

UTS Disclosure Log Entry – GIPA2025/10

Provided under s.25 of the NSW Government Information (Public Access) Act 2009.

Date decided:

18th September 2025

Scope of request:

1. Any agreements, discussions, and/or related communications between KPMG and UTS made in relation to variations in requirements, timelines, or changes to the scope of deliverables as it relates to any of their OSI consultation contracts.
2. Any documents or communications relating to the “validation of the work” described in GIPA2025/04 – doc 3, and relating to the Deliverable 2, “this list”, and the “Master Excel spreadsheet”, between the dates 7/8/2024 and 12/3/2025, when this contract was signed by Andrew Parfitt. In addition, any outputs from consultant or contractor work from 2024 that could have reasonably expect to act as inputs for such a list of research.
3. All emails or memos between 30/6/2025 and 29/7/2025 inclusive, between 5 named accounts, with the terms “master list”, “master spreadsheet”, “research performance”, “course performance”, “not meeting research expectations”, “research strengths”, or similar or equivalent phrases.
4. All emails or memos between 30/6/2025 and 29/7/2025 inclusive, between 5 named accounts, with the terms “KPMG contract”, “effective date”, or “March 12th”
5. All ULT meeting agendas, including lists of papers tabled, since August 2024 (inclusive).
6. Information produced since 20/3/2025, derived or produced from, based on, providing updates to, etc., the “UTS Sustainable Finance” report, and “Research productivity and investment” report.

The following is excluded:

- Emails directly with the applicant for GIPA2025/04 or GIPA2025/10
- Emails that relate to processing the final internal review report for GIPA2025/04.
- Emails/documents relating to external agencies consulting UTS under separate FOI/GIPA applications.
- Emails/documents relating to routine processing of information for the Register of Contracts.
- Any information that is incidental personal information, or external party’s names, and personal or health matters that can sometimes be included in email communications.

Disclosure Log version 1

This pack excludes:

- Information that has been withheld under the GIPA Act, either from release generally, or inclusion on the disclosure log.
- Information that is not in scope of the application.



UTS – Sustainable Finance

KPMG Detailed Design Support

Draft for discussion

22 October 2024

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kpmg.com.au



Acknowledgement of Country

KPMG acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. We pay our respects to Elders past, present, and future as the Traditional Custodians of the land, water and skies of where we work.

At KPMG, our future is one where all Australians are united by a shared, honest, and complete understanding of our past, present, and future. We are committed to making this future a reality. Our story celebrates and acknowledges that the cultures, histories, rights, and voices of Aboriginal and Torres Strait Islander People are heard, understood, respected, and celebrated.

Australia's First Peoples continue to hold distinctive cultural, spiritual, physical and economical relationships with their land, water and skies. We take our obligations to the land and environments in which we operate seriously.

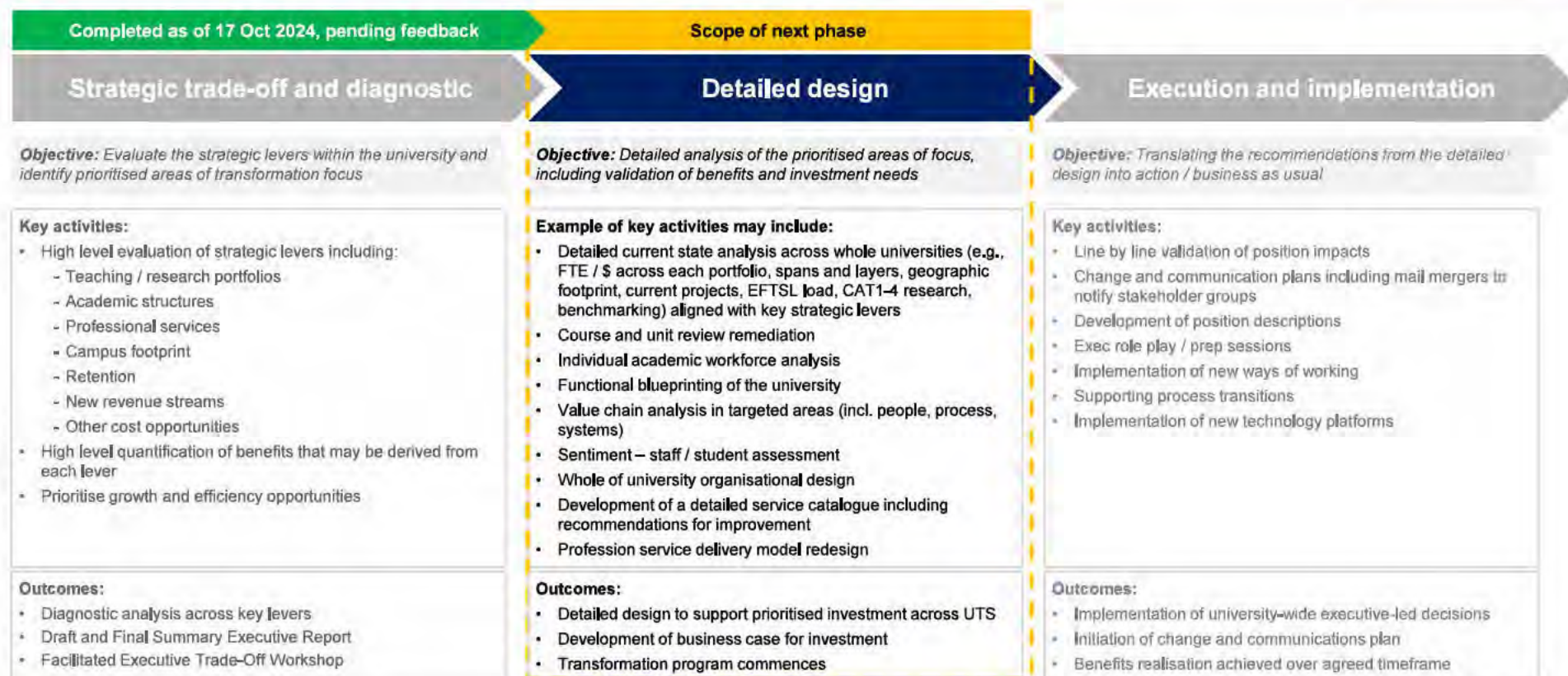
Guided by our purpose to 'Inspire Confidence. Empower Change', we are committed to placing truth-telling, self-determination and cultural safety at the centre of our approach. Driven by our commitment to achieving this, KPMG has implemented mandatory cultural awareness training for all staff as well as our Indigenous Peoples Policy. This sincere and sustained commitment has led to our 2021-2025 Reconciliation Action Plan being acknowledged by Reconciliation Australia as 'Elevate' – our third RAP to receive this highest level of recognition. We continually push ourselves to be more courageous in our actions particularly in advocating for the Uluru Statement from the Heart.

We look forward to making our contribution towards a new future for Aboriginal and Torres Strait Islander peoples so that they can chart a strong future for themselves, their families and communities. We believe we can achieve much more together than we can apart.



Draft for discussion

Following the diagnostic review phase, KPMG is well positioned to extend its support to deliver detailed analysis of the prioritised areas of focus, including validation of benefits and investment needs, in a detailed design phase



Draft for discussion

We have developed and validated with UTS a high-level overview of how the detailed design phase could be sequenced

Nov

Dec

Jan

Feb

Mar

Apr

May

Jun

Jul

Aug

Sep

s.14, cl.4(d)

Stage Gate

Stage Gate

Stage Gate: July/August 2025
Commencement of benefits realisation



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UTS – Detailed Design Phase

Draft for discussion

Based on the strategic levers with the highest gross benefit potential, KPMG has identified an initial suite of key activities that will be integral to the detailed design phase of UTS' transformation journey – to be confirmed during program establishment



Draft for discussion

Proposed immediate support (4-5 weeks): Rapid acceleration of a program establishment phase is essential to agree the key strategic levers and associated scope requirements for detailed design, and set the program up for success



		Strategic Lever	UTS Executive Sponsor	KPMG Team	Key Activities / Outputs include:
s.14, cl4(d)			TBD with UTS	s.14, cl3(a)(b)	s.14, cl4(d)



Draft for discussion

Proposed ongoing support (3 months): A transition into the detailed design phase with clarity on specific areas of focus, objectives and key outcomes across academic and professional services workstreams



		Strategic Lever	UTS Executive Sponsor	KPMG Team	Key Activities / Outputs include:
s.14, cl4(d)			TBD with UTS	s.14, cl3(a)(b)	s.14, cl4(d)
			TBD with UTS		
			TBD with UTS		

Draft for discussion

Proposed ongoing support (3 months): KPMG has proposed core teaming optionality, each with corresponding weekly pricing options for your consideration, depending on your requirements

Retaining the Phase 1 Team for Detailed Design

KPMG Rate Card Aligned to the Requirements of the Performance Management Services Scheme (SCM0005)

Leadership Team

s.14, cl3(a)(b)

Core Delivery Team

s.14, cl3(a)(b)

s.14, cl4(d)



Assumptions

Draft for discussion

Our estimated pricing and ability to deliver the detailed assessment engagement within the stipulated timeframes is subject to the following assumptions. This proposal is subject to satisfactory completion of KPMG's internal risk management processes. We welcome further discussion with you to test and confirm these assumptions.

Assumptions	Detail
Risk disclaimer	s.14, cl.4(d)
Data	
Stakeholder availability	
Timeframes	
Management of scope of works	
Feedback turnaround	
Availability of documents and access to systems	
Deliverable and output branding	
Resources	
General	
Expenses	
Fees	
Invoicing	



Disclaimer

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This proposal is prepared for the sole and exclusive use of UTS and should not be distributed or disclosed to other third parties without the written consent of the Engagement Partner. This document is considered proprietary to KPMG and may not be made available to anyone other than the addressee or person(s) within the addressee's organisation who are designated to evaluate or implement the proposal. If you are not the intended recipient of the proposal please return or destroy the proposal immediately.

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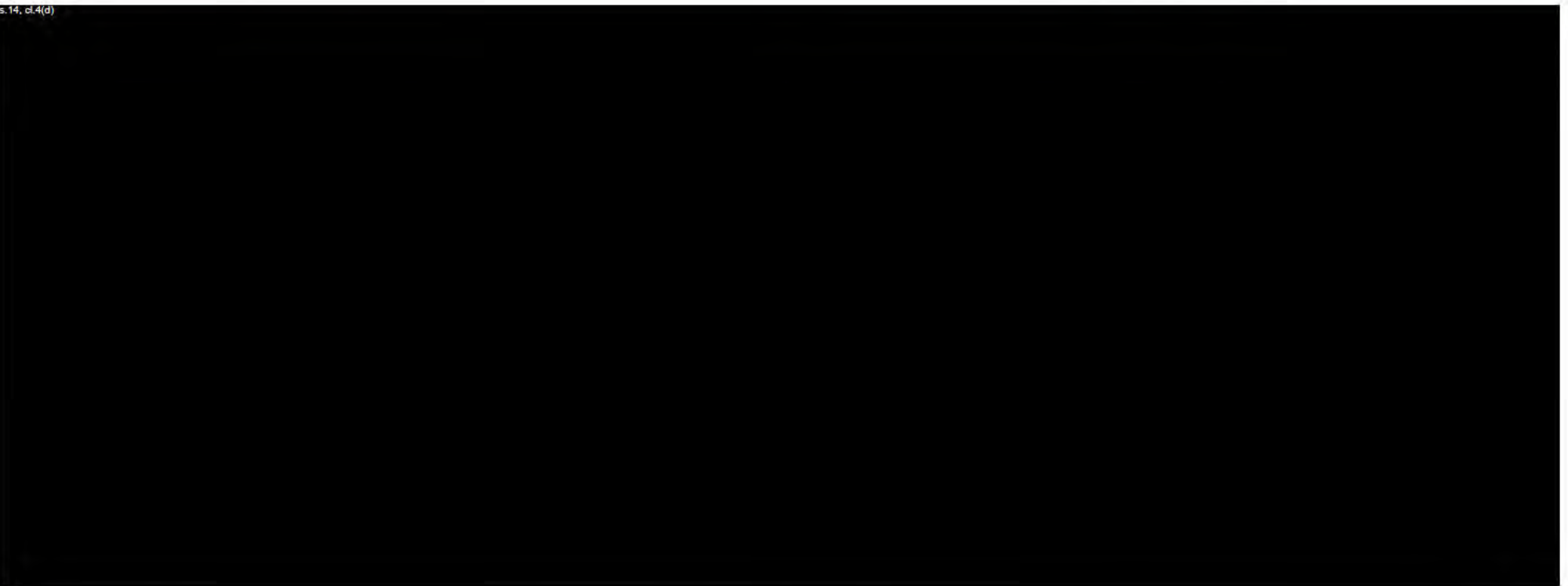
Appendix – Supporting material

Draft for discussion

KPMG has identified a range of strategic levers across UTS – Phase 1 provided the evidence base for a university-led decision on the areas to explore further in detailed design phase



s.14, cl.4(d)



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Draft for discussion

It is critically important to focus on benefit categories (both financial and non-financial) to ensure and proposed changes deliver the intended benefits



s.14, cl.4(d)



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UTS – Detailed Design Phase

Draft for discussion

There are a range of key risks that need to be considered as UTS look forward to the detailed design phase; KPMG have identified critical success factors that will help manage these risks and delivery annualised savings for UTS



s.14, cl.4(d)



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UTS – Detailed Design Phase

Draft for discussion

Stakeholder engagement: Our university led approach to stakeholder engagements ensures the right people are involved at critical stages to ensure informed decision-making and support for the detailed design phase



s.14, d.4(d)



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Contact us

s.14, d3(a)(b)

[KPMG.com.au](https://www.kpmg.com.au)



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Document Classification: KPMG Confidential

From: [Michelle Callen](#)
To: [Emma Baker](#)
Subject: FW: UTS Operational Sustainability Contract
Date: Thursday, 28 November 2024 8:21:12 AM
Attachments: [FW UTS Operational Sustainability Contract.msg](#)

This is the latest I could find – do you have anything signed?

Ta

M

From: Emma Baker <Emma.Baker@uts.edu.au>
Sent: Thursday, 19 September 2024 10:52 AM
To: Steve Livett <Steve.Livett@uts.edu.au>
Cc: Mark Sandham <Mark.Sandham@uts.edu.au>; Michelle Callen <Michelle.Callen@uts.edu.au>
Subject: RE: UTS Operational Sustainability Contract

Hi Steve

I'm good with this, please swap my name out for Belindas.

Thanks

Emma

From: Steve Livett <[Steve.Livett@uts.edu.au](#)>
Sent: Monday, 16 September 2024 9:14 AM
To: Emma Baker <[Emma.Baker@uts.edu.au](#)>
Cc: Mark Sandham <[Mark.Sandham@uts.edu.au](#)>; Michelle Callen <[Michelle.Callen@uts.edu.au](#)>
Subject: FW: UTS Operational Sustainability Contract
Importance: High

Hi Emma,

KPMG have now combined the two scopes of work within one contract for easier execution and also commercially beneficial to UTS because the large project discounts kick in for both project spends.

Could you discuss with Mark and Michelle and confirm the scope covered is sufficiently detailed for you to be able to manage project deliverables or alternatively brief s.14, cl3(a)(b) on what you need to see in this agreement. The combined value now means Belinda or equivalent will need to execute so we should swap about your name and replace with the correct financial delegate.

Let me know if you need me to seek Belinda's approval.

Regards, Steve Livett
Senior Procurement Consultant
Finance Unit
Building 1, Level 24
UNIVERSITY OF TECHNOLOGY SYDNEY
PO Box 123 Broadway NSW 2007 Australia
T: mobile - out of scope | E: [Steve.Livett@uts.edu.au](#)

From: s.14, cl3(a)(b) <[kpmg.com.au](#)>
Sent: Friday, September 13, 2024 5:09 PM
To: Steve Livett <[Steve.Livett@uts.edu.au](#)>
Cc: s.14, cl3(a)(b) <[kpmg.com.au](#)>; Emma Baker <[Emma.Baker@uts.edu.au](#)>; Michelle Callen <[Michelle.Callen@uts.edu.au](#)>; Mark Sandham <[Mark.Sandham@uts.edu.au](#)>; s.14, cl3(a)(b) <[kpmg.com.au](#)>
Subject: [EXTERNAL] RE: UTS Operational Sustainability Contract

—
Steve,

Many thanks for this and please see attached an updated document and supporting brief as agreed with Michelle.

Happy to discuss

Have a good weekend

s.14, cl3(a)(b)

Mobile - out of
scope

From: Steve Livett <Steve.Livett@uts.edu.au>

Sent: Friday, 13 September 2024 3:17 PM

To: s.14, cl3(a)(b) <kpmg.com.au>

Cc: s.14, cl3(a)(b) <kpmg.com.au>; Emma Baker <Emma.Baker@uts.edu.au>; Michelle Callen <Michelle.Callen@uts.edu.au>; Mark Sandham <Mark.Sandham@uts.edu.au>

Subject: [EXTERNAL] UTS Operational Sustainability Contract

<p>CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.</p>

Hi s.14, cl3(a)(b)

I discussed this agreement with Emma today, just conscious we have not executed.

Given the work related to this project immediately expanded, and also has the potential to increase further, could I ask you to redraft the scope section.

In addition to the Stage 1 and 2 work that Emma had briefed, please now add the SOW for the work Michelle has briefed. I will then bring the draft back to Emma, Michelle and Mark to confirm it is as 'current' as it can be before having the agreement executed.

Could you add onto the original scope(s) suitable wording for the known work, expected outputs and milestones so they are clearly stated but then also allow wording for 'other support work as required' or something to that effect.

This then provides clarity around the rate cards for each stage of work and correctly treats it as one project subject matter broken down into separate portions being managed by yourself. This also ensures UTS benefits from the project discounts that apply under the 0005 scheme terms.

Please reach out to any of the team if you need any clarification.

Regards, Steve Livett

Senior Procurement Consultant

Finance Unit

Building 1, Level 24

UNIVERSITY OF TECHNOLOGY SYDNEY

PO Box 123 Broadway NSW 2007 Australia

T: mobile - out of scope | E: Steve.Livett@uts.edu.au

From: s.14, cl3(a)(b) <kpmg.com.au>

Sent: Tuesday, August 27, 2024 8:47 AM

To: Steve Livett <Steve.Livett@uts.edu.au>

Cc: s.14, cl3(a)(b) <kpmg.com.au>

Subject: [EXTERNAL] Updated agreement

Steve,

Thanks for the note - please see the updated agreement attached.

Please let me know if you need any further changes.

Many thanks

s.14, cl3(a)(b)



Mobile - out of
scope

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From: [Emma Baker](#)
To: [Michelle Callen](#)
Subject: FW: UTS Operational Sustainability Contract
Date: Thursday, 28 November 2024 9:23:00 AM
Attachments: [UTS Operational Sustainability Advisory Services KPMG Agreement 1.0.pdf](#)
[KPMG Submission - UTS Whole of University Diagnostic.pdf](#)
Importance: High

Emma Baker (she/her)
University Portfolio Management Office
M: [redacted] (mobile - out of scope)

From: Steve Livett <Steve.Livett@uts.edu.au>
Sent: Monday, 16 September 2024 9:14 AM
To: Emma Baker <Emma.Baker@uts.edu.au>
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T: [redacted] (mobile - out of scope) | E: Steve.Livett@uts.edu.au

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To: Steve Livett <Steve.Livett@uts.edu.au>
Cc: [redacted] s.14, cl3(a)(b) <[redacted]@kpmg.com.au>; Emma Baker <Emma.Baker@uts.edu.au>; Michelle Callen <Michelle.Callen@uts.edu.au>; Mark Sandham <Mark.Sandham@uts.edu.au>; [redacted] s.14, cl3(a)(b) <[redacted]@kpmg.com.au>
Subject: [EXTERNAL] RE: UTS Operational Sustainability Contract

Steve,

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Happy to discuss

Have a good weekend

s.14, cl3(a)(b)

Mobile - out of scope

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To: s.14, cl3(a)(b) <kpmg.com.au>

Cc: s.14, cl3(a)(b) <kpmg.com.au>; Emma Baker <Emma.Baker@uts.edu.au>; Michelle Callen <Michelle.Callen@uts.edu.au>; Mark Sandham <Mark.Sandham@uts.edu.au>

Subject: [EXTERNAL] UTS Operational Sustainability Contract

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Could you add onto the original scope(s) suitable wording for the known work, expected outputs and milestones so they are clearly stated but then also allow wording for 'other support work as required' or something to that effect.

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Please reach out to any of the team if you need any clarification.

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Please let me know if you need any further changes.

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s.14, cl3(a)(b)
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From: s.14, cl3(a)(b)
To: [Steve Livett](#); [Sarah Meaney](#)
Subject: Re: Operational Sustainability - Additional scope under new contract
Date: Thursday, 6 February 2025 11:52:40 AM

Hi Steve,

Thank you for the note. [@Sarah Meaney](#) will be able to provide you with an update on the development of the UTS contract for KPMG.

s.14, cl3(a)(b)

--

s.14, cl3(a)(b)

Operational Sustainability Initiative

From: Steve Livett <Steve.Livett@uts.edu.au>
Sent: 06 February 2025 11:46
To: s.14, cl3(a)(b) Sarah Meaney <Sarah.Meaney@uts.edu.au>
Subject: RE: Operational Sustainability - Additional scope under new contract

Hi s.14, cl3(a)(b)

Just following up to see if there has been any progress on agreeing a scope of works and cost proposal. I am ready and waiting to support when the contract has been drafted.

Regards, Steve Livett
Senior Manager, Strategic Procurement
Finance Unit, Building 1, Level 24
UNIVERSITY OF TECHNOLOGY SYDNEY
PO Box 123 Broadway NSW 2007 Australia
T: +61 s.14, cl3(a)(b) | E: Steve.Livett@uts.edu.au

From: Steve Livett
Sent: Wednesday, 29 January 2025 11:33 AM
To: s.14, cl3(a)(b) Sarah Meaney <Sarah.Meaney@uts.edu.au>
Subject: Operational Sustainability - Additional scope under new contract

Hi s.14, cl3(a)(b)

Thanks for your time yesterday, summarising the points I believe we agreed:

1. A new contract should be drafted for the implementation phase of work with a separate scope clearly defined. This also allows a clean break for billing and delivery of the first 3 phases of work.
2. This separate contract will continue to follow the T&Cs of the NSW Government Scheme 0005.
3. The new contract will treat the implementation phase as an extension of the same Ops Sust

project from a large project discount perspective. Large project rate discounts are therefore protected.

4. The scope of work will be broken down into separate objectives/tasks to be delivered with a resource allocation shown and then a fixed cost associated with each milestone instead of time and materials.
5. KPMG will propose a tracking process that allows continuous monitoring of billing v budget, clearly calling out extra workload (for proposed roles) and new roles that are added outside of the agreed phase 4 scope so that UTS has the opportunity to manage any potential overspend or pull back on agreed resources to compensate.

Actions

- Sarah and s.14, cl3(a)(b) to build and sign off scope of works and proposed costs that can then be included in the contract
- s.14, cl3(a)(b) to provide draft contract for review and then execution
- Sarah to share with Steve current budget position and the tracking spreadsheet being used (as provided by KPMG)
- Steve to bring Elyse Murray up to speed and confirm her support role

Please let me know if I missed anything or have not reflected it accurately.

Regards, Steve Livett

Senior Manager, Strategic Procurement

Finance Unit, Building 1, Level 24

UNIVERSITY OF TECHNOLOGY SYDNEY

PO Box 123 Broadway NSW 2007 Australia

T: +61 Mobile - out of scope | E: Steve.Livett@uts.edu.au

From: s.14, cl3(a)(b)
To: [Sarah Meaney](#); [Michelle Callen](#); [Steve Livett](#)
Cc: s.14, cl3(a)(b)
Subject: [EXTERNAL] Operational Sustainability Contract - KPMG executed
Date: Tuesday, 11 March 2025 4:56:14 PM
Attachments: [image001.png](#)
[image002.jpg](#)
[image003.jpg](#)
[image004.jpg](#)
[image005.jpg](#)
[UTS Operational Sustainability Advisory Services KPMG Agreement 0.1 as at 11032025 KPMG executed.docx](#)

Dear Sarah, Michelle and Steve,

Thank you for the latest version of the UTS Operational Sustainability contract. We have now reviewed and made minor updates (as discussed with Sarah) to confirm Operating Model deliverables and include the latest version of the Preliminary Design ToC.

This version of the contract has now been executed by s.14, cl3(a)(b) Michelle, this should now be ready for execution by the Vice Chancellor.

