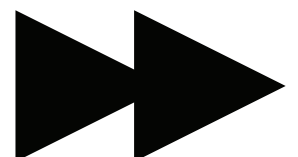


UTS Annual Report

Review of operations



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The Hon. Robert Stokes, MP
New South Wales Minister for Education
52 Martin Place
Sydney NSW 2000

Dear Minister

The University of Technology Sydney is pleased to present the *UTS Annual Report 2017*.

Volume one outlines our strategic objectives for the year and reports on our performance against these, including our statutory reporting. Volume two contains our financial statements as endorsed by the UTS Council.

The report has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* (NSW).

Yours faithfully,

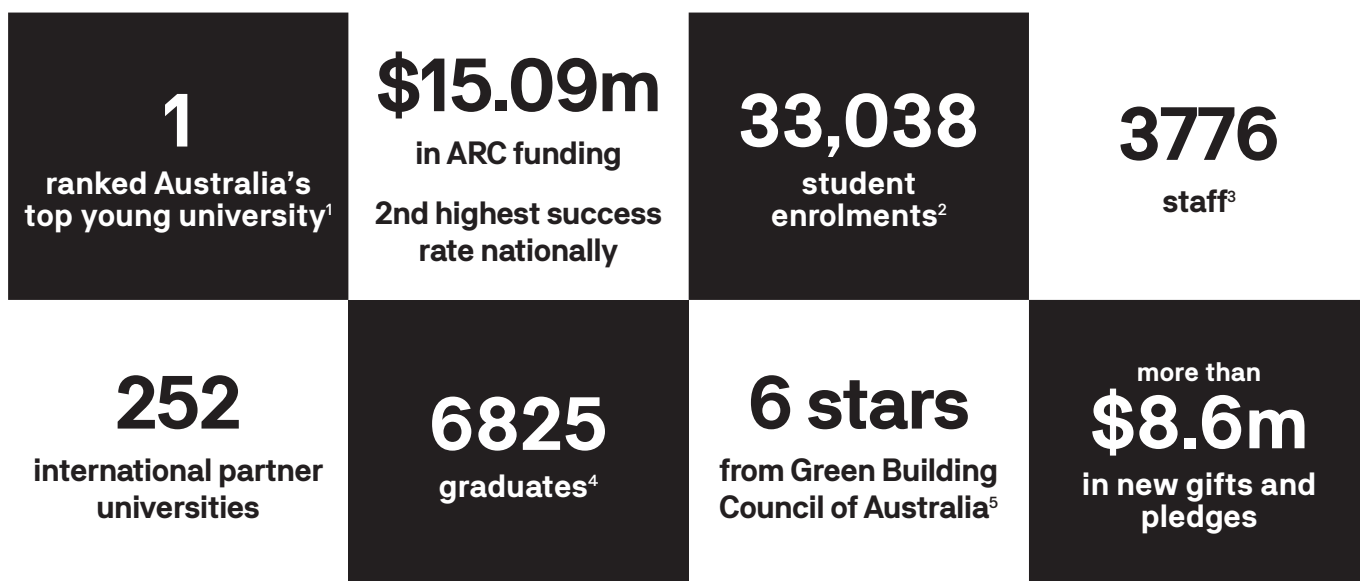


Catherine Livingstone, AO
Chancellor



Professor Attila Brungs
Vice-Chancellor

At a glance



1. *Times Higher Education* 200 Under 50 rankings and QS Top 50 Under 50 rankings.

2. Equivalent full-time student load.

3. Full-time equivalent, including casual staff.

4. Total number of registered students attending a domestic graduation ceremony.

5. A 6 star Green Star As Built rating was awarded to the Vicki Sara Building. The 6 star rating is a first for a NSW university.

Who we are

UTS is the top-ranked young university in Australia with an unwavering ambition to become a world-leading university of technology.

With an innovative and creative outlook, we provide our students with an immersive career-focused education. We believe that creative learning enables our students to build strong professional identities and be prepared for global workplaces.

Through our connections with industry, our students gain real-world experience and our researchers provide practical and relevant solutions to the issues of the day.

We believe in social change to create a more just and equitable world. Our student body is diverse and we encourage our students and staff to look at the world from different perspectives.

We are based in the heart of Sydney's creative precinct and close to the city centre.

What we do

We provide our students with the best learning experience possible: hands-on and practice-based. Our learning and teaching model integrates the best of online and face-to-face experiences.

Our undergraduate and postgraduate courses are in traditional and emerging disciplines. Many of our students undertake an internship throughout their studies, as well as international experiences. We have exchange agreements with more than 200 universities around the world.

We provide real industry experience. More than 150 companies partner with UTS, sharing their resources and expertise in exchange for research, innovation, and development and commercialisation.

Our world-leading research is focused around five key areas: data science, future work and industry, health, social futures, and sustainability. Our vibrant research culture produces high-quality, impact-driven research underpinned by technology and creativity.

Our history

On 26 January 1988, the former New South Wales Institute of Technology became the University of Technology, Sydney.

On 1 January 1990, the Institute of Technical and Adult Teacher Education and the Kuring-gai College of Advanced Education were amalgamated with the existing University of Technology, Sydney to form UTS.

On 1 August 2015, the comma was removed from the university's title to become the University of Technology Sydney.

Our objects and functions are outlined in the *University of Technology Sydney Act 1989* (NSW).

Year in review



Chancellor Catherine Livingstone, AO

Photo: Kevin Cheung



Vice-Chancellor Professor Attila Brungs

Photo: Jesse Taylor Photography

We are incredibly proud of the university we are becoming; not only through our physical transformation with our impressive campus developments, but through the work we do, the beliefs we hold and the benefit these bring to society.

At UTS, social justice is key to our core and purpose. As a public purpose institution we contribute to the community through research, education and practice. This enables us to support and influence social change to contribute to the creation of a more just and equitable society.

This year we launched the UTS Social Impact Framework: marking our new approach to demonstrating and enhancing the very concrete ways UTS makes a difference to our community. The framework will help to formalise our social justice agenda and enable UTS to better understand its capacity to deliver against its public good mission.

In December we hosted a symposium on advancing the public benefit of universities. It is more critical than ever to work directly with the community, as well as corporations, to help Australian society navigate the interesting and dynamic times ahead.

We introduced the UTS Humanitarian Scholarship for asylum seekers holding bridging or temporary protection visas. The scholarship will cover the full tuition costs of a degree as well as a support package, including a living allowance. In a perfect example of our university-wide commitment to social justice, UTS donors contributed to the living costs associated with the scholarship, including a grant from the Aspire Motivate Believe Foundation that was co-founded by UTS alumna and former refugee, Marina Brizar.

Next year we will begin discussions around our future long-term strategy. The execution of our current strategic plan, which is due to end in 2018, has led to the ongoing renewal of UTS in support of its vision to provide increased positive global change through its capability as a world-leading university of technology.

In 2018, Council will approve a new strategic plan to underpin UTS's activities for the next decade. We are very fortunate to have such skilled and dedicated people on our Council.

We were so proud to hear that Deputy Chancellor Brian Wilson was made an Officer in the Order of Australia in the 2017 Queen's Birthday Honours. The same honour was also bestowed on UTS Distinguished Professor of Midwifery Caroline Homer.

We made a number of changes to our senior executive portfolios this year to better reflect UTS's strategic priorities and direction. Professor Bill Purcell, our Deputy Vice-Chancellor and Vice-President (International and Advancement), announced he would retire in early 2018. Bill has been with us for nearly 10 years and, in that time, we have experienced significant growth in internationalisation and have made great advances in giving and philanthropy. Bill has worked tirelessly for the university and he is leaving a strong legacy behind.

Following Bill's retirement, we decided to separate the international and advancement portfolios and create two Deputy Vice-Chancellor positions: one dedicated to our international activities and priorities and the other to build our efforts in the entrepreneurship and engagement space and strengthen our focus on innovation and creativity.

Professor Glenn Wightwick, our current Deputy Vice-Chancellor and Vice-President (Research), has taken on the innovation and enterprise portfolio. His replacement will be arriving in early 2018, as will our new Deputy Vice-Chancellor (International).

Our aspiration of ubiquitous excellence is increasingly becoming a reality. We had an outstanding year regarding Australian Research Council (ARC) funding. We secured 41 ARC projects, totalling \$15,093,450 in funding; marking a 57 per cent increase over the total value of ARC grants in 2016. We achieved the second highest success rate nationally (27.7 per cent), ranking seventh by number of successful projects and eighth by total funding amount. This is a tremendous achievement and shows that the hard work and focus over the past decade into our research is paying off.

Professor Dayong Jin was awarded the Malcolm McIntosh Prize for Physical Scientist of the Year in the 2017 Prime Minister's Prizes for Science: this is the first time a UTS researcher has received a Prime Minister's prize.

In another first, UTS law alumna Ashleigh Barnes was named UTS's first Rhodes Scholar, and one of only 10 women in NSW history to receive the scholarship.

We continued to excel in our rankings. We were named Australia's top young university by the Times Higher Education 200 Under 50 rankings for the third year in a row.

Our relative young age as a university makes it easier for us, and indeed essential for us, to be agile and flexible and ready to respond to the demands of business, industry and the community.

Hatchery – UTS's entrepreneurial incubator and accelerator program – was named best learning experience at the *Australian Financial Review's* Higher Education Awards; being recognised for helping students engage with industry and innovation networks. We introduced a new elective, UTS Launchpad, where students turn their business ideas into real startups. Students work on their idea, while developing an entrepreneurial mindset and leadership skills that will stand them in good stead for their future careers.

Innovation will be critical to Australia's prosperity. Through the creative use of our campus and precinct, new programs such as the Hatchery, new approaches for preparing our students and supporting them throughout their careers, and a focus on holistic industry engagement, UTS is driving as hard as possible to make an innovative Australian economy a reality.

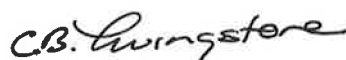
We also want our students to be prepared for increasingly globalised workplaces. We encourage our students to undertake cross-cultural experiences where possible. Seven UTS students were among 120 Australian undergraduates to receive a New Colombo Plan scholarship from the Australian Government. These scholarships are seen as an integral part of Australia's engagement with the Indo-Pacific region, and students study, work and live in the region for up to 17 months.

And, for the first time, UTS athletes clinched overall victory in the Australian University Games. This is a remarkable achievement for a university that is more recognised for its urban footprint than its sporting prowess.

We opened our sports-focused facility in November; a result of our partnership with Rugby Australia and the Sydney Cricket and Sports Ground Trust. This new venue is the first of its kind in Australia to embed university programs within a premier sports venue. UTS students and researchers, as well as sporting professionals, will be housed in the venue.

We are operating in a volatile higher education landscape. At the end of the year, the federal government announced changes to higher education funding, which has significant budget implications for the university. Fortunately, our forward planning will help us to mitigate any serious negative impacts, but it remains more crucial than ever that we focus on the positive changes that we have seen as a university and the value that we bring to society as a whole.

All of this, of course, would not be possible without our dedicated and collaborative university community. Next year will bring new challenges, but we are confident that we will continue to achieve great things together.



Catherine Livingstone, AO, Chancellor



Professor Attila Brungs, Vice-Chancellor

2017 snapshots

Rankings and ratings

1st in Australia <i>Times Higher Education</i> 200 under 50 rankings QS top 50 under 50	176 up from 193 QS World University Rankings	356 up from 364 Academic Ranking of World Universities
201–250 band from 226–250 band <i>Times Higher Education</i> World University Rankings	5 Stars in all eight categories QS Stars system	5th in Australia 69th worldwide QS Graduate Employability Rankings

Student enrolments¹

33,038 total enrolments	24,980 undergraduate	8058 postgraduate	10,778 international	3238 low SES ^{2,3}
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1. Equivalent full-time student load. Source: Department of Education and Training student files. All figures are final.

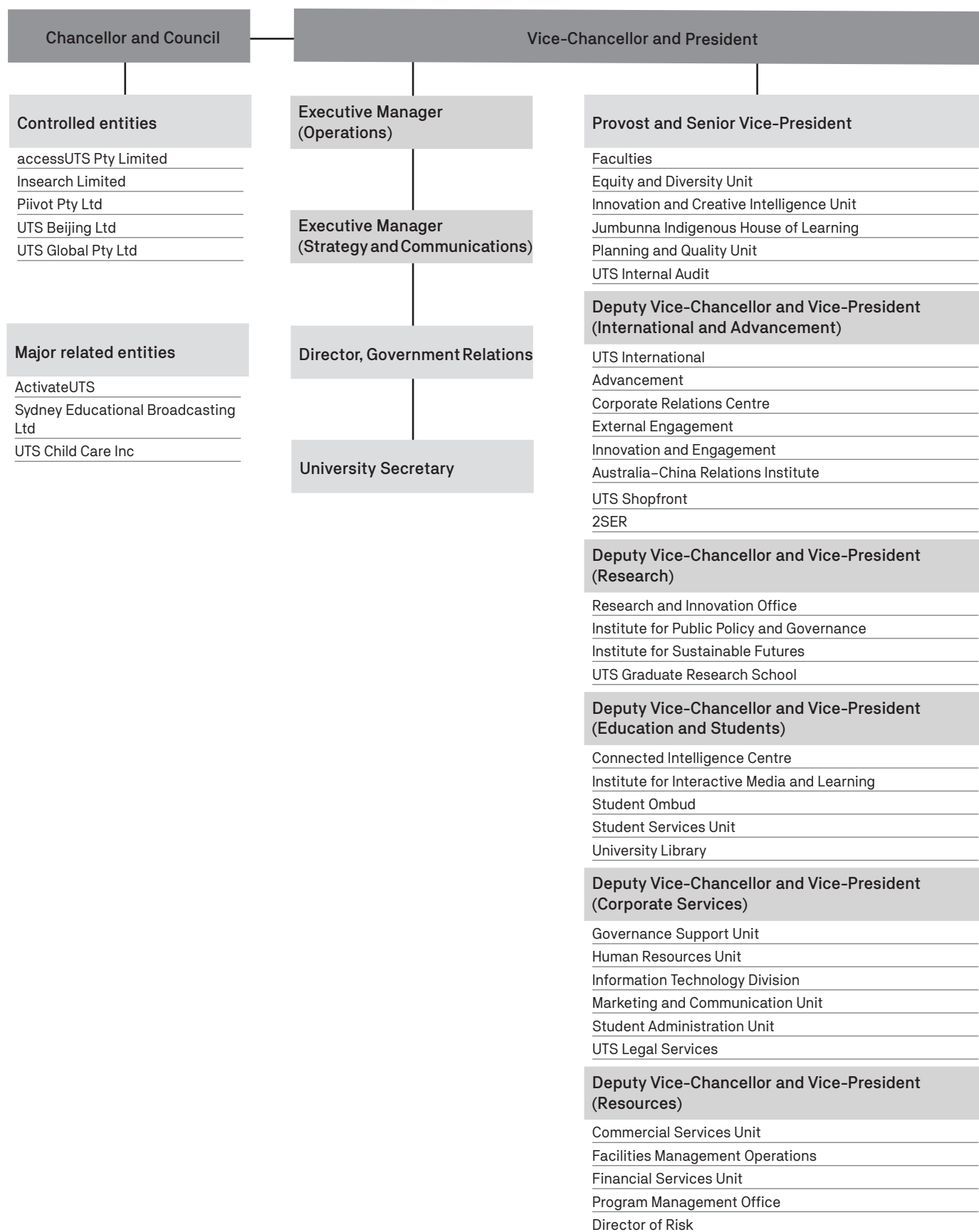
2. 2011 census definition of low socioeconomic status.

3. Headcount.

Financial statistics

	2013	2014	2015	2016	2017
Income (%) (excluding deferred government contributions)					
Government grants	41.4	38.2	37.6	37.0	33.8
Fees and charges	29.1	31.1	32.3	33.7	37.5
HECS–HELP	18.7	19.8	19.9	19.1	18.1
Other	10.7	10.9	10.2	10.2	10.6
Expenditure (%)					
Employee benefits	60.2	60.1	58.0	58.7	57.7
Other	27.8	28.2	27.7	28.3	29.9
Depreciation and amortisation	9.6	9.3	10.2	9.7	9.4
Repairs and maintenance	1.6	1.6	2.1	1.8	1.7
Impairment of assets	0.0	0.0	0.0	0.0	0.0
Borrowing costs	0.7	0.7	1.8	1.6	1.2
Finance (\$'000)					
Total assets	2,030,970	2,385,862	2,509,355	2,666,967	2,947,216
Total revenue from continuing operations	669,975	700,003	751,841	859,852	953,561
Total expenses from continuing operations	605,398	661,465	720,826	790,260	875,525

UTS organisational structure



Governance and management

Senior executive

The Vice-Chancellor and President is the university's academic leader and chief executive officer, responsible to the UTS Council for the management of the university. The role of the Vice-Chancellor and the senior executive is to provide effective operational management of the university so it can achieve its strategic objectives.

This year, with the impending retirement of Professor Bill Purcell, Deputy Vice-Chancellor and Vice-President (International and Advancement), changes were made to the senior executive portfolios. The changes — to have a dedicated senior executive for each of the international and advancement portfolios — will better reflect current strategic priorities and direction. Both of these areas are critical to the success of UTS.

The UTS senior executive will now comprise a Deputy Vice-Chancellor and Vice-President (International) (from 2018) and a Deputy Vice-Chancellor (Innovation and Enterprise), which will focus on UTS's advancement and engagement as well as innovation and creativity.

The role of Vice-President, Advancement was also created and will report directly to the Vice-Chancellor.

