable consultations. We draw the Committee's attention to these submissions as outlining the key policy and funding challenges facing Australia's higher education and broader innovation ecosystem from the University's perspective:

- [University of Sydney submission to the Australian Government's Economic Reform Roundtable consultations, July 2025](#)
- [University of Sydney submission to the Strategic Examination of Research and Development \(SERD\), April 2025](#)
- [University of Sydney submission in response to the Australian Universities Accord interim report, September 2023](#)
- [University of Sydney submission to the Australian Universities Accord, April 2023](#)
- [University of Sydney submission to the Australian Universities Accord Consultations on Terms of Reference, December 2022](#)

Appropriate and strong governance frameworks are critical if universities are to meet and overcome the challenges and complexities of the current landscape in service of the support of NSW. In summary, we see the key policy challenges facing NSW public universities, their staff, students and the communities they serve, as finding ways to, sustainably:

- lift educational access and attainment, given that nine in 10 future jobs will require at least a post-school qualification
- fix the worst elements of the Job-ready Graduates Package (JRG), address student cost-of-living pressures and reduce graduate debt burdens
- address the broken system of research and infrastructure funding, which is too reliant on revenues from international students
- increase Australia's level of R&D intensity, which lags well below the OECD average, as part of a more robust national approach to innovation across the public and private sectors
- secure funding for Australia's sovereign research capability and infrastructure in its public universities
- support and strengthen the role of international education as a positive contributor to our state and nation, with policy stability
- deliver a simpler, more transparent and less costly regulatory system
- improve the way tertiary education policy is made and implemented.

The Senate and University leadership are committed to delivering transformational education for our students, enabling excellent research that tackles the greatest challenges, and ensuring that our diverse community can thrive in a better place to work, and a place that works better. Strong governance is the fundamental enabler of these outcomes and a duty we undertake with great diligence and respect.

We trust our attached submission is helpful and look forward to assisting the Committee with this inquiry.

Yours sincerely,

*(signature removed)*

*(signature removed)*

**David Thodey AO**  
Chancellor  
University of Sydney

**Mark Scott AO**  
Vice-Chancellor and President  
University of Sydney

**Attachment** The University of Sydney, submission to the NSW Legislative Council Standing Committee on Social Issues' Inquiry into the New South Wales university sector, October 2025

## Submission to the Legislative Council of New South Wales' Standing Committee on Social Issues, Inquiry into the New South Wales university sector, October 2025

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- Attachment B** University of Sydney Senate Committees - Terms of Reference, current March 2025
- Attachment C** Comparison of the objects and functions sections of the 10 NSW public universities
- Attachment D** University of Sydney overview of the alignment of its governance practices with the University's object and functions
- Attachment E** Summary of the NSW Minister for Skills, TAFE and Tertiary Education powers under the Acts of NSW public universities
- Attachment F** University of Sydney Senate Skill & Diversity Matrix summary, current October 2025
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- Attachment H** Summary of the University of Sydney governance alignment with the Australian Education Ministers' ten priority areas

## Introduction

The University of Sydney welcomes the opportunity to assist the Legislative Council Standing Committee on Social Issues with its inquiry into the New South Wales university sector. Responding to each of the inquiry references, our submission provides an overview of the legislative framework under which the ten NSW public universities operate.

We also provide information about the University of Sydney's governance structures and composition, the powers and functions of our governing body - the Senate - its accountability and reporting mechanisms, and the current governance processes in place to oversee and safeguard the University's pursuit of its legislated public good mission, which is, *'the promotion, within the limits of the University's resources, of scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence.'*

We trust the information we have provided helps Committee members and the Secretariat with their investigation of the wide range of issues covered by the inquiry's terms of reference and look forward to assisting the Committee as its important work progresses.

## ToR 1(a) The current legislative governance frameworks that regulate universities in New South Wales

### Overview of current legislative governance frameworks regulating NSW public universities

Noting that the [petition referenced in the Inquiry's terms of reference](#) only mentioned public universities in New South Wales (NSW), this part of our submission provides an overview of the current legislative frameworks regulating the ten public universities established by Acts of the NSW Parliament. For context, Australia's higher education sector is diverse, with 211 public and private providers currently registered with the [Tertiary Education Quality and Standards Agency](#) (TEQSA) - the sector's national regulator. These providers range in size from small independent entities with fewer than 10 students to universities enrolling more than 85,000 students.<sup>1</sup> In 2023, NSW higher education providers enrolled 510,000 students; representing a third of the total national enrolments of 1.6 million. Of these 510,000 students, 16 per cent (83,500) were studying with non-university higher education institutions.<sup>2</sup>

The information we have outlined below builds on content we included in submissions to the [Expert Council on University Governance \(April 2025\)](#) and to the [Senate Education and Employment Legislation Committee's \(SEELC\) inquiry into the quality of governance in Australian higher education \(March 2025\)](#).

Operating in the regulatory context outlined below, the University of Sydney's approach to governance follows a principles-based framework:

- **Representation, skills and expertise:** ensuring that membership of our Senate and its committees is well-balanced, has an appropriate mix of skills and expertise and reflects the communities the University serves.
- **Excellence:** a commitment to meet or exceed the voluntary best practice governance standards for Australian universities and charitable NFPs as they evolve.
- **Legal and regulatory compliance:** a commitment to achieving legislative compliance and assurance of regulatory compliance through ongoing monitoring of university performance and updating of our governance processes and policies.
- **Risk management:** a commitment to a comprehensive and structured approach and process for identifying, assessing and managing risks.

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<sup>1</sup> TEQSA (March 2025) submission to the Senate Education and Employment Legislation Committee inquiry into the quality of governance at Australian higher education providers, p.4

<sup>2</sup> [2023 Section 2 - All students - Department of Education, Australian Government](#)

- **Constant improvement and transparency:** subjecting our governance framework to regular independent review and transparent public reporting.
- **Consultation and engagement:** listening to, and taking seriously, criticisms and concerns raised about our governance structure and processes.
- **Benchmarking:** with comparable institutions in Australia and overseas to compare and identify leading approaches and implement changes as appropriate.
- **Action:** ensuring that we take appropriate steps in response to feedback or when our governance processes identify gaps or other weaknesses.
- **Accountability:** to the people of NSW through the Parliament of NSW, through the requirements of the University's enabling Act and other State and Commonwealth legislation, and through an ongoing program of internal and external audit, reporting and response.

## NSW regulation

Each of the ten public universities in NSW is governed by, and operates primarily under, a dedicated Act of the NSW Parliament. For the University of Sydney, [established by the NSW Parliament in 1850](#), it is currently the [University of Sydney Act 1989 \(NSW\)](#) (University of Sydney Act) which sets out, among other things: the institution's object and functions; the size, membership, powers, functions and responsibilities of its governing body - the Senate, and the qualifications, experience and duties of Fellows of Senate. The Act also sets out the rules by which the University must conduct its activities, including: variations of trusts; commercial activities; dealings with property including the acquisition, disposal and leasing of land; reporting and oversight of controlled entities; and management of investments.

NSW universities' financial and other activities are audited each year by the NSW Auditor-General, who prepares an [annual report on the sector for the NSW Parliament and releases it publicly](#). These reports typically make recommendations, and each university's Act requires its governing body to report on the actions taken in response to the Auditor-General's recommendations in its next annual report on operations. NSW universities' annual reports are prepared in accordance with [NSW Treasury's Framework for Financial and Annual Reporting](#) that applies to NSW government entities under the [Government Sector Finance Act 2018](#) (GSF Act). They are also [tabled in the NSW Parliament and published annually](#) on each university's website. Similar annual reporting requirements apply for any recommendations for NSW public universities made by the [NSW Ombudsman](#), who can receive and investigate complaints about NSW universities under the [Public Interest Disclosures Act 2022 \(NSW\)](#).

The [Independent Commission Against Corruption's jurisdiction](#) includes NSW public universities, which must also comply with information requests made under the [Government Information \(Public Access\) Act 2009 \(NSW\)](#) (GIPA Act) and the [Privacy and Personal Information Protection Act 1998 \(NSW\)](#) (PPIP Act). The GIPA Act ensures that access to information held by NSW public universities is restricted only when there is an overriding public interest against releasing the information, while the PPIP Act protects individuals' privacy by setting rules for how NSW universities must handle personal information. Individuals have the right to see and request changes to their personal information and make complaints to the [Information and Privacy Commission NSW](#). NSW universities report publicly on their compliance and activities under the GIPA and PPIP Acts in their annual reports to the NSW Parliament ([for example, see pp.52-54 of the University of Sydney Annual Report 2024](#)).

## Commonwealth regulation

In addition to the state-based legislative foundation governing and regulating NSW universities, a set of Commonwealth regulatory standards, laws and non-legislative requirements - set through funding



agreements, contracts and guidelines issued by numerous agencies - also apply to NSW's ten public universities. The [Higher Education Standards Framework \(Threshold Standards\) 2021 \(Cth\)](#) and the [Tertiary Education Quality and Standards Agency Act 2011 \(Cth\)](#) establish the minimum requirements for registration and ongoing operation as an 'Australian university', overseen by [TEQSA](#), which registers and regulates higher education providers involved with the delivery of [Australian Qualifications Framework](#) (AQF) awards from Level 5 (Diploma/HE) to 10 (PhD). The governing bodies of all higher education providers registered with TEQSA must be able to demonstrate to the regulator when required that they assure themselves that the governing body and provider comply with the requirements of the legislation under which the provider is established and any other legislative requirements of the entity's constitution or equivalent (**Threshold Standard 6.2(1)(a)**).

There is a separate national regulator (the [Australian Skills Quality Authority](#) (ASQA)) for tertiary education providers that deliver only AQF awards from Levels 1 to 4 and Level 5 Diplomas offered only by vocational providers. Almost half of institutions registered with TEQSA are 'dual sector' providers, meaning they are regulated by both ASQA and TEQSA. This includes TAFE NSW. No NSW universities are currently dual sector providers, however, in other jurisdictions - especially Victoria - dual sector public universities are common. There are also separate dedicated national standards and regulatory requirements that NSW public universities must satisfy in relation to delivering courses to international students onshore. See: [National Code of Practice for Providers of Education and Training to Overseas Students 2018](#) and the [Education Services for Overseas Students Act 2000 \(Cth\)](#) (ESOS Act).

The Commonwealth, through the Minister for Education and the Department of Education, has primary responsibility for funding and administering the national framework under which NSW's public universities operate. This occurs primarily under the [Higher Education Support Act 2003 \(Cth\)](#) (HESA) and its various supporting guidelines, and includes the operation of the [Higher Education Loans Program](#) (HELP), [Tuition Protection Service](#) (for domestic and international students) as well as the [Australian Research Council Act 2001 \(Cth\)](#) under which the [Australian Research Council](#) (ARC) delivers the [National Competitive Grants Program](#) under the direction of the Minister for Education – to support research undertaken by researchers employed by or affiliated with NSW universities.

With most NSW universities active in health and medical research, education and training, the [National Health and Medical Research Council](#) (NHMRC), [Medical Research Future Fund](#) (MRFF), [Therapeutic Goods Administration](#) (TGA), and the [Australian Health Practitioner Regulation Agency](#) (AHPRA) are important Commonwealth agencies for NSW universities. The [Australian Code for the Responsible Conduct of Research 2018](#), [National Statement on Ethical Conduct in Human Research 2025](#), [Australian code for the care and use of animals for scientific purposes](#), [National Science and Research Priorities](#), [Guidelines to Counter Foreign Interference in the Australian University Sector](#), [List of Critical Technologies in the National Interest](#), and a suite of other [national guidelines and codes](#) add to the core regulatory, policy, funding and administrative framework in which NSW public universities conduct their research and development activities.

The HESA's Object clause recognises the distinctive purposes of universities, as:

- (i) the education of persons, enabling them to take a leadership role in the intellectual, cultural, economic and social development of their communities; and
- (ii) the creation and advancement of knowledge; and
- (iii) the application of knowledge and discoveries to the betterment of communities in Australia and internationally; and
- (iv) the engagement with industry and the local community to enable graduates to thrive in the workforce;

recognising that universities are established under laws of the Commonwealth, the States and the Territories that empower them to achieve their objectives as autonomous institutions through governing bodies that are responsible for both the university's overall performance and its ongoing independence.

The HESA, like the Higher Education Threshold Standards, promotes and protects freedom of speech and academic freedom, and requires every university to agree a [mission-based compact](#) with the Commonwealth and to have in place a policy upholding freedom of speech and academic freedom. The compact agreement must include statements of the University's mission and its strategies for: teaching and learning; research; research training; innovation; engaging with industry, and improving equality of opportunity in higher education. The University's [latest compact agreement is available here](#). The Commonwealth, through the [Interim Australian Tertiary Education Commission](#) is currently negotiating a new mission-based compact with each university.

NSW's public universities are not-for-profit charitable institutions, registered with the [Australian Charities and Not-for-profits Commission](#) (ACNC). As such, they are also required to meet the [ACNC's governance and reporting standards](#) for charities to gain and retain registration as a charity, and to be eligible for endorsement by the ATO to receive tax deductible gifts from Australian taxpayers. As not-for-profit entities, NSW's public universities must also adhere to best practice governance and accounting standards that apply to such organisations. These include the [NFP Governance Principles](#) and NFP Accounting Standards developed, published and updated periodically by the Australian Institute of Company Directors and the Australian Government's Accounting Standards Board.

In recent years the Commonwealth has also established numerous bodies with functions relevant to NSW universities, including the:

- [Australian Tertiary Education Commission](#) (ATEC) (operating in an interim capacity currently, pending legislation)
- [National Student Ombudsman](#) (NSO)
- [Expert Council on University Governance](#)
- [Initial Teacher Education Quality Assurance Oversight Board](#)
- [Tertiary System Advisory Council](#)
- [Regional Education Commissioner](#).

### **Voluntary codes and principles**

The governance framework and policies of NSW's public universities are further shaped by voluntary codes, agreements and best practice guidelines, including the [University Chancellors Council Voluntary Code of Governance Principles and Practice for Australia's Public Universities](#), which is periodically reviewed and updated to reflect evolving expectations of university governance in Australia. As another example, the University of Sydney was a founding signatory of the [Magna Charta Universitatum in 1988](#). In 2021, we [reaffirmed our commitment](#) to that principles-based statement of the fundamental purpose, values and responsibilities of universities. As the Magna Charta asserts, *'to fulfil their potential, universities require a reliable social contract with civil society, one which supports pursuit of the highest possible quality of academic work, with full respect for institutional autonomy.'*

Similarly, in 2013, the University of Sydney endorsed the [Hefei Statement on the Ten Characteristics of Contemporary Research Universities](#), released jointly by the Association of American Universities (AAU), the League of European Research Universities (LERU), the Group of Eight (Go8) and the China 9 League (C9). That statement included the following characteristics of research-intensive universities:

- A tolerance, recognition and welcoming of competing views, perspectives, frameworks and positions as being necessary to support progress, along with a



commitment to civil debate and discussion to advance understanding and produce new knowledge and technologies.

- The right to set their own priorities, on academic grounds, for what and how they will teach and research based on their mission, their strategic development plans, and their assessment of society's current and future needs.
- An open and transparent set of governance arrangements, which protect and support a continuing commitment to the characteristics that define and sustain world-class research universities, and, at the same time, assure that the institutions meet their public responsibilities.

## **Regulatory complexity and compliance burdens**

As outlined above, the regulatory compliance environment in which NSW public universities operate is complex and changing continually. The University of Sydney's Legislative Compliance Register currently lists more than 330 legislative instruments and associated documents, of which more than 150 (66 NSW / 93 Cth) have been assessed as imposing a 'high impact' on our operations – defined as having a compliance burden that 'is intensive, continuous and often spread across multiple units across the organisation.' See **Attachment A**, which arranges the list of legislative instruments and associated documents by jurisdiction, impact and risk.

In addition to higher education and research specific laws and regulations, NSW public universities must also comply with extensive NSW and Federal legislation - largely of general application - covering diverse functions and activities including: industrial relations; organisational governance; information management; environmental and animal management; psychosocial and physical safety; defence and national security; intellectual property and other activities.

The number of legislative and other instruments the University of Sydney must comply with has increased by 10 per cent in the last two years alone, and we estimate the cost of regulatory compliance in the range of 1-2 per cent of total annual expenditure (i.e. ~\$33 million to \$66 million in 2024). However, this estimate includes only the cost of staff employed in dedicated compliance functions, not staff time spent on regulatory compliance tasks across the University. The true cost of regulatory compliance is likely significantly higher but would require comprehensive and detailed activity-based surveying of staff to measure accurately.

While we do not keep detailed records of the amount of time our senior management and Senate (including committees) spend on regulatory compliance, we estimate conservatively that across the board this is likely to account for at least 50 per cent of their work. Moreover, our staff with relevant responsibilities have advised that the time spent on regulatory compliance by our management and governance committees has increased by 20 to 25 per cent over the last decade, with no indications that this trend will change in the foreseeable future.