Please let me know if you have any questions,

s.14,
cl3(a)(b)

s.14, cl3(a)(b)

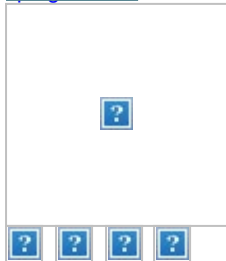
KPMG
Tower Two
Collins Square
727 Collins Street
Melbourne VIC 3008 Australia

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From: Steve Livett <Steve.Livett@uts.edu.au>

Sent: 07 March 2025 16:57

To: s.14, cl3(a)(b) [uts.edu.au](mailto:s.14,cl3(a)(b)@uts.edu.au)>

Cc: s.14, cl3(a)(b) [kpmg.com.au](mailto:s.14,cl3(a)(b)@kpmg.com.au)>; Sarah Meaney <Sarah.Meaney@uts.edu.au>;

Michelle Callen <Michelle.Callen@uts.edu.au>

Subject: Operational Sustainability Contract

Hi [REDACTED]

Apologies, please find the most recent contract document now updated to include the VC as the contract signatory.

When you return this document, please copy in Michelle so she can progress this quickly at the UTS side.

Regards, Steve Livett

Senior Manager, Strategic Procurement

Finance Unit, Building 1, Level 24

UNIVERSITY OF TECHNOLOGY SYDNEY

PO Box 123 Broadway NSW 2007 Australia

T: +61 [REDACTED] | E: Steve.Livett@uts.edu.au

From: Steve Livett

Sent: Wednesday, 5 March 2025 6:24 PM

To: [REDACTED]

Cc: Sarah Meaney <Sarah.Meaney@uts.edu.au>; Michelle Callen <Michelle.Callen@uts.edu.au>

Subject: Operational Sustainability Contract

Importance: High

Hi [REDACTED]

Apologies for the delay in returning this for execution. I was considering referring this to our Legal time to confirm their acceptance of the NSW Government Scheme 0005 T&Cs just to be sure, but in the interest of expediency will just accept the engagement letter as presented and you have provided reassurance on the confidentiality clause.

There is no content change other than replacing the signatory name for execution with the VC's name given the contract value. Given there is no other change I have left the file name the same to avoid confusion.

Given the time lapse from when this was first drafted, please amend any dates or values contained within the contract and then execute at your end. Please track any changes so I can just double check them and validate with the team before submission at our end for execution.

Happy to discuss anything.

Regards, Steve Livett

Senior Manager, Strategic Procurement

Finance Unit, Building 1, Level 24

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Operational Sustainability Initiative


Academic Program: Deliverable
Management (ST&L)

For discussion – 29 April 2025

	Agreed outstanding analysis
	To be discussed and agreed with Program Sponsor
	No longer in scope for KPMG

Sustainable Teaching and Learning – Key Outputs (1/2)


The table below details the key deliverables agreed upon for the Sustainable Teaching and Learning (ST&L) program as part of KPMG's engagement with UTS. Any agreements and next steps detailed in the table are subject to change based on potential reprioritization of efforts due to ULT decisions and UTS' immediate needs

ID	Key Output	Status	Next Steps Required	Submitted Deliverable
1	<p>Development of a UTS branded summary report that consolidates all analyses conducted to date, accompanied by a well-structured and compelling narrative. The report will include:</p> <ul style="list-style-type: none"> Current state analysis Underpinning frameworks Design principles Current and future teaching capacity along with effort (hours & FTE) required to deliver the University's course portfolio 	<p>i) <u>Current state analysis (Course and subject performance)</u>: COMPLETED Submitted via workbooks to Faculty Deans</p> <p>ii) <u>Current state analysis (Similar subjects)</u>: In progress</p> <p>iii) <u>Underpinning frameworks</u>: COMPLETED</p> <p>iv) <u>Design principles</u>: N/A Provided by UTS team</p> <p>v) <u>Current and future teaching capacity</u>: As agreed with the DVCES, given the lack of reliable data across the university and who would be able to advise an accurate approximation of teaching capacity, this analysis has been deprioritised</p>	<p>i) <u>Current state analysis (Course and subject performance)</u>: N/A.</p> <p>ii) <u>Current state analysis (Similar subjects)</u>: This activity is expected to be completed by the end of May, provided we receive timely inputs from UTS</p> <p>iii) <u>Underpinning frameworks</u>: N/A.</p> <p>iv) <u>Design principles</u>: N/A. No action needed from KPMG</p> <p>v) <u>Current and future teaching capacity</u>: There is an option to still perform this analysis using the same assumptions as the Diagnostic phase. DVCES to confirm if this analysis is no longer required or if it would be preferred to do the analysis using the same assumptions in the Diagnostic phase</p>	 <p>Note: Screenshots to be updated as needed</p>
2	Master Excel spreadsheet that contains the future courses and subjects to be offered at UTS including an additional tab that outlines course and subjects proposed to be discontinued	In progress, with dependency from Faculty Deans / ADTL's / FGM's	<ul style="list-style-type: none"> Once initial lists received from Faculty Deans, KPMG to validate and confirm final list of courses and subjects. This activity is expected to be completed ahead of the 7 May ULT presentation 	Pending
3	Excel spreadsheet that calculates the current and future state teaching capacity for the University's course portfolio including a chart that captures current and future state teaching capacity by Faculty. Spreadsheet will include all data sources used for the calculation, assumptions and parameters, and instructions for use	Refer to ID 1 status, item iv	Refer to ID 1 status, item iv	TBD

	Agreed outstanding analysis
	To be discussed and agreed with Program Sponsor
	No longer in scope for KPMG

Sustainable Teaching and Learning – Key Outputs (2/2)

The table below details the key deliverables agreed upon for the Sustainable Teaching and Learning (ST&L) program as part of KPMG's engagement with UTS. Any agreements and next steps detailed in the table are subject to change based on potential reprioritization of efforts due to ULT decisions and UTS' immediate needs

ID	Key Output	Status	Next Steps Required	Submitted Deliverable
4	Excel spreadsheet with teach-out timeframes that includes detailed timelines, key milestones, deadlines, and compliance and accreditation considerations	No longer in scope for KPMG As agreed with the DVCES, the priority of this task has been lowered to focus on the immediate additional effort required on the combined ST&L and RP&I workstream	<ul style="list-style-type: none"> DVCES to confirm if support is still required on this piece of work 	N/A
5	ULT briefing papers summarising the Preliminary Design	Submitted	N/A	

Additional Outputs Produced – ST&L

The table below outlines the additional analysis and outputs that the KPMG team has undertaken which was not included in the original program plans submitted on December 12, 2024 or in KPMG's contract.

ID	Relevant Program(s)	Additional Outputs Produced
1	ST&L	Three additional Program Plans <ul style="list-style-type: none">• Sustainable Teaching and Learning – Revised Work Plan 110225• Part of 31 March ULT paper• Part of 7 May ULT paper
2		Additional version of current state analysis. KPMG was scoped to do one version; however, because of data availability, current state analysis needed to be completed twice to accommodate/recognise both 2023 and 2024 data

Additional Outputs Produced – TSAW (Combined RP&I and ST&L)

The table below outlines the additional analysis and outputs that the KPMG team has undertaken which was not included in the original program plans submitted on December 12, 2024 or in KPMG's contract.

ID	Relevant Program(s)	Additional Outputs Produced
1	TSAW (Combined RP&I and ST&L)	<p>Additional deep dive discipline analysis:</p> <ul style="list-style-type: none"> • Analysis of Field of Education to Field of Research offerings • Analysis of Field of Research to Field of Education offerings • Analysis on key drivers of negative margins by Field of Education • Analysis on FoE's with the highest proportion of low-revenue subjects for all subjects in UTS and subjects with less than 25 headcount
2		<p>Two versions of mapping of teaching effort associated with subjects in UTS' course portfolio (2023 and 2024 data). This was required to enable the calculation which was used as part of the Faculty workbooks</p> <ul style="list-style-type: none"> • Consolidation of 44 tabs across eight ACA WF Allocation workbooks to ensure format is usable for analysis • Foundational activity to map teaching effort to subjects utilising ACA WF data against subject data • Mapping of ACA WF Allocation data to Finance FTE to determine total effort • Reconciliation and validation required to determine appropriate actions for outlier scenarios (e.g., staff member with 0% teaching allocation but with subject effort attached, staff member with teaching allocation but no effort allocated to subjects, default allocations – where a staff member might have multiple subjects with 1% allocation etc)
3		<p>Scenario modelling on indicative workforce cost savings based on the different thresholds presented. Four scenarios were presented:</p> <ul style="list-style-type: none"> • Subjects with 0 – 25 headcount • Subjects up to 50 headcount • Subjects up to 75 headcount • Subjects up to 100 headcount
4		<p>Develop and pre-populating templates for Faculty strategic responses based on information provided by Faculties</p>
5		<p>Five Program Plans</p> <ul style="list-style-type: none"> • Part of 31 March ULT Paper • Part of Academic Program Discussion 030425 • Part of Academic Program Discussion v2 040225 • Part of Academic Program Roadmap to 1 May submission 080425 • Part of 7 May ULT paper

Additional Outputs Produced – All Programs

The table below outlines the additional analysis and outputs that the KPMG team has undertaken which was not included in the original program plans submitted on December 12, 2024 or in KPMG's contract.

ID	Relevant Program(s)	Additional Outputs Produced
1	All programs	<p>Levels of reconciliation required for the various data sets needed to conduct the analyses, as the data was not provided in the required formats, incomplete or other:</p> <ul style="list-style-type: none"> Identifying and confirming the number of courses and subjects available across UTS Reconciliation of academic workforce allocation effort (i.e., staff with teaching effort but no subjects allocated, staff with subjects allocated but no teaching effort etc) Reconciling research expenditure data as faculty investment was incomplete due to tagging in the finance systems, 2024 data was not yet audited and CRB data had to be manually added to UTS strategic fund Reconciling research capital expenditure data as CAPEX type was previously missing for 2024 Data transformation that was required to enable the analysis on FTE per discipline. Some issues include having 2/3 of total records attributed to Language, Communication and Culture Reconciling CAT 1 – 4 ERI by discipline due to reasons below: <ul style="list-style-type: none"> Approximately \$10m ERI per year could not be attributed to an FoR code. Where possible Research Finance looked up blank records from another dataset and manually added. FoR codes were linked to proportions in string format (e.g. FoR1.23.FoR2.37.FoR3.40 indicated that the ERI should be allocated 23% to FoR 1, 37% to FoR 2 etc.). Due to this data format manual intervention was required to split out the fields and allocate each activity code ERI proportionally. For around 115 records (4% of all records) the proportions did not add up to 100% despite being linked to FoR codes. Research Finance advised manual intervention was required to allocate equally across the available codes, and that this would not be material. Mapping of teaching effort to subjects (as outlined in TSAW section)
2		Observation notes on ACV data / methodology to date based on feedback by Faculty

Draft for discussion only – no decisions made



Operational Sustainability Initiative

Academic Program: Deliverable
Management (RP&I)

For discussion – 5 May 2025

UTS CRICOS 00099F
UTS TEQSA PRV12060

Draft for discussion only – no decisions made

Research Productivity and Investment – Key Outputs (1/2)

The table below details the key deliverables agreed upon for the Research Productivity and Investment (RP&I) program as part of KPMG's engagement with UTS. Any agreements and next steps detailed in the table are subject to change based on potential reprioritization of efforts due to ULT decisions and UTS' immediate needs

ID	Key Output Summary	Output Item	Status	Next Steps Required	Submitted Deliverable link
1	Development of a UTS branded summary report that consolidates all analyses conducted to date, accompanied by a well-structured and compelling narrative: <u>Current State Analysis</u> <ul style="list-style-type: none"> FWCI Research investment HDR deep dive Research Concentration (University Centres) Benchmarking analysis 	Current state report	In progress. Submitted by KPMG	<ul style="list-style-type: none"> Pending feedback from DVCR, RP&I Program to be tentatively reactivated week commencing May 5. Agreed analysis include finalisation of current state analysis and analysis on research areas of scale and focus framework by the end of May 	Research Productivity and Investment - DRAFT Current State Analysis as of 14022025.pdf
2	Development of a UTS branded summary report that consolidates all analyses conducted to date, accompanied by a well-structured and compelling narrative: <u>Future State Recommendations</u>	Future state recommendations	N/A. No longer in scope for KPMG As advised by the DVCR, the priority of this task has been lowered to focus on the combined efforts of ST&L and RP&I	<ul style="list-style-type: none"> DVCR has advised that this work will be undertaken post-May RP&I Program Director to develop a program plan that specifies the necessary resources to complete the work originally outlined in the Program Plan submitted on Dec 12 	N/A
3	Research areas of scale and focus framework (incl. underpinning analysis)	Research areas of scale and focus framework	In progress. Latest version sent on 1 May for DVCR review	<ul style="list-style-type: none"> Pending feedback / direction from DVCR 	Research Areas of Scale and Focus Framework Workshop - WIP Draft for Discussion 060525.pptx
4	Insights based on evaluation of research areas of scale and focus along with clear next steps that the University should consider based on the insights generated	Insights document on research areas of scale and focus	N/A. No longer in scope for KPMG As advised by the DVCR, with the engagement scheduled for the end of May, KPMG team to focus only on completing the underpinning analysis	<ul style="list-style-type: none"> RP&I Program Director to develop a program plan that specifies the necessary resources to complete the work originally outlined in the Program Plan submitted on Dec 12 	N/A

Draft for discussion only – no decisions made

Research Productivity and Investment – Key Outputs (2/2)

The table below details the key deliverables agreed upon for the Research Productivity and Investment (RP&I) program as part of KPMG's engagement with UTS. Any agreements and next steps detailed in the table are subject to change based on potential reprioritization of efforts due to ULT decisions and UTS' immediate needs

ID	Key Output	Output Item	Status	Next Steps Required	Submitted Deliverable
5	Master Excel spreadsheet that contains the list of proposed Level C to Level E, SSS and SSG academic staff members that are not meeting research expectations	Excel spreadsheet	N/A. Activity was undertaken by DVCR with no involvement from KPMG.	N/A	N/A
6	Excel spreadsheet with calculations undertaken as part of the conducted analysis. This will include data sources used for the calculation, assumptions and parameters, and instructions for use	Excel spreadsheet(s)	Excel spreadsheets are available but will require tidying and finalisation	<ul style="list-style-type: none"> DVCR to advise if the supporting Excel spreadsheets are needed. If yes, to be finalised for submission at the end of May 	Pending
7	ULT briefing papers summarising the Preliminary Design (<i>ULT Retreat</i>)	ULT Preliminary Design Paper	COMPLETED	N/A	ULT 31 March Paper_DRAFT_270325.pptx

Draft for discussion only – no decisions made

Additional Outputs Produced – RP&I

The table below outlines the additional analysis and outputs that the KPMG team has undertaken which were not included in the original program plans submitted on December 12, 2024 or in KPMG's contract.

ID	Relevant Program(s)	Additional Outputs Produced	Indicative level of effort (days)
1		Two additional Program Plans <ul style="list-style-type: none"> • Part of 31 March ULT paper • Part of 7 May ULT Paper 	4 days
2	Research Productivity and Investment (RP&I)	Analysis of research projects at UTS which was submitted as part of the current state analysis report on 14 February (page 23 to 28) <ul style="list-style-type: none"> • Success rates of research projects that commenced external funding applications across 2021 – 2024 period • Distribution of application amounts for research projects that successfully an unsuccessfully received external funding • Distribution of application amounts and outcomes by lead CI level • Count and value of successful, unsuccessful/rejected and withdrawn applications by Faculty / org unit 	2 days
3		HDR theses analysis compilation which was submitted as part of the current state analysis report on 14 February (page 58 to 59) <ul style="list-style-type: none"> • Analysis on HDR theses over 2020 – 2024 • Analysis on areas where UTS HDR theses were more prevalent than s. 14, cl 4(d) theses 	2 days

Draft for discussion only – no decisions made

Additional Outputs Produced – RP&I & SAEOM

The table below outlines the additional analysis and outputs that the KPMG team has undertaken which were not included in the original program plans submitted on December 12, 2024 or in KPMG's contract.

ID	Relevant Program(s)	Additional Outputs Produced	Indicative level of effort (days)
4	Research Productivity and Investment and Supporting Academic Endeavours Operating Model (SAEOM)	<p>Intersection of work required between RP&I and SAEOM</p> <ul style="list-style-type: none"> Developed work plans to guide analysis leading up to the end of May [In progress] Synthesising current state analysis for all Centres in scope, including: <ul style="list-style-type: none"> Status (University/Faculty Centre) Taxonomy type FoR allocations Staffing information (core vs. associate members and academic vs. professional staff) Total income, expenses and net operating result (2024) Total CAT 1-4 income (2021-2024) Relative proportions of CAT 1-4 income Ranked CAT 1-4 income against Centre average Ranked ERI per FTE against Centre average Ranked FWCI of core members against Centre average Ranked HDR completions associated with Centres against Centre average [In progress] Developing three overarching business models to guide Centre operations across: <ul style="list-style-type: none"> Staffing allocations – technical and administrative staff UTS co-investment allocations These have been further differentiated into baseline allocations (proportionate with size and income) and strategic/discretionary allocations (dependent on Centre alignment with UTS strategy and areas of focus). The strategic/discretionary allocation KPIs have been indicatively defined as: FWCI of core members, ERI per core FTE, ERI growth trajectory, FoR alignment with overall research portfolio areas of scale and focus, HDR completion rate, and number of associate members – to be tested further with program sponsors. [To be completed] Benchmarking technical service models [To be completed] Consolidate analysis and consult with DVCR and FEIT Dean (program sponsors) to agree future state business models and key characteristics [To be completed] Progress analysis and synthesis of outputs due end of May in partnership with SAE workstream [In progress] Facilitate weekly meetings 	12 days (<i>plus ongoing</i>)

Draft for discussion only – no decisions made

Additional Outputs Produced – TSAW (Combined RP&I and ST&L)

The table below outlines the additional analysis and outputs that the KPMG team has undertaken which were not included in the original program plans submitted on December 12, 2024 or in KPMG's contract.

ID	Relevant Program(s)	Additional Outputs Produced	Indicative level of effort (days)
1	TSAW (Combined RP&I and ST&L)	<p>Additional deep dive discipline analysis:</p> <ul style="list-style-type: none"> Analysis of Field of Education to Field of Research offerings Analysis of Field of Research to Field of Education offerings Analysis on key drivers of negative margins by Field of Education Analysis on FoE's with the highest proportion of low-revenue subjects for all subjects in UTS and subjects with less than 25 headcount 	5 days
2		<p>Two versions of mapping of teaching effort associated with subjects in UTS' course portfolio (2023 and 2024 data). This was required to enable the calculation which was used as part of the Faculty workbooks</p> <ul style="list-style-type: none"> Consolidation of 44 tabs across eight ACA WF Allocation workbooks to ensure format is usable for analysis Foundational activity to map teaching effort to subjects utilising ACA WF data against subject data Mapping of ACA WF Allocation data to Finance FTE to determine total effort Reconciliation and validation required to determine appropriate actions for outlier scenarios (e.g., staff member with 0% teaching allocation but with subject effort attached, staff member with teaching allocation but no effort allocated to subjects, default allocations – where a staff member might have multiple subjects with 1% allocation etc) 	50 days
3		<p>Scenario modelling on indicative workforce cost savings based on the different thresholds presented. Four scenarios were presented:</p> <ul style="list-style-type: none"> Subjects with 0 – 25 headcount Subjects up to 50 headcount Subjects up to 75 headcount Subjects up to 100 headcount 	1 day
4		Develop and pre-populating templates for Faculty strategic responses based on information provided by Faculties	1 day
5		<p>Five Program Plans</p> <ul style="list-style-type: none"> Part of 31 March ULT Paper Part of Academic Program Discussion 030425 Part of Academic Program Discussion v2 040225 Part of Academic Program Roadmap to 1 May submission 080425 Part of 7 May ULT paper 	10 days

Draft for discussion only – no decisions made

Additional Outputs Produced – All Programs

The table below outlines the additional analysis and outputs that the KPMG team has undertaken which were not included in the original program plans submitted on December 12, 2024 or in KPMG's contract.

ID	Relevant Program(s)	Additional Outputs Produced	Indicative level of effort (days)
1	All programs	<p>Levels of reconciliation required for the various data sets needed to conduct the analyses, as the data was not provided in the required formats, incomplete or other:</p> <ul style="list-style-type: none"> Identifying and confirming the number of courses and subjects available across UTS Reconciliation of academic workforce allocation effort (i.e., staff with teaching effort but no subjects allocated, staff with subjects allocated but no teaching effort etc) Reconciling research expenditure data as faculty investment was incomplete due to tagging in the finance systems, 2024 data was not yet audited and CRB data had to be manually added to UTS strategic fund Reconciling research capital expenditure data as CAPEX type was previously missing for 2024 Data transformation that was required to enable the analysis on FTE per discipline. Some issues include having 2/3 of total records attributed to Language, Communication and Culture Reconciling CAT 1 – 4 ERI by discipline due to reasons below: <ul style="list-style-type: none"> Approximately \$10m ERI per year could not be attributed to an FoR code. Where possible Research Finance looked up blank records from another dataset and manually added. FoR codes were linked to proportions in string format (e.g. FoR1.23,FoR2.37,FoR3.40 indicated that the ERI should be allocated 23% to FoR 1, 37% to FoR 2 etc.). Due to this data format manual intervention was required to split out the fields and allocate each activity code ERI proportionally. For around 115 records (4% of all records) the proportions did not add up to 100% despite being linked to FoR codes. Research Finance advised manual intervention was required to allocate equally across the available codes, and that this would not be material. Mapping of teaching effort to subjects (as outlined in TSAW section) 	25 days
2		Observation notes on ACV data / methodology to date based on feedback by Faculty [In progress]	2 days



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17th June 2025

Addendum to the Operational Sustainability Initiative (OSI) Statement of Work

Introduction

KPMG has been engaged by the University of Technology Sydney (UTS) via the NSW Treasury Performance and Management Services Prequalification Scheme (SCM0005).

This document serves as an addendum to the current Statement of Work executed by both parties in March 2025, which details the agreed services provided by KPMG to the UTS for the University-led OSI Program.

This addendum outlines the ongoing services and support to be provided by KPMG from 1st July 2025 and the proposed commercial terms.

Scope of services

The nature of support, deliverables and all terms and conditions remain the same as detailed in the OSI Statement of Work executed on 12th March 2025.

Timing and commercials

The OSI Statement of Work contract end date is extended until 31st August 2025, and all KPMG work from 1st July 2025 is conducted on a time and materials estimated at \$150,000-\$180,000 per week (excluding GST); should UTS requirements exceed this range KPMG will seek to agree this in advance with UTS.

From 1st July, UTS and KPMG agree to review progress against deliverables on a fortnightly basis with an agreed two-week notice period to revise the level of ongoing KPMG support.

As per the current agreement, KPMG will invoice UTS monthly, inclusive of time and materials costs and expenses incurred. Each invoice will be accompanied by a status update report outlining progress against agreed deliverables, forward priorities, and any identified risks/opportunities. KPMG invoicing will include any discount rate required by the Performance Management Services Scheme SCM0005.



KPMG will continue to seek direction on services, and report progress as required, to the UTS Principal Representative, Sarah Meaney (Director, UPMO), as well as Michael Ioannides (Operating Model Program Director).

Signed

s.14, cl3(a)(b)

A large black rectangular redaction box covering the signature area.



