Terms of Reference

Executive Management Committee

Title of Document

1. Terms of Reference of the Executive Management Committee (TOR-EMC)

Establishment

2. The Board of Directors establishes the Committee to provide reports and/or recommendations to the Board of Directors, the CEO and other Committees as required.

Rationale

3. The Board of Directors delegates the responsibility for the management of IHNA to the CEO. The Executive Management Committee (EMC) is the primary operational body of IHNA, assisting the CEO in the day to day running of IHNA's operations. The Executive Management Committee implements IHNA's strategic, operational and risk management plans and reports to the Board of Directors.

Objectives

4. The Committee will agree on objectives annually that are specific and measurable and will regularly review its progress in meeting and delivering the objectives. The objectives of the Committee include, but are not limited to:
    a) Exercise executive decision-making and coordination role in relation to IHNA's business.
    b) Implement policies and procedures to enable the efficient running of IHNA.
    c) Implement the strategic, operational and risk management plans approved by the Board of Directors ensuring that IHNA maintains a quality assured teaching and learning environments for all stakeholders.
    d) Report to the Board of Directors on major operational and management issues and the performance of IHNA.

Chair and Deputy Chair

5. The Chair of the EMC will be the Chief Executive Officer (CEO). The Chairperson may appoint the Chief Operating Officer (COO) as the Deputy Chair who fills in if s/he is unavailable.

Membership

6.   The EMC membership is determined by employment to staff positions, including Department Heads. Those staff members remain on the Executive Management Committee for the term of their employment. The Committee members will be:
    a)   Chief Executive Officer (CEO) – Chair
    b)   Chief Operating Officer (COO) – Deputy Chair
    c)   Academic Director
    d)   Chief Financial Officer
    e)   Director, Quality Management
    f)   Campus Managers
    g)   National Registrar
    h)   National Training Managers
    i)   Finance Manager
    j)   HR Manager
    k)   Head, Marketing, Strategy and Operations
    l)   Marketing Managers
    m)   Secretary (in attendance).

7.   Additional membership is granted as and when required at the discretion of the Chair.

Roles and Responsibilities

8.   The responsibilities of the Committee are as follows:
    a)   Provide advice to the Chief Executive Officer on matters of strategic and operational significance for IHNA.
    b)   Define and focus the strategic direction of IHNA in line with the strategic plan and prioritise operational decisions in the context of this framework.
    c)   Develop the Strategic Plan, review and manage the corporate planning cycle, including setting and monitoring key performance indicators, targets, and corporate priorities for IHNA.
    d)   Prepare financial report against budget, including cash flow projections, reports of performance against the capital expenditure program budget and a summary of investment performance.
    e)   Establish and approve annual organisational and campus budgets, including the principles by which such budgets are determined and allocated to achieve the outcomes of the IHNA's Strategic Plan.
    f)   Review relevant internal audit reports to ensure that management actions and

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recommendations are being addressed in an appropriate and timely manner.

g) Oversee the preparation of policies in strategic areas for approval of the CEO or submission through the CEO to the Board, as appropriate, and monitoring and periodic review thereof.

h) Consider significant strategic and operational matters, including strategic asset management and information technology and cutting-edge EdTech solutions.

i) Consider and provide advice on a range of major matters affecting IHNA's academic mission, including organisational structure and major academic developments.

j) Consider significant education and research matters.

k) Establish the principles and practices through which IHNA will manage the sustainability, development, and performance of its workforce.

l) Monitor and review IHNA's approach to managing and measuring strategic and operational risks.

m) Consider matters arising from other committees, including Academic Board and Audit and Risk Management Committee.

n) As necessary, determine any other matter relating to the strategic or operational management of IHNA.

o) Review on an annual basis the effectiveness of the Diversity Policy, its objective and the strategies which aim to achieve the objective, the division and responsibilities and accountability for developing and implementing diversity initiatives across the organisation and provide a report to the Board on the outcomes of its review, including any recommendations for changes to those strategies or how they are implemented.

p) Prepare IHNA's annual staffing plan and budget for approval from the Board.

q) Review organisation structure and wages to revenue ratio and suggest improvement measures.

r) Monitor staff turnover ratio for all divisions and Standard Business Units (SBU).

s) Review significant changes and development in IHNA's remuneration, recruitment, retention and termination policies and procedures.

t) Review significant changes and events in the remuneration policies, superannuation arrangements, corporate performance incentives, personnel practices, and industrial relations strategies.