## **Relevant links**

### **NSW legislation**

[University of Sydney Act 1989](#)

[University of Sydney By-law 1999](#)

[Government Sector Audit Act 1983](#)

[Government Sector Finance Act 2018](#)

[Ombudsman Act 1974](#)

[Government Information \(Public Access\) Act 2009](#)

[Government Information \(Public Access\) Regulation 2018](#)

[Privacy and Personal Information Protection Act 1998](#)

[Independent Commission Against Corruption Act 1988](#)

[Public Interest Disclosures Act 2022](#)

[Animal Research Act 1985](#)

### **Federal legislation and guidelines**

[Higher Education Standards Framework \(Threshold Standards\) 2021](#)

[Tertiary Education Quality and Standards Agency Act 2011](#)

[Higher Education Support Act 2003](#)  
[Higher Education Provider Guidelines \(various\)](#)  
[Education Services for Overseas Students Act 2000](#)  
[National Code of Practice for Providers of Education and Training to Overseas Students 2018](#)  
[Ombudsman Act 1976](#)  
[Freedom of Information Act 1982](#)  
[Australian Research Council Act 2001](#)  
[Australian Code for the Responsible Conduct for Research 2018](#)  
[National Statement on Ethical Conduct in Human Research 2025](#)  
[Australian code for the care and use of animals for scientific purposes 2013](#)  
[Guidelines to Counter Foreign Interference in the Australian University Sector](#)

## Other

[University Chancellors Council Voluntary Code of Governance Principles and Practice for Australia's Public Universities](#)  
[Australian Qualifications Framework](#)  
[TEQSA National Register of Higher Education Providers and Courses](#)  
[Commonwealth Register of Institutions and Courses for Overseas Students \(CRICOS\)](#)  
[Tuition Protection Service](#)  
[Australian Research Integrity Committee \(ARIC\)](#)  
[Interim ATEC Terms of Reference](#)  
[Magna Charta Universitatum 1988 and 2021](#)  
[Hefei Statement on the Ten Characteristics of Contemporary Research Universities 2013](#)

Please refer to **Attachment A** for a full list of entries on the University's Legislative Compliance Register, current at 15 October 2025.

## (i) the structure, powers and responsibilities of university councils as defined in each university's enabling Act

### Structure

As noted above, the University of Sydney Senate is the governing authority of the institution, with its structure, functions, powers and responsibilities conferred on it by the University of Sydney Act. The Senate oversees all major decisions concerning the conduct of the University, including staff appointments and welfare, student welfare and discipline, financial matters and the University's physical and academic development.

### Size and composition

The Senate's size and composition are dictated by **section 8** of the University's Act, which requires that it consist of a minimum 11 and a maximum of 22 members. The total number of members is determined from time-to-time by a resolution passed by at least two-thirds of the total number of Senate members. The Senate currently has 15 members comprised of:

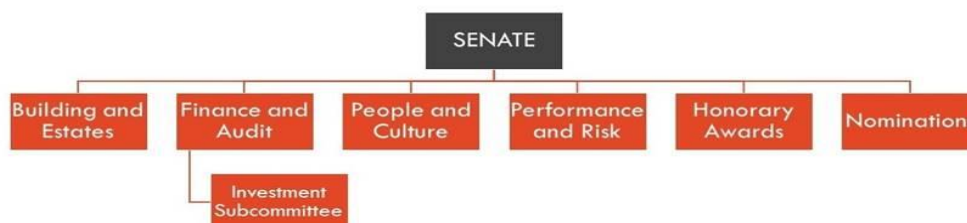
- three official members (Chancellor, Vice-Chancellor, Chair of Academic Board);
- seven external members (two appointed by the NSW Minister for Skills, TAFE and Tertiary Education and five by the Senate);
- three elected University staff members (academic and non-academic); and
- two elected University student members (undergraduate and postgraduate).

Operating under delegation from the Senate through the [University of Sydney \(Academic Board Rule\) 2017](#), the [Academic Board](#) oversees all academic activities and matters at the University. Its principal responsibilities include encouraging and maintaining the highest standards in teaching,

scholarship and research, and safeguarding freedom of speech and academic freedom. The report of the Chair of the Academic Board is a standing item at every standard Senate meeting.

In addition to the Academic Board and its committees, the Senate has six committees and one subcommittee, as detailed below, to assist with the execution of its functions:

### University of Sydney Senate Committees



The Senate sets the terms of reference, delegations and reporting requirements for these committees, which are publicly available on the [Senate website](#). They are reviewed annually to ensure the academic and business components of the University are scrutinised in detail by appropriately qualified and experienced members. External specialists are engaged as members on these committees alongside Senate Fellows to provide expert independent input to deliberation and decision-making.

See **Attachment B** for the terms of reference of the Senate's committees and see the [Academic Board website](#) for details of its responsibilities, committees and processes.

### **Function and powers**

The functions and powers of the Senate are contained in **Part 4** of the University's Act.

For **general** functions and powers, see **section 16** of the Act, which gives Senate broad powers to oversee all major decisions concerning the conduct of the University. These include but are not limited to: monitoring the performance of the Vice-Chancellor; overseeing the University's performance; overseeing the University's academic activities; approving the University's mission, strategic direction, annual budget and business plan; overseeing risk management and risk assessment across the University; approving and monitoring systems and controls and accountability for the University, including in relation to controlled entities; approving significant University commercial activity; and regularly reviewing its own performance.

Notably, **section 16 (1A)(c)** empowers the Senate to '*act in all matters concerning the University in such a manner as appears to the Senate to be best calculated to promote the object and interests of the University.*'

For functions and powers relating to **property**, see **sections 18 - 21** of the Act, which grant the Senate powers to manage, acquire, dispose of and lease University property, including land and assets.

For functions and powers relating to the **variation of trusts**, see **sections 22 - 26** of the Act, which allow the Senate to make a request to the Minister to vary the terms of trusts, scholarships and prizes, to ensure they remain effective and relevant.

For functions and powers relating to **commercial activities**, see **sections 26A – 26C**, which grant the Senate powers to approve and oversee commercial activities and require it to maintain a register of University commercial activities.

**Section 17** of the Act empowers the Senate to delegate any of its functions, other than the power of delegation, to specified entities or individuals. In addition to establishing the committees outlined above, the Senate has, for example, delegated some of its academic governance functions, powers and responsibilities to the University's [Academic Board](#) through the [University of Sydney \(Academic Board\) Rule 2017](#) and the [University of Sydney \(Delegations of Authority\) Rule 2024](#).

The Academic Board report is a priority item on the agenda at each Senate meeting, presented by the Board Chair, then discussed by Fellows. Through the reports of the Board Chair, the Senate is kept well-informed of decisions made in respect of academic matters, while at the same time permitting the members of the Academic Board to make those decisions based on their experience and close involvement with the University's educational and research activities.

### Primary responsibilities

The Senate is accountable to the Parliament of NSW and is responsible for the University's overall strategic direction, financial stewardship, and compliance with all applicable laws. The Senate's primary responsibilities are:

- appointing the Vice-Chancellor as the principal executive officer of the University, and monitoring their performance;
- approving the mission and strategic direction of the University, as well as the annual budget and business plan;
- overseeing and reviewing the management of the University and its performance;
- establishing policy and procedural principles, consistent with legal requirements and community expectations;
- approving and monitoring systems of control and accountability, including general overview of any controlled entities;
- overseeing and monitoring the assessment and management of risk across the University, including commercial undertakings; and
- overseeing and monitoring the academic activities of the University.<sup>3</sup>

As noted above, the Senate must report annually to Parliament on the University's operations and finances in accordance with relevant NSW laws and accounting standards. The Senate, supported by the [Academic Board](#), is also responsible for ensuring the University continues to meet the standards for registration in Australia as an *Institution of Higher Education* and self-accrediting *Australian University*, which are set by the [Higher Education Standards Framework \(Threshold Standards\) 2021 \(Cth\)](#) and enforced by TEQSA, as well as the University's compliance with all other applicable laws and regulations.

### Controlled entities

**Section 16A** of the University's Act makes the Senate responsible for the governance and oversight of controlled entities.

### (ii) the consistency and variation in governance provisions across the existing New South Wales public university Acts

Please refer to the matrix at **Attachment C** for a comparison of the objects and functions clauses of the ten NSW public universities.

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<sup>3</sup> [Senate - The University of Sydney](#)

## Key similarities

- **Core object:** All Acts use nearly identical language: promotion of scholarship, research, free inquiry, interaction of research and teaching, and academic excellence.
- **Principal functions:** All universities are empowered to provide education and research, disseminate knowledge, offer courses across a range of fields, participate in public discourse, confer degrees (Bachelor, Master, Doctor), and ensure quality assurance and governance.
- **Commercial functions:** All Acts allow the university to exploit or develop property, resources, or intellectual property for the university's benefit, including revenue generation to support their objects and functions.
- **No religious test or political discrimination:** All Acts contain a clause, with nearly identical wording across all Acts, that prohibits religious or political discrimination in relation to student admissions, eligibility of to hold office in, graduate from or enjoy any benefit, advantage or privilege of the university.
- **Additional functions:** All Acts include specific references to the development of cultural, sporting, professional, technical, and vocational services to the community.
- **Geographic scope:** All universities may exercise their functions within or outside NSW, including internationally.

## Key differences

- **Residential colleges:** Unlike many other NSW universities, the University of Sydney Act formally recognises six affiliated residential colleges, being: St Andrew's College; St John's College; St Paul's College; Sancta Sophia College; Wesley College and the Women's College (Colleges). These Colleges are independent of and not subject to the control of the University. Each College is a statutory corporation created under separate Acts of Parliament, being the [Saint Andrew's College Act 1998 \(NSW\)](#), the [Saint John's College Act 2018 \(NSW\)](#), the [Saint Paul's College Act 2018 \(NSW\)](#), the [Sancta Sophia College Incorporation Act 1929 \(NSW\)](#), the [Wesley College Incorporation Act 1910 \(NSW\)](#) and the [Women's College Act 1902 \(NSW\)](#). These Acts, establish, among other things, the respective statutory corporations, specify that a council of each College must be created and provide how that council must be constituted. Accordingly, each College has its own independent governing council.
- **Regional emphasis:** Several universities have an explicit statutory obligation to serve a particular region:
  - **Newcastle:** Hunter region, Central Coast, and surrounding areas
  - **Wollongong:** Illawarra region
  - **Western Sydney:** Greater Western Sydney
  - **Charles Sturt:** Western and south-western NSW
  - **Southern Cross:** North coast region of NSW
- **Naming of governing body:** most use 'Council'; University of Sydney uses 'Senate'; Western Sydney uses 'Board of Trustees'.
- **Western Sydney:** WSU's Act specifically mentions contributing to the development of Greater Western Sydney in its commercial and community functions.

### (iii) alignment of governance practices with the objects and functions outlined in each university's Act

Please see the matrices at **Attachment D** for overviews of the alignment of the University of Sydney's governance practices with the object and functions section of the University's Act.

### (iv) reporting obligations to the NSW Parliament, Department of Education and NSW Auditor General under the Acts, including compliance with these reporting obligations

Please refer to our response to reference 1(a) above.

### (v) the powers granted to universities under their Acts to engage in commercial activities and manage controlled entities

For functions and powers relating to **commercial activities**, see **sections 26A – 26C**, which grant the Senate powers to approve and oversee commercial activities and requires it to maintain a register of the University's commercial activities.

**Section 16A** of the University's Act makes the Senate responsible for the governance and oversight of controlled entities.

**(vi) powers and responsibilities of the Minister under the Acts**

The Minister's powers under the NSW university Acts are essentially the same for all universities, with only minor variations in detail or phrasing. The Minister's powers are focused on governance, appointments, property, and oversight of commercial activities. No Act gives the Minister a general power to intervene in the academic or operational affairs of a public university.

Please refer to **Attachment E** for a matrix summarising the similarities and variations in the Minister for Skills, TAFE and Tertiary Education powers in relation to the ten NSW public universities.

**ToR 1(b) The delineation of responsibilities between the state and federal jurisdiction for the regulation and oversight of universities.**

Please refer to our response to reference 1(a) above.

**ToR 1(c) The role of governance structures in safeguarding the public mission of universities, academic freedom, research ethics, student welfare, and social outcomes.**

The University of Sydney's legislated object is the '*promotion, within the limits of the University's resources, of scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence*' while its principal functions include '*the encouragement of the dissemination, advancement, development and application of knowledge informed by free inquiry*'.

The University's principal functions for promoting this object include: the provision of facilities for education and research of university standard; the encouragement of the dissemination, advancement, development and application of knowledge informed by free inquiry; the provision of courses and carrying out research to meet the needs of the community; participation in public discourse; and the development of governance, procedural rules, admission policies, financial arrangements and quality assurance processes that are underpinned by these values and goals, and sufficient to ensure the integrity of the University's academic programs.

These objects and functions are reflected in the University's strategic plans and our current [Sydney in 2032 Strategy](#) articulates the University's vision: '*Building on the First Nations knowledge of these lands, we are Australia's first university, Sydney's university and a great global university.*' We are currently in the third year of strategic initiatives designed to deliver on our priority aspirations for the decade. Those aspirations are for:

- our student-focused education to be transformational
- our community to thrive through diversity
- our research to be excellent, tackle the greatest challenges and contribute to the common good
- the University to be a better place to work, and a place that works better.

We track performance against these aspirations via a suite of measures including Key Performance Indicators (KPIs) and report annually to the NSW Parliament on progress towards our strategic goals.

The current external regulatory and internal governance structures that apply to NSW public universities (outlined in our responses to the references above) operate to oversee, guide and



scrutinise the universities' pursuit of their legislated missions on an ongoing basis. Founded on recognition and respect by the Parliaments of NSW and the Commonwealth of the need, in a democracy, for public universities to operate with autonomy, these structures respect that independence while providing accountability and supporting continual sector and institutional improvement.

The University of Sydney's Senate is required to approve and monitor systems of control and accountability, and to establish guidelines, policies and principles, consistent with all legal requirements. A majority of Senate Fellows must be external and the NSW [Government Sector Finance Act 2018](#), [Government Sector Audit Act 1983](#), [Ombudsman Act 1974](#), [Independent Commission Against Corruption Act 1988](#) and the [Public Interest Disclosures Act 2022 \(NSW\)](#) all apply to the University, while it must also comply with more than 300 different State and Federal instruments.

The University's operations are audited annually by the NSW Auditor-General and the Senate must include in its annual reports details of actions taken to implement any recommendation made in a report of the Auditor-General or NSW Ombudsman that concern the University. The University must also satisfy the TEQSA whenever required and every seven years through a rigorous re-registration process, that it continues to meet the threshold standards for registration as Australian University, while also demonstrating to the Australian Government through mission-based compacts and funding agreements how it is delivering its policy priorities.

The University of Sydney's public good mission is also safeguarded by internal governance structures and processes focused on strategic oversight, prudent financial and risk management, and external accountability in pursuit of the University's legislated object. The Senate is directly responsible for overseeing and approving the University's affairs and must approve the University's mission, strategic direction, annual budget, risk management and business plans. The Senate's annual reports to the NSW Parliament include details of the steps the University is taking to safeguard and progress its public good mission.

**ToR 1(d)      The accountability of university councils:**

- (i) the qualifications, experience and appointment processes for council members, including elected staff, student and graduate representatives**
- (ii) mechanisms for dismissal, remuneration, and conflict of interest management as permitted under the Acts**
- (iii) the extent to which councils reflect contemporary governance standards and stakeholder representation**
- (iv) public access to council decisions, strategic plans, and financial reports.**

**Qualifications and experience of Fellows**

**Section 8C** of the University's Act requires that all appointed members have expertise and experience relevant to the Senate's functions, and an appreciation of the University's object, values, functions and activities. In 2024, the Senate Nominations Committee adopted a revised *Skills & Diversity Matrix*, which includes demographic data related to gender and diversity, and set a focused collection of skills categories that is aligned with the University's current requirements. The matrix includes a balance of higher education and corporate governance experience. The Senate's Nominations Committee is also responsible for identifying, undertaking due diligence about, and recommending to Senate persons who may be suitable for nomination or appointment by Senate, or for consideration for appointment to the Senate by the NSW Minister for Skills, TAFE and Tertiary Education.

Further details of the Senate's composition, including information about the qualifications, skills and experience of each Senate Fellow are published on the [Senate website](#). The names of members of the Senate's committees and subcommittees are also published on the [website](#).

The Senate and University are committed to delivering quality onboarding briefings and training for all new Senate Fellows. For the latest intake of elected staff and student Fellows, a comprehensive one-day induction was organised which focused on the University's strategy, fiduciary duties of Fellows, obligations under the University of Sydney Act and other relevant legislation as well as briefing sessions on financial management, risk management and public interest obligations (including disclosures) of Fellows.

In addition, every new Senate Fellow meets with the Chancellor who shares his expectations for the Senate and of its Fellows. Every Senate Fellow is offered regular catch ups with the Secretary to the Senate (Chief Governance Officer). To further support Fellows in their roles, the University provides each Fellow with a detailed Senate Fellows Handbook, which outlines responsibilities, duties and a role description (referencing strongly the provisions laid out in the University of Sydney Act). These initiatives are complemented by an annual Senate and Senate Committee / Subcommittee evaluation process, which is overseen by the Chancellor directly.

Every Senate Fellow is also offered the opportunity to complete training through the Australian Institute of Company Directors equipping them with the skills needed to be successful. In addition to this onboarding and external training, Senate Fellows are regularly briefed on key governance matters including higher education policy and AI. In 2026, Senate's program of development will be expanded further to include additional consideration of AI, workplace health and safety, and crisis simulation.