Professor Glenn Wightwick, our current Deputy Vice-Chancellor and Vice-President (Research), has taken on the innovation and enterprise portfolio. A new Deputy Vice-Chancellor and Vice-President (Research) will join us in early 2018.

At the end of the year, UTS's senior executive comprised:

Vice-Chancellor and President

Professor Attila Brungs, BSc(Hons) (UNSW), DPhil (Oxon)

Provost and Senior Vice-President

Professor Andrew Parfitt, BE, PhD (Adel), SMIEEE, FIEAust

Deputy Vice-Chancellor and Vice-President (Research) (Acting)

Professor Charles Rice, BDesStud(Hons) (UQ), MRes (Lond), PhD (UNSW)

Deputy Vice-Chancellor (Innovation and Enterprise)

Professor Glenn Wightwick, BSc (Monash), FTSE

Deputy Vice-Chancellor and Vice-President (International and Advancement)

Professor William Purcell, BCom(Hons), PhD (UNSW), DipJapaneseStud (Kyoto U Foreign St)

Deputy Vice-Chancellor and Vice-President (Education and Students)

Professor Shirley Alexander, BSc, MAppStats (Macq), GradDipEd (SCAE)

Deputy Vice-Chancellor and Vice-President (Resources)

Patrick Woods, BSc (Guelph), MBA (McM), ACPA, FAICD

Deputy Vice-Chancellor and Vice-President (Corporate Services)

Anne Dwyer, BBus (CSU)

UTS Council

UTS Council is the governing body of the university and is constituted in accordance with the provisions of the *University of Technology Sydney Act 1989* (NSW) (the UTS Act). Council controls and manages the university's affairs and acts in all matters in a manner that best promotes UTS's objectives and interests.

The UTS Act is the university's founding instrument. It outlines the objectives and functions of the university as well as constitutional matters such as the membership and role of Council.

The UTS Council is made up of 20 members, including elected and appointed members who have the expertise and background relevant to the governance needs of the university.

Council committees

Council's committees are skills-based bodies with the expertise to deal with matters efficiently and effectively, and to promote discussion of the relevant strategic issues at Council meetings.

- Audit and Risk Committee
- Commercial Activities Committee
- Finance Committee
- Governance Committee
- Honorary Awards Committee
- Joint Subcommittee Audit and Risk Committee and Finance Committee
- Nominations Committee
- Physical Infrastructure Committee
- Remuneration Committee
- Social Justice Committee
- Student/Council Liaison Group.

UTS Council members

Chancellor

Catherine Livingstone, AO, BA (Accounting) (Hons) (Macq), HonDBus (Macq), HonDSc (Murdoch), HonDBus (UTS), HonDLitt (Sydney), HonDSc (UOW), FCAANZ, FAATSE, FAICD, FAAS (1 December 2016 to 30 November 2020)

Vice-Chancellor and President

Professor Attila Brungs, BSc(Hons) (UNSW), DPhil (Oxon)

Chair of Academic Board

Professor Joanne Gray, RN, RM, BHSc (RMIHE), GradCertHEdTeaching&Learning (UTS), GradDipWomensStudies (Deakin), MNurs (Flin), PhD (UTS)

(1 January 2015 to 31 December 2016
1 January 2017 to 31 December 2018)

Deputy Chancellor

Brian Wilson, AO, MCom(Hons) (Auck), HonDUniv (UTS)

(29 August 2011 to 30 November 2012
1 December 2012 to 30 November 2014
1 December 2014 to 17 February 2016
1 December 2016 to 31 October 2018)

Members appointed by the Minister

Tony Tobin, BA LLB (UQ)

(12 December 2011 to 31 October 2014
1 November 2014 to 31 October 2018)

Brian Wilson, AO, MCom(Hons) (Auck), HonDUniv (UTS)

(1 November 2006 to 31 October 2010
1 November 2010 to 31 October 2014
1 November 2014 to 31 October 2018)

Members appointed by Council

Peter Bennett, BEc, DipEd (Monash), MBA (Melb), FCPA, MAICD, SA Fin

(1 November 2010 to 31 October 2012
1 November 2012 to 31 October 2016
1 November 2016 to 31 October 2020)

Brett Clegg, BBus (UTS), MComm(Hons) (UNSW)

(1 October 2017 to 31 October 2020)

Micheline Collopy, JP, BEc (ANU), CA, FPS, GAICD

(4 October 2011 to 31 October 2012
1 November 2012 to 31 October 2016
1 November 2016 to 31 October 2020)

Robert Kelly, BComm (UNSW), LLB, LLM (Sydney), MBA (UNSW), FCIS, FAICD; Barrister

(1 November 2006 to 31 October 2010
1 November 2010 to 31 October 2014
1 November 2014 to 31 October 2018)

Dr John Laker, AO, BEc(Hons) (Sydney), PhD (LSE), HonDSc (Sydney)

(1 July 2015 to 31 October 2018)

Dr Ron Sandland, AM, BSc(Hons) (Sydney), PhD (UNSW), FTSE

(1 November 2008 to 31 October 2012
1 November 2012 to 31 October 2016
1 November 2016 to 31 October 2020)

Dr Merylyn Sleigh, BSc(Hons) (Sydney), PhD (Macq), FAICD, FTSE

(1 November 2014 to 31 October 2018)

Russell Taylor, AM, MBA, GradDipPSM (UTS), GradDipArts (ANU)

(1 November 2006 to 31 October 2008
1 November 2008 to 31 October 2012
1 November 2012 to 31 October 2016
1 November 2016 to 31 October 2018)

Elected members of academic staff

Professor Anthony Dooley

(1 November 2016 to 31 October 2018)

Professor Sally Varnham, LLB, LLM(Hons) (Well), AdvCerTTg (WP), PhD (UNSW)

(1 November 2014 to 31 October 2016
1 November 2016 to 31 October 2018)

Elected member of professional staff

Daniel Willis, BCA (UOW), ATEM; Faculty Operations Manager, Faculty of Transdisciplinary Innovation

(1 November 2014 to 31 October 2016
1 November 2016 to 31 October 2018)

Elected undergraduate student

Bijay Sapkota; enrolled Bachelor of Engineering (Honours)

(1 November 2016 to 31 October 2018)

Elected postgraduate student

Michael Rosser, Juris Doctor, Master of Business Administration

(1 November 2016 to 31 October 2018)

Note: The number of, and attendance at, UTS Council meetings is available on page 29.

Key activities in 2017

This year the UTS Council:

- approved the refresh of the UTS logo and emblem
- commenced a significant program to streamline policies and push out delegations, allowing for organisational flexibility, agility and staff empowerment; including an initiative for government to amend the UTS Act to provide Council the authority to empower the Vice-Chancellor to act on their behalf for most matters
- saw the completion of the 10-year Campus Master Plan, a program of capital development to cater for growth and keep UTS's facilities at world standards
- instigated the capital development program, allowing for responsive development to meet future needs
- approved a refocusing of Academic Board, with an associated restructuring, to allow the board to better fulfil its strategic academic objectives
- welcomed new member, Brett Clegg
- held its annual strategic retreat, and
- held its annual town hall meeting, providing the opportunity for staff and students to interact with Council.

Related statutory reporting

- meetings of UTS Council members (page 29)
- senior executive remuneration (page 30)
- statement on Voluntary Code of Best Practice for the Governance of Australian universities (page 28)

Objective one

Inspire graduate success

Engage our students in creative and inspiring learning that enables them to build strong professional identities, future-focused graduate capabilities and global citizenship.

UTS has a healthy share of domestic market demand and we consistently exceed our targets.

To continue to offer a rewarding student experience and inspire graduate success, we embarked on four key projects this year.

- Enhancing the student experience
- Refreshing and renewing the learning.futures initiative
- Improving the workplace success of our graduates
- Continuing to implement the postgraduate strategy

Student experience

The future of work for our graduates is rapidly evolving and it is critical that we align our courses and position our students for the workplaces of the future.

At UTS we want to provide our students with the best learning experience possible: both for the benefit of the student and their future career; and also for the standing of UTS. In the current competitive and uncertain higher education environment it is essential that UTS maintains its reputation as a world-class university of technology.

We undertook a number of projects to ensure we remain at the forefront of teaching and learning.

- A work.futures project to engage students in the ways in which work in their discipline is changing, including seminars and discussions on future careers, employment skills development programs, increased entrepreneurship opportunities, increased internships and internship-like experiences, and curriculum re-design.
- A student consultative committee to involve students in university decision-making.
- Assistance for academics to redesign subjects so that students more easily identify and achieve the stated learning outcomes.
- A new Summer@UTS project to inform students of the opportunities for studying in the Summer session, including spreading their study load over three sessions, fast-tracking study where possible, building employability skills, and participating in clubs and societies.

The future of learning and work

By the end of 2017, more than 1000 subject outlines were learning.futures certified, showing that they are aligned with the UTS model of learning and include graduate attribute development, active and collaborative learning experiences, and authentic assessment and feedback that enable students to apply what they are learning in real-world contexts.

Each course at UTS has a graduate profile that describes the intended capabilities of its graduates under three broad domains: personal, professional and intellectual. It details the attributes students will develop through the course, including the professional roles they are being prepared for.

learning.futures courses explicitly develop these attributes through a blend of face-to-face and online subjects that engage students in an increasing range of practice-oriented, inquiry-based, studio-based and industry-connected experiences that prepare them for their future careers.

We further enhanced support for the new learning calendar, with casual academics working as learning and teaching adjuncts (LTAs) to support academics to refine and transform their subjects. Overall, LTAs worked in 729 subjects across the university, developing active and collaborative learning activities in line with learning.futures, transforming UTSONline sites to improve the learner experience, and creating new assessment tasks and feedback resources.

This year we worked towards creating a shared academic community. A new LX.lab (learner experience lab) was built to help academic staff to design inspiring learning experiences for their students. The lab is a collaborative space where academic and professional learning communities can come together to share ideas and all staff involved in learning and teaching can gain help and advice. The lab also hosts learning and teaching events and drop-ins and, since its opening, has attracted hundreds of academics from across all UTS faculties.

The LX.lab community extends online with 'futures', a learning and teaching blog that contains stories on good practice and innovative learning ideas, information on learning and teaching events, tips and advice, and a weekly newsletter to share ideas, promote learning.futures and inform staff.

Graduate workplace success

UTS places second in the Sydney metro for graduate workplace success. Over the years, we have put in place several initiatives to improve the workplace success of our graduates.

This year, we increased students' and employers' awareness of the services available to them at UTS, expanded the UTS Careers Service's activities and programs, and continued the rollout of internships and internship-like experiences for all students. Nearly 3000 internships were advertised to students this year.

We also increased our promotion to employers. We have seen a 63 per cent increase in the number of employers on campus over the past five years.

The UTS Careers Service also:

- collaborated with faculties to organise career networking lunches for law students, an employability program tailored for nursing/midwifery students, and weekly panels with alumni/industry for business students
- expanded internship-like experiences, including digital internship-like experiences for international students with New South Wales local government
- used technology to support students through a careers website redesign and improved user experience, a careers blog and career fair app, and an online tool to help students and alumni with career planning
- increased its social media presence. UTS has the highest social media following for an Australian careers service

- improved cross-unit collaboration with the launch of Careers Community; an internal on and offline network of staff engaged in the careers/internship space
- increased and improved employer engagement, including an end-of-year employer thank-you event, and employer visits
- targeted employer engagement through sponsorship and LinkedIn sales navigator licences
- focused on a student's professional identity as soon as they begin their studies (from Orientation)
- improved alumni support and engagement by contacting alumni who are seeking employment
- increased support for organisations that take on interns with the launch of an employer toolkit to improve employers' experiences.

Future initiatives include the launch of an online alumni/industry mentoring platform for students, the use of machine learning to increase the number of CV reviews, and a job shadowing program to provide another opportunity for students and alumni to connect.

Entrepreneurial students

This year Hatchery — UTS's entrepreneurial incubator and accelerator program — was named best learning experience at the *Australian Financial Review's* Higher Education Awards; being recognised for helping students engage with industry and innovation networks.

Many of the students that go through Hatchery continue to the accelerator program, Hatchery+. After its successful 2016 launch, the Hatchery+ program is going strong, with 25 startups going through the program.

Thirteen of the program's first 15 startups are still active and have together raised close to \$1.8 million in funding, generated revenue of around \$1.3 million and created 67 paid and internship positions.

Each Hatchery+ startup must have at least one co-founder who is a current UTS student, alumni or staff. To date, 21 co-founders have been current students and 13 have been alumni. Co-founders have come from all faculties and 60 per cent have been female.

UTS Launchpad is a new elective offered by the Faculty of Transdisciplinary Innovation where students transform their business ideas into real startups. The classroom experience is hands-on and collaborative; there are no lectures. Students work on their business idea, while developing an entrepreneurial mindset and leadership skills.

The elective was developed in partnership with the directors of executive education at the Institute of Design (d.school) at Stanford University.

Law firm Corrs Chambers Westgarth provided Launchpad startups with the necessary support to manage their legal needs via the firm's CorrsEdge initiative, which was designed specifically by Corrs to meet the unique legal needs of the startup community.

This year's cohort launched ideas including Kindershare, to help parents share children's travel equipment with other parents; Work Detector, for small businesses to find local employees to fill urgent jobs; and myLife, a reimagined visual and social calendar app tailored for millennials.

These programs instil in our students a real interest and passion for entrepreneurial thinking and real-world problem solving.

Our Master of Data Science and Innovation students again won first prize at the 2017 Unearthed Sydney 54-hour hackathon. Participants developed prototype solutions for real challenges from global resource companies.

The winning team took on Rio Tinto's 'Carryback' challenge, developing an algorithmic prototype to improve the efficiency of mining truck load transportation.

Inspiring teachers

UTS teachers were recognised for their innovative and inspiring approaches to learning, with the following being awarded a 2017 Citation for Outstanding Contributions to Student Learning through the Australian Awards for University Teaching.

- Dr Stephen Woodcock, Faculty of Science, for development of curricula and resources to foster inquiry-oriented and research-inspired thinking in the applied mathematical sciences.
- Dr Amanda White, UTS Business School, for developing and delivering an innovative curriculum and resources to make the study of auditing accessible and engaging for undergraduate accounting students.
- Nursing and midwifery: Indigenous professional capability team for developing Indigenous professional capabilities as every nursing and midwifery student's business: innovating student learning through distributed leadership and active collaboration.

Postgraduate study

The postgraduate.futures initiative is creating postgraduate coursework study that is more flexible and more personal; an essential element of lifelong learning.

The initiative focuses on increased hybrid learning experiences of online and face-to-face. These new models will allow us to design shorter duration study elements that are more suited to busy, adult, professional learners, while retaining the values of face-to-face engagement and on-campus cohort and networking experiences.

The beginning of 2017 saw the continuation of stage 1: investing in digital support systems and processes. The new learning management system has now been implemented, allowing the creation of more modular subjects suited to our next phase of work.

In the second half of 2017, stage 2 commenced. Cross-university consultation increased and the postgraduate coordinators network was formed with all faculties participating.

Work began on establishing postgraduate.futures strategies in each faculty, including setting out curriculum design priorities. The postgraduate.futures learning design and media production team worked with academic staff to redesign curriculum and create new subjects and courses for postgraduate students.

We introduced an automated 'welcome' campaign providing personalised messages for new postgraduate students, and progressed an initiative to streamline and improve application, offer and enrolment processes, resulting in significantly more enrolments in some courses where offers had previously been declining.

2017 also saw the soft launch of the new public 'store' concept for open learning, UTS Open, ready for a public launch in 2018. Ten short taster courses were developed for the store, including Copyright and Human Rights, Get Ready for Blockchain, and Systems Thinking.

Student mobility

UTS is a sector leader in student mobility. This year, 1477 students undertook a for-credit international mobility experience.

Outbound mobility

UTS students undertake mobility programs in a number of ways: through the one-year in-country immersive language and cultural program as part of the joint Bachelor of International Studies; session-length exchange programs; and short-term programs (two-to-six weeks) ranging from academic summer programs to volunteering, mainly offered through UTS's global leadership program BUiLD.

This year, students studied in more than 40 countries across the Asia-Pacific, North and South America, Europe and the Middle East.

Inbound mobility

UTS welcomed 667 exchange students from our 252 partner universities from 43 countries for one or two sessions of study this year. In addition, 466 students chose to study abroad at UTS for a fee-paying session. Study abroad students come from, in order of cohort size, Germany, Mexico, the United States, Switzerland, Sweden, Denmark, France and Norway. These inbound students offer diversity in our international student makeup.

Eight new exchange partner agreements were added in 2017 in Canada, China, France, Japan, the United States and Vietnam.

Erasmus+ grants

In 2017 UTS, along with a number of our European partner universities, was successful in receiving European Union's Erasmus+ Program mobility grants. These grants provide funding for students, academics and administrative staff to travel to partner universities for collaborative projects. Partner universities include the Technical University of Berlin, Germany; Ghent University, Belgium; University of Modena and Reggio Emilia (UniMORE), Italy; and Warsaw School of Business and Economics, Poland.

These grants will support student and staff mobility from UTS to these universities in 2018-19 for periods of between five to 10 days.

New Colombo Plan mobility grants

In the 2018 round of the New Colombo Plan (NCP) mobility program, UTS secured funding of \$1,314,500 to support 424 students to participate in 19 mobility projects across 11 countries in the Indo-Pacific. This is a significant increase in funding and the number of students supported from the previous year's round.

New Colombo Plan scholarships

This year UTS secured seven (of the 120 awarded) of the 2018 NCP scholarships valued at up to \$67,000, which allow students to study, work and live in the Indo-Pacific for up to 17 months. The awardees attended a ceremony in Canberra in November with Minister for Foreign Affairs, the Hon. Julie Bishop, MP.

