



# UTS Annual Report

Review of operations

# 2018

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Parliament House  
Macquarie Street  
Sydney NSW 2000

To the responsible minister

The University of Technology Sydney is pleased to present the *UTS Annual Report 2018*.

Volume one reports on our performance for the year against our strategic objectives. It also includes 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,

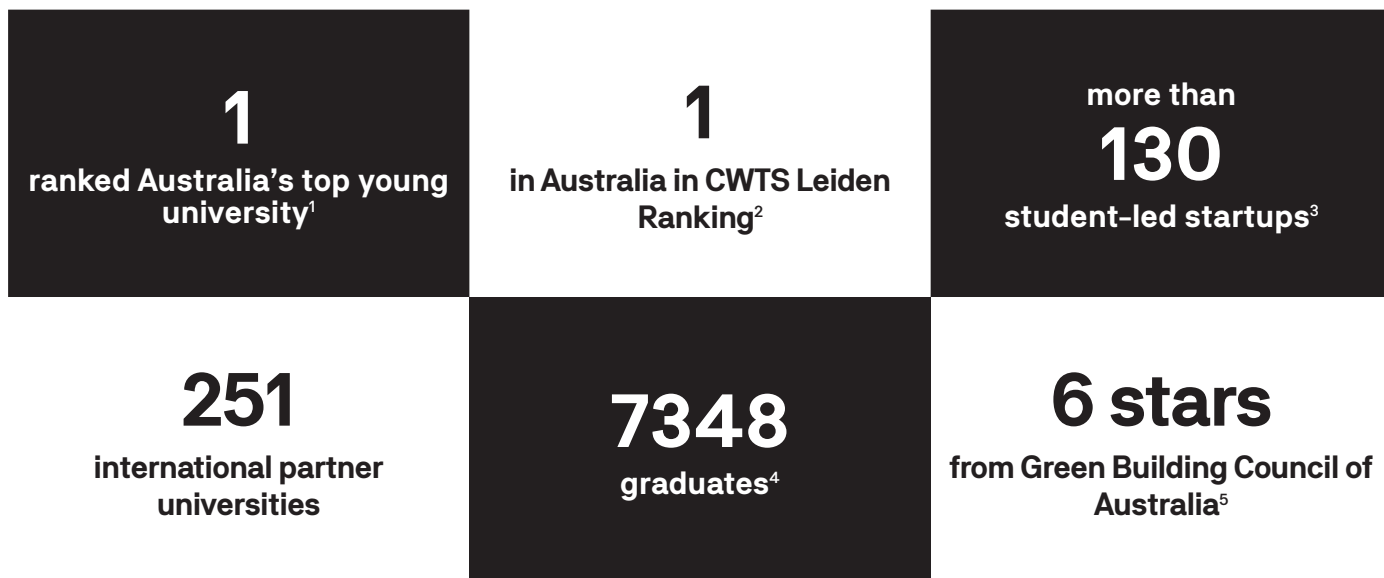


Catherine Livingstone, AO  
Chancellor



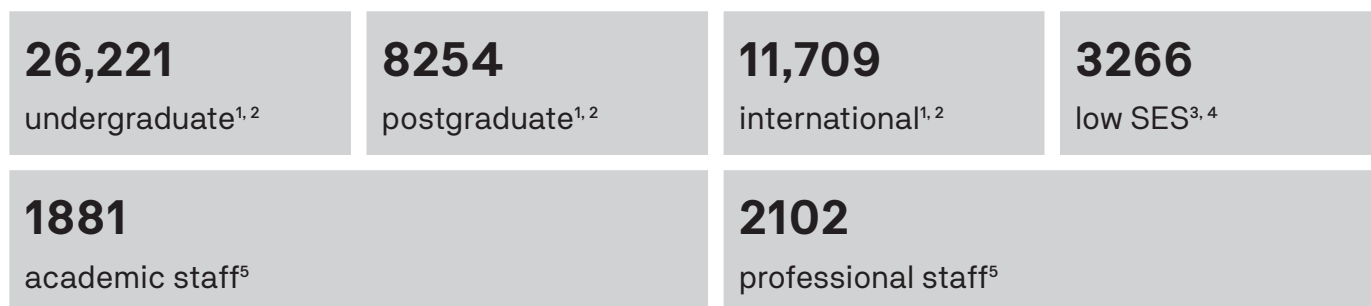
Professor Attila Brungs  
Vice-Chancellor

## 2018 at a glance



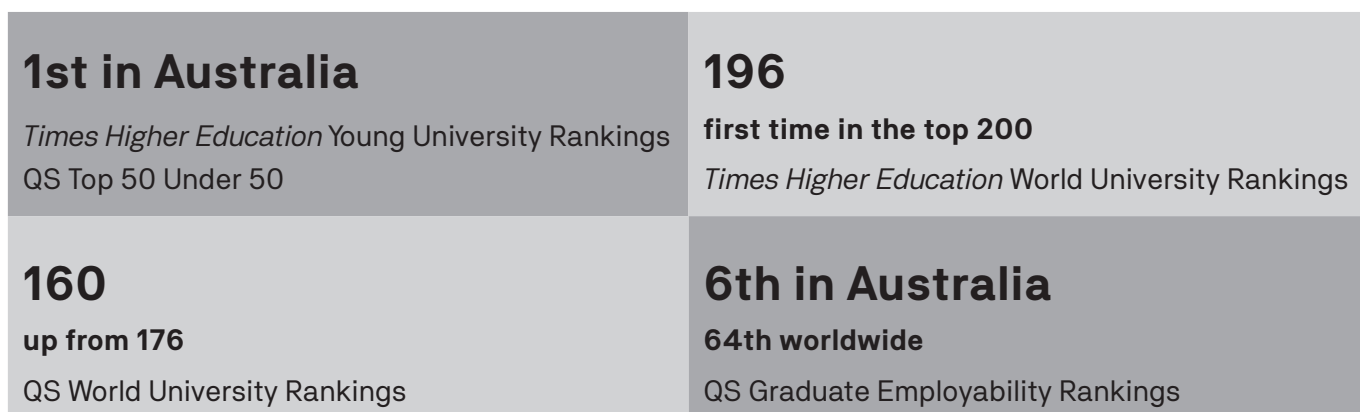
1. *Times Higher Education* Young University Rankings and QS Top 50 Under 50.
2. UTS ranked first in Australia for the proportion of our research appearing in leading science journals.
3. Through UTS Startups.
4. Total number of registered students attending a domestic graduation ceremony.
5. A 6 star Green Star – Interiors rating awarded to the fitout for the Institute for Sustainable Futures.

## Students and staff



1. Equivalent full-time student load. Excludes non-award students.
2. Source: Department of Education and Training student files. All figures are final.
3. Headcount.
4. 2011 census definition.
5. Full-time equivalent, including casual staff.

## Rankings and ratings



## Who we are

UTS is the top-ranked young university in Australia. Our vision is to be a leading public university of technology recognised for our global impact.

We provide our students with an immersive career-focused education. Our students gain strong professional identities through creative and innovative learning. We aim to set up our students to be global thinkers and leaders.

We are committed to the pursuit of research of international excellence. UTS ranks seventh in the federal government's Excellence in Research for Australia rankings.

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

Our campus is in the heart of Sydney's creative precinct and close to the city centre.

## What we do

UTS offers a variety of degrees in traditional and emerging disciplines. Our students also have access to Sydney's startup community.

We offer a range of extracurricular programs. Industry placements and internships are available to students. Students also have the opportunity to study overseas. UTS has exchange agreements with more than 250 universities around the world.

Our students gain real-world experience through our connections with industry. Our research has the potential to make a significant economic, environmental, cultural and social impact. Our researchers support the application of new technologies and provide solutions to important national and global challenges.

## Our history

The University of Technology Sydney was founded in its current form in 1988, although its antecedent organisations trace back further. The new university came about through the merging of the New South Wales Institute of Technology with the School of Design of the former Sydney College of the Arts, the Kuring-gai College of Advanced Education and the Institute of Technical and Adult Teacher Education of the Sydney College of Advanced Education.

The *University of Technology Sydney Act 1989* (NSW) is our founding instrument. It outlines our objectives and functions as well as constitutional matters such as the membership and role of the UTS Council.

## Our new strategy: UTS 2027

The UTS Strategic Plan 2009–2018 ends this year. From next year UTS will operate under a new strategy. *UTS 2027* sets our direction for the next nine years. Our vision — where we want to be by 2027 — is a leading public university of technology recognised for our global impact.

Our strategy embraces the concept of a 'lifetime of learning'. We must view the whole workforce, and beyond, as our prospective learner community.

To do this, we will focus on five major elements:

- personal learning experiences
- working in partnership
- leading innovation and entrepreneurship
- delivering excellent research with impact
- a sustainable future.

Underpinning everything that we do will be our commitment to:

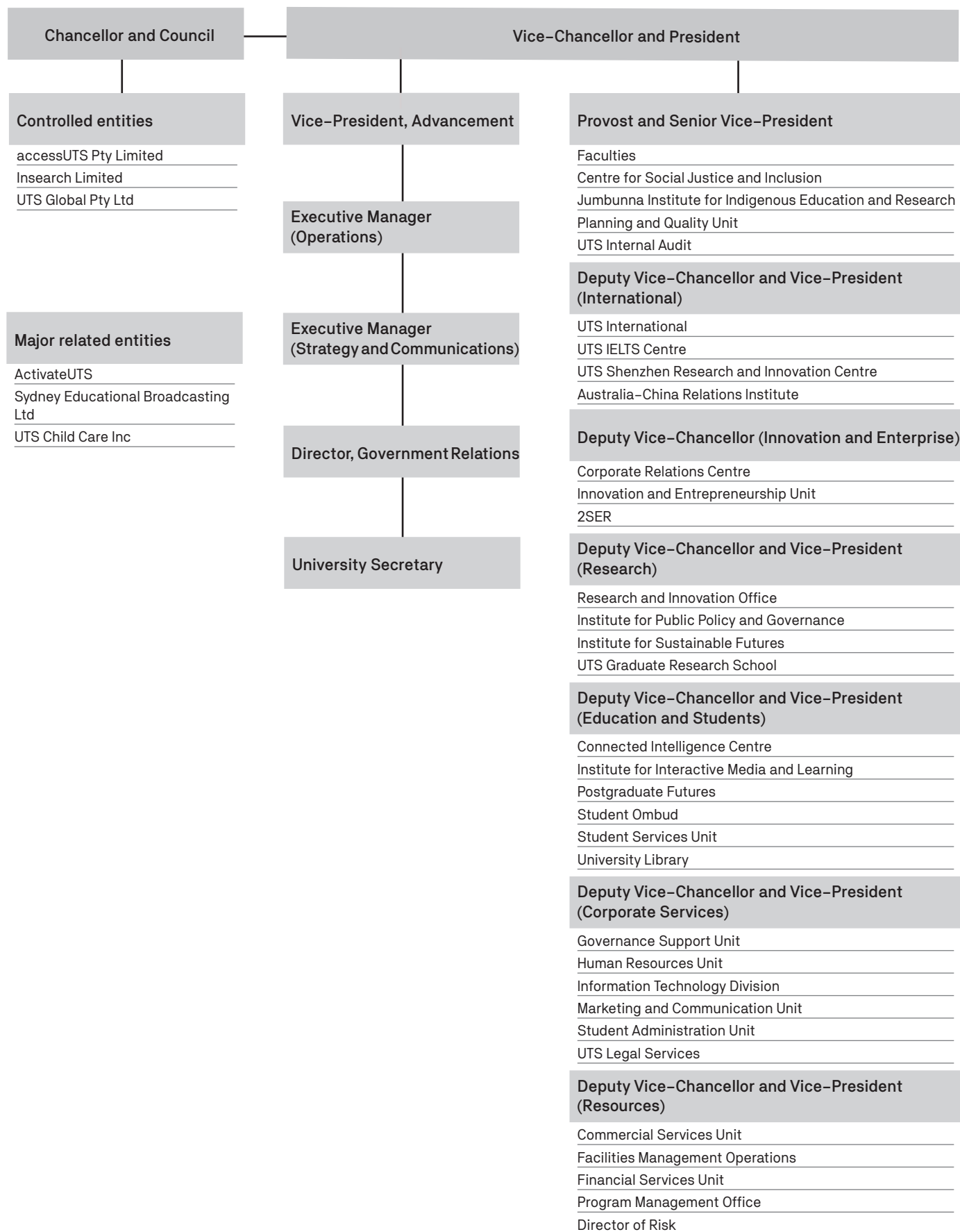
- social justice and accessibility
- responsible leadership of technology
- excellence in Indigenous higher education and research.

UTS Council approved the new strategy in October. It was launched to the UTS community at the end of the year.

We will deliver the strategy three years at a time, beginning in 2019. We will focus on innovation, impact and excellence spanning our education, research and engagement. By 2027, UTS will be a great global public university of technology.

Further information on the development of *UTS 2027* is available on page 21.

## UTS organisational structure



## Year in review



Chancellor Catherine Livingstone, AO

Photo: Kevin Cheung



Vice-Chancellor Professor Attila Brungs

Photo: Jesse Taylor Photography

2018 was a big year for UTS. We celebrated our 30th birthday and concluded our 10-year strategic plan. Under this plan we made significant progress to realise our vision to be a world-leading university of technology.

We are now in the top 200 universities in the world, in both the *Times Higher Education* World University Rankings 2019 and the 2019 QS World University Rankings.

While we have much to celebrate, we also know that there is a lot more to do. This year we began to develop our next long-term strategy. The coming years are likely to see considerable change and disruption in the higher education sector. It is imperative that our new strategy enables us to respond to the challenges ahead.

Council approved our new strategy, *UTS 2027*, in October. We launched it to our community in November. It will come into effect at the beginning of 2019 and take us up to 2027.

We consolidated our executive team who will help us bring our strategy to fruition.

Key to this was Council's reappointment of the Vice-Chancellor to lead UTS until the end of 2024.

Our new Deputy Vice-Chancellor (International) Iain Watt and Deputy Vice-Chancellor (Research) Professor Kate McGrath started this year. Iain and Kate bring extensive experience and enthusiasm to their respective roles. Into the new role of Vice President, Advancement, the appointment of Celia Hurley brought an innovative approach to the connection of advancement with UTS's core activities.

We also welcomed two new deans: Professor Suzanne Chambers, AO, to the Faculty of Health and Professor Dianne Jolley to the Faculty of Science.

We farewelled many longstanding Council members this year, including Deputy Chancellor Brian Wilson, AO. Brian has made an invaluable contribution to UTS, including his term as Chancellor in 2016. We thank him for his unwavering commitment to the university. Dr John Laker, AO, is our new Deputy Chancellor.

We also want to acknowledge the outstanding service of Russell Taylor, AM and Robert Kelly who both served full terms of 12 years. Both championed the transformation UTS has undergone in that period.

Seven new members began their terms on Council this year.

Universities exist for the public good. As a public purpose institution we take social justice seriously. We launched our Centre for Social Justice and Inclusion, under the leadership of Executive Director of Social Justice, Verity Firth.

We were proud that UTS was awarded the Athena SWAN Bronze Award. We are one of the first Australian institutions to receive the inaugural award. This accreditation demonstrates our commitment to improving the careers of our female academics in science, technology, engineering, mathematics and medicine (STEMM). To further our commitment, we announced this year a target of 40 per cent female academics in STEMM by 2022. We are currently at 36 per cent.

Our role as a public university is one that supports society through teaching, research and engagement.

2018 was a strong year for research at UTS. Our research income (Higher Education Research Data Collection and external) grew substantially. We also saw large growth in our category 3 (industry and other research) income. This growth reflects the importance we place on industry collaboration at UTS.

We want our research to be of real benefit to society. Our new \$65 million research facility, Tech Lab, opened this year. The lab has been designed for researchers to work alongside industry and government partners to develop innovative solutions to real-world problems.

Many of our researchers were recognised this year for their work. Professor Louise Ryan won the Statistical Society of Australia's most prestigious award, the Pitman Medal. Recipients are recognised for a body of work that has enhanced the international standing of Australia.

Professor Lesley Hitchens was named Legal Innovator at the Financial Times Asia Pacific Innovative Lawyer Awards 2018. And Professor Michelle Trudgett, Director of the Centre for Indigenous Knowledges, was awarded the 2018 Scholar of the Year at the National NAIDOC Awards.

Our continued success relies on the relationships we form, the connections we make and the precinct we inhabit.

We have invested significantly over the last decade in developing a creatively rich precinct. This year, the New South Wales Government announced that it would establish a technology and innovation precinct stretching from Central station to Eveleigh. A panel of experts from industry, education and government was established. We were represented by our Deputy Vice-Chancellor (Innovation and Enterprise) Professor Glenn Wightwick.

The precinct is expected to create 10,000 jobs by 2036, cementing Sydney as the technology capital of Australia and UTS as an essential partner.

All of this will be tremendously advantageous to our students. We know that our students are innovative and enterprising. A survey held during the year found that 44 per cent of our students want to become a part of a startup. We must equip them with the right skills and perspectives so they can make the most of our thriving entrepreneurial precinct.

We launched UTS Startups this year. Under our Director of Entrepreneurship, Murray Hurps, former Fishburners and Startup Muster chief executive officer, UTS Startups connects students to the help, support and resources they need to either build or join a startup. By the end of the year we had more than 130 student-led startups.