Please refer to **Attachment F** for a summary of the criteria covered by the Senate's current *Skills & Diversity Matrix*.

## Duties and conduct of Fellows

**Part 4A and Schedule 2A** of the University's Act imposes the following duties on Fellows:

1. **Duty to act in the best interests of University (to carry out his/her functions** in good faith in the best interests of the University as a whole, and for a proper purpose.
2. **Duty to exercise care and diligence requires that a** Fellow must act honestly and exercise a reasonable degree of care and diligence in carrying out his or her functions.
3. **Duty not to improperly use position requires a Fellow to not make improper use of his or her position -**
  - (a) to gain, directly or indirectly, an advantage for the Fellow or another person, or
  - (b) to cause detriment to the University.
4. **Duty not to improperly use information** acquired because of his or her position -
  - (a) to gain, directly or indirectly, an advantage for the Fellow or another person, or
  - (b) to cause detriment to the University.

The Senate has a published [Senate Fellows Role Statement](#), which details Fellows' duties, functions and commitments required under the University of Sydney Act, By-law and policy, with additional considerations the Senate considers necessary. Senate requires that all Fellows have the capacity to undertake the duties described in the Role Statement, which contains the *Fellows' Code of Conduct* and sits alongside the *Skills Matrix & Diversity* for Senate Fellows. Together these documents establish responsibilities that mirror those recommended for members of public university governing bodies under the University Chancellors Council (UCC) voluntary code.

See **Attachment G** for the University of Sydney Senate Fellows Role Statement.

## **Dismissal of Fellows**

**Section 26G** of the University's Act empowers the Senate to remove a Fellow for breach of any specified duty and sets out the process for removal.

**Sections 11A and 12** cover the specific requirements for the removal from office of Chancellor or Deputy Chancellor, and the Vice-Chancellor.

## **Remuneration of Fellows**

**Section 10 of Schedule 1** to the University's Act empowers Senate to, from time-to-time, provide for a Fellow of Senate to be paid such remuneration (if any) as is determined by a resolution passed by at least two thirds of the Fellows of Senate.

The Senate does not currently remunerate its Senate Fellows. Any remuneration would be subject to and determined by a resolution passed by at least two-thirds of the Fellows of Senate. Fellows are reimbursed for travel and ancillary expenses they incur associated with the performance of their duties.

## **Conflict of interest management**

### ***Senate Fellows***

**Schedule 2A clause 5** of the University's Act sets out the requirements and processes for disclosure of material interests by Senate Fellows. In January each year Senate Fellows must provide a declaration about the previous calendar year. The University Governance Office verifies the information provided and updates the [Fellows' Register of Interests](#) webpage. This is a public-facing page, which records the advised and declared interests and related party transactions for each Senate Fellow and Committee Member.

The Senate and each of its committees receive an *Annual Declaration of Interests* paper, detailing a complete list of relevant declared interests declared for that forum. This paper is submitted to the first meeting of each committee in each calendar year. Senate Fellows have the opportunity to continuously report updates to their interests and this is a standing item on every committee and Senate agenda.

If a Fellow has a material interest in a matter being considered, or that is about to be considered at a meeting of the Senate or of a Senate committee, and the interest appears to raise a conflict with the proper performance of the Fellow's duties in relation to the consideration of the matter, the Fellow has a duty to, disclose the nature of the interest at a meeting of the Senate or a Senate Committee as soon as possible after the relevant facts have come to the Fellow's knowledge.

Further detailed information on the requirements for Fellows' disclosure of interests is detailed in [Schedule 2A of the University's Act](#).

### ***Executive leaders and staff***

The University of Sydney's approach to managing external interests and outside earnings is different to many other Australian universities, which only require disclosure of actual, potential or perceived conflicts. In contrast, since 2010 we have required disclosure of all material external interests and the question of whether each interest constitutes a conflict is decided by the staff member's executive supervisor. The University has detailed policies, systems and processes in place to manage employee conflicts of interests, which are reviewed periodically by the University's Internal Audit function.

For most staff, their engagement with the external interests process comes through the requirement to declare their interests under the [External Interests Policy](#). The declaration must be made at least

annually and updated on an *ad hoc* basis if needed. The declared interests are assessed and, if a conflict is identified, a management plan is prepared and registered in a Conflicts Register that is maintained by the University's Office of General Counsel.

Academic staff are permitted to engage in a limited amount of outside earnings activity (equivalent to 20 per cent of their contracted work time). This activity must be approved under the [Outside Earnings of Academic Staff Policy](#) and must not compromise their University work. Professional staff external income and engagements are managed on a case-by-case basis, consistent with the University's approach to managing conflicts of interests. The employment contracts for senior staff who are not employed under the EA include clauses prohibiting competition with the University or performing any other work (paid or unpaid) without the University's consent.

### **Contemporary governance standards and stakeholder representation**

As noted in our response to reference 1(a) and outlined in our response to reference 1(b) the University of Sydney's governance framework reflects the standards and expectations set out in the [University Chancellors Council Voluntary Code of Governance Principles and Practice for Australia's Public Universities](#), which is periodically reviewed and updated to reflect evolving expectations of university governance in Australia. The Voluntary Code was updated in December 2024 to incorporate ten priority areas agreed by Federal, State and Territory education ministers. The table included at **Attachment H** outlines the University of Sydney Senate's current alignment with the Ministers' ten priorities.

**Section 18(j)** of the University's Act requires the Senate to regularly review its own performance against its functions and obligations imposed by or under the Act or any other Act. The Senate and Academic Board (and their committees) undertake internal annual effectiveness evaluations, the results of which are reported to Senate. These evaluations consider the composition of committees, effectiveness, business addressed, governance operability and members' views. The Senate and Academic Board are also independently reviewed regularly with the results, and the Senate and Board's responses to them, reviewed by TEQSA as part of the reregistration process.

### **Public access to Senate decisions, strategic plans, and financial reports**

The Senate recently commissioned a review of its committees and operating arrangements. As part of this process, it has asked University leadership to explore ways to improve current arrangements and consider how the Senate can enhance transparency in its decision making, particularly in how these decisions are communicated to the broader university community – including staff and students – and publicly. The outcomes of this review, along with proposed options for improvement, are expected to be presented to Senate in December 2025.

### **ToR 1(e) The ability for current legislative and governance arrangements to provide oversight of university staffing, financial management, and use of external consultants.**

Please refer to our responses to references 1(a), 1 (a)(i) and 1(a)(iii) for an overview of how the external regulatory framework and the University's internal governance structures and processes provide oversight of these and other matters.

### **University staffing**

The Senate People and Culture Committee (PCC) monitors and advises Senate on employment matters including: workplace relations, University culture and values; the attraction, development and retention of academic and professional staff; remuneration and reward; diversity and inclusion; and performance and development of senior executive. The Chair is a Senate Fellow with extensive higher education teaching, research and management expertise and experience.

The University's 2024 Annual Report (pages 40-44) sets out the numbers and remuneration of senior executives, and details staffing levels for academic and professional staff for the period 2019 – 2024.

### **Workforce arrangements**

The [University of Sydney Enterprise Agreement 2023–2026](#) maintains and enhances sector-leading conditions and salaries. The agreement provides stronger workload protections for both professional and academic colleagues, enhanced leave entitlements, and a commitment to more secure employment and reasonable efforts in reducing casual staffing.

Under the agreement, we are investing in our academic workforce through advertising 330 new continuing academic roles, a significant proportion prioritised for current casual and fixed-term academic colleagues. By the end of 2024, we had advertised 265 of these roles and 119 staff had commenced, with the remaining positions to be advertised throughout the rest of the current Enterprise Agreement period.

A key focus of the current EA is to reduce levels of casualisation, which includes commitments to reduce our reliance upon casual academic staff and investment in continuing staff including:

- taking all reasonable steps to achieve a 20 per cent reduction in the proportion of the casual academic workforce
- an increase in roles for continuing staff by increasing continuing academic positions through a funding commitment and advertising 330 new continuing academic positions
- a commitment that 25 per cent of the new education focused positions created are designated to be filled by long-term casual and fixed-term staff and that 50 per cent of the new teaching and research positions will be designated to be filled by existing eligible staff.

In addition, the University has EA and legislative obligations in relation to casual and fixed-term conversion and has implemented changes in response to legislative amendments to the [Fair Work Act 2009 \(Cth\)](#).

Our Flexible Working Arrangements policy was updated in July 2024 to reflect the University's strengthened commitments to flexible work under the Enterprise Agreement. Extensive consultation on the proposed policy updates highlighted the need to balance working arrangements with the needs of the University and local teams, and individual needs and preferences.

The University has a legislative obligation to take reasonable and proportionate steps to eliminate unlawful workplace conduct on the grounds of sexual harassment, sex-based discrimination and related hostility and victimisation. The University has extended this obligation to apply to all forms of inappropriate workplace behaviour (for example, bullying and discrimination on any prohibited ground) in the Enterprise Agreement. A program of work has commenced to address these requirements and includes the review of HR policies such as [Bullying, Harassment and Discrimination Prevention Policy](#) and [Staff Sexual Misconduct Policy](#).

### **Employee Payments Review Program (EPR)**

The University is committed to paying people correctly for the valuable work they do. Since self-disclosing the risk of staff underpayments to the Fair Work Ombudsman in 2020, we have focused on identifying and remediating past incorrect payments, and ensuring our people are paid correctly now and in the future. A Control Board was established with the Senior Deputy Vice-Chancellor & Provost and the Vice-President Operations as executive sponsors. The Control Board reports regularly to Senate, through University Executive and Senate PCC.

As of 10 October 2025, the University has paid \$35.81 million in remediation to more than 15,300 current and former professional and academic staff. Following completion of the earlier review and remediation for professional staff, we are completing historic reviews and remediation for any

underpayments of casual academics in priority schools. Historic reviews have now been completed for eight schools, with the remaining seven reviews progressing in parallel to enable timely remediation for any affected staff.

Alongside the historical reviews and remediation, the University has implemented and embedded standardised systems, processes, controls and governance to ensure staff are paid correctly. The University is also establishing a Workplace Relations and Compliance Directorate for ongoing governance and management of its compliance with relevant industrial instruments and workplace laws. The University entered into an enforceable undertaking with the Fair Work Ombudsman in December 2024. Since then, the University has met all obligations within the agreed timeframes and continues to work with the Fair Work Ombudsman to ensure ongoing compliance and transparency.

### ***Financial and risk management oversight***

#### **Financial management**

The Senate Finance and Audit Committee (FAC) monitors and advises the Senate on:

- issues relating to the financial performance and sustainability of the University, by reviewing and evaluating information provided by management on the financial impact of strategic proposals, budget and planning priorities, resource and capital allocation, and commercial activities
- the University's Annual and Three-Year Audit Plans and Audit Program, including the reliability of financial management and reporting and compliance with laws and regulations and the maintenance of an effective and efficient audit capability; and, if necessary, taking reasonable steps to obtain independent audit reports of entities in which the University has an interest but which it does not control or with which it has entered into a joint venture
- the effective management of financial risk across the University, including the financial risks of subsidiaries and controlled entities
- the effective management of non-financial risk in areas covered by the Committee's Terms of Reference
- the effective management of the University's investment portfolio, cash flow and liquidity positions.

In addition, the Senate FAC oversees the preparation and audit of the University's Annual Financial Statements.

#### **Risk management**

The University's [Risk Management Policy](#) and Framework provide a structured approach and process for identifying, assessing, and managing risks. The [Senate Performance and Risk Committee](#) (PARC) reviews and oversees the University's systems of risk management, to ensure they are effective in monitoring and responding to strategic, operational, financial, education and research performance, and emerging risks.

The University's Chief Risk Officer reports to and briefs the Senate PARC regularly on the management of enterprise risks, while faculties provide PARC detailed insights into specific risks they manage. The Chief Risk Officer also reports regularly and briefs the [Senate People and Culture Committee](#) (PCC) on risks relevant to its terms of reference. The Chairs of the PARC and PCC report regularly to Senate on the outcomes of their meetings. This collaborative approach ensures that both strategic and operational risks are closely monitored by Senate and managed consistently and coherently across the University. Having the framework ensures a structured approach to risk management; providing clear processes for identifying, assessing, and addressing risks. It establishes accountability, standardises reporting, and enables proactive mitigation through consistent monitoring and reporting approaches.



In terms of transparency in relation to risk management, the University reports annually on its risk management and insurance activities to the NSW Auditor-General, NSW Parliament and publicly through its annual report, which is reviewed and approved by Senate before submission. For example, the University's [latest published annual report](#), covering 2024, summarised how the Senate and University monitors significant enterprise across 10 categories of risk:

- culture
- performance and accountability
- education and student experience
- research
- reputation and relationships
- operational environment
- financial sustainability
- health, wellbeing and safety
- conduct
- governance, legal, regulatory and compliance.

### Internal Audit

The University has an established internal audit function, which reports to the [Senate Finance and Audit Committee](#) (FAC). This function operates under the [Internal Audit Charter](#), which is reviewed regularly and approved by Senate FAC. Planned internal audits are set out in the Three-Year and Annual Internal Audit Plan to cover key risks, operations and strategic objectives of the University. Internal audit reports are provided to local management, the University Executive and Senate Committees. Actions to implement audit recommendations are tracked and reported to Senate FAC by the Chief Internal Audit Officer.

### Consultants

The University engages consultants to provide professional advice that is outside of the expertise or capacity of our staff. Examples include: advice in relation to strategic projects and ventures, operating models and organisational design, and technology programs; forensic accounting; actuarial modelling; economic and environmental analysis, and a range of other technical matters. The engagement of consultants is governed by the University's [Procurement Policy](#), which enshrines value for money as a core objective for all supplier sourcing activities.

The financial reporting rules do not require the University to disclose information about consultant expenditure. For transparency, the University voluntarily reports total consultancy expenditure in its Annual Financial Statements, as well as other professional services expenses (such as cleaning, security and IT services). The expenditure is reported based on the NSW Government definition of a consultant which is, 'a person or organisation engaged to provide recommendations or professional advice to assist decision-making by management'.

### **ToR 1(f) The ability for current legislative and governance arrangements to support accessibility of university education and derive public benefit, in particular:**

- (i) supporting diversity, inclusion and access for disadvantaged groups**
- (ii) promotion of regional development, Indigenous engagement, and community partnerships**
- (iii) advancing public discourse and civic responsibility.**

The [Albanese Government's response to the Australian Universities Accord](#) seeks to prioritise increasing access to higher education by students from currently underrepresented backgrounds, particularly students from Low SES, Rural, Regional and Remote, and Aboriginal and Torres Strait Islander communities. With Jobs and Skills Australia predicting that 9 in 10 future new jobs will require at least a post-school education, the Government has set an overall tertiary education attainment target of 80 per cent of working aged people by 2050. It has also committed to setting

targets for higher education participation for students from underrepresented backgrounds and has started implementing Managed Growth- and Needs-based Funding reforms alongside enhanced mission-based compacts negotiated between the ATEC with all Australian universities. These funding reforms are also designed to lift support for higher education providers serving local regional communities.

[NSW universities' mission-based compact agreements](#) outline how each institution will help achieve the Government's policy priorities, including:

- meeting Australia's skills and workforce needs
- upholding freedom of speech and academic freedom
- improving equality and opportunity in higher education
- improving teaching and learning
- improving research, research training and Innovation
- engaging with industry.

Similarly, the [NSW Government's Higher Education Strategy 2025-2029](#), developed in close collaboration with universities, has a strong equity focus, with a range of actions proposed under four shared priorities:

- Supporting current and future NSW skills and workforce needs
- Building capabilities to navigate post-school and lifelong learning pathways
- Improving equity outcomes in higher education
- Enabling the use of shared assets, expertise and research for the public good.

As an example of how NSW universities progress and report publicly on their contribution to the goals outlined in this reference, we draw the Committee's attention to the following sections of the [University's latest Annual Report to the NSW Parliament](#):

- Key Performance Indicators (p.32)
- Improving the lives of people in NSW (pp.17-18)
- Enabling lifelong learning (p.19)
- Student life and student partnership (p.19)
- Support for students (p.20)
- Our community thrives through diversity (pp.20-21)
- Workforce diversity (pp.61-63)
  - Aboriginal and Torres Strait Islander peoples
  - Disability Inclusion Action Plan
  - Gender equity
  - Cultural diversity
  - LGBTQIA+ (HR)
- Indigenous engagement – *One Sydney, Many People* Strategy (p.64-66)
- Highlights from our partnerships (p.27)
- We are valued as outstanding partners (p.29)
- Museums and cultural engagement (pp.36-37)
- Building a Civic Campus (pp.43-44)

For further information about diversity at the University, see:

- [Diversity](#)
- [Diversity – Teaching@Sydney](#)
- [Science in Australia Gender Equity \(SAGE\) @ Sydney](#)
- [Khuda Women in STEM Program](#)
- [Snapshot of student diversity at the University of Sydney in 2025](#)

The University has also addressed key policy issues relevant to this reference in recent submissions to government and parliamentary consultations. We have provided links to some of these below and would be happy to provide further details as required:

- [Submission to the Australian Government's Economic Reform Roundtable consultations, July 2025](#)
- [Submission to the Australian Government's New Managed Growth Funding implementation consultations, August 2024](#)
- [Submission to the Australian Government's Needs-based Funding implementation consultations, August 2024](#)
- [Submission to the Australian Government's Australian Tertiary Education Commission Implementation Consultation Paper, July 2024](#)
- [Submission to the Joint Standing Committee on Electoral Matters inquiry into civics education, engagement and participation in Australia, May 2024](#)
- [Submission in response to the Australian Universities Accord interim report, September 2023](#)
- [Submission to the Australian Universities Accord, April 2023](#)
- [Submission to the Australian Universities Accord Consultations on Terms of Reference, December 2022](#)
- [Submission to the Australian Government's Decentralisation summits, November 2020](#)

**ToR 1(g) The reporting and oversight of controlled entities including international campuses**

**Section 16A** of the University of Sydney Act addresses Controlled Entities (as defined by Schedule 2.2 of the [Government Sector Finance Act \(2018\)](#)). It requires that the Senate ensure that a controlled entity does not exercise any function or engage in any activity that the University is not authorised by or under the Act to exercise or engage in, except to the extent that the Senate is permitted to do so by the Minister.