Our scholars have chosen to study, work and live in China, Hong Kong, Japan, Indonesia and Nepal. Additionally, four UTS students began their studies as 2017 NCP scholars; taking their scholarships to Vietnam, China, Hong Kong and Japan.

International students

Our international student enrolment numbers again grew: up 12 per cent on 2016 overall and 21 per cent for undergraduate and eight per cent for postgraduate. We also experienced record international student fee revenue, breaking \$300 million for the first time.

China remained UTS's largest market, followed by India and Nepal. Our top three markets were also our fastest growing.

A challenge for UTS is to not be too reliant on its top three markets. We saw a slight decrease in our other major markets, largely as a result of higher fees. It appears that our positive revenue growth has had a negative impact on our international student diversity.

One of the ways we are trying to counter our dependency on our top three markets is through the UTS 30th anniversary scholarship program, which was launched in 2016, and is increasing our scholarship offerings to these markets. We have also increased our efforts to market UTS to government-sponsored and loan students in new and developing markets, for example 44 new commencements were sponsored through the Saudi Arabian Cultural Mission.

UTS also developed 10 new pathway partnerships with institutions in China, Indonesia, Thailand, Malaysia and South Korea to bring larger groups of students to UTS through articulated UTS degrees.

Outbound mobility¹

	2013	2014	2015	2016	2017
In-country study	192	215	187	227	205
Global exchange	300	339	392	332	376
BUiLD and other international experiences	400	494	861	878	896
Total headcount	892	1048	1440	1437	1477

1. For-credit international mobility experiences undertaken by UTS students.

Student equity

Widening participation strategy

Overall, 11.69 per cent¹ of current domestic undergraduate UTS students are from low socioeconomic (low SES) backgrounds; a slight fall from 11.9 per cent in 2016.

Through the UTS Widening Participation Strategy (WPS), the university aims to ensure that Australians from low SES backgrounds who have the ability to study at university have the opportunity to do so.

Key projects and highlights for 2017 are listed below under the four main WPS themes.

Building educational aspiration and attainment

- The U@Uni HSC Tutorial Scheme reached 564 students and achieved more than 2500 contacts with students through weekly tutorials and academic workshops delivered in schools. The program worked with 10 partner schools and employed 74 current UTS students as tutors.
- Just under 1000 students from years 10–12 from 30 partner schools took part in the U@Uni Summer School, on-campus workshops and school visits.

Widening access

- From 1710 offers made, 1110 students enrolled at UTS through our educational access scheme in pUTS.²
- The UTS School's Recommendation Scheme made 362 offers, of which 172 students enrolled.³

Transition, retention and success

- Both access schemes demonstrated positive rates of retention and success, with both being comparable to 'all students' results.
- Diversity access scholarships were distributed to 650 new and continuing students.

- The enhancing computer access program provided 101 computer hardware/laptops to financially disadvantaged students and a further 53 were provided with software; in addition to Microsoft Office 365 software freely available to students.
- Financial support to assist with emergency living expenses, accessibility, textbooks, and loss of income associated with practicum internship experiences, was provided to 655 students.
- The low SES student housing subsidy was provided to 44 students.

Inclusive community

UTS Diversity Week promotes the diversity of our campus community and helps foster an inclusive culture. The week of events explored issues such as universal access, gender binary, and challenging racism and Islamophobia to build a safe, inclusive and respectful campus.

Aboriginal and Torres Strait Islander students

All faculties had an increase in Indigenous enrolments this year. Participation by headcount grew, with a steady increase from 300 enrolments in 2016 to 326 enrolments in 2017 (equating to a one per cent participation rate).

UTS endeavours for all Aboriginal and Torres Strait Islander students to participate fully in university activities. This year, 52.2 per cent of Aboriginal and Torres Strait Islander students undertook an international experience.

Indigenous higher degree research (HDR) participation increased exponentially. In 2017, there were 34 Indigenous HDR students, up from 22 in 2016. We are on track to well exceed our Indigenous HDR targets of 20 enrolled students by 2018 and 22 by 2020.

The Indigenous HDR retention rate is also improving, up from 93.3 per cent in 2016 to 95 per cent in 2017. The Indigenous HDR retention rate is currently 6.2 per cent higher than the UTS general rate.

The university's Jumbunna Institute for Indigenous Education and Research continued to offer on-campus and off-campus school engagement activities; connecting with 2371 prospective students in a variety of settings, including school visits, careers markets and on-campus experiences such as the Galuwa program for high school students in the faculties of Design, Architecture and Building; Engineering and Information Technology; and Health. A further 15,000 prospective students and community members attended events where Jumbunna was well represented.

These engagement activities help UTS to increase the aspiration of Indigenous students to attend university and to promote UTS as a leader in Indigenous education. In 2017, Jumbunna tested and assessed 95 students for a tailored pathway to UTS. An additional 45 students were admitted through the Universities Admission Centre.

Building on the success of taking over the head lease on a building with 58 studio apartments, as well as providing accommodation, the Wattle Lane residence saw close to full occupancy in 2017.

Humanitarian scholarships

This year, we introduced the UTS Humanitarian Scholarship to support undergraduate study for students holding Asylum Seeker Bridging Visas or Temporary Protection Visas. Up to 16 scholarships (two for each faculty) are offered each year that will cover the full tuition costs of an undergraduate degree for each student coupled with a support package that includes living allowances and a host of other services.

UTS will provide the tuition fees, while a grant from the Aspire Motivate Believe Foundation will assist with learning and living expenses.

1. Preliminary data (retrieved IBM Cognos Planning and Quality Unit 22 February 2018).
2. Preliminary data (retrieved IBM Cognos Viewer Equity Scorecard 20 February 2018).
3. Preliminary data (retrieved IBM Cognos Viewer Equity Scorecard 20 February 2018).

Objective two

Enhance our research performance

Increase the scale, quality and impact of research in our discipline fields.

Research performance

As our research performance continues to grow, we have recognised the need to focus our research in five key areas of strength: health, data science, sustainability, future work and industry, and social futures. These are areas where our researchers and centres are nationally and internationally renowned.

To increase the impact, excellence and reputation of our research, it is critical that we continue to grow these areas of strength but also explore emerging areas of research. Central to this is expanding our work with industry. It is vital that we respond to the needs of industry and position ourselves as the research partner of choice.

Research engagement and impact assessment

UTS participated in the Australian Research Council's (ARC) national engagement and impact assessment (EI) pilot, completed in May. UTS received encouraging results, being assessed as either 'emerging' or 'mature' in all fields of research codes submitted. The EI pilot will provide a basis for a full national rollout in 2018.

Excellence in Research for Australia

Preparations began this year for our submission for the 2018 round of the ARC's Excellence in Research for Australia initiative.

Research income¹

Total external research income continues to grow at UTS. In 2017, we achieved \$61.18 million (provisionally) in Higher Education Research Data Collection (HERDC) income. This is in line with year-on-year growth in UTS's research income since 2008.

1. Provisional 2017 HERDC figure, which from 2017 excludes income from higher degree research fee-paying students in line with federal government specifications.

Research publications

UTS passed the 3000 publication threshold in 2016, representing an 11 per cent increase from the previous year. Weighted publications rose from 1646 in 2015 to 1795 in 2016. Both the volume and weighted value trends reflect our increasing focus on research quality, growth and increased collaboration.

Australian Research Council national competitive grants

UTS had a highly successful year in 2017, securing 41 ARC projects totalling \$15,093,450 in funding. The total ARC funding awarded to UTS marks a 57 per cent increase over the total value of grants secured in 2016 (\$9,564,595).

We achieved the second highest success rate nationally (27.7 per cent), ranking seventh by number of successful projects and eighth by total funding amount.

ARC Discovery Projects

UTS had a record result in the 2018 Discovery Projects (DP) round. We secured funding for 26 out of 102 applications submitted, receiving a total of \$8,973,122. Our 2017 result is 68 per cent higher than total funding received for DPs secured in the previous year (\$5,324,987).

ARC Linkage Projects

From July 2016, the ARC began to accept Linkage Project (LP) submissions on an ongoing basis, with proposal outcomes progressively announced throughout 2017. In 2017, UTS was awarded five LPs out of six proposals, totalling \$3,277,506, comprising contributions from the ARC (\$1,955,000) and industry (\$1,322,506). We achieved a higher success rate on LP applications than the national average.

Discovery Early Career Researcher Award

UTS had 11 successful Discovery Early Career Researcher Award applications out of 37 proposals submitted (compared with five out of 31 funded proposals previously). We were awarded total funding of \$3,902,144 from this scheme in 2017, up from \$1,762,208 in 2016.

Future Fellowships

In the 2017 funding round, UTS was awarded one Future Fellowship to the value of \$816,000. This scheme remains highly competitive, with only 100 fellowships awarded nationally each year.

Linkage Infrastructure, Equipment and Facilities

UTS was awarded three Linkage Infrastructure, Equipment and Facilities (LIEF) applications to the value of \$1,402,184 for projects commencing in 2018. This represents a 74 per cent success rate, higher than the previous year (20 per cent).

UTS researchers participated in seven externally led successful LIEF applications, demonstrating our commitment to productive external collaboration.

ARC Discovery Indigenous

We were the only university to be awarded more than one Discovery Indigenous grant this round, securing

two out of the four applications submitted, totalling \$1,088,137. In addition, UTS will also participate in an externally led Discovery Indigenous project.

National Health and Medical Research Council

In 2017, the National Health and Medical Research Council (NHMRC) awarded more than \$2 million in funding to UTS. This included one prestigious NHMRC Principal Research Fellowship, one Translating Research into Practice (TRIP) Fellowship, and two projects.

Other grants and funding

UTS received almost \$200,000 in the form of a Cancer Clinical Academic Stream seed grant from The Sydney Partnership for Health, Education, Research and Enterprise (SPHERE).

This is the first grant UTS has received from SPHERE.

Working with industry

2017 was another year of growth in industry research collaboration at UTS with a 15 per cent increase in Category 3 research income, a 70 per cent increase in Category 4 income, and more than 170 new research contracts with industry.

Our continued focus on supporting innovative small and medium-sized enterprises (SMEs) resulted in UTS gaining 22 Innovation Connections projects (double the previous year). These projects provide matched funding to SMEs to engage with the research sector.

UTS also supported five SMEs through the New South Wales TechVouchers scheme. TechVouchers are awarded on a competitive basis to eligible companies to work on joint research projects.

Significant achievements that will further boost UTS's research with industry include:

- the success of the UTS-led Food Agility Cooperative Research Centre (CRC) bid, which brings together 54 partners from private business and universities and \$210 million over 10 years to help producers adapt and develop food that will have good safety records, be of high quality, and is environmentally and socially sustainable.

- the establishment of the Defence Innovation Network, with investment from the NSW Government of \$1.25 million, which will bring together leading scientists and engineers from seven of the state's public universities and Defence Science and Technology Group to focus on areas crucial to Australia's defence needs in close collaboration with the defence industry
- a new CRC-project to develop smart linings for water pipes and related infrastructure secured \$3 million in CRC funding. With a total project value of more than \$24 million, the project brings together industry and academia in Australia and internationally to improve service life and prolong the needs for asset replacement in the water industry
- the NSW Government's continued support of the Deep Green Biotech Hub with an additional \$500,000 tranche for 2018-19, bringing the total received by the hub to \$1.5 million to date. The hub ran a series of showcases in 2017, including one in July attended by the Deputy Premier of NSW and many industry partners, notably some from the finance sector. Several successful outreach programs were also conducted, including with UTS Hatchery to encourage students to engage in algae-based biotechnology opportunities across university-wide entrepreneurship programs.

Our researchers

Our researchers continued to make an impact in the research community this year.

- Professor Dayong Jin was awarded the Malcolm McIntosh Prize for Physical Scientist of the Year in the 2017 Prime Minister's Prizes for Science: the first time a UTS scientist has received a Prime Minister's prize.
- Distinguished Professor Jie Lu from the Faculty of Engineering and Information Technology was a finalist in the new category of Excellence in Data Science in the 2017 Australian Museum Eureka Prizes for her work on data-driven decision-making and predictions.

- The Faculty of Science's Associate Professor Igor Aharonovich was a finalist in the category of Outstanding Early Career Researcher in the 2017 Australian Museum Eureka Prizes for his work on defects in semiconductors that emit single photons, the building blocks of quantum science.
- Professor Claude Roux, director of UTS's Centre for Forensic Science, was announced as the International Association of Forensic Sciences's new president. Professor Roux is only the second Australian since 1987 to hold the office.
Sydney was also selected to host the association's triennial international conference, with the bid led by Professor Roux.
- Distinguished Professor Jane Hall and Dr Dominic Hare were both recognised for their achievements in the NHMRC's Research Excellence Awards.

2018 Chancellor's Postdoctoral Research Fellows

Each year, UTS selects outstanding early career researchers for our most prestigious fellowship scheme. We awarded 14 fellowships (50 per cent male to female split) for 2018 selected from within UTS and around the world.

Graduate research students

A core focus of our graduate research strategy is to increase opportunities for our graduate research students to engage with industry.

Industry-related opportunities in 2017 included the following.

- **Mentoring and networking activities:** In 2017, UTS joined the Industry Mentoring Network in STEM (IMNIS), an industry-led initiative of the Australian Academy of Technology and Engineering. IMNIS connects research students with mentors from the medical technology and pharmaceutical industry sectors.
- **Research internships:** UTS is the most active university in the Australian Mathematical Sciences Institute (AMSI) National Research Internship Program. This program

facilitates HDR students, with the support of their supervisors, to work on short-term industry research projects. In 2017, the program was expanded through the addition of significant Commonwealth funding.

- **Industry-linked doctoral experiences:** Approximately 10 per cent of our current graduate research students are linked to industry-funded projects.
- **Specialised industry doctoral programs:** Based on current enrolments, UTS continues to be among one of the most active universities within the ATN Industry Doctoral Training Centre. We are currently enrolling our third cohort into our Industry Doctorate Program.

Indigenous participation

UTS is a sector leader in Indigenous participation in graduate research. Solid investment in Indigenous research student scholarships, as well as recruitment support, effort and collaboration among the Jumbunna Institute for Indigenous Education and Research, Centre for the Advancement of Indigenous Knowledges, faculties and the Graduate Research School, has translated into significant increases in Indigenous enrolments (further information is available on page 12).

International partnerships

UTS now has 18 global Key Technology Partnerships (KTPs), with Lancaster University in the United Kingdom and China's Southern University of Science and Technology partnering with us this year. Our KTPs are long-term research and research training partnerships to deliver research collaboration, staff exchange, development of dual or joint PhD programs, and student mobility opportunities.

The success of these partnerships is evident in the research results that have come from the program. For example, 685 joint research papers have been produced since the program's inception, commencements in dual/joint PhDs have risen from two in 2010 to 61 in 2017, and the KTP Visiting Fellow program's participants have attracted \$1,955,000 in external funding.

Academic staff exchange is also a key component of the program, with 91 inbound visiting fellows to UTS and 41 outbound UTS academics to KTP institutions.

In 2018 Beijing Institute of Technology and Shanghai University will offer additional resources to cover the travel expenses for UTS professional staff to work on joint projects at their campuses.

Next year, TU Berlin will also fund living stipend scholarships to cover the full costs of three UTS PhD students during their one-year stay at TU Berlin. This will enable bilateral PhD student mobility, as the collaborative doctoral degrees have been mostly inbound in the past.

KTP partner institutions

China

- Beijing Institute of Technology
- Hong Kong Polytechnic University
- Huazhong University of Science and Technology
- Shanghai University
- Southern University of Science and Technology
- Sun Yat-sen University

India

- Indian Institute of Science, Bangalore
- Indian Institute of Technology Madras
- Jawaharlal Nehru University
- Tata Institute of Social Sciences
- TERI University

Europe

- Eindhoven University of Technology; The Netherlands
- Lancaster University
- Technical University of Berlin; Germany
- University of Dundee; United Kingdom

Latin America

- Federal University of Minas Gerais
- Pontifical Catholic University of Chile

North America

- University of Arizona

Objective three

Connect and engage

Leverage our environment to connect students, staff, alumni, industry and the community to create sustained opportunities for collaborative learning, innovative research and enduring relationships.

External engagement

UTS's aim is to embed external engagement as a core activity, alongside teaching and research. After a 2016 review of external engagement functions and perceptions across the university, a capability building program and plans for a community of practice were established.

As part of UTS's external engagement strategy, academic benchmarks were reviewed to help faculties perform at their peak in three main areas of academic activity: learning and teaching, research, and engagement. Previously, external engagement academic benchmarks varied widely between faculties and did not align to the external engagement strategy. UTS began a project this year to provide some consistency and clarity around these benchmarks, which resulted in a recommended implementation plan.

The senior-level External Engagement Advisory Committee continued to meet throughout the year to discuss and share information on engagement strategy and activity. It also held a series of all-staff information sessions.

The next phase of the strategy was the development of an external engagement capability hub to allow sharing and aggregation of data and institutional knowledge and to develop staff's capacity to work effectively with our partners and community. Policies and procedures to facilitate external engagement will also be reviewed.

To recognise our commitment to external engagement and innovation, and acknowledge how vital it is to our future success, a new Deputy Vice-Chancellor (Innovation and Entrepreneurship) portfolio was established this year. Professor Glenn Wightwick, UTS's Deputy Vice-Chancellor and Vice-President (Research), has taken on the role. A position of UTS Executive Director, Innovation and Entrepreneurship was also created with Professor Margaret Petty appointed to the role.