Our students are also at the forefront of our minds when we form industry partnerships. Through our Corporate Relations Centre, we signed four new strategic partnership agreements this year. These relationships will provide internship, mentoring and graduate recruitment opportunities for our students.

Together with our students, our staff are one of our greatest assets. They have made UTS what it is today. We were so pleased with the response we got from our staff on our new strategy. Similarly, we had a great response to our biennial staff survey. Nearly ninety per cent of staff completed the survey (the industry average is 69 per cent). This response is testament to the dedication of our staff.

We want the entire UTS community, including our partners, to be invested in the future of UTS. We have transformed as a university in just 30 years. Our ability to positively affect society is a constant.

Putting together our new strategy was a real community effort. We were impressed by how involved everyone was and what we came up with. Our staff, students, alumni and partners are integral to UTS and we feel that we now share the same vision.

Our vision — where we want to be by 2027 — is a leading public university of technology recognised for our global impact. We look forward to sharing the next stage of our journey together.



Catherine Livingstone, AO, Chancellor



Professor Attila Brungs, Vice-Chancellor

# Governance and leadership

## Senior executive

The university's senior executive consists of the Vice-Chancellor, the Provost and six Deputy Vice-Chancellors. The senior executive work to achieve UTS's strategic objectives.

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

### Vice-Chancellor and President

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

### Provost and Senior Vice-President

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

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

Iain Watt, BSc (ANU)

### Deputy Vice-Chancellor (Innovation and Enterprise)

Professor Glenn Wightwick, BSc (Monash), FTSE

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

Professor Kate McGrath, BSc(Hons) (UC), PhD (ANU), PGDipComFinance (Otago), FNZIC

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

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

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

Anne Dwyer, BBus (CSU)

### Deputy Vice-Chancellor and Vice-President (Resources)

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

## Appointments

This year we welcomed two new members to our senior executive. Professor Kate McGrath is our new Deputy Vice-Chancellor and Vice-President (Research) and Iain Watt is our new Deputy Vice-Chancellor and Vice-President (International).

Celia Hurley started in the new role of Vice President, Advancement.

We also welcomed two new deans. Professor Suzanne Chambers, AO, joined the Faculty of Health and Professor Dianne Jolley joined the Faculty of Science.

## UTS Council

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

The UTS Council comprises 20 elected and appointed members. Members have expertise and background relevant to the university's governance needs.

## Membership

Several members finished their terms this year, including Deputy Chancellor Brian Wilson, AO, and longstanding members Russell Taylor, AM and Robert Kelly.

Dr John Laker, AO was appointed the new deputy chancellor.

Seven new members started their terms in 2018.

## 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), FTSE, FRSN

### 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  
1 January 2019 to 31 December 2020

### 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

Dr John Laker, AO, BEc(Hons) (Sydney), PhD (LSE), HonDSc (Sydney)  
1 December 2018 to 30 November 2020

### Members appointed by the Minister

Dr Sue Barrell, BSc(Hons) (UC), PhD (ANU), GradDipMeteorology (BMTC), FTSE, GAICD  
1 November 2018 to 31 October 2022

Tony Tobin, BA LLB (UQ)  
12 December 2011 to 31 October 2014  
1 November 2014 to 31 October 2018  
1 November 2018 to 31 October 2022  
Pro-Chancellor (elected by Council):  
1 December 2018 to 30 November 2020

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 17 April 2018

Michelene 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

Pro-Chancellor (elected by Council):  
1 December 2018 to 31 October 2020

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

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  
1 November 2018 to 31 October 2022

Aden Ridgeway, HonLittD (UTS)

1 November 2018 to 31 October 2022

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

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

Pro-Chancellor (elected by Council):  
1 December 2014 to 30 November 2016  
1 December 2016 to 30 November 2018  
1 December 2018 to 31 October 2020

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

1 November 2014 to 31 October 2018  
1 November 2018 to 31 October 2022

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

Professor Larissa Behrendt

1 November 2018 to 31 October 2020

Associate Professor Sarah Kaine

1 November 2018 to 31 October 2020

### Elected member of professional staff

Daniel Willis, BCA (UOW)

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

Alicia Pearce

1 November 2018 to 31 October 2020

### Elected undergraduate student

Bijay Sapkota

1 November 2016 to 31 October 2018

Priyanshu Bhardwaj

1 November 2018 to 31 October 2020

### Elected postgraduate student

Michael Rosser

1 November 2016 to 31 October 2018

Aaron Ngan

1 November 2018 to 31 October 2020

### University Secretary

William Paterson, BA(Hons) (Sydney), MEdAdmin (UNSW)

Note: The number of, and attendance at, UTS Council meetings is available on page 32.

### Council committees

Council's committees are skills-based bodies. Members include Council and non-Council members.

- 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.

### Key activities in 2018

This year the UTS Council:

- held its annual strategic retreat
- held elections for new members
- approved the *UTS 2027* strategy
- commissioned an external governance review of Council and its committees.

### Related statutory reporting

- meetings of UTS Council members (page 32)
- senior executive remuneration (page 31)
- statement on Voluntary Code of Best Practice for the Governance of Australian Public Universities (page 31)

# 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.

Deputy Vice-Chancellor (Education and Students) Professor Shirley Alexander gave the keynote at this year's UTS Teaching and Learning Forum. The topic 'Towards 2027: the future for teaching and learning at UTS' explored the changes our graduates will experience when they enter the workforce and how we can prepare them for these changes.

### Future of work

Our students are facing a changing workplace. Almost every industry and profession is seeing an increase in the use of technology.

Universities must consider how to adapt teaching and learning approaches to this new environment. Students need to be technologically literate as well as advanced problem solvers.

We want to prepare our students for a 'lifetime of learning'. We want our students to be able to make use of these new and emerging technologies. We also want our students to know when they need to update their knowledge and capabilities.

These changes will have significant implications for the UTS curriculum. It is important that we strike the right balance between our students learning the content of their discipline, and gaining an understanding of technological and data literacies.

### Entrepreneurial students

UTS knows the importance of giving its students entrepreneurial skills and experience. We hope that within five years half of our students will have entrepreneurial experience.

This fits with the findings of a recent survey that revealed that 44 per cent of our undergraduate students are likely or very likely to join a startup. Thirty-four per cent are likely or very likely to start a business.

In July we launched UTS Startups. Led by newly appointed Director of Entrepreneurship, Murray Hurps, former Fishburners and Startup Muster chief executive officer, UTS Startups connects student entrepreneurs to the support they need. At the end of 2018 we had more than 130 student-led startups, with more than 320 members, of which two-thirds were UTS students in the UTS Startups community.

The program has two pathways: intern with a startup and build a startup. The intern with a startup pathway allows students to intern in a startup community, such as Cicada Innovations, EnergyLab and Fishburners. The build a startup pathway allows students to gain first-hand experience in developing and managing their own startup.

To satisfy the increasing demand for startup space at UTS we took on additional co-working space in the iconic Fishburners building in Ultimo.

We also expanded our range of offerings in the innovation and entrepreneurship area. We rebuilt our website into a dynamic portal that includes an interactive visual directory to help our students identify the right course or program for them.

We launched an online UTS Entrepreneurship Toolkit that provides students (and staff) with an understanding of entrepreneurship and its relevant modes, such as design thinking. The toolkit also goes through skills, methods and tools students can use to solve problems, develop projects and launch startups and enterprises.

We put on a number of entrepreneurship bootcamps for our higher degree by research (HDR) students. These bootcamps provided foundational entrepreneurship skills and resources to help students develop their business ideas and increase the impact of their research. The bootcamps also connected HDR students from different research backgrounds to foster interdisciplinary collaboration.

## The student experience

In 2018 we launched a major curriculum transformation: the LX Transformation. This is an opportunity to transform learning and teaching at UTS by taking a 'whole of course' approach to learning design.

The project will use Canvas, a cloud-based learning management system, to create a consistent and seamless online teaching and learning experience for staff and students. The digital environment will complement UTS's on-campus experience.

Components of learning design – meeting of graduate attributes, developing the skills associated with team work, developing English language skills, managing academic integrity, assessment, and graduate employability – will be reviewed at the course level and delivered in person and online in a transformed environment.

In 2018, to prepare for LX Transformation, the program team worked with faculties to plan the project and transition to Canvas. We ran human-centred design workshops to understand how digital learning spaces and tools are currently used within each faculty.

We also continued to make progress on our learning.futures strategy. All new and revised subject outlines have been certified, along with 75 per cent of existing ones.

Peer review of subject outlines is now managed within each faculty. The next stage is to have peer review of the student experience, which is being trialled in some faculties.

## Work-ready students

The success of our graduates is a priority. One of the ways we are ensuring their success is by having our students take part in an internship (or internship-like experience). We've seen a clear association between doing an internship and finding a job.

For the first time, we looked at the results of completing an internship. For example, we saw a significant correlation between students in the Faculty of Science who had done an internship and those who secured full-time work upon graduation.

We also saw a significant increase in students enrolling and completing internship subjects.

In 2018 we rolled out the UTS Startup Internship with support from the startup community. Engagement and feedback from industry partners and students has been unequivocally positive.

## Graduate outcomes

Nearly 93 per cent of UTS graduates are in full-time employment three years after graduation: the third highest rate nationally. We ranked equal fourth nationally for the highest median graduate salaries after three years (\$75,000).

The findings were released in the 2018 Graduate Outcomes Survey – Longitudinal, one of a number of Quality Indicators for Learning and Teaching surveys funded by the Australian Government.

## Postgraduate experiences

We want to provide the best postgraduate learning experience. One that fits students' personal and professional needs and is a hybrid of on campus and online. A lifetime of learning is now a key priority of the *UTS 2027* strategy.

We're in the second year of our initiative to redesign the postgraduate curriculum to be more modular and flexible. We completed the first stage of our postgraduate initiative last year (investing in new digital support systems and processes, setting up the learning design team and piloting new subjects and courses).

Learning design teams working in partnership with academics redesigned 41 new subjects this year. Work is continuing on nearly 50 courses.

A postgraduate strategic grants program attracted 23 applications with funds awarded to academic teams across the university to fast track the development of curriculum in Canvas.

We launched a new graduate learning designer program. Five recent UTS graduates were employed and are now in the postgraduate learning design team.

UTS Open – our public-facing course platform – launched in early 2018. By year's end it had more than 5000 enrolments and 16 taster courses available to the public.

Fast tracking the development of new, more flexible, stackable degrees is now a priority, as is developing our wholly online product suite.

## Learning and teaching awards

The 2017 learning and teaching awards were presented at our 2018 showcase.

### Team teaching award

Rebecca Keppel, Faculty of Science, and team: Susan Green, Toni Flanagan, Karieshma Kabani, Daniel Mediati, Samira Aili, Reece Ajaka, Hiba Bahidh and Tamara Carrodus

### Individual teaching award: joint winners

Dr Blair Nield, Faculty of Science

Dr James Wakefield, UTS Business School

### Casual or sessional staff member award

Yasushi Hirai, Faculty of Arts and Social Sciences

### learning.futures award

Dr Christina Ho and Jenna Price, Faculty of Arts and Social Sciences

### UTS model of learning award

Dr Megan Phillips, Faculty of Science

### Social impact award

Maxine Evers, Faculty of Law, and team: Professor Paul Redmond, Dr Honni van Rijswijk, Dr Jane Wangmann, Monica Reade, Alexa Dodd and Todd St Vrain

### Academic support

Dr Mary Coupland, Faculty of Science, and team: Julie Memar, Jason Stanley, Dr Usha Sridhar, Jane Ewing, Dr Van Ha Do, Brian Stephenson, Dr Ray Melham and Dr Talib Hashim

### Citations

- Dr Charles Cranfield, Faculty of Science, and team: Dr Bill Booth, Taryn Chalmers, Samira Aili, Michael Widjaja, Peter Wang, Sonia Carne, Chih-Lin Chien, Jacqueline Melvold, Rosaline Habib, Emma Dawson, Naomi Koh-Belic and Dr Jennifer Koh
- Catherine Nguyen, Faculty of Law
- Dr Vinay Patel, UTS Business School
- Jorge Reyna, Faculty of Science, and team: Associate Professor Peter Meier, Associate Professor Ken Rodgers, Dr Francis Geronimo, Dr Finbarr Horgan, Associate Professor Peter Gunn, Professor Shari Forbes, Dilan Seckiner, Dr Hermi Geronimo and Yew Kian Loyeung
- Dr Philippa Ryan, Faculty of Law
- Dr Katie Schlenker, UTS Business School
- Raechel Wight, UTS Business School.

## International experience

Giving our students an international experience will equip them to be global citizens who can contribute to the future of Australia.

The proportion of our students graduating with an international experience has increased significantly over the past few years. This year, 31 per cent of our students (domestic undergraduate) graduated with an international experience.

We are now seeing this growth plateau. We will need to make fundamental changes to achieve our target of 50 per cent of students with an international experience.

### Student mobility

Our current outgoing mobility programs include:

- the one-year in-country immersive language and culture program as part of the joint Bachelor of International Studies degree (222 students participating, up eight per cent)
- semester-long global exchange programs in 43 countries and territories (383 students participating, up two per cent)
- short-term programs, ranging from academic summer programs to volunteering programs, of two-to-six weeks duration mostly offered through UTS's global leadership program BUiLD (823 students participating).

One of our priorities is to expand the reach of BUiLD. We want all students to develop international leadership skills. This year we piloted several core leadership workshops on skills that every global leader needs, including civic leadership, global ambassadorship and empathy workshops. This work will continue in 2019.

### Inbound exchange and study abroad

UTS continued to be a popular destination for students from our network of 251 partner universities across 43 countries and territories.

This year:

- 635 students from 182 partner universities in 33 countries started a student exchange of one or two sessions, and
- 452 students chose to study abroad at UTS for a fee-paying session, the largest groups coming from Germany, Switzerland, Mexico, Nordic countries, the United States and France.

### New Colombo Plan

We continued to perform well in the New Colombo Plan (NCP) mobility program. We received \$1.2 million in the 2019 funding round, for 251 experiences to 10 countries in the Indo-Pacific region.

We also performed well in NCP Scholarships, with five scholars selected among the 100 awarded across Australia.

## International students

This year we reached our target of 30 per cent of our student load to be international students. Our international student fee revenue for 2018 was \$350 million (17 per cent over target).

Our next goal is to diversify our international student body. More than fifty per cent of our international students come from China. Over the years we have increased the numbers of students from countries other than China (in particular India, Nepal and Vietnam), but we need to diversify further.

Over the next few years we will produce a distinctive UTS marketing approach and expand our recruitment channels to attract high-achieving international students. We will also invest in more marketing and recruitment in markets outside our key source countries.

Work will continue on our schools strategy, especially in Southeast Asia, South Asia and the Middle East, to try and attract more students for direct entry to UTS after completing high school in their home country.

We will increase the number of students coming to UTS from our international pathway partners. These students are academically well prepared, have good English language skills and are less affected by external changes. We are making a concerted effort to increase this cohort.

## Student equity

Through our widening participation strategy (WPS) we aim to give Australians from low socioeconomic (low SES) backgrounds the opportunity to access and complete university study.

Overall, 11.6 per cent of our current domestic undergraduate students are from low SES backgrounds.

Key initiatives and programs for 2018 are listed below (under the main WPS themes).

Information on UTS's cultural diversity activities is on page 33.

### Widening participation

#### Building educational aspiration and attainment

- 717 students went through the U@Uni HSC Tutorial Scheme. More than 2000 contacts with students were made through weekly tutorials and academic workshops delivered in schools. The program worked with 11 partner schools and employed 49 current UTS students as tutors.
- 694 students from years 10–12 from 21 partner schools took part in the U@Uni Summer School on-campus workshops and school visits.
- 102 teachers from equity funded schools across New South Wales took part in NSW Government Education Standards Authority-accredited workshops to develop project-based learning experiences for students using core outcomes. Teachers learnt to use a design thinking process to build curriculum. A further 200 teachers attended an evening event supported by the Department of Education that discussed the future of education in Australia.

#### Widening access

- 2181 offers were made through UTS's educational access scheme in pUTS, with 1887 students enrolling.
- 802 offers were made through the UTS School's Recommendation Scheme, with 297 students enrolling.

### Transition, retention and success

- Both access schemes demonstrated positive rates of retention and success, with both being comparable to 'all students' results.
- 546 new and continuing students received diversity access scholarships.
- 123 computer hardware/laptops were provided to financially disadvantaged students through the enhancing computer access program. A further 49 students were provided with software and internet. Microsoft Office 365 software is freely available.
- 686 students were given financial support to help with emergency living expenses, accessibility, textbooks, and loss of income associated with practicum internship experiences.
- 34 students were given the low SES student housing subsidy.
- eight students received a UTS Humanitarian Scholarship to study full time in undergraduate degrees.

### Aboriginal and Torres Strait Islander students

We want UTS to be a leader in Indigenous education. We are committed to providing access to higher education for Aboriginal and Torres Strait Islander students.

All faculties saw an increase in Indigenous enrolments this year. Participation by headcount was 333 (equating to 1.9 per cent participation rate).

We also want all Aboriginal and Torres Strait Islander students to take part fully in university activities. This year, for example, 68.4 per cent of Aboriginal and Torres Strait Islander students undertook an international experience (up from 52.2 per cent in 2017).