The University's controlled entities comprise:

Name of Entity	Principal place of business	Business activity
A14 Holdings Pty Limited	Camperdown, NSW	This entity is a holding company which owns and manages shares in Suzhou Xi Su Commercial Consulting Co., Limited and The University of Sydney Vietnam Institute Company Limited (see below).
Stornaway Pty Limited	Camperdown, NSW	This entity was recently gifted to the University. It is in the process of being wound up and the funds will then flow into a charitable trust for the purpose of supporting early career researcher fellowships at the Charles Perkins Centre.
Suzhou Xi Su Commercial Consulting Co., Limited	Suzhou, China	A wholly owned subsidiary of A14 Holdings Pty Ltd, this is a Chinese company established to operate <i>The University of Sydney Centre in China</i> . The centre promotes and strengthens knowledge and creative exchanges between Australian and Chinese researchers, scholars and students.
The University of Sydney Vietnam Institute Company Limited	Ho Chi Minh City, Vietnam	A wholly owned subsidiary of A14 Holdings Pty Ltd, this entity has been established to operate the Sydney Vietnam Institute. The institute facilitates research and engagement opportunities between Australian and Vietnamese researchers, academics and students.
Westmead IVF Pty Limited	Westmead, NSW	An Australian company operated by the University since 2014 when the shares in it were gifted to the University. Trading as Westmead Fertility Centre, it provides affordable access to fertility treatments, underpinned by the latest research and innovation.

The Minister may, by order in writing, permit the Senate to authorise a controlled entity to exercise a function or engage in an activity of the kind referred to in **section 16A(1)**. Permission may be given in respect of a specified function or activity or functions or activities of a specified class.

The Governor may make regulations providing that **section 16A(1)** does not apply to functions or activities of a specified class.

The Senate must, as far as is reasonably practicable, ensure that the governing bodies of controlled entities possess the expertise and experience necessary to provide proper stewardship and control, and comprise (where possible) at least some members who are not members of the Senate or

members of staff, or students, of the University. The Senate must also ensure the adoption and evaluation of its own governance principles, and document (and keep updated) a corporate or business strategy containing achievable and measurable performance targets. A protocol is to be established regarding reporting by governing bodies of controlled entities to the Senate.

For further information about the University's approach to the oversight and management of controlled entities, see the University's [Controlled Entity Policy 2020](#). Note that the University does not operate any international campuses.

- ToR 1(h) Opportunities for legislative reform to strengthen governance, transparency and accountability considering, in particular:**
- (i) best practice governance arrangements for universities in other Australian jurisdictions and internationally**
  - (ii) lessons from recent audits, inquiries and performance reviews of New South Wales universities.**

As noted in our response to reference 1(a) above, our Senate's approach to governance is based on principles including:

- **Legal and regulatory compliance**: a commitment to achieving legislative compliance and assurance of regulatory compliance through ongoing monitoring of university performance and updating of our governance processes and policies.
- **Constant improvement and transparency**: subjecting our governance framework to regular independent review and transparent public reporting.
- **Consultation and engagement**: listening to, and taking seriously, criticisms and concerns raised about our governance structure and processes.
- **Benchmarking**: with comparable institutions in Australia and overseas to compare and identify leading approaches and implement changes as appropriate.
- **Action**: ensuring that we take appropriate steps in response to feedback or when our governance processes identify gaps or other weaknesses.

As we have outlined in our responses to other references above, we take seriously and consider carefully any direct or indirect criticisms of our approach to governance.

Our recent submissions to the [Expert Council on University Governance \(April 2025\)](#) and to the [Senate Education and Employment Legislation Committee's \(SEELC\) inquiry into the quality of governance in Australian higher education \(March 2025\)](#) outline the actions the Senate and University have taken, and continue to take, in response to the key areas of concern identified by the Australian Universities Accord. We have also detailed actions taken in response to criticism of our handling of campus protests and allegations of racism at the University in submissions and evidence given to the SEELC's separate inquiry into antisemitism at Australian universities; the NSW Legislative Council's inquiry into antisemitism in NSW; the Legislative Council budget estimates hearings in 2024 and 2025; to reviews undertaken by the Australian Government's special envoys to combat Antisemitism and Islamophobia; and to the Australian Human Rights Commission's anti-racism study into universities.

The SEELC inquiry into the quality of university governance has released two interim reports, the recommendations of which the Senate and University are considering as we continue to cooperate with that inquiry and await its final report to the Parliament. The Education Ministers' response to the Expert Council on University Governance's recommendations for further changes to governance requirements in the Australian higher education sector is expected to be released before the end of 2025, while the Australian Government is also currently consulting with a view to legislating changes to TEQSA regulatory powers.

The Senate and University are committed to engaging with all processes relevant to the governance of NSW universities, with a view to identifying gaps and other areas of improvement and taking action to address them.

**ToR 1(i)      Any other related matters**

Please refer to the Chancellor's and Vice-Chancellor's jointly-signed cover letter to this submission.

## LEGISLATIVE COMPLIANCE REGISTER AS AT 15 OCTOBER 2025

Presented below is an extract of the Compliance Register by Tier and Jurisdiction.

The Compliance Register Tiers are categorised as follows:

1. High Impact, High Risk
2. High Impact, Medium Risk
3. Medium Impact, Medium Risk
4. Medium Impact, Low Risk
5. Low Impact, Low Risk.

Impact is measured by the administrative and other requirements necessary for compliance. The compliance burden for high impact instruments is intensive, continuous and often spread across multiple University organisational units.

Risk is measured by the potential to affect core University functions and operations.

TIER	LEGISLATIVE INSTRUMENTS AND ASSOCIATED DOCUMENTS (NSW)
Tier 1	Anti-Discrimination Act 1977 (NSW)
Tier 1	Biosecurity Act 2015 (NSW)
Tier 1	Biosecurity Regulation 2017 (NSW)
Tier 1	Child Protection (Working with Children) Act 2012 (NSW)
Tier 1	Child Protection (Working with Children) Regulation 2013 (NSW)
Tier 1	Children's Guardian Act 2019 (NSW)
Tier 1	Children's Guardian Regulation 2022 (NSW)
Tier 1	Government Information (Public Access) Act 2009 (NSW)
Tier 1	Government Information (Public Access) Regulation 2018 (NSW)
Tier 1	Government Sector Audit Act 1983 (NSW)
Tier 1	Government Sector Finance Act 2018 (NSW)
Tier 1	Government Sector Finance Regulation 2024 (NSW)
Tier 1	Health Records and Information Privacy Act 2002 (NSW)
Tier 1	Higher Education Act 2001 (NSW)
Tier 1	Independent Commission Against Corruption Act 1988 (NSW)
Tier 1	Ombudsman Act 1974 (NSW)
Tier 1	Privacy and Personal Information Protection Act 1998 (NSW)
Tier 1	Privacy and Personal Information Protection Regulation 2019 (NSW)
Tier 1	Protection from Harmful Radiation Act 1990 (NSW)
Tier 1	Protection from Harmful Radiation Regulation 2013 (NSW)
Tier 1	Protection of the Environment Operations Act 1997 (NSW)
Tier 1	Protection of the Environment Operations (General) Regulation 2022 (NSW)
Tier 1	Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019 (NSW)
Tier 1	Protection of the Environment (Waste) Regulation 2019 (NSW)
Tier 1	Public Interest Disclosures Act 1994 (NSW)
Tier 1	Public Interest Disclosures Regulation 2011 (NSW)
Tier 1	Public Interest Disclosures Act 2022 (NSW)
Tier 1	Public Interest Disclosures Regulation 2022 (NSW)
Tier 1	State Records Act 1998 (NSW)
Tier 1	State Records Regulations 2015 (NSW)
Tier 1	University of Sydney Act 1989 (NSW)
Tier 1	University of Sydney By-law 1999 (NSW)
Tier 1	Work Health and Safety Act 2011 (NSW)
Tier 1	Work Health and Safety Regulation 2017 (NSW)
Tier 1	Workers Compensation Act 1987 (NSW)
Tier 1	Workers Compensation Regulation 2016 (NSW)
Tier 1	Guidelines for Workplace Return to Work Program
Tier 2	Agricultural and Veterinary Chemicals (New South Wales) Act 1994 (NSW)
Tier 2	Agricultural and Veterinary Chemicals (New South Wales) Regulation 2015 (NSW)
Tier 2	Anatomy Act 1977 (NSW)



TIER	LEGISLATIVE INSTRUMENTS AND ASSOCIATED DOCUMENTS (NSW)
Tier 2	Animal Research Act 1985 (NSW)
Tier 2	Animal Research Regulation 2021 (NSW)
Tier 2	Biological Control Act 1985 (NSW)
Tier 2	Building Products (Safety) Act 2017 (NSW)
Tier 2	Companion Animals Act 1998 (NSW)
Tier 2	Companion Animals Regulation 2018 (NSW)
Tier 2	Environmental Planning and Assessment Act 1979 (NSW)
Tier 2	Environmental Planning and Assessment Regulation 2000 (NSW)
Tier 2	Explosives Act 2003 (NSW)
Tier 2	Explosives Regulation 2013 (NSW)
Tier 2	Firearms Act 1996 (NSW)
Tier 2	Firearms Regulation 2017 (NSW)
Tier 2	Gene Technology (New South Wales) Act 2003 (NSW)
Tier 2	Human Tissue Act 1983 (NSW)
Tier 2	Human Tissue Regulation 2020 (NSW)
Tier 2	Medicines Poisons and Therapeutic Goods Act 2022 (NSW)
Tier 2	Ozone Protection Act 1989 (NSW)
Tier 2	Pesticides Act 1999 (NSW)
Tier 2	Pesticides Regulation 2017 (NSW)
Tier 2	Poisons and Therapeutic Goods Act 1966 (NSW)
Tier 2	Poisons and Therapeutic Goods Regulation 2008
Tier 2	Poisons and Therapeutic Goods (Poisons List) Proclamation 2016 (NSW)
Tier 2	Prevention of Cruelty to Animals Act 1979 (NSW)
Tier 2	Prevention of Cruelty to Animals Regulation 2012 (NSW)
Tier 2	Security Industry Act 1997 (NSW)
Tier 2	Security Industry Regulation 2016 (NSW)
Tier 3	Building and Construction Industry Security of Payment Act 1999 (NSW)
Tier 3	Charitable Fundraising Act 1991 (NSW)
Tier 3	Charitable Fundraising Regulation 2021 (NSW)
Tier 3	Charitable Trusts Act 1993 (NSW)
Tier 3	Charitable Trusts Regulation 2017 (NSW)
Tier 3	Contaminated Land Management Act 1997 (NSW)
Tier 3	Defamation Act 2005 (NSW)
Tier 3	Fair Trading Act 1987 (NSW)
Tier 3	Fair Trading Regulation 2019 (NSW)
Tier 3	Food Act 2003 (NSW)
Tier 3	Food Regulation 2015 (NSW)
Tier 3	Heritage Act 1977 (NSW)
Tier 3	Heritage Regulation 2012 (NSW)
Tier 3	Liquor Act 2007 (NSW)
Tier 3	Liquor Regulation 2018 (NSW)
Tier 3	Long Service Leave Act 1955 (NSW)
Tier 3	Long Service Leave Regulation 2021 (NSW)
Tier 3	Payroll Tax Act 2007 (NSW)
Tier 3	Public Health Act 2010 (NSW)
Tier 3	Public Health Regulation 2022 (NSW)
Tier 3	Retail Leases Act 1994 (NSW)
Tier 3	Retail Leases Regulation 2022 (NSW)
Tier 3	Road Rules 2014 (NSW)
Tier 3	Road Transport (General) Regulation 2021 (NSW)
Tier 3	Smoke-Free Environment Act 2000 (NSW)
Tier 3	Smoke-Free Environment Regulation 2016 (NSW)
Tier 3	Superannuation Act 1916 (NSW)
Tier 3	State Authorities Superannuation Act 1987 (NSW)
Tier 3	Surveillance Devices Act 2007 (NSW)
Tier 3	Surveillance Devices Regulation 2022 (NSW)
Tier 3	Taxation Administration Act 1996 (NSW)
Tier 3	Trustee Act 1925 (NSW)
Tier 3	Trustee Regulation 2020 (NSW)
Tier 3	Unclaimed Money Act 1995 (NSW)
Tier 3	Weapons Prohibition Act 1998 (NSW)
Tier 3	Weapons Prohibition Regulation 2017 (NSW)
Tier 3	Workers' Compensation (Dust Diseases) Act 1942 (NSW)

TIER	LEGISLATIVE INSTRUMENTS AND ASSOCIATED DOCUMENTS (NSW)
Tier 3	Workplace Injury Management and Workers Compensation Act 1998 (NSW)
Tier 3	Workplace Surveillance Act 2005 (NSW)
Tier 3	Workplace Surveillance Regulation 2022 (NSW)
Tier 4	Animals Act 1977 (NSW)
Tier 4	Apprenticeship and Traineeship Act 2001 (NSW)
Tier 4	Apprenticeship and Traineeship Regulation 2024 (NSW)
Tier 4	Biodiversity Conservation Act 2016 (NSW)
Tier 4	Biodiversity Conservation Regulation 2017 (NSW)
Tier 4	Conveyancing Act 1919 (NSW)
Tier 4	Data Sharing (Government Sector) Act 2015 (NSW)
Tier 4	Health Care Complaints Act 1993 (NSW)
Tier 4	Health Practitioner Regulation (Adoption of National Law) Act 2009 (NSW)
Tier 4	Health Practitioner Regulation National Law Act 2009 (NSW)
Tier 4	Rural Fires Act 1997 (NSW)
Tier 4	Rural Fires Regulation 2022 (NSW)
Tier 4	State Emergency and Rescue Management Act 1989 (NSW)
Tier 5	Crimes Act 1900 (NSW)
Tier 5	Criminal Records Act 1991 (NSW)
Tier 5	Drugs Misuse and Trafficking Act 1985 (NSW)
Tier 5	Drugs Misuse and Trafficking Regulation 2021 (NSW)
Tier 5	Education Standards Authority Act 2013 (NSW)
Tier 5	Education Standards Authority Regulation 2019 (NSW)
Tier 5	Electronic Transactions Act 2000 (NSW)
Tier 5	Electronic Transactions Regulation 2017 (NSW)
Tier 5	Environmental Planning and Assessment Act 1979 (NSW)
Tier 5	Environmental Planning and Assessment Regulation 2000 (NSW)
Tier 5	Fisheries Management Act 1994 (NSW)
Tier 5	Fisheries Management (General) Regulation 2019 (NSW)
Tier 5	Forestry Act 2012 (NSW)
Tier 5	Forestry Regulation 2012 (NSW)
Tier 5	Greater Sydney Commission Act 2015 (NSW)
Tier 5	Greater Sydney Commission Regulation 2016 (NSW)
Tier 5	Legal Profession Uniform Law Application Act 2014 (NSW)
Tier 5	Legal Profession Uniform Law Application Regulation 2015 (NSW)
Tier 5	Library Act 1939 (NSW)
Tier 5	Library Regulation 2018 (NSW)
Tier 5	Local Government Act 1993 (NSW)
Tier 5	Local Government (General) Regulation 2021 (NSW)
Tier 5	Marine Pollution Act 2012 (NSW)
Tier 5	Marine Pollution 2014 Regulation (NSW)
Tier 5	National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018 (NSW)
Tier 5	Powers of Attorney Act 2003 (NSW)
Tier 5	Powers of Attorney Regulation 2016 (NSW)
Tier 5	Public Works and Procurement Regulation 2019 (NSW)
Tier 5	Residential Tenancies Act 2010 (NSW)
Tier 5	Residential Tenancies Regulations 2019 (NSW)
Tier 5	State Authorities Non-contributory Superannuation Act 1987 (NSW)
Tier 5	State Authorities Non-contributory Superannuation Regulation 2020 (NSW)
Tier 5	State Authorities Superannuation Act 1987 (NSW)
Tier 5	State Authorities Superannuation Regulation 2020 (NSW)
Tier 5	State Debt Recovery Act 2018 (NSW)
Tier 5	State Debt Recovery Regulation 2018 (NSW)
Tier 5	Terrorism (High Risk Offenders) Act 2017 (NSW)
Tier 5	Terrorism (High Risk Offenders) Regulation 2018 (NSW)
Tier 5	Treasury Corporation Act 1983 (NSW)