Another key change in this area was the establishment of a new Vice-President, Advancement, who will report directly to the Vice-Chancellor and be responsible for philanthropy, advancement in the faculties, and alumni.

These changes will enable a renewed and increased focus on this expanding and important area for UTS.

Corporate relations

Our Corporate Relations Centre continued its work to develop strategic, transformational partnerships for UTS, and to monitor and manage the university's existing relationships.

During the year, the centre piloted a customer relations management system to help significantly improve the partnering experience. Relationship managers across UTS can now share information on their current and prospective partnerships and engagements.

We have information on more than 13,000 organisations that have engaged with UTS over the past two years; from hiring a UTS intern, sponsoring scholarship students, contractual research or co-hosting an event.

In 2017, UTS signed a five-year memorandum of understanding with a major Australian financial institute, a global telecommunications company and a government department. These sorts of relationships are not only financially beneficial to UTS, they also offer important opportunities for our students in the form of mentoring, internships and graduate recruitment.

Industry and community connections

Moore Park

Working with industry is an essential part of UTS's ethos and it has huge benefits for our students and staff.

In November, UTS opened its Rugby Australia Building: a result of our partnership with the Sydney Cricket and Sports Ground Trust and Rugby Australia. The building will house students and researchers from UTS's sport and exercise science and physiotherapy programs, as well as around 100 sporting professionals, including the Wallabies rugby union team.

The building is the first facility in Australia to integrate university programs within a major sports venue. It cements UTS's connections with leading sporting organisations and offers our staff and students access to world-class amenities, including state-of-the-art training and research spaces and high-performance laboratories.

Industry hub

Architects Tonkin Zulaikha Greer were chosen for UTS's purpose-designed industry hub, which will accommodate a range of research projects with industry partners, including the startup community. Construction will begin in the coming years.

Information on UTS's research connections with industry is available on page 14.

UTS Shopfront community program

For 21 years, Shopfront has been one of UTS's key, globally recognised social impact programs. It is now the longest running, cross-faculty community engagement program in Australia. Final-year and postgraduate students use their disciplinary skills to work on community-initiated projects, while the co-curricular UTS SOUL Award provides social leadership opportunities for students to develop and apply their skills while volunteering in the community.

In 2017, UTS students contributed more than 70,000 hours of their time and skills to support the community sector: either through free, community coursework projects or co-curricular volunteering through Shopfront.

Seventy-eight coursework projects were successfully completed, including branding for Refugees Welcome Australia, crowdfunding for Parramatta Female Factory Precinct, a campaign on voice banking options for people with motor neurone disease, and a training program on transgender people and their needs for health workers for The Gender Centre.

One hundred and twenty-two students received the UTS SOUL Award, with more than 600 students volunteering with organisations including the Redfern Legal Centre, Engineers Without Borders and CanTeen.

Vice-Chancellor's Industry Advisory Board

The board provided industry feedback, advice and support throughout the year, on matters including UTS's social justice strategy, the new innovation and enterprise portfolio, and increasing diversity in professorial hires.

Board members support the university community through mentoring, speaking at events and philanthropy. Many of the companies represented on the board are supporters of UTS's practice-based learning, hire our students as interns and graduates, and undertake collaborative research with UTS academics. In total, board members contributed more than 200 voluntary hours this year.

In 2017, Maile Carnegie became the inaugural UTS alumnus to chair the board: a wonderful milestone for a young university like UTS.

This year we farewelled four longstanding board members: Nerida Caesar, Zareh Nalbanian, Craig Roy and Jenny Brockie. Jenny Brockie was presented with an Honorary Doctor of Letters in recognition of her significant work and outstanding contributions in the social sciences.

Advancement

UTS has made significant progress in advancement, securing a number of major gifts, developing new philanthropic partnerships, and nurturing and growing the UTS global alumni community.

Major gifts

In 2017 more than \$8.6 million was secured in new gifts and pledges. Philanthropic highlights included:

- more than \$4.5 million to support critical research initiatives including the Centre for Neuroscience and Regenerative Medicine, Anti-Slavery Australia, the Australian Research Centre in Complementary and Integrative Medicine and the Centre for Compassionate Conservation
- the renewal of the Linden Little Engineering Equity Scholarship in Engineering for an additional five years (valued at \$150,000)
- the increased support of Indigenous school students via the Galuwa program, and
- an additional significant gift from the Schiff family to support UTS Indigenous female students.

The number of UTS donors continues to grow. Our community of supporters comprises both alumni and friends who generously make an investment in the education of our students and the research of our academic leaders who deliver real-world impact.

Alumni appeal

In 2017, we conducted the first in-house telephone alumni appeal. A dedicated call centre was established and UTS students were trained to conduct the appeal.

Direct contact was made with nearly 30,000 alumni throughout the course of the year. Many have shown an interest and uptake in our lifelong learning programs, providing internships and employment opportunities for students. The appeal generated nearly \$150,000 with more than 330 alumni making their first gift in support of UTS.

Staff giving

Almost 200 UTS staff members participated in the staff giving program in 2017. Their combined giving totalled \$150,000 and was matched by UTS. Funds donated supported students facing financial hardship, Jumbunna programs, and thesis completion for graduate students.

Alumni relations

We continued to build on our strong relationships with our alumni this year. We held 10 reunions in locations across China, South-East Asia, India and the United Kingdom.

The UTS Alumni Awards were held to celebrate the achievements of our esteemed alumni, including our Chancellor's Award winner Rob Castaneda.

Further alumni achievements were celebrated in 2017, including:

- alumni honoured for their achievements locally and internationally:
 - UTS law alumna Ashleigh Barnes named as UTS's first Rhodes Scholar, and one of only 10 women in NSW history to receive the scholarship
 - 14 alumni honoured in Australia Day and Queen's Birthday honours, including Paralympian Katie Kelly and Greg McTaggart for his role in the maintenance and conservation of the Sydney Opera House
 - UTS Law graduate Li Hua Tong awarded the Advance Global Award for his advocacy for the rights of children, women and migrant workers in China
 - UTS Luminary Richard White was awarded a Fellow of the University and George Koukis awarded an Honorary Doctorate for their contribution to business leadership and community. UTS hosted a series of 'Meet the Entrepreneur' events with Mr Koukis for alumni and students

- two UTS graduates, Ren Wang and Dr David Luo, awarded Australia-China Alumni Association Awards for entrepreneurship and business transformation
- UTS alumni Alison Whittaker and Arjun Bisun were among 31 Australians awarded 2018 Fulbright Scholarships to study at Harvard University
- the Dr Chau Chak Wing Scholarships program welcomed its 100th scholar, Thomas Da Hose, at an event with Dr Chau and his family at the UTS Business School
- more than 300 alumni, donors and industry partners attended the Faculty of Law's 40th anniversary at a special event with UTS Chancellor Catherine Livingstone, AO, following a comprehensive series of alumni engagement events, a bespoke law annual appeal and major gift meetings throughout the year, raising \$94,000 for the UTS Law Equity Scholarship
- the Faculty of Engineering and Information Technology celebrated 50 years of its first engineers with a special alumni event in the School of Civil and Structural Engineering
- the Alumni Advantage program, which provides a 10 per cent savings for alumni returning to UTS for further study, saw 913 alumni participate; an increase of almost 60 per cent from 2016.



UTS Alumni Awards

UTS Chancellor's Award for Excellence

Rob Castaneda, founder and chief executive officer, ServiceRocket

Bachelor of Science in Computing Science (2001)

UTS Alumni Award for Excellence: Faculty of Arts and Social Sciences

Caroline Meldrum-Hanna, journalist, ABC TV's Four Corners

Bachelor of Arts in Communication (Journalism) and Bachelor of Laws (2007)

UTS Alumni Award for Excellence: Faculty of Design, Architecture and Building

Sophie Blackall, artist and illustrator
Bachelor of Design in Visual Communication (1993)

UTS Alumni Award for Excellence: Faculty of Health

Catherine Breen Kamkong, Deputy Representative, United Nations Population Fund, Cambodia Country Office

Bachelor of Applied Science in Nursing (1993)

UTS Alumni Award for Excellence: Faculty of Law

Rebekah Giles, Partner, Kennedys
Bachelor of Laws (Hons) (2001)

UTS Alumni Award for Excellence: Faculty of Science

Dr Louise van der Weyden, senior staff scientist, Wellcome Sanger Institute, UK

Bachelor of Applied Science in Biomedical Science (First Class Hons and University Medal) (1997)

UTS Alumni Award for Excellence: UTS Business School

Rachel Grimes, Chief Financial Officer Technology, Westpac Group

Bachelor of Business in Accounting (1991)

UTS International Alumni Award

Om Dhungel, founding president and senior advisor, Association of Bhutanese in Australia, Sydney

Master of Business Administration (2001)

UTS Indigenous Alumni Award

Adrian Appo, OAM, founder, Ganbina

Bachelor of Teaching in Adult Vocational Education (1995)

UTS Young Alumni Award

Jake Duczynski, designer animator, director

Bachelor of Design in Animation (Hons) (2016)

UTS Community Alumni Award

Mark Isaacs, writer and community worker

Bachelor of Arts in Communications (Writing and Cultural Studies) and Bachelor of Arts in International Studies (2012)

Honorary awards

In 2017 UTS conferred the following honorary awards.

Fellows of the University

- Michael Sexton, SC
- Richard White

Honorary Doctor of Business

- George Koukis

Honorary Doctor of Design

- Gene Sherman, AM

Honorary Doctors of Letters

- Jenny Brockie
- Ian Watt, AC

Honorary Doctors of the University

- Emeritus Professor Peter Booth
- Glen Boreham
- Mark Scott, AO
- Brian Wilson, AO

Objective four

Adapt and thrive

Lead UTS into a sustainable future; fostering creativity, agility and resilience in our people, processes and systems.

Social impact

UTS has always been committed to social justice and inclusion. This year, driven by our desire to advance the public benefit of universities, we set a strategic direction for our social impact efforts. To guide the way, we launched the UTS Social Impact Framework.

The initial development of the framework took place over a 12-month period and involved the UTS community. Together, we set a shared vision that sees UTS acting as an agent for social change; transforming society through research, education and practice.

For UTS to make a difference, we need to:

- increase the number of equity target groups successfully completing a higher education degree at UTS
- give students the ability to enact personal and social responsibility
- support staff to maximise their social impact
- produce research, teaching and program outcomes that have social impact and make a contribution to the community
- be an advocate, critical voice and thought leader on issues that concern and impact communities, and
- have our business operations and strategies reflect a long-term, independent commitment to social impact.

We also recognise that the framework will need to operate alongside external influences (eg government policies and practices, and industry), as well as social capital: our ability to build mutual trust and respect within UTS and between UTS and the community.

To start the conversation we held a symposium in December to discuss the role of the 21st century university, with topics including the public benefit of universities, their social and research impact, the public's perception, and political agendas relating to the higher education sector.

A range of speakers and leaders from universities, trade unions, businesses, not-for-profit organisations and community groups attended.

Staff capabilities

One of the areas we focused on this year was the effectiveness of our academic leaders and, in particular, their ability to manage their staff's performance.

Our academic leaders are supported through a comprehensive academic leadership development program incorporating our managing for performance program for academic supervisors.

The managing for performance program has been so successful that it has been adapted and offered to professional supervisors. More than 300 professional staff and 20 academic staff took part in the program this year.

All deans and their leadership teams worked to improve staff capability and manage performance outcomes. Four faculties introduced panels to have oversight of the workplan and review process.

A researcher development and retention program was developed to support deans and faculties in developing and retaining critical and high performing staff.

Career development remained a priority this year. More than 600 staff registered for the MyCareer@UTS event held in April (the fourth staff careers event). Staff attended talks on a range of topics, including the future of work, prioritising and time management, and personal branding.

UTS's senior leadership team participated in a tailored team development program incorporating workshops and 360 degree feedback.

Enhancing our career development has been a continued area of focus for UTS. We have seen improvements in the staff survey results and it is now a relative strength compared to other universities.

Work will continue in 2018 on areas noted for improvement in the last staff survey, including staff technology capabilities, process improvements, and growing and rewarding cross-unit collaboration activities.

Academic growth

UTS's academic growth strategy is on track. To support this growth, our academic onboarding program continued this year. We have enhanced our recruitment support and advice to assist with high levels of recruitment as a result of our growth strategy.

The comprehensive academic onboarding program at the university-level was developed to ensure that new staff are fully supported so they can be effective as soon as possible and to maximise retention. A framework has now been developed to enable rollout at the local faculty level.

Attraction and retention of staff is particularly important in light of our ambitious growth strategy. As shown through previous staff surveys, we have high levels of staff engagement at UTS. It is important that we continue this positive trend.

Agile environment

Brand refresh and digital presence

This year we unveiled a new visual identity, including logo, and a new responsive website.

UTS has a clear and distinct identity. A refreshed brand will allow UTS to present a more consistent, unified voice to the wider public. A brand style guide, logo and tone of voice guide were introduced, and all UTS materials will use a combination of red, blue, black, white and monochrome colours, supported by new photography, typography and unique graphics.

We also launched our new responsive website. Our responsive website is key to our digital advertising strategy. It will enable us to quickly and dynamically deliver targeted messages to students and other external stakeholders.

Unleash UTS

As part of UTS's broader strategy to help staff perform well in their jobs, the Unleash UTS project continued this year.

The aim of Unleash UTS is to remove duplication and red tape, embed a risk-based approach to all decision-making, ensure agility and flexibility, and empower UTS staff to do their jobs well.

The two projects underway in 2017 included the delegations review project and the policy simplification project.

Through its delegations, UTS assigns who has the authority to act on behalf of the university. This was a logical area to review in order to empower staff and streamline approval processes. The first round of amendments will be implemented in early 2018.

The policy simplification project is also underway with the aim to rationalise UTS's current policies to reduce the administrative burden, delegate where possible, remove overlap and clarify ownership.

Diversity and inclusion

Gender equity

Gender equity, especially in the STEM (science, technology, engineering, mathematics and medicine) disciplines, has been a strong focus in 2017 as UTS prepares to submit its application for a Bronze Award in the first round of the Australian Athena SWAN pilot in 2018.

Consultations held as part of the pilot have encouraged an ongoing focus on issues relating to the balance between paid work and family. We have addressed these this year by expanding our breastfeeding facilities on campus, piloting a school holiday vacation care program at the Powerhouse Museum, and activities to celebrate National Carers Week.

2017 also saw a review of our Research Equity Initiative to ensure UTS remains a sector leader in equity for all research students and staff.

Indigenous Australian participation

UTS is becoming recognised as a leader in Indigenous employment. Following the appointment last year of Professor Michael McDaniel as UTS's inaugural Pro Vice-Chancellor (Indigenous Leadership and Engagement), a number of senior Indigenous academics have been appointed across a range of disciplines.

In 2017, a total of 15 new Indigenous staff commenced employment: seven professional staff, and eight academic staff; five of these appointed at senior lecturer or above.

One hundred per cent of Indigenous staff members undertook career development activities, both formal and informal, and 75 Indigenous staff members took part in national and international conferences and other professional development activities.

Access and inclusion

We continued to support staff and students with disability through the UTS Access and Inclusion Plan 2015–2019, which focuses on the four pillars of access, learning, employment and culture.

This year we introduced a new UTS Accessibility Resource Guide 2017 to help better support staff and students with access requirements and to help UTS plan events that are inclusive for all.

This complemented a number of new initiatives including an expanded disability project fund, teaching and learning events, and the appointment of student 'accessibility ambassadors'.

Mental health

Mental health remains a priority through the delivery of mental health first aid training and awareness-raising events such as R U OK? Day.

Gender, sexuality and bodily diversity

This year UTS was recognised as a Pride in Diversity LGBTI Inclusive Employer and is preparing to join the 2018 Mardi Gras parade.

UTS took a high profile public role in encouraging students and staff to have their say during the 2017 marriage equality vote and in supporting the LGBTIQ+ community at UTS during the campaign.

Racism Stops at UTS

We have also worked to ensure UTS is a safe and respectful environment for all through the Racism Stops at UTS campaign. Events focused on cultural diversity, including a forum on racism and Islamophobia with keynote speakers Dr Tim Soutphommasane and Mariam Veiszadeh.

Respect. Now. Always

UTS has a zero tolerance for sexual assault and sexual harassment.

In August the Australian Human Rights Commission released its national report — Change The Course: National Report on Sexual Assault and Sexual Harassment at Australian Universities — into the prevalence of sexual assault and harassment of university students.

We are taking this report to inform and accelerate our progress in addressing this issue as part of our broader Respect. Now. Always. program: a nationwide campaign to raise awareness that sexual assault and all forms of harassment are unacceptable and to provide clear pathways of support for those who need it.

Sustainability

UTS's journey towards a more sustainable future is progressing well. Many of our sustainability initiatives have been enabled through collaboration with staff, students, partners and the community working together to achieve positive outcomes.

Key sustainability activities and achievements for 2017 included the following.

- The UTS Sustainability Strategy 2017–2020 was completed and endorsed by the senior executive.
- The inaugural UTS Sustainability Report 2016 was disseminated.
- The Vicki Sara Building was awarded a 6 star Green Star As Built rating certified by the Green Building Council of Australia, which is a first for a NSW university (only the fifth in Australia). As one of Australia's only 6 star rated research buildings, it represents world leadership in sustainable design.
- Solar panels installed to three buildings (CB04, CB06 and CB10) as part of the university's strategy to procure 50 per cent of our energy from renewable sources.
- The CB05 gas efficiency project (co-funded by the NSW Government) was completed, which will contribute to reducing UTS's greenhouse gas emissions.
- Successful delivery of engagement activities, such as Green Week, Ride to UTS Day, UTS Green Hero Awards, Green Campus Day, Go Lift Free.
- Winner of the NSW Government's Travel Choices Award, Initiative of the Year, for our Walk to UTS Day.
- The 2SER Think: Sustainability radio program was a finalist in the New York Festivals' World's Best Radio Programs 2017 in the Environment and Ecology category.