Operational Sustainability

Status Report : Weeks 5 – 8

Period: 9 December – 24 January 2025

UTS CRICOS 00099F
UTS TEQSA PRV12060

Status Report Summary

Status Update	
CATEGORY	DETAIL
Time Period Reported	<ul style="list-style-type: none">• Four-week time period: 09.12.24 – 24.01.25
Programs of work reported	<ul style="list-style-type: none">• All programs under OSI Portfolio are reported on:<ul style="list-style-type: none">• Research Productivity & Investment• Sustainable Learning & Teaching• Operating Model<ul style="list-style-type: none">• Workstream 1: Service Delivery Model• Workstream 2: Academic Structures• <i>Workstream 3: Functional Design</i>
Acronyms	<ul style="list-style-type: none">• OSI – Operational Sustainability Initiative• RP&I – Research Productivity & Investment• ST&L – Sustainable Learning & Teaching
Major Risks	<ul style="list-style-type: none">• N/A
Total WIP \$	<ul style="list-style-type: none">• s.14, cl4(d)

RP&I Program Status Report (1/2)

	From	To
Period (dates)	09/12/24	24/01/25
Overall strong confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Program Plan	<ul style="list-style-type: none"> Team worked on refining and finalising the program plan for endorsement at ULT on 12 December 2024 Team developed an additional overview document that outlines how the academic program comes together and the different tranches of impact, mapped against an indicative timeline. This was presented back to the VC 	<ul style="list-style-type: none"> N/A 	100%	RP&I Program Plan
Framework	<ul style="list-style-type: none"> Team presented the second iteration of the research areas of scale and focus framework to the DVCR on 17 Dec 2024. The DVCR has provided feedback on the framework on 16 Jan 2025 Team has been liaising with the broader stakeholder group to request and gather the data required to update the framework 	<ul style="list-style-type: none"> Team is in the process of revising the framework with an aim to share the next iteration with the DVCR during week commencing 27 Jan 2025 for further feedback For the qualitative component of this framework: <ul style="list-style-type: none"> Team to reach out to Tania Bezzobs (i) on the survey data that was sent out to all funders that provided funding to understand if UTS is delivering against market demand and (ii) to understand if there is any other internal data that can be used to support the understanding of market opportunities and whether UTS is appropriately responding to variation in market demands Team to reach out to Ivan Smirnov to understand the work that has been done on comparator analysis for us to understand how we are comparatively different in the market, our strengths and where there may be critical mass that other universities are focusing on 	40%	<ul style="list-style-type: none"> UTS branded summary report that consolidates all analyses conducted to date Excel spreadsheet with all calculations undertaken as part of the conducted analysis

RP&I Program Status Report (2/2)

	From	To
Period (dates)	09/12/24	24/01/25
Overall strong confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Initial Data Request / Validation	<ul style="list-style-type: none"> Team has requested the initial list of data required to commence the analysis Team have been liaising with Scott McWhirter, Renee Estrella and Helene de Burgh-Woodman on provided data for areas that require clarification, items that may be pending or specific cuts of data that is needed but have not been provided <p>Note: Pending data from UTS is list of non-research Centres to be included as part of this engagement</p>	<ul style="list-style-type: none"> Team is continuing to follow up and work closely with the team for anything that is outstanding, requires clarification or where additional layer of data cuts are needed 	70%	
Stakeholder Engagement	<ul style="list-style-type: none"> Team has set up regular weekly meetings with Kate McGrath as our regular touchpoints for the program. These sessions will be used to provide a status update, raise any challenges and be used as a working session to test any analysis and developed materials. During this period, the team met with Kate McGrath on 17 Dec 2024 and 16 Jan 2025 Team has been invited to regular weekly Research Productivity and Investment meetings with the broader RP&I leadership team. These sessions are used to test strategic ideas, provide a brief update on progress, and outline any challenges that we may be facing throughout the engagement. During this period, the sessions were on 10 Dec 2024 and 14 Jan 2025 Team has engaged with Kerry Knott and Prath Shinde from UTS' change management team to provide an overview on the RP&I program 	<ul style="list-style-type: none"> Continue using these sessions and set up additional sessions as needed to progress the work in the Program Continue engaging with broader stakeholders as needed to support the Operational Sustainability Initiative 	N/A - Ongoing	<ul style="list-style-type: none"> UTS branded summary report that consolidates all analyses conducted to date Excel spreadsheet with all calculations undertaken as part of the conducted analysis
Current State Analysis	<ul style="list-style-type: none"> Team has commenced current state analysis for research productivity, research investment, HDR deep dive and research concentration (University Centres – research and non-research) 	<ul style="list-style-type: none"> Team will continue progressing the current state analysis with an aim to start sharing and testing different cuts of current state analysis with the DVCR from week commencing 27 Jan 2025 	5%	

ST&L Program Status Report (1/2)

	From	To
Period (dates)	09/12/24	24/01/25
Overall strong confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Program Plan	<ul style="list-style-type: none"> Team worked on refining and finalising the program plan for endorsement at ULT on 12 December 2024 Team developed an additional overview document that outlines how the academic program comes together and the different tranches of impact, mapped against an indicative timeline. This was presented back to the VC 	<ul style="list-style-type: none"> N/A 	100%	ST&L Program Plan
Initial Data Request / Validation	<ul style="list-style-type: none"> Team worked with Jacqui McManus to identify relevant business units that we would need to engage for the different data requests required for the program Individual packs were developed and sent out per business unit outlining the request and timeline Team had data meetings with DAIU (Craig Napier) to discuss the different data sources required and point of contacts from his team that we were able to engage with Team has continued working with DAIU (Craig Napier and David Hockridge) to clarify / confirm our understanding of the data and the parameters, and where relevant, have asked follow up questions 	<ul style="list-style-type: none"> Follow up and continue working closely with the team for anything that is outstanding or requires clarification. Note that team is still pending data from FP&A, noting that Lee Pruden is returning from leave on 23 Jan 2025 Team is in the process of reconciling the master lists noting that there are gaps in some of the data that have been identified and raised to the relevant team members Team has been informed that UTS runs SfL and Enterprise Learning very separately to mainstream UTS from student management (Salesforce instead of CASS) to curriculum, so datasets are being delivered separately and not integrated University Academic Program Office (Georgina Allen) has confirmed that UTS does not use any co-requisites and so our data set and analysis will only look at pre-requisites and anti-requisites 	25%	UTS branded summary report that consolidates all analyses conducted to date
Stakeholder Engagement	<ul style="list-style-type: none"> Team has set up regular weekly meetings with Kylie Readman, Joanne Gray and Jacqui McManus as our regular touchpoints for the program. These sessions will be used to provide a status update, raise any challenges and be used as a working session to test any analysis and developed materials. During this period, the sessions were held on 12 Dec 2024, 16 Jan 2025 and 23 Jan 2025 Team has engaged with Kerry Knott and Prath Shinde from UTS' change management team to provide an overview on the ST&L program 	<ul style="list-style-type: none"> Continue using these sessions and set up additional sessions as needed to progress the work in the Program Continue engaging with broader stakeholders as needed to support the Operational Sustainability Initiative 	N/A - Ongoing	

ST&L Program Status Report (2/2)

	From	To
Period (dates)	09/12/24	24/01/25
Overall strong confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Framework(s)	<ul style="list-style-type: none"> Team has developed the first draft of the below frameworks: <ul style="list-style-type: none"> Identification framework: similar subjects Framework to enable decision on future state courses Framework to enable decision on future state subjects Team presented the first draft of frameworks to assess similar subjects and identify future state courses and subjects on 23 Jan 2025 Team had a follow up meeting with Jacqui McManus on 24 Jan 2025 for further feedback and direction Travis Bransgrove and Susan Gibson have also provided a dataset that contains a machine learning assessment of subject similarity based on text algorithm applied over the subject descriptions and learning outcomes from the curriculum management system to identify subjects for further investigation for potential consolidation. Team has advised that additional attributes can be added however if we decide to proceed with the algorithm, we will need to discuss feasibility and additional resourcing considerations if required 	<ul style="list-style-type: none"> Team is in the process of refining the frameworks with an aim to share with Kylie Readman, Joanne Gray, and Jacqui McManus on week commencing 27 January for further feedback Team will work on organising a meeting with Jacqui McManus and Travis Bransgrove to discuss feasibility and reliability of using the POC machine learning algorithm developed to assess and expedite the analysis on similar subjects 	20%	<ul style="list-style-type: none"> UTS branded summary report that consolidates all analyses conducted to date
Current State Analysis (Course and Subject Performance)	<ul style="list-style-type: none"> Team has continued progressing current state analysis. Specifically, the team has been working on analysing: <ul style="list-style-type: none"> Overview of courses and subjects offered in UTS including subjects that are core vs. elective Student enrolment numbers (headcount) per course and subject over the past three years Curriculum related e-requests over the past three years by course and subject 	<ul style="list-style-type: none"> Continue progressing current state analysis where data is available while the team works on clarifying information provided with relevant team members 	5%	

Operating Model Program: Workstream 1 - SDM

	From	To
Period (dates)	09/12/24	24/01/25
Overall strong confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Program Plan	<ul style="list-style-type: none"> In collaboration with the UTS Operating Model Program team, several working sessions to develop the workstream 1 program plan in preparation for endorsement at ULT on 12 December 2024 Operating Model workshop held at KPMG 11 December Additional material developed to detail the service delivery model workshop schedule and planned outputs for Program Sponsors 22 January 2025 	<ul style="list-style-type: none"> Status Updates to continue to monitor progress against plan, with risks raised as required 	100%	<ul style="list-style-type: none"> Workstream 1 Program Plan
Design Principles	<ul style="list-style-type: none"> ULT Endorsed Design Principles have been iterated for the context of Operational Sustainability, inc. weightings added to suit imperative of cost out over process improvement Initial socialisation / involvement of key Operating Model Program stakeholders for input / comment including socialisation with Program Sponsors 	<ul style="list-style-type: none"> Further socialisation as required 	95%	<ul style="list-style-type: none"> Operating Model Program Design Principles
Validation Workshop 1 Preparation	<ul style="list-style-type: none"> Collaboratively with the UTS Operating Model Program team, developed a detailed approach and agenda for validation workshop 1 Worked with key UTS stakeholder to arrange logistics for the in person session Developed and continuously validated over a number of sessions with UTS operating model program team the workshop materials Commenced development of the pre-reading materials for socialisation with attendees prior to workshop 1 	<ul style="list-style-type: none"> Pre-read materials to be socialised with attendees and approved by Operating Model Program leadership Finalisation of workshop materials and socialisation with Operating Model Program leadership 	75%	<ul style="list-style-type: none"> Validation Workshop 1
Validation Workshop 2 Preparation	<ul style="list-style-type: none"> Collaboratively with the UTS Operating Model Program team, developed an approach and agenda for workshop 2 Commenced drafting of workshop materials Iterated the Functional taxonomy/blueprint to support the draft allocation of services to functional owners for the purposes of workstream 3 to be validated in workshop 2 	<ul style="list-style-type: none"> Begin development of pre-read materials Continue development of workshop materials 	10%	<ul style="list-style-type: none"> Validation Workshop 2
Workshop 3 Preparation	<ul style="list-style-type: none"> Collaboratively with the UTS Operating Model Program team, developed an approach and agenda for workshop 3 	<ul style="list-style-type: none"> Begin development of pre-read and workshop materials Iterate deliverables based off results in Workshop 1 and 2 in preparation for Workshop 3. 	0%	<ul style="list-style-type: none"> SDM Workshop
Enterprise Service Delivery Model	<ul style="list-style-type: none"> Commence drafting of final template: SDM guidebook to support functional owners in workstream 3 	<ul style="list-style-type: none"> Conceptual guidebook and model to be created iteratively from workshops and used to support the design of the SDM in workstream 3 	5%	<ul style="list-style-type: none"> Future State Enterprise SDM Blueprint Guidebook to support Functional Detailed Design

Operating Model Program: Workstream 2 – Academic Structures

	From	To
Period (dates)	09/12/24	24/01/25
Overall strong confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Program Plan	<ul style="list-style-type: none"> Development of a high-level Workstream Plan in collaboration with Executive Sponsor for the purposes of broader Operating Model Program plan endorsement at ULT on 12 December 2024 Continued to iterate and further develop a detailed Workstream Plan in collaboration with Executive Sponsor and key Workstream team members, including through collaborative working sessions (scheduled 16/01 and 22/01). 	<ul style="list-style-type: none"> Continue to refine and finalise a draft Workstream in preparation for the next working session on 31 January 2025 Seek endorsement of workstream 2 Workstream Plan from ULT Develop data request and review background information Further develop stakeholder engagement plan, including through initial briefings 	75%	<ul style="list-style-type: none"> Workstream 2 Plan
Academic Structures Guidelines	<ul style="list-style-type: none"> Drafted the academic structure guidelines and received initial feedback at the working session #2 Continued to iterate and refine the guidelines based on feedback 	<ul style="list-style-type: none"> Socialise the guidelines with key stakeholders to gather further feedback Review feedback and make necessary updates Seek approval from the Sponsor and endorsement from relevant governance forum 	60%	<ul style="list-style-type: none"> Academic Structures Guidelines
Internal Academic Architecture	<ul style="list-style-type: none"> Initial session with Operating Model Program team to understand data collated to date, and pre-work that 	<ul style="list-style-type: none"> Gather current state data Following program plan endorsement, begin workstream activities including building out a current state view and identify and engage key stakeholders to gather insights and validate data 	10%	<ul style="list-style-type: none"> Internal Academic Architecture Model Summary Report
Academic Governance	<ul style="list-style-type: none"> Initial session with Operating Model Program team to understand data collated to date 	<ul style="list-style-type: none"> Gather current state data Following program plan endorsement, begin workstream activities including building out a current state view and identify and engage key stakeholders to gather insights and validate data 	0%	<ul style="list-style-type: none"> Academic Governance Summary Report
Exploration of Consolidation Opportunities	<ul style="list-style-type: none"> Initial session with Operating Model Program team to understand data collated to date 	<ul style="list-style-type: none"> Determine scope of the exploration Following program plan endorsement, begin workstream activities including define strategic rationale, stakeholders and collate relevant data/information and benchmarking data 	0%	<ul style="list-style-type: none"> Future State Consolidation Options Summary Report

	From	To
Period (dates)	09/12/24	24/01/25
Overall strong confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Other activities

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Executive Engagement and Alignment	<ul style="list-style-type: none">Fortnightly Vice Chancellor meetingsBi-weekly Sponsor meetingsTri-weekly UPMO/CoS meetings	<ul style="list-style-type: none">Ongoing preparation for 12 December ULT meetingPlanning for early-2025 activitiesContract discussions with procurementResourcing planning	N/A	Program plans, agenda and briefings, as required

Resource tracking by expenditure to date

	Team Member	Role/Level	Program Aligned	Actual Days WC 9.12.24	Actual Days WC 16.12.24 (4 working days)	Actual Days WC 13.1.25	Actual Days WC 20.1.25
Leadership Team	s.14, cl3(a)(b); s.14, cl4(d)						
Core Delivery Team							

Additional information in response to request 2, GIPA2025/10

Released under s.76 of the GIPA Act

As outlined in the OSI Initial Consultation Discussion Paper released in November 2024, KPMG were engaged to aid the leadership team in benchmarking and assessment of options to achieve \$100million in savings.

KPMG were engaged by UTS to undertake a preliminary scoping exercise in October – November 2024 and this work was based on limited input and data and was never intended to serve as the foundation for final decision-making. This work was subject to a validation process with key members of the ULT.

As part of this work at that time KPMG began developing a list of D to E researchers but the Deputy Vice Chancellor Research intervened, and upon reviewing and seeking to validate this data with our own research data insights team, the work was discontinued.

Instead, the data contained in the university's own *Researcher Insights*, data base has been relied upon for subsequent work undertaken in 2025. This work has assessed research productivity using Fields of Research data in aggregate in order to consider whether any proposed OSI changes would impact on our research activities. This analysis was undertaken alongside the courses and subject evaluations and Field of Education context.

The analysis undertaken to identify proposed changes for the academic change proposal, factors considered included research productivity, course viability, and subject viability. The analysis showed that when considering changes through these lenses, the same insights were gained on where there was potential to remove the workload in accordance with the FTE reductions being sought.

All academic staff have access to their individual data through [Researcher Insights](#), in the Research360 app. All academic staff are already able to validate their data. Supervisors can see the data of all their direct reports and the DVCR can see data for all academic staff.

From: s.14, cl3(a)(b)
To: [Kate McGrath](#)
Cc: s.14, cl3(a)(b)
Subject: [EXTERNAL] RE: Research list of names
Date: Monday, 21 October 2024 4:48:17 PM
Attachments: [UTS Sustainable Finance - Research List for DVCR - Oct 2024.xlsx](#)

Hi Kate,

We hope that you are well and that you had a lovely weekend. For the initial diagnostic analysis work, we focused on identifying **Level D and E researchers only** who are in the bottom 25th quartile for research income and publications, and the list of Level D and E researchers with zero income and / or zero publication across the same three year period.

For your reference, please see that information collated in the attached document. There are three tabs in the excel provided:

1. Bottom 25th Quartile Guide: This tab shows who is identified in the bottom 25th quartile (2021 – 2023) for each Faculty + DVCR Portfolio
2. List of Staff in Bottom 25th Quartile: We have included Staff ID, Name, Position, Grade Level, Position Type, Faculty, Count of Publications, Sum of Fractionised Research Income, and FTE value
3. List of Inactive Researchers: We have included Staff ID, Name, FTE, Position Type, Grade Level, Faculty / Portfolio. Note: On this list, the last row in column A has a coloured fill to denote that this researcher has zero publication but all other researchers on the list have zero income

Document password: s.14, cl.4(d)

Once you have had the chance to review, please do not hesitate to reach out to us if you would like to discuss further/have any questions.

Thank you

s.14,
cl3(a)(b)

From: Kate McGrath <Kathryn.McGrath@uts.edu.au>
Sent: Thursday, 17 October 2024 3:30 PM
To: s.14, cl3(a)(b) <kpmg.com.au>; s.14, cl3(a)(b) <kpmg.com.au>
Subject: [EXTERNAL] Research list of names

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

Hi

s.14, cl3(a)(b)

I assume you have a list of all the individuals from level A through level E that are in the bottom 25% or have no research ERI or research outputs.

Would you be able to send that to me so I can get a sense of this.

Thanks

Kate

Kathryn McGrath, Prof
Deputy Vice-Chancellor and Vice-President (Research)
University of Technology Sydney
+61 mobile - out of scope
ORCID: 0000-0003-3531-0562

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Faculty / Portfolio	Bottom 25th Quartile	
	Publication	Income
FEIT	8 publications or less	\$149,907 or less
SCI	5 publications or less	\$154,340 or less
FoH	6 publications or less	\$112,756 or less
BUS	4 publications or less	\$36,824 or less
FASS	3 publications or less	\$47,216 or less
DAB	4 publications or less	\$28,065 or less
LAW	6 publications or less	\$47,755 or less
TDI	5 publications or less	\$27,488 or less
DVCR	5 publications or less	\$228,533 or less

Staff ID	Name	Position	Grade Level	Position Type	Faculty	Publications	Research Income	FTE (AUT forecast)	FTE (Assumes any N/A's are 1)
s.14, cl(3(a)(b))			Level D	Teaching and Research	s.14, cl(3(a)(b))				
			Level D	Teaching and Research					
			Level D	Teaching and Research					
			Level E	Teaching and Research					
			Level E	Teaching and Research					
			Level E	Teaching and Research					
			Level D	Teaching and Research					
			Level D	Teaching and Research					
			Level D	Teaching and Research					
			Level E	Teaching and Research					
			Level D	Others					
			Level D	Teaching and Research					
			Level D	Teaching and Research					
			Level E	Teaching and Research					
			Level E	Teaching and Research					
			Level D	Teaching and Research					
			Level D	Teaching and Research					
			Level D	Teaching and Research					
			Level D	Teaching and Research					
			Level D	Teaching and Research					

s.14, cl(3(a))(b)

Level D	Teaching and Research
Level D	Teaching and Research
Level D	Teaching and Research
Level D	Teaching and Research
Level D	Teaching and Research
Level E	Teaching and Research
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Level D	Teaching and Research
Level E	Teaching and Research

s.14, cl(3(a))(b)

s.14, cl(3(a)(b))

Level D	Teaching and Research
Level D	Teaching and Research
Level D	Teaching and Research
Level D	Teaching and Research
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Level E	Teaching and Research
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Level D	Teaching and Research
Level D	Teaching and Research

s.14, cl(3(a)(b))

s.14, cl(3(a)(b))	Level D	Teaching and Research	s.14, cl(3(a)(b))
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	Level D	Teaching and Research	
	Level D	Research Only	
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	Level D	Teaching and Research	

s.14, cl(3(a)(b))

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	Level E	Teaching and Research	
	Level E	Research Only	

s.14, cl(3(a)(b))

Level E	Research Only
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s.14, cl(3(a)(b))

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Level E	Teaching and Research

s.14, cl(3(a)(b))

s.14, cl(3(a)(b))

Level E	Teaching and Research
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s.14, cl(3(a)(b))

Level D	Teaching Only
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Level E	Teaching Only
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Level E	Teaching and Research

s.14, cl(3(a)(b))

s.14, cl(3(a)(b))

Level E	Teaching and Research
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Level D	Teaching and Research
Level D	Teaching and Research
Level D	Teaching and Research
Level E	Teaching and Research
Level E	Research Only

s.14, cl(3(a)(b))

[illegible]

s.14, cl(3(a)(b))	Level D	Teaching and Research	s.14, cl(3(a)(b))
	Level D	Teaching and Research	
	Level D	Teaching and Research	
	Level D	Teaching and Research	
	Level D	Teaching and Research	
	Level E	Teaching and Research	
	Level E	Teaching and Research	
	Level E	Teaching Only	
	Level E	Teaching and Research	
	Level E	Teaching Only	

s.14, cl(3(a)(b))

Level E	Teaching Only
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Level E	Teaching and Research
Level E	Teaching Only
Level D	Research Only
Level D	Research Only
Level D	Research Only
Level E	Research Only

s.14, cl(3(a)(b))

Staff ID	Name	Does the List of Inactive Researchers Already Exist in the Bottom 25th Quartile	FTE	Position Type	Grade Level	Faculty / Portfolio
s.14, c(3(a)(b))		No	s.14, c(3(a)(b))	Teaching and Research	Level D	s.14, c(3(a)(b))
		No		Research Only	Level D	
		No		Teaching and Research	Level E	
		No		Teaching and Research	Level E	
		No		Research Only	Level E	
		No		Teaching and Research	Level E	
		No		Teaching and Research	Level E	
		No		Teaching and Research	Level E	
		No		Teaching and Research	Level E	
		No		Teaching and Research	Level E	
		No		Teaching and Research	Level E	
		No		Teaching and Research	Level E	
		No		Teaching and Research	Level E	
		No		Teaching and Research	Level E	
		No		Teaching and Research	Level E	
		No		Research Only	Level E	
		No		Teaching and Research	Level D	
		No		Teaching and Research	Level D	
		No		Teaching and Research	Level D	
		No		Teaching and Research	Level D	

s.14, c(3(a)(b))	No	s.14, c(3(a)(b))	Teaching and Research	Level D	s.14, c(3(a)(b))
	No		Teaching and Research	Level D	
	No		Teaching and Research	Level D	
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	No		Teaching and Research	Level D	
	No		Teaching and Research	Level D	
	No		Teaching Only	Level D	
	No		Teaching and Research	Level D	
	No		Teaching and Research	Level D	
	No		Teaching and Research	Level D	
	No		Teaching and Research	Level D	
	No		Teaching and Research	Level D	
	No		Teaching and Research	Level D	

s.14, cl(3(a)(b))

No

s.14, cl(3(a)(b))

Teaching and Research

Level D

s.14, cl(3(a)(b))

No

Research Only

Level D

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Teaching and Research

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No

Teaching and Research

Level D

No

Teaching and Research

Level D

No

Teaching and Research

Level D

No

Teaching and Research

Level D

No

Teaching and Research

Level E



Operational Sustainability

Status Report : Weeks 1- 2

Week ending 22 November 2024

UTS CRICOS 00099F
UTS TEQSA PRV12060

High level program activities tracking

	From	To
Period (dates)	18/11/24	22/11/24
Overall strong confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Program Activities Tracking		
AREA OF FOCUS	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS
Summary of Operational Sustainability governance arrangements	<ul style="list-style-type: none"> Development of conceptual governance model for Operational Sustainability programs for initial feedback Development of decision rights framework for initial discussion with Sponsors 	<ul style="list-style-type: none"> Further iteration and discussion with Operational Sustainability Sponsors, as well as validation and feedback from Vice Chancellor in meeting scheduled 26/11 Draft summary regarding proposed Operational Sustainability governance, including decision rights (with worked examples)
Executive engagement and alignment	<ul style="list-style-type: none"> Weekly Vice Chancellor meetings Bi-weekly Sponsor meetings Tri-weekly UPMO/CoS meetings 	<ul style="list-style-type: none"> Ongoing Preparation of agenda for 12 December ULT meeting
Summary Plan: Sustainable Teaching and Learning	<ul style="list-style-type: none"> Program plan template developed and shared on 25/11 Next layer of analysis plan drafted and shared on 25/11 Initial data request drafted Weekly cadence with Kylie and Joanne set up 	<ul style="list-style-type: none"> Drafted analysis plan and key activities to be tested on 26 November To test initial data request, confirm source of truth and UTS data owner To discuss UTS resourcing support for the Program, and any capacity / capability gaps that need to be filled KPMG to continue progressing the schedule, workstream interdependencies, risks and mitigation strategies and others
Research Productivity and Investment	<ul style="list-style-type: none"> Met with Kate on 14 Nov and was provided an overview of the analysis scope Had subsequent working sessions with Renee Estrella, Scott McWhirther and Helene de Burgh-Woodman to test KPMG's understanding of the ask and the level of granularity possible for the requested analysis based on UTS' available data Follow up meeting with Kate on 22 Nov where our understanding of the analysis was validated and confirmed by Kate Commenced drafting program plan 	<ul style="list-style-type: none"> Followed up with Renee and Helene to confirm and initiate the request for the data needed for the HDR deep dive and research investment key activities Following our discussion with Kate on 22 Nov, we have developed a detailed methodology for the key activities of the workstream and outlined an initial potential sequencing. This will be further reviewed and tested with Kate and other key stakeholders in the coming week. Test parameters of analysis with Kate Continue drafting the remaining sections of the program plan.
Operating Model	<ul style="list-style-type: none"> Met with Mark on 19 Nov for an overview of work packages planned to date and areas for alignment Met with Belinda on 21 Nov to further unpick Operating Model Portfolio work completed to date Program plan initial template developed Review and ongoing synthesis of background information/documentation provided High level structure of template shared with Mark on 22 Nov Operating model current state meetings scheduled with Ian Menz and Dave Holme w/c 25/11 	<ul style="list-style-type: none"> Operating Model planning meetings have been scheduled to discuss the requirements for the Service Delivery Model plan before EOY break, these are currently scheduled for: <ul style="list-style-type: none"> 26/11 (13:30 – 2h) 27/11 (10:00 – 1.5h) 28/11 (08:00 – 1h) 29/11 (09:30 – 2h) Obtain key stakeholder information to commence planning meetings, developing the project plan documentation template
Summary paper outlining UPMO future state function, structure, including identification of future state capability / resourcing requirements	<ul style="list-style-type: none"> Detailed documentation review of materials and artefacts which have been provided Initiation of current state assessment, broken down by: <ul style="list-style-type: none"> Current structures, Roles and Responsibilities Approach to undertaking this workstream Leading Practice Overview High Level Observations (including barriers and constraints) What is working well Readiness assessment 	<ul style="list-style-type: none"> Further discussion and validation scheduled for Thursday the 28th of November with UPMO Director Emma Baker to confirm current state assessment and initial readiness assessment observations Agree key stakeholders for engagement before EOY break

High level program risk tracking

	From	To
Period (dates)	18/11/24	22/11/24
Overall strong confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Key Risks		STATUS: ●	Proposed Mitigation Steps
1	The authoritative source for UTS academic workforce data.		Work with UTS to establish a single source of truth by agreeing on a specific workforce baseline dataset and agreeing on an approach to validating it with the respective Faculties to ensure consistency / 'line in the sand' across the analysis.
2	Stakeholder engagement availabilities and/or delay in receipt of stakeholder feedback.		Timely distribution of meeting invitations to stakeholders for consultation including pre-planning required meetings Identification of critical milestones and the timely achievement of these milestones to support delivery and the incorporation of feedback

Resource tracking by expenditure (by fortnight [11/11 – 22/11])

		Team Member	Role/Level	W/C 11/11 (Forecast)	WC 11/11 (Actual)	W/C 18/11 (Forecast)	W/C 18/11 (Actuals)
Leadership Team	Core Delivery Team	s.14, cl3(a)(b); s.14, cl4(d)					

From: s.14, cl.3(a)(b)
To: [Kate McGrath](#)
Cc: s.14, cl.3(a)(b)
Subject: [EXTERNAL] RE: Research list of names
Date: Monday, 4 November 2024 11:32:48 AM

Hi Kate,

Thank you for bringing this to our attention.