TIER	LEGISLATIVE INSTRUMENTS AND ASSOCIATED DOCUMENTS (COMMONWEALTH)
Tier 1	Age Discrimination Act 2004 (Cth)
Tier 1	Australia's Foreign Relations (State and Territory Arrangements) Act 2020 (Cth)
Tier 1	Australia's Foreign Relations (State and Territory Arrangements) Rules 2020 (Cth)
Tier 1	Australian Code for the Responsible Conduct of Research (2018)
Tier 1	Australian Human Rights Commission Act 1986 (Cth)
Tier 1	Autonomous Sanctions Act 2011 (Cth)
Tier 1	Autonomous Sanctions Regulations 2011 (Cth)
Tier 1	Biosecurity Act 2015 (Cth)
Tier 1	Biosecurity Regulation 2016 (Cth)
Tier 1	Biosecurity (Human Health) Regulation 2016 (Cth)
Tier 1	Commonwealth Scholarships Guidelines (Research) 2017 (Cth)
Tier 1	Competition and Consumer Act 2010 (Cth)
Tier 1	Copyright Act 1968 (Cth)
Tier 1	Copyright Regulations 2017 (Cth)
Tier 1	Criminal Code Act 1995 (Bribery of Foreign Public Officials) (Cth)
Tier 1	Data Availability and Transparency Act 2022 (Cth)
Tier 1	Data Availability and Transparency Regulations 2022 (Cth)
Tier 1	Data Availability and Transparency Code 2022 (Cth)
Tier 1	Data Availability and Transparency (National Security Measures) Code 2022 (Cth)
Tier 1	Data Availability and Transparency (Consequential Amendments) Act 2022 (Cth)
Tier 1	Data Availability and Transparency (Consequential Amendments) Transitional Rules 2022 (Cth)
Tier 1	Defence Trade Controls Act 2012 (Cth)
Tier 1	Defence Trade Controls Regulation 2013 (Cth)
Tier 1	Defence and Strategic Goods List 2024
Tier 1	Disability Discrimination Act 1992 (Cth)
Tier 1	Disability Standards for Education 2005 (Cth)
Tier 1	Education Services for Overseas Students (Registration Charges) Act 1997 (Cth)
Tier 1	Education Services for Overseas Students (Registration Charges) Regulations 2021 (Cth)
Tier 1	Education Services for Overseas Students Act 2000 (Cth)
Tier 1	Education Services for Overseas Students Regulations 2019 (Cth)
Tier 1	Education Services for Overseas Students (TPS Levies) Act 2012 (Cth)
Tier 1	English Language Intensive Courses for Overseas students Standards 2018 (Cth)
Tier 1	Ethical conduct in research with Aboriginal and Torres Strait Islander Peoples and communities: Guidelines for researchers and stakeholders
Tier 1	Fair Work Act 2009 (Cth)
Tier 1	Fair Work Regulations 2009 (Cth)
Tier 1	FEE – HELP Guidelines 2017 (Cth)
Tier 1	Foreign Influence Transparency Scheme Act 2018 (Cth)
Tier 1	Higher Education OS – HELP Guidelines 2023 (Cth)
Tier 1	Higher Education Support Act 2003 (Cth)
Tier 1	Higher Education Provider Guidelines 2003 (Cth)
Tier 1	Higher Education Support (Administration) Guidelines 2023 (Cth)
Tier 1	Higher Education Support (Student Services, Amenities, Representation and Advocacy) Guidelines 2022 (Cth)
Tier 1	Higher Education Standards Framework (Threshold Standards) 2021 (Cth)
Tier 1	Modern Slavery Act 2018 (Cth)
Tier 1	National Code of Practice for Providers of Education and Training to Overseas Students 2018 (Cth)
Tier 1	National Health Security Act 2007 (Cth)
Tier 1	National Health Security Regulations 2018 (Cth)
Tier 1	Security Sensitive Biological Agent (SSBA) Standards 2013 (Cth)
Tier 1	National Higher Education Code to Prevent and Respond to Gender-based Violence (Cth)
Tier 1	National Principles for Child Safe Organisations (National Principles) (Cth)
Tier 1	National Standards for Foundation Programs 2021 (Cth)
Tier 1	National Statement on Ethical Conduct in Human Research 2007
Tier 1	National Statement on Ethical Conduct in Human Research 2023
Tier 1	National Statement on Ethical Conduct in Human Research 2025
Tier 1	Ombudsman Act 1976 (Cth)
Tier 1	Racial Discrimination Act 1975 (Cth)
Tier 1	Security of Critical Infrastructure Act 2018 (Cth)
Tier 1	Security of Critical Infrastructure (Application) Rules (LIN 22/026) 2022 (Cth)
Tier 1	Security of Critical Infrastructure (Critical Infrastructure Risk Management Program) Rules LIN 23/006 2023 (Cth)

TIER	LEGISLATIVE INSTRUMENTS AND ASSOCIATED DOCUMENTS (COMMONWEALTH)
Tier 1	Sex Discrimination Act 1984 (Cth)
Tier 1	Student Identifiers Act 2014 (Cth)
Tier 1	Student Identifiers Regulation 2014 (Cth)
Tier 1	Tertiary Education Quality and Standards Agency Act 2011 (Cth)
Tier 1	Tertiary Education Quality and Standards Agency (Charges) Act 2021 (Cth)
Tier 1	Weapons of Mass Destruction (Prevention of Proliferation) Act 1995 (Cth)
Tier 1	Weapons of Mass Destruction Regulations 2018 (Cth)
Tier 1	Workplace Gender Equality Act 2012 (Cth)
Tier 1	Workplace Gender Equality (Minimum Standards) Instrument 2014 (Cth)
Tier 2	Agricultural and Veterinary Chemicals Act 1994 (Cth)
Tier 2	Agricultural and Veterinary Chemicals Code Act 1994 (Cth)
Tier 2	Agricultural and Veterinary Chemicals Code Regulation 1995 (Cth)
Tier 2	Australian Code for the Care and Use of Animals for Scientific Purposes 2013
Tier 2	Cheques Act 1986 (Cth)
Tier 2	Civil Aviation Act 1988 (Cth)
Tier 2	Civil Aviation Safety Regulations 1998 (Cth)
Tier 2	Gene Technology Act 2000 (Cth)
Tier 2	Gene Technology Regulation 2001 (Cth)
Tier 2	Gene Technology (Licence Charges) Act 2000 (Cth)
Tier 2	Independent Contractors Act 2006 (Cth)
Tier 2	Narcotic Drugs (Licence Charges) Act 2016 (Cth)
Tier 2	Narcotic Drugs Act 1967 (Cth)
Tier 2	Narcotic Drugs Regulation 2016 (Cth)
Tier 2	National Greenhouse and Energy Reporting Act 2007 (Cth)
Tier 2	National Greenhouse and Energy Reporting Regulations 2008 (Cth)
Tier 2	Nuclear Non-Proliferation (Safeguards) Act 1987 (Cth)
Tier 2	Nuclear Non-Proliferation (Safeguards) Regulations 1987 (Cth)
Tier 2	Ozone Protection and Synthetic Greenhouse Gas Management Act 1989 (Cth)
Tier 2	Ozone Protection and Synthetic Greenhouse Gas Management Regulations 1995 (Cth)
Tier 2	Plant Breeder's Rights Act 1994 (Cth)
Tier 2	Radiocommunications Act 1992 (Cth)
Tier 2	Therapeutic Goods Act 1989 (Cth)
Tier 2	Therapeutic Goods Regulation 1990 (Cth)
Tier 2	Therapeutic Goods (Medical Devices) Regulations 2002 (Cth)
Tier 3	A New Tax System (Australian Business Number) Act 1999 (Cth)
Tier 3	A New Tax System (Goods & Services Tax) Act 1999 (Cth)
Tier 3	Aboriginal and Torres Strait Islander Heritage Protection Act 1984 (Cth)
Tier 3	Australian Charities and Not-for-profits Commission Act 2012 (Cth)
Tier 3	Australian Charities and Not-for-profits Commission Regulation 2013 (Cth)
Tier 3	Business Names Registration Act 2011 (Cth)
Tier 3	Circuit Layouts Act 1989 (Cth)
Tier 3	Corporations Act 2001 (Cth)
Tier 3	Customs Act 1901 (Cth)
Tier 3	Defence Reserve Service (Protection) Act 2001 (Cth)
Tier 3	Designs Act 2003 (Cth)
Tier 3	Designs Regulations 2004 (Cth)
Tier 3	Environment Protection and Biodiversity Conservation Act 1999 (Cth)
Tier 3	Environment Protection and Biodiversity Conservation Regulations 2000 (Cth)
Tier 3	Fringe Benefits Tax Act 1986 (Cth)
Tier 3	Fringe Benefits Tax Assessment Act 1986 (Cth)
Tier 3	Great Barrier Reef Marine Park Act 1975 (Cth)
Tier 3	Great Barrier Reef Marine Park Regulations 2019 (Cth)
Tier 3	Income Tax Act 1986 (Cth)
Tier 3	Income Tax Assessment Act 1936 (Cth)
Tier 3	Income Tax Assessment Act 1997 (Cth)
Tier 3	Income Tax Rates Act 1986 (Cth)
Tier 3	Indigenous Education (Targeted Assistance) Act 2000 (Cth)
Tier 3	Insurance Contracts Act 1984 (Cth)
Tier 3	Migration Act 1958 (Cth)
Tier 3	Migration Regulations 1994 (Cth)
Tier 3	National Safety and Quality Health Service (NSQHS) Standards
Tier 3	Paid Parental Leave Act 2010 (Cth)

TIER	LEGISLATIVE INSTRUMENTS AND ASSOCIATED DOCUMENTS (COMMONWEALTH)
Tier 3	Paid Parental Leave Rules 2021 (Cth)
Tier 3	Patents Act 1990 (Cth)
Tier 3	Patents Regulations 1991 (Cth)
Tier 3	Personal Property Securities Act 2009 (Cth)
Tier 3	Personal Property Securities Regulations 2010 (Cth)
Tier 3	Protection of Cultural Objects on Loan Act 2013 (Cth)
Tier 3	Protection of Cultural Objects on Loan Regulation 2014 (Cth)
Tier 3	Protection of Movable Cultural Heritage Act 1986 (Cth)
Tier 3	Protection of Movable Cultural Heritage Regulations 2018 (Cth)
Tier 3	Spam Act 2003 (Cth)
Tier 3	Spam Regulations 2021 (Cth)
Tier 3	Superannuation Guarantee (Administration) Act 1992 (Cth)
Tier 3	Superannuation Guarantee Charge Act 1992 (Cth)
Tier 3	Taxation Administration Act 1953 (Cth)
Tier 3	Telecommunications (Interception and Access) Act 1979 (Cth)
Tier 3	Trade Marks Act 1995 (Cth)
Tier 3	Trade Marks Regulations 1995 (Cth)
Tier 4	Chemical Weapons (Prohibition) Act 1994 (Cth)
Tier 4	Chemical Weapons (Prohibition) Regulations 1997 (Cth)
Tier 4	Child Support (Registration and Collection) Act 1988 (Cth)
Tier 4	Child Support (Registration and Collection) Regulations 2018 (Cth)
Tier 4	Export Control Act 1982 (Cth)
Tier 4	Export Control Act 2020 (Cth)
Tier 4	Export Control Rules 2021 (Cth)
Tier 4	Health Insurance Act 1973 (Cth)
Tier 4	Health Insurance Regulations 2018
Tier 4	Health Insurance (Pathology Services Table) Regulations 2020 (Cth)
Tier 4	Health Insurance (Diagnostic Imaging Services Table) Regulations (No 2) 2020 (Cth)
Tier 4	Health Insurance (Permitted Benefits – Pathology Services) Determination 2018 (Cth)
Tier 4	Health Insurance (Permitted Benefits – diagnostic imaging services) Determination 2018 (Cth)
Tier 4	Healthcare Identifiers Act 2010 (Cth)
Tier 4	Healthcare Identifiers Regulations 2020 (Cth)
Tier 4	Industrial Chemicals Act 2019 (Cth)
Tier 4	Industrial Chemicals (General) Rules 2019 (Cth)
Tier 4	National Health Act 1953 (Cth)
Tier 4	Privacy Act 1988 (Cth)
Tier 4	Privacy Regulation 2013 (Cth)
Tier 4	Space (Launches and Returns) Act 2018 (Cth)
Tier 4	Space (Launches and Returns) (General) Rules 2019 (Cth)
Tier 4	Space (Launches and Returns) (Insurance) Rules 2019 (Cth)
Tier 4	Space (Launches and Returns) (High Powered Rocket) Rules 2019 (Cth) Building Energy Efficiency Disclosure Regulations 2010 (Cth)
Tier 5	Building Energy Efficiency Disclosure Act 2010 (Cth)
Tier 5	Crimes Act 1914 (Cth)
Tier 5	Criminal Code Act 1995 (Cth)
Tier 5	Criminal Code Regulations 2019 (Cth)
Tier 5	Electronic Transactions Act 1999 (Cth)
Tier 5	Electronic Transactions Regulations 2020 (Cth)
Tier 5	National Consumer Credit Protection Act 2009 (Cth)
Tier 5	National Consumer Credit Protection Regulation 2010 (Cth)



TIER	LEGISLATIVE INSTRUMENTS AND ASSOCIATED DOCUMENTS (QLD)
Tier 3	Environmental Protection Act 1994 (Qld)
Tier 3	Marine Parks Act 2004 (Qld)
Tier 3	Marine Parks Regulations 2017 (Qld)





**TERMS OF REFERENCE**

COMMITTEE	<b>BUILDING AND ESTATES COMMITTEE</b>
PURPOSE	<p>The role of the Building and Estates Committee is to monitor and advise Senate on:</p> <ul style="list-style-type: none"> <li>a) matters of planning, development and general oversight of the management of the University's real property and physical infrastructure with particular reference to: <ul style="list-style-type: none"> <li>i. major capital developments;</li> <li>ii. infrastructure management;</li> <li>iii. operating resource allocation;</li> <li>iv. sustainability;</li> </ul> </li> <li>b) effective risk management in the areas covered by the Committee's Terms of Reference; and</li> <li>c) conducting reviews in the areas covered by the Committee's Terms of Reference.</li> </ul>
TERMS OF REFERENCE	<p>The Committee's Terms of Reference are reflected in the <i>University of Sydney Delegations of Authority Rule 2020</i> ('the Delegations'). The Committee is authorised by Senate to:</p> <ul style="list-style-type: none"> <li>a) recommend to the Finance Committee (FC) business cases or capital expenditure projects valued above \$-20M, which are within the approved University budget total, in accordance with <u>Delegation 6.15.9</u>, noting that: <ul style="list-style-type: none"> <li>i. Business cases provided to the Building and Estates Committee must have been through a consultation process with the University Executive;</li> </ul> </li> <li>b) recommend to the Finance Committee (FC) approval of agreements for expenditure for infrastructure works or services valued above \$20M, up to the value of the approved project budget, in accordance with <u>Delegation 6.15.10</u>, noting that: <ul style="list-style-type: none"> <li>i. contracts provided to the Building and Estates Committee must have been through a consultation process with the relevant Project Control Group, if applicable, and with the Vice-President (Operations); and</li> </ul> </li> <li>c) approve variations to agreements, for expenditures for infrastructure works or services above \$1M and within the approved budget in accordance with <u>Delegation 6.15.11</u>, noting that: <ul style="list-style-type: none"> <li>i. such variations must have been through a consultation process with the Finance Committee, if approval would result in exceeding the original project budget.</li> </ul> </li> </ul> <p>The Committee is to:</p> <ul style="list-style-type: none"> <li>a) review a quarterly Safety Report from the Chief University Infrastructure Officer (CUIO) detailing BEC risks and WHS matters;</li> <li>b) review the annual and three-year Internal Audit Plan to ensure audits that fall within the purview of the committee are appropriate, timely and comprehensive; and</li> <li>c) review relevant Internal Audit Reports.</li> </ul>

CHAIR	Appointed by Senate from the Fellows of Senate <sup>1</sup>
MEMBERSHIP	<p>The Building and Estates Committee is comprised of the following members:</p> <p>Ex-officio members:</p> <ul style="list-style-type: none"><li>• Chancellor</li><li>• Deputy Chancellor</li><li>• Vice-Chancellor.</li></ul> <p>Three Fellows of Senate appointed by the Nominations Committee after consultation by the Chair of the Committee with the Chancellor, and the Vice-Chancellor.</p> <p>Up to three external members with appropriate professional expertise and experience appointed by the Nominations Committee on the recommendation of the Chair of the Committee.</p>
TERM OF OFFICE	All members, including the Chair, are appointed for a term of office of two years. Terms of office are staggered where possible so that expertise and continuity can be maintained.
ATTENDEES	Any others as determined by the Chair when necessary.
QUORUM	At any meeting of the Committee four members shall form a quorum.
SECRETARIAT	Chief Governance Officer.
MEETINGS	The Committee meets at four times per year or at the Chair's discretion.
REPORTING	The Committee reports to Senate following each meeting.
MINUTES	Available on Diligent.