Two Indigenous student cadets were employed across the Pro Vice-Chancellor (Indigenous Leadership and Engagement) office and the Jumbunna Institute for Indigenous Education and Research to work on a range of academic and non-academic initiatives. A further 42 students undertook an internship through the CareerTrackers Indigenous internship program.

Indigenous higher degree by research (HDR) participation increased significantly this year to 43 students (up from 35 in 2017). Our Indigenous HDR target was 20 enrolled students by 2018 and 22 by 2020. We have well and truly exceeded these targets.

UTS provided 53 students with accommodation across its five residences, with most students residing in the Wattle Lane accommodation.

Jumbunna continued to offer on-campus and off-campus school engagement activities. We connected with 8347 prospective students in a variety of settings, including school visits and careers markets. On-campus experiences included the Galuwa program for high school students in the faculties of Design, Architecture and Building; Engineering and Information Technology; and Health. A further 1100 parents and teachers were directly engaged through Jumbunna outreach activities.

Jumbunna hosted a Galuwa enrichment program specifically for students from the Northern Territory. Seven students (out of 40) enrolled to study in 2019. The annual Jumbunna boarding school dinner was held with 75 students (in years 9 to 12) from 16 elite boarding schools attending. Ten students enrolled for 2019.

In 2018, Jumbunna assessed 162 students for a tailored pathway to UTS with 135 direct offers being made.

# Objective two

## Enhance our research performance

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

Our new Deputy Vice-Chancellor (Research) Professor Kate McGrath began in May. Professor McGrath joined us from Victoria University of Wellington, New Zealand, where she was Vice-Provost (Research).

We also welcomed Fang Chen to UTS as Executive Director of Data Science. Professor Chen will be responsible for data science research.

### Research performance

Our 2009–2018 strategic plan set out to make UTS recognised internationally for its research. We achieved this by having more staff undertake research, recruiting established researchers and investing in research infrastructure and equipment.

This approach allowed us to meet our current objective: ‘increase the scale, quality and impact of research in our discipline fields’. Both the number and quality of research outputs increased further during 2018.

### Highlights

- For the first time UTS was named in the top 200 in the *Times Higher Education* World University Rankings. We’re also in the top 200 in the QS World University Rankings. In both ranking systems UTS is Australia’s number one ranked university under 50 years old.
- UTS ranked first in Australia in the 2018 CWTS Leiden Ranking for the proportion of our research appearing in leading science journals.
- In the Academic Ranking of World Universities we achieved third in Australia and 50th in the world for remote sensing and fifth in Australia and 127th in the world for biotechnology.
- UTS ranks seventh in the federal government’s Excellence in Research for Australia (ERA) rankings.
- We’ve doubled the number of publications co-authored with industry and international partners since 2012.
- Our higher degree by research (HDR) student cohort has almost doubled since 2008. We’ve tripled the number of Indigenous HDR students.

## External research income

2018 was a strong year for external research income at UTS. We achieved significant growth in Higher Education Research Data Collection (HERDC) reportable income (provisional) of 22 per cent. This equates to \$13.7 million, exceeding the 2018 budget and double the 2016–17 growth. Overall external research income also increased by 22 per cent and \$14.7 million on the prior year.

Our focus on diversifying our research funding sources continued to deliver good results. Our external research income is equally balanced between competitive grants, government grants/tenders and industry collaboration. Category 3 funding (industry and other research income) had the largest growth of 29 per cent on the prior year, reflecting the significant levels of industry collaboration across UTS. We've increased focus on government tenders to address declining Category 2 funding (other public sector research income).

We continued to focus on small and medium enterprise (SME) engagement. We supported SMEs through the TechVouchers program and the Innovation Connections grant scheme. We ranked consistently in the top three universities nationally for the number of projects undertaken. In 2018 UTS entered into 15 new projects funded through these schemes, providing SMEs with access to expertise and facilities to help drive their innovation and performance.

Following an outstanding Australian Research Council (ARC) result in 2017, ARC performance in 2018 was solid, being on par with previous year's overall outcomes. Both UTS Discovery Indigenous scheme proposals were successful. We were one of only two universities to be awarded more than one grant in this round, securing 15 per cent of the national funding under this scheme.

UTS placed 10th nationally (and first in the Australian Technology Network of universities) in the Discovery Early Career Researcher Award (DECRA) scheme with six fellowships. Although lower than the 2017 result this was higher than any other previous year.

With close to \$2 million in Linkage Infrastructure, Equipment and Facilities (LIEF) funding, UTS achieved its best result ever with the highest success rate nationally. The successful LIEF proposal led by Distinguished Professor Dayong Jin attracted \$1.48 million in ARC funding alone.

### Highlights

- The most detailed report on au pairs' working conditions has found au pairs and the families who employ them are operating in a fast and loose business that largely escapes tax obligations and employment laws. Conducted by Dr Laurie Berg, the study surveyed 1500 au pairs in all states and territories about their living and working conditions in Australia for the report 'Cultural exchange or cheap housekeeper?'.
- The Australian Stuttering Research Centre has achieved \$11.2 million in National Health and Medical Research Council (NHMRC) funding over the past two years. The centre joined UTS's Graduate School of Health in August. Professor Ian Kneebone and Associate Professor Emma Power are part of a \$2.5 million NHMRC Centres of Research Excellence grant. Their stream is called 'Optimising mental health and wellbeing in aphasia'.
- The Centre for the Advancement of Indigenous Knowledges was awarded more than \$1 million through the ARC Discovery Indigenous scheme for two projects. Michelle Trudgett and Susan Page received \$503,000 for a project to establish a model of best practice to nurture and support the emerging careers of Indigenous early career researchers. Gawaiian Bodkin-Andrews and Bronwyn Carlson (from Macquarie University) received \$502,000 for a project on Storytelling with ancestral and living knowledge to overcome persistent narratives of loss and despair and to assist in revitalisation and respect of Aboriginal identities and knowledge within urban and metropolitan communities.
- Professor Elizabeth Sullivan was awarded an NHMRC Targeted Call for Research into Social and Emotional Wellbeing and Mental Health for Aboriginal and Torres Strait Islander Peoples from Early Life to Young Adults grant worth \$955,684.

UTS has also received significant philanthropic funds to support important research projects. Information on these can be found in the advancement section of this report on page 18.

## Research strategy

Along with *UTS 2027*, we are also developing a new research strategy. The new strategy will focus on the development of our people: our academic and professional staff.

## Research support

We want to provide the best support to our researchers. In 2017–18 we conducted a review that showed that the significant growth in research activity and the rate of change of that growth was not matched by corresponding changes in our research support services and systems (including our digital infrastructure).

This became a point of focus in 2018, leading to a number of developments and improvements. These included improved online tools to manage HDR candidature and enhance the student experience, and investment in new research labs and spaces, including our new research facility, Tech Lab (see the industry partnerships section on page 14).

Our research strategy is placing people at its centre. We've made our improvements with our people in mind. We created many of the changes using human-centred design. This included input from key stakeholder groups across UTS. The outcomes of this provided new insights into some of the challenges related to research support systems. These insights will provide the foundation for our integrated approach to research systems, which will be put in place in 2019.

One key development is RES Hub (research excellence and support hub), a face-to-face and digital hub delivering professional development opportunities, technical support and community. The hub's goal is to improve access to information, training and support for researchers, from new staff and HDR students, to early career researchers and leading UTS academics.

We piloted the physical hub this year. It comprised a six-week-long program of events, talks, workshops and evening discussions and debates. The digital hub is an easily accessible portal that offers valuable research support services.

We'll take what we learnt from the pilot to create RES Hub 2.0, which will be launched in 2019 in both its digital and face-to-face forms. RES Hub 2.0 will include a new engagement space in UTS Central, a comprehensive researcher development program, and an engaging digital presence.

## Research integrity

Through Unleash UTS, and alongside the national review of the Australian Code for the Responsible Conduct of Research, UTS's Research Ethics and Integrity Policy and associated Guidelines for Research Integrity Breaches, were published in January.

## Chancellor's Postdoctoral Research Fellowship scheme

After a global recruitment process, nine fellows (five women and four men across STEM and HASS disciplines) were selected to be UTS's next Chancellor's Postdoctoral Research Fellows, starting in early 2019. In addition, UTS appointed its first Chancellor's Postdoctoral Indigenous Fellow.

## Industry partnerships

We continued to develop and nurture our partnerships with industry.

We opened our new \$65 million Tech Lab in 2018. This one-of-a-kind research facility brings together academics and researchers to work alongside industry and government to take new technologies from early readiness to commercial viability.

The 9000 sqm space can accommodate at least 200 people. The lab has space for research, development and testing in the fields of civil engineering, robotics, multimedia systems, 5G network and communications, vehicle systems, photonics, and mechanics and electronics.

The Deep Green Biotech Hub, located at UTS and supported by the New South Wales Department of Industry, brings together researchers, industry, SMEs, startups, students and other stakeholders to put New South Wales at the forefront of algae-based biotechnology innovation.

Its Green Light accelerator program, the world's first algae biotech accelerator program, supports industry and entrepreneurs to develop new algae biotechnology-based products, services and businesses.

UTS developed the Living Lights installation during Vivid Sydney. The installation was a forest of living algae aimed to highlight algae as a versatile and sustainable resource. The display was complemented by a Vivid Ideas talk at the Museum of Contemporary Art.

UTS is a member of two industry-led Cooperative Research Centres Projects (CRC-P) Grants. The Department of Industry, Innovation and Science has invested \$3 million in a \$24 million project on 'Smart linings for pipe and infrastructure'. \$1.8 million has been invested in a \$7.4 million project on 'Novel real-time milk sensor for ovulation detection in dairy cows'.

The Centre for Health Economics Research and Evaluation (CHERE) has been working with industry since 2010 to fund the Cancer Research Economics Support Team (CREST). CREST is supported by Cancer Australia and all 14 cancer clinical trials groups. It has led to many funded research projects and CHERE's involvement in master's and PhD training for clinicians. It has also resulted in academic publications and societal impact through changes in clinical practice and policy.

Since 2017, 14 UTS PhD students have participated in the Industry Mentoring Network in STEM, an award-winning industry-led initiative of the Australian Academy of Technology and Engineering.

We extended our engagement with Sydney's deep tech community — Cicada Innovations, EnergyLab, Food Agility CRC and CSIRO's On — with the aim of better connecting our PhD students and researchers to appropriate commercialisation opportunities.

Our students and staff embraced new workshop opportunities to pitch their ideas under the guidance of our partner Main Sequence Ventures (CSIRO's innovation fund) in the Venture on Campus program.

Information on our international partners, including our Key Technology Partnerships program, can be found on page 17.

## Commercialisation

In 2018 we reviewed our approach to the commercialisation of research from our startups. We also expanded our research engagement models to ensure our connection with industry.

To turn our research into commercial ventures we joined an investment partnership between Canberra-based construction and property company Hindmarsh and four other universities (the Australian National University, the University of Canberra, Deakin University and the University of Wollongong). The initiative will provide seed funding to ventures from staff and students translating academic research into applied technology.



## 2018 research awards

UTS staff received external recognition in the form of awards and accolades for their research. In 2018 these included:

### Statistical Society of Australia

#### Pitman Medal

Louise Ryan, Distinguished Professor, School of Mathematical and Physical Sciences

### Australian Academy of Science

#### JG Russell Award

Dr Nengkun Yu, UTS Chancellor's Postdoctoral Research Fellow, Centre for Quantum Software and Information

### Australian Information Industry Association's iAwards

#### Artificial Intelligence or Machine Learning Innovation of the Year

SharkSpotter (collaboration between UTS and The Ripper Group)

### Clarivate Analytics

#### Highly Cited Researchers

- Professor Jose Maria Merigo Lindahl, School of Information, Systems and Modelling
- Associate Professor Hao Liu, School of Mathematical and Physical Sciences
- Distinguished Professor TM Indra Mahlia, School of Information, Systems and Modelling
- Distinguished Professor Biswajeet Pradhan, School of Information, Systems and Modelling
- Distinguished Professor Alexey Voinov, School of Information, Systems and Modelling
- Distinguished Professor Guoxiu Wang, School of Mathematical and Physical Sciences
- Professor Yi Yang, Centre for Artificial Intelligence

### Walkley Arts Journalism Prizes

Walkley-Pascall Prize for Arts Criticism  
Dr Delia Falconer, Creative Writing

### Teachers Mutual Bank/Australian Teacher Education Association

Teacher Educator of the Year  
Dr Janet Currie, Faculty of Arts and Sciences

### Financial Times Asia Pacific Innovative Lawyer Awards 2018

Legal Innovator  
Professor Lesley Hitchens, Dean, Faculty of Law

### Institute of Analytics Professionals of Australia

Top 25 Analytics Leaders  
Professor Guandong Xu, School of Software

### National NAIDOC Awards

2018 Scholar of the Year  
Professor Michelle Trudgett, Director, Centre for the Advancement of Indigenous Knowledges

Male Elder of the Year  
Russell Taylor, AM (UTS Council member)

### Engineers Australia

#### Australia's Most Innovative Engineers

- Dr Marc Carmichael, School of Mechanical and Mechatronic Engineering
- Professor Francesca Iacopi, School of Electrical and Data Engineering
- Professor Bruce Ni, School of Civil and Environmental Engineering

Internally, we recognised our high-performing researchers in the Vice-Chancellor's research awards.

### Vice-Chancellor's Awards for Research Excellence

Chancellor's Medal for Exceptional Research  
Professor Tuan Nguyen, Faculty of Engineering and Information Technology

Deputy Vice-Chancellor's (Research) Medal for Research Impact  
Associate Professor Thalia Anthony, Faculty of Law

### UTS Medal for Research and Teaching Integration

Associate Professor Sarath Kodagoda, Faculty of Engineering and Information Technology

### Early Career Research Excellence

Joint winners Dr Nural Cokcetin, Faculty of Science, and Dr Alexander Solntsev, Faculty of Science

### Research Support

Eddy Dharmadji from the Graduate School of Health

### Research Excellence through Collaboration

Dr Michelle Zeibots, Institute for Sustainable Futures

### Researcher Development (including Supervision)

Professor Peter Ralph, Faculty of Science

# 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.

### Entrepreneurial partners

We're committed to developing high-profile partnerships of value and benefit across the areas of student experience, research and industry collaboration. In 2018 we developed a partnership engagement strategy focusing on our precinct and startup ecosystem stakeholders.

With the Commonwealth Bank of Australia we co-hosted a series of workshops looking at how we better collaborate with a diversity of stakeholders to build a thriving innovation precinct. Participants included IBM, Mirvac, Lendlease, Stocklands, Transport for NSW, City of Sydney, University of Sydney, Startup Daily, Stone & Chalk, and the NSW Innovation and Productivity Council.

We renegotiated partnerships with Fishburners, StartupAus, TechSydney, Startup Muster, This Week in Startups Australia and Startup Genome.

Together with our partners we offered a range of campaigns and events throughout the year, including the Sydney Women Startup Weekend, Reinventure and the City of Sydney's visiting entrepreneur program. We also held the inaugural UTS Startup Awards and the UTS Summer Sprint Program.

### Corporate relations

Our Corporate Relations Centre oversees a steadily growing number of formal strategic partnerships across the university.

In 2018 the centre signed four new whole-of-university strategic partnership agreements. Agreements are with a state-owned utilities corporation, a global engineering and infrastructure advisory company, a leading multinational communications company and a sports' governing body. These partnerships will offer our students opportunities in the form of mentoring, internships and graduate recruitment, as well as collaboration, resource sharing and research in the areas of cybersecurity, new technologies, precinct development and curriculum development.

To bring industry and universities together, the centre secured the hosting rights for the 2019 University Industry Innovation Network Conference to be held in February 2019 over three days. The conference will include a range of presentations alongside workshops from key academics and practitioners on university-industry engagement.

Internally, our ability to facilitate broader and deeper partnerships between UTS and industry has been significantly strengthened by the use of a customer relationship management system.

## Industry advisory

This year the Vice-Chancellor's Industry Advisory Board provided advice and counsel on the development of our new strategy. The board was also consulted about our engagement models for specific opportunities including Australia's first Indigenous college and corporate learning.

Board members spoke at graduation ceremonies and UTS Big Thinking Forums, attended events and supported philanthropy. In 2018, UTS launched the Carla Zampatti Foundation Design Award. This annual award, generously supported by long-term board member Carla Zampatti, AC, will support a UTS fashion design student to undertake international postgraduate study.

We farewelled a number of our board members including Peter Bailey, Michelle Guthrie, David Whiteing, Carla Zampatti and Alex Zelinsky. We welcomed UTS alumnus Pandora Shelley. Former board member Craig Roy was recognised with an honorary award in 2018 becoming a Fellow of the University.

## International partnerships

It continues to be of fundamental importance to UTS to develop and maintain strong multifaceted partnerships with universities worldwide. These partnerships provide opportunities for students and researchers to internationalise their knowledge, experience and work, as well as underpin UTS's increasing visibility and prominence as a leading public university of technology.

This year, we maintained 715 agreements with 413 partners. We developed new agreements with the University of Nottingham, University of Geneva and South China University of Technology, among others.

Our international Key Technology Partnerships (KTP) program continued to expand in 2018. We have 18 university-level partners. This year we formed

two faculty-levels KTPs: with Hokkaido University and the Vietnam National University – University of Engineering and Technology, both managed by UTS's Faculty of Engineering and Information Technology.