Noted that Scott will start working on this for you. We will ensure that we work closely with Scott in the detailed design as we work through the methodology used / data sources and any reconciliation required in terms of identification of active and inactive researchers.

Thanks,

s.14, cl.3(a)(b)

KPMG
Tower Two
Collins Square
727 Collins Street
Melbourne VIC 3008 Australia

Tel +61 ^{mobile - out of scope} s.14, cl.3(a)(b) kpmg.com.au

kpmg.com.au



From: Kate McGrath <Kathryn.McGrath@uts.edu.au>

Sent: Monday, 4 November 2024 11:02 AM

To: s.14, cl.3(a)(b) kpmg.com.au

Cc: s.14, cl.3(a)(b) kpmg.com.au; s.14, cl.3(a)(b) kpmg.com.au; Scott McWhirter <Scott.McWhirter@uts.edu.au>; Kate McGrath <Kathryn.McGrath@uts.edu.au>

Subject: [EXTERNAL] RE: Research list of names

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

Hi s.14, cl.3(a)(b)

I have been working with the data but unfortunately many of the named people on both lists appear to be much more active than what this profiling is indicated.

For example in the bottom 25% there is a s.14, cl.3(a)(b) who has published well over s.14 this year, supervises students and brings in \$.

So on face of it in the inactives there are nearly 60 people but actually there are fewer than 20

once I look them up.

I spoke to the VC this morning and he has agreed that Scott McWhirter, copied here now comes in to exploring this with me.

Scott will start working on this for me now – and I have asked him to work with you to really understand the methodology – the numbers etc all look right – the actual people don't is the issue.

Happy to have a meeting including me, but also good if you just work with Scott.

Thanks

Kate

From: s.14, cl3(a)(b) <[REDACTED]@kpmg.com.au>
Sent: Monday, 21 October 2024 4:43 PM
To: Kate McGrath <Kathryn.McGrath@uts.edu.au>
Cc: s.14, cl3(a)(b) <[REDACTED]@kpmg.com.au>; s.14, cl3(a)(b) <[REDACTED]@kpmg.com.au>
Subject: [EXTERNAL] RE: Research list of names

Hi Kate,

We hope that you are well and that you had a lovely weekend. For the initial diagnostic analysis work, we focused on identifying **Level D and E researchers only** who are in the bottom 25th quartile for research income and publications, and the list of Level D and E researchers with zero income and / or zero publication across the same three year period.

For your reference, please see that information collated in the attached document. There are three tabs in the excel provided:

1. Bottom 25th Quartile Guide: This tab shows who is identified in the bottom 25th quartile (2021 – 2023) for each Faculty + DVCR Portfolio
2. List of Staff in Bottom 25th Quartile: We have included Staff ID, Name, Position, Grade Level, Position Type, Faculty, Count of Publications, Sum of Fractionised Research Income, and FTE value
3. List of Inactive Researchers: We have included Staff ID, Name, FTE, Position Type, Grade Level, Faculty / Portfolio. Note: On this list, the last row in column A has a coloured fill to denote that this researcher has zero publication but all other researchers on the list have zero income

Document password: s.14, cl.4(d) [REDACTED]

Once you have had the chance to review, please do not hesitate to reach out to us if you would like to discuss further/have any questions.

Thank you

s.14, cl3(a)(b) [REDACTED]

From: Kate McGrath <Kathryn.McGrath@uts.edu.au>
Sent: Thursday, 17 October 2024 3:30 PM
To: s.14, cl3(a)(b) <[REDACTED]>; [\[REDACTED\]@kpmg.com.au](mailto:[REDACTED]@kpmg.com.au); s.14, cl3(a)(b) <[REDACTED]>; [\[REDACTED\]@kpmg.com.au](mailto:[REDACTED]@kpmg.com.au)>
Subject: [EXTERNAL] Research list of names

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

Hi s.14, cl3(a)(b) <[REDACTED]>

I assume you have a list of all the individuals from level A through level E that are in the bottom 25% or have no research ERI or research outputs.

Would you be able to send that to me so I can get a sense of this.

Thanks

Kate

Kathryn McGrath, Prof
Deputy Vice-Chancellor and Vice-President (Research)
University of Technology Sydney
+61 s.14, cl3(a)(b) <[REDACTED]>
ORCID: 0000-0003-3531-0562

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From: [Deborah Naray](#)
To: [Bill Paterson](#)
Subject: Response to SK
Date: Tuesday, 1 July 2025 2:45:00 PM
Attachments: [image001.png](#)

Bill

Running this past you. I'm following up on a few elements with Michelle.

 [draft response email 30june.docx](#)

Deborah Naray
Head of Corporate Information

Governance Support Unit
University of Technology Sydney
T. +61 (02) 9514 1245
PO Box 123 Broadway NSW 2007 Australia

From: Deborah Naray
Sent: Monday, 30 June 2025 9:29 AM
To: Bill Paterson <William.Paterson@uts.edu.au>; Michelle Callen <Michelle.Callen@uts.edu.au>
Subject: FW: GIPA and contacts register enquiries - this one from SK

Hi Bill and Michelle

I received this early this morning. s.14, cl.3(b) had cc'd her last email to UTS NTEU email re her questions on the KPMG contract and master spreadsheet, as well as questions re the completeness of the Register of Contracts. Simon has now asked further questions of UTS.

Although myself and Bill can likely respond to the specific Register questions (similar to those provided to s.14, cl.3(b) re completeness and timing and work being done to address this), we should not be responding to the questions re the contract details themselves, dates of signing, and outputs such as this master spreadsheet everyone seems to want. Again, similar to s.14, cl.3(b)'s last set of questions, these should be referred to VC Office.

Thoughts?

Deborah Naray
Head of Corporate Information

Governance Support Unit
University of Technology Sydney
T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Simon Knight <Simon.Knight@uts.edu.au>
Sent: Monday, 30 June 2025 8:00 AM
To: Deborah Naray <Deborah.Naray@uts.edu.au>
Subject: GIPA and contacts register enquiries

Dear Deborah

I'm emailing you in your capacity as Head of Corporate Information.

I have become aware of some inconsistencies in information received or published, and wish to raise these concerns with you.

My concerns relate to Division 5 (Sections 27-35) of the GIPA Act which sets out that:

1. Contracts must be entered into the contracts register within 45 days from their effective date (Section 27.(2))
2. If a class 2 contract has (or is likely to have) a value of \$5 million or more (a class 3 contract), the register must include a copy of the class 3 contract. (Section 31)
3. Section 30.(2) sets out that a Class 2 (and by extension, 3) contract must be entered in the contracts register with: (c) the results of any cost-benefit analysis of the contract conducted by the agency; (d) the components and quantum of the public sector comparator if used; (e) if relevant, a summary of information used in the contractor's full base case financial model (for example, the pricing formula for tolls or usage charges).
4. Section 31 indicates that material variations to contracts must be published.

These concerns relate to the following particulars:

1. The GIPA request listed in the disclosure log as GIPA2025/04. GIPA2025/04 began 21/03/2025, and was decided 9/5/2025 (with an agreed extension).
2. As part of that request, all contracts relating to Operational Sustainability were requested.
3. Information disclosed included a contract with KPMG. That contract made reference to work *already completed* that included delivery and sign off on a Master spreadsheet of academics B-E and in senior staff groups who were 'underperforming' on research. For the purposes of the Act, this disclosure is the reviewable decision.
4. The KPMG effective contract dates are: 13/01/2025, and 7/08/2024.

My concerns are as follows:

1. As you will know, the NTEU Branch has since been copied in on correspondence, dated June 19th, from ^{s.14, cl.3(b)} [redacted] ^{s.14, cl.3(a)(b)} [redacted]@gmail.com. In that correspondence, the Master [redacted] was mentioned. I do not know who the individual is, and I do not have access to the chain of correspondence and thus detail regarding the request. I am concerned that in this correspondence, you

say, “I can advise however, that this master spreadsheet did not eventuate and was no longer required as an output of the OSI program.” The individual notes:

“As this contract was signed by the Vice-Chancellor on 12 March 2025, could you please clarify why this deliverable was included in the executed contract if the spreadsheet was not required or produced? Further, I note that according to the documents released in response to the GIPA request, the RP&I program was delivered to UTS on 12 December 2024. Specifically, Activity 1.1 (Validate diagnostic analysis) was shown as completed at that point, and this activity explicitly includes a “stage gate” for final approval of the list of Level C to Level E, SSS, and SSG staff not meeting research expectations (as documented in the program milestone materials). This appears to directly contradict the recent advice that such a list “did not eventuate.” Could you please clarify this apparent inconsistency?”

I am in agreement with the individual, and am particularly surprised given our correspondence regarding the same spreadsheet.

2. Regarding the specifics of the KPMG contract:

- a. 45 working days from the effective date of January 13th is March 18th 2025. The KPMG contract was not entered into the Contracts Register until some time after the GIPA decision (i.e., May 9th).
- b. The KPMG contract effective in August 2024 should have been treated as a Class 3 contract, given it would have been apparent that this contract was “likely to have” a value of \$5 million or more (i.e., to be a class 3 contract).
- c. The Contracts Register and contract do not provide adequate information with respect to Section 30.(2) of the GIPA Act, for Class 2 or 3 contracts. Specifically, we would expect:
 - i. A cost-benefit analysis of the contract
 - ii. Information regarding, “the Public Sector Comparator”, i.e., what it would have cost for the agency to pay for and deliver a service by itself, compared to the cost of KPMG.
 - iii. Information regarding the contractor’s financial model (noting that this is omitted in the contract released under GIPA)
 - iv. Information regarding material changes to the contract, such as changes to major milestone reports.

3. We are also aware that other contracts are in effect for work related to Operational Sustainability (indeed, the Vice-Chancellor has referred to some of these, including a contract relating to psychosocial risk assessment, from some time ago). I am further concerned that these contracts do not appear in the Contracts Register (noting that 45 working days prior is, I believe, Wednesday, 23 April 2025).

In addition to any information you can offer/direct me to regarding concerns with information under the contracts register, I would appreciate responses to the following questions:

1. Could you please confirm or elaborate on what “did not eventuate”, i.e., is there, or was there ever, a Master spreadsheet of this nature produced by or in partnership with KPMG?
2. Could you please indicate whether there are other material variations in the KPMG contract, noting that a part of that contract was (and perhaps remains) uncoded, and those eventual costs represent a material variation?
3. Can you confirm whether any contracts relating to Operational Sustainability have been excluded from the Contracts Register on the grounds that “there is an overriding public interest against disclosure”, or under any other considerations?
4. Can you confirm that the Contracts Register reflects all contracts related to Operational Sustainability? (or, those up to a date no earlier than April 23rd).
5. Can you provide any information regarding how the KPMG contract with an effective date of January 13th was executed when the Vice Chancellor appears to have signed this contract on March 12th?

I remain appreciative of your support in addressing these questions, and mindful of the workload that the operational sustainability has placed on you/the GSU team alongside all UTS staff.

Best

Simon

From: [Deborah Naray](#)
To: [Michelle Callen](#)
Cc: [Bill Paterson](#)
Subject: RE: GIPA and contacts register enquiries - this one from SK
Date: Wednesday, 2 July 2025 9:46:00 AM
Attachments: [gipa-uts-register-contracts-form - KPMG OSI contracts 2024 2025.zip](#)
Importance: High

Hi Michelle

I'm working on a response to Simon's email below. I have some questions, happy to chat.

1. **Extension to current KPMG contract?** Given KPMG 2025 contract had an expected end date 30 June, has there been a formal extension/variation (something provided/agreed to between UTS and KPMG).
2. **Data on the Register of Contracts – Register of Contract lodgement forms for the 2 KPMG contracts:** Simon is questioning the accuracy of data provided for the 2 KPMG contracts on the Register, although noting the 2024 contract is due to be removed later this week in our next update. In his original response to his application he asked for the Register of Contract lodgement forms for the 2 contracts, I believe I had provided them to you to review but we didn't settle on doing anything as other GIPA matters overtook us.

Are there any concerns providing these informally with my response? They have little to add to what is already reported. See them in the attached zip file.

3. **Dates in the 2025 contract:** He is requesting information re the "discrepancy" of the dates again in the KPMG contract, I believe this was also asked for by s.14, cl.3(b) as was the existence or non-existence for the master spreadsheet. As with s.14, cl.3(b) I propose they be referred to the VC Office for response.

Thanks, Deborah

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Deborah Naray

Sent: Monday, 30 June 2025 9:29 AM

To: Bill Paterson <William.Paterson@uts.edu.au>; Michelle Callen <Michelle.Callen@uts.edu.au>

Subject: FW: GIPA and contacts register enquiries - this one from SK

Hi Bill and Michelle

I received this early this morning. [REDACTED] had cc'd her last email to UTS NTEU email re her questions on the KPMG contract and master spreadsheet, as well as questions re the completeness of the Register of Contracts. Simon has now asked further questions of UTS.

Although myself and Bill can likely respond to the specific Register questions (similar to those provided to [REDACTED] re completeness and timing and work being done to address this), we should not be responding to the questions re the contract details themselves, dates of signing, and outputs such as this master spreadsheet everyone seems to want. Again, similar to [REDACTED]'s last set of questions, these should be referred to VC Office.

Thoughts?

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Simon Knight <Simon.Knight@uts.edu.au>

Sent: Monday, 30 June 2025 8:00 AM

To: Deborah Naray <Deborah.Naray@uts.edu.au>

Subject: GIPA and contacts register enquiries

Dear Deborah

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I have become aware of some inconsistencies in information received or published, and wish to raise these concerns with you.

My concerns relate to Division 5 (Sections 27-35) of the GIPA Act which sets out that:

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3. Section 30.(2) sets out that a Class 2 (and by extension, 3) contract must be entered in the contracts register with: (c) the results of any cost-benefit analysis of the contract conducted by the agency; (d) the components and quantum of the public sector comparator if used; (e) if relevant, a summary of information used in the contractor's full

base case financial model (for example, the pricing formula for tolls or usage charges).

4. Section 31 indicates that material variations to contracts must be published.

These concerns relate to the following particulars:

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3. Information disclosed included a contract with KPMG. That contract made reference to work *already completed* that included delivery and sign off on a Master spreadsheet of academics B-E and in senior staff groups who were 'underperforming' on research. For the purposes of the Act, this disclosure is the reviewable decision.
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My concerns are as follows:

1. As you will know, the NTEU Branch has since been copied in on correspondence, dated June 19th, from ^{s.14, cl.3(b)} [redacted] sh ^{s.14, cl.3(a)(b)} [redacted] [gmail.com](mailto:[redacted]@gmail.com). In that correspondence, the Master spreadsheet was mentioned. I do not know who the individual is, and I do not have access to the chain of correspondence and thus detail regarding the request. I am concerned that in this correspondence, you say, *"I can advise however, that this master spreadsheet did not eventuate and was no longer required as an output of the OSI program."* The individual notes:

"As this contract was signed by the Vice-Chancellor on 12 March 2025, could you please clarify why this deliverable was included in the executed contract if the spreadsheet was not required or produced? Further, I note that according to the documents released in response to the GIPA request, the RP&I program was delivered to UTS on 12 December 2024.

Specifically, Activity 1.1 (Validate diagnostic analysis) was shown as completed at that point, and this activity explicitly includes a "stage gate" for final approval of the list of Level C to Level E, SSS, and SSG staff not meeting research expectations (as documented in the program milestone materials). This appears to directly contradict the recent advice that such a list "did not eventuate." Could you please clarify this apparent inconsistency?"

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 - a. 45 working days from the effective date of January 13th is March 18th 2025. The KPMG contract was not entered into the Contracts Register until some time after

- the GIPA decision (i.e., May 9th).
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 - c. The Contracts Register and contract do not provide adequate information with respect to Section 30.(2) of the GIPA Act, for Class 2 or 3 contracts. Specifically, we would expect:
 - i. A cost-benefit analysis of the contract
 - ii. Information regarding, “the Public Sector Comparator”, i.e., what it would have cost for the agency to pay for and deliver a service by itself, compared to the cost of KPMG.
 - iii. Information regarding the contractor’s financial model (noting that this is omitted in the contract released under GIPA)
 - iv. Information regarding material changes to the contract, such as changes to major milestone reports.
3. We are also aware that other contracts are in effect for work related to Operational Sustainability (indeed, the Vice-Chancellor has referred to some of these, including a contract relating to psychosocial risk assessment, from some time ago). I am further concerned that these contracts do not appear in the Contracts Register (noting that 45 working days prior is, I believe, Wednesday, 23 April 2025).

In addition to any information you can offer/direct me to regarding concerns with information under the contracts register, I would appreciate responses to the following questions:

1. Could you please confirm or elaborate on what “did not eventuate”, i.e., is there, or was there ever, a Master spreadsheet of this nature produced by or in partnership with KPMG?
2. Could you please indicate whether there are other material variations in the KPMG contract, noting that a part of that contract was (and perhaps remains) uncoded, and those eventual costs represent a material variation?
3. Can you confirm whether any contracts relating to Operational Sustainability have been excluded from the Contracts Register on the grounds that “there is an overriding public interest against disclosure”, or under any other considerations?
4. Can you confirm that the Contracts Register reflects all contracts related to Operational Sustainability? (or, those up to a date no earlier than April 23rd).
5. Can you provide any information regarding how the KPMG contract with an effective date of January 13th was executed when the Vice Chancellor appears to have signed this contract on March 12th?

I remain appreciative of your support in addressing these questions, and mindful of the workload that the operational sustainability has placed on you/the GSU team

alongside all UTS staff.

Best

Simon



Complete and submit this form electronically in Word.

Register of Contracts Form

This form is required to meet contract reporting obligations under the [Government Information \(Public Access\) Act 2009 \(NSW\)](#) (the GIPA Act), that requires certain contracts to be reported on our online Register of Contracts.

When is this form required

If you have a contract valued at \$150,000 (inc GST) or more, refer to section 2 on this page below to confirm if you need to report it ¹. If a contract is already reported, but the details have changed, consult University Records in advance.

Note this is separate to lodging contracts or variations as [vital records](#).

Responsibilities²

The faculty/unit managing the contract must lodge this form if reporting is required within 30-days of the commencement date for the contract and advise of any relevant contract changes during contract term.

The form MUST be in Word (do not convert to PDF). Email the completed form to register.of.contracts@uts.edu.au.

Assistance

Contact University Records on extension 1243 or 1245, or via register.of.contracts@uts.edu.au. See also [lodging contract data](#) on the Records and Archives Hub (SharePoint).

1 Contacts and contract

a. Staff member lodging form	Name: Steve Livett
b. Contract manager i.e. the staff member who will manage the contract obligations	Name: Sarah Meaney Faculty/Unit: UPMO
c. Vital record number for this contract ³ This is NOT your project or Content Manager TRIM folder number. Note: If you lodge this form with the vital record lodgement form, this number will be added for you.	V25/599

2 Confirm the reporting threshold

a. Contract's actual or estimated total cumulative value is at or above \$150,000 (inc. GST)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
b. Contract is between UTS and any party that is NOT a NSW public sector entity (e.g. with a private company, University in another State, any govt agency in another State or Cwllh, NGO etc).	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
c. Contract is for one of the following activities: - a party agreeing to undertake a specific project (e.g. construction, design, etc.), or - a party agreeing to provide specific goods or services (e.g. IT support, service provision), or - a party agreeing to transfer or lease real property to another party to the contract.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
ACTION REQUIRED	
(1) Yes to ALL 3 of the above criteria	Reporting is required. Complete and lodge this form.
(2) No to any of the above criteria	Reporting is NOT required.

¹ For exclusions to lodgment obligations, see [withholding information from publication](#).

² Refer to the [records management policy](#).

³ Refer to the [vital records program](#).

3 Identify the contract's "class"

The contract's "Class" will determine how much information is required. Contracts are categorised as Class 1, 2 or 3.

a. There was no tender, and the proposed contract was not made publicly available and the terms and conditions were negotiated directly with the contractor?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
b. Was the contract part of a tender process (whether or not publicly available) where the terms and conditions have been substantially negotiated with the successful tender?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
c. Are one or more parties obliged to maintain or operate infrastructure or assets for 10 years or more?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
d. Does the contract involve a privately financed project (PFP) as defined by NSW Treasury? ⁴	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
e. Does the contract involve the transfer of a significant UTS asset to another party in exchange for the transfer of an asset to UTS?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
ACTION REQUIRED	
(1) No to ALL 5 questions	Complete sections 1 and 3 of Attachment One. <input type="checkbox"/> Class 1
(2) Yes to ANY question, AND value < \$5million (inc GST)	Complete ALL sections in Attachment One. Monitor the value and re-assess if it may reach \$5m. <input checked="" type="checkbox"/> Class 2
(3) Yes to ANY question, AND value => \$5million (inc GST)	Complete ALL sections in Attachment One, and the contract is required to be included on the Register. <input type="checkbox"/> Class 3

Deleted: ☐Deleted: ☒Deleted: ☒Deleted: ☐

4 Withholding information

If any of the following criteria may apply, discuss your concerns with University Records before lodging this form.

a. Attachment A of this form (applies to all contracts):	
i) Is there any information requested on this form that is commercial-in-confidence?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
ii) Would any information requested on this form reveal details of any unsuccessful tender?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
iii) Would any information requested of this form affect public safety or security?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
iv) Do you have any other concerns regarding publishing the information requested on this form?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
v) If YES to any of the above 4 responses, identify the information required and your concerns over its release: Phase 1 of Operational Sustainability, scope and price are highly sensitive	
b. The Contract (for a class 3 contracts only)	
i) Is there any information in the contract itself that is commercial-in-confidence?	<input type="checkbox"/> Yes <input type="checkbox"/> No
ii) Are there details of any unsuccessful tender in the contract?	<input type="checkbox"/> Yes <input type="checkbox"/> No
iii) Would any information in the contract affect public safety or security?	<input type="checkbox"/> Yes <input type="checkbox"/> No
iv) Do you have any other concerns regarding publishing the contract?	<input type="checkbox"/> Yes <input type="checkbox"/> No
v) If YES to any of the above 4 responses, identify the relevant contract sections and your concerns over their release: ...	
ACTION REQUIRED	
(1) No to ALL questions	Continue to complete and lodge this form.
(2) Yes to ANY question	Contact University Records to discuss BEFORE lodging this form. If information is withheld, you will need to complete part 3 of Attachment One. University Records can assist.

⁴ i.e. where the private sector is responsible for supplying & operating physical infrastructure that traditionally would have been provided by UTS.

COMPLETE ATTACHMENT A

ON THE FOLLOWING PAGES

REGISTER OF CONTRACTS ENTRY

Note: Once completed, the following Attachment A will be published on the UTS public website in the university's Register of Contracts.

If you have any concerns about the inclusion of Attachment One of the public Register of Contracts, contact University Records BEFORE you lodge this form.

Contact University Records on extension 1243 or 1245,
or via register.of.contracts@uts.edu.au.