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<sup>1</sup> Not a staff or student Fellow

**TERMS OF REFERENCE**

COMMITTEE	FINANCE AND AUDIT COMMITTEE
PURPOSE	<p>The role of the Senate Finance and Audit Committee is to monitor and advise Senate on:</p> <ul style="list-style-type: none"> <li>a) issues relating to the financial performance and sustainability of the University, by reviewing and evaluating information provided by management on the financial impact of strategic proposals, budget and planning priorities, resource and capital allocation, and commercial activities;</li> <li>b) the University's Annual and Three-Year Audit Plans and Program, including reliability of financial management and reporting and compliance with laws and regulations and the maintenance of an effective and efficient audit capability; and, if necessary, taking reasonable steps to obtain independent audit reports of entities in which the University has an interest but which it does not control or with which it has entered into a joint venture;</li> <li>c) ensuring the effective management of financial risk across the University, including the financial risks of subsidiaries and controlled entities;</li> <li>d) ensuring the effective management of non-financial risk in areas covered by the Committee's Terms of Reference;</li> <li>e) effective management of the University's short-term portfolio, cash flow and liquidity positions; and</li> <li>f) conducting reviews in the areas covered by the Committee's Terms of Reference.</li> </ul>
TERMS OF REFERENCE	<p>The Committee's Terms of Reference are reflected in the <i>University of Sydney Delegations of Authority Rule 2020</i> ('the Delegations'). The Committee is authorised by Senate to:</p> <ul style="list-style-type: none"> <li>a) make decisions on the University's Future Fund;</li> <li>b) approve major capital expenditure projects and strategic initiatives which are funded entirely from the Future Fund, including advice on the investment mandate for the Future Fund, which balances support for a broad range of core University objectives with seeking to achieve appropriate commercial returns;</li> <li>c) receive recommendations as to the appointment and retirement, as appropriate, of consultants and external managers, and make such decisions subject to reporting to Senate after the event;</li> <li>d) investigate any activity within its Terms of Reference;</li> <li>e) seek any information it requires from any employee. All employees are directed to cooperate with any requests made by the Committee;</li> <li>f) obtain external professional advice with regard to matters within its Terms of Reference, and to secure the attendance of external advisers with relevant experience and expertise if it considers this necessary, after consultation with the Chancellor (see also <a href="#">Delegation 6.4.4</a>, below);</li> <li>g) in accordance with <a href="#">Delegation 6.15.9</a>, approve business case or capital expenditure projects within approved University budget total valued above</li> </ul>

	<p>\$20M, which are within the approved University budget total, after consultation with the Chief Financial Officer, Chief Procurement Officer, Category or Portfolio Manager – Procurement Services;</p> <p>h) in accordance with <u>Delegation 6.19.1</u>, approve the acquisition of goods and services from a supplier, other than an independent contractor or a labour hire agency (above \$20M);</p> <p>i) in accordance with <u>Delegation 6.27.1</u>, approve the acquisition of real property valued above \$20M and <u>Delegation 6.27.4</u>, approve any other dealing with real property where the authority is not retained by Senate under the Act;</p> <p>j) in accordance with <u>Delegation 6.4.4</u>, appoint external lawyers, approve costs agreements, and authorise payments;</p> <p>k) in accordance with <u>Delegation 6.4.5</u>, approve expenditure on external lawyers (between \$5M and \$10M);</p> <p>l) in accordance with <u>Delegation 6.24.6</u>, approve acceptance of sponsorship from third parties (other than sponsorship of chairs), valued above \$10m, after consultation with the Vice-Chancellor, Vice-President (Advancement), relevant Executive Dean, Dean or Head of School and Dean (a University school), relevant Head of School or Head of Clinical School; Chief Financial Officer; and General Counsel;</p> <p>m) in accordance with <u>Delegation 6.24.2</u>, approve acceptance of a gift, bequest or devise valued above \$20M, which is made to the whole or to a part of the University (such as Faculty), and establish the terms for its management after consultation with the Vice-Chancellor, Executive Dean, and with the relevant Dean or Head of School and Dean (University school); Gift Acceptance Committee; Gift Administration Board (where applicable);</p> <p>n) in accordance with <u>Delegation 6.18.2</u>, revise the approved capital budget if the total allocation across the University would materially change as a result of the revision, after consultation with the Vice-Chancellor, University Executive, Vice-President (Operations), and Chief Financial Officer;</p> <p>o) in accordance with <u>Delegation 6.15.10</u>, approve agreements for expenditure for infrastructure works or services (above \$20M); and</p> <p>p) in accordance with <u>Delegation 6.23.1</u>, borrow money and raise capital (including issuance of securities or debentures), subject to approval by the Governor on the recommendation of the Treasurer, after consultation with the Chief Financial Officer and Investment Subcommittee.</p>
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	<p>The Committee is to:</p> <ul style="list-style-type: none"> <li>a) maintain oversight of the University's Annual and Three-Year Audit Plans and Program, including operational effectiveness and efficiency, compliance with laws and regulations and the maintenance of an effective and efficiency audit capability</li> <li>b) engage with other Committees of Senate prior to finalising both Annual and Three-Year Audit Plans</li> <li>c) monitor the performance and independence of Internal Audit ("IA") including: <ul style="list-style-type: none"> <li>• reviewing and approving the IA Charter and the University's Annual and Three-Year Audit Plans and Program</li> <li>• reviewing IA reports including significant findings and recommendations</li> <li>• monitoring management's response to and follow-up of findings and recommendations</li> <li>• reviewing adequacy of resources and budget of the IA function</li> <li>• reviewing and approving the appointment of the Chief Internal Auditor</li> <li>• reviewing the performance and independence of the IA function.</li> </ul> </li> <li>d) refer completed audits to the relevant Senate Committee for information and monitoring as appropriate.</li> </ul> <p>The Finance and Audit Committee shall form an Investment Subcommittee.</p>
CHAIR	Appointed by Senate from the Fellows of Senate <sup>1</sup>
MEMBERSHIP	<p>The Finance and Audit Committee is comprised of the following members:</p> <p>Ex-officio members:</p> <ul style="list-style-type: none"> <li>• Chancellor</li> <li>• Deputy Chancellor</li> <li>• Vice-Chancellor.</li> </ul> <p>Three Fellows<sup>2</sup> of Senate appointed by the Nominations Committee. Up to three external members with appropriate professional expertise and experience, appointed by the Nominations Committee on the recommendation of the Chair of the Committee.</p>
TERM OF OFFICE	All members, including the Chair, are appointed for a term of office of two years. Terms of office are staggered where possible so that expertise and continuity can be maintained.
ATTENDEES	Any others as determined by the Chair when necessary.
QUORUM	At any meeting of the Committee four members shall form a quorum.
SECRETARIAT	Chief Governance Officer.
MEETINGS	The Committee meets six times per year or at the Chair's discretion, including at least one meeting with the external auditor.
REPORTING	The Committee reports to Senate following each meeting.
MINUTES	Available on Diligent.

<sup>1</sup> Not a staff or student Fellow

<sup>2</sup> One of whom must be a Fellow identified in section 8C(1)(a) of the University of Sydney Act 1989 (as amended) as having financial expertise

SENATE FINANCE INVESTMENT SUBCOMMITTEE

**TERMS OF REFERENCE**

COMMITTEE	FINANCE INVESTMENT SUBCOMMITTEE
PURPOSE	<p>The role of the Investment Subcommittee is to monitor and advise the Finance and Audit Committee on:</p> <ul style="list-style-type: none"> <li>a) matters relating to the University's investment portfolio with particular reference to: <ul style="list-style-type: none"> <li>i. the appropriateness of investment policies</li> <li>ii. the success of investment strategies</li> <li>iii. the sustainability of investment strategies;</li> </ul> </li> <li>b) strategies for the management of University investments, including policies, mandates, asset allocations, earnings targets, spending goals, and financial risks;</li> <li>c) recommendations for the University's Future Fund; and</li> <li>d) recommendations for strategic initiatives which are funded entirely from the Future Fund, including advice on the investment mandate for the Future Fund, which balances support for a broad range of core University objectives with seeking to achieve appropriate commercial returns.</li> </ul>
TERMS OF REFERENCE	<p>The Subcommittee's Terms of Reference are reflected in the University of Sydney Delegations of Authority Rule 2020 ('the Delegations'). The Subcommittee is authorised by Senate to:</p> <ul style="list-style-type: none"> <li>a) in accordance with <u>Delegation 6.27.4</u>, approve leases and licences, whether as tenant or landlord, where the authority is not retained by Senate under the Act (in relation to student accommodation and Future Fund, excluding student residential agreements) above \$20M, in relation to student accommodation and Future Fund;</li> <li>b) in accordance with <u>Delegation 6.21.5</u>, oversee and approve strategy for management of University medium and long-term investments (includes policies, mandates, asset allocations, earnings targets, spending goals, financial risk and Future Fund), after consultation with the Vice-President (Operations);</li> <li>c) in accordance with <u>Delegation 6.21.5</u>, determine policies and mandates in relation to medium and long-term investment and redemption of University funds; <u>and</u></li> <li>d) in accordance with <u>Delegation 6.21.2 &amp; 6.21.3</u>, appoint and terminate appointment of investment consultants and set limits for the appointment and termination of external investment managers, and approve appointments and terminations of external managers outside of those limits; <u>and</u>.</li> </ul> <p>The Subcommittee is to:</p> <ul style="list-style-type: none"> <li>a) review the annual and three-year Internal Audit Plan to ensure audits that fall within the purview of the committee are appropriate, timely and</li> </ul>



	comprehensive; and b) review relevant Internal Audit Reports.
CHAIR	Appointed by Senate from the Fellows of Senate <sup>1</sup>
MEMBERSHIP	<p>The Investment Subcommittee is comprised of the following members:</p> <p>Ex-officio members</p> <ul style="list-style-type: none"> <li>• Chancellor</li> <li>• Deputy Chancellor</li> <li>• Vice-Chancellor</li> <li>• Chair of the Finance and Audit Committee.</li> </ul> <p>One Fellow of Senate appointed by the Nominations Committee after consultation by the Chair of the Subcommittee with the Chancellor and the Vice-Chancellor.</p> <p>Up to two external members with appropriate professional expertise and experience, appointed by the Nominations Committee on the recommendation of the Chair of the Subcommittee.</p>
TERM OF OFFICE	All members, including the Chair, are appointed for a term of office of two years. Terms of office are staggered where possible so that expertise and continuity can be maintained.
ATTENDEES	Any others as determined by the Chair when necessary.
QUORUM	At any meeting of the Subcommittee three members shall form a quorum.
SECRETARIAT	Chief Governance Officer
MEETINGS	The Subcommittee meets at least four times per year or at the Chair's discretion.
REPORTING	The Subcommittee reports to Finance and Audit Committee following each meeting. The Chair of the Investment Subcommittee reports to Senate twice a year after the half- and full-year investment results are available.
MINUTES	Available on Diligent.

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<sup>1</sup> Not a staff or student Fellow



**TERMS OF REFERENCE**

COMMITTEE	PEOPLE AND CULTURE COMMITTEE
PURPOSE	<p>The role of the People and Culture Committee is to monitor and advise Senate on:</p> <ol style="list-style-type: none"> <li>a) human resources (HR) policies, structures and processes that support the University's strategic objectives in: <ol style="list-style-type: none"> <li>i. University culture and values;</li> <li>ii. the attraction, development and retention of academic and professional staff;</li> <li>iii. remuneration and reward;</li> <li>iv. diversity and inclusion;</li> <li>v. workplace relations; and</li> <li>vi. performance management, succession planning and development programs for senior executive roles including the Vice-Chancellor and his or her executive direct reports;</li> </ol> </li> <li>b) the culture at the University, including the need for any reviews or external advice;</li> <li>c) effective risk management in areas covered by the Committee's Terms of Reference, including compliance with legal and regulatory requirements; and</li> <li>d) conducting reviews in the areas covered by the Committee's Terms of Reference, including the need for any external advice.</li> </ol> <p>The Committee shall determine and advise Senate on the remuneration and terms of employment of the Vice-Chancellor.</p> <p>The Committee shall determine the remuneration and terms of employment of:</p> <ul style="list-style-type: none"> <li>• Executive positions defined in the <i>Executive and Senior Professional Staff Remuneration Policy 2019</i>; and</li> <li>• Any non-executive direct reports to the Vice-Chancellor.</li> </ul>
TERMS OF REFERENCE	<p>The Committee's Terms of Reference are reflected in the <i>University of Sydney Delegations of Authority Rule 2020</i> ('the Delegations'). The Committee is authorised by Senate to:</p> <ol style="list-style-type: none"> <li>a) in accordance with <u>Delegation 6.33.1 and 6.33.2</u>, approve establishment, classification, re-classification, appointment and terms of employment for professional positions that directly report to the Vice-Chancellor and for the position of Chief Human Resources Officer;</li> <li>b) in accordance with <u>Delegation 6.28.1</u>, approve establishment and classification of academic positions: <ol style="list-style-type: none"> <li>i. Pro-Vice Chancellor;</li> </ol> </li> <li>c) in accordance with <u>Delegations 6.28.4, 6.28.5 and 6.33.4</u>, approve variation to remuneration for all executives; and direct reports to the Vice-Chancellor in the case of, annual salary review, terms of employment and annual bonus potential review;</li> <li>d) in accordance with <u>Delegation 6.28.2 and 6.33.2</u> approve the extension or renewal of fixed term employment, of: <ol style="list-style-type: none"> <li>i. Direct reports to the Vice-Chancellor; and any</li> </ol> </li> </ol>

	<p>ii. Executive Dean or Dean;</p> <p>e) in accordance with <u>Delegation 6.32.1</u> confer and revoke academic titles for non-professorial staff who occupy the position of:</p> <p>i. Pro-Vice-Chancellor;</p> <p>ii. any other principal officer; and any</p> <p>iii. Executive Dean or Dean</p> <p>after consultation with the Provost;</p> <p>f) in accordance with <u>Delegation 6.30.5</u>, terminate the employment of a Deputy Vice-Chancellor, direct reports to the Vice-Chancellor; Chief Human Resources Officer, after consultation with General Counsel and the Chief Human Resources Officer (in the case of direct reports to the Vice-Chancellor);</p> <p>g) determine and advise Senate on the remuneration and terms of employment of the Vice-Chancellor;</p> <p>h) approve remuneration policies, incentive plans and the application of those policies to executive, academic and professional staff;</p> <p>i) confirm the annual performance outcomes for executives (including the Vice-Chancellor);</p> <p>j) complete an annual review of executive remuneration in accordance with the Executive and Senior Professional Staff Remuneration Policy 2019;</p> <p>k) review the annual and three-year Internal Audit Plan to ensure audits that fall within the purview of the committee are appropriate, timely and comprehensive;</p> <p>l) review relevant Internal Audit Reports;</p> <p>m) complete an annual review of succession and development for executive positions and key roles at the University; and</p> <p>n) review regular reporting on:</p> <ul style="list-style-type: none"> <li>• Enterprise Agreement matters;</li> <li>• Achievement of Diversity and Inclusion Objectives</li> <li>• Staff Engagement and Culture Surveys; and</li> <li>• Key workplace relations matters.</li> </ul>
CHAIR	Appointed by Senate from the Fellows of Senate <sup>1</sup>
MEMBERSHIP	<p>The People and Culture Committee is comprised of the following members:</p> <p>Ex-officio members</p> <ul style="list-style-type: none"> <li>• Chancellor</li> <li>• Deputy Chancellor</li> <li>• Vice-Chancellor*</li> </ul> <p>Three Fellows of Senate appointed by the Nominations Committee who are external Fellows within the meaning of s9(9) of the <i>University of Sydney Act</i> after consultation by the Chair of the Committee with the Chancellor and the Vice-Chancellor.</p>

<sup>1</sup> Not a staff or student Fellow

	Up to three external members with appropriate professional expertise and experience, appointed by the Nominations Committee on the recommendation of the Chair of the Committee.
TERM OF OFFICE	All members, including the Chair, are appointed for a term of office of two years. Terms of office are staggered where possible so that expertise and continuity can be maintained.
ATTENDEES	The Chief Human Resources Officer and any others as determined by the Chair when necessary.
QUORUM	At any meeting of the Committee, four members shall form a quorum.
SECRETARIAT	Secretary to Senate.
MEETINGS	The Committee meets four times per year or at the discretion of the Chair.
REPORTING	The Committee reports to Senate following each meeting.
MINUTES	Available on Diligent.

