

Council Objective	Performance Measures	Strategies	Performance Indicators
<b>Objective 1 – Clearly Defined Governance Structure and Roles</b>	1.1. Governance Framework and Governance Structure documented, published and maintained.	All relevant documents issued to members of Council and reviewed regularly.	Biennial review at a Council Workshop.
	1.2. Council, Council Member, Committee and Committee Member roles clearly defined.	Council Member Profiles and Statement of Primary Responsibilities of Council Members developed and issued noting specifically the duties to: <ul style="list-style-type: none"> <li>- act honestly and in JCU's best interests,</li> <li>-to exercise reasonable skill, care and diligence: and</li> <li>- to disclose conflicts of interest.</li> </ul> Inductions undertaken for all new Council members.	Annual review of Council Member Profiles and Statement of Primary Responsibilities.  Inductions completed for all new Council Members and Council
	1.3. Council Member Handbook published and maintained	Council Member Handbook updated for changes in governance structure and roles	Council Member Handbook reviewed on an annual basis.
	1.4. Roles of controlled, associated and affiliated bodies and nominee directors, in connection with the University, clearly defined.	Review of company reports, roles of controlled, associated and affiliated bodies and nominee directors reviewed regularly.	Management reports received quarterly, statutory reports received annually.
<b>Objective 2 – Effective Council and Committee Processes</b>	2.1. Timely distribution of meeting agendas and agenda items.	High quality and current information provided to Council is fit for purpose and on time.	5 working days in advance of a meeting and late agenda items no later than 3 working days before a meeting.
	2.2. Accurate and timely distribution of minutes of meetings.	High quality, accurate minutes distributed.	No later than 10 working days after meeting.
	2.3. The business of Council and Committees is conducted efficiently	Chairs fully briefed on Agenda items, recommendations and any related issues.	Percentage of schedule of business considered each year. Number of "Matters not yet finalised"
	2.4. The business of Council and the frequency and duration of meetings are scheduled appropriately (Meeting Pathways).	Council's Schedule of Business to be considered each year and "Matters not yet finalised" dealt with promptly.	Percentage of schedule of business considered each year. Number of "Matters not yet finalised". The number of Executive Minutes and Circularised Resolutions.

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	2.5. Effective decision making arrangements between scheduled meetings.	Ensure effective and defensible procedures exist for Executive Minutes and Circularised Resolutions.	Executive Minutes and Circularised Resolutions passed or approved in accordance with Council Meeting Protocols.
	2.6. Council and Committee Constitutional and associated documents maintained, documented and effective: <ul style="list-style-type: none"> <li>• JCU Act and Statutes,</li> <li>• Constitutional documents</li> <li>• Committee operating procedures (including Standing Orders)</li> <li>• Schedules of Business</li> <li>• Council Member Handbook</li> </ul>	Constitutional documents to be reviewed regularly and amended as appropriate.	Periodic review as per below:  Reviewed at least every 10 years. Reviewed at least every 4 years. Reviewed at least every 4 years.  Reviewed at least annually. Reviewed at least annually.
<b>Objective 3 – Effective and Responsible Discharge of Council Functions and Powers</b>	3.1 Strategy review and approval (Council/Strategy).	Strategy Committee to periodically review strategic direction of the university and have input to the strategic direction for decision by Council.	Statement of Strategic Intent approved by Council at least every 3 years. Annual report on strategic direction by Strategy Committee.
	3.2 Performance Monitoring.	Performance to be monitored by Council and Committees of Council.	Setting, mid-year review and annual acquittal of KPIs/KPMs.
	3.3 Oversight of financial, academic, facilities (including physical and virtual infrastructure) and corporate affairs.	Oversight to be undertaken by Council, Finance Committee and Academic Board.	Schedules of Business of both bodies maintained and followed. Considerations reported to Council at next available meeting.
	3.4 Legislative and Statutory Compliance.	Knowledge of obligations of, and protection and rights available to, members and reporting to Council annually and on an emerging issues basis.	Ensure that Council members receive appropriate training on duties and obligations and that effective systems are in place to maintain awareness of changes in the compliance environment.
	3.5 Risk Management oversight and compliance.	Council to define JCU's risk attitude and to clarify for management the tolerated risk exposure. Oversight to be undertaken by Strategy Committee. Compliance to be monitored by Audit and Compliance Committee	Council annual review of Risk attitude. Annual review and considerations as they arise reported to Council at next available meeting.

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	3.6 Chancellor, VC & Chair of Academic Board recruitment, remuneration and performance evaluation.	Detailed work to be carried out by Council, Chancellor, Vice-Chancellor and Remuneration and Human Resources Committee.	Satisfactory recruitment, remuneration and performance.
	3.7 Delegations of Authority.	Matters Reserved for Council clearly defined Delegations of Authority to be approved and maintained by Council through periodic review.	Decisions made in accordance with Delegations of Authority. Biennial review and issues considered as they arise to achieve efficiencies.
	3.8 Policies (Staff, Students & Others).	To be approved and maintained by Council, Committees of Council and delegated approval authorities.	Policy review dates met. Schedules of Business of Committees maintained and followed.
	3.9 Oversight of controlled/non-controlled entities.	Detailed work undertaken by Finance Committee and reported to Council.	Considerations reported to Council at next available meeting. Management reports received quarterly, statutory reports received annually.
	3.10 Setting the Ethical Tone.	Review by Council, Remuneration and Human Resources Committee and Audit and Compliance Committee and approved by Council.	Reviewed at least every 4 years.
	3.11 Networking/Stakeholder engagement.	Council members, in particular external members, network and engage with stakeholders both internally and externally.	Council members reports on networking and stakeholder engagement at least annually.
<b>Objective 4 – Continuous Improvement in Council and Council Member Performance</b>	4.1 Effective appointment processes for Council and Committee members.	Remuneration and Human Resources Committee to undertake searches/recruitment and make recommendations to Council. Committees to identify and recommend to Council Additional members.	Vacancies filled as they arise.  Skills, qualifications and experience matrix maintained and matched to Council and Committee appointments.
	4.2 Adequate education, workshops and PD activities/opportunities for all members.	Run workshops and senior staff presentations. External members to be provided with opportunities to undertake PD activities and allocated to a Faculty or Division.	Number of workshops, presentations and PD opportunities. Number of external members allocated to a Faculty/Division.

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	4.3 Evaluate performance of Council and its Committees.	Undertake annual individual and whole-of-Council assessment of performance and identify improvements to processes, skills and operations to continuously improve effectiveness.	Annual assessment of Council Member and Council performance with identified performance improvement strategies. External review of Council performance undertaken every 5 years.