Our KTPs bring huge benefit to UTS. We have increased the number of joint journal publications. This year we published 248 joint papers (up from 204 in 2017). Another benefit of our KTP partnerships is the enrolment of dual/joint PhD students. This figure has grown from two in 2010 to 52 in 2018.

To date, our KTPs have produced:

- 935 co-authored publications
- 76 dual/joint PhD students
- 119 inbound visiting fellows to UTS
- 43 outbound UTS visiting fellows to KTP universities
- 592 coursework students undertaking an overseas mobility experience (231 students in and 235 students out on semester-long exchange, and 126 students out on short-term mobility programs)
- \$3,241,233 in external funding.

The KTP program is being externally evaluated, with a report due in early 2019.

## Precinct partnerships

UTS is an anchor tenant in a number of established and emerging precincts. This role allows for engagement, the transfer and application of new knowledge and the sharing of ideas.

We see a vibrant precinct as critical to UTS's position as a public university and a leading university of technology.

## Innovation and technology

UTS is well placed to take advantage of Sydney's booming startup culture. We have invested significantly over the last decade in developing a rich creative precinct in Ultimo and Pyrmont.

This effort has contributed to the emergence of a thriving entrepreneurial community boasting the highest number of startups in any Australian postcode.

In 2018, the New South Wales Government announced a vision for a new Sydney Innovation and Technology Precinct. With partners including the University of Sydney, the Greater Sydney Commission, the Sydney Business Chamber, Atlassian, Fishburners and Tech Sydney, and under the leadership of Jobs for NSW chair David Thodey, AO, a vision and model for a technology and innovation precinct from Central Station to Eveleigh was developed.

The taskforce, which also built on the work of the Greater Sydney Commission collaboration group, provided a final report to the state government at the end of 2018 recommending a 10-year-plan, governance structure and funding. The recommendations have been adopted.

## Health and education

The Randwick Health and Education Precinct is an emerging precinct where UTS will collaborate with the New South Wales Government, the University of New South Wales's Faculty of Medicine and the Prince of Wales Hospital.

The precinct has come about due to a recent agreement between UTS and UNSW to collaborate more closely in health education, research and health services development (UNSW has a strong Faculty of Medicine, but no academic programs in nursing, midwifery or allied health, which are provided by UTS Health).

## Sports

Building on the 2017 opening of the Rugby Australia Building, we're working with the Sydney Cricket and Sports Ground Trust, Australian Rugby Union and other sports codes to further develop this precinct into an internationally recognised leader in sport and human performance.

The integration of an academic precinct within world-class sporting facilities is the first of its kind in Australia.

## Advancement

UTS's new Vice-President, Advancement, Celia Hurley, started in April. This newly created position recognises the importance UTS places on advancement and philanthropy.

We have made significant progress in advancement. Our focus is on securing major gifts, developing new philanthropic partnerships, and nurturing and growing our global alumni community.

### Major gifts

This year \$9.3 million was secured in new gifts and pledges. Sixty per cent of funds raised were in support of research.

Philanthropic highlights included:

- a significant endowment from the Droga Family Foundation to support Indigenous architecture students
- significant gifts from BioCeuticals, the Blackmore Foundation and the Jacka Foundation of Natural Therapies in support of the UTS Australian Research Centre in Complementary and Integrative Medicine
- nearly \$250,000 in support of the UTS Centre for Neuroscience and Regenerative Medicine from an event hosted by Harvey Norman and support from David and Helen Baffsky and John Singleton
- significant contributions from the Neilson Foundation to UTS Anti-Slavery Australia.

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

## Staff giving

In 2018, nearly 200 UTS staff members participated in the staff giving program. Contributions totalled more than \$135,000 and were matched by UTS. Funds supported students facing financial hardship, Jumbunna programs, and thesis completion for graduate students.

### Alumni appeal

In 2018, the alumni appeal continued to seek support for the Diversity Access Scholarship, as well as a new appeal to support Indigenous outcomes.

The appeal contacted more than 40,000 alumni. More than 15,000 telephone calls were made to develop interest in lifetime of learning programs, and secure mentors and internships. The appeal secured \$160,000 in philanthropic giving.

We have a growing cohort of regular givers topping nearly 80 a month.

UTS now has more than 6000 individual donors.

### Alumni relations

UTS has strong relationships with its alumni. In 2018, we held international alumni events in Hong Kong, Shanghai, Beijing, London, Ho Chi Minh City, Hanoi, Singapore and Vancouver.

## Honorary awards

In 2018 UTS conferred the following honorary awards.

### Fellows of the University

- Dianne Hill
- Jon Hutchison, AM
- Craig Roy

### Honorary Doctor of Business

- David Thodey, AO

### Honorary Doctor of Laws

- The Hon. Justice Ann Ainslie-Wallace

### Honorary Doctor of the University

- Zareh Nalbandian

### Emeritus Professors

- Keith Crews
- John Daly
- Greg Skilbeck
- Kenneth Waldron

### Distinguished Service Award

- Glen Rabbitt

## UTS Alumni Awards

UTS Chancellor's Award for Excellence  
Martin Hill, founder and director HillPDA  
GradDipUEstM (1988), MProDev (2006)

UTS Alumni Award for Excellence:  
Faculty of Arts and Social Sciences  
Maya Newell, film director and producer  
BComm (MAP) (2010)

UTS Alumni Award for Excellence:  
Faculty of Engineering and Information  
Technology

Vivian Wong, group vice-president,  
Higher Education Development, Oracle  
BAppSc (Computing Science) (1993)

UTS Alumni Award for Excellence:  
Faculty of Health  
Dr Ponndara Ith, Head, Bureau of  
Academic and Training Affairs, Faculty of  
Medicine, University of Health Sciences,  
Cambodia  
PhD (2013)

UTS Alumni Award for Excellence:  
Faculty of Law  
Josephine Cashman, chair, Big River  
Impact Foundation and managing  
director, Big River Consulting  
BComm (Journalism) LLB (2006),  
GradCertLegP (2006), PhD candidate  
UTS Business School

UTS Alumni Award for Excellence:  
Faculty of Science

Dr Eric Chow, senior research fellow,  
Melbourne Sexual Health Centre  
and Central Clinical School, Monash  
University  
BSc BiomedSc (Forensic Biol) (2008)

UTS Alumni Award for Excellence:  
UTS Business School  
Violet Roumeliotis, chief executive  
officer, Settlement Services International  
MM (Community Management) (2011)

UTS International Alumni Award  
Hoang Dao, founder and chief executive  
officer, Early Start  
BE (2006)

UTS Indigenous Australian Alumni  
Award  
Mikaela Jade, founder and chief  
executive officer, Indigital  
BSc (Environmental Biology) (2004)

UTS Young Alumni Award  
Dr Dominic Hare, Head of Atomic  
Pathology Laboratory, The Florey  
Institute of Neuroscience and Mental  
Health  
BSc (Applied Chemistry) (Hons) (2006),  
PhD (2009)

UTS Community Alumni Award  
Nicholas Stewart, partner, Dowson Turco  
Lawyers  
LLB (2009)

## UTS Human Rights Awards

This year's UTS Human Rights Awards  
featured guest speaker Dr Munjed  
Al Muderis, author and human rights  
activist who came to Australia  
as a refugee from the Saddam  
Hussein regime.

UTS Champion for Human Rights Award  
Dr Tim Soutphommasane, outgoing Race  
Discrimination Commissioner at the  
Australian Human Rights Commission,  
for being a fearless and vocal defender  
of human rights and multiculturalism.

UTS Vice-Chancellor's Social Justice  
and Human Rights Award  
Professor Bruce Pascoe for his research  
into Aboriginal agriculture, food  
production and land management.

Ally Award  
Peter McNeil and Christine Dean for  
*The Unflinching Gaze: photo media and  
the male figure*, a Bathurst Regional Art  
Gallery exhibition.

Creative Media Social Justice Award  
Adbul Hekmat and the UTS ART team  
for *The Invisible*, a curated exhibition  
drawing on artists' refugee backgrounds.

Elizabeth Hastings Memorial Award for  
Community Contribution  
Kimberley Pressick-Kilborn for the  
Picture Books Project at Youth Off The  
Streets.

UTS Indigenous Excellence Award  
Larissa Behrendt, Paddy Gibson and  
Craig Longman for their research  
addressing the contemporary crisis of  
Indigenous child removals.

Jo Wilton Memorial Award for Women  
Jo Pugsley for her work on human  
trafficking and slavery, by providing legal  
representation, policy development and  
advocacy for vulnerable women.

UTS Social Inclusion Award  
Emily Quinn Smyth for raising community  
awareness of hearing loss and Auslan  
use in science.

# Objective four

## Adapt and thrive

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

We talk about how the future of work is changing for our students. It's also changing for our staff. We're moving beyond the traditional face-to-face classroom and embracing new technologies, we're growing the number of academic staff, we're expanding our capacity for research, we're developing significant partnerships and we're enhancing our campus infrastructure and facilities.

We need to prepare our people for the changing nature of their work.

### Organisational capability

With the retirement of our Deputy Vice-Chancellor and Vice-President (International and Advancement) in early 2018, we took the opportunity to realign the senior executive portfolios. We created the roles of Vice-President, Advancement and Deputy Vice-Chancellor (Innovation and Enterprise), taken on by Celia Hurley and Professor Glenn Wightwick respectively. We also recruited and appointed a new Deputy Vice-Chancellor and Vice-President (International), Iain Watt, and Deputy Vice-Chancellor and Vice-President (Research), Professor Kate McGrath.

We reached our academic growth strategy target of 1900 academic staff (full-time equivalent) during 2018.

### Digital literacy

We began a digital literacy project to help all staff improve and develop their digital capabilities. This will continue to be a focus over the next few years to support the delivery of our new strategy. Each area of the university has been encouraged to nominate a 'champion' to coordinate activities at a local level.

We rolled out Office 365 to all staff. It makes for easier and improved cross-unit collaboration, it allows staff to be more flexible, and it keeps staff up-to-date with new technologies and ways of working. We ran training sessions throughout the year.

### Cross-area collaboration

We want to provide staff with the opportunity to collaborate outside their immediate work areas.

One example is from the Deputy Vice-Chancellor (Corporate Services) who sets up a cross-divisional project team each year to work on a particular problem or challenge. Staff from a range of units come together to think up a solution.

We also acknowledge and reward staff for collaborative work. Our major award programs include a category for collaboration.

### Career development

Since 2014 we have run our popular annual career development expo. It gives academic and professional staff the latest information and tools on managing their careers.

Our theme for 2019 will focus on digital identity and wellbeing. Our new strategy encourages us to work across multifunctional and interdisciplinary teams. We want to create professional development opportunities and career pathways that will support this.

## Unleash UTS

We want our staff to perform at their best. Our cultural change program Unleash UTS is removing red tape, minimising prescription and allowing staff to assume more responsibility.

We are doing this by simplifying our policies and realigning delegations. For example, this year we replaced 12 separate research-related policies with two new policies.

## Leadership development

We are committed to developing the skills, knowledge and qualities of our leaders. We want to build a strong leadership culture within UTS. We have a range of initiatives to help us reach this goal.

Our managing for performance program teaches managers the skills they need to manage the performance of their staff. More than 100 managers participated in the program this year. The program comprises five core skill workshops: goal setting and monitoring, giving and receiving feedback, reviewing performance, handling difficult conversations and coaching others.

We continued to enhance and deliver our academic leadership development program. We launched our mindful leader program targeted at heads of school (or equivalent).

Another important part of leadership development at UTS is our executive coaching program. More than 80 UTS leaders participated this year.

UTS's leadership team (including the senior executive and deans) took part in a 'top team effectiveness' development program developed for UTS.

## Workplace culture

Our staff are engaged. Their high participation levels in the staff survey and in planning for our next strategy are testament to this.

We held our biennial staff survey in October. Our response rate, though slightly down this year at 86 per cent (compared to 92 per cent in 2016), was very good, particularly compared to the industry average of 69 per cent.

Responses were still being analysed at the end of the year. We benchmark our responses against 35 other Australian universities (as we've done in the past). Most importantly, we benchmark our results against our 2016 results. We will discuss the survey results, identify top priorities and develop recommendations for change in early 2019.

Our 2016 staff survey identified three areas for improvement: processes, technology and cross-area collaboration. Significant work has been done, and continues to be done, in these three areas (see the organisational capability section on page 20).

## Safety and wellbeing

We developed our first mental health strategy, which we'll roll out in 2019. We installed defibrillators across campus. Several UTS leaders participated in a managing for team wellness workshop run by the Black Dog Institute.

Our wellness results in the staff survey increased by two per cent. This is seven per cent higher than the university average.

Further information on work health and safety is available on page 33.

## UTS 2027

The UTS Strategic Plan 2009–2018 ends this year. In early April we began to form our new strategy, *UTS 2027*.

Development of *UTS 2027* was collaborative. Our staff, students and alumni were able to submit their ideas and suggestions through Crowdicity, an idea management software.

Approximately 1800 staff participated in the process. More than 500 staff contributed ideas. Staff also posted thousands of comments. The ideas were then shortlisted, with the shortlist made open for further comment. Senior executive, students, alumni and industry partners discussed the shortlist.

We wanted our students to help develop the plan. They will be our alumni, our connections in industry, and our biggest advocates.

Students could join a co-design workshop with UTS's Design Innovation Research Centre, explore the idea of 'UTS in 2027' and take part in a hackathon.

One of the main findings was that students connect their university experience to the real world. They want the two to relate. They also want a personal experience at university, not only an academic one.

We also invited industry partners to tell us what they thought of the shortlisted ideas.

The UTS Council approved the strategy in October.

## Staff awards

UTS recognises and rewards its high-performing professional staff through the Career and Professional (CAP) Development Awards. Held annually, the CAP awards celebrate outstanding performance, leadership and innovation.

### Individual awards

- Graham Allen, Information and Technology Division
- Sofia Haider, Faculty of Engineering and Information Technology
- Jenny Hernandez, Institute for Sustainable Futures
- Fatima Khamash, Human Resources Unit
- Rene Ma, Information and Technology Division
- Greg Martens, Faculty of Design, Architecture and Building
- Angela McGuinness, Graduate School of Health
- Alisha Mendonsa, Student Administration Unit
- Elizabeth Miller, Governance Support Unit
- Kallan Roi, Information Technology Division
- Fiona Ryan, Faculty of Science
- Cathal Sylver, Student Administration Unit

### Group category

- Faculty of Arts and Social Sciences and Information Technology team
- LX.lab team

## Social justice

The UTS Social Impact Framework has been in place for a year now. In this time, the framework has brought focus and attention to our social justice vision.

To further our commitment to social justice, we established the UTS Centre for Social Justice and Inclusion. The centre oversees the university's social justice initiatives around equity, diversity and inclusion; widening participation; student equity and leadership; and Athena SWAN.

We want to be able to prove our social impact. We've developed a set of indicators to use in the coming year to capture baseline data. We've embedded qualitative and quantitative measures of success to create a richer understanding of our impact.

We also want to build our capacity for social impact. This year the centre implemented a social impact grants program. Grants of \$5000 each are available across two categories, practice grants and research grants. We distributed nine grants this year.

The centre also launched the Social Impact Lab. The lab provides access to the university's resources in response to community needs. For example, we're working with the local Glebe community on complex challenges including educational outcomes for young people, ageing, health and housing.

We've also been working with the Australian Human Rights Commission on the human rights implications of emerging technology and data. Of significant note was the centre's role in coordinating a cross-institution response to the commission's white paper on human rights and technology.

## Diversity and inclusion

### Gender equity

This year the Vice-Chancellor announced a target of 40 per cent female academics in STEMM (science, technology, engineering, mathematics and medicine) by 2022. We're currently at 36 per cent.

In recognition of this goal, we launched 'Leaders in their field', a website celebrating 16 of UTS's most outstanding female researchers. The website showcases their achievements in a range of disciplines and career stages.

### Athena SWAN

In recognition of the work UTS is doing to improve gender equity in STEMM, we were one of the first Australian research institutions to receive the inaugural Athena SWAN Bronze Award.

Fifteen institutions were recognised as part of the first Australian pilot of the Athena SWAN gender equity program.

The pilot is an initiative of Science in Australia Gender Equity (SAGE), a partnership between the Australian Academy of Science and the Australian Academy of Technology and Engineering.

### Inclusive community

UTS works to foster an inclusive diverse community. We held several programs and events throughout the year to promote and celebrate our community, including:

- participating in the 40th Sydney Gay and Lesbian Mardi Gras parade
- R U OK Day
- establishing a new multicultural and Indigenous women's network
- hosting the 2018 Feminist Writers Festival
- a workshop for UTS supervisors on the role of middle managers in progressing gender equity





- a forum highlighting our inspiring women STEMM researchers for Ada Lovelace Day
- Reconciliation Week
- an International Women’s Day lunch focusing on culturally diverse women and leadership
- partnering with 2SER on a forum Truth-telling or defamation? #MeToo in the Australian context
- giving staff with carer responsibilities subsidised access to the Powerhouse Museum’s school holiday program.

### Access and inclusion

This year UTS undertook a number of initiatives and activities in support of the UTS Action and Inclusion Plan.

