



Nixon Review Implementation Steering Group

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) is established to lead the strategic development of University responses and will regularly report on progress to the Vice Chancellor, ANU Council and the community.

These Terms of Reference sets out the framework of the Steering Group, including composition, roles and responsibilities.

Purpose

1. The purpose of the Steering Group is to ensure that the University engages holistically with the recommendations of the Review. In partnership with the accountable leaders across the University, the Steering Group will oversee the strategic implementation of the Review recommendations, ensuring long lasting change, accountability, and measurable progress across the University.

Authority

2. The Vice-Chancellor authorises the Steering Group, within the scope of its role and responsibilities to:
 - a. Request information from ANU staff members and/or relevant stakeholders;
 - b. Invite staff members external to the Steering Group to attend meetings to participate in discussion;
 - c. Engage and consult external experts to seek guidance and advice, where/as appropriate.

Composition and Tenure

3. The Steering Group will consist of the following *ex officio* members:
 - the Provost as Chair;
 - the Dean of each ANU College;
 - the Deputy Vice-Chancellor (Academic);
 - the Deputy Vice-Chancellor (Research & Innovation);
 - the Chief People Officer;
 - Lead for the ANU Mental Health and Wellbeing Strategy;
 - One First Nations' professional staff member;
 - Up to two external experts in at least one of the following: gender equity, workplace culture or organisational change.

4. The Chair may extend an invitation to:
 - The President of the ANU Students Association;
 - The ANU Branch President of the National Tertiary Education Union;
 - The Chair of ANU Council's Safety and Wellbeing Committee.
 - Additional members of the University community with relevant expertise.
5. The Steering Group will conclude operation by 31 December 2026, unless extended by ANU Council..

Roles and Responsibilities

6. Members of the Steering Group are expected to understand and observe the legal requirements of the *Australian National University Act 1991*, the *Public Governance, Performance and Accountability Act 2013*, the *Privacy Act 1988 (Cth)* and University legislation.
7. Members are also expected to:
 - contribute the time needed to adequately prepare for meetings;
 - apply good analytical skills, objectivity and good judgment; and
 - act in the interests of the University as a whole.
8. The Chair is authorised, where necessary, to take executive action on behalf of the Steering Group between meetings and must report to the Steering Group as soon as practicable on any executive action taken.
9. The Steering Group will:
 - a) support, monitor, and oversee the strategic development, delivery and ongoing evaluation of an implementation plan of the Review's recommendations;
 - b) Collaborate with accountable owners and the Review's thematic Working Groups to formulate actionable recommendations that are specific to various University contexts;
 - c) In partnership with the Council's Safety and Wellbeing Committee, facilitate information flow and discussion on improving culture, wellbeing, safety and collegiality within the University community;
 - d) Provide feedback and advice on the implications of policies, programs and services on the recommendation-based implementation plans, identifying potential risks, resource implications, and alternative best practices in relation to the Review's recommendations.

Reporting

13. The Steering Group, with leadership from the Chair, provides regular reports to the Vice-Chancellor, ANU Council and the Community on its operation and activities and their alignment with the implementation Plan.

Administrative Arrangements

Meetings and Planning

14. The Steering Group meets at least monthly.
15. A forward meeting plan, including meeting dates, location and agenda items, is agreed by the Steering Group each year. The forward meeting plan covers all its responsibilities, as detailed in this Terms of Reference.
16. The Chair (or nominee) convenes and presides at all meetings of the Steering Group. The Steering Group operates on a consensus basis and where a vote is necessary, this will be facilitated by the Chair.

18. The agenda, minutes and papers of each Steering Group meeting will be forwarded to the Vice-Chancellor for noting.
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

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

Secretariat

26. The Steering Group Chair will nominate secretariat support to the Steering Group.
27. The nominated secretariat will ensure the minutes of the meetings are prepared and maintained. Minutes must be approved by the Chair and circulated to each member of the Steering Group.

Review

28. Two external reviews on progress will be conducted by Professor Nixon in January and October 2026.