UTS was able to reduce electricity consumption this year by 2.5 per cent from 2016. However, there were increases in natural gas and water consumption by four per cent each in 2017 as a result of the university being used more intensely due to an increase in student numbers and an increase in floor area.

Related statutory reporting

- consumer response (page 32)
- cultural diversity (page 32)
- digital information security (page 42)
- employees (page 30)
- risk management (page 42)
- workforce diversity (page 31)

Financial statements snapshot

UTS's 2017 operating result was \$78.0 million. This is an increase of \$8.4 million on the prior year due primarily to strong year-on-year increases in international student numbers.

Resourcing

Revenue increased by 10.9 per cent on 2016 levels, mainly due to increases in student fees (14.9 per cent higher than 2016) and Australian Government grants (1.8 per cent higher than 2016).

Student numbers grew with equivalent full-time student load (EFTSL) increasing overall by 5.4 per cent from 2016 numbers, with Commonwealth-supported places increasing by 3.5 per cent.

International student numbers, which represent 31.7 per cent of total revenue, increased by 12.2 per cent from 2016.

The university continued upgrading existing student facilities and refurbishing existing buildings to expand learning and research spaces. UTS has continued to maximise the return and flexibility on the remaining funds via investments in term deposits. This strategy has resulted in investment income of \$6.1 million, an increase of 5.1 per cent from 2016.

Expenditure

Total expenditure on operating activities was \$875.5 million, which is 10.8 per cent higher than 2016, while employee-related expenses increased by 9.1 per cent from 2016 levels. The increase in employee-related expenses is partly due to the increased number of academic staff, reflecting UTS's continued focus on research activities.

Capital expenditure

During 2017 we continued to invest in buildings and infrastructure to improve the student learning experience and research facilities.

The university's refurbishment program on existing buildings and leasehold improvements totalled \$140.1 million. In addition, \$56.7 million was spent on the new Central precinct building that is anticipated to be completed in 2019.

Investment portfolio

The majority of UTS's investment portfolio is in term deposits with major Australian banks. Our total investment in term deposits and deposits at call at the end of 2016 was \$187.9 million, compared to \$113.6 million in 2016.

The weighted average return on the investment portfolio for the year was 2.3 per cent, compared to the year-end official cash rate of 1.5 per cent.

Borrowings

We obtained an Aa1 credit rating from Moody's in 2017 due to the university's strong governance, market positioning and sound financial performance. This rating was among the highest in the university sector.

The university's debt has increased to \$300 million (\$200 million in 2016) after issuing a bond for \$300 million and repayment of the \$200 million bank loan in 2017.

Income statement

for the year ended 31 December 2017

	University			
	Actual 2017 \$'000	Budget 2017 \$'000	Variance 2017 \$'000	Budget 2018 \$'000
Revenue from continuing operations				
Australian Government grants	272,635	290,988	(18,353)	284,868
HELP – Australian Government payments	198,051	193,974	4,077	212,115
State and local governments financial assistance	4,510	2,960	1,550	4,666
HECS-HELP – student payments	19,311	20,000	(689)	20,000
Fees and charges	357,678	331,014	26,664	390,971
Investment income	4,788	2,080	2,708	2,525
Royalties, trademarks and licences	105	1	104	-
Consultancy and contract research	29,947	35,333	(5,386)	35,958
Other revenue	41,635	36,857	4,778	47,076
Gains on disposal of assets	-	-	-	-
Other investment income	1,344	1,000	344	1,000
Other income	23,557	21,409	2,148	23,627
Total revenue from continuing operations	953,561	935,616	17,945	1,022,806
Expenses from continuing operations				
Employee benefits	505,650	507,947	2,297	561,198
Depreciation and amortisation	82,063	82,114	51	92,161
Repairs and maintenance	14,869	11,471	(3,398)	11,374
Borrowing costs	10,436	7,977	(2,459)	7,646
Impairment of assets	358	22	(336)	4
Loss on disposal of assets	317	-	(317)	-
Other expenses	261,832	255,930	(5,902)	295,824
Total expenses from continuing operations	875,525	865,461	(10,064)	968,207
Operating result before income tax	78,036	70,155	7,881	54,599
Income tax related to continuing operations	-	-	-	-
Operating result from continuing operations	78,036	70,155	7,881	54,599

Note: The complete UTS financial statements are available in volume two of this annual report.

Balance sheet

at 31 December 2017

	University			
	Actual 2017 \$'000	Budget 2017 \$'000	Variance 2017 \$'000	Budget 2018 \$'000
Current assets				
Cash and cash equivalents	188,613	71,200	117,413	72,961
Receivables	28,778	18,049	10,729	22,371
Other financial assets	14,132	12,000	2,132	12,238
Other non-financial assets	18,560	13,735	4,825	23,237
Total current assets	250,083	114,984	135,099	130,807
Non-current assets				
Receivables	597,142	617,375	(20,233)	601,629
Other financial assets	20,513	13,892	6,621	15,719
Other non-financial assets	15,050	20,000	(4,950)	14,000
Property, plant and equipment	2,035,820	1,917,060	118,760	2,219,546
Intangible assets	28,608	24,000	4,608	25,000
Total non-current assets	2,697,133	2,592,327	104,806	2,875,894
Total assets	2,947,216	2,707,311	239,905	3,006,701
Current liabilities				
Trade and other payables	76,494	48,469	(28,025)	90,680
Borrowings	4,559	5,000	441	5,205
Employee benefit provisions	101,178	94,940	(6,238)	110,371
Provisions	20	-	(20)	-
Other financial liabilities	-	2,000	2,000	-
Other liabilities	38,892	25,041	(13,851)	27,319
Total current liabilities	221,143	175,450	(45,693)	233,575
Non-current liabilities				
Borrowings	303,209	291,479	(11,730)	380,107
Employee benefit provisions	619,027	651,135	32,108	622,818
Provisions	3,416	-	(3,416)	-
Other financial liabilities	-	2,000	2,000	-
Other liabilities	-	-	-	-
Total non-current liabilities	925,652	944,614	18,962	1,002,925
Total liabilities	1,146,795	1,120,064	(26,731)	1,236,500
Net assets	1,800,421	1,587,247	213,174	1,770,201
Equity				
Reserves	839,836	622,619	217,217	749,326
Retained surplus	960,585	964,628	(4,043)	1,020,875
Total equity	1,800,421	1,587,247	213,174	1,770,201

Note: The complete UTS financial statements are available in volume two of this annual report.

Cash flow statement

for the year ended 31 December 2017

	University			
	Actual 2017 \$'000	Budget 2017 \$'000	Variance 2017 \$'000	Budget 2018 \$'000
Cash flows from operating activities				
Australian Government grants	476,008	484,962	(8,954)	496,983
State and local government grants	4,510	2,960	1,550	4,666
HECS-HELP – student payments	19,311	20,000	(689)	20,000
Receipts from student fees and other customers	490,998	419,863	71,135	503,726
Dividends received	-	-	-	-
Interest received	4,406	2,080	2,326	2,525
Payments to suppliers and employees (GST inclusive)	(818,026)	(775,348)	(42,678)	(868,396)
Interest payments	(10,151)	(5,736)	(4,415)	(5,064)
Net cash inflow/(outflow) from operating activities	167,056	148,781	18,275	154,440
Cash flows from investing activities				
Proceeds from sale of property, plant and equipment	60	-	60	-
Proceeds from sale of financial assets	94	-	94	-
Payments for financial assets	(681)	-	(681)	-
Payments for property, plant and equipment	(183,829)	(241,959)	58,130	(327,748)
Net cash inflow/(outflow) from investing activities	(184,356)	(241,959)	57,603	(327,748)
Cash flows from financing activities				
Proceeds from borrowings	298,146	88,000	210,146	80,000
Repayment of borrowings	(200,000)	-	(200,000)	-
Payment of capitalised borrowing costs	(1,542)	(3,764)	2,222	(6,711)
Repayment of lease liabilities	(5,166)	(4,858)	(308)	(5,520)
Net cash inflow/(outflow) from financing activities	91,438	79,378	12,060	67,769
Net increase/(decrease) in cash held	74,138	(13,800)	87,938	(105,539)
Cash at beginning of reporting period	114,475	85,000	29,475	178,500
Cash at end of reporting period	188,613	71,200	117,413	72,961

Note: The complete UTS financial statements are available in volume two of this annual report.

Budget outline

The 2018 UTS budget, as set out in the financial statements snapshot (pages 24–6, right column), reflects the strategic plan and funding for all operating and capital plans across the university.

The 2018 budget reflects the strategic increase in academic staffing, revenue (student load) and capital to support and carry out the academic scale strategy.

The 2018 budget has been framed at a time of heightened market competition for both students and academic staff. It focuses on executing the university's strategy of increased research performance through academic scale and performance as well as investment in campus and IT infrastructure.

The 2018 budget targets the following financial outcomes:

- net underlying surplus of \$47.7 million, being 4.7 per cent of core underlying income
- net reported surplus of \$54.6 million, after capital grants and financing costs
- capital expenditure of \$338.5 million, largely campus development program
- gross debt of \$378.1 million and net debt of \$305.2 million
- financial metrics in line with guidance given to Moody's supporting UTS's Aa1 rating.

The 2018 budget is considered to be a manageable plan that targets:

- strategic positioning of UTS for the changing higher education environment in Australia and internationally
- 34,153 equivalent full-time student load and \$800.6 million student fee income
- \$82.1 million external research income key performance indicator in line with the research strategy, which is underpinned by academic recruitment and performance
- sustainable core operating surplus of 4.7 per cent of core, while also investing in key strategic initiatives to build on current foundations and continue to drive excellence, innovation and engagement at UTS
- a financially sustainable business with strong cash flows from operations and continued capital investment (campus, technology and equipment)
- debt that is in the acceptable debt affordability ratio.

Embedded in the 2018 budget are:

- the academic scale strategy, which targets 1888 total academic full-time equivalent (FTE) and +160 academic FTE growth over the prior year, which drives the planned 9.7 per cent workforce cost growth and underpins the research strategy in the future
- continued and new strategic spending to fund key strategic priorities. These include measures to inspire graduate success, enhance our research performance, drive external engagement, and foster creativity and agility in people, processes and systems. This investment will ensure future readiness and risk mitigation in an increasingly competitive higher education market.

Statutory reporting

Statement on Voluntary Code of Best Practice for the Governance of Australian Universities

The Voluntary Code of Best Practice for the Governance of Australian Universities (available from the Universities Australia website) provides a framework to assess performance and to ensure transparency and accountability in a university's governance arrangements.

In 2017, UTS was fully compliant with all 14 protocols within the code.

Controlled entities

accessUTS Pty Limited

accessUTS Pty Limited is a wholly owned company of the university.

accessUTS consultants work across a range of academic disciplines, providing consulting and expert opinion, laboratory testing and analysis, international aid and development projects, corporate training, and study tours.

Insearch Limited

Insearch Limited is a registered non-self accrediting higher education institution and a pathway provider to UTS.

Insearch offers academic English programs, UTS Foundation Studies and higher education diplomas.

Piivot Pty Ltd

Piivot Pty Ltd is a proprietary company limited by shares. Its principal objectives are to facilitate and support the creation of new startups within the state-supported Creative Industries Knowledge Hub in Ultimo, and to leverage the university's national and international profile to develop a strong brand for Australian technology and creative industries.

Piivot Pty Ltd directors comprise current UTS executive and staff.

On 29 November 2017 UTS Council approved the winding up of Piivot Pty Ltd.

UTS Global Pty Ltd

UTS Global Pty Ltd provides management and administrative services to the university related to UTS representative offices overseas. Currently, the provision of services relates to strategic direction and management of a representative office in Beijing, China (UTS Beijing Ltd, a wholly foreign-owned entity of which UTS Global Pty Ltd is the only shareholder), which provides relationship management, market intelligence and profile-building services to UTS.

UTS Global Pty Ltd directors and management comprise current UTS executive and staff.

Meetings of UTS Council members in 2017

The numbers of meetings of the members of the Council of the University of Technology Sydney, and of each committee and group held during the year ended 31 December 2017, and the number of meetings attended by each member, were:

Member	Council		Audit and Risk Committee		Commercial Activities Committee ¹		Finance Committee		Governance Committee		Honorary Awards Committee ¹	
	A	B	A	B	A	B	A	B	A	B	A	B
Peter Bennett	6	6	-	-	4	4	-	-	-	-	-	-
Professor Attila Brungs	6	6	-	-	-	-	6	6	2	2	1	1
Brett Clegg (from 1 October 2017)	2	1	-	-	-	-	-	-	-	-	-	-
Michelene Collopy	6	5	4	4	-	-	6	5	-	-	-	-
Professor Anthony Dooley	6	4	-	-	-	-	-	-	-	-	1	1
Associate Professor Joanne Gray	6	6	-	-	-	-	-	-	-	-	1	1
Robert Kelly	6	6	4	4	-	-	-	-	2	2	-	-
Dr John Laker, AO	6	6	-	-	-	-	6	5	-	-	-	-
Catherine Livingstone, AO	6	6	4	4	2	2	6	6	2	2	1	1
Michael Rosser	6	6	-	-	-	-	-	-	-	-	-	-
Dr Ron Sandland, AM	6	5	-	-	4	4	-	-	-	-	1	1
Bikay Sapkota	6	4	-	-	-	-	-	-	-	-	-	-
Dr Marilyn Sleigh	6	6	-	-	4	4	-	-	-	-	-	-
Russell Taylor, AM	6	4	-	-	-	-	-	-	-	-	1	1
Tony Tobin	6	6	-	-	-	-	-	-	2	2	1	1
Professor Sally Varnham	6	5	-	-	-	-	-	-	-	-	-	-
Daniel Willis	6	6	-	-	-	-	-	-	-	-	-	-
Brian Wilson, AO	6	6	-	-	-	-	6	5	-	-	1	1

Member	Joint Audit and Risk and Finance Committee		Nominations Committee ¹		Physical Infrastructure Committee ¹		Remuneration Committee		Social Justice Committee ¹		Student Council Liaison Group		Total	
	A	B	A	B	A	B	A	B	A	B	A	B	A	B
Peter Bennett	-	-	-	-	-	-	-	-	-	-	-	-	10	10
Professor Attila Brungs	-	-	1	1	3	3	-	-	-	-	-	-	19	19
Brett Clegg (from 1 October 2017)	-	-	-	-	-	-	-	-	-	-	-	-	2	1
Michelene Collopy	-	-	-	-	-	-	-	-	-	-	3	3	19	17
Professor Anthony Dooley	-	-	-	-	-	-	-	-	-	-	-	-	7	5
Associate Professor Joanne Gray	-	-	-	-	-	-	-	-	-	-	-	-	7	7
Robert Kelly	-	-	1	1	-	-	-	-	-	-	-	-	13	13
Dr John Laker, AO	-	-	-	-	-	-	-	-	2	1	-	-	14	12
Catherine Livingstone, AO	-	-	1	1	4	4	2	2	-	-	-	-	28	28
Michael Rosser	-	-	-	-	-	-	-	-	-	-	3	3	9	9
Dr Ron Sandland, AM	-	-	-	-	-	-	-	-	-	-	-	-	11	10
Bikay Sapkota	-	-	-	-	-	-	-	-	-	-	3	1	9	5
Dr Marilyn Sleigh	-	-	-	-	-	-	-	-	-	-	-	-	10	10
Russell Taylor, AM	-	-	-	-	-	-	-	-	2	2	-	-	9	7
Tony Tobin	-	-	-	-	4	4	2	2	-	-	-	-	15	15
Professor Sally Varnham	-	-	-	-	-	-	-	-	-	-	3	3	9	8
Daniel Willis	-	-	-	-	4	4	-	-	-	-	-	-	10	10
Brian Wilson, AO	-	-	1	1	4	4	2	2	-	-	-	-	20	19

1. Indicates that, for this committee, the composition allows for the Vice-Chancellor 'or nominee' to attend. Figures for the Vice-Chancellor only include those meetings he attended, not those possible or attended by his nominee (if such nomination has occurred).

A: Represents the number of meetings held during the time the member held office or was a member of the committee during the year. A dash indicates that a member is not entitled to attend that particular committee meeting.

B: Represents the number of meetings attended by the member.

Employees

Workforce size: full-time equivalent and actual

Total staff (full-time equivalent (FTE)) increased during 2017 by 9.7 per cent.

Academic staff represent 46.1 per cent of staff.

	2015	2016	2017
FTE staff¹			
Academic	1049.8	1112.2	1229.8
Professional	1555.5	1635.9	1763.0
Total	2605.2	2748.1	2992.8
Casual staff			
Academic	423.1	454.3	510.3
Professional	230.1	239.2	273.3
Total	653.2	693.5	783.6
Actual persons^{1,2}			
Academic	1130	1205	1348
Professional	1662	1738	1879
Total	2792	2944	3227

1. Continuing and fixed-term.

2. Some staff are employed as both academic and professional staff.

Profile of academic staff by classification

Number of academic staff at each level as a percentage of total academic staff¹.

	2015	2016	2017
Professor	17.0	18.7	18.5
Associate Professor	14.1	14.5	15.0
Senior Lecturer	29.1	26.7	25.5
Lecturer	31.7	31.4	31.8
Associate Lecturer	8.2	8.7	9.2

1. These figures exclude casual academic staff, however senior staff group academics have been included at their substantive appointment level.