- A new video resource about inclusive learning environments was produced for Global Accessibility Awareness Day.
- Student access ambassadors carried out a physical accessibility audit of all buildings in the city campus to feed into the Accessible Environments Action Group.
- We introduced a new framework for inherent requirements to support transparency and decision-making for students with a disability.
- The Great Race was held in September to highlight physical accessibility on campus.
- We held mental health first aid and awareness training for staff and students.
- We celebrated International Day of People with Disability with a focus on inclusive sports featuring wheelchair basketball, quidditch and netball.

## Sustainability

We are implementing the UTS Sustainability Strategy 2017–2020. Our staff, students, partners and the community are working together to achieve positive sustainable outcomes.

UTS reduced all utility consumptions this year. This is a noteworthy achievement given that staff and student numbers, and the university’s floor area, are increasing.

Electricity and gas consumption was reduced by 6.4 per cent and by 15.8 per cent respectively. Water consumption was reduced by 8.6 per cent. The reductions in utility use were due to a number of factors including a gas efficiency project, building management system analytics projects, the reprogramming of the Building 1 central plant chillers and improved operational energy and water intensity.

Key sustainability activities and achievements for 2018 include the following.

- After leading the Australian industry in signing the first solar power purchase agreement (PPA) in 2015, UTS signed its third and largest PPA with Epuron to buy power generated by a new 32-megawatt solar farm. The long-term agreement is for the equivalent of half the university’s annual electricity demand. It also enables a new \$40 million solar farm to be built at Walgett in western New South Wales.
- In an Australian-first for a precinct-scale recycled water partnership, UTS signed an agreement with Flow Systems to supply recycled water from Central Park to the new UTS Central building for toilet flushing and landscape irrigation via pipes under Broadway.
- The fitout for the Institute for Sustainable Futures in Building 10 was awarded a 6 star Green Star – Interiors rating certified by the Green Building Council of Australia, representing world leadership in sustainable design.

- UTS was highly commended in the Public Sector Leadership category of the NSW Government’s Green Globe Awards for organisation-wide sustainability achievements over the past 10 years.
- An Australian-first precinct energy-sharing project between UTS and Enwave Energy at Central Park was highly commended in the Best Industry-led Partnership category at the Committee for Sydney’s annual Smart City Awards. The awards celebrate successful initiatives that address fundamental challenges faced by modern cities using technology.
- The UTS Sustainability Report 2017 was disseminated.
- We held Green Week, Ride to UTS Day, UTS Green Hero Awards and Green Campus Day.
- The 2SER Think: Sustainability weekly radio and podcast program continued to grow, with approximately 50,000 podcast downloads in 2018 and 80,000 weekly radio listeners.

### Related statutory reporting

- cultural diversity (page 33)
- digital information security (page 36)
- employees (page 29)
- privacy (page 36)
- right to information (page 37)
- workforce diversity (page 30)
- work health and safety (page 33)

# Financial statements snapshot

UTS's 2018 operating result was \$75 million. This is a decrease of \$3 million on the prior year due primarily to strong year-on-year increases in international student numbers offset by increases in employee-related expenditure and the government funding freeze on the Commonwealth grant scheme.

## Resourcing

Revenue increased by 10.0 per cent on 2017 levels, mainly due to increases in student fees (12.6 per cent higher than 2017) and Australian Government grants (3.5 per cent higher than 2017).

Student numbers grew with equivalent full-time student load (EFTSL) increasing overall by 6.6 per cent from 2017 numbers, with Commonwealth-supported places increasing by 3.1 per cent. International student numbers, which represent 34.5 per cent of total revenue, increased by 12.1 per cent from 2017.

The university continued the construction of the new UTS Central

building plus 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 \$6.2 million, an increase of 1.0 per cent from 2017 despite the significant increase in capital expenditure.

## Expenditure

Total expenditure on operating activities was \$975 million, which is 11.4 per cent higher than 2017, while employee-related expenses increased by 12.0 per cent from 2017 levels. The increase in employee-related expenses is partly due to the actuarial assessment of leave provisions and the increased number of academic staff, reflecting UTS's continued focus on research activities.

## Capital expenditure

During 2018 we continued to invest in buildings and infrastructure to improve

the student learning experience and research facilities. UTS's refurbishment program on existing buildings and leasehold improvements totalled \$97.4 million. In addition, \$145.6 million was spent on the new UTS Central 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 2018 was \$147.0 million, compared to \$187.9 million in 2017. 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

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

## Financial statistics

	2014	2015	2016	2017	2018
<b>Income (%) (excluding deferred government contributions)</b>					
Government grants	38.2	37.6	37.0	33.8	31.9
Fees and charges	31.1	32.3	33.7	37.5	40.0
HECS-HELP	19.8	19.9	19.1	18.1	17.3
Other	10.9	10.2	10.2	10.6	10.9
<b>Expenditure (%)</b>					
Employee benefits	60.1	58.0	58.7	57.7	58.1
Other	28.2	27.7	28.3	29.9	30.2
Depreciation and amortisation	9.3	10.2	9.7	9.4	9.3
Repairs and maintenance	1.6	2.1	1.8	1.7	1.5
Impairment of assets	0.0	0.0	0.0	0.0	0.1
Borrowing costs	0.7	1.8	1.6	1.2	0.8
<b>Finance (\$'000)</b>					
Total assets	2,385,862	2,509,355	2,666,967	2,947,216	3,126,179
Total revenue from continuing operations	700,003	751,841	859,852	953,561	1,049,719
Total expenses from continuing operations	661,465	720,826	790,260	875,525	975,017

## Budget outline

The 2019 budget is a pivotal budget for UTS. It represents the successful completion of significant objectives of the 2009–2018 strategic plan and the start of the formation and execution of *UTS 2027*.

The 2019 budget has been framed in a period of capped Commonwealth Government funding, a competitive domestic postgraduate market and increased international competition. UTS cost base reflects rises in expenditure resulting from investments in both the physical campus and research as well as necessary investments proposed to support the 2027 strategy. Changes in government policy between the 2018 budget and 2019 budget have resulted in a reduction of domestic undergraduate revenue.

2019 marks the significant strategic accomplishment of academic scale of approximately 1900 full-time equivalent academic staff. It also marks the completion of the 10-year \$1.3 billion campus master plan with the commissioning of UTS Central.

The 2019 budget targets the following financial outcomes:

- net underlying surplus of \$40 million being 3.7 per cent of core underlying income, compared to \$49.7 million or 4.7 per cent in the 2018 budget. The net reported surplus of \$48 million is 4.3 per cent, which includes receipt of the scheduled \$10 million donation from Insearch, the promised \$2.5 million Dr Chau donation and \$4.5 million capital-related financing costs
- capital expenditure of \$281.1 million, which includes \$213.6 million investment in the capital development plan (including UTS Central \$123.7 million)
- gross debt of \$442.6 million, cash of \$70.8 million and net debt of \$371.8 million
- gross debt/EBITDA leverage ratio of 3.0, still significantly under the 3.5 boundary identified in the original campus master plan.

## Student load income

2019 budget onshore full-time equivalent student load (EFTSL) is 35,443 (being growth of 3.8 per cent on the 2018 budget) and student fee income of \$854.8 million (being growth of 6.8 per cent on the 2018 budget and 77.1 per cent of total income).

The 2019 budget reflects current government policy including the capping of Commonwealth Government funding at 2017 levels. The shortfall in domestic undergraduate income has been offset by additional international student load resulting in student mix of 31 per cent onshore international EFTSL, up from 29.5 per cent in the 2018 budget. Management is investing in de-risking the international market through increased resourcing and diversification initiatives.

## Academic scale

2019 marks the accomplishment and full-year cost impact of academic scale with the target of approximately 1900 being reached. The academic scale strategy aims to improve the student learning experience and increase research output as well as contribute to enhancing UTS's reputation, while also transitioning the workforce to the new modes of teaching.

## Infrastructure

UTS Central, the largest infrastructure project of the \$1.3 billion campus development program, will be completed in 2019. The 2019 budget reflects the part year depreciation and occupancy impact of the investment in the campus and infrastructure.

In addition to Central, the 2019 budget reflects the investment for new facilities for the Graduate School of Health at 100 Broadway, the majority of spend for the science research facility (4a) as well as full operating years for TechLab (Botany) and Protospace (Ultimo).

## Strategic investments/ redirections

The 2019 budget includes investment in *UTS 2027* foundations and priorities to grow and protect revenue. In addition to this, there is significant redirection of faculty and divisional resources towards the new strategic priorities with a focus on transforming to a lifetime of learning in particular.

The investments represent some of the major incremental investment on 2018 and include both capital and operating expenses. The investments exclude the significant redirection of faculty and divisional resources towards the new strategic priorities.

## Income statement

for the year ended 31 December 2018

	University			
	Actual 2018 \$'000	Budget 2018 \$'000	Variance 2018 \$'000	Budget 2019 \$'000
<b>Revenue from continuing operations</b>				
Australian Government grants	282,102	284,868	(2,766)	284,665
HELP – Australian Government payments	208,599	212,115	(3,516)	217,561
State and local governments financial assistance	5,886	4,666	1,220	5,023
HECS-HELP – student payments	19,594	20,000	(406)	20,000
Fees and charges	419,389	390,971	28,418	449,128
Investment income	6,188	3,525	2,663	9,052
Royalties, trademarks and licences	39	0	39	0
Consultancy and contract research	34,765	35,958	(1,193)	49,756
Other revenue	48,419	47,076	1,343	47,147
Gains on disposal of assets	-	-	-	-
Other income	24,738	23,627	1,111	26,447
<b>Total revenue from continuing operations</b>	<b>1,049,719</b>	<b>1,022,806</b>	<b>26,913</b>	<b>1,108,779</b>
<b>Expenses from continuing operations</b>				
Employee benefits	566,538	561,198	(5,340)	607,574
Depreciation and amortisation	90,968	92,161	1,193	96,964
Repairs and maintenance	14,607	11,374	(3,233)	11,985
Borrowing costs	7,452	7,646	194	5,134
Impairment of assets	495	4	(491)	4
Loss on disposal of assets	82	-	(82)	-
Other expenses	294,875	295,824	949	339,096
<b>Total expenses from continuing operations</b>	<b>975,017</b>	<b>968,207</b>	<b>(6,810)</b>	<b>1,060,757</b>
<b>Operating result before income tax</b>	<b>74,702</b>	<b>54,599</b>	<b>20,103</b>	<b>48,022</b>
<b>Income tax related to continuing operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating result from continuing operations</b>	<b>74,702</b>	<b>54,599</b>	<b>20,103</b>	<b>48,022</b>

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

## Balance sheet

at 31 December 2018

	University			
	Actual 2018 \$'000	Budget 2018 \$'000	Variance 2018 \$'000	Budget 2019 \$'000
<b>Current assets</b>				
Cash and cash equivalents	147,699	72,961	74,738	76,795
Receivables	26,322	22,371	3,951	29,427
Other financial assets	15,045	12,238	2,807	14,132
Other non-financial assets	19,364	23,237	(3,873)	28,443
<b>Total current assets</b>	<b>208,430</b>	<b>130,807</b>	<b>77,623</b>	<b>148,797</b>
<b>Non-current assets</b>				
Receivables	603,200	601,629	1,571	597,142
Other financial assets	40,463	15,719	24,744	20,513
Other non-financial assets	15,327	14,000	1,327	15,000
Property, plant and equipment	2,226,044	2,219,546	6,498	2,387,657
Intangible assets	32,715	25,000	7,715	30,000
<b>Total non-current assets</b>	<b>2,917,749</b>	<b>2,875,894</b>	<b>41,855</b>	<b>3,050,312</b>
<b>Total assets</b>	<b>3,126,179</b>	<b>3,006,701</b>	<b>119,478</b>	<b>3,199,109</b>
<b>Current liabilities</b>				
Trade and other payables	81,411	90,680	9,269	56,534
Borrowings	5,117	5,205	88	5,000
Provisions	106,927	110,371	3,444	40,400
Other financial liabilities	-	-	-	-
Other liabilities	43,682	27,319	(16,363)	44,612
<b>Total current liabilities</b>	<b>237,137</b>	<b>233,575</b>	<b>(3,562)</b>	<b>146,546</b>
<b>Non-current liabilities</b>				
Borrowings	302,640	380,107	77,467	447,891
Provisions	647,299	622,818	(24,481)	704,027
Other financial liabilities	-	-	-	-
Other liabilities	-	-	-	-
<b>Total non-current liabilities</b>	<b>949,939</b>	<b>1,002,925</b>	<b>52,986</b>	<b>1,151,918</b>
<b>Total liabilities</b>	<b>1,187,076</b>	<b>1,236,500</b>	<b>49,424</b>	<b>1,298,464</b>
<b>Net assets</b>	<b>1,939,103</b>	<b>1,770,201</b>	<b>168,902</b>	<b>1,900,645</b>
<b>Equity</b>				
Reserves	903,594	749,326	154,268	823,196
Retained surplus	1,035,509	1,020,875	14,634	1,077,449
<b>Total equity</b>	<b>1,939,103</b>	<b>1,770,201</b>	<b>168,902</b>	<b>1,900,645</b>

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

## Cash flow statement

for the year ended 31 December 2018

	University			
	Actual 2018 \$'000	Budget 2018 \$'000	Variance 2018 \$'000	Budget 2019 \$'000
<b>Cash flows from operating activities</b>				
Australian Government grants	488,491	496,983	(8,492)	502,226
State and local government grants	5,886	4,666	1,220	5,023
HECS-HELP – student payments	19,594	20,000	(406)	20,000
Receipts from student fees and other customers	579,100	503,726	75,374	575,743
Dividends received	714	-	714	2,700
Interest received	5,845	2,525	3,320	4,000
Payments to suppliers and employees (GST inclusive)	(899,156)	(868,396)	(30,760)	(958,655)
Interest payments	(8,848)	(5,064)	(3,784)	(2,071)
<b>Net cash inflow/(outflow) from operating activities</b>	<b>191,626</b>	<b>154,440</b>	<b>37,186</b>	<b>148,966</b>
<b>Cash flows from investing activities</b>				
Proceeds from sale of property, plant and equipment	23	-	23	-
Proceeds from sale of financial assets	-	-	-	-
Payments for financial assets	(920)	-	(920)	-
Payments for property, plant and equipment	(222,842)	(327,748)	104,906	(295,360)
<b>Net cash inflow/(outflow) from investing activities</b>	<b>(223,739)</b>	<b>(327,748)</b>	<b>104,009</b>	<b>(295,360)</b>
<b>Cash flows from financing activities</b>				
Proceeds from borrowings	-	80,000	(80,000)	144,000
Repayment of borrowings	-	-	-	-
Payment of capitalised borrowing costs	(3,413)	(6,711)	3,298	(9,929)
Repayment of lease liabilities	(5,388)	(5,520)	132	(5,988)
<b>Net cash inflow/(outflow) from financing activities</b>	<b>(8,801)</b>	<b>67,769</b>	<b>(76,570)</b>	<b>128,083</b>
<b>Net increase/(decrease) in cash held</b>	<b>(40,914)</b>	<b>(105,539)</b>	<b>64,625</b>	<b>(18,311)</b>
<b>Cash at beginning of reporting period</b>	<b>188,613</b>	<b>178,500</b>	<b>10,113</b>	<b>95,106</b>
<b>Cash at end of reporting period</b>	<b>147,699</b>	<b>72,961</b>	<b>74,738</b>	<b>76,795</b>

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

# Statutory reporting

## Employees

### Workforce size: full-time equivalent and actual

Total staff (FTE) increased during 2018 by 5.5 per cent.

Academic staff represent 47.2 per cent of staff.

	2016	2017	2018
<b>FTE staff<sup>1</sup></b>			
Academic	1112.2	1229.8	1349.6
Professional	1635.9	1763.0	1826.4
<b>Total</b>	<b>2748.1</b>	<b>2992.8</b>	<b>3176.0</b>
<b>Casual staff</b>			
Academic	454.3	510.3	531.4
Professional	239.2	273.3	276.4
<b>Total</b>	<b>693.5</b>	<b>783.6</b>	<b>807.8</b>
<b>Actual persons<sup>1,2</sup></b>			
Academic	1205	1348	1484
Professional	1738	1879	1953
<b>Total</b>	<b>2944</b>	<b>3227</b>	<b>3436</b>

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 staff<sup>1</sup>.

	2016	2017	2018
Professor	18.7	18.5	19.0
Associate Professor	14.5	15.0	18.0
Senior Lecturer	26.7	25.5	23.4
Lecturer	31.4	31.8	30.5
Associate Lecturer	8.7	9.2	9.1

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

With casuals included, 44 per cent of academic staff (FTE) during 2018 were at the level of senior lecturer and above.

### Staff turnover

In the 12 months ending 31 December 2018, the staff turnover rate due to resignations was 7.9 per cent.

### Length of service profile

As at 31 December 2018, the median length of service for continuing and fixed-term staff was 4.7 years.

### Age profile

As at 31 December 2018, the median age for continuing and fixed-term staff was 43.6 years.

## 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 and inclusion achievements and strategies throughout the year is available on page 22.

