



Nixon Review Implementation Working Groups

Terms of Reference

Introduction

The Australian National University (ANU) is responsible for providing a safe, inclusive and respectful environment where its members can study, work and live free from discrimination, harassment and bullying, and where there is equal access to employment, advancement and education opportunities for staff and students.

In 2024, ANU commissioned Professor Christine Nixon AO APM to review gender and culture in the former ANU College of Health and Medicine (the Review) which made eight (8) findings and seventeen (17) recommendations. Whilst the Review focussed on the former College, Professor Nixon's recommendations have far reaching implications for the whole University.

The Nixon Review Implementation Steering Group (the Steering Group) has been established to lead the strategic development of University responses and will regularly report on progress to the Vice Chancellor, ANU Council and the community. Thematic Working Groups (the Working Groups) are now established to provide advice and recommendations to the Steering Group on the operationalisation of the recommendations and possible actions suggested by Professor Nixon's Review.

These Terms should be read together with the Terms of Reference of the Steering Group.

Purpose

1. The purpose of the Working Groups is to support the Steering Group in developing a comprehensive Nixon Review Implementation Plan.

Authority

2. As Chair of the overarching Steering Group, the Provost authorises the Working Groups, within the scope of their role and responsibilities, to:
 - a. Request information from ANU staff members and/or relevant stakeholders;
 - b. Invite staff members and students external to the Working Group to attend meetings to participate in discussion;
 - c. Seek guidance from external experts where/as appropriate.

Composition and Tenure

3. The thematic Working Groups are:
 - a. Accountability, Governance & Data
 - b. Aboriginal and Torres Strait Islander Experience
 - c. Leadership and Management Skills
 - d. Workplace Culture
 - e. Wellbeing and Mental Health
 - f. Complaints Handling
 - g. Bias and Discrimination

4. Each Working Group will consist of the following members appointed by the Chair of the Steering Group:
 - a. A Co-Chair who is an academic staff member;
 - b. A Co-Chair who is a professional staff member;
 - c. Up to ten further members selected by the Steering Group
5. In forming the Working Groups, the Steering Group will pay attention to broad representation including a diverse range of roles and perspectives.
6. People may be members of more than one working group, but not more than two working groups.
7. Working Groups will commence operation by 30 July 2025 and present their responses and recommendations to the Steering Group by 30 October 2025.
8. Working Groups will conclude operation by 30 October 2025, unless extended by the Chair of the Steering Group.

Roles and Responsibilities

9. The Steering Group will refer a defined scope for each Working Group including specific recommendations and actions from the Review.
10. Members of the Working Groups are expected to understand and observe the legal requirements of the *Australian National University Act 1991*, the *Public Governance, Performance and Accountability Act 2013* and University legislation.
11. Members are also expected to:
 - a. contribute the time needed to adequately prepare for meetings;
 - b. apply good analytical skills, objectivity and good judgment; and
 - c. act in the interests of the University as a whole.
12. The Co-Chairs of a Working Group is authorised, where necessary, to take executive action on behalf of the Working Group between meetings and must report to the Working Group as soon as practicable on any executive action taken.
13. Working Groups will:
 - a. Support the University's implementation response by:
 - i. Meeting over a 12 week period to consider the recommendations and possible actions put forward in the Review;
 - ii. Identifying existing and planned initiatives within ANU addressing the intentions of the recommendations;
 - iii. considering mitigations for any potential barriers to implementation for the recommendations/actions in their current form;
 - iv. highlighting any alternative best practices to achieve the outcomes intended through the recommendations/actions;
 - v. presenting their responses and recommendations to the Steering Group.
 - b. Contribute to the culture of the University by:

- i. Providing opportunities for staff and students to make connections and collaborate across disciplines, roles and hierarchies;
- ii. Advocating within the University community promoting the objectives of the recommendations and associated implementation initiatives.;
- iii. Provide a forum to facilitate information flow and debate on improving culture, wellbeing, safety and collegiality within the University community;

Reporting

- 14. By 30 October 2025, each Working Group will present to the Steering Group sharing the Group's responses and recommendations and provide a written response to each recommendation/action referred to them.

Administrative Arrangements

Meetings and Planning

- 15. Each Working Group may identify its own ways of working
- 16. The Working Group will meet at least six times on dates determined by the Working Group.
- 17. A forward meeting plan, including meeting dates, location and agenda items, is agreed by each Working Group. The forward meeting plan covers all its responsibilities, as detailed in this Terms of Reference.
- 18. The Co-Chairs or their nominee convenes and presides at all meetings of the Working Group. Working Groups operate on a consensus basis and where a vote is necessary, this will be facilitated by the Co-Chairs.
- 19. Meetings may be recorded at the discretion of the Chair with the unanimous agreement of members, in accordance with the ANU [Privacy Policy](#) and only for purposes outlined by the Chair at the time of recording.

Attendance at Meetings and Quorums

- 20. A quorum consists of at least 50 per cent of Working Group members.
- 21. Meetings are held in person, and a Working Group member may only participate in a meeting by telephone or video conference with the prior consent of the Co-Chairs.
- 22. A Working Group member who is unable to attend a meeting of the Group may nominate an alternate with the prior consent of the Co-Chairs.