With casuals included, 42 per cent of academic staff (FTE) during 2017 were at the level of senior lecturer and above.

Staff turnover

In the 12 months ending 31 December 2017, the staff turnover rate due to resignations was 7.8 per cent.

Length of service profile

As at 31 December 2017, the median length of service for continuing and fixed-term staff was 5.1 years.

Age profile

As at 31 December 2017, the median age for continuing and fixed-term staff was 43.7 years.

Senior executive remuneration

0.98 per cent of the university's employee related expenditure in 2017 was related to senior executives, compared to 0.92 per cent in 2016.

Band	2015		2016		2017	
	Female	Male	Female	Male	Female	Male
Band 4 (Secretary)	-	1	-	1	-	1
Band 3 (Deputy Secretary)	2	4	2	4	2	5
Band 2 (Executive Director)	-	-	-	-	-	-
Band 1 (Director)	-	-	-	-	-	-
Total	2	5	2	5	2	6

Band	Range	Average remuneration		
		2015	2016	2017
Band 4 (Secretary)	\$700,000-\$1,100,000	\$729,000	\$985,000	\$1,032,000 ¹
Band 3 (Deputy Secretary)	\$400,000-\$699,999	\$543,000	\$545,000	\$562,000
Band 2 (Executive Director)	\$300,000-\$399,999	-	-	-
Band 1 (Director)	\$150,000-\$299,999	-	-	-

1. This figure includes amounts dedicated to the provision of student scholarships as a component of the total package.

Workforce diversity

UTS is committed to a workforce that draws on the diversity of people in the community. These tables show trends in the representation and distribution of employees in diversity groups. Information on the university's workforce diversity achievements and strategies throughout the year is available on pages 21–2.

Table A: Trends in the representation of EEO groups¹

	Benchmark or target	% of total staff ²				
		2013	2014	2015	2016	2017
General staff						
Women	60	60	60	61	61	60
Aboriginal people and Torres Strait Islanders	2	1.8	1.9	1.9	2	3
People whose language first spoken as a child was not English	19	38	37	37	38	38
People with a disability	12	8	7	7	7	6
People with a disability requiring adjustment at work	1.5	1.4	1.8	1.6	1.6	1.6
Academic staff						
Women	60	43	42	44	43	43
Aboriginal people and Torres Strait Islanders	2	1.5	1.6	1.9	1.7	2.3
People whose language first spoken as a child was not English	19	36	36	38	36	39
People with a disability	12	7	5	6	6	5
People with a disability requiring adjustment at work	1.5	3.3	2.6	2.7	2.7	1.8

Table B: Trends in the distribution of EEO groups¹

	Benchmark	Distribution index ³				
		2013	2014	2015	2016	2017
General staff						
Women	100	93	92	92	94	92
Aboriginal people and Torres Strait Islanders	100	95	78	92	88	83
People whose language first spoken as a child was not English	100	92	92	91	91	91
People with a disability	100	95	96	94	94	94
People with a disability requiring adjustment at work	100	107	94	94	92	95
Academic staff						
Women	100	91	90	88	90	89
Aboriginal people and Torres Strait Islanders	100	n/a	n/a	97	95	126
People whose language first spoken as a child was not English	100	92	90	88	92	89
People with a disability	100	104	113	110	103	108
People with a disability requiring adjustment at work	100	98	113	112	107	125

Table C: Number and percentage of female executive officers

	2013	2014	2015	2016	2017
Number	2	2	2	2	2
%	28	28	28	28	28

1. Information is provided on the actual number of all permanent, probationary and fixed-term contract full-time and part-time staff. Staff records are consistent with Australian Government data collections of the same date.

2. Casual staff are not included.

3. A distribution index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The distribution index is automatically calculated. The distribution index is not calculated where numbers are statistically small.

Cultural diversity

UTS has a culturally and linguistically diverse community. We support our community and implement policies and services that engage with multiculturalism in the broader community.

UTS is required by the NSW Government to embed four key principles – service delivery, planning, leadership and engagement – into core business through its multicultural policies and services plan.

In 2017 the university offered a wide range of services and activities for all members of its staff and student community.

- **Careers:** Programs and events were held throughout the year to help international students understand the Australian workplace. International students were given the opportunity to connect with organisations and gain local experience.
- **Orientation:** Religious, cultural, political, sporting and social clubs set up stalls for new students to connect with other students.
- **UTS Peer Network:** The network is a volunteer program where local and international students help to welcome new UTS students during orientation and throughout the year.
- **UTS Network Cafe:** The cafe held weekly meetings throughout the year for new international, study abroad and exchange students to meet local students (peer networkers).
- **UTS Residential Life Program:** UTS's housing team scheduled events, activities and training programs to encourage cross-cultural communication. Students are challenged to overcome cultural biases, reassess stereotypical beliefs and develop friendships.
- **English conversation sessions:** Throughout the year UTS alumni and staff volunteered to run English conversation sessions (UTS's Higher Education Language and Presentation Support (HELPS) program), attended by students from languages other than English backgrounds. Students also volunteered in a buddy program supporting international students.

- **Club International:** Club International was formed by HELPS and other volunteers to more directly support UTS international students with events and social connections.
- **Refugee mentoring:** First-year students who identify as being current or past holders of a permanent humanitarian visa were invited to join the transition and academic support program, where they receive tutoring assistance from an experienced UTS student.
- **UTS multi-faith chaplaincy:** Support offered to students and staff includes the provision of a visiting chaplaincy service that aims to assist students and staff of all faith traditions and those of no faith. There are also bookable spaces for students and staff to carry out activities related to their faith tradition.
- **Support for the Australian Human Rights Commission's campaign Racism. It Stops with Me and its message to stand up to racism in everyday situations rather than being an indifferent bystander.**

Consumer response

Equity and Diversity Unit

The Equity and Diversity Unit acts as a confidential point of contact for staff and students who may have concerns about discrimination, harassment and unfair treatment.

In accordance with the university's complaint handling policies, staff assist complainants and managers to resolve matters at the lowest appropriate level wherever possible. The unit can also provide direct assistance in providing information, resolving complaints and, when required, may be involved in investigating more serious or complex cases.

In 2017 the majority of matters that came to the unit's attention were resolved through the provision of information or support to individuals at a local level. The unit also managed a number of complex matters that involved some preliminary investigation work, and the director was co-investigator on two staff matters.

Overall, the Equity and Diversity Unit handled 68 student and staff matters this year. Nineteen complainants were staff and 49 were students. Similar to 2016, student complaints made up 72 per cent of cases handled in 2017.

There was a significant rise in the number of reports relating to sexual harassment and sex-based discrimination. There were 17 reports in 2017, up from eight in 2016. The second largest group was students with disabilities experiencing difficulties with attaining reasonable accommodation.

Seven complaints were received regarding allegations of racial discrimination or harassment and there were three matters dealt with in relation to transgender discrimination. There were much fewer complaints regarding carer responsibilities: from 14 in 2016 to four in 2017.

Nine matters involved allegations of inappropriate or unfair behaviour, which fell outside the definitions of unlawful harassment or discrimination.

Legal change

Copyright (Disability Access and Other Measures) Act 2017

The *Copyright (Disability Access and Other Measures) Act 2017* (the Act) was passed on 15 June following consultation with stakeholders including both creators and users of copyright content. The Act makes a number of amendments to the *Copyright Act 1968* (Cwlth) (Copyright Act), including modernising the statutory licence in the Copyright Act for copying and sharing content for education. These amendments have been generally welcomed by the higher education sector.

The Act has simplified and updated provisions that allow universities to provide copyright material in an accessible format to people with disabilities without infringing copyright, provided universities are satisfied that the material cannot be obtained in the appropriate format within a reasonable time at an ordinary commercial price. Universities will no longer be required to report their use of accessible format material to the relevant collecting society. These copyright reforms will enhance UTS's ability to deliver accessibility services.

The safe harbour provisions in the Copyright Act have been extended under the Act to the disability, education, library, archive and cultural sectors. This is an important reform for universities because a university is now protected from legal liability if it can demonstrate that it has taken reasonable steps to deal with copyright infringement by users (students and staff) of its online platforms. Extending the safe harbour scheme in this way will provide greater certainty to universities and enhance their ability to provide more innovative and creative services.

The Act also updates and simplifies the statutory copyright licences for education, which allow copying and sharing of content for education (text, images and print music). The new statutory licence is better suited to the digital environment and, while the amendments do not affect the commercial negotiations of licence fees, they remove unnecessary and overly prescriptive provisions in the legislation. The main substantive change is a new approach for dealing with the amount of work that can be copied. That amount is to be determined by agreement between the collecting society and an educational institution, or by the Copyright Tribunal in the absence of agreement. The amount of work that is copied must not 'unreasonably prejudice the legitimate interests' of the copyright owner. The amendments do not affect copying in education institutions covered by current agreements.

Importantly, for universities, the Act will also change the rules for the duration of copyright material. Before the Act, different rules applied for published and unpublished materials wherein unpublished materials could theoretically remain in copyright indefinitely. The Act will also introduce a new standard term of protection of copyright materials: 'for the life of the author plus 70 years', which does not differentiate between published and unpublished works.

The disability access and changes to statutory licences took effect on 22 December 2017. The amendments regarding duration of copyright in unpublished material will commence on 1 January 2019.

National Code of Practice for Providers of Education and Training to Overseas Students 2018, under the Education Services for Overseas Students Act 2000 (National Code 2018)

The National Code 2018 provides standards that govern delivery of courses to international students and appropriate protections for those students. The National Code 2018 repeals and replaces the National Code 2017.

The National Code 2018 applies to UTS as an education provider registered on the Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS). Only CRICOS courses can be offered to international students studying in Australia on a student visa.

New standards form part of the National Code 2018 and all compliance and audits from 1 January 2018 will be conducted against the National Code 2018. UTS has spent much of 2017 preparing for compliance with the National Code 2018.

All registered education providers, including UTS, must comply with these standards, which cover marketing and promotion of courses and education services; recruitment of overseas students; written arrangements with education agents; provision of student support services; overseas student visa requirements; deferring, suspending or cancelling an overseas student's enrolment; complaints and appeals processes; and other general issues.

NSW legislation dealing with combustible building products

Like all building owners, UTS will be subject to the extensive new legislation dealing with combustible building products.

Building Products (Safety) Act 2017 (NSW)

This legislation was introduced in response to events such as the Grenfell Tower fire in London and was passed on 30 November 2017. It allows the NSW Government to both identify buildings that have used unsafe building products and to declare a building product unsafe and ban its use. In addition, it provides broad powers to order rectification in

cases where the building is unsafe. The legislation is intended to prevail over the National Construction Code. This Act introduces a number of offences, including significant fines for using unsafe building products.

Environmental Planning and Assessment Amendment (Fire Safety and Building Certification) Regulation 2017 (NSW)

The Regulation, passed on 30 June 2017, covers the new role of competent fire safety practitioner where independent, specialist expertise is needed; the submission and endorsement of plans and details for certain fire protection system work relating to some classes of buildings; and a new process for allowing limited exemptions from compliance with the Building Code of Australia for minor fire protection system work. There are other requirements for critical stage inspections for buildings, for example where people sleep.

Environmental Planning and Assessment Amendment Act 2017 (NSW)

This amending Act was passed in November 2017. Now, when performing functions under this Act, authorities will be guided by additional new objects promoting good design and amenity of the built environment; the sustainable management of built and cultural heritage (including Aboriginal cultural heritage); and the proper construction and maintenance of buildings, including the protection of the health and safety of their occupants.

These objects are guiding principles that should be considered by planning authorities, such as councils and local planning panels, when making decisions under this Act.

Grafton v Waverley Council (No 2) [2017] NSWIRComm 1020

Like other higher education institutions, some of UTS's staff work for more than one employer. The above case illustrates the extent of the work health and safety responsibilities and liabilities of both organisations and employees to manage staff fatigue. In this case, Mr Grafton, a full-time employee of Waverley Council, worked as a 'public place cleaner'. For two years, while working for the Council,

Mr Grafton also worked full-time as a night-filler at Woolworths. He maintained both full-time roles for a couple of years before the Council became aware of his second job.

The Council discovered that Mr Grafton was working another job only when he injured his wrist at work. Because he was unable to work for several months he then made a workers compensation claim. Concerned about their work health and safety obligations, the Council requested that Mr Grafton reduce his working hours. Mr Grafton refused, so the Council then terminated his employment for disobedience, as serious misconduct.

Mr Grafton claimed that he was unfairly dismissed by the Council, but the Commission found that the termination was not harsh, unreasonable or unjust. In this case Mr Grafton's excessive working hours could have put himself and his colleagues at a safety risk. The case makes it clear that while employees must ensure that any act or omission by them does not affect others, employers are required to protect their staff from behaviour outside the workplace where it may present a safety risk to the particular employee or the employer's other employees.

Work health and safety

The safety and wellbeing, both physical and psychological, of our students, staff, visitors and service providers is a key priority for UTS. We have a systematic approach to health and safety, with four primary objectives:

- minimise injuries and maximise wellbeing
- have a safe workplace
- have an informed and engaged workforce
- be proactive in our approach to health, safety and wellbeing.

Incident report

The total number of incidents reported this year by staff and students increased to 516, compared to 438 in 2016. The majority of incidents reported involved very minor or no injury. The increase in 2017 has been mostly due to increased reporting from UTS Housing as well as improved reporting of incidents occurring during student placements.

There were no incidents that required notification to SafeWork NSW during the year. UTS was not investigated nor issued any improvement or prohibition notices by SafeWork NSW in 2017.

2017 workers compensation

Number of premium-impacting claims	52
Net incurred costs	\$699,582.00
Average cost per claim	\$6658.00
Premium cost	\$1,601,352.41 ¹

1. Under the LPR premium method, the projected 2017 year actual premium as at 31 December 2017 is \$1,601,352.41 (inclusive of GST).

In 2017, there were 64 incidents/claims reported to our insurer, however, only 52 of these claims impacted our premium.

Work health and safety performance

This year has seen continuation of the programs identified as part of the 2016–2018 health and safety plan. All scheduled faculty and unit health and safety planning sessions were completed. All units and faculties now have a current health and safety plan. These plans drive the internal health and safety audit program with all 20 scheduled internal audits completed with no significant findings made.

The 2017 Health and Safety Management System Audit (part of the UTS Internal Audit Program) focused on research-related activities along with UTS-managed construction projects. The actions from the 2016 audit have mostly been addressed, with those still under action having short-term corrective actions in place to minimise risk.

Health and safety training continues to be a focus at UTS with 3965 staff completing mandatory online training courses. In 2017, the university's overall completion rate for each of the three mandatory modules exceeded the target of 90 per cent. Reflecting this, the target has now been raised to 95 per cent.

Ergonomic assessments were conducted for 167 staff with an average of 15 assessments per month. The introduction of a self-assessment tool enabled staff to self-manage and be better informed about office ergonomics.

Health management

Support to staff who have experienced a non-work related injury or illness is important to UTS. In 2017 the health and wellbeing team assisted 51 staff with health management concerns.

UTS continues to support staff's mental wellbeing. As part of the mental health strategy to build a mentally healthy work culture, a strategic procurement process was conducted to review the existing employee assistance program arrangement and a new provider was appointed to deliver the employee assistance program from 2018.

Health and wellbeing program

In 2017, the health and wellbeing program consisted of seminars and workshops to promote workplace wellbeing. The annual health and wellbeing expo, R U OK? Day morning tea and mental health month activities were well attended. The 'managing for team wellbeing' workshop was piloted with senior managers and, due to the success of this workshop, three additional workshops will be offered to all managers in 2018.

Overseas travel

The university paid \$10.76 million for overseas travel in 2017 (compared with \$9.31 million in 2016).

These payments supported a wide range of activities, including attendance and presentation of research papers at international conferences, staff development, and research and teaching at affiliated institutions.

Public interest disclosures

UTS received one public interest disclosure (PID) in the first half of the year.¹ (No PIDs were received in the second half of the year.²)

UTS has a Fraud and Corruption Prevention and Public Interest Disclosures Policy and Guidelines, which address the university's legal and ethical obligations to prevent, monitor and report fraud and corrupt conduct.

These documents also describe the framework for dealing with fraud and corruption risks faced by UTS; and provide a system within UTS for reporting disclosures of corrupt conduct, maladministration, serious and substantial waste, and failure to publicly disclose certain government information as required by law.

The policy and guidelines are available on the UTS website and as PDF documents.

1. 01/01/2017 to 30/06/2017 reporting period.
2. 01/07/2017 to 31/12/2017 reporting period

Privacy

UTS respects the privacy of each individual's personal and health information and is committed to protecting the information it holds and uses about all individuals.

UTS is bound by the 12 information protection principles contained within the *Privacy and Personal Information Protection Act 1998* (NSW) (PIIP Act). This Act covers the university in relation to how it manages personal information on or after 1 July 2000, and health information on or after 1 July 2000 until 1 September 2004.

UTS is also bound by the 15 health privacy principles contained within the *Health Records and Information Privacy Act 2002* (NSW) (HRIP Act). This Act covers the university in relation to how it manages health information on or after 1 September 2004.

Although UTS is not directly covered by the *Privacy Act 1988* (Cwlth), its principles may apply in certain circumstances in relation to university activities that are governed by other federal legislation or codes of practice.

How UTS manages personal and health information

The management of personal and health information is governed by the Privacy Vice-Chancellor's Directive, which is the university's privacy policy.

Privacy is also governed by the university's Privacy Management Plan. The Privacy Management Plan is required under the PPIP Act and is essentially a statement of how UTS complies with both New South Wales privacy acts.