**Table A: Trends in the actual representation of EEO groups<sup>1</sup>**

	Benchmark or target	% of total staff <sup>2</sup>				
		2014	2015	2016	2017	2018
<b>Professional staff</b>						
Women	60	60	61	61	60	61
Aboriginal people and Torres Strait Islanders	2	0.9	1.0	0.9	1.3	1.1
<b>Academic staff</b>						
Women	60	42	44	43	43	43
Aboriginal people and Torres Strait Islanders	2	0.9	1.0	0.7	1.3	1.8

**Table B: Trends in the estimated representation of EEO groups (based on response rates<sup>3</sup>)**

	Benchmark or target	% of total staff <sup>2</sup>				
		2014	2015	2016	2017	2018
<b>Professional staff</b>						
People whose language first spoken as a child was not English	19	37	37	38	38	37
People with a disability	12	7	7	7	6	6
People with a disability requiring adjustment at work	1.5	1.8	1.6	1.6	1.6	1.6
<b>Academic staff</b>						
People whose language first spoken as a child was not English	19	36	38	36	39	42
People with a disability	12	5	6	6	5	5
People with a disability requiring adjustment at work	1.5	2.6	2.7	2.7	1.8	2.3

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

2. Casual staff are not included.

3. Information provided is based on the actual number of all permanent, probationary and fixed-term contract full-time and part-time staff. This number is displayed as an estimate of the total staff population based on the response rate of staff.



## Senior executive remuneration

The average total remuneration package of senior executives in 2018 was \$493,000 (2017: \$497,000). 0.87 per cent of the university's employee related expenditure in 2018 was related to senior executives, compared to 0.98 per cent in 2017.

Band	2017		2018	
	Female	Male	Female	Male
Band 4 (Secretary)	-	1	-	1
Band 3 (Deputy Secretary)	2	5	2	4
Band 2 (Executive Director)	-	-	-	-
Band 1 (Director)	-	-	1	2
<b>Total</b>	<b>2</b>	<b>6</b>	<b>3</b>	<b>7</b>

Band	Range	Numbers	
		2017	2018
Band 4 (Secretary)	\$700,000-\$1,100,000	1	1
Band 3 (Deputy Secretary)	\$400,000-\$699,999	7	6
Band 2 (Executive Director)	\$300,000-\$399,999	-	-
Band 1 (Director)	\$150,000-\$299,999	-	3

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

The Voluntary Code of Best Practice for the Governance of Australian Public Universities (available from the Universities Australia website) was updated on 18 May 2018. It provides a framework to assess performance and to ensure transparency and accountability in a university's governance arrangements.

With the introduction in 2018 of the revised code, UTS reviewed its interpretations of the code's requirements and reassessed its view on its compliance status. For protocol 12(b), regarding the independence of controlled entity board directors, UTS has chosen in some instances to not adhere to the protocol's requirements. This approach has been the case since the code's adoption.

In 2018, UTS was fully compliant with 13 of the 14 protocols within the code. The university reviews its compliance on an annual basis.

## 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 private higher education provider. It is a pathway provider to UTS.

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

## UTS Global Pty Ltd

UTS Global Pty Ltd provides management and administrative services to the university related to UTS representative offices overseas. Currently, it provides services related to the 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

The numbers of meetings of the members of the UTS Council, and of each committee and group, held during the year ended 31 December 2018, and the number of meetings attended by each member, were:

Member	1		2		3*		4		5		6*		7		8*		9*		10		11*		12		Total		
	A	B	A	B	A	B	A	B	A	B	A	B	A	B	A	B	A	B	A	B	A	B	A	B	A	B	
Dr Sue Barrell (started November 2018)	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1
Professor Larissa Behrendt (started November 2018)	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	0
Peter Bennett	6	5	-	-	4	4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10	9
Priyanshu Bhardwaj (started November 2018)	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1
Professor Attija Brungs	6	6	-	-	4	4	5	5	2	2	1	1	-	-	2	1	5	5	-	-	-	-	-	-	-	25	24
Brett Clegg (ended April 2018)	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	0
Micheline Collopy	6	6	6	6	-	-	5	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	3	20	20	
Professor Anthony Dooley (ended October 2018)	5	5	-	-	-	-	-	-	-	-	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	6	6
Professor Joanne Gray	6	6	-	-	-	-	-	-	-	-	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	7	7
Associate Professor Sarah Kaime (started Nov 2018)	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1
Robert Kelly (ended October 2018)	5	5	5	5	-	-	-	-	2	2	-	-	-	-	2	2	-	-	-	-	-	-	-	-	-	14	14
Dr John Laker, AO	6	5	-	-	-	-	5	5	-	-	-	-	-	-	-	-	1	1	-	-	1	1	-	-	-	13	12
Catherine Livingstone, AO	6	6	5	5	1	1	5	5	2	2	1	1	-	-	2	2	5	4	2	2	-	-	-	-	-	29	28
Aaron Ngan (started November 2018)	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1
Alicia Pearce (started November 2018)	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1
Aden Ridgeway (started November 2018)	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1
Michael Rosser (ended October 2018)	5	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	1	8	6	
Dr Ron Sandland, AM	6	5	-	-	4	3	-	-	-	-	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	11	9
Bijay Sapkota (ended October 2018)	5	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	-	8	3	
Dr Marilyn Sleigh	6	6	-	-	4	4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10	10
Russell Taylor, AM (ended October 2018)	5	4	-	-	-	-	-	-	-	-	1	1	-	-	-	-	-	-	-	-	1	1	-	-	-	7	6
Tony Tobin	6	5	-	-	-	-	-	-	2	2	1	1	-	-	-	-	5	5	2	2	-	-	-	-	-	16	15
Professor Sally Varnham (ended October 2018)	5	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	2	8	7	
Daniel Willis (ended October 2018)	5	4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4	2	-	-	-	-	-	-	-	9	6
Brian Wilson, AO (ended October 2018)	5	5	-	-	-	-	5	4	-	-	1	1	-	-	2	2	5	5	2	2	-	-	-	-	-	20	19

1. Council

2. Audit and Risk Committee

3. Commercial Activities Committee

4. Finance Committee

5. Governance Committee

6. Honorary Awards Committee

7. Joint Audit and Risk and Finance Committee

8. Nominations Committee

9. Physical Infrastructure Committee

10. Remuneration Committee

11. Social Justice Committee

12. Student Council Liaison Group

\*. 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.

## Cultural diversity

UTS has a culturally diverse community. We have services and policies that support our students and staff.

UTS is required by the New South Wales Government to embed four key principles — service delivery, planning, leadership and engagement — into its core business.

In 2018 we offered a wide range of activities and programs.

- **Careers:** We held programs and events throughout the year to help international students understand the Australian workplace. We give international students the opportunity to connect with organisations and gain local experience.
- **Orientation:** Throughout 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 put on 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:** Volunteer alumni and staff 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 supports 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 can join the transition and academic support program where they receive tutoring assistance from an experienced UTS student.
- **UTS multi-faith chaplaincy:** A visiting chaplaincy service assists students and staff of all faith traditions and those of no faith. There are 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.
- **Multicultural and Indigenous Women's Network:** The network enables multicultural and Indigenous women working at UTS to realise their full potential and experience equity and justice at work.

## 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 was 500, compared to 516 in 2017. This includes incidents within student housing. The majority of incidents reported involved very minor or no injury.

There were no incidents that required notification to SafeWork NSW during the year.

SafeWork NSW issued an improvement notice to UTS in August due to a complaint raised to the regulator relating to a staff member's allegation of inadequate consultation and representation. UTS sent a response to the improvement notice, providing details of the university's comprehensive work health and safety (WHS) consultation processes. The complaint made to SafeWork NSW has been discontinued.

### 2018 workers compensation

Number of premium-impacting claims	31
Net incurred costs	\$162,068
Average cost per claim	\$3,683.36
Premium cost	\$946,743.95 +RPA of \$222,805.09

In 2018, there were 47 incidents/claims reported to our insurer. Only 31 of these claims impacted our premium.

### Work health and safety performance

This year we finalised all programs that were part of the 2016–2018 health and safety plan. We drafted a new plan covering 2019–2021.

We completed all scheduled faculty and unit health and safety planning sessions. 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 2018 health and safety management system audit (part of the UTS internal audit program) focused on the university's physical and psychological safety processes. This covered physical issues such as lighting, high risk areas and security systems, as well as the potential for psychological issues due to bullying or harassment. The audit looked at both the university and its student housing. Findings were very positive, although there are still some areas needing improvement. The 2017 audit is nearly complete, with areas not yet finalised having short-term corrective actions in place to minimise risk.

Health and safety training is a focus at UTS. More than 4000 staff completed the mandatory online WHS training courses. During 2018, the target for completions was raised to 95 per cent of staff from the previous year's 90 per cent. At year-end, staff with current training was tracking at 94 per cent.

The ergonomic assessments program was revised during the year to place a greater emphasis on self-management of workstation layout. This has been helped by the introduction of a self-assessment tool for staff to self-manage and be better informed about office ergonomics.

Ergonomic assessments were conducted for 139 staff with an average of 16 assessments a month.

### Health management

We provide support to staff who have experienced a non-work related injury or illness. In 2018, the health and wellbeing team helped 75 staff with health management concerns.

UTS continues to support staff's mental wellbeing. We appointed a new provider, PeopleSense, to our employee assistance program. During the year, PeopleSense facilitated workshops on resilience, interpersonal relationships and wellbeing.

### Health and wellbeing program

In 2018, the health and wellbeing program incorporated the annual health and wellbeing expo, men's and women's health checks, skin cancer checks, a healthy lunches cooking demonstration and an ergonomic workshop. We also launched managing for team wellbeing workshops targeted at academic supervisors.

UTS participated in the Global Challenge for the first time. This was a successful initiative with 455 employees taking part. UTS came fourth out of the Australian university league.

## Consumer response

### Equity and Diversity Unit

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

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

In 2018 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. The director was co-investigator on three staff matters.

Overall, the Equity and Diversity Unit handled 51 matters this year. Thirteen complainants were staff and 25 were students. Student complaints made up 50 per cent of cases handled in 2018.

There were 14 reports relating to sexual harassment and sex-based discrimination (down from 17 in 2017). The second largest group were those claiming discrimination on the grounds of race. This is a significant increase on previous years.

Nine complaints were received from students living with disability/illness, two complaints were received regarding carer responsibilities and one LGBTIQ related.

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

## Legal change

### New legislation

#### Foreign interference legislation

There was a significant overhaul of Australia's counter-intelligence legislation in July that brought about sweeping changes to the security and foreign interference laws. The government took a three-pronged approach and enacted the following laws.

- *National Security Legislation Amendment (Espionage and Foreign Interference) Act 2018*: amends the *Crimes Act 1914* and *Criminal Code Act 1995* to replace certain existing, and introduce new, offences relating to secrecy of information and foreign interference with Australia's political, governmental or democratic processes.
- *Foreign Influence Transparency Scheme Act 2018*: establishes a registration scheme for communications activities undertaken on behalf of or in collaboration with a foreign principal.
- *Electoral Legislation Amendment (Electoral Funding and Disclosure Reform) Act 2018*: bans foreign political donations along with changes to other electoral laws.

The *Foreign Influence Transparency Scheme Act 2018* (the scheme), which came into effect on 10 December 2018, is most pertinent to UTS and the university sector generally owing to research partnerships, collaborations and funding arrangements with foreign principals.

Any business, organisation or other entity that undertakes, or has an arrangement to undertake, registrable activities with or on behalf of a foreign principal may be liable to register under the scheme depending on who the foreign principal is, the purpose of the activity, and, in some cases, on the person's former status. Registrable activities include parliamentary lobbying on behalf of foreign government,

activities in Australia for the purpose of political or governmental influence and activity undertaken by a former cabinet minister or a recent designated position holder on behalf of a foreign principal.

All pre-existing registrable arrangements must be registered under the scheme at the earlier of either 10 March 2019 (ie three months after the day the scheme commenced), or the day that is 14 days after the day on which writs are issued for a general election or a senate election.

### Modern slavery act

The *Modern Slavery Act 2018* (NSW) (NSW Act) and the *Modern Slavery Act 2018* (Cwlth) (Commonwealth Act) together create broad obligations on businesses to address modern slavery. Both came into effect in January 2019. The Commonwealth Act applies to organisations operating in Australia with an annual consolidated revenue of \$100 million or more, and the NSW Act covers companies, partnerships or associations who have employees in NSW that supply goods and services for profit and gain, and have a total turnover in the past financial year of at least \$50 million.

At this point, it is unclear how the state legislation will interact with the Commonwealth legislation on the mandatory statement requirement. That said, section 24(9) of the NSW Act states that entities regulated under a corresponding Commonwealth legislation will be exempt from complying with the NSW legislation. While it is likely that the Commonwealth Act will be deemed to be a corresponding legislation, it is not possible to tell for certain without further regulatory input from the government.

It is anticipated that UTS will be required to publish its first report for the 2019/2020 financial year in 2020 but the obligation may arise as late as 2021.

### Single touch payroll system

UTS, like all other employers with 20 or more employees, is required to be compliant with single touch reporting from 1 July 2018. The Single Touch Payroll (STP) is a way of sending tax and superannuation to the Australian Taxation Office (ATO) from the payroll software each time an employee is paid. This arrangement seeks to streamline the reporting process and provide real time data to the ATO.

### Significant cases

#### Casual employees treated as permanent employees

In the decision of *WorkPac Pty Ltd v Skene* [2018] FCAFC 131, the Full Federal Court found that a casual labour hire worker was entitled to be treated as a continuing employee and therefore entitled to annual leave payments on termination. In addition, the annual leave was to be paid at the loaded rate, rather than at the base rate exclusive of casual loading, under the National Employment Standards in the *Fair Work Act 2009* (Cwlth) (Fair Work Act).

Employers have cited the outcome of this case as giving rise to employees potentially 'double dipping' on entitlements as permanent employees, having already received a casual loading. Some legislative changes to clarify the position are proposed but are not yet enacted.

Like most universities, UTS engages a number of casual staff and has closely followed the outcome of this litigation.

#### Custodial sentences being imposed for workplace deaths

Courts appear increasingly willing to hand down criminal convictions and custodial sentences over workplace deaths. Previously, such sentences for breaches of workplace health and safety (WHS) rules have usually been suspended.

For example, Sunshine Coast company director Gary Lavin was sentenced to a year in prison and his company, Multi-Run Roofing, fined \$1 million under WHS after a 62-year-old roofer fell to his death while working on an unprotected roof edge.

The Maroochydore District Court heard evidence that the defendants were motivated by money when making the decision not to install edge protection on the roof and instead positioned one worker near the edge of the roof to straighten the roofing sheets. That worker was fatally injured and was not wearing a harness. Edge protection would have stopped his fall.

While the sentenced director appeared remorseful, and had no prior record of WHS infringements, the court fined the company \$1 million and sentenced the director to 12 months jail, to be suspended after four months.

More recently, Ms Jackson, a 72-year-old woman, was sentenced to six months jail in relation to a fatal accident on her business premises, which occurred when scrap metal was being transferred from a 1.8-metre metal bin into a six-metre metal bin. Apparently, Ms Jackson had been operating the relevant forklift at the site, without ever having held a licence to operate one. A worker was inside a bin that was allegedly in poor condition, the bin was raised by around three metres on the forklift, was not secured to the forklift and was also unbalanced as the forklift was on uneven ground. The worker inside the bin was fatally injured when the bin fell off the forklift and he died at the scene. Ms Jackson pleaded guilty to charges of failing to provide a safe system of work and recklessly engaging in conduct that placed another person in the workplace in danger of serious injury.

Latrobe Valley Magistrates Court sentenced her to six months in prison together with a \$10,000 fine and ordered her to pay costs. Ms Jackson appealed her sentence but subsequently withdrew her appeal.

### Overseas travel

The university paid \$10.09 million for overseas travel in 2018 (compared with \$10.76 million in 2017). 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 two public interest disclosures this year.

Our Fraud and Corruption Prevention and Public Interest Disclosures Policy and Guidelines address our legal and ethical obligations to prevent, monitor and report fraud and corrupt conduct.

These documents describe the framework for dealing with fraud and corruption risks faced by UTS. They outline how to make disclosures of corrupt conduct, maladministration, serious and substantial waste, and government information contraventions.

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

## 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 directive is available on the UTS website and as a PDF document. All users of UTS's information technology resources must comply with the directive.

The university's Data Governance Policy (available on the UTS website) establishes principles and practices for effective management and use of UTS corporate data.

Cybersecurity is a critical issue for us. We continue to strengthen the university's resilience against cybercrime and other IT security risks.

This includes:

- ongoing implementation of the IT security strategy roadmap
- monitoring changes in risk profile/new environmental factors
- embedding new data governance policies
- continuing to raise staff awareness of data responsibilities and cybersecurity risks
- a formal user awareness program to train staff on how to identify scam emails and what to do about them
- remaining connected and informed through our external partners and networks.

## Privacy

The university is bound by the 12 information protection principles contained within the *Privacy and Personal Information Protection Act 1998* (NSW) (PPIP 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.

The university 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 and data breach reporting.

### How UTS manages personal and health information

UTS manages personal and health information through its Privacy Policy and 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 complies 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 policy and the plan are available on the university's website. Where appropriate, privacy requirements are also specifically referenced in other policies.

### Activities during 2018

- The new Privacy Policy and Privacy Management Plan became effective in April 2018, including processes for responding to data breaches and any legislative or ethical reporting obligations. Related resources and guidance for staff was also reviewed and updated.
- There was a continued focus on building privacy into information system design and development as part of the project planning stage. Privacy is of high importance for project teams where a new system may involve personal or health information.
- Assessment of the implications of the new European Union General Data Protection Regulation continued in 2018. The regulation took effect in May 2018 and applies to some of the university's business activities.