<sup>1</sup>\* Except for the meeting to review the Vice-Chancellor's remuneration

## SENATE PERFORMANCE AND RISK COMMITTEE

### TERMS OF REFERENCE

COMMITTEE	PERFORMANCE AND RISK COMMITTEE
PURPOSE	<p>In accordance with Section 16 of the <i>University of Sydney Act 1989</i>, the Senate is charged with overseeing risk management and risk assessment across the University. The Performance and Risk Committee ("the Committee") assists the Senate in fulfilling this function.</p> <p>The role of the Committee is to review and oversee the University's systems of risk management, internal control, and regulatory compliance, and to ensure that they are effective in monitoring and responding to strategic, operational, financial, education and research performance and other emerging risks within the Committee's Terms of Reference.</p> <p>The Committee monitors financial and non-financial risk matters generally within the University unless they are dealt with by another Committee of Senate. The Committee allocates the oversight of specific risks to other relevant Committees of Senate.</p> <p>The Committee monitors and advises Senate on:</p> <ul style="list-style-type: none"> <li>• systems of risk management including: <ul style="list-style-type: none"> <li>○ Safety, Health and Wellbeing (SHW) related matters including compliance with work health and safety legislation;</li> <li>○ environmental and sustainability risk and compliance;</li> </ul> </li> <li>• regulatory compliance; and</li> <li>• insurance.</li> </ul> <p>The Committee will monitor and advise Senate and its Committees on compliance and risks reviewed by the Committee, including those arising from audit investigations.</p> <p>The Committee monitors and advises Senate on the legislative compliance framework of high-risk legislation including procedures, processes and controls for appropriate management of compliance issues.</p>

<p>TERMS OF REFERENCE</p>	<p>The Committee's Terms of Reference are reflected in the <i>University of Sydney Delegations of Authority Rule 2020</i> ('the Delegations'). The Committee monitors and advises Senate on:</p> <p><i>Risk Management</i></p> <ul style="list-style-type: none"> <li>a) the effectiveness of the Risk Management Framework in general, including overseeing processes for: <ul style="list-style-type: none"> <li>i. identifying significant risks;</li> <li>ii. implementing appropriate controls and mitigation strategies and plans; and</li> <li>iii. monitoring and reporting</li> </ul> </li> <li>b) monitoring financial and non-financial risk matters generally within the University unless they are dealt with by another Committee of Senate</li> <li>c) the allocation of specific risks to other relevant Committees of Senate for their oversight</li> </ul> <p><i>Safety, Health and Wellbeing</i></p> <ul style="list-style-type: none"> <li>d) Safety, Health and Wellbeing (SHW) related matters, specifically: <ul style="list-style-type: none"> <li>i. compliance with SHW legislation as it applies to the University;</li> <li>ii. related risks arising from the activities and operations of the University and affiliate identities; and</li> <li>iii. related health and wellbeing related risks arising from or contributing to the activities and operations of the University and affiliated entities</li> </ul> </li> </ul> <p><i>Environmental and Sustainability Risk</i></p> <ul style="list-style-type: none"> <li>e) matters with specific regard to environmental and sustainability risk, including: <ul style="list-style-type: none"> <li>i. identifying, monitoring and controlling environment and sustainability-related risks; and</li> <li>ii. compliance with environmental- and sustainability-related legislation.</li> </ul> </li> </ul> <p><i>Compliance</i></p> <ul style="list-style-type: none"> <li>f) the University's legal compliance framework and supporting processes to identify, monitor and manage compliance with laws and regulations, and reports by the General Counsel on legislative compliance and legal proceedings</li> </ul> <p><i>Education and Research Performance</i></p> <ul style="list-style-type: none"> <li>g) monitor and advise Senate on strategies developed by the University in education and research, and on the University's performance against those strategies. The Committee will monitor the strategies the University has developed in relation to: <ul style="list-style-type: none"> <li>• the University's contribution to society in quality education and research,</li> <li>• the University's national and international positioning and competitive performance in education and research,</li> <li>• the student experience, student support and administrative processes,</li> <li>• systems, processes and technology that support quality education and research.</li> </ul> </li> </ul>
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	<p>h) The Committee will rely on data from internal and external sources. Its reports to Senate will be separate from, but will complement, those of the Academic Board, and the Vice-Chancellor.</p> <p><i>Other</i></p> <p>i) risks emerging from the Committee's review, including from audit investigations, as identified by the Chief Internal Auditor and the Chief Risk Officer</p> <p>j) the annual review of the University's insurances and make recommendations as appropriate; and</p> <p>k) conducting reviews in the areas covered by the Committee's Terms of Reference.</p>
CHAIR	Appointed by Senate from the Fellows of Senate <sup>1</sup>
MEMBERSHIP	<p>The Performance and Risk Committee is comprised of the following members:</p> <p>Ex-officio members</p> <ul style="list-style-type: none"> <li>• Chancellor</li> <li>• Deputy Chancellor</li> <li>• Vice-Chancellor</li> <li>• Chair, Academic Board</li> </ul> <p>Three Fellows of Senate who are appointed by the Nominations Committee.</p> <p>Up to three external members with appropriate professional expertise and experience, appointed by the Nominations Committee on the recommendation of the Chair of the Committee.</p>
TERM OF OFFICE	All members, including the Chair, are appointed for a term of office of two years. Terms of office are staggered where possible so that expertise and continuity can be maintained.
ATTENDEES	Any others as determined by the Chair when necessary.
QUORUM	At any meeting of the Committee four members shall form a quorum.
SECRETARIAT	Chief Governance Officer.
MEETINGS	The Committee meets four times per year or at the Chair's discretion.
REPORTING	The Committee reports to Senate following each meeting.

<sup>1</sup> Not a staff or student Fellow



**TERMS OF REFERENCE**

COMMITTEE	NOMINATIONS COMMITTEE
PURPOSE	<p>The role of the Nominations Committee is to monitor and advise Senate on:</p> <ol style="list-style-type: none"><li>governance issues generally as they relate to Senate and the University with particular reference to:<ol style="list-style-type: none"><li>induction and continuing education of Fellows</li><li>Senate performance reviews</li><li>Senate committee structure and purposes</li></ol></li><li>ensuring the effective management of risk in areas covered by the Committee's Terms of Reference</li><li>conducting reviews in the areas covered by the Committee's Terms of Reference.</li></ol>
TERMS OF REFERENCE	<p>The Committee's Terms of Reference are reflected in the <i>University of Sydney Delegations of Authority Rule 2020</i> ('the Delegations'). The Committee is authorised by Senate to:</p> <ol style="list-style-type: none"><li>as specified in Clause 46A of Chapter 4A of the University of Sydney By-Law, as the Nominations Committee of Senate, identify and recommend to Senate persons who may be suitable for nomination or appointment by Senate, or consideration for appointment by the Minister;</li><li>appoint Fellows and external members to all Senate Committees other than the Nominations Committee; and</li><li>in accordance with <u>Delegation 6.7.4</u>, appoint a person as Senate's approved representative on a nominated University organisation; and</li><li>conduct reviews in the areas covered by the Committee's Terms of Reference.</li></ol>
CHAIR	Appointed by Senate from the Fellows of Senate <sup>1</sup>
MEMBERSHIP	<p>The Nominations Committee is comprised of the following members:</p> <p>Ex-officio members</p> <ul style="list-style-type: none"><li>Chancellor</li><li>Deputy Chancellor</li><li>Vice-Chancellor</li><li>Chair of Academic Board.</li></ul> <p>Three Fellows of Senate who are external Fellows within the meaning of s9(9) of the <i>University of Sydney Act</i> and are appointed by Senate.</p>
TERM OF OFFICE	All members, including the Chair, are appointed for a term of office of two years. Terms of office are staggered where possible so that expertise and continuity can be maintained.
ATTENDEES	Any others as determined by the Chair when necessary.
QUORUM	At any meeting of the Committee three members shall form a quorum.
SECRETARIAT	Secretary to Senate.
MEETINGS	The Committee meets at least annually or at the Chair's discretion.

<sup>1</sup> Not a staff or student Fellow

REPORTING	The Committee reports to Senate following each meeting.
MINUTES	Available on Diligent.



**TERMS OF REFERENCE**

COMMITTEE	HONORARY AWARDS COMMITTEE
PURPOSE	The role of the Honorary Awards Committee is to advise Senate on a) candidates for honorary degrees and honorary fellowships; and b) naming proposals in relation to University buildings and other significant assets, including scholarships and prizes, centres and institutes, and foundations.
TERMS OF REFERENCE	The Committee's Terms of Reference are reflected in the <i>University of Sydney Delegations of Authority Rule 2020</i> ('the Delegations').  The Committee is to advise Senate on: a) suggestions for honorary degrees and honorary fellowships; and b) naming proposals, changes to existing names or the discontinuation of existing names in relation to University buildings and other significant assets, including scholarships and prizes, centres and institutes, and foundations
CHAIR	Appointed by Senate from the Fellows of Senate <sup>1</sup>
MEMBERSHIP	The Honorary Awards Committee is comprised of the following members:  Ex-officio members <ul style="list-style-type: none"><li>• Chancellor</li><li>• Deputy Chancellor</li><li>• Vice-Chancellor</li><li>• Chair of Academic Board.</li></ul> Two Fellows of Senate appointed by the Nominations Committee.  Co-opted members appointed by the Nominations Committee on the advice of the Chair of the Committee.
TERM OF OFFICE	All members, including the Chair, are appointed for a term of office of two years. Terms of office are staggered where possible so that expertise and continuity can be maintained.
ATTENDEES	Any others as determined by the Chair when necessary.
QUORUM	At any meeting of the Committee three members shall form a quorum.
SECRETARIAT	Secretary to Senate.
MEETINGS	The Committee meets at least annually or at the Chair's discretion.
REPORTING	The Committee reports to Senate following each meeting.
MINUTES	Available on Diligent.

<sup>1</sup> Not a staff or student Fellow

## Comparison of the objects and functions clauses of the 10 NSW public universities

University	Core object	Principal functions	Regional/distinctive emphasis	Commercial functions	Other notable features
University of Sydney	Promotion of scholarship, research, free inquiry, interaction of research and teaching, academic excellence	Education & research, dissemination of knowledge, courses across fields, public discourse, conferral of degrees, teaching & learning, governance & quality assurance	-	Commercial exploitation/development of university property, IP, etc.	Functions may be exercised inside/outside NSW & Australia
Macquarie University	As above	As above	-	As above	As above
University of New England	As above	As above	-	As above	As above
University of New South Wales	As above	As above	-	As above	As above
University of Technology Sydney	As above	As above	-	As above	As above
Charles Sturt University	As above	As above	“Having particular regard to the needs and aspirations of the residents of western and south-western NSW”	As above	As above
Southern Cross University	As above	As above	“Having particular regard to the needs of the north coast region of the State”	As above	As above
University of Newcastle	As above	As above	“Having particular regard to the needs of the Hunter region, the Central Coast and surrounding areas”	As above	As above
University of Wollongong	As above	As above	“Having particular regard to the needs of the Illawarra region”	As above	As above
Western Sydney University	As above	As above	“Having particular regard to the needs and aspirations of residents of Greater Western Sydney”	As above, with particular regard to contributing to the development of Greater Western Sydney	As above

## Overarching governance assurance matrix: Senate and committees

Senate standing committee	Core alignment duty	Assurance inputs examples
<b>Academic Board</b>	Academic (education, research, scholarship) quality & integrity Freedom of speech and academic freedom Research quality & integrity	Annual academic assurance TEQSA reregistration University Library Strategy Academic Excellence Framework Educational Integrity Annual Report
<b>Finance &amp; Audit</b>	Financial sustainability and stewardship Oversight of internal audit	Financial management and treasury reports Annual capital plans Annual budgets and long-term financial plans Internal and external audit plans and reports Annual financial reporting, including climate-related disclosures Controlled entities financial reporting Financial risk management plans Business cases and contractual approvals over \$30 million Investment mandates Debt principles and limits Treasury and investment policy updates
<b>Finance Investment Subcommittee</b>	Investment governance and endowment management	Investment performance and controls monitoring ESG investment reporting
<b>Building &amp; Estates</b>	Asset stewardship Campus management and future planning	Capital program plans and reviews Campus master planning and project oversight
<b>Performance &amp; Risk</b>	Oversight of performance, risk and safety	Risk Framework Risk Register Health & Safety reporting Risk and University Operational Plan Faculty Risk Reports AQF Compliance Risks Research Data Security Controls National Security and Foreign Interference Risk Report Internal Audit Plan and reports
<b>People &amp; Culture</b>	Workforce including compliance and workplace relations, staff engagement and culture, diversity and inclusion, executive remuneration and succession planning	Staff engagement results and action plans Executive remuneration Internal Audit reports



<b>Honorary Awards</b>	Conferral of honorary awards	Doctorates etc issued Awards tracking
<b>Nominations</b>	Senate and committees composition Skills mapping Governance framework oversight	Committee reviews Succession planning and skills gap identification Senate recruitment approach

## Object and functions matrix (Section 6 of the University's Act)

Object and functions of the University	Primary governance oversight	Supporting committees	Examples of governance practices
<b>(1) Promotion of scholarship, research, free inquiry, and academic excellence</b>	Senate (Academic Oversight)	Academic Board Academic Committees	Academic Quality Framework & reporting Research dashboards and reporting Annual Report
<b>(2a) Provision of facilities for education and research of university standard</b>	Senate	Finance & Audit Committee Building & Estates Committee	Capital Management Plan Infrastructure / campus planning Annual Budget process
<b>(2b) Encouragement of dissemination and application of knowledge</b>	Senate	Academic Board Academic Committees	Curricula planning Research Framework
<b>(2c) Provision of courses across a range of fields and the carrying out of research to meet the needs of the committee</b>	Senate	Academic Board Academic Committees	Curricula management and accreditation Student Experience reporting
<b>(2d) Participation in public discourse</b>	Senate	All Committees	Annual Report – Attestation statement on freedom of speech and academic freedom Ongoing review of policies for alignment with <i>Charter of Freedom of Speech and Academic Freedom</i>
<b>(2e) Conferring of degrees, diplomas, and certificates</b>	Senate	Academic Board Academic Committees Honorary Awards Committee (Honorary awards)	Conferral process reporting and assurance Graduation reporting Honorary Awards tracking
<b>(2f) Provision of teaching and learning that engage with advanced knowledge and inquiry</b>	Senate	Academic Board Academic Committees	Curricula management and accreditation Student Experience reporting
<b>(2g) Development of governance, procedural, admission policies, financial arrangements and quality assurance processes underpinned by values and goals that are sufficient to ensure integrity of the university's academic programs</b>	Senate	All Committees / Boards	Internal and external independent reviews of governance arrangements and other activities Admissions and English language standards Comprehensive course reviews Thematic reviews Internal audit programs

<b>(3a) The University may exercise commercial functions comprising the commercial exploitation or development, for the University's benefit, of any facility, resource or property of the University or in which the University has a right or interest (including, for example, study, research, knowledge and intellectual property and the practical application of study, research, knowledge and intellectual property), whether alone or with others</b>	Senate	Academic Board Academic Committees Finance & Audit Committee Finance Investment Subcommittee	Intellectual property policy Education agreements policy Research agreements policy
<b>(3a1) Without limiting paragraph (a), the University may generate revenue for the purpose of funding the promotion of its object and the carrying out of its principal functions</b>			
<b>(3b) The University may develop and provide cultural, sporting, professional, technical and vocational services to the community</b>	Senate	Finance & Audit Committee People & Culture Committee	<i>One Sydney, Many People</i> Strategy Workforce Plan External Engagement Program Advancement Program
<b>(3c) The University has such general and ancillary functions as may be necessary or convenient for enabling or assisting the University to promote the object and interests of the University, or as may complement or be incidental to the promotion of the object and interests of the University</b>	Senate	All Committees	Advancement Strategy External Engagement Strategy Campus Collaboration Initiative
<b>Encouragement of critical and free inquiry and public debate</b>	Senate	Academic Board Academic Committees People & Culture Committee	Public Lectures External Engagement Academic Reporting
<b>Exercise of functions necessary to achieve its objects</b>	Senate	All Academic and Senate Committees	Integrated Planning / <i>Sydney in 2032</i> Strategy
<b>Provision of facilities for education and research of university standard</b>	Senate	Finance & Audit Committee Building & Estates Committee Performance & Risk Committee	Capital management plans Learning space strategy Infrastructure Program
<b>Encouragement of dissemination and application of knowledge</b>	Senate	Academic Board Academic Committees	Public lectures Research translation strategy Impact reporting

<b>Provision of courses across a range of fields</b>	Senate	Academic Board Academic Committees	Course accreditation and student outcomes reporting
<b>Provision of opportunities for higher education</b>	Senate	Academic Board Academic Committees People & Culture Committee	Equity and diversity reporting Student access initiatives
<b>Conferring of degrees, diplomas, and certificates</b>	Senate	Academic Board Academic Committees Honorary Awards Committee (honorary only)	Conferral process assurance Graduation reporting
<b>Encouragement of critical and free inquiry and public debate</b>	Senate	Academic Board Academic Committees	Public lectures External Engagement Strategy
<b>Promotion of cultural life and appreciation of the arts</b>	Senate	All Committees	Advancement Strategy External Engagement Strategy Campus Collaboration Initiative
<b>Exercise of functions necessary to achieve its objects</b>	Senate	All Committees / Boards	Overarching Policies / Programs (e.g. <i>Sydney in 2032</i> )

<b>Section 6 Functions of University</b>	<b>Governance Oversight / Committee Alignment</b>	<b>Governance Practices / Mechanisms</b>
<b>Provide educational facilities of university standard</b>	Finance & Audit Committee Building & Estates Committee	Annual Capital Program Campus master planning IT program and investment
<b>Provide teaching and learning environments</b>	Academic Board Academic Committees	Student Experience & surveys outcomes Learning & Teaching KPIs
<b>Undertake research and consultancy</b>	Academic Board Academic Committees	Research Integrity Framework IP & Commercialisation Framework
<b>Provide courses of study</b>	Academic Board Academic Committees	Academic governance and excellence Course approval processes
<b>Grant degrees and awards</b>	Senate Academic Board Academic Committees	Conferral authority Graduation assurance
<b>Provide facilities for welfare of students and staff</b>	Senate Academic Board Academic Committees People & Culture Committee Performance & Risk Committee	Safety dashboards and reporting Risk Framework Workforce Plan
<b>Liaise, collaborate and enter into arrangements with other bodies</b>	Senate Senate Committees	Partnership reporting Philanthropic approach
<b>Provide commercial activities</b>	Finance & Audit Committee Finance Investment Subcommittee Building & Estates Committee	Commercial Activities Plan Investment oversight
<b>Exercise other functions conferred by the Act or other law</b>	Senate / Chancellor	Governance compliance Legislative compliance remit