The plan includes information for both members of the public and UTS staff about:

- UTS policies and practices that govern privacy
- information and training programs for staff
- how UTS will comply with information protection and health privacy principles, including details of how UTS collects, uses and protects information, and examples of when information may be disclosed
- the university's internal review process, and
- types of information UTS collects and holds.

Both the plan and directive are available on UTS's policy website. Where appropriate, privacy requirements are also specifically included in other policies.

Activities during 2017

Investigations into online training options for staff continued during 2017. The objective of online training is to enhance the existing privacy training program and improve awareness of privacy and accessibility of training to staff.

There was an increased focus on building privacy into information system design and development as part of the project planning stage, particularly where a new system may involve personal or health information.

UTS also reviewed its Privacy Vice-Chancellor's Directive and Privacy Management Plan. A new Privacy Policy and an updated Privacy Management Plan were approved in late 2017, and will come into effect early in 2018, along with a new Data Governance Policy.

Planning commenced in 2017 to implement applicable new data breach reporting obligations arising from the *Privacy Act 1988* (Cwlth), and to assess the implications of new European Union General Data Protection Regulation, both of which will commence during the first half of 2018, and will have some application to the university's business activities.

Internal reviews in 2017

The university received one formal request for an internal review of alleged privacy breaches under section 53 of the PPIP Act. This review was received late in the year and is scheduled to be completed early in 2018.

Appeals against internal reviews in 2017

UTS was involved in proceedings in the NSW Civil and Administrative Tribunal (NCAT) in relation to the appeal of decisions made in three separate internal reviews, two of which were decided by UTS in 2015, and one in 2016. NCAT decided one of these matters during 2017, upholding the university's decisions from the relevant internal review in full. The remaining two matters remain ongoing as of the end of 2017.

Right to information

Review of proactive release program

Under section 7 of the *Government Information (Public Access) Act 2009* (NSW) (GIPA Act), agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

UTS's program for the proactive release of information involves decisions made at the business activity level regarding what information should be made public on the university's website. Consideration of proactive release is undertaken annually.

Information relating to ongoing business and key university projects and activities considered of interest to the wider community is proactively released on the UTS website.

- **News:** The UTS Newsroom includes news and media releases, and informs the public of activities happening across UTS. Members of the public can also do a search to find the most appropriate person within UTS to contact in relation to specific fields of expertise.
- **Sustainability:** Information is available on the UTS website relating to sustainability targets, sustainability-related activities and performance.

- **Campus Master Plan (CMP):** The university has undertaken an extensive building and improvement program since 2014. Information on all CMP projects is available on the UTS website.
- **Facts, figures and ratings:** Information known to be of interest to the public includes information on the university's ratings against other universities, and other facts and figures including information on student numbers, performance and completion rates, diversity, and graduate employment.
- **Governance:** The GIPA Act requires certain governance information to be made public, such as policy documents. These are available on the UTS policy website. Additional governance information is proactively released to inform staff, students and members of the public about the governance frameworks and decision-making at UTS. Governance information proactively released includes information about the UTS Council and Academic Board and associated committees, agenda and minute documents, and the Academic Board's newsletter.

In addition to the above, the review focused on trends identifiable through requests for information, including applications under the GIPA Act. Any information available regarding informal requests was also considered. No trends in requests were identified. As a result no further information was proactively released.

Number of access applications received

During the reporting period, UTS received a total of seven valid access applications. Two additional invalid applications were received that were not made valid during 2017.

Number of refused applications for Schedule 1 information

During the 2017 reporting period, UTS refused access to some information covered by two of the applications due to a conclusive public interest against disclosure under Schedule 1 to the GIPA Act.

Statistical information about access applications

Table A: Number of applications by type of applicant and outcome¹

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	2	1	-	1	-	-	-	-
Members of parliament	-	-	-	-	-	-	-	-
Private sector business	-	-	-	-	-	-	-	-
Not-for-profit organisations or community groups	-	-	-	-	-	-	-	-
Members of the public (application by legal representative)	-	-	-	-	-	-	-	-
Members of the public (other)	3	2	2	2	1	1	-	-

1. More than one decision can be made in respect of a particular access application.

Table B: Number of applications by type of application and outcome¹

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications	2	1	1	1	1	-	-	-
Access applications (other than personal information applications)	2	1	-	1	-	-	-	-
Access applications that are partly personal information applications and partly other	1	1	1	1	-	1	-	-

1. More than one decision can be made in respect of a particular access application.

Table C: Invalid applications

Reason for invalidity	Number
Application does not comply with formal requirements (s 41)	5
Application is for excluded information of the agency (s 43)	-
Application contravenes restraint order (s 110)	-
Total number of invalid applications received	5
Invalid applications that subsequently became valid applications	3

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to the Act¹

Overriding public interest against disclosure	Number of times consideration used
Overriding secrecy laws	-
Cabinet information	-
Executive Council information	-
Contempt	-
Legal professional privilege	2
Excluded information	-
Documents affecting law enforcement and public safety	-
Transport safety	-
Adoption	-
Care and protection of children	-
Ministerial code of conduct	-
Aboriginal and environmental heritage	-

1. More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per its use in any one access application).

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act¹

Public interest considerations against disclosure	Number of occasions when application not successful
Responsible and effective government	2
Law enforcement and security	-
Individual rights, judicial processes and natural justice	2
Business interests of agencies and other persons	3
Environment, culture, economy and general matters	-
Secrecy provisions	-
Exempt documents under interstate freedom of information legislation	-

1. More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application).

Table F: Timeliness

Timeliness	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	6
Decided after 35 days (by agreement with applicant)	-
Not decided within time (deemed refusal)	-
Total	6¹

1. One application received in 2017 is not due to be decided until early 2018.

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

Type of review	Decision varied	Decision upheld	Total
Internal review	-	-	-
Review by Information Commissioner ¹	-	1	1
Internal review following recommendation under section 93 of the Act	-	-	-
Review by NSW Civil and Administrative Tribunal	-	1	1
Total	-	1	1

1. The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

Type of applicant	Number of applications for review
Applications by access applicants	4
Applications by persons to whom information the subject of access application relates (s 54)	-

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

Type of transfer	Number of applications transferred
Agency-initiated transfers	-
Applicant-initiated transfers	-

Internal audit and risk management attestation statement for the 2017 financial year

We, the undersigned, are of the opinion that the University of Technology Sydney has internal audit and risk management processes in operation that are, excluding the exceptions or transitional arrangements described below, compliant with the eight core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector, specifically:

(For each requirement, please specify whether compliant, non-compliant, or in transition.)

Risk management framework		
1.1	The agency head ¹ is ultimately responsible and accountable for risk management in the agency	Compliant
1.2	A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
Internal audit function		
2.1	An internal audit function has been established and maintained	Compliant
2.2	The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3	The agency has an Internal Audit Charter that is consistent with the content of the 'model charter' ²	Compliant
Audit and Risk Committee		
3.1	An independent Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2	The Audit and Risk Committee is a committee providing assistance to the UTS Council and to the Vice-Chancellor on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3	The Audit and Risk Committee has a charter that is consistent with the content of the 'model charter' ²	Compliant

1. Agency head is defined as the 'Council of the University of Technology Sydney' within Schedule 2 of the *Public Finance and Audit Act 1983* (NSW).

2. Model charter as prescribed in NSW Treasury's TPP15-03 'Internal Audit and Risk Management Policy for the NSW Public Sector'.

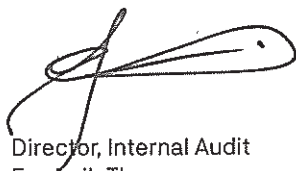
Membership

The chair and members of the Audit and Risk Committee for the 2017 calendar year are:

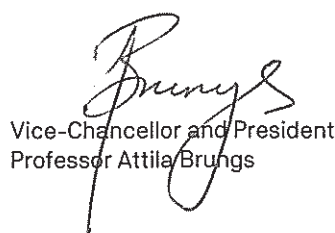
- Chair: Robert Kelly, 1 November 2014 to 31 October 2016, 1 November 2016 to 31 October 2018
- Member (Council who is also a member of the Finance Committee): Michelene Collopy, 1 November 2014 to 31 October 2016, 1 November 2016 to 31 October 2018
- Member: Chris Westworth, 1 November 2014 to 31 October 2016, 1 November 2016 to 31 October 2018
- Member: Terry Rooney, 1 November 2014 to 31 October 2016, 1 November 2016 to 31 October 2018



Director of Risk
Nick Glover



Director, Internal Audit
Frederik Theron



Vice-Chancellor and President
Professor Attila Brungs



Chair, Audit and Risk Committee
Robert Kelly

Internal audit

Internal audit program 2017

Audit area	Deputy Vice-Chancellor and Vice-President	High-level indication of scope
Provost, DVC (Corporate Services), DVC (Education and Students)	Faculties, Student Administration Unit	Academic integrity
Provost, DVC (Corporate Services)	Office of Provost, faculties, Student Administration Unit	Student load planning
Provost, DVC (Corporate Services)	Faculties, Human Resources Unit	Recruitment and cessation of staff
Provost, DVC (Research)	Faculties, Research and Innovation Office	Contract research projects
Provost, DVC (Resources)	Faculties, Financial Services	Financial management, budgeting, forecasting and planning
DVC (Corporate Services), DVC (Research), DVC (Resources)	Human Resources Unit, faculties, Research and Innovation Office, Facilities Management Office	Workplace health, wellbeing and safety in research and construction
DVC (Education and Students)	All DVC (Education and Students) units	Project management framework
DVC (Education and Students)	Student Ombudsman Office	Student complaints handling
DVC (International and Advancement)	UTS International	International recruitment
DVC (Corporate Services), DVC (Resources)	Information Technology Division, Financial Services	Cyber security
DVC (Resources)	Facilities management	Space optimisation and management
DVC (Resources)	Financial services	Tax management and compliance

Risk management

UTS uses a number of strategies to effectively manage and mitigate risk to the university.

Strategic and operational risks are reviewed and assessed twice yearly, and risk assessments are also conducted to manage specific areas of risk, including building projects; environment, health and safety; information technology projects; strategic projects; disaster recovery; emergency management; fraud and corruption; financial risk management; and business continuity planning.

The university's Risk Management Policy and supporting guidelines set out the objectives regarding risk management and outline the approach to managing risk.

The Audit and Risk Committee plays a key role in the oversight of key risks by providing strategic guidance and reviewing the material business risks biannually.

Over the last two years UTS has undertaken a risk management improvement program, working with management across the university to build risk management into decision-making, developing and enhancing UTS's risk universe, strengthening the assurance mapping activity, embedding a risk aware culture, introducing risk appetite statements and moving towards an improved risk management system.

Further, the risk identification and assessment process has been strengthened with the introduction of revised assessment criteria and the use of risk velocity. The outputs of the new assessments have been reported to the Audit and Risk Committee.

2016–2018 strategic and operational risk assessment

While the higher education sector is facing unprecedented changes as it continues to deal with the impact of new technologies on learning and teaching methods and, particularly at UTS, increases in research activity, the potential reduction in government funding and the delivery of the Campus Master Plan continue to be reported on and monitored.

Research performance remains an area of focus for UTS as activity continues to grow year on year. The university will manage this risk through the UTS Research Strategy 2016–2020.

Degree relevance and change management across operations are among other strategic and operational risks that are reported on.

UTS is continuing to position itself well in the new market given our increasing local and global reputation.

Digital information security

UTS has information security management systems in place that are consistent with the core requirements set out in the NSW Government Digital Information Security Policy.

The UTS Information Technology Security Vice-Chancellor's Directive, together with published information security standards and guidelines that align with ISO 27001, define the fundamental principles for the protection of UTS's information resources and the controls needed to ensure compliance with internal and external regulatory and legislative requirements.

The UTS Information security standards, IT security strategy and roadmap have been revised in the context of the 2015 NSW Government Digital Information Security Policy.

The UTS Information Technology Security Vice-Chancellor's Directive is available on the UTS website and as a PDF document. All users of UTS's information technology resources must comply with this directive. User awareness of information security is available throughout the year to staff.

Investment performance

(Parent entity only)

For investment performance purposes, the university classifies investment funds into the following pools.

1. Cash and cash equivalents

This pool comprises university cash holdings held and managed in order to meet liquidity, working capital and short-term returns requirements. The university manages this pool internally.

2. Managed funds

This pool comprises endowment funds donated to the university, invested with primarily a long-term view, returns from which are used to fund student scholarships. The university currently uses an external funds manager, being NSW Treasury Corporation for this purpose.

Performance comparison table

Pool	Manager	2016		2017	
		Actual rate of return %	Benchmark rate ¹ of return %	Actual rate of return %	Benchmark rate ¹ of return %
Cash and cash equivalents	Internal	2.60	2.07	2.26	1.75
Managed funds	External	7.66	8.13	10.34	10.78

1. Benchmark rates are sourced from NSW Treasury Corporation Investment Management Funds Review Report as at December.

Account payment performance

(Parent entity only)

2017	Total accounts paid on time		Total amounts paid on time	
	Target ¹ %	Actual ¹ %	Target \$'000	Actual \$'000
Q-1 January to March	70	82	65,028	83,043
Q-2 April to June	70	85	72,015	92,262
Q-3 July to September	70	85	87,050	109,121
Q-4 October to December	70	89	97,841	127,097

1. The percentage is based on number of transactions and not on monetary value.

Consultants

UTS paid \$35.67 million for external consulting services in 2017, of which \$17.38 million was for capital works. A total of \$8.56 million was paid for consultancies consisting individually of less than \$50,000.

Payments in excess of \$50,000 totalled \$27,109,037.24 and are listed below.

Company	Category	Project	\$
Francis-Jones Morehen Thorp Pty Ltd	architect	UTS Central Precinct	3,123,341.45
Burtenshaw Scoufis Architecture Pty Ltd	architect	relocation of FEIT from Building 2, Gumal Ngurang fire safety upgrading works, Building 15; accessible entrance from Harris Street	1,295,777.50
H2O Architects Pty Ltd	architect	Building 4A, University Hall proposal, minor construction works, Blackfriars research building design competition	1,155,990.00
Aecom Australia Pty Ltd	structural engineer	Building 4A, University Hall proposal, UTS Central Precinct, Building 4, additional scope	939,619.14
Cortell Australia Pty Ltd	software consulting	FSU, planning project, TM1 implementation, student load modelling implementation, TM1 environment setup and licensing	810,219.81
Robert Walters Pty Ltd t/a Robert Walters Consulting	software consulting	ERA live implementation, student load modelling implementation, research data dashboard for researchers implementation	718,865.47
Amec Foster Wheeler Australia Pty Ltd	engineering consultant	Building 7, GMP-like facility, UTS Central Precinct	673,996.50
Researchmaster Pty Ltd	software consulting	costing and pricing implementation, HDR automation program discovery	490,023.74
University of New South Wales	research	PRO16-1238, Mowbray, comprehensive free access to Australian industrial and workplace relations law, research grants	479,899.02
The Trustee for Deloitte Consulting Trust	business consulting	UTS Unleashed (UTS standing delegation authority), payroll remediation project, payroll assessment FY16, 2017 actuarial valuation for leave liabilities	435,129.65
BVN Architecture Pty t/a Bligh Voller Nield	architect/design	Building 4, additional scope	414,029.53
Amicus Digital Ventures Pty Ltd	software consulting	marketing automation for campaigns implementation, email marketer replacement discovery	406,198.60
The Trustee for JHA Consulting Engineerst/a JHA Consulting Engineers	electrical engineer	UTS Central Precinct	352,868.00
Avanade Australia Pty Limited	project management	platform modernisation discovery, leveraging MS Cloud platform / Office 365	352,510.00
Houston Group Pty Ltd	brand refresh	voice identity and reputation (VIR) project 2017-18	347,014.50
Group GSA Pty Ltd	architect	ISF and FoH refurbishment CB10, level 10 and 11	342,020.00
The Trustee for ArcBlue Consulting Trust t/a ArcBlue	procurement consultant	FEIT equipment sourcing project (strategic procurement)	338,713.92
Steensen Varming (Australia) Pty Ltd	mechanical engineer	UTS Central Precinct, Building 4, additional scope, Thomas Street Building initial design	308,641.93
Grant Thornton Australia Ltd	business consulting	taxation advice, advice for IT team for prototyping a virtual student lab	305,304.88
Pricewaterhousecoopers Consulting (Australia) Pty Limited	business consulting	postgraduate online learning platform (Canvas) optimisation implementation	300,925.00
St Vincents Hospital Sydney Limited	research	spinal cord injury and neurodegeneration scientist development	290,300.00