### Reviews

The university completed one internal review in early 2018 that was received late in 2017. The outcome of this review was that no privacy breach was identified.

No other internal reviews were conducted during 2018 under section 53 of the PPIP Act.

UTS had three separate matters heard by the NSW Civil and Administrative Tribunal (NCAT) during 2018, and one matter heard by the NCAT appeal panel. In one matter, NCAT decide to take no further action. In the two other matters, NCAT dismissed the appeal. One of the dismissed appeals was referred to the NCAT's appeal panel. That matter was heard in 2018 but the decision was not handed down until 2019. That appeal was dismissed.

## 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 projects and activities considered of interest to the wider community is proactively released on the UTS website.

- **News:** The UTS Newsroom includes news stories of interest, including media releases, and informs the public of activities happening at UTS.
- **Sustainability:** UTS strives to continually improve its sustainability performance. Information is available on the UTS website relating to our targets, sustainability-related activities and performance.

- **Campus development:** UTS has continued its program of building works and improvements that began in 2014. This continued in 2018 with the new UTS Central building well underway. Information on campus developments is of interest to current and potential staff and students, as well as the local community.
- **Facts, figures and ratings:** Information known to be of interest to the public includes information on the university's ratings against other universities, and facts and figures including information on student numbers, diversity, performance and completion rates, and graduate employment. This information is released for the benefit of past, present and future students, as well as donors, partners and supporters.
- **Governance:** The GIPA Act requires certain governance information to be made public, such as policy documents. These are available on the UTS website. Additional governance information is proactively released to inform staff, students and members of the public about the governance frameworks at UTS and important university decisions. 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.
- **Strategy:** The university's next strategy, *UTS 2027*, was developed and approved in 2018. It was shaped by ideas from staff, students, alumni and industry partners. Information on *UTS 2027* is available on the UTS website.

In addition to the above, the review focused on trends identified 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 six valid access applications. One additional invalid application was received that was not made valid during 2018.

### Number of refused applications for Schedule 1 information

During the reporting period, UTS refused access to some information covered by one application 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 outcome<sup>1</sup>**

	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		-	-	-	-	-	-	-
Members of parliament	-	-	-	-	-	-	-	-
Private sector business	-	-	-	-	-	-	-	-
Not-for-profit organisations or community groups	-	-	-	-	-	-	-	-
Members of the public (application by legal representative)	2	-	-	2	-	-	-	-
Members of the public (other)	2	1	1	2	-	2	-	-

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

**Table B: Number of applications by type of application and outcome<sup>1</sup>**

	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 <sup>2</sup>	3	1	-	3	-	-	-	-
Access applications (other than personal information applications)	-	-	-	-	-	-	-	-
Access applications that are partly personal information applications and partly other	1	-	1	1	-	2	-	-

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

2. A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the GIPA Act) about the applicant (the applicant being an individual).

**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)	-
<b>Total number of invalid applications received</b>	<b>5</b>
Invalid applications that subsequently became valid applications	4



**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to the GIPA Act<sup>1</sup>**

Overriding public interest against disclosure	Number of times consideration used
Overriding secrecy laws	-
Cabinet information	-
Executive Council information	-
Contempt	-
Legal professional privilege	1
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	-
Information about complaints to Judicial Commission	-
Information about authorised transactions under <i>Electricity Network Assets (Authorised Transactions) Act 2015</i>	-
Information about authorised transaction under <i>Land and Property Information NSW (Authorised Transaction) Act 2016</i>	-

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 E: Other public interest considerations against disclosure: matters listed in table to section 14 of the GIPA Act<sup>1</sup>**

Public interest considerations against disclosure	Number of occasions when application not successful
Responsible and effective government	-
Law enforcement and security	-
Individual rights, judicial processes and natural justice	1
Business interests of agencies and other persons	-
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)	7
Decided after 35 days (by agreement with applicant)	-
Not decided within time (deemed refusal)	-
<b>Total</b>	<b>7</b>

Note: One application received late in 2017 was decided early 2018 within time.

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

Type of review	Decision varied	Decision upheld	Total
Internal review	-	-	-
Review by Information Commissioner <sup>1</sup>	1	3	4
Internal review following recommendation under section 93 of the GIPA Act	1	-	1
Review by NSW Civil and Administrative Tribunal	-	-	-
<b>Total</b>	<b>2</b>	<b>3</b>	<b>5</b>

Note: Two applications lodged with NCAT were dismissed in 2018 with no decision to vary or uphold the university's decision.

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 GIPA Act (by type of applicant)

Type of applicant	Number of applications for review
Applications by access applicants	6
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 GIPA 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 2018 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 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 <sup>1</sup> 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' <sup>2</sup>	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' <sup>2a</sup>	Compliant

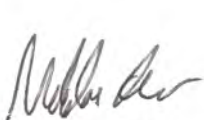
1. Agency head is defined as the 'Council of the University of Technology Sydney' within Schedule 2 of the *Public Finance and Audit Act 1983* (NSW).  
 2. Model charter as prescribed in NSW Treasury's TPP15-03 'Internal Audit and Risk Management Policy for the NSW Public Sector'.

## Membership

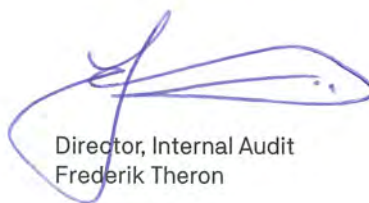
The chair and members of the Audit and Risk Committee are:

- Chair: Michelene Collopy, 1 November 2018<sup>1</sup>
- Member (Council who is also a member of the Finance Committee): Catherine Livingstone, AO, 1 November 2018<sup>1</sup>
- Member: Chris Westworth, 1 November 2018<sup>1</sup>
- Member: Terry Rooney, 1 November 2018<sup>1</sup>

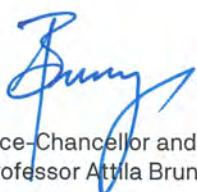
1. Membership terms are from 1 November 2018 until the UTS Council otherwise makes a determination.




Director of Risk  
Nick Glover



Director, Internal Audit  
Frederik Theron



Vice-Chancellor and President  
Professor Attila Brungs



Chair, Audit and Risk Committee  
Michelene Collopy

## Internal audit

### Internal audit program 2018

Deputy Vice-Chancellor and Vice-President	Audit area	High-level indication of scope
Provost, DVC (Corporate Services)	Faculties, Human Resources Unit	Recruitment and cessation of staff
Provost, DVC (Corporate Services), DVC (International)	Office of Provost, faculties, Student Administration Unit, UTS International	Students admissions and credit recognition (including international)
Provost, DVC (Corporate Services)	Provost, faculties and divisions, DVC (Corporate Services), Human Resources Unit	Performance/talent management
Provost, DVC (Corporate Services)	Faculties and divisions, Human Resources Unit	Workforce planning
Provost, DVC (Corporate Services)	Planning and Quality Unit, Governance Support Unit, Information Technology Division	Regulatory and statutory reporting (source and integrity of data)
DVC (International)	UTS International, Student Administration Unit, Insearch, Graduate Research School, faculties	ESOS compliance planning
DVC (Research)	Research and Innovation Office, faculties	Research ethics and integrity
DVC (Corporate Services)	Human Resources Unit, all	Workplace health, wellbeing and safety (physical safety)
DVC (Corporate Services)	Governance Support Unit	Records management, privacy and freedom of information, including security of data
DVC (Resources)	Financial Services Unit	Post-implementation review Concur

## Risk management

UTS employs a range of strategies to manage and mitigate risk.

We review and assess strategic and operational risks twice yearly, and conduct risk assessments 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 has introduced a new Risk Management Policy and supporting guidelines, which set out the objectives regarding risk management and outline the approach to managing risk.

The Audit and Risk Committee provides strategic guidance and reviews UTS's material business risks biannually.

We have advanced the UTS risk management improvement program and continue to work with UTS's senior leadership team to build risk management into decision-making, develop and enhance UTS's risk universe, strengthen the assurance mapping activity, embed a risk aware culture and provide risk-intelligent informed decision-making training to senior members of staff.

### 2018 strategic and operational risk assessment

With the introduction of our new strategy, *UTS 2027*, we are in the process of reviewing and revising our strategic and operational risks.

During 2018, UTS continued to face the significant challenge of meeting continual shifts in industry and stakeholder expectations for learning

experience, while ensuring that we have a resilient business model to cope with a variety of external factors (eg changes in economic conditions and reductions in government funding).

UTS continues to meet these challenges through building stronger links with industry, providing learning experiences that set students up for future success and undertaking detailed business modelling for selected scenarios to understand the financial impact to the university and plan mitigating activities.

UTS remains well-positioned to face the current challenges within the higher education market and continue to strengthen its local and global reputation.

## 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	2017		2018	
		Actual rate of return %	Benchmark rate <sup>1</sup> of return %	Actual rate of return %	Benchmark rate <sup>1</sup> of return %
Cash and cash equivalents	Internal	2.26	1.75	2.34	1.92
Managed funds	External	10.34	10.78	0.50	0.31

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

## Account payment performance

(Parent entity only)

2018	Total accounts paid on time		Total amounts paid on time	
	Target <sup>1</sup> %	Actual <sup>1</sup> %	Target \$'000	Actual \$'000
Q-1 January to March	70	85	75,594	97,253
Q-2 April to June	70	87	92,712	119,262
Q-3 July to September	70	88	91,715	120,456
Q-4 October to December	70	89	105,171	134,691

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

## Consultants

UTS paid \$34.73 million for external consulting services in 2018, of which \$13.40 million was for capital works.

A total of \$8.77 million was paid for consultancies consisting individually of less than \$50,000.

Payments in excess of \$50,000 totalled \$25,965,613.70 and are listed below.

Company	Category	Project	\$
Francis-Jones Morehen Thorp Pty Ltd	Architect	UTS Central Precinct	1,699,085.12
IAC Acoustics (Australia) Pty Ltd	Acoustics consultant	Acoustic and anechoic chamber work for FEIT rooms at Lord St, Botany	1,060,214.84
Tonkin Zulaikha Greer Pty Limited	Architect	Blackfriars Research Building	943,167.42
Burtenshaw Scoufis Architecture Pty Ltd	Architect	New FEIT building at Lord St, Botany, Powerhouse touring hall, lecture theatre Building 15, accessible entrance from Harris Street	660,644.20
Tobias & Tobias Pty Ltd	Software consulting	ITCMP LX transformation, data and analytics hub	595,066.00
Researchmaster Pty Ltd	Software consulting	HDR automation program (end-to-end candidature management) implementation	567,080.00
Enterprise IT Resources Pty Ltd	Software consulting	Student load modelling implementation, post graduate online learning platform (Canvas) optimisation 2018 implementation	554,704.15
Cortell Australia Pty Ltd	Software consulting	Student load modelling implementation, FSU planning project, TM1 implementation	541,866.61
BVN Architecture Pty t/a Bligh Voller Nield	Architect/design	Building 3 Bon Marche DA modification, Powerhouse feasibility and due diligence, Building 4 additional scope	521,330.70
Tobumo Pty Ltd t/a Taverner Research	Research	NSW community preferences for regional infrastructure projects, stronger country communities	510,206.00
HCM Australia Pty Ltd	Software consulting	Postgraduate online learning platform (Canvas) optimisation 2018 implementation, ITCMP new payroll solution, PACE upgrade to NXT	461,344.95
The Trustee for Daryl Jackson Robin Dyke Unit Trust	Architect	100 Broadway fitout, Blackfriars Childcare Centre, detailed documentation phase	441,838.50
Red Rock Consulting Pty Ltd	Software consulting	Software asset management 2018 discovery, replace failed AV equipment in GTS spaces discovery 2018	422,167.00
Wilde & Woollard Pacific Pty Limited t/a Wilde and Woollard Pacific Pty Ltd	Quantity surveyor	UTS Central precinct	406,728.10
H2O Architects Pty Ltd	Architect	Building 4A, University Hall proposal, FEIT proposed new 3D powder printing and environmental lab	399,555.13
Amec Foster Wheeler Australia Pty Ltd	Engineering consultant	UTS Central Precinct, Building 7, GMP-like facility	323,945.14
Project Management Partners Pty Limited t/a PM-Partners Group	Business agility and performance	ITCMP, project Ares, agile transformation project phase 2, ITCMP LX transformation	303,450.50
Ethos Urban Pty Ltd	Master/statutory planning	Building 3 Bon Marche DA modification Building 4, latent conditions	290,081.51
Online Education Services Pty Ltd	Software consulting	Advanced MBA development	282,000.00
Deloitte Consulting Pty Limited	Business consulting	2022 IT Infrastructure strategy, workload placement, build cloud foundation	276,030.00
Present Company Pty Ltd	Software consulting	ITCMP web content, information architecture and search	240,120.00
Steensen Varming (Australia) Pty Ltd	Mechanical engineer	UTS Central Precinct, Building 4, additional scope	229,293.93



Company	Category	Project	\$
Christensen, Helen Elizabeth t/a Helen Elizabeth Christensen	Course facilitation	Various CLG projects, CE IAP2/foundations of public participation short courses	227,458.50
Digital Garden Pty Ltd	Website developers	Design work on UTS 2027 website, LX Transformation website	226,369.00
AusNet Electricity Services Pty Ltd	Research	ISF contract research for PRO16-1951, Alexander, networks renewed (15056)	225,800.00
The Trustee for Ionita Family Trust and the Trustee for Skinner Family Trust t/a Lean Six Sigma and Business Excellence Institute	Course facilitation	UTS Business School various short courses	220,053.54
Highgate Management Pty Ltd	Building project management	Project management services for FEIT and Science projects, relocation of FEIT from Building 2	215,135.98
Square Peg Pty Ltd	Business consulting	UTS OPEN re-development, student experience platform planning	209,698.00
Robert Walters Pty Ltd t/a Robert Walters Consulting	Software consulting	ERA live implementation, research data dashboard for researchers implementation, student cohort reporting - implementation	209,216.26
Preacta Pty Limited t/a Preacta Recruitment Pty Ltd	Software consulting	Postgraduate online learning platform (Canvas) optimisation 2018 implementation, grades submission automation	198,360.00
Queensland Cyber Infrastructure Foundation Ltd	Software consulting	Research data management integration platform implementation	195,720.00
Incling Pty Ltd	Market research	Undergraduate student and industry experience research	195,600.00
Team Brookvale Pty Ltd	Research	Various ISF research projects	194,607.55
Lahznimmo Architects Pty Ltd t/a Lahznimmo Architects	Architect	Building 6 refurbishment (DAB), level 5 modification to the dean's unit	193,573.00
Aecom Australia Pty Ltd	Structural engineer	UTS Central precinct, Building 4, additional scope	192,678.50
Esaress Australia Pty Ltd t/a Spencer Stuart	Executive recruitment agency	Management consultancy for senior appointments	187,637.00
University of New South Wales t/a The Ramaciotti Centre for Gene Function Analysis Biological Sciences Building (D26)	Research	Projects: improved biosecurity through the engineering of microbial ecosystems, improvement of the longas technology for high accuracy DNA sequencing	186,207.01
University of New South Wales	Research	Review and development of a predictive housing price model, research grants, an evaluation framework for tax incentives and concessions	180,655.88
Prendergast Projects Pty Ltd	Renewable energy consultant	UTS solar panel installation	178,976.00
Amicus Digital Ventures Pty Ltd	Software consulting	Email Marketer replacement, social media management system implementation	175,440.00
Commonwealth Scientific and Industrial Research Organisation, CSIRO	Research	High sensitivity ka-band and terahertz receivers based on high temperature superconducting technology, millimeter wave wireless communications	172,324.89
Dysart, Kenneth Michael t/a Ken Dysart Management Consultant	Contractor	FEIT finance related services	170,938.27
Diapason Pty Ltd	Research	Science Institute and faculty, strategic mentoring and facilitation of future international scientists	170,349.99
The Trustee for Kinrite Consulting	Building project management	Strategic infrastructure and projects, repairs Building 10 façade inspection, smart cards	169,352.25