UTS Register of Contracts Entry

1. Contract details			
a. Contract class	<input checked="" type="checkbox"/> Class 1	<input type="checkbox"/> Class 2	<input type="checkbox"/> Class 3
b. Vital record number	V25/599		
c. Name of contractor	KPMG		
d. Business address of contractor	Tower 3, 300 Barangaroo Avenue, Sydney NSW 2000		
e. Details of any related body corporate of the contractor who will be involved in carrying out any of the contractor's obligations	None		
f. Contract effective date	07/08/2024		
g. Duration of contract	4 months estimated		
h. Description Short one-sentence summary including what service or project this relates to.	Review the UTS strategy and operating model		
i. Total value (inc. GST)	i) \$ 386,200		
	ii) <input type="checkbox"/> Actual	<input checked="" type="checkbox"/> Estimate	
j. Can the amount payable under the contract be varied?	i) <input checked="" type="checkbox"/> Yes (continue below)		
	ii) Relevant clause of the contract:		
	NSW Govt scheme 0005 contract terms		
	iii) Provide details about how amount may be varied:		
	Contract variation based on agreed change in scope at an agreed cost		
k. Can the contract be renegotiated?	i) <input type="checkbox"/> Yes (continue below)		
	ii) Relevant clause of the contract:		
	iii) Provide details about how the contract can be renegotiated:		
l. Did the contract involve a tender?	i) <input checked="" type="checkbox"/> Yes (continue below)		
	ii) Specify method of tendering		
	Closed tender to 4 participants on the UTS consultant panel for an initial phase of work. This was later varied but could not have been anticipated at the initial stage.		
	iii) Summarise the criteria against which tenders were assessed: (Indicate if details are attached)		
	3 Quality criteria: Relevant experience Capability and capacity Project methodology		
	2 Price and contract criteria Acceptance of NSW scheme T&Cs Relative cost		
m. Is the contractor being paid for providing operational and/or maintenance services?	i) <input type="checkbox"/> Yes (continue below)		
	ii) Relevant clause of the contract		
	iii) Summarise or attach details of basis for payment: (Indicate if details are attached).		

2. Additional details (Class 2 and 3 contracts only)		(Skip this section for Class 1 contracts)
a. Provide details of future transfers of significant assets to UTS or the State, at zero or nominal cost to UTS or the State, including date of proposed transfer:	Nil	
b. Provide details of future transfers of significant assets to the contractor, including date of their proposed transfer:	Nil	
c. Provide the results of any cost-benefit analysis of the contract conducted by UTS: <i>and</i> Provide the components and quantum of the public sector comparator (if used):	Not conducted	
d. Provide a summary of information used in the contractor's full base case financial model:	Full presentation pack supported by a rate card for resources aligned to grades in NSW scheme	
e. Provide particulars of how risk, during construction and operational phases of a contract to undertake a specific project, is to be apportioned between the parties: <i>and</i> Quantify, where practical, in net present-value terms and specifying the major assumptions involved.	Project milestones and deliverables clearly marked out for each stage of the project delivery. Clear delineation of KPMG and UTS roles determined in advance.	
f. Provide particulars of any other key elements of the contract.		
3. Identifying information withheld from release under section 32 of the GIPA Act		
a. Has any information required on this form been withheld?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
b. Has any part of the contract been withheld? (Class 3 only)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
		<input checked="" type="checkbox"/> N/a, not a Class 3 contract
<i>If yes to a or b above only...</i> c. Summarise what has been withheld and why. e.g. revealing commercial in confidence provisions, or an overriding public interest against disclosure under the GIPA Act.		

Register of Contracts Form

This form is required to meet contract reporting obligations under the [Government Information \(Public Access\) Act 2009 \(NSW\)](#) (the GIPA Act), that requires certain contracts to be reported on our online Register of Contracts.

When is this form required

If you have a contract valued at \$150,000 (inc GST) or more, refer to section 2 on this page below to confirm if you need to report it ¹. If a contract is already reported, but the details have changed, consult University Records in advance.

Note this is separate to lodging contracts or variations as [vital records](#).

Responsibilities²

The faculty/unit managing the contract must lodge this form if reporting is required within 30-days of the commencement date for the contract and advise of any relevant contract changes during contract term.

The form MUST be in Word (do not convert to PDF). Email the completed form to register.of.contracts@uts.edu.au.

Assistance

Contact University Records on extension 1243 or 1245, or via register.of.contracts@uts.edu.au. See also [lodging contract data](#) on the Records and Archives Hub (SharePoint).

1 Contacts and contract

a. Staff member lodging form	Name: Sharon Allen	
b. Contract manager i.e. the staff member who will manage the contract obligations	Name: Sarah Meaney	
	Faculty/Unit: UPMO	
c. Vital record number for this contract³ This is NOT your project or Content Manager TRIM folder number. Note: If you lodge this form with the vital record lodgement form, this number will be added for you.	V25/600	

2 Confirm the reporting threshold

a. Contract's actual or estimated total cumulative value is at or above \$150,000 (inc. GST)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
b. Contract is between UTS and any party that is NOT a NSW public sector entity (e.g. with a private company, University in another State, any govt agency in another State or Cwlth, NGO etc).	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
c. Contract is for one of the following activities: - a party agreeing to undertake a specific project (e.g. construction, design, etc.), or - a party agreeing to provide specific goods or services (e.g. IT support, service provision), or - a party agreeing to transfer or lease real property to another party to the contract.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
ACTION REQUIRED	
(1) Yes to ALL 3 of the above criteria	Reporting is required. Complete and lodge this form.
(2) No to any of the above criteria	Reporting is NOT required.

¹ For exclusions to lodgment obligations, see [withholding information from publication](#).

² Refer to the [records management policy](#).

³ Refer to the [vital records program](#).

3 Identify the contract's "class"

The contract's "Class" will determine how much information is required. Contracts are categorised as Class 1, 2 or 3.

d. There was no tender, and the proposed contract was not made publicly available and the terms and conditions were negotiated directly with the contractor?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
e. Was the contract part of a tender process (whether or not publicly available) where the terms and conditions have been substantially negotiated with the successful tender?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
f. Are one or more parties obliged to maintain or operate infrastructure or assets for 10 years or more?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
g. Does the contract involve a privately financed project (PFP) as defined by NSW Treasury? ⁴	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
h. Does the contract involve the transfer of a significant UTS asset to another party in exchange for the transfer of an asset to UTS?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
ACTION REQUIRED	
(1) No to ALL 5 questions	Complete sections 1 and 3 of Attachment One. <input type="checkbox"/> Class 1
(2) Yes to ANY question, AND value < \$5million (inc GST)	Complete ALL sections in Attachment One. Monitor the value and re-assess if it may reach \$5m. <input type="checkbox"/> Class 2
(3) Yes to ANY question, AND value => \$5million (inc GST)	Complete ALL sections in Attachment One, and the contract is required to be included on the Register. <input checked="" type="checkbox"/> Class 3

4 Withholding information

If any of the following criteria may apply, discuss your concerns with University Records before lodging this form.

a. Attachment A of this form (applies to all contracts):	
i) Is there any information requested on this form that is commercial-in-confidence?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
ii) Would any information requested on this form reveal details of any unsuccessful tender?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
iii) Would any information requested of this form affect public safety or security?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
iv) Do you have any other concerns regarding publishing the information requested on this form?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
v) If YES to any of the above 4 responses, identify the information required and your concerns over its release: Value of contract commercial in confidence; Scope confidential	
b. The Contract (for a class 3 contracts only)	
i) Is there any information in the contract itself that is commercial-in-confidence?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
ii) Are there details of any unsuccessful tender in the contract?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
iii) Would any information in the contract affect public safety or security?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
iv) Do you have any other concerns regarding publishing the contract?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
v) If YES to any of the above 4 responses, identify the relevant contract sections and your concerns over their release: Value of contract commercial in confidence; Scope confidential	
ACTION REQUIRED	
(1) No to ALL questions	Continue to complete and lodge this form.
(2) Yes to ANY question	Contact University Records to discuss BEFORE lodging this form. If information is withheld, you will need to complete part 3 of Attachment One. University Records can assist.

⁴ i.e. where the private sector is responsible for supplying & operating physical infrastructure that traditionally would have been provided by UTS.

COMPLETE ATTACHMENT A

ON THE FOLLOWING PAGES

REGISTER OF CONTRACTS ENTRY

Note: Once completed, the following Attachment A will be published on the UTS public website in the university's Register of Contracts.

If you have any concerns about the inclusion of Attachment One of the public Register of Contracts, contact University Records BEFORE you lodge this form.

Contact University Records on extension 1243 or 1245,
or via register.of.contracts@uts.edu.au.

UTS Register of Contracts Entry

1. Contract details			
a. Contract class	<input type="checkbox"/> Class 1	<input type="checkbox"/> Class 2	<input checked="" type="checkbox"/> Class 3
b. Vital record number	V25/600		
c. Name of contractor	KPMG		
d. Business address of contractor	Tower 3 Barrangaroo Avenue, Sydney NSW 2000		
e. Details of any related body corporate of the contractor who will be involved in carrying out any of the contractor's obligations	n/a		
f. Contract effective date	13 January 2025		
g. Duration of contract	6 months (Jan – June 2025)		
h. Description Short one-sentence summary including what service or project this relates to.	Design and implementation support for UTS Operationally sustainability.		
i. Total value (inc. GST)	i) \$ 4.821M (fixed price contract) + c \$0.2M additional support as mutually agreed [excl GST] ii) <input type="checkbox"/> Actual <input checked="" type="checkbox"/> Estimate		
j. Can the amount payable under the contract be varied?	i) <input checked="" type="checkbox"/> Yes (continue below) <input type="checkbox"/> No (go to question 1(k)) ii) Relevant clause of the contract: Clause 5.3 iii) Provide details about how amount may be varied: Mutually agreed change in scope or additional support.		
k. Can the contract be renegotiated?	i) <input checked="" type="checkbox"/> Yes (continue below) <input type="checkbox"/> No (go to question 1(l)) ii) Relevant clause of the contract: Additional support available / optional iii) Provide details about how the contract can be renegotiated: Mutually agreed change in scope or additional support.		
l. Did the contract involve a tender?	i) <input type="checkbox"/> Yes (continue below) <input checked="" type="checkbox"/> No (go to question 1(m)) ii) Specify method of tendering iii) Summarise the criteria against which tenders were assessed: (Indicate if details are attached)		
m. Is the contractor being paid for providing operational and/or maintenance services?	i) <input type="checkbox"/> Yes (continue below) <input checked="" type="checkbox"/> No (go to section 2) ii) Relevant clause of the contract iii) Summarise or attach details of basis for payment: (Indicate if details are attached).		
2. Additional details (Class 2 and 3 contracts only) (Skip this section for Class 1 contracts)			
a. Provide details of future transfers of significant assets to UTS or the State, at zero or nominal cost to UTS or the State, including date of proposed transfer:	nil		

b. Provide details of future transfers of significant assets to the contractor, including date of their proposed transfer:	nil		
c. Provide the results of any cost-benefit analysis of the contract conducted by UTS: <i>and</i> Provide the components and quantum of the public sector comparator (if used):	Not applicable		
d. Provide a summary of information used in the contractor's full base case financial model:	Not applicable		
e. Provide particulars of how risk, during construction and operational phases of a contract to undertake a specific project, is to be apportioned between the parties: <i>and</i> Quantify, where practical, in net present-value terms and specifying the major assumptions involved.	<p>Risk mitigation is a project plan, milestones and deliverable tracker.</p> <p>Clear delineation of KPMG and UTS role.</p> <p>n/a</p>		
f. Provide particulars of any other key elements of the contract.	<p>Contract is executed with NSW Government Scheme 0005 (performance and management services) terms and conditions.</p> <p>These are publicly available via https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.info.buy.nsw.gov.au%2F_data%2Fassets%2Fword_doc%2F0003%2F589062%2FP-and-MS-Scheme-Rules_July-2024-Updated.docx&wdOrigin=BROWSELINK</p>		
3. Identifying information withheld from release under section 32 of the GIPA Act			
a. Has any information required on this form been withheld?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	
b. Has any part of the contract been withheld? (Class 3 only)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/a, not a Class 3 contract
<p><i>If yes to a or b above only...</i></p> <p>c. Summarise what has been withheld and why.</p> <p>e.g. revealing commercial in confidence provisions, or an overriding public interest against disclosure under the GIPA Act.</p>			

From: [Michelle Callen](#)
To: [Deborah Naray](#); [Sarah Meaney](#); [Ann-Maree Ashburn](#)
Cc: [Bill Paterson](#)
Subject: RE: GIPA and contacts register enquiries - this one from SK
Date: Wednesday, 2 July 2025 10:01:02 AM

Hi Deborah

Looping in Sarah as she is the key contact on this – Sarah, what do we have in terms of the extension – and noting if we were proposing to release it, KPMG would need to agree to it.

As for point 2, again Sarah, happy to be guided by you on what we would release.

Re. the s.14(3)(b) response Ann-Maree is working on a response from the VC's office re the Master spreadsheet, so we can use that to respond to Simon (point one of the final section). As for the other questions, highlighted at the end of Simon's email, perhaps a quick discussion might be easiest as there is a lot of detail there, I'll see if I can find a slot for later this afternoon.

Cheers

Michelle

From: Deborah Naray <Deborah.Naray@uts.edu.au>
Sent: Wednesday, 2 July 2025 9:47 AM
To: Michelle Callen <Michelle.Callen@uts.edu.au>
Cc: Bill Paterson <William.Paterson@uts.edu.au>
Subject: RE: GIPA and contacts register enquiries - this one from SK
Importance: High

Hi Michelle

I'm working on a response to Simon's email below. I have some questions, happy to chat.

1. **Extension to current KPMG contract?** Given KPMG 2025 contract had an expected end date 30 June, has there been a formal extension/variation (something provided/agreed to between UTS and KPMG).
2. **Data on the Register of Contracts – Register of Contract lodgement forms for the 2 KPMG contracts:** Simon is questioning the accuracy of data provided for the 2 KPMG contracts on the Register, although noting the 2024 contract is due to be removed later this week in our next update. In his original response to his application he asked for the Register of Contract lodgement forms for the 2 contracts, I believe I had provided them to you to review but we didn't settle on doing anything as other GIPA matters overtook us.

Are there any concerns providing these informally with my response? They have little to add to what is already reported. See them in the attached zip file.

3. **Dates in the 2025 contract:** He is requesting information re the “discrepancy” of the dates again I the KPMG contract, I believe this was also asked for by [s.14,cl.3(b)] as was the existence or non-existence for the master spreadsheet. As with [s.14,cl.3(b)] I propose they be referred to the VC Office for response.

Thanks, Deborah

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Deborah Naray

Sent: Monday, 30 June 2025 9:29 AM

To: Bill Paterson <William.Paterson@uts.edu.au>; Michelle Callen <Michelle.Callen@uts.edu.au>

Subject: FW: GIPA and contacts register enquiries - this one from SK

Hi Bill and Michelle

I received this early this morning. [s.14,cl.3(b)] had cc'd her last email to UTS NTEU email re her questions on the KPMG contract and master spreadsheet, as well as questions re the completeness of the Register of Contracts. Simon has now asked further questions of UTS.

Although myself and Bill can likely respond to the specific Register questions (similar to those provided to [s.14,cl.3(b)] re completeness and timing and work being done to address this), we should not be responding to the questions re the contract details themselves, dates of signing, and outputs such as this master spreadsheet everyone seems to want. Again, similar to [s.14,cl.3(b)]'s last set of questions, these should be referred to VC Office.

Thoughts?

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Simon Knight <Simon.Knight@uts.edu.au>
Sent: Monday, 30 June 2025 8:00 AM
To: Deborah Naray <Deborah.Naray@uts.edu.au>
Subject: GIPA and contacts register enquiries

Dear Deborah

I'm emailing you in your capacity as Head of Corporate Information.

I have become aware of some inconsistencies in information received or published, and wish to raise these concerns with you.

My concerns relate to Division 5 (Sections 27-35) of the GIPA Act which sets out that:

1. Contracts must be entered into the contracts register within 45 days from their effective date (Section 27.(2))
2. If a class 2 contract has (or is likely to have) a value of \$5 million or more (a class 3 contract), the register must include a copy of the class 3 contract. (Section 31)
3. Section 30.(2) sets out that a Class 2 (and by extension, 3) contract must be entered in the contracts register with: (c) the results of any cost-benefit analysis of the contract conducted by the agency; (d) the components and quantum of the public sector comparator if used; (e) if relevant, a summary of information used in the contractor's full base case financial model (for example, the pricing formula for tolls or usage charges).
4. Section 31 indicates that material variations to contracts must be published.

These concerns relate to the following particulars:

1. The GIPA request listed in the disclosure log as GIPA2025/04. GIPA2025/04 began 21/03/2025, and was decided 9/5/2025 (with an agreed extension).
2. As part of that request, all contracts relating to Operational Sustainability were requested.
3. Information disclosed included a contract with KPMG. That contract made reference to work *already completed* that included delivery and sign off on a Master spreadsheet of academics B-E and in senior staff groups who were 'underperforming' on research. For the purposes of the Act, this disclosure is the reviewable decision.
4. The KPMG effective contract dates are: 13/01/2025, and 7/08/2024.

My concerns are as follows:

1. As you will know, the NTEU Branch has since been copied in on correspondence, dated June 19th, from s.14,cl.3(b) s.14,cl.3(a)(b) mail.com. In that correspondence, the Master Spreadsheet is mentioned. I do not know who the individual is, and I do not have access to the chain of correspondence and thus detail regarding the request. I am concerned that in this correspondence, you say, "*I can advise however, that this master spreadsheet did not eventuate and was no longer required as an output of the OSI program.*" The individual notes:

“As this contract was signed by the Vice-Chancellor on 12 March 2025, could you please clarify why this deliverable was included in the executed contract if the spreadsheet was not required or produced? Further, I note that according to the documents released in response to the GIPA request, the RP&I program was delivered to UTS on 12 December 2024. Specifically, Activity 1.1 (Validate diagnostic analysis) was shown as completed at that point, and this activity explicitly includes a “stage gate” for final approval of the list of Level C to Level E, SSS, and SSG staff not meeting research expectations (as documented in the program milestone materials). This appears to directly contradict the recent advice that such a list “did not eventuate.” Could you please clarify this apparent inconsistency?”

I am in agreement with the individual, and am particularly surprised given our correspondence regarding the same spreadsheet.

2. Regarding the specifics of the KPMG contract:

- a. 45 working days from the effective date of January 13th is March 18th 2025. The KPMG contract was not entered into the Contracts Register until some time after the GIPA decision (i.e., May 9th).
- b. The KPMG contract effective in August 2024 should have been treated as a Class 3 contract, given it would have been apparent that this contract was “likely to have” a value of \$5 million or more (i.e., to be a class 3 contract).
- c. The Contracts Register and contract do not provide adequate information with respect to Section 30.(2) of the GIPA Act, for Class 2 or 3 contracts. Specifically, we would expect:
 - i. A cost-benefit analysis of the contract
 - ii. Information regarding, “the Public Sector Comparator”, i.e., what it would have cost for the agency to pay for and deliver a service by itself, compared to the cost of KPMG.
 - iii. Information regarding the contractor’s financial model (noting that this is omitted in the contract released under GIPA)
 - iv. Information regarding material changes to the contract, such as changes to major milestone reports.

3. We are also aware that other contracts are in effect for work related to Operational Sustainability (indeed, the Vice-Chancellor has referred to some of these, including a contract relating to psychosocial risk assessment, from some time ago). I am further concerned that these contracts do not appear in the Contracts Register (noting that 45 working days prior is, I believe, Wednesday, 23 April 2025).

In addition to any information you can offer/direct me to regarding concerns with information under the contracts register, I would appreciate responses to the

following questions:

1. Could you please confirm or elaborate on what “did not eventuate”, i.e., is there, or was there ever, a Master spreadsheet of this nature produced by or in partnership with KPMG?
2. Could you please indicate whether there are other material variations in the KPMG contract, noting that a part of that contract was (and perhaps remains) unclosed, and those eventual costs represent a material variation?
3. Can you confirm whether any contracts relating to Operational Sustainability have been excluded from the Contracts Register on the grounds that “there is an overriding public interest against disclosure”, or under any other considerations?
4. Can you confirm that the Contracts Register reflects all contracts related to Operational Sustainability? (or, those up to a date no earlier than April 23rd)
5. Can you provide any information regarding how the KPMG contract with an effective date of January 13th was executed when the Vice Chancellor appears to have signed this contract on March 12th?

I remain appreciative of your support in addressing these questions, and mindful of the workload that the operational sustainability has placed on you/the GSU team alongside all UTS staff.

Best

Simon

From: [Deborah Naray](#)
To: s.14, cl3(a)(b)
Cc: [Michelle Callen](#); [Sarah Meaney](#); s.14, cl3(a)(b)
Subject: CM: RE: Reporting Addendum of KPMG contract on Register of Contracts
Date: Friday, 4 July 2025 9:15:00 AM
Attachments: [image008.png](#)
[image013.png](#)
[image014.png](#)
[image015.png](#)
[image016.png](#)
[image017.png](#)
[image018.png](#)

Thanks s.14, cl3(a)(b) for responding so quickly. I will ensure the name and signature are both redacted.

Deborah Naray
Head of Corporate Information

Governance Support Unit
University of Technology Sydney
T. +61 (02) 9514 1245
PO Box 123 Broadway NSW 2007 Australia

From: s.14, cl3(a)(b) <kpmg.com.au>
Sent: Friday, 4 July 2025 7:45 AM
To: Deborah Naray <Deborah.Naray@uts.edu.au>
Cc: Michelle Callen <Michelle.Callen@uts.edu.au>; Sarah Meaney <Sarah.Meaney@uts.edu.au>; s.14, cl3(a)(b) <kpmg.com.au>; s.14, cl3(a)(b) <kpmg.com.au>
Subject: [EXTERNAL] RE: Reporting Addendum of KPMG contract on Register of Contracts

Good morning Deborah,

Thank you for your email. We confirm KPMG is comfortable to release of the document as you have indicated below, provided you redact both s.14, cl3(a)(b) name and signature. I think in the version attached the proposed redaction only captured the signature and not s.14, cl3(a)(b) name underneath so if you can please amend this that would be great.

Thank you, and please let me know if you have any questions.

s.14, cl3(a)(b)

KPMG
Tower Two
Collins Square
727 Collins Street
Melbourne VIC 3008 Australia

Tel +61 [redacted]
Mob +6 [redacted]
s.14, cl3(a)(b) [redacted] kpmg.com.au

kpmg.com.au



From: Deborah Naray <Deborah.Naray@uts.edu.au>
Sent: Wednesday, 2 July 2025 5:13 PM
To: s.14, cl3(a)(b) [redacted] kpmg.com.au; s.14, cl3(a)(b) [redacted] kpmg.com.au>
Cc: Michelle Callen <Michelle.Callen@uts.edu.au>; Sarah Meaney <Sarah.Meaney@uts.edu.au>
Subject: [EXTERNAL] Reporting Addendum of KPMG contract on Register of Contracts
Importance: High

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

Hi s.14, cl3(a)(b) [redacted]

Michelle asked me to reach out to you.

As you will know, UTS and KPMG just entered into an addendum to extend the KPMG contract for the operational sustainability initiative (OSI) project (13/1/2025-30/6/2025). The extension will take the contract to 31/8/2025.

We were required to report the original contract on our Register of Contracts under the Government Information (Public Access) Act (the GIPA Act), including the contract itself. We consulted KPMG previously on reporting the original contract that was executed in March. KPMG asked for some specific detail on fees to be withheld, and names and contact detail of KPMG staff, but were OK for the other information to be released, including the expected total value.

Currently a redacted version of the contract is on our public [Register of Contracts](#). Here is a link to the existing contract so you can see what was withheld and released based on our previous consultation: [v25-600-redacted.pdf](#).

We need to update the Register of Contract entry to reflect the extended contract duration and cost, and update the contract PDF accordingly by adding the new addendum.

Response required: Can you please advise if KPMG have any concern over the release of

any of the content in the attached Addendum on our Register of Contracts please? I've proposed redactions based on the feedback on our last consultation, being KPMG names and signature. Although the addendum include a weekly estimated cost it doesn't include specific fee breakdowns so given KPMG hadn't objected to the overall cost being disclosed I haven't marked that up for redact.

We will be updating the Register by the end of this week so if we can get a response that soon that would be great, otherwise as soon as you can (we can put a placeholder note for any update to the actual redacted contract pending your response if required).

Happy to discuss if needed.

Deborah

Deborah Naray

Head of Corporate Information

Governance Support Unit

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uts.edu.au



UTS



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From: [Ann-Maree Ashburn](#)
To: [Jennifer Turner](#); [Deborah Naray](#)
Cc: [Sarah Meaney](#)
Subject: RE: Response to SK on latest email re register of contracts
Date: Friday, 4 July 2025 2:00:51 PM
Attachments: [RE EXTERNAL Informal requests under GIPA.msg](#)
[image001.png](#)

Jennifer , are you able to look at response I sent re master spreadsheet (email attached)

Deborah what do we need to say re the KPMG 2025 contract date – is it something along the lines of formal execution and when planning etc might have commenced?