Legislation and Standards

9. The Committee is responsible for meeting compliance requirements of the following legislative and regulatory instruments (not limited to):

a) National Vocational Education and Training Regulator Act 2011

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b) Education Services for Overseas Students Act 2000 (ESOS Act)

c) Corporations Act 2001

d) National Vocational Education and Training Regulator Regulation 2011

e) Standards for Registered Training Organisations 2015

f) Enrolled Nurse Accreditation Standards 2017

g) National Code of Practice for Providers of Education and Training to Overseas Students 2018.

10. The Terms of Reference for the Executive Management Committee comply specifically with all eight standards of the Standards for Registered Training Organisations 2015.

Sub-committees

11. The EMC includes three Sub-committees to oversee IHNA's finance, RTO management & operation and student affairs. The student-related matters shall be reported to the EMC through the Student Representative Council (SRC).

Meetings

12. The Committee will hold six (6) meetings in a year and additionally as it considers necessary. Committee meetings may be held face-to-face, by telephone, videoconference, or other electronic means. Meetings will be conducted at a place determined by the Chair.

13. A quorum will be the smallest number greater than half the members.

14. The notice and agenda of meetings will include relevant supporting papers.

15. The Committee may invite other people to attend as it sees fit and consult with other people or seek any information that will help it fulfil its responsibilities.

16. The Chair will communicate the decisions of the Committee to the Board after each meeting within a reasonable period.

Minutes

17. All meetings are to be minuted. The draft of minutes of meetings must be distributed to all Committee members for review and feedback.

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18. The minutes must record the following:
    a) Date and location of the meeting
    b) Attendees, apologies, and absentees
    c) Agenda items discussed
    d) Action items (including responsibility and timeframe)
    e) Decisions made (including the rationale for decisions).

19. The secretary must keep minutes of meetings of the Committee and, after approval by the Committee Chair, they must be presented at the next Board meeting.

20. All minutes of the Committee must be entered into Decisions, a minute book, maintained for that purpose and will always be open for inspection by any member.

Reporting

21. The Committee reports to the Board of Directors. The reporting includes, but is not limited to:
    a) Matters for noting, including significant events, communication with regulatory bodies, major events, new contracts/agreements/subscriptions.
    b) Matters for discussion, including major challenges, regulatory compliances, internal audits and actions updates, new opportunities.
    c) Matters for decision, including major contracts, budget allocations, strategic directions, and SWOT Updates.

Policies and Procedure

22. The following policies and procedures, but not limited to, are owned by the Executive Management Committee.
    a) Access and Equity Policy and Procedure
    b) Admission and Enrolment Policy and Procedure
    c) Equal Employment Opportunity Policy
    d) Performance Management Policy and Procedure
    e) Staff Recruitment Policy
    f) Student Support Services Policy and Procedure.

Review

23. The Executive Management Committee shall review its performance and functions yearly.

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At the end of the 12-month period, the Committee will undertake a self-evaluation of performance. Any areas requiring further attention in the following year will be addressed.

References

24.   Institute of Health & Management EMC TOR.

Document Approval

Document ID	Terms of Reference of the Executive Management Committee (TOR-EMC)		
Owner(s)	Executive Management Committee		
Endorsed	Board of Directors	Date Endorsed	18/12/2020
Approved	Board of Directors	Date Approved	14/12/2020

Document History

Commencing Date	Version no	Summary of Changes	Next Review Date
27/03/2019	1.0	Initial Development	18/12/2020
23/12/2020	2.0	Aligning the EMC structure based on the Board Charter	30/12/2021
10/03/2021	2.1	Change in Committee Membership	31/07/2023

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