**Summary of NSW Minister for Skills, TAFE and Tertiary Education powers under the Acts of NSW public universities**

<b><i>Power/Function</i></b>	<b><i>All universities</i></b>	<b><i>Minor variations/notes</i></b>	<b><i>University of Sydney Act reference</i></b>
Appoint external members	✓	Number may vary (2–6)	Section 8G
Remove Ministerial appointees	✓		Schedule 1, clause 2(k)
Approve certain land sales/long term leases	✓	Some lease exceptions	Section 18(3)
Acquire land for university	✓		Section 20
Request reports on commercial activity	✓		Section 26D
Refer matters to Auditor-General / Ombudsman	✓		Section 26E
Permit controlled entity activities	✓		Section 16A
Vary trusts/prizes	Some Acts	USYD, WSU	Section 22-26
Transitional powers	✓	For changes to governance, amalgamations etc	Schedule 3, clauses 1A, 14 and 18



## Senate Skills and Diversity Matrix, 1 October 2025

<b><i>Appointment Details</i></b>	<b><i>Gender</i></b>	<b><i>Diversity</i></b>	<b><i>Skills &amp; Experience</i></b>
<ul style="list-style-type: none"> <li>▪ Position</li> <li>▪ Date of first appointment</li> <li>▪ Current term start date</li> <li>▪ Current term end date</li> <li>▪ Number of years served</li> <li>▪ Maximum term remaining</li> </ul>	<ul style="list-style-type: none"> <li>▪ Man</li> <li>▪ Woman</li> <li>▪ Non-binary / Gender diverse</li> </ul>	<ul style="list-style-type: none"> <li>▪ Aboriginal or Torres Strait Islander</li> <li>▪ Culturally and linguistically diverse</li> <li>▪ Disability</li> <li>▪ LGBTIQ+</li> <li>▪ Youth</li> <li>▪ Graduate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Academic Governance</li> <li>▪ Higher Education Strategy</li> <li>▪ Corporate Governance</li> <li>▪ Finance &amp; Audit</li> <li>▪ Risk &amp; Compliance</li> <li>▪ Student/Customer Experience</li> <li>▪ Infrastructure</li> <li>▪ Tech &amp; Cyber</li> <li>▪ People &amp; Culture</li> <li>▪ Brand &amp; Reputation</li> <li>▪ Government Relations</li> <li>▪ Health and Safety</li> <li>▪ ESG</li> </ul>

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## Senate Fellows Role Statement

Adopted by Senate under resolution SEN-16/1-14.46 of 18 March 2016

As amended by Senate under resolution SEN-21/03-17 on 19 May 2021

### SENATE FELLOWS ROLES AND RESPONSIBILITIES

#### Purpose

The purpose of this statement is to articulate in clear and simple terms Senate Fellows' roles and responsibilities in terms of:

- the [University of Sydney Act 1989](#) (as amended);
- the legal duties and expectations of conduct by Senate Fellows; and
- the personal commitment and attributes of Fellows to effectively undertake the role.

#### Senate Overview

The Senate is the governing authority of the University of Sydney and has required functions under the [University of Sydney Act 1989](#) (as amended).

The duties of Fellows of Senate are set out in Schedule 2A of [University of Sydney Act 1989](#) (as amended). These duties are:-

- to act in the best interests of the University as a whole;
- to exercise care and diligence;
- not to improperly use their position or to improperly use information; and
- to disclose material interests.

#### Senate's Role

The Senate is the governing body of the University. It:-

- acts for and on behalf of the University in the exercise of the University's functions;
- has the control and management of the affairs and concerns of the University; and
- may act in all matters concerning the University in such manner as appears to the Senate to be best calculated to promote the objectives and interests of the University.

The statutory powers and responsibilities of the Senate are defined under Section 16 of the [University of Sydney Act 1989](#) (as amended) (and elsewhere in the Act, By-law and Rules).

In this regard, the Senate should, without fettering such powers and discretions as derive from the office, undertake the following:-

- a) monitor the performance of the Vice-Chancellor;
- b) oversee the University's performance;
- c) oversee the academic activities of the University;
- d) approve the University's mission, strategic direction, annual budget and business plan;
- e) oversee risk management and risk assessment across the University;
- f) approve and monitor systems of control and accountability for the University;
- g) approve significant University commercial activities;
- h) establish policies and procedural principles for the University consistent with legal requirements and community expectations;
- i) ensure that the University's grievance procedures, and information concerning any rights of appeal or review conferred by or under any Act are published in a form that is readily accessible to the public; regularly review its own performance;
- j) adopt a statement of its primary responsibilities; and
- k) make available for Fellows a program of induction and of development relevant to their role as a Fellow.

### **Duties of Fellows of Senate**

University of Sydney (Senate) Rule 2002 provides that a Fellow has a fiduciary duty of loyalty to act in the best interests of the University. This duty is paramount and is in addition to any other duties a Fellow may have this being consistent with the common law.

Clause 26F of the [University of Sydney Act 1989](#) (as amended) provides that Fellows have the duties set out in Schedule 2A, as follows:

#### **Duty to act in the best interests of the University**

A Fellow must carry out his or her functions:

- a) in good faith in the best interests of the University as a whole; and
- b) for a proper purpose.

#### **Duty to exercise care and diligence**

A Fellow must act honestly and exercise a reasonable degree of care and diligence in carrying out his or her functions.

#### **Duty not to improperly use position**

A Fellow must not make improper use of his or her position:

- a) to gain, directly or indirectly, an advantage for the Fellow or another person; or
- b) to cause detriment to the University.

#### **Duty not to improperly use information**

A Fellow must not make improper use of information acquired because of his or her position: to gain, directly or indirectly, an advantage for the Fellow or another person; or to cause detriment to the University.

#### **Disclosure of material interests by Fellows**

If: -

- a Fellow has a material interest in a matter being considered or about to be considered at a meeting of the Senate or of a Senate Committee, and
- the interest appears to raise a conflict with the proper performance of the Fellow's duties in relation to the consideration of the matter, the Fellow must, as soon as possible after the relevant facts have come to the Fellow's knowledge, disclose the nature of the interest at a meeting of the Senate or of a Senate Committee.

Further information on disclosure of interests are detailed in Schedule 2A of the [University of Sydney Act 1989](#) (as amended)

#### **Register of Interests**

The Fellows' Register of Interests can be found on the University's [website](#).

#### **Fellows' Code of Conduct**

In addition to the legislative obligations described, there is also an expectation that Senate Fellows will:

- take an active interest in issues affecting the University and Higher Education;
- attend meetings, come well prepared and play an active role in proceedings;
- relate constructively with each other and with the senior management of the University; and
- not disclose confidential information that they acquire as a result of their position

Senate Fellows should bring to meetings, objective independent judgement in relation to the matters under consideration, to ask incisive, probing questions and receive accurate, honest answers.

Senate Fellows should regard Committees of Senate and the Vice-Chancellor as their principal sources of information and advice concerning the University.

While recognising the duty with regard to confidential information, Senate Fellows may interact and discuss matters relating to the University with other members of the University Executive, as well as staff and students. Senate Fellows must ensure that such interactions are otherwise consistent with the obligations described herein. In seeking and receiving information from staff and students on matters that could be regarded as sensitive, confidential or contentious, Senate Fellows should be mindful of the context of how that information is provided and confer with the Chancellor, Vice-Chancellor or the Secretary to Senate, before acting further with that information.

The University has approved a [Code of Conduct](#) which details the University's expectations of its staff and affiliates in respect of their professional and personal conduct. The Code applies to all staff members and to all those who enter into an affiliate relationship with the University. Accordingly, it is expected that Senate Fellows, in their capacity as such, will also observe the Code of Conduct so far as it concerns the following requirements:

- exercise their best professional and ethical judgement and carry out their duties and functions with integrity and objectivity;
- act diligently and conscientiously;
- act fairly and reasonably, and treat students, staff, affiliates, visitors to the University and members of the public with respect, impartiality, courtesy and sensitivity;
- avoid conflicts of interest;
- maintain a co-operative and collaborative approach to working relationships; and
- comply with all applicable legislation, industrial instruments, professional codes of conduct or practice and University policies

### **Responsibilities of Senate Fellows**

In addition to fulfilling the role and fiduciary duties described above, Senate Fellows should:

- attend Senate meetings. Under Schedule 1(2)(i) of the [University of Sydney Act 1989](#) (as amended) the office of a Fellow becomes vacant if the Fellow is absent from 3 consecutive meetings of the Senate of which reasonable notice has been given to the Fellow personally or in the ordinary course of post and is not, within 6 weeks after the last of those meetings, excused by Senate for his or her absence;
- develop a clear understanding of the role and function of Senate, its committees and the environment in which the University operates, including a good understanding of the University's mission, strategic plan and culture, and its teaching, research and community service contributions. Fellows should seek additional information on any matter from the Vice-Chancellor in the first instance;
- contribute to the functioning of Senate through membership of standing and ad hoc committees of Senate and other committees of the University;
- treat other Fellows with courtesy and in a collegial manner;
- contribute to strengthening relationships of the University in a range of internal and external forums including:
  - graduation ceremonies and other public occasions where the University is being promoted or is a participant;
  - promoting the strategic intentions and directions of the University;
  - forming relationships and leveraging with business, industry and government for the benefit of the University;
- assisting the Executive of the University in public relations exercises when available and appropriate.

### **Meeting dates and time commitments**

Senate meets at least six times per year and Senate Committees generally meet between four and eight times a year. Each Senate meeting commences at 1.00pm and finishes at approximately 7:30pm.

In addition, Senate holds a one and a half (1 ½) day Annual Retreat each year normally including a Friday and Saturday to discuss the University's strategic direction.

The Senate meeting dates are available from the Senate [website](#).



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Fellows are also expected to participate in Senate Committees within their field of expertise.

Current Senate Committees are as follows:

- Buildings and Estates Committee
- Finance and Audit Committee
- People and Culture Committee
- Safety and Risk Committee

The scheduling and length of Committee meetings varies depending upon the Committee, and information on this can be obtained from the Secretary to Senate.

Fellows are expected to allocate sufficient time to prepare for their attendance at meetings by reading Agenda papers carefully so that they can participate fully in the decision-making process.

Outside of these formal Senate and Committee meetings, Fellows can expect to be involved in a broad range of University activities, including; graduations and other ceremonial functions; site inspections; philanthropic activities; and Faculty, College, Alumni, Student Organisation and University events.

A report is presented at each Senate meeting on Fellows' attendance as a representative of Senate at University functions.

## Summary of the University of Sydney governance alignment with Australian Education Ministers' ten priority areas

Education Ministers' ten priority areas	University of Sydney Senate's current alignment
<b>1. Achieve a balance between higher education and other expertise on the governing body, with at least one non-executive member who has university leadership expertise from outside the institution.</b>	<p>The Senate currently has two Fellows who have university leadership experience outside the University. The Chair of the Academic Board, an ex officio Fellow, elected by the Board, also has substantial higher education experience outside the University. The three elected staff (two academic, one professional) have higher education sector expertise, while the two elected student Fellows also bring valuable knowledge, perspectives and expertise.</p>
<b>2. Improve structures and processes to ensure that high risk and high priority matters reflect consultation and engagement with the university community and have appropriate oversight and reporting to and by the governing body.</b>	<p>The University's submission to the <a href="#">Expert Council on University Governance (April 2025)</a> outlines the actions the Senate and University are taking in relation to each of the priority areas of concern identified by the Australian Universities Accord and endorsed by Education Ministers: universities being good employers; student and staff safety; membership of governing bodies.</p> <p>Papers presented to Senate and Senate Committees regularly include information about the consultation that has been undertaken prior to matters reaching the governing framework. This can include broad staff/open consultation as well as consultation via management committees, through the Academic Board and its committees, and with student representative bodies. The University's Enterprise Agreement stipulates the consultation processes that must be undertaken before final change plans, or other management decisions are either made or recommended to Senate or its Committees for approval.</p>
<b>3. Reflect the diversity of the Australian community, and the specific characteristics of the university community they serve, in making appointments.</b>	<p>The current Senate comprises nine men, five women and one non-binary Fellow.</p> <p>Six of the Senate's 15 Fellows are elected (three staff representatives, two student representatives and the Chair of the Academic Board).</p> <p>Senate has no influence over the gender of the elected Fellows, including the Chair of the Academic Board, and staff and student elections occur more frequently than appointment of new external members.</p> <p>The Minister makes two appointments, and the nominations put forward by the University to the Minister include information about diversity, and complementary expertise.</p>

<p><b>4. Achieve gender balance on the governing body in line with jurisdictional and Australian Government targets.</b></p>	<p>The current Senate comprises nine men, five women and one non-binary Fellow.</p> <p>Six of the Senate's 15 Fellows are elected (three staff representatives, two student representatives and the Chair of the Academic Board).</p> <p>Senate has no influence over the gender of the elected Fellows, including the Chair of the Academic Board, and staff and student elections occur more frequently than appointment of new external members.</p>
<p><b>5. Have First Nations membership on the governing body, and separate, transparent processes to capture First Nations leadership and engagement on university strategy, policies and performance.</b></p>	<p>The Senate has two Fellows who identify as First Nations.</p> <p>The University of Sydney was the first Australian university to establish a senior executive leadership role (Deputy Vice-Chancellor) identified for an Aboriginal and Torres Strait Islander leader.</p> <p>The Deputy Vice-Chancellor Indigenous Strategy and Services is a member of the Executive and is responsible for developing and overseeing the University's <i>Walanga One Sydney, Many People</i> Strategy, which aims to embed Indigenous cultures and knowledge across the university, improve support for Indigenous students and staff, and promote Indigenous research.</p> <p>The new Indigenous Workforce Plan 2025–2032 focuses on career development, leadership, and increasing Indigenous staff participation, while the Indigenous Cultural and Intellectual Property Protocol provides a framework for ethical engagement and leadership of First Nations peoples in university practices and decision-making.</p>
<p><b>6. Have one or more student members of the governing body, and separate, transparent processes to capture student input on university strategy, policies and performance.</b></p>	<p>The Senate has two elected students: one representing undergraduate students and one representing postgraduate students. The Presidents of the Student Representative Council (SRC) and Sydney University Postgraduate Representative Association (SUPRA) are ex officio members of the Academic Board while both bodies nominate two other members.</p> <p>The Academic Board also has <a href="#">20 elected student representatives</a> (mix of undergraduate and postgraduate from each Faculty/School) and two First Nations students (one undergraduate/one postgraduate) nominated by the Deputy Vice-Chancellor Indigenous Strategy and Services. The University has established processes for funding and supporting student representative bodies, consulting students and including student voices in the development of university policies and decision-making. See <a href="#">here</a> for further details.</p>



<p><b>7. Have one or more staff members of the governing body, and separate, transparent processes to capture staff and union input on university strategy, policies and performance.</b></p>	<p>The Senate has three elected staff members: two representing academic staff and one representing professional staff. The Chair of the Academic Board is elected by the Board and is an ex officio Senate Fellow.</p>
<p><b>8. Require all new appointments to go through a rigorous and transparent selection process that utilises a formal and regularly updated skills, capabilities, and diversity selection matrix that is in line with their jurisdiction's requirements and directed to the selection of the person best suited to the position.</b></p>	<p>The Senate Nominations Committee regularly reviews opportunities to fill gaps in its matrix of skills and diversity, and these gaps are considered as a priority during the selection process for new Fellows of Senate. All potential Senate Fellows must complete a rigorous diligence process which includes completion of the TEQSA Fit and Proper Person Declaration, National Police checks, insolvency checks, ASIC banned directors checks and two independent referees. When candidates are being considered as one of the two Ministerial appointments to Senate, the NSW Government's guidelines are followed. Similarly, appointments as external members of Senate Committees are identified on the basis of specific skills required by each committee. See <b>Attachment F</b> for a summary of the current Senate skills and diversity matrix.</p>
<p><b>9. Require all governing body members to have, or undertake, training on the specific responsibilities and expectations of their role as governing body members, and separately clarify the way the role of governing body members is described.</b></p>	<p>The Senate and University are committed to delivering quality onboarding briefings and training for all new Senate Fellows. See our response to reference 1(d) above.</p>
<p><b>10. Demonstrate and maintain a rigorous and transparent process for developing remuneration policies and settings for senior university staff, with consideration given to comparable scale and complexity public sector entities and ensure remuneration policies and packages are publicly reported.</b></p>	<p>Work has commenced to review our policy and process against the UCC Code; highlighting areas for improvement and consideration to further enhance transparency and accountability. This includes areas of remuneration strategy, structuring and setting pay, performance alignment and governance. This is a work in progress also dependent on the outcome of the Commonwealth Senate and Expert Governance Council reviews of university governance and subsequent Ministerial consideration.</p>