From: Michelle Callen <Michelle.Callen@uts.edu.au>
Sent: Wednesday, 2 July 2025 8:15 PM
To: Deborah Naray <Deborah.Naray@uts.edu.au>; Bill Paterson <William.Paterson@uts.edu.au>
Cc: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>; Sarah Meaney <Sarah.Meaney@uts.edu.au>; Mark Lillis <Mark.Lillis@uts.edu.au>
Subject: RE: Response to SK on latest email re register of contracts

Thanks Deb

Ann-Maree I know the s.14, cl.3(b) response is hand, grateful if you could also have a crack at the contract issue, essentially work was continuing while it was being finalised, happy to have quick chat tomorrow if helpful.


Once the VC offices responses have been drafted please run them by Andrew and Sam can then handle despatching them. I've CC'ed in Mark as well, welcome Mark – we can discuss further tomorrow.

Cheers

Michelle

From: Deborah Naray <Deborah.Naray@uts.edu.au>
Sent: Wednesday, 2 July 2025 3:50 PM
To: Bill Paterson <William.Paterson@uts.edu.au>
Cc: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>; Sarah Meaney <Sarah.Meaney@uts.edu.au>; Michelle Callen <Michelle.Callen@uts.edu.au>
Subject: RE: Response to SK on latest email re register of contracts

Hi Bill

Internet is back on now. I've updated the following based on the meeting just now.  [draft response email 30june.docx](#)

Please advise if OK to send.

Noting we will refer to VC office for response to both Simon and [s.14, cl.3(b)] re the master spreadsheet question and the KPMG 2025 contract date issue.

Deborah

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney


T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Deborah Naray
Sent: Tuesday, 1 July 2025 2:45 PM
To: Bill Paterson <William.Paterson@uts.edu.au>
Subject: Response to SK

Bill

Running this past you. I'm following up on a few elements with Michelle.

 [draft response email 30june.docx](#)

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Deborah Naray
Sent: Monday, 30 June 2025 9:29 AM
To: Bill Paterson <William.Paterson@uts.edu.au>; Michelle Callen <Michelle.Callen@uts.edu.au>
Subject: FW: GIPA and contacts register enquiries - this one from SK

Hi Bill and Michelle

I received this early this morning. [s.14, cl.3(b)] had cc'd her last email to UTS NTEU email re her questions on the KPMG contract and master spreadsheet, as well as questions re the completeness of the Register of Contracts. Simon has now asked further questions of UTS.

Although myself and Bill can likely respond to the specific Register questions (similar to

those provided to [redacted] re completeness and timing and work being done to address this), we should not be responding to the questions re the contract details themselves, dates of signing, and outputs such as this master spreadsheet everyone seems to want. Again, similar to [redacted]'s last set of questions, these should be referred to VC Office.

Thoughts?

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Simon Knight <Simon.Knight@uts.edu.au>

Sent: Monday, 30 June 2025 8:00 AM

To: Deborah Naray <Deborah.Naray@uts.edu.au>

Subject: GIPA and contacts register enquiries

Dear Deborah

I'm emailing you in your capacity as Head of Corporate Information.

I have become aware of some inconsistencies in information received or published, and wish to raise these concerns with you.

My concerns relate to Division 5 (Sections 27-35) of the GIPA Act which sets out that:

1. Contracts must be entered into the contracts register within 45 days from their effective date (Section 27.(2))
2. If a class 2 contract has (or is likely to have) a value of \$5 million or more (a class 3 contract), the register must include a copy of the class 3 contract. (Section 31)
3. Section 30.(2) sets out that a Class 2 (and by extension, 3) contract must be entered in the contracts register with: (c) the results of any cost-benefit analysis of the contract conducted by the agency; (d) the components and quantum of the public sector comparator if used; (e) if relevant, a summary of information used in the contractor's full base case financial model (for example, the pricing formula for tolls or usage charges).
4. Section 31 indicates that material variations to contracts must be published.

These concerns relate to the following particulars:

1. The GIPA request listed in the disclosure log as GIPA2025/04. GIPA2025/04 began 21/03/2025, and was decided 9/5/2025 (with an agreed extension).

2. As part of that request, all contracts relating to Operational Sustainability were requested.
3. Information disclosed included a contract with KPMG. That contract made reference to work *already completed* that included delivery and sign off on a Master spreadsheet of academics B-E and in senior staff groups who were 'underperforming' on research. For the purposes of the Act, this disclosure is the reviewable decision.
4. The KPMG effective contract dates are: 13/01/2025, and 7/08/2024.

My concerns are as follows:

1. As you will know, the NTEU Branch has since been copied in on correspondence, dated June 19th, from ^{s.14, cl.3(b)} [redacted] esh ^{s.14, cl.3(a)(b)} [redacted] [mail.com](mailto:[redacted]@mail.com). In that correspondence, the Master Spreadsheet is mentioned. I do not know who the individual is, and I do not have access to the chain of correspondence and thus detail regarding the request. I am concerned that in this correspondence, you say, *"I can advise however, that this master spreadsheet did not eventuate and was no longer required as an output of the OSI program."* The individual notes:
"As this contract was signed by the Vice-Chancellor on 12 March 2025, could you please clarify why this deliverable was included in the executed contract if the spreadsheet was not required or produced? Further, I note that according to the documents released in response to the GIPA request, the RP&I program was delivered to UTS on 12 December 2024. Specifically, Activity 1.1 (Validate diagnostic analysis) was shown as completed at that point, and this activity explicitly includes a "stage gate" for final approval of the list of Level C to Level E, SSS, and SSG staff not meeting research expectations (as documented in the program milestone materials). This appears to directly contradict the recent advice that such a list "did not eventuate." Could you please clarify this apparent inconsistency?"

I am in agreement with the individual, and am particularly surprised given our correspondence regarding the same spreadsheet.

2. Regarding the specifics of the KPMG contract:
 - a. 45 working days from the effective date of January 13th is March 18th 2025. The KPMG contract was not entered into the Contracts Register until some time after the GIPA decision (i.e., May 9th).
 - b. The KPMG contract effective in August 2024 should have been treated as a Class 3 contract, given it would have been apparent that this contract was "likely to have" a value of \$5 million or more (i.e., to be a class 3 contract).
 - c. The Contracts Register and contract do not provide adequate information with respect to Section 30.(2) of the GIPA Act, for Class 2 or 3 contracts. Specifically, we would expect:
 - i. A cost-benefit analysis of the contract
 - ii. Information regarding, "the Public Sector Comparator", i.e., what it would have cost

- for the agency to pay for and deliver a service by itself, compared to the cost of KPMG.
 - iii. Information regarding the contractor's financial model (noting that this is omitted in the contract released under GIPA)
 - iv. Information regarding material changes to the contract, such as changes to major milestone reports.
3. We are also aware that other contracts are in effect for work related to Operational Sustainability (indeed, the Vice-Chancellor has referred to some of these, including a contract relating to psychosocial risk assessment, from some time ago). I am further concerned that these contracts do not appear in the Contracts Register (noting that 45 working days prior is, I believe, Wednesday, 23 April 2025).

In addition to any information you can offer/direct me to regarding concerns with information under the contracts register, I would appreciate responses to the following questions:

1. Could you please confirm or elaborate on what "did not eventuate", i.e., is there, or was there ever, a Master spreadsheet of this nature produced by or in partnership with KPMG?
2. Could you please indicate whether there are other material variations in the KPMG contract, noting that a part of that contract was (and perhaps remains) uncoded, and those eventual costs represent a material variation?
3. Can you confirm whether any contracts relating to Operational Sustainability have been excluded from the Contracts Register on the grounds that "there is an overriding public interest against disclosure", or under any other considerations?
4. Can you confirm that the Contracts Register reflects all contracts related to Operational Sustainability? (or, those up to a date no earlier than April 23rd).
5. Can you provide any information regarding how the KPMG contract with an effective date of January 13th was executed when the Vice Chancellor appears to have signed this contract on March 12th?

I remain appreciative of your support in addressing these questions, and mindful of the workload that the operational sustainability has placed on you/the GSU team alongside all UTS staff.

Best

Simon

From: [Ann-Maree Ashburn](#)
To: [Jennifer Turner](#)
Subject: RE: [EXTERNAL] Informal requests under GIPA
Date: Tuesday, 1 July 2025 12:33:00 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Hi Jen – Michelle C has requested we develop a response for VCO to send to someone who has requested through informal GIP process regarding master excel spreadsheet that was part of KPMG scope of work ...below in yellow highlight is the question asked

Proposed response in blue is below for your input please ..particularly response to query as to why providing such a list and validating it was shown as completed as part of a stage gate deliverable..thanks

No such spreadsheet has been provided to KPMG and no staff have been individually identified in the academic workforce work.

Research productivity is being considered using Fields of Research data, in aggregate, as we consider the impact of any change on our research activities and their impact. This analysis has been undertaken alongside the courses and subject evaluations and Field of Education context. The analysis showed that when considering research productivity, course viability or subject viability the same insights were gained pertaining to where there was the potential to remove the required workload. Hence, the three considerations aid us in ensuring that an appropriate amount of work will be removed in accordance with the FTE reductions being sought.

In addition, I would appreciate clarification regarding one matter from your recent email. In your reply regarding my earlier request about the Master Excel spreadsheet listing proposed Level C to Level E, SSS, and SSG academic staff not meeting research expectations (referenced in my email of 27 May), you indicated that “this master spreadsheet did not eventuate and was no longer required as an output of the OSI program.”

However, I note that this spreadsheet was included in the contract disclosed here:

<https://www.uts.edu.au/about/leadership-governance/governance/right-to-information/publicly-available-uts-information/disclosure-log/contentassets/gsu-utsdisclosure-gipa-2025-04.pdf> — see Document 3, under Deliverable 2.

As this contract was signed by the Vice-Chancellor on 12 March 2025, could you please clarify why this deliverable was included in the executed contract if the spreadsheet was not required or produced?

Further, I note that according to the documents released in response to the GIPA request, the RP&I program was delivered to UTS on 12 December 2024. Specifically, Activity 1.1 (Validate diagnostic analysis) was shown as completed at that point, and this activity explicitly includes a “stage gate” for final approval of the list of Level C to Level E, SSS, and SSG staff not meeting research expectations (as documented in the program milestone materials). This appears to directly contradict the recent advice that such a list “did not eventuate.”

From: Michelle Callen <Michelle.Callen@uts.edu.au>
Sent: Tuesday, 1 July 2025 10:36 AM
To: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>
Subject: FW: [EXTERNAL] Informal requests under GIPA

Morning

Just following up on this – are you able to work with Jen to draft something that can go back to s.14, cl.3(b)? There are more comms coming in, so keen to close the loop on this one as more are coming!

Cheers

Michelle

Out of scope date range



From: [Deborah Naray](#)
To: [Ann-Maree Ashburn](#); [Jennifer Turner](#)
Cc: [Sarah Meaney](#)
Subject: RE: Response to SK on latest email re register of contracts
Date: Friday, 4 July 2025 2:25:00 PM
Attachments: [image001.png](#)

Hi Ann-Maree

KPMG 2025 contract date questions may be a question for Sarah now Michelle personal reference - out of scope. I understand from what I was verbally told, that the project team agreed informally to keep working on the program in the knowledge the contract for 2025 was being finalised, so although it wasn't executed and signed until March, it formally commenced in January. Sarah should confirm her understanding of this. There was no extension document or letter otherwise to my knowledge, only an internal exemption approval to progress the new contract. That wasn't in scope of the GIPAs to date.

Separately, the 2025 KPMG contract has been extended (approval letter was dated 17th June I think). It will extend from 1/7/2025-31/8/2025. We have just updated the Register of contracts accordingly, including with the extension document (following consultation with KPMG). Just pending the Web team to publish. I'll advise once the Register of Contract updates are published.

Deborah

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

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PO Box 123 Broadway NSW 2007 Australia

From: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>
Sent: Friday, 4 July 2025 2:01 PM
To: Jennifer Turner <Jennifer.Turner-1@uts.edu.au>; Deborah Naray <Deborah.Naray@uts.edu.au>
Cc: Sarah Meaney <Sarah.Meaney@uts.edu.au>
Subject: RE: Response to SK on latest email re register of contracts

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Thanks Deb

Ann-Maree I know the s.14, cl.3(b) response is hand, grateful if you could also have a crack at the contract issue, essentially work was continuing while it was being finalised, happy to have quick chat tomorrow if helpful.


Once the VC offices responses have been drafted please run them by Andrew and Sam can then handle despatching them. I've CC'ed in Mark as well, welcome Mark – we can discuss further tomorrow.

Cheers

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Sent: Wednesday, 2 July 2025 3:50 PM
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Head of Corporate Information

Governance Support Unit

University of Technology Sydney

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PO Box 123 Broadway NSW 2007 Australia

From: Simon Knight <Simon.Knight@uts.edu.au>
Sent: Monday, 30 June 2025 8:00 AM
To: Deborah Naray <Deborah.Naray@uts.edu.au>
Subject: GIPA and contacts register enquiries

Dear Deborah

I'm emailing you in your capacity as Head of Corporate Information.

I have become aware of some inconsistencies in information received or published, and wish to raise these concerns with you.

My concerns relate to Division 5 (Sections 27-35) of the GIPA Act which sets out that:

1. Contracts must be entered into the contracts register within 45 days from their effective date (Section 27.(2))
2. If a class 2 contract has (or is likely to have) a value of \$5 million or more (a class 3 contract), the register must include a copy of the class 3 contract. (Section 31)
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4. The KPMG effective contract dates are: 13/01/2025, and 7/08/2024.

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1. As you will know, the NTEU Branch has since been copied in on correspondence, dated June 19th, from s.14, cl.3(b) s.14, cl.3(a)(b) mail.com. In that correspondence, the Master Spreadsheet is mentioned. I do not know who the individual is, and I do

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I remain appreciative of your support in addressing these questions, and mindful of the workload that the operational sustainability has placed on you/the GSU team alongside all UTS staff.

Best

Simon

From: [Deborah Naray](#)
To: [Hugh Stowe](#); [Andrew Mullen](#)
Subject: RE: Approved extension of time GIPA2025/04 internal review
Date: Monday, 7 July 2025 3:42:00 PM
Attachments: [UTS Annual Report 2024 volume one consultants.pdf](#)

Thanks, Hugh, see most of the responses in red to get you started.

I need to review more closely the Request 1 2nd point and will hopefully get back by 10am.

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

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PO Box 123 Broadway NSW 2007 Australia

From: Hugh Stowe <hugh.stowe@5wentworth.com>
Sent: Monday, 7 July 2025 3:11 PM
To: Andrew Mullen <Andrew.Mullen@uts.edu.au>
Cc: Deborah Naray <Deborah.Naray@uts.edu.au>
Subject: [EXTERNAL] RE: Approved extension of time GIPA2025/04 internal review

Dear Andrew and Deborah

I refer to the document titled "Scope of Internal Review from Simon Knight", which contains a schedule of the issues raised on the application for Internal Review ("**Schedule**")

To facilitate the completion of the review, I would be grateful if you could arrange for the provision of the following responses

The reference to "request" number is by reference to the numbered request on the Schedule

Request 1

1. In the right hand "Comment" column, it is stated that "Follow up and checking with the Business". As to this:

- a. Has the follow-up and checking been completed? – **YES there were no additional contractual document held by UTs at the time of the application – refer to their response in the evidence "20250604_MC-DN_KPMG contracts". Re the dates, Simon and another separate party have questioned the dates and will be responded to separately by the VC Office. A question around the alleged discrepancy of the start date for the 2025 contract (doc 3) being 13/1/2025 and its signing being in March, isn't relevant to the GIPA processing as it's a question about the content that was released.**

- b. Does the comment remain an accurate summary of the result of those follow-

ups and checkings? **YES**

- c. Who made the inquiries? **Deborah Naray, inquired from the VC Office (see evidence "20250604_MC-DN_KPMG contracts")**
- d. To whom were the inquiries made? **Michelle Callen, Chief of Staff, VC Office (see evidence "20250604_MC-DN_KPMG contracts")**
- e. In the email dated 4 June 2025, in the section numbered 2, in subparagraph (a) it is stated that "MC mentioned there were variations to the 2024 contract... Those documents should have been included in the application". Were the variations to the 2024 contract included in the materials disclosed? **There were no contract variations documents of letters found. There was an internal decision for UTS only, no contract or formal variation document with KPMG (see evidence "20250604_MC-DN_KPMG contracts"). I was advised the UTs and KPMG staff worked together at the time and simply kept working. The 2024 contract end date is "estimate" only within the document. That's all I know. I can chase up tomorrow if further is required.**

2. In relation to paragraph 3 of the "Review Comment" relating to the identity of consultants:

- a. I refer to the email dated 5 June 2025 at 1.05pm (Behind Tab 5 of the brief):
 - i. The opening paragraph refers to the Operating Model Program in 2024. What is the nature of purpose of that document? Why (if at all) is it relevant to the definition of "consultants"? Please provide a copy
 - ii. The second paragraph says "I believe the email was referring to the Scheme 5.....". What is the email referred to? Please provide a copy
 - iii. What is nature and purpose of the "Scheme 5 – Performance And Management Services Scheme"? Please provide a copy.
 - iv. There is a reference to Mozaic Management Consultants. Do they have anything to do with the UTS Operational Sustainability Program ("**Sustainability Program**")? If so, please explain what role, and why no documents produced
 - v. There is a reference to Sandham. In the Schedule (in the Comment to Request 1) it is stated that "the individual was engaged as part of a separate recruitment process but just happens to also be part of this firm". Please explain what is meant by the expression "but just happens to be part of this firm".
 - vi. What is the nature and purpose of "Scheme 20 – The ICT Service Scheme"? Please provide a copy. Does it have anything to do with the Sustainability Program? If so, please explain
 - vii. What are "ICT goods and services"
 - viii. What is the nature and purpose of the "Scheme 7 -Contingent

Workforce Prequalification Scheme". Please provide a copy

- ix. Are each of HCM and Hayes recruitment organisations? Were they engaged to find temps/contractors?
 - x. Were the persons referred to as being engaged from HCM and Hayes, engaged as temps/contractors in the Sustainability Program?
 - xi. Speaking generally, how did the role of the "temps/contractors" differ from the role of the KPMG consultants?
 - xii. The email presupposes that there is a mutually exclusive dichotomy between "consultants" (on the one hand) and "temps/contractors" employed through HCM and Hayes" (on the other hand). What is the basis for that presupposition? Does it derive from the protocols and "Schemes" of UTS, or is that simply an assumption based on a view as to the ordinary meaning of the word "consultant" (or the specialised meaning of "consultant" in projects such as the Sustainability Program? Please identify the facts and circumstances which UTS contends supports the distinction between "consultants" and "temps/contractors" in the context of the Sustainability Program
- b. I refer to the email of 4 June 2025 at 9.57am, which refers to the fact that "other parties" were "listed against the OSI in the annual report". As to this:
- i. Please provide a copy of the Annual Report; The annual report is on our website at ([UTS Annual Report 2024 volume one.pdf](#)), and I've copied the relevant pages and attached them. This lists a range of consultants and contractors, as single line items for a range of different activities. They are not all consultancies. They are not all involved in the operational sustainability program.
 - ii. Who were the "other parties"? I believe you are referred to the application scope, Simon had requested under a number of requests in his application "KPMG or other third party consultancy regarding operational sustainability....". We found KPMG were the only consultancy involved. In his appeal, he has claimed others were involved, based on the annual report, however they were not consultancies so were not deemed in scope. The other parties he referred to in his internal review appeal, that he claims were involved, where Hayes Specialist Recruitment, HCM Australia, and Sandham Consulting. These 3 were not consultancies (despite Sandham having consulting in the name), they were all used to bring in additional workers, and were not providing consultancy services to Tus for the OSI program. This is responded to in Sarah Meaney's email to me 6th June (see evidence 20250606_btwMC-DN-SM_consultants)

- iii. Is it UTS's position that the "other parties" were "temps/contractors" from HCM and Hayes, and that they were engaged in the Sustainability Program, but they were **not** properly characterised as "consultants"? **Yes, as per previous response.**

Request 2

3. Am I correct in assuming that UTS position in relation to Request 2 is that there are no further documents to produce in relation to communications involving KPMG about that subject matter; and that UTS is working on the assumption that there are no "other third party consultants" and therefore there are logically no communications involving "other third party consultants"? If not, please clarify the position **Yes that is correct.**

Request 3

1. Am I correct in assuming that UTS's position is that it is not contested that the Master Spreadsheet" would be subject to disclosure (if it existed), but the simple fact is that the document does not exist? **Yes that is correct. Simon claims it should have been provided as part of his requests for "reports from KPMG". Evidence in "EXTRACT from status report 2May2025" clearly states that KPMG will not be developing this spreadsheet. Therefore, the spreadsheet was Not a report to UTS from KPMG. Separately, we have been advised that the spreadsheet was not produced.**
2. There is reference to "follow up". **From whom, and to whom, was the follow-up? This was questioned with Michelle Callen and Sarah Meaney. Sarah had advised that the spreadsheet was not produced, and had also provided the extract from the status report as evidence that KPMG were no longer required to provide it.**
3. There is a "Separate Note" at the end of the "Comment". Could you please clarify what is meant by the statement that document 17 "is also relevant here to request 3"? **Is it simply that document 17 also falls within the scope of Request 3? Yes the latter. We listed Doc 17 as part of request 8 (assessment of research productivity), but it was identified as also being a report from KPMG. This is more for clarity.**

Request 5, 7-10

4. Am I correct in assuming that UTS's position here is that there are no documents which fall into the categories with respect to KPMG, but UTS has not made any assessment of these categories on the assumption that "third party consultants" include the "temps/contractors" engaged through HCM and Hayes? **I think so? Your response is a little vague. Basically, we have only searched and provided information relevant to KPMG. If those other third parties are not deemed to be consultancies and providing consultancy services to UTS, no action is required. This will depend on the previous question over the status of those parties.**

Depending on the nature of these responses, I can complete the Internal Review by 5pm tomorrow, if I receive these responses by 10am tomorrow. If I don't receive the responses by 10am tomorrow, I think it safe to say that I will need 2 days from the time of receipt, to

Kind regards

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Consultants

The university paid \$44.14 million for external consulting services in 2024, of which \$12.84 million was for capital works. A total of \$9.36 million was paid for consultancies consisting individually of less than \$50,000.

Consultants were contracted by the university in support of the execution and delivery of strategic and operational projects including capital building and information technology programs of work and supporting the university's teaching and research activities.

Payments in excess of \$50,000 totalled \$34.77 million and are listed below.