Company	Category	Project	\$
CA (Pacific) Pty Ltd t/a Computer Associates Pty Ltd	software consulting	ITCMP project management solution implementation	286,032.00
HCM Australia Pty Ltd	software consulting	research data dashboard for researchers implementation, research data dashboard for researchers implementation	285,204.18
Peddle Thorp Interiors Pty Ltd t/a PTID Environments	architect	refurbishment fo Planning and Quality Unit B1, level 25, Building 11 FEIT, HDR activity-based environment, DAB digital marker space	283,719.58
Wilde & Woollard Pacific Pty Limited t/a Wilde and Woollard Pacific Pty Ltd	quantity surveyor	UTS Central Precinct	275,500.00
Red Rock Consulting Pty Ltd	software consulting	Oracle delegation GSU project, Oracle license reviews	254,016.50
Previousnext Pty Ltd	software consulting	responsive design for uts.edu.au implementation, web publication of scholarships implementation, marketing automation for campaigns implementation	248,392.50
Foran Design Pty Ltd	architect	Aerial Function Centre upgrade, Geegal bathroom upgrade, refurbishment of Central Services Building CB01, level 2	246,370.90
The Trustee for Gardner Wetherill Unit Trust t/a Gardner Wetherill & Associates Pty Limited	architect	redevelopment of CB05C for DAB, Building 1 upgrade escalators, code compliance, learning.futures academic hub CB06, level 4	244,835.00
SMS Consulting Group Ltd	software consulting	ERP roadmap, Cloud HCM discovery, HDR automation program discovery, research application strategy	241,187.00
Aconex Ltd	software project management	UTS Central Precinct	217,057.00
The Trustee for Ionita Family Trust and the Trustee for Skinner Family Trust t/a Lean Six Sigma and Business Excellence Institute	course facilitation	Faculty of Business various short courses	195,294.23
The Trustee for Kinrite Consulting	project management	Gumal Ngurang fire safety upgrading works, minor repairs CB10 façade inspection, replacement of water heating and chilled water pipework bldg 1 to 6	192,942.26
Carver, Peter Thomas	research	PRO16-2083, Woods, National registration and accreditation scheme; review of accreditation systems	183,331.00
Finite Recruitment Pty Ltd	software consulting	FSU planning project, TM1 implementation, student load modelling implementation, BI data mart, phase 4	176,375.00
Incling Pty Ltd	market research	postgraduate student experience research	174,500.00
Higher Education Consulting Group Pty Ltd	business consulting	external engagement review, International Office	172,500.00
Dysart, Kenneth Michael t/a Ken Dysart Management Consultant	contractor	FEIT finance related services	172,242.51
Rann, Thomas t/a Australia Quartet	in-house musician	innovative developments in the quartet's expanding education program	171,681.48
Diapason Pty Ltd	research	Science ithree Institute, strategic mentoring and facilitation of future international scientists	166,349.30
The Trustee for the AVdec Unit Trust t/a AVdec Unit Trust	construction AV consultant	UTS Central Precinct audiovisual design	163,700.00
Civas (Vic) Pty Ltd t/a Colliers International Holdings	valuers	insurance valuation	155,500.00
Quality Online Research Pty Ltd	research	PRO17-2878, Rose, Accounting for preference seperability in stated choice experiments PRO17-3564, Rose, Community preferences for regional infrastructure projects	151,034.38

Company	Category	Project	\$
Flitman Research Pty Ltd t/a Imorse	business consulting	FEIT tech support review	150,245.78
DTW Capital Solutions Pty Ltd	financial advisory services	UTS funding strategy support	150,000.03
Siddiqui Jamshed Ahmed	business consulting	India in-country office VCSF, international development	144,626.79
AWS Consulting	business consulting	Europe in-country	143,413.24
The Trustee for Clicks Recruit (Australia) Unit Trust t/a Clicks Recruit (Australia)	software consulting	marketing automation for campaigns implementation, responsive design for uts.edu.au implementation	140,801.58
Erbas & Associates Pty Ltd	mechanical engineer	UTS Central Precinct	140,613.29
Savills Project Management Pty Ltd	project management	Building 4 Science Precinct; Building 4, additional scope	140,000.00
Hays Specialist Recruitment (Australia) Pty Limited	project management	space planning, UTS Central Project	138,889.75
Fyusion Asia Pacific Pty Ltd	business consulting	multimedia content management implementation	138,460.00
MBMpl Pty Ltd	quantity surveyor	Gumal Ngurang fire safety upgrading works, relocation of FEIT from building 2, warm shell to B15, levels 3 and 4	134,942.50
BSI People Pty Limited	software consulting	marketing automation for campaigns implementation, web publication of scholarships implementation, postgraduate online learning platform (canvas) optimisation implementation	134,395.75
Accenture Australia Holdings Pty Ltd	IT management consultant	findability and search across the UTS website discovery, UTS procurement project, analysis and review of policy	134,100.00
Qube Recruitment Pty Limited	recruitment agency	FEIT, various projects and positions	134,004.94
The Learning Edge International Pty Ltd	software consulting	GSH learning design system implementation	133,070.00
Arup Pty Limited	engineer	Building 4, additional scope, UTS Central Precinct	130,840.00
Enterprise IT Resources Pty Ltd	project management	ERA live implementation, student load modelling implementation	130,806.00
Programmed Skilled Workforce Limited	software consulting	ERA live implementation, student load modelling implementation, research data dashboard for researchers implementation	127,296.16
AMR Interactive Pty Ltd t/a Australia Market Research Pty Ltd	organisational surveying	market research, reputation survey	124,650.00
Hellmers, Leonie Ruth t/a Leonie Hellmers Communications	contractor	Knowledge Economy Institute, FEIT (communications marketing lead)	121,575.51
The Trustee for Daryl Jackson Robin Dyke Unit Trust	architect	Blackfriars Childcare Centre, detailed documentation phase	120,004.00
Mahlab Media Pty Ltd	marketing agency	TOWER magazine publications	119,771.00
Creator Tech Pty Ltd	digital technology advisory	Knowledge Economy Institute, FEIT	117,550.00
Christensen, Helen Elizabeth t/a Helen Elizabeth Christensen	course facilitation	2016 public participation, various CLG projects	116,690.83
accessUTS Pty Limited	course facilitation	global leadership programs, business practice operations	116,337.51
The Trustee for Strategic Project Partners Trust t/a Strategic Project Partners	management consulting	CRB strategic-funded projects	115,666.66
Neil Selmon Consulting Services Pty Limited	course facilitation	CLG projects	115,480.00



Company	Category	Project	\$
Digital Science & Research Solutions Limited	research	research sustainability map overview	115,084.99
Survey Engine GMBH	research	2013001581 Viney, valuing health using a new quality of life instrument, 2014002527 a stated preference study on causes of death	114,100.00
Civas (NSW) Pty Ltd	asset valuation	property assessment/valuation	113,530.40
Baker Kavanagh Architects Pty Ltd	architect	warm shell to B15, levels 3 and 4, new FEIT labs, B11 levels B4 & 10, post-occupancy works CB15 levels 3 & 4	110,514.34
Higgs, Katherine t/a Coactive Coaching	contractor	FEIT leadership team coaching program	109,275.00
Moody's Investors Service Pty Limited	investment consulting	ratings to help price the credit risk of fixed-income securities	108,000.00
DXC Connect Pty Limited	software consulting	security perimeter refresh implementation, AXS-One to 0365 migration	104,895.99
Urbanac Pty Ltd	architect	UTS solar panel installation, building 4A, University hall proposal, relocation of FEIT from Building 2	102,062.34
Mckinsey Pacific Rim Inc	business management consulting	HRU run programs eg team effectiveness workshops, interview supports etc	100,000.00
Pokanchery Nandakumar, Divyaprasad t/a Dellah Australia	prototype moulding	3D model CAD documentation, Bldg 8	100,000.00
The Frank Team Pty Ltd	project facilitation	global leadership programs, student employability, SSU, orientation program	99,650.00
Pricewaterhousecoopers	business consulting	Haymarket precinct, commercial property advisory services	97,893.00
Queensland Cyber Infrastructure Foundation Ltd	software consulting	provisioner, research data management integration platform implementation	95,760.00
Nesoi Solutions Pty Limited	software consulting	travel expense management implementation	95,496.06
Hassell Ltd	architect	Building 5 initial design	93,050.00
Garcia Huerta, Diego t/a Diego Garcia Huerta	contractor	design of creative and technical workflows for UTS Animal Logic Academy	92,799.00
Pivot Strategy & Innovation Pty Ltd	business consulting	Faculty of Business, UTS innovation ecosystem	91,500.00
The Agenda Agency Pty Ltd	business consulting	Faculty of Business, UTS External Engagement Strategy, planning and development	90,600.00
Batyr Australia Limited	counselling service	BATYR project, programs for mental health and crisis intervention	90,000.00
The Australian Association of Mathematics Teachers Inc	research	2013001074 Prescott, Maths Inside, highlighting the role of mathematics in society and motivation to engage more in mathematical activities	88,676.82
Prendergast Projects Pty Ltd	renewable energy consultant	UTS solar panel installation	173,475.00
ICAD Consultants Pty Ltd	software consulting	archibus personnel and occupancy module	83,705.00
Fillpak Mailing & Fulfilment Services Pty Ltd	direct mailing and marketing consultant	SSU, all aspects of bulk mail, fulfilment and process packaging	82,513.91
Harbour IT Pty Limited	software consulting	16CTI-10i disaster recovery implementation	79,000.00
Tablo Pty Ltd	publishing consultant	universities setup and development (creative and academic writing)	78,400.00
Tobumo Pty Ltd t/a Taverner Research	research	pro17-3564, Rose, community preferences for regional infrastructure projects	78,000.00
Hunting, Sallyann t/a Sallyann Hunting	research	Ryan, IPPG research activities, 2005000934, CLG projects	77,597.36
Brain & Poulter Pty Limited	food retail consultant	UTS Central precinct, food precinct within the building	77,284.00

Company	Category	Project	\$
Planit Test Management Solutions Pty Ltd	software consulting	responsive design for uts.edu.au implementation	76,700.00
Monash University	research	2011000692, Dissanay, Advanced condition assess, 2015001481 Tran, Targeting the tumor immune microenvironment to enhance immune-stimulating effects of cheomradiotherapy	74,899.00
Rowston, Melita Anne t/a Melita Rowston	graphic artist	workshops and editing for Power of Screen Presenting	72,771.80
The Trustee for Surface Unit Trust t/a Surface Unit Trust	engineering consultant	UTS Central Precinct	70,325.00
ermplanet Pty Limited	software consulting	FEIT casual academic database, student room bookings	70,100.00
The Trustee for Slattery Australia Unit Trust t/a Slattery Australia Pty Ltd	quantity surveyor	Building 7, GMP-like facility, Aerial Function Centre upgrade, activation of Penny Lane, laneway between CB10 and CB11	69,200.00
Independent Corporate Property Oceania Pty Ltd	property management	Botany premises and other various sites	68,294.32
Shearwater Solutions Pty Ltd	software consulting	exam system implementation, costing and pricing implementation, research data management integration platform implementation	67,600.00
Perrett Laver Pty Ltd	executive recruitment agency	management consultancy for appointment of HOS CEE and software in FEIT	66,960.00
Pacific Solutions Pty Ltd t/a Pacific Transcription	transcription services	PRO15-0059, Goodman, Scholarly teaching fellows as a new category of employment in Australian universities; impacts and prospects for teaching and learning, various other research projects	66,391.17
DXC Technology Australia Pty Limited	software consulting	UTS Student Housing mobile app with Starez portal for payments etc	66,300.00
VMware International Limited	software consulting	FEIT future workshops rollout implementation	66,235.00
Zhu, Anna Yun Hua t/a Anna Zhu Photography	videographer/ photographer	videography and photography for most of university events for marketing	65,891.00
The Trustee For MDA Australia Unit Trust t/a MDA Australia Pty Ltd	quantity surveyor	Blackfriars Childcare Centre, detailed documentation phase, redevelopment of CB05C for DAB, 608 Harris Street, Ultimo	65,653.39
Liiband Partners Pty Ltd	business consulting	RIO capability profiling initiative 2017, RIO executive team planning and development retreat 2017	65,307.28
Team Brookvale Pty Ltd	research	ISF research projects	65,100.00
University of New South Wales t/a The Ramaciotti Centre For Gene Function Analysis Biological Sciences Building (D26)	research	Project, Harry, Origins of antimicrobial resistance to nanosilver – toward mitigation of its global soread, pro16-1961, Fabris, microRNAs as potential tool for algal strain engineering	64,895.00
Future Friendly Consulting Pty Ltd	project management	making internships a better experience for students, faculties and employers	64,818.00
Dimension Data Australia Pty Ltd	software consulting	upgrade SharePoint environment	64,752.50
Synergy Asia Pacific Pty Ltd	software consulting	IT web platforms and strategy-SharePoint 2013, 2016 or SP online	64,021.20
Key Incorporation Holdings Pty Ltd	architect	CB07.02 clinical research space modifications	63,875.00
NDY Management Pty Ltd t/a Norman Disney & Young	sustainability engineer	Building 4, latent conditions, UTS Central Precinct	63,675.20
Australian Alliance to Save Energy Limited	research	PRO17-4301, Alexander, Renewable energy and load management (REALM) (17035)	60,000.00
Fifty-Five Five Pty Ltd	course facilitation	FEIT subjects, Master of Intercultural Studies, Bachelor of Global Studies, project Atlas	60,000.00

Company	Category	Project	\$
The Sax Institute	research	2014001905 ARC Future Fellowships FT140100195 A critical public health examination of complementary self-medication in later life in Indigenous, non-Indigenous and CALD communities, various bus research projects	58,555.87
The Royal Alexandra Hospital For Children t/a The Children's Hospital at Westmead	research contractor	Pharmacist lecturer within the Graduate School of Health, UTS: Pharmacy	57,413.67
Goodnews Marketing & Communications Pty Ltd t/a Goodnews Marketing and Communications	business consulting	ARC grant applications, ACJRC and ERA impact assessment preparation	56,943.50
Donald Cant Watts Corke (NSW) Pty Ltd	quantity surveyor	SF and FOH refurbishment CB10, levels 10 and 11, refurbishment for Planning and Quality Unit B1, level 25, Building 11 FEIT, HDR activity-based environment	55,655.00
Acoustic Studio Pty Ltd	project management	acoustic services for UTS Central Precinct	55,630.00
Benny Toolseram	business consulting	South-East Asia in-country liaison	55,562.26
Mentally Friendly Pty Ltd	business consulting	MCU, design data visualiser rebuild	55,294.00
Yellowsquares Pty Ltd	research	Ryan, IPPG research activities, 2005000934	53,269.5
Australian Farm Institute Limited	research	UTS food systems initiative: pathways to a skilled future industry project	52,560.00
Ideas Agency Limited	student induction	SSU, provides Orientation program	52,345.45
Unity4 Contact Centre Technology Pty Ltd	software consulting	Cloud based contact centre platform RapportCMS	52,089.18
MXX1 Holdings Pty Ltd	research	FEIT special research projects; student activities associated with the development of new technologies	52,000.00
Protecht ERM Pty Ltd	software consulting	enterprise risk management implementation	51,500.00
DVE Business Solutions Pty Ltd	business consulting	business process improvements	50,148.00
Blackboard International BV	software consulting	multimedia content management implementation	50,057.96
Total			27,109,037.24

Works in progress and completed

Building/property	Project	\$'000
B2	UTS Central Precinct	91,720
Botany	off-site FEIT and science research facility	18,603
All sites	software implementations and upgrades	4,907
Student housing	refurbishments at Gumal Ngurang, Geegal and Yura Mudang	4,904
B4	science precinct and university hall	4,262
B10	building refurbishments including Faculty of Health	690
B1	building maintenance unit, escalators and refurbishments	645
B7	GMP like facility	544
PH	Powerhouse lecture theatres	521
B6	building refurbishments including access from UPN	330
B11	Penny Lane and building conditioning upgrades	256
B15	accessible entrance and post-occupancy works	233
Blackfriars	Blackfriars precinct including research building	223
All sites	other miscellaneous projects	422
Total		128,260

Land register

Property/building	Campus	Use	Building/ infrastructure valuation \$'000	Land valuation \$'000
Broadway				
Building 1 (Tower)	city	educational		
Building 2 (annex to Tower)	city	educational		
Building 3 (Bon Marche)	city	educational		
Building 4	city	educational		
Building 6 (Faculty of Design, Architecture and Building)	city	educational		
Building 7	city	educational		
The Terraces (9–13 Broadway)	city	educational		
The Loft (rear of the Terraces)	city	educational		
Building 10	city	educational		
Building 11	city	educational		
Broadway subtotal			918,783	290,034
Haymarket				
Building 5	city	educational		
Building 8	city	educational		
Building 14	city	educational		
632–642 Harris St	city	educational		
644 Harris St	city	educational		
Haymarket subtotal			239,516	183,906
Other buildings				
Blackfriars campus	city	educational/childcare	18,574	28,643
Bulga Ngurra student housing	city	student housing	7,709	7,524
Geegal student housing	city	student housing	3,982	7,418
Gumal Ngurang student housing	city	student housing	27,133	23,650
Stroud Research Field Station	NSW	research station	275	280
Yarrowood Conference Centre	NSW	educational/research	1,338	1,997
Total land and buildings			1,217,310	543,453

Notes

1. Values are based on Collier's valuation dated 31 December 2017.
2. Yura Mudang student housing component is included in Building 6 (Broadway).
3. The 14–16 Buckland Street, Chippendale, property is included as Blackfriars campus.

Land disposals

The university disposed of no land in 2017.

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Acknowledgements

Compliance

The report was written to comply with relevant legislation including the *Annual Reports (Statutory Bodies) Act 1984* (NSW) and the Annual Reports (Statutory Bodies) Regulation 2015 (NSW).

In its structure and writing we have striven for best practice reporting, taking into account annual reporting guidelines from state and national annual reporting awards and recommendations from the NSW Treasury and the Audit Office of New South Wales.

Availability

The university's annual reports are available in Portable Document Format (PDF) from the UTS website:

www.uts.edu.au

They are also available by request to:

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Acknowledgements

The *UTS Annual Report 2017* was produced by the Governance Support Unit, Division of the Deputy Vice-Chancellor and Vice-President (Corporate Services).

Printer: UTS Printing Services

Paper: Precision

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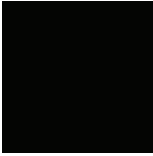
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Access

UTS is open for general business from 9am to 5pm weekdays.

Many sections of the university are open at other times.



The UTS Annual Report 2017 provides a record of the university's performance and activities for the year. It is in two volumes: volume one is a review of our operations and statutory reporting; and volume two contains our financial statements.