Company	Category	Project	\$
McKinsey Pacific Rim Inc	Business management consulting	VCMG member interviews and workshops, HRU run programs, eg team effectiveness workshops, interview supports etc	168,000.00
Previousnext Pty Ltd	Software consulting	ITCMP web content, information architecture and search, web publication of scholarships implementation	161,045.00
Deloitte Risk Advisory Pty Limited	Business consulting	UTS risk and assurance mapping phase 2, UTS risk user guide support 2018	155,959.00
Ascender Pay Pty Ltd	Business consulting	ITCMP new payroll solution	155,228.60
Siddiqui Jamshed Ahmed	Business consulting	India in-country office VCSF, international development	152,737.41
Australian Human Rights Commission	Research project	Human rights and technology project by Centre for Social Justice – social impact of artificial intelligence	150,965.69
AJQ Pty Ltd	Software consulting	Postgraduate online learning platform (Canvas) optimisation 2018 implementation, grades submission automation	144,689.13
Reposit Power Pty Ltd	Research	Alexander, Networks renewed (15056), Rutovitz, Social access solar gardens	142,198.62
Neil Selmon Consulting Services Pty Limited	Course facilitation	CLG projects	138,090.00
Survey Engine GMBH	Research	Choice experiments for academic projects for CHERE, optimising teaching and learning with mobile intensive pedagogies	137,534.89
Insight Enterprises Australia Pty Limited t/a Ignia	Software development	UTS implementation of the solution for AskUTS chatbot into production for UTS student administration of the conversational agent	137,471.25
Foran Design Pty Ltd	Architect	Geegal bathroom upgrade, modifications to Chancellery, DAB modifications	137,245.00
AWS Consulting	Business consulting	Europe in-country	132,445.71
Arup Pty Limited	Engineer	Minor repairs Building 10 façade inspection, Building 4, latent conditions, UTS Central precinct	132,355.00
BSI People Pty Limited	Software consulting	Postgraduate online learning platform (Canvas) optimisation 2018 implementation, grades submission automation	131,813.55
Altis Consulting Pty Ltd t/a Altis Consulting Pty Limited	Software development	Marketing data analytics, select and deploy data visualisation tool, tableau dashboard design and training	131,750.00
The Trustee for JHA Consulting Engineers t/a JHA Consulting Engineers	Electrical engineer	UTS Central precinct	131,410.00
Measuremen Pty Ltd	Project management	Campus wide utilisation study of our spaces	130,422.12
The Trustee for Strategic Project Partners Trust t/a Strategic Project Partners	Management consulting	FEIT strategic planning support including workshop facilitation	130,124.40
CDRU NSW Pty Ltd	Business process	Undertake independent analysis of current cost of providing IT services at the university	125,000.00
Dell Australia Pty Limited	Computer access management	Microsoft Identity Manager 2018 (IDM), integration platform as a service (iPaas)	123,605.66
The Trustee for Ardas Harvie Family Trust t/a Plancom Consulting Pty Ltd	Course facilitation	CE IAP2/foundations of public participation CLG projects	119,937.13
accessUTS Pty Limited	Course facilitation	Global leadership programs	114,287.66
YouGov Galaxy Pty Ltd t/a Galaxy DP Pty Limited	Research	Gloucester resources, social planning expert evidence, IPPG and CLG projects	113,500.00





Company	Category	Project	\$
Concept AV Australia Pty Ltd	Audio visual consultant	Building 3 modification for DAB relocation	111,175.00
University of Melbourne t/a The University of Melbourne	Research	Development of global and regional representative concentration pathways – climate change	110,709.81
The Trustee for Slattery Australia Unit Trust t/a Slattery Australia Pty Ltd	Quantity surveyor	Building 7 – GMP-like facility, activation of Penny Lane, Building 4 – latent conditions	110,275.00
Tridant Pty Ltd	Software consulting	Data hub – design and development, research dashboard for researchers – Cognos	108,700.00
The Illuminate Consulting Group	Business consulting	Benchmarking UTS Business School bachelor and master's programs against Australian and international competitors from student recruitment perspective	108,425.09
Rikou Consulting Pty Ltd	Business consulting	Science itthree Institue – 2018 business development resource CRB-funded activities	106,993.55
DVE Business Solutions Pty Ltd	Business consulting	Business process improvements, UTS Commercial services and science technical services staff review	103,952.00
Qube Recruitment Pty Limited	Recruitment agency	FEIT and IT – various projects and positions	101,588.20
New Guinea Binatang Research Center	Research	Climate resilience and biodiversity in PNG – the overall goal of the program is to support biodiversity conservation in Madang and Chimbu provinces	101,376.61
Hyvista Corporation Pty Ltd	Hyperspectral survey	FEIT, DMTC project spatially agile spectral sensor	100,000.00
Monash University	Research	Arena – energy productivity strategy, ARCCIM gifts and donations	100,000.00
Fillpak Mailing & Fulfilment Services Pty Ltd	Direct mailing and marketing consultant	SSU annual appeal – all aspects of bulk mail, fulfilment and process packaging	99,652.56
Mills, Carol t/a Acus Consulting	Contractor	IPPG – advisory and operational services	99,375.00
Qualtrics LLC	Software consulting	Online survey software – business research grant 2018, marketing DG – publication incentive scheme	98,674.29
DXC Connect Pty Limited	Software consulting	Office 365 migration and awareness, project scorecard to be used in assessment of projects for the 2019 roadmaps	98,191.10
Accenture Australia Pty Ltd	Business consulting	Governance and policy review	98,000.00
PricewaterhouseCoopers Consulting (Australia) Pty Limited	Business consulting	Postgraduate online learning platform (Canvas) optimisation 2018 implementation	96,909.38
GAN Group Pty Ltd t/a Goals A&N	Relocation service consultant	Removal and storage services for DAB pre-construction site set, DAB studio refurbishment	94,711.50
Institute of Environmental Technology	Research	A low energy gravity fed membrane adsorption system for arsenic and bacteria removal from groundwater in developing countries	94,288.00
Programmed Skilled Workforce Limited	Software consulting	Student load modelling implementation, chatbot, research data dashboard for researchers implementation	94,120.00
Reinteractive Pty Ltd	Software development	FEIT – software to support capstone projects for project matching applications	93,100.00
CA (Pacific) Pty Ltd t/a Computer Associates Pty Ltd	Software consulting	ITCMP project management solution implementation, production upgrade of CA PPM on demand (projectconnect)	91,094.00
At The Corner Group Pty Ltd	Contractor	ARC research impact and engagement study – preparation and submission of impact and engagement studies	90,903.37
Voice Project Pty Ltd	Employee engagement	Staff survey	90,867.00

Company	Category	Project	\$
Batyr Australia Limited	Counselling service	Batyr project — programs for mental health and crisis intervention	90,000.00
The Safe Step Recruitment & HR Consulting Co Pty Limited t/a The Safe Step	Recruitment agency	FEIT — various positions	89,864.92
Open Learning Global Pty Ltd	Online learning platform	Postgraduate courses — conversion from Canvas — create 2019 version of courses already on open learning	87,000.00
Sammut, Andrew George t/a Andy Sammut Consulting	Research	IPPG and CLG projects	85,738.72
Garcia Huerta, Diego t/a Diego Garcia Huerta	Contractor	Design of creative and technical workflows, production software architecture for UTS Animal Logic Academy	85,347.00
Jutsen Holdings Pty Limited	Research	ISF projects	84,994.93
The Trustee for Clicks Recruit (Australia) Unit Trust t/a Clicks Recruit (Australia)	Software consulting	Web content — information architecture and search, PACE upgrade to NXT, online learning group communication and collaboration implementation	84,680.36
Robinson Ryan Pty Limited	Data management consultant	Data quality management procedure — data governance, business glossary and data quality issues projects	83,851.25
Deloitte Tax Services Pty Ltd	Business consulting	NSW payroll tax investigation	82,439.00
MBMPL Pty Ltd	Quantity surveyor	New FEIT building at Lord St, Botany, Gumal Ngurang fire safety upgrading works, warm shell to Building 15 levels 3 and 4	80,176.50
Altus Group Cost Management Pty Limited	Quantity surveyor	Minor repairs Building 10 façade inspection, modifications to Chancellery	79,870.00
The Trustee for Deloitte Consulting Trust	Business consulting	Develop IT infrastructure strategy for UTS	79,098.00
Deloitte Financial Advisory Pty Limited	Business consulting	Services for UTS business case model engagement	75,885.18
Ryan, Selina Beresford t/a Sendero	Management coaching	Faculty of Health — DMG culture survey qualitative and quantitative results workshops	75,185.00
DTW Capital Solutions Pty Ltd	Financial advisory services	UTS funding strategy support, financial report for the potential acquisition of the harwood site, Powerhouse Museum	74,999.99
Lockenet Pty Limited	Software development	CHERE, Business — IT services with an emphasis on cloud computing	74,256.66
Civas (Vic) Pty Ltd t/a Colliers International Holdings	Valuers	Insurance valuation	73,000.00
Mode Design Corp Pty Ltd	Interior designer	Health Psychology Unit relocation to Prince of Wales Hospital, Parkes building	72,675.00
Vietnam National University, Hanoi University of Science	Research	A low energy gravity fed membrane adsorption system for arsenic and bacteria removal from groundwater in developing countries	72,166.86
Global Rev Gen Pty Ltd	Digital media campaign management	UTS academics international campaign via Facebook, Twitter, LinkedIn	71,925.00
Community Power Agency Cooperative Limited	Research	ISF projects — social access solar gardens	70,710.00
McNair Yellowsquares Pty Ltd	Research	Inner West Council — community wellbeing in the inner west	70,340.00
Mahlab Media Pty Ltd	Marketing agency	Tower magazine publications	69,410.35
Ensys Pty Limited	Software consulting	IT security audit and remediation discovery	69,270.00
Writemedia Pty Ltd	Research	Various FASS research projects	68,778.18
Aid-It Solutions Pty Limited	Research	DFAT evaluation of Vanuatu tropical cyclone Pam recovery, other ISF research projects	68,521.25

Company	Category	Project	\$
Goodnews Strategy & Communications Pty Ltd	Research	Spinal cord injury and neurodegeneration scientist development, other science research projects	68,517.00
Steve Watson and Partners Pty Limited	Building surveyors and certifiers	UTS central precinct, new FEIT building at Lord St, Botany, Building 4 – latent conditions	68,500.00
Independent Corporate Property Oceania Pty Ltd	Property management	Lord St, Botany premises, brewery site at Central Park, Wembley House	67,462.50
Erbas & Associates Pty Ltd	Hydraulic engineer	UTS Central precinct	67,287.85
NS Projects Pty Ltd	Project management	Clerk of works services to UTS central project specifically onsite monitoring of construction activities, logistics and safety	66,510.40
Ignite Limited	Recruitment agency	Examination supervisors	65,095.32
Blackboard International B V	Software consulting	Multimedia content management implementation	64,588.12
The Trustee for Ragg Ahmed Family Trust t/a Ragg & Co	Research	Civil law service for Aboriginal communities legal aid evaluation, Wingara targeted indigenous employment	63,650.00
Reyes Urquiza, Sissy Michelle t/a Cosmic Cactus	Cinematographer	MCU, promotional and short documentary films to build and maintain the UTS brand through social, online and external engagement channels	63,396.40
Environmental Automation Pty Limited	Building automation and energy management	Chilled water supply agreement, Building 1 central chiller plant upgrade	61,108.00
The Sax Institute	Research	Faculty of Health – NSW CVRN life sciences research fellowship – improving outcomes for Australians with chronic cardiovascular disease: focusing on peripheral arterial disease	60,370.00
Colliers International Project Services Pty Ltd	Data centre management consultant	Macquarie production data centre contract review discovery, network equipment and services tender implementation	60,000.00
Search365 Pty Ltd	Software consulting	Web content – information architecture and search – license, manage service and implementation services for the website search function	60,000.00
Mx1 Holdings Pty Ltd	Research	FEIT special research projects – student activities associated with the development of new technologies	56,800.00
Croft IP Pty Ltd	Contractor	Duties of research engagement associate	56,692.53
Benny Toolseram	Business consulting	Southeast Asia in-country liaison	56,402.09
Atomic Jolt Inc	Software development	Postgraduate online learning platform (canvas) optimisation 2018 implementation	56,072.76
Rate My Space Pty Ltd	Project management	Staff and student surveys regarding wellbeing and sustainability services for buildings 10 and 11	55,524.24
The Trustee for the Everlon & Co Trust t/a Everlon Bronze	Research	UTS body donation program – memorial garden and monument at Rookwood cemetery for teaching programs	55,412.00
The Trustee for Changeworks Consulting Business Trust t/a Changeworks Consulting	Software consulting	New payroll solution	55,300.00
Unity4 Contact Centre Technology Pty Ltd	Software consulting	Cloud based contact centre platform rapportcms	55,062.06
Yoghurt Digital Pty Ltd	Software consulting	Library website navigation and visual design and identify improvements from user experience perspective	54,910.00
Hays Specialist Recruitment (Australia) Pty Limited	Software consulting	Postgraduate online learning platform (Canvas) optimisation 2018 implementation	54,887.82
Grant Thornton Australia Ltd	Business consulting	Design and build a project scorecard to be used in assessment of projects for the 2019 roadmap	53,968.00

Company	Category	Project	\$
Assign Recruitment Pty Ltd	Recruitment agency	Examination supervisors	52,821.30
Kloud Solutions Pty Ltd	Software consulting	2 Factor authentication discovery	52,500.00
Revolution It Pty Ltd	Software consulting	Testing the new search 365 product for better user experience	52,470.00
Kingfisher Recruitment (Nsw) Pty Ltd	Recruitment agency	FEIT position	52,019.63
Urbanac Pty Ltd	Architect	100 Broadway fitout, Blackfriars Childcare Centre research building, Health Psychology Unit relocation to Prince of Wales Hospital – Parkes building	51,850.78
Marsh Pty Ltd	Insurance broker	Insurance broking and risk management solutions	51,666.67
Cornerstone Management Consulting Pty Ltd Cornerstone Performance Management	Software consulting	Cognos upgrade, research data dashboard for researchers implementation	51,659.38
Paul Davies Pty Ltd	Heritage conservation specialist	Building 3 Bon Marche DA modification – heritage assessment and conservation management plan	51,500.00
The Trustee for 360 Entertainment Unit Trust t/a 360 Entertainment Pty Ltd	Research	Personally controlled electronic health records charting the course for successful healthcare transitions in young adults with communication disabilities	51,420.00
Insearch Ltd	Business consulting	Consulting services for supporting FEIT activities in Vietnam	51,335.00
Australian Alliance to Save Energy Limited	Research	Renewable energy and load management (realm)	50,786.00
CBRE Pty Limited	Property management	Property management services	50,700.00
The Trustee for Gardner Wetherill Unit Trust t/a Gardner Wetherill & Associates Pty Limited	Architect	Building 1 upgrade escalators – code compliance, Learning Futures Academic Hub Building 6 level 4	50,215.00
Data Dev Pty Ltd	Software consulting	CLARA integration – online self awareness survey	50,000.00
Intersect Australia Limited	Software consulting	Mid-range research computing implementation	50,000.00
			<b>25,965,613.70</b>

## Works in progress and completed

Building/property	Project	\$'000
B2	UTS Central precinct and associated works	244,808,010
Botany	Botany Tech Lab	31,711,360
B7	GMP-lite facility	6,959,842
Gumal Ngurang	student housing refurbishment	5,871,970
B4	additional works science precinct	4,717,467
All sites	refresh of AVS general teaching and faculty spaces	2,860,483
B10	Faculty of Health refurbishment, level 10	2,832,187
Hardware	networking, storage and mid-range computing facilities	2,580,267
B10	façade refurbishment	2,413,213
Software	postgraduate online learning platform	2,314,429
Powerhouse	Powerhouse Museum lecture theatres	2,203,924
B15	foyer refurbishment and new lift	1,636,599
Geegal	student housing refurbishment	1,479,932
Blackfriars	Blackfriars precinct	1,437,617
B6	architecture studio refurbishment	1,289,965
Software	student load modelling	1,249,729
B4	lift extension works	1,214,206
B1	escalators replacement	1,179,016
B4a	science research building	1,153,919
Prince of Wales	Health Psychology Unit	1,129,951
Moore Park	Rugby Australian Building additional works	1,107,424
Software	ERA live	1,071,883
Software	other software projects under \$1m	10,357,406
All sites	other construction projects under \$1m	8,832,541
<b>Total</b>		<b>342,413,339</b>

Note: Projects with greater than \$1 million spend.

## Land register

Property/building	Campus	Use	Building/ infrastructure valuation \$'000	Land valuation \$'000
<b>Broadway</b>				
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		
<b>Broadway subtotal</b>			<b>907,804</b>	<b>302,644</b>
<b>Haymarket</b>				
Building 5	city	educational		
Building 8	city	educational		
Building 15	city	educational		
632-642 Harris St	city	educational		
644 Harris St	city	educational		
<b>Haymarket subtotal</b>			<b>236,749</b>	<b>194,025</b>
<b>Other buildings</b>				
Blackfriars campus	city	educational/childcare	15,304	29,246
Bulga Ngurra student housing	city	student housing	7,258	8,123
Geegal student housing	city	student housing	4,899	7,587
Gumal Ngurang student housing	city	student housing	29,929	24,367
Stroud Research Field Station	NSW	research station	273	296
Yarrowood Conference Centre	NSW	educational/research	1,279	2,115
<b>Total land and buildings</b>			<b>1,203,494</b>	<b>568,403</b>

### Notes

1. Values are based on Collier's valuation dated 31 December 2018.
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 2018.

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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 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](http://www.uts.edu.au)

They are also available by request to:

Editor  
Governance Support Unit  
University of Technology Sydney  
PO Box 123  
Broadway NSW 2007

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ABN 77 257 686 961

## Contacts

### Postal address

University of Technology Sydney  
PO Box 123  
Broadway NSW 2007  
Australia  
+61 2 9514 2000

[www.uts.edu.au](http://www.uts.edu.au)

### Street address

University of Technology Sydney  
City campus  
15 Broadway  
Ultimo NSW 2007

### UTS Student Centres

1300 ask UTS (1300 275 887)

+61 2 9514 1222

[www.ask.uts.edu.au](http://www.ask.uts.edu.au)

### UTS International

1800 774 816 (within Australia)

+61 3 9627 4816 (international)

[international@uts.edu.au](mailto:international@uts.edu.au)

CRICOS provider code 00099F

### 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 2018 is a record of our performance and activities for the year. Volume one is a review of our operations and statutory reporting. Volume two contains our financial statements.

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