Building works

Company	Category	Project	\$
H2O Architects Pty Ltd	Architect/design	CB15 Decant project, UTS College relocation project, Advanced Prototype Packing Facility project	931,865.00
HDR Pty Limited	Architect/design	Campus Master Plan	579,268.00
Jones Lang Lasalle (Nsw) Pty Limited	Commercial real estate agent	UTS National First Nations College, CB01 ITU Refurbishment Project-Workplace Strategy and Change Management	384,627.50
Tranzformd Pty Ltd	Contractor	Operations Division Office - Workforce Management & Planning	358,539.50
CCG Architects Pty Ltd	Structural engineer	UTS DAB - Good Line access improvement project, CB01.19 Flexible Workspace	302,361.80
Burtenshaw Scoufis Architecture Pty Ltd	Architect/design	FEIT Tech Lab - Block D fit out, Yura Mudang carpet replacement, CB01 L7 & 8 Podium/Balcony areas remedial waterproofing works	277,973.00
RPS AAP Consulting Pty Ltd	Architect/design	CB15 Decant project, UTS College relocation project, Goods Line South/Building 6 access improvement	224,479.75
Marsh Pty Ltd	Insurance broker	Insurance broker and risk management solutions, Valuation fee - Land & buildings	222,884.07
The Trustee For BGE Unit Trust	Energy/BMS consultant	Building optimisation, NSW Energy Savings Certificate accreditation	162,826.69
Johnson Controls Australia Pty Limited	BMS/HVAC consultant	CB04 & CB10 miscellaneous HVAC controls replacement, Campus EMS upgrade project	156,811.03
Turf Design Studio Pty Ltd	Landscape architect	Campus Domains Landscape Architecture, Goods Line South / Building 6	155,348.00
Warren and Mahoney Living Australia Pty Limited	Architect/design	UTS National First Nations College -Briefing Refinement inc Design Workshops and Studies	139,450.97
DJMT Pty Limited & The Trustee for Ajaycee Trust & Wish Estates Pty Limited T/A Cook Wish Ellison	Commercial real estate agent	Leasing agents fee - for Create NSW, B5B L5 CAPA	131,981.33
Arup Australia Pty Ltd	Engineers	CB03 remedial works, CB01 Façade replacement - Level 3&4, CB01 Façade spalling - priority remediation work	127,720.80
Foran Design Pty Ltd	Architect/design	CB11.06.101 TO 103 Cyber Security Teaching labs, FEIT Control Lab CB11.11.300, CB11.B1.203-204 MME Manufacturing Workshop	113,090.00
NDY Management Pty Ltd T/A Norman Disney & Young	Electrical engineer	City Campus Electrification Strategy Report	104,300.00
Kinrite Building Services Pty Ltd	Project management consultant	CB05 - All Blocks - Remediation works for roofs & hazardous materials removal, CB10 - Replacement of fire indicator panel, CB01 façade spalling - priority remediation work	94,600.00
Hoslab Services Pty Ltd	Gas reticulation consultant	CB04 - Gas Sensor Upgrade Works	90,529.50
All Aces Clean Pty Ltd	Cleaning and restoration consultant	CB05 - All Blocks - Hazardous materials investigations & remediation works	75,330.10

Company	Category	Project	\$
DJRD Unit Trust	Architect/design	CB01 Façade replacement - Levels 3 & 4	60,560.00
Wilde & Woollard Pacific Pty Limited T/A Wilde and Woollard Pacific Pty Ltd	Quantity surveyor	CB15 Decant, UTS College relocation project, Advanced Prototype Packaging Facility(APPF)	60,400.00
RLK Oceania Pty Ltd	Electrical engineer	CB02 Replacement of UPS Batteries	59,650.00
Donald Cant Watts Corke (Nsw) Pty Ltd	Quantity surveyor	Advanced Prototype Packaging Facility - CB04A Cleanroom facilities	55,884.00
Buildings Alive Pty Ltd	Engery/BMS consultant	Electricity demand management & Central plant optimisation - UTS Buildings BMS & EMS points audit	51,874.00

Consulting

Company	Category	Project	\$
Deloitte Risk Advisory Pty Limited	Business consulting	Agreed hours remediation - Project Staff Cost, HR Transformation - Planning and Select Modern HR Platform (ERP), Identity Governance and Administration (IGA) project	3,715,503.29
KPMG	Business consulting	Operational Sustainability, Optimisation of CASS, Maintain and Enhance Cybersecurity Posture	2,075,449.20
The Trustee for The Thriving Trust T/A Beyond Excellence	Business consulting	Facilitating executive leadership and team development forums	762,000.00
UTS Research And Innovation Institute (Shenzhen) Co Ltd	Business consulting	UTS Shenzhen Intercompany Service Fee	342,847.61
Minter Ellison T/A Minter Ellison Lawyers	Legal consultant	Legal advise for agreed hours remediation - Project Staff Cost	281,601.35
N.J Abrahams & Others T/A Norton Rose Fulbright	Legal consultant	UTS National First Nations College - Legal advice for electricity procurement	240,437.55
S.W Cameron & B.C Chau & D.B Fischl & P Hendriks & R.R Irvine & C.I Leaver & N Marhaba & N.D Tancred & Q.K Wong T/A Hicksons	Legal consultant	HR Transformation - Planning and Select Modern HR Platform - ERP Program	222,846.88
Cloudrock Asia Pacific Pty Ltd	Business consulting	ERP Program Director	221,921.87
Era Co Pty Ltd	Placemaking consultant	UTS Campus Masterplan 2040 Strategy -Future Needs Analysis addendum, UTS Creative Industries Project Space Needs Analysis	216,770.00
Endpoint IQ Pty Ltd	Business consulting	Data Sharing Architecture Strategy and high-level roadmap	207,350.00
Peter Berry Consultancy Pty Ltd	Executive coaching/assessment	Executive Coaching for UTS Business Futures course participants coaching, along with Hogan assessments	178,440.00
Deloitte Touche Tohmatsu	Business consulting	UTS National First Nations College	173,786.88
The Trustee for Policy Insights Trust	Public policy consultant	IPPG public policy and organisational strategy project - Neighbourhood Facilities Portfolio Review	160,940.00
De Luxe & Associates Pty Limited	Website marketing consultant	DAB - Creative Industries Visualisation Project, Transform UTS online presence	151,050.00
AWS Consulting	Business consulting	In Country Liaison - Europe	148,239.53
Parthipan S/O Poospernathan	Business consulting	In Country Liaison - Singapore	130,957.08
ABM Technologies Australia Pty Ltd	Business consulting	Build of Activity-Based Models (cost allocation) Model to replace current excel model	130,000.00
O'Connor Marsden & Associates Pty Limited	Probity audit services	UTS National First Nations College, HR Transformation - Planning and Select Modern HR Platform (ERP program)	127,387.75
Patternmakers Pty Ltd	Business consulting	Market Research for UTS Creative Industries	124,938.00
Punika Jaiswal	Business consulting	In Country Liaison - India	110,928.25
Shibashis Sengupta	Business consulting	In Country Liaison - India	109,186.56
Fixinc Consulting Partners	Business consulting	Business Continuity Management Program	108,270.00
Nguyen Nhut Hung (Hugo)	Business consulting	In Country Liaison - Vietnam	105,459.68

Company	Category	Project	\$
Goodnews Strategy & Communications Pty Ltd	Business consulting	FEIT - Project management and proofreading for various projects and research grant applications	100,200.00
Hays Specialist Recruitment (Australia) Pty Limited	Business consulting	Contractor for Operational Sustainability	98,294.17
Vesna Event Crafters Pvt.ltd	Business consulting	In Country Liaison - India	95,446.34
Ruth John	Business consulting	In country Liasion - Africa	84,304.90
Picnic Customer Intelligence Pty Ltd	Market researcher	Postgraduate segmentation	84,000.00
Pricewaterhousecoopers	Business consulting	Maintain and Enhance Cybersecurity Posture Project	83,428.00
Saptarshi Roy	Business consulting	International Business Development - Offshore Expansion India	82,050.00
Utopia Digital Group Pty Ltd	Business consulting	Create virtual representation of a physical system (Digital Twins) for FEIT microcredential courses e.g. Building Information Modelling (BIM) course, Digital Engineering for Design Managers	81,999.98
Pham Huong Tra	Business consulting	In Country Liaison - Vietnam	79,941.68
Siska Yaputra	Business consulting	In Country Liaison - Indonesia	77,808.72
Unconscious Potential Pty Ltd	Coaching	ISF transformation project -CSI Renewal Capability Project Support, DAB & UTS Health Academic Supervisor Program	76,774.00
Ann Toh Lai Yin	Business consulting	In Country Liaison - South East Asia(Malaysia), International Business Development- Offshore Expansion	76,399.92
Azra Barodawala	Business consulting	In Country Liaison - South Asia Country Liaison (Nepal)	67,240.06
Hifsa Mukhtar	Business consulting	International Business Development - Offshore Expansion - Pakistan	64,294.00
GJW Enterprises Pty. Ltd.	Business consulting	Facilitation & Partnerships - Application Writing Services - ARC Centres of Excellence Grant	60,000.00
DT Gilbert & S Nickless & WR Spain	Legal consultant	AI Safety Standard - NAIC / UTS Human Technology Institute project, UTS Rowing Club Endowment Fund	59,362.00
Moody's Investors Service Pty Limited	Investment consulting	Management fee - credit ratings	58,142.20
HCM Australia Pty Ltd	Business consulting	Consultant for Operational Sustainability	58,102.89
Neva Danielle Collings	Legal consultant	Indigenous Cultural and Intellectual Property Stage 2 Guidelines	57,600.00
Bob Bestari	Business consulting	International Business Development - Offshore Expansion Indonesia	52,007.48
Serendis Pty Ltd	Coaching	Research Professional Development Schemes - Mentoring Program 2024	51,800.00
Growth Mantra Pty Ltd	Business consulting	Creative Industries Strategic Lead - develop a Creative Industries Strategy	50,000.00

Research

Company	Category	Project	\$
Creative Activation Pty Ltd	Research	ISF external research project - Uber Eats order sprints	403,822.00
Design & Industry Pty Ltd	Research	FEIT external research project - Miniature Physiological Sensors with Integrated Brain Signal Decoders for Brain-Robot Interaction	345,569.07
The University of Wollongong T/A University Of Wollongong	Research	Eastern Australia Regional University Centre Partnership Consortium, FASS external research project- PNG Pilot: FFA Indicator framework to monitor contributions to sustainable development for Pacific Tuna Industries	308,503.78
Clothing Stewardship Australia Limited	Research	ISF external research project - Product Stewardship - National Clothing Product Stewardship Scheme	286,256.79
Lembaga Teknologi Ftui	Research	ISF external research project- Lifecycle costs for rural piped schemes	283,439.36
Uber Pacific Pty Ltd	Research	ISF external research project - Uber Eats order sprints	223,380.66
Center For Regulation Policy And Governance	Research	ISF external research project - Lifecycle costs for rural piped schemes, Future proofing a basic social service: climate-resilient community-based rural water supply	174,164.30
University of New South Wales	Research	Various research projects e.g Australia-EU Hydrogen Climate Dialogue, Achieving Circularity: Development of a sustainable and viable model to reuse hospital waste, 3D Printed Self-Deployable Antenna Arrays for CubeSat Applications	171,387.05
Universitas of Indonesia	Research	ISF external research projects - Indonesia sanitation emissions, KONEKSI Future proofing a basic social service: climate-resilient community-based rural water supply, Groundwater and Climate Resilient WASH - Indonesia	169,211.21
Australian Genome Research Facility Limited	Research	Faculty of Science research projects e.g The infectome of NSW dairy calves, a genomic microbial surveillance, Understanding the origins and molecular epidemiology of Bluetongue virus serotypes in NSW	165,616.00
Kwan, Ka Shun T/A Ka Shun Kwan	Research	FEIT external research project- Revolutionising Mineral Separation using Additive Manufacturing	147,474.78
Deloitte Consulting Pty Limited	Research	"Australian Ocean Energy Group - Fisheries Research & Development Corporation Microgrids in the Aquaculture Industry"	136,709.67
Zhao, Ming T/A Ming Zhao	Research	FEIT external research project- Hyperspectral imaging and Artificial Intelligence-driven dairy food and plastic waste provenance, Blockchain-based Melanoma data management	125,990.00
Pureprofile Pty Limited	Research	CHERE external research projects - Measuring and valuing changes in child health to facilitate robust decision making, Equitable funding for health care: integrating social outcomes	120,756.40
Testpoint Pty Ltd	Research	Faculty of Health external research project - Development and Evaluation of an Internet-based Clinic for Stuttering	115,243.32
University of New South Wales T/A The Ramaciotti Centre For Gene Function Analysis Biological Sciences Building (D26)	Research	Various research projects - e.g Development of a molecular mRNA signal assay that assesses the infectious potential and growth dynamics of Chlamydia trachomatis (CT) present in clinical samples, ARC Research Hub for Solutions and Stewardship to fight AMR	98,186.70
Outside Opinion Pty Ltd	Research	Advice on research grants e.g. ARC, DAB - MCR Emerging Leaders Program	92,840.00

Company	Category	Project	\$
Syntro Pty Ltd	Research	Faculty of Health external research projects - Support for Cancer Clinical Trials Program, Better Treatments For Breathlessness In Palliative and End of Life Care	86,988.09
The Hanover Research Council LLC	Research	Increase international funding opportunities for Academics -connect internationally and engage in mutually beneficial collaborative projects	85,637.02
Aurecon Australasia Pty Ltd	Research	ISF external research project - Telecommunications Resilience Investment Pilot	85,344.39
Schoen Initiatives Pty Ltd	Research	ISF external research project - European Union Climate Dialogues Green Hydrogen project	75,257.30
Mineral Carbonation International Pty Limited	Research	FEIT external research project -Low carbon footprint supplementary cementitious materials for concrete and blended cement use from mineral carbonation	75,000.00
Cantho University	Research	ISF external research project- Groundwater and Climate Resilient WASH - Vietnam	66,920.00
Syncline Energy Pty Ltd	Research	Australian Ocean Energy Group - Fisheries Research & Development Corporation Microgrids in the Aquaculture Industry	66,000.00
The University of Queensland	Research	SCI Climate Change Cluster (C3) external research project - Young Henry Brewery and Meat and Livestock Australia investigate if micro-algae can reduce methane emissions	64,732.12
Marine Environment and Resources Foundation, Inc	Research	FASS external research project - Enhancing Marine Environmental Governance in Indonesia and the Philippines	63,746.00
Howard Partners Pty Limited	Public policy consultant	IPPG research project - Regional Activation Strategy and related research for Office of Regional Economic Development	62,411.90
Adam Edmond Thompson Bryant	Research	FEIT external research project - Development of industry code and technical evidence base to implement Optus Outage Review Recommendation 3	60,060.00
Healthcare Information And Management Systems Society - HIMMS	Research	CHERE external research projects - Valuing digital health maturity: Evaluation of the health economic impact of increasing regional digital health ecosystem maturity	60,000.00
South Western Sydney Local Health District	Research	Faculty of Health external research - The APRICA program - Accelerated translational research in Primary Liver Cancer	54,137.65
Smart MCS Pty Ltd	Research	FEIT external research project - Intervertebral disc-on-a-chip: a precision-engineered platform for low back pain studies	53,649.00
Michelle Anne Webb	Research	Faculty of Health Nursing external research project - Improving coverage, confidence and knowledge about COVID-19 vaccination among Aboriginal Women of child-bearing age in Western Australia	51,394.13
Connell, John T/A John Connell	Research	Faculty of Health external research project - Improve Quality of Nursing and Midwifery Education and Regulation with a long term aim to address shortage of nurses and midwives in the Pacific Island countries and areas - Phase 1	50,279.37
Scimita Operations Pty Ltd	Research	"Technology, Development and Commercialisation Roadmap for UTS Novel Sodium-ion Battery Commercial Review	50,000.00

Information technology and software

Company	Category	Project	\$
Levo Digital Pty Ltd	Digital transformation consultant	Transform UTS digital presence program - Digital strategy	3,952,721.24
Testpro Pty Ltd	Software consulting	CASS to the Cloud Project - Testing Services including Automation Testing Services, Curriculum Management Modernisation	1,235,340.76
Cybercx Pty Ltd	Cybersecurity specialist	Maintain & Enhance Cybersecurity Posture Program, Data retention project	630,532.87
TMlabs Pty Ltd	Software implementation	Service Management and ServiceNow engineering services, Build & Integration (SCP Program)	522,099.98
ISG Information Services Group Americas, Inc	Software consulting	UTS ERP Procurement Consultancy Services	442,820.00
Capgemini Australia Pty Limited	Software development	Salesforce Test Analyst, Build & Integration (ESM Program)- replacement of the UTS existing ServiceNow Platform	431,205.00
DXC Connect Pty Limited	Software consulting	Solutions Consultant for Microsoft 365, Enhance Identity Platforms	400,468.49
Simplus Australia Pty Ltd	Software implementation	Enhance data foundations of the Salesforce platform - Customer Interaction	395,048.96
Australian Centre For Advanced Computing And Communication Pty Ltd T/A Ac3 Pty Limited	Software development	Build & Integration (ESM Program) - replacement of the UTS existing ServiceNow Platform	374,463.56
Grimmer Pty Ltd	Software consulting	CASS to the Cloud - Tertiary Collection of Student Information (TCSI) functionality setup and configuration	226,400.00
M & S B Solutions Pty Ltd	Software consulting	Data Sharing Architecture Strategy Delivery	211,400.00
The Trustee For Core Ideas Unit Trust	Software consulting	Content strategy and design for a refreshed digital onboarding campaign	185,149.44
Accenture Australia Pty Ltd	Software development	"IT Operating Model Program - Transformation Office, Change Readiness, Agile New Ways of Working, Organizational Design and Skills"	175,286.55
Anatas Pty Ltd T/A Atturra Data & Integration	Software consulting	CASS to the Cloud	164,854.70
DXC Red Rock Pty Ltd T/A Red Rock Consulting Pty Ltd	Software consulting	Database support consultant for HR Transformation - Planning and Select Modern HR Platform (ERP program)	147,200.00
CourseLoop Pty Ltd	Software development	Curriculum Management Modernisation	144,827.00
Agile Analytics Pty Ltd	Software development	Generative AI Framework, Designing, build and deploying an AI chatbot solution with supporting components for students	134,000.00
One Diversified (Aust.) Pty Ltd	Audio visual consultant	CB01.19 PU meeting rooms AV upgrade	121,638.99
Enterprise IT Resources Pty Ltd	Software consulting	Agreed Hours Remediation - Project Staff Cost	75,433.33

Marketing and communications

Company	Category	Project	\$
Peter Berry Consultancy Pty Ltd	Executive coaching/assessment	Executive Coaching for UTS Business Futures course participants coaching, along with Hogan assessments	178,440.00
De Luxe & Associates Pty Limited	Website marketing consultant	DAB - Creative Industries Visualisation Project, Transform UTS online presence	151,050.00
Enigma Communication Pty Limited	Marketing agency	Transform UTS digital presence program - UTS's Digital Stories Hub	113,000.00
Grainger Films Pty Ltd	Film production consultant	International profiling and branding	105,975.70
Picnic Customer Intelligence Pty Ltd	Market researcher	Postgraduate segmentation	84,000.00
Symmetry Media Pty Limited	Creative agency and production consultant	Creative development & production of - UTS Impact Report Content, VC Video Production, Donor Impact Cutdown Package	68,565.50
Writemedia Pty Ltd	Media & internet, publishing consultant	Content strategists - Review, edit, advise and report writing on various research projects	56,443.85

Teaching and learning

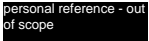
Company	Category	Project	\$
Peter Berry Consultancy Pty Ltd	Executive coaching/assessment	Executive Coaching for UTS Business Futures course participants coaching, along with Hogan assessments	178,440.00
Transport For NSW	Short course facilitator	Short course - NSW Movement and Place workshops, FASS external research project - Transport for NSW AVAS Soundscape	161,486.75
Proctoru, Inc.	Remote proctoring consultant	Provision of Online Examinations	157,927.78
Batyr Australia Limited	Counselling service	BATYR Project - programs for mental health and crisis intervention	105,000.00
Empowering Engagements Pty Ltd	Short course facilitator	Plus UTS Business Futures course - e.g ACCIONA - Future Leaders (2024 - 2026), Acciona: Senior Leaders Program	92,284.37
The Trustee For Skinner Family Trust T/A Sandal Consulting Pty Ltd	Short course facilitator	Faculty of Business Short Courses - Lean Six Sigma program	70,520.00
Serendis Pty Ltd	Coaching	Research Professional Development Schemes - Mentoring Program 2024	51,800.00
Engineers Without Borders Australia Ltd	Course facilitator	UTS Program - STEM X NSW Schools Outreach Program	50,000.00

Contractors

Company	Category	Project	\$
Tranzformd Pty Ltd	Contractor	Operations Division Office - Workforce Management & Planning	358,539.50
The Trustee For SDC Squared Trading Trust	Contractor	Agreed hours remediation - Project Staff Cost	314,934.29
Sandham Consulting Pty Limited	Contractor	Operational Sustainability	270,750.00
Alexander, Kathryn T/A The Unfolding Space	Contractor	UTS Business Futures- short course programs	200,561.64
FJS Workplace Solutions Pty Ltd	Contractor	Legal Advice for Agreed Hours Remediation - Project Staff Cost	191,000.00
Five Whys Consulting Pty Ltd	Contractor	Research Translation services	135,160.16
Gabrielle Carney	Contractor	Fellow at the UTS Human Technology Institute - Policy, law and strategy expert	132,418.35
Art of Coaching Pty Ltd	Contractor	Research project - UTS Climate Change Cluster (C3) Algenie development	126,021.16
Irene Ann-Kerstin Schofer	Contractor	Strategic Lead Global and Digital Educa4on Innova4on	116,432.38
Birch, Suzzanne Maree T/A Sue Birch Consulting	Contractor	UTS Advancement Unit - Services	100,744.93
Crocker and Company Pty Ltd	Contractor	Strategy Advisor - Sydney Technology Innovation Precinct	96,750.00
Wallwork, Myfanwy Cein T/A Myfanwy Wallwork	Contractor	Centre for Social Justice and Inclusion - UTS Human Technology Institute operationalise the NSW AI Assurance Framework Fellowship program.	94,499.28
Prendergast Projects Pty Ltd	Contractor	Renewable Energy consultant - UTS Energy projects	89,955.22
Vanessa Chan Consulting Pty Ltd	Contractor	UTS Institute for Public Policy and Governance - short course programs with a focus on Local Government e.gCommunity Engagement Strategy for Bathurst Regional Council, Willoughby Council Planning Weekend	82,656.00
Prospect Research & Marketing Pty Ltd T/A Robert Lawrence & Associates	Contractor	Market Research for the Creative Industries Project in international regions	80,000.00
Melissa Louise Goodrope	Contractor	Creating Marketing communications for Indigenous Campaign Lead	62,804.26
Nicole Elizabeth Dryden	Contractor	Report writing - IPPG projects - Lead Partner Interviews and Draft Report	59,801.17
Equity By Design Pty Ltd	Contractor	Unpacking the Australian University's Accord's recommendation of reshaping outreach. UTS Centre for Social Justice - UTS Pathways Strategy - student equity strategy, program evaluation and inclusive service design	59,641.17
Campo Capital Pty Ltd	Contractor	Wage Remediation Project	58,050.00
Gaul Christopher Dominic T/A Parallel Lines	Contractor	Design consultant for DAB & ISF research projects - Values and Vulnerabilities Exhibition, Energy Ready: empowering energy-resilient communities	56,710.00
Robert Thomson	Contractor	Agree Hours Remediation - Project Staff Cost - SME	54,800.00
Maria Luciana Cucchiara	Contractor	Photography consultant for Digital Presence Program photography & post production work	54,100.00
Jean Clews	Contractor	Report writing for Faculty of Health external research project - Strengthening Health Workforce Education in Papua New Guinea	53,301.90

From: [Andrew Mullen](#)
To: [Deborah Naray](#)
Cc: [Janelle Sheather](#); [Kylie Gould](#)
Subject: FW: Right to Information, KPMG and Research Performance
Date: Wednesday, 16 July 2025 12:16:36 PM
Attachments: [Outlook-44mx0q4s.png](#)
[Outlook-5zchpwrn.png](#)
[image001.png](#)
[image002.png](#)

Hi Deborah

Understand that you  personal reference - out of scope

When you are back at work, can you ring to discuss (and we go back through the GIPA determination).

Thanks

Andrew

Andrew Mullen

Senior Legal Counsel

Legal Unit, Office of General Counsel

University of Technology Sydney

PO Box 123, BROADWAY NSW 2007

T: please use Teams

uts.edu.au

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If you wish to share this email with another person either inside or outside of UTS, please contact me.

From: Kylie Gould <Kylie.Gould@uts.edu.au>
Sent: Wednesday, 16 July 2025 11:47 AM
To: Janelle Sheather <Janelle.Sheather@uts.edu.au>; Andrew Mullen
Andrew.Mullen@uts.edu.au
Subject: FW: Right to Information, KPMG and Research Performance

FYI

Kylie Gould

General Counsel and Executive Director, Risk and Compliance

Office of the General Counsel, Chancellery

University of Technology Sydney

PO Box 123, BROADWAY NSW 2007
T: +61 2 9514 1926
uts.edu.au



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UTS acknowledges the Gadigal People of the Eora Nation and the Boorooberongal People of the Dharug Nation upon whose ancestral lands our campuses now stand. We would also like to pay respect to the Elders both past and present, acknowledging them as the traditional custodians of knowledge for these lands.

From: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>
Sent: Wednesday, 16 July 2025 11:45 AM
To: Kylie Gould <Kylie.Gould@uts.edu.au>; Jo Blackwell <Jo.Blackwell@uts.edu.au>
Subject: FW: Right to Information, KPMG and Research Performance

For advice please.

Happy to discuss.

Andrew.

Professor Andrew Parfitt 
Vice-Chancellor and President

University of Technology Sydney
Building 1, Level 4A, 15 Broadway, ULTIMO NSW 2007
T. [+61 \(02\) 9514 1333](tel:+61295141333)
E. Andrew.Parfitt@uts.edu.au
W. uts.edu.au



From: NTEU UTS Branch <uts@nteu.org.au>
Date: Wednesday, 16 July 2025 at 11:39 AM
To: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>
Cc: Jo Blackwell <jo.blackwell@uts.edu.au>
Subject: Right to Information, KPMG and Research Performance

Dear Andrew,
cc: Jo Blackwell

We are emailing as we believe questions were passed to your office by the Right to Information team, before July 4th. We are yet to receive responses, despite the period for the GIPA review closing, and receiving a formal outcome.

1. *Could you please confirm or elaborate on what “did not eventuate”, i.e., is there, or was there ever, a Master spreadsheet [of C-E academics, etc. and research performance; and of courses and course performance] of this nature produced by or in partnership with KPMG?*

This question has been referred to the VC Office as they are better placed to provide a response.

2. *Can you provide any information regarding how the KPMG contract with an effective date of January 13th was executed when the Vice Chancellor appears to have signed this contract on March 12th?*

This question has been referred to the VC Office as they are better placed to provide a response.

We look forward to a prompt response to these referred questions.

Regards,
Trevor, on behalf of NTEU UTS Branch

Trevor Murray (He/Him)
Divisional Organiser
National Tertiary Education Union
University of Technology Sydney | uts@nteu.org.au
Ph: 02 9514 7995



I would like to Acknowledge the Gadigal people of the Eora Nation (City Campus), and the Boorooberongal people of the Dharug Nation (Western Sydney research Facility) who are the traditional custodians of the lands where UTS is located.

From: [Deborah Naray](#)
To: [Andrew Mullen](#)
Subject: RE: Right to Information, KPMG and Research Performance
Date: Wednesday, 16 July 2025 2:58:00 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

Further to this matter, before Michelle left she wrote to me and Ann-Maree about this

“Ann-Maree I know the s.14, cl.3(b) response is hand, grateful if you could also have a crack at the contract issue, essentially work was continuing while it was being finalised, happy to have quick chat tomorrow if helpful. Once the VC offices responses have been drafted please run them by Andrew and Sam can then handle despatching them. I’ve CC’ed in Mark as well, welcome Mark – we can discuss further tomorrow.

The s.14, cl.3(b) response is pretty much the same questions Simon is requesting answers to.

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Andrew Mullen <Andrew.Mullen@uts.edu.au>
Sent: Wednesday, 16 July 2025 2:29 PM
To: Deborah Naray <Deborah.Naray@uts.edu.au>
Subject: RE: Right to Information, KPMG and Research Performance

Can I call in 15 minutes?

A

From: Deborah Naray <Deborah.Naray@uts.edu.au>
Sent: Wednesday, 16 July 2025 2:28 PM
To: Andrew Mullen <Andrew.Mullen@uts.edu.au>
Subject: RE: Right to Information, KPMG and Research Performance

Ok I can call now but only till 3pm

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Andrew Mullen <Andrew.Mullen@uts.edu.au>

Sent: Wednesday, 16 July 2025 2:27 PM

To: Deborah Naray <Deborah.Naray@uts.edu.au>

Subject: RE: Right to Information, KPMG and Research Performance

Thanks

This email crossed with my email.

I need to read and understand it at some stage.

A

From: Deborah Naray <Deborah.Naray@uts.edu.au>

Sent: Wednesday, 16 July 2025 12:56 PM

To: Kylie Gould <Kylie.Gould@uts.edu.au>; Bill Paterson <William.Paterson@uts.edu.au>;

Andrew Mullen <Andrew.Mullen@uts.edu.au>

Cc: Janelle Sheather <Janelle.Sheather@uts.edu.au>

Subject: RE: Right to Information, KPMG and Research Performance

Thanks Kylie

The questions came in from Simon following his GIPA application, and we had since advised that they were referred to the VC Office for response. The GIPA Act doesn't extend to responding to questions and clarifying or explaining the content of documents released. Note that another individual had asked the same questions. It was considered more appropriate for the business to respond to him and the other party directly. I am surprised a response has not yet been provided. The only part relevant to the GIPA process was whether documents were omitted from the application, and this was addressed in the internal review report. Noting it took some time to clarify the scope of the internal review and what decisions were being challenged, separate to questions that were not technically relevant to the release of documents.

The questions were forwarded to on Michelle Callen to address with UPMO on the understanding a response would come from the VC Office (Michelle is ^{Personal reference - out of scope}), and I understood she was arranging a response separate to the GIPA process with the assistance of Ann-Maree in MCU. I don't know the progress on that. Ann-Maree may have more insight.

[@Andrew Mullen](#) re your follow-up email on this, I can be free between 1:30-3pm if required.

Deborah

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Kylie Gould <Kylie.Gould@uts.edu.au>

Sent: Wednesday, 16 July 2025 12:01 PM

To: Deborah Naray <Deborah.Naray@uts.edu.au>; Bill Paterson <William.Paterson@uts.edu.au>

Cc: Andrew Mullen <Andrew.Mullen@uts.edu.au>; Janelle Sheather <Janelle.Sheather@uts.edu.au>

Subject: FW: Right to Information, KPMG and Research Performance

Hi Bill and Deborah,

We've received the below request for advice from the VC. I am hoping that you can assist with the queries below.

Noting the Union's assertions about the GIPA process and status below, could you please clarify;

- The status of the GIPA application – my understanding was that it had been refused on the basis of the size, the scope had been redefined and you are currently assessing the revised application?
- 'This question has been referred to the VC Office as they are better placed to provide a response.' - is this advice you provided to the NTEU?
- Re Q.1
 - is this part of the revised scope of the new GIPA?
 - are you aware if there are any documents which would meet this description?

Thanks in advance.

Regards

Kylie

Kylie Gould

General Counsel and Executive Director, Risk and Compliance

Office of the General Counsel, Chancellery

University of Technology Sydney

PO Box 123, BROADWAY NSW 2007

T: +61 2 9514 1926

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From: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>

Sent: Wednesday, 16 July 2025 11:45 AM

To: Kylie Gould <Kylie.Gould@uts.edu.au>; Jo Blackwell <Jo.Blackwell@uts.edu.au>

Subject: FW: Right to Information, KPMG and Research Performance

For advice please.

Happy to discuss.

Andrew.

Professor Andrew Parfitt 

Vice-Chancellor and President

University of Technology Sydney

Building 1, Level 4A, 15 Broadway, ULTIMO NSW 2007

T. [+61 \(02\) 9514 1333](tel:+61295141333)

E. Andrew.Parfitt@uts.edu.au

W. uts.edu.au



From: NTEU UTS Branch <uts@nteu.org.au>

Date: Wednesday, 16 July 2025 at 11:39 AM

To: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>

Cc: Jo Blackwell <jo.blackwell@uts.edu.au>

Subject: Right to Information, KPMG and Research Performance

Dear Andrew,

cc: Jo Blackwell

We are emailing as we believe questions were passed to your office by the Right to Information team, before July 4th. We are yet to receive responses, despite the period for the GIPA review closing, and receiving a formal outcome.

1. *Could you please confirm or elaborate on what “did not eventuate”, i.e., is there, or was there ever, a Master spreadsheet [of C-E academics, etc. and research performance; and of courses and course performance] of this nature produced by or in partnership with KPMG?*

This question has been referred to the VC Office as they are better placed to provide a response.

2. *Can you provide any information regarding how the KPMG contract with an effective date of January 13th was executed when the Vice Chancellor appears to have signed this contract on March 12th?*

This question has been referred to the VC Office as they are better placed to provide a response.

We look forward to a prompt response to these referred questions.

Regards,

Trevor, on behalf of NTEU UTS Branch

Trevor Murray (He/Him)

Divisional Organiser

National Tertiary Education Union

University of Technology Sydney | uts@nteu.org.au

Ph: 02 9514 7995



I would like to Acknowledge the Gadigal people of the Eora Nation (City Campus), and the Boorooberongal people of the Dharug Nation (Western Sydney research Facility) who are the traditional custodians of the lands where UTS is located.

From: [Sarah Meaney](#)
To: [Deborah Naray](#)
Subject: Re: Update on access application received under the GIPA act - GIPA2025/07 [s.14, cl.3(b)] re OSI]
Date: Wednesday, 16 July 2025 3:44:54 PM
Attachments: [image008.png](#)
[image009.png](#)
[image010.png](#)
[image011.png](#)
[image012.png](#)
[image013.png](#)
[image014.png](#)
[image015.png](#)
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[image018.png](#)
[image019.png](#)
[image020.png](#)
[Outlook-UTS Logo.png](#)
[Outlook-phwsfu00.png](#)
[Outlook-derqsi1p.png](#)
[Outlook-3z4ergju.png](#)
[Outlook-sliv4n4o.png](#)
[Outlook-hlg5kcxs.png](#)
[Outlook-wkif0lji.png](#)

Thanks,

Hope you feel better.

Cheers
Sarah
Sarah Meaney
Director, University Program Management Office
University of Technology Sydney
PO Box 123 Broadway NSW 2007 Australia
M: +61 [redacted] mobile - out of scope
Gadigal country



From: Deborah Naray
Sent: Wednesday, 16 July 2025 3:28 PM
To: Sarah Meaney
Subject: RE: Update on access application received under the GIPA act - GIPA2025/07 [s.14, cl.3(b)] re OSI]

Nothing at this time.

I'm still reviewing what I was sent to see if we have all the requested information.

Fortunately by removing drafts its has reduced it significantly.

I've been off sick this week so we have little time. It is due 24th but we haven't consulted

s.14, cl.4(d) I have requested from s.14, cl.3(b) an extension, hopefully to 31st July. I hope I can then get the consultation out Friday or Monday and provide them 1 week to respond. I'll keep you in the loop on progress there.

Deborah

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Sarah Meaney

Sent: Wednesday, 16 July 2025 3:22 PM

To: Deborah Naray

Subject: Re: Update on access application received under the GIPA act - GIPA2025/07
s.14, cl.3(b) re OSI]

Hey Deborah

Just re-reading this one and wanting to confirm if you needed anything additional from me to cover this?

Cheers

Sarah

Sarah Meaney

Director, University Program Management Office

University of Technology Sydney

PO Box 123 Broadway NSW 2007 Australia

M: +61 mobile - out of scope

Gadigal country



From: Deborah Naray <Deborah.Naray@uts.edu.au>

Sent: Monday, 14 July 2025 3:52 PM

To: Kylie Gould <Kylie.Gould@uts.edu.au>; Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>; Jen Rosenberg <Jen.Rosenberg@uts.edu.au>

Cc: Right to Information <right.to.information@uts.edu.au>; Sarah Meaney <Sarah.Meaney@uts.edu.au>

Subject: Update on access application received under the GIPA act - GIPA2025/07
re OSI]

s.14, cl.3(b)

Hi everyone

I refer to the GIPA application from s.14, cl.3(b) re OSI documents.

On 9th July, we stopped processing the application on the grounds of size, being estimated at 160 hours at least to process, due to the volume of drafts involved in the previous scope. s.14, cl.3(b) has now responded to reduce the scope of her application. I've included the reduced scope below. Basically, she has removed drafts in favour of final draft or versions that exist at the time of the application. Although I need to go back and review what I have it is a significant reduction and likely to start the application moving again.

The application will restart from today so is now due to be decided by 24th July, which doesn't provide much time to review and consult with s.14, cl.4(d). We may need to a further extension for this purpose.

Amended scope.

- **Request 1 and 2** - The most recent version of documents which have been (1) sent to KPMG by UTS, or (2) sent to UTS by KPMG, including information about enrolment numbers, profitability, and productivity of specific subjects, in 2025.
- **Request 3 and 4** - The most recent version of documents which have been (3) sent to KPMG by UTS, or (4) sent to UTS by KPMG, including information about the research output of staff members, in 2025.
- **Request 5** - A previous GIPA request revealed that a KPMG status report from February 10 noted that a "*a full draft of research productivity*" would be shared with the DVC (Research) by February 14 2025. I am requesting this full draft of research productivity.
- **Request 6** - Previous GIPA requests have noted that KPMG suggests removing subjects with a negative or low direct margin. I am requesting only the most recent version of any documents from 2025 that show which subjects are estimated to have a negative or low margin.

This reduces the scope to only the most recent version of relevant documents from 2025 and removes the previous request for an excel spreadsheet that contains the list of proposed ... academic staff members that are not meeting research expectations. "

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

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PO Box 123 Broadway NSW 2007 Australia


remaining - out of scope date range.

From: [Deborah Naray](#)
To: [Bill Paterson](#)
Subject: FW: GIPA and contacts register enquiries
Date: Thursday, 17 July 2025 10:33:00 AM
Attachments: [image001.png](#)

Hi Bill

This one got lost among my backlog and other priorities. Simon seems to be targeting what he deems as omissions of data required for the KPMG contract on the Register of Contracts in particular. It doesn't look like acknowledge receipt at the time.

I've drafted an initial response but need to discuss with the Procurement team and possibly UPMO. I've set up a meeting with procurement first.

 [draft response email 7july SK.docx](#)

Unless we receive a response from Simon chasing up this response, or you have other thoughts, we can touch base on it next week.

Deborah

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Deborah Naray <Deborah.Naray@uts.edu.au>

Sent: Tuesday, 8 July 2025 8:59 AM

To: Bill Paterson <William.Paterson@uts.edu.au>

Subject: FW: GIPA and contacts register enquiries

Hi Bill

Response from Simon re register of contracts requesting further details on the class 2 and 3 additional information.

We have more pressing deadlines at present, I'll send a general acknowledgement of his email later today and we can review and respond in more details later.

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Simon Knight <Simon.Knight@uts.edu.au>

Sent: Monday, 7 July 2025 2:35 PM

To: Deborah Naray <Deborah.Naray@uts.edu.au>

Subject: Re: GIPA and contacts register enquiries

Hi Deborah

Many thanks for your reply. Apologies I should also have asked about the point below:

c. The Contracts Register and contract do not provide adequate information with respect to Section 30.(2) of the GIPA Act, for Class 2 or 3 contracts. Specifically, we would expect:

- i. A cost-benefit analysis of the contract
- ii. Information regarding, “the Public Sector Comparator”, i.e., what it would have cost for the agency to pay for and deliver a service by itself, compared to the cost of KPMG.
- iii. Information regarding the contractor’s financial model (noting that this is omitted in the contract released under GIPA)
- iv. Information regarding material changes to the contract, such as changes to major milestone reports.

My understanding of the act is that these items are expected for all class 2 or 3 contracts. I don't think the contracts register meets this requirement (of course I may be mis-reading, and I'm happy to take on other information), nor does the information provided in published contracts. Obviously I am particularly concerned to receive this information regarding the KPMG contract(s) and other OSI related contracts, or/and to confirm that this information does not exist (noting that my understanding is that this would be non-compliant).

Kind regards

Simon

From: Deborah Naray <Deborah.Naray@uts.edu.au>
Sent: Friday, 4 July 2025 9:43 AM
To: Simon Knight <Simon.Knight@uts.edu.au>
Subject: Re: GIPA and contacts register enquiries

Dear Simon,

I refer to your email below and questions resulting from the email communication you received between UTS and s.14, cl.3(b)

In relation to our communication with s.14, cl.3(b) and the master spreadsheet

In response to the outcome of your access application GIPA2025/04, you questioned the alleged omission of the master excel spreadsheet and additional contracts with KPMG. In considering those questions for the purposes of your internal review, we identified that there was no spreadsheet. That fact has been fed into the internal review in consideration of your claims that information was omitted from your application. I can only leave that for the internal review process to finalise. Otherwise, your questions on the master spreadsheet have been referred to the VC Office as they are best placed to respond.

In relation to compliance with the contract reporting obligations under the GIPA Act

I can assure you that we have made no decision to deliberately omit or withhold content from our Register of Contracts. We have an ongoing commitment to improve processes and overall compliance with reporting obligations. Despite our efforts, the capture and processing of details onto the Register of Contracts is still a manual process, and sometimes there are delays in information being provided for publication. We are working to improve compliance and where contracts are identified as meeting reporting thresholds they will be processed accordingly.

In relation specifically to the reporting of the KPMG contracts

It was identified during your access application that only the two KPMG contracts existed but they had not been reported for the Register of contracts. This was addressed once identified.

In relation to your other specific questions:

1. *Could you please confirm or elaborate on what “did not eventuate”, i.e., is there, or was there ever, a Master spreadsheet of this nature produced by or in partnership with KPMG?*

This question has been referred to the VC Office as they are better placed to provide a response.

2. *Could you please indicate whether there are other material variations in the KPMG contract, noting that a part of that contract was (and perhaps remains) uncosted, and those eventual costs represent a material variation?*

An extension to the 2025 KPMG contract has only just been approved. We will update the relevant entry on the Register of Contracts once the information is received.

3. *Can you confirm whether any contracts relating to Operational Sustainability have*

been excluded from the Contracts Register on the grounds that “there is an overriding public interest against disclosure”, or under any other considerations?

As already noted above, there have been no decision to omit contracts from the Register of Contracts.

4. *Can you confirm that the Contracts Register reflects all contracts related to Operational Sustainability? (or, those up to a date no earlier than April 23rd).*

The contracts register reflects contracts that have been identified for assessment. In making determinations as to what contracts meet the threshold for reporting on the Register, no decisions are impacted by whether they relate to Operational Sustainability. We are working on improving compliance, and if contracts are identified that are required to be reported they will be processed.

5. *Can you provide any information regarding how the KPMG contract with an effective date of January 13th was executed when the Vice Chancellor appears to have signed this contract on March 12th?*

This question has been referred to the VC Office as they are better placed to provide a response

Regards, Deborah

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Simon Knight <Simon.Knight@uts.edu.au>

Sent: Monday, June 30, 2025 8:00 AM

To: Deborah Naray <Deborah.Naray@uts.edu.au>

Subject: GIPA and contacts register enquiries

Dear Deborah

I'm emailing you in your capacity as Head of Corporate Information.

I have become aware of some inconsistencies in information received or published, and wish to raise these concerns with you.

My concerns relate to Division 5 (Sections 27-35) of the GIPA Act which sets out that:

1. Contracts must be entered into the contracts register within 45 days from their effective date (Section 27.(2))
2. If a class 2 contract has (or is likely to have) a value of \$5 million or more (a class 3 contract), the register must include a copy of the class 3 contract. (Section 31)
3. Section 30.(2) sets out that a Class 2 (and by extension, 3) contract must be entered in the contracts register with: (c) the results of any cost-benefit analysis of the contract conducted by the agency; (d) the components and quantum of the public sector comparator if used; (e) if relevant, a summary of information used in the contractor's full base case financial model (for example, the pricing formula for tolls or usage charges).
4. Section 31 indicates that material variations to contracts must be published.

These concerns relate to the following particulars:

1. The GIPA request listed in the disclosure log as GIPA2025/04. GIPA2025/04 began 21/03/2025, and was decided 9/5/2025 (with an agreed extension).
2. As part of that request, all contracts relating to Operational Sustainability were requested.
3. Information disclosed included a contract with KPMG. That contract made reference to work *already completed* that included delivery and sign off on a Master spreadsheet of academics B-E and in senior staff groups who were 'underperforming' on research. For the purposes of the Act, this disclosure is the reviewable decision.
4. The KPMG effective contract dates are: 13/01/2025, and 7/08/2024.

My concerns are as follows:

1. As you will know, the NTEU Branch has since been copied in on correspondence, dated June 19th, from s.14, cl.3(b) s.14, cl.3(a)(b) [gmail.com](#). In that correspondence, the Master Spreadsheet is mentioned. I do not know who the individual is, and I do not have access to the chain of correspondence and thus detail regarding the request. I am concerned that in this correspondence, you say, *"I can advise however, that this master spreadsheet did not eventuate and was no longer required as an output of the OSI program."* The individual notes:
"As this contract was signed by the Vice-Chancellor on 12 March 2025, could you please clarify why this deliverable was included in the executed contract if the spreadsheet was not required or produced? Further, I note that according to the documents released in response to the GIPA request, the RP&I program was delivered to UTS on 12 December 2024. Specifically, Activity 1.1 (Validate diagnostic analysis) was shown as completed at that point, and this activity explicitly includes a "stage gate" for final approval of the list of Level C to Level E, SSS, and SSG staff not meeting research expectations (as documented in the program milestone materials). This appears to directly contradict the recent advice that such a list "did not eventuate." Could you please clarify this apparent

inconsistency?”

I am in agreement with the individual, and am particularly surprised given our correspondence regarding the same spreadsheet.

2. Regarding the specifics of the KPMG contract:
 - a. 45 working days from the effective date of January 13th is March 18th 2025. The KPMG contract was not entered into the Contracts Register until some time after the GIPA decision (i.e., May 9th).
 - b. The KPMG contract effective in August 2024 should have been treated as a Class 3 contract, given it would have been apparent that this contract was “likely to have” a value of \$5 million or more (i.e., to be a class 3 contract).
 - c. The Contracts Register and contract do not provide adequate information with respect to Section 30.(2) of the GIPA Act, for Class 2 or 3 contracts. Specifically, we would expect:
 - i. A cost-benefit analysis of the contract
 - ii. Information regarding, “the Public Sector Comparator”, i.e., what it would have cost for the agency to pay for and deliver a service by itself, compared to the cost of KPMG.
 - iii. Information regarding the contractor’s financial model (noting that this is omitted in the contract released under GIPA)
 - iv. Information regarding material changes to the contract, such as changes to major milestone reports.
3. We are also aware that other contracts are in effect for work related to Operational Sustainability (indeed, the Vice-Chancellor has referred to some of these, including a contract relating to psychosocial risk assessment, from some time ago). I am further concerned that these contracts do not appear in the Contracts Register (noting that 45 working days prior is, I believe, Wednesday, 23 April 2025).

In addition to any information you can offer/direct me to regarding concerns with information under the contracts register, I would appreciate responses to the following questions:

1. Could you please confirm or elaborate on what “did not eventuate”, i.e., is there, or was there ever, a Master spreadsheet of this nature produced by or in partnership with KPMG?
2. Could you please indicate whether there are other material variations in the KPMG contract, noting that a part of that contract was (and perhaps remains) uncoded, and those eventual costs represent a material variation?
3. Can you confirm whether any contracts relating to Operational Sustainability have been excluded from the Contracts Register on the grounds that “there is an overriding public interest against disclosure”, or under any other considerations?
4. Can you confirm that the Contracts Register reflects all contracts related to Operational Sustainability? (or, those up to a date no earlier than April 23rd).

5. Can you provide any information regarding how the KPMG contract with an effective date of January 13th was executed when the Vice Chancellor appears to have signed this contract on March 12th?

I remain appreciative of your support in addressing these questions, and mindful of the workload that the operational sustainability has placed on you/the GSU team alongside all UTS staff.

Best

Simon

From: [Scott McWhirter](#)
To: [Kate McGrath](#); [Serena Ekman](#)
Cc: [Chun Xiao](#)
Subject: FW: Annual Plan Mid-year Council KPIs due by 11 July
Date: Thursday, 17 July 2025 2:34:06 PM
Attachments: [Outlook-UTS Logo.png](#)
[Outlook-Banner - U](#)
[Outlook-1508194974](#)

Hi There,

Chun has updated the indice measures (we have included the sector rank in brackets as the normalised score is a little difficult to interpret). We also just noticed the international measure 7.2.2 that Chris suggested and Chun will have a look at that one. I haven't sent these through to Fred yet as I think the channel is through Serena and thought you needed to check them in any case. Fred is keen to get them finalised.

At some point we should align these with the measures we use (i.e swap the non-academic measure to non university etc) and Fred has asked for a meeting to work things through.

I have an idea for a lead/trajectory quality metric which would be good to think through. I would like to compare the FWCI of new staff with exiting staff and the existing staff cohort. Something like ((New -Exiting)/Existing). In a like for like or static system the figure would be 0, in an improving system >0, and in a declining system <0. It has the virtue that is easy to understand and we can probably do some sector benchmarking if we wave our hands a little wrt bylining changes in data from Scival for each institution.

Should we have a play and see what it looks like or can you see some holes in the admittedly simple logic?

Regards.

From: Chun Xiao <Chun.Xiao@uts.edu.au>
Sent: Thursday, 17 July 2025 1:29 PM
To: Scott McWhirter <Scott.McWhirter@uts.edu.au>
Subject: Re: Annual Plan Mid-year Council KPIs due by 11 July

Hi Scott,

thanks for the suggestion, I add the rank in the sector (42 institutions) in a pair of brackets to each measures.

 [UTS Council KPIs Performance Scorecard 2025 - Research June 25.xlsx](#)

Detailed data this year:  [KPI 8 indicators 2025July.xlsx](#)

Kind regards,
Chun

From: Chun Xiao <Chun.Xiao@uts.edu.au>
Sent: 16 July 2025 16:54

To: Scott McWhirter <Scott.McWhirter@uts.edu.au>

Subject: Re: Annual Plan Mid-year Council KPIs due by 11 July

Hi Scott,

I have input the research excellence and impact indicator values. Before we send and share, may I ask for your suggestion: if we need to normalise the % indicators - there are three of them?

 [UTS Council KPIs Performance Scorecard 2025 - Research June 25.xlsx](#)

I would also like to discuss how to refresh the dashboard as currently only 4 indicators out of the 7 in the table above are included in the weighting calculation.

Kind regards,
Chun

From: Scott McWhirter <Scott.McWhirter@uts.edu.au>

Sent: 15 July 2025 13:58

To: Chun Xiao <Chun.Xiao@uts.edu.au>

Subject: FW: Annual Plan Mid-year Council KPIs due by 11 July

Hi There. Just got the hurry up. Oddly enough – it only has that weird index in it????

From: Frederique Balard <Frederique.Balard@uts.edu.au> **On Behalf Of** UTS Strategy

Sent: Tuesday, 15 July 2025 1:40 PM

To: Scott McWhirter <Scott.McWhirter@uts.edu.au>

Subject: Fw: Annual Plan Mid-year Council KPIs due by 11 July

Hi Scott,

I am reaching out to check if you have sent your input to us.

Amanda Jessup, who previously coordinated the collection and compilation of the Council KPIs, has left UTS and I am unsure if you had sent your input to her, which I could no longer access.

Could you please share it with us as soon as possible.

Thanks in advance and feel free to reach out on Teams if you have any questions.

Cheers,

Fred

From: Frederique Balard <Frederique.Balard@uts.edu.au> on behalf of UTS Strategy
<strategy@uts.edu.au>

Sent: 29 June 2025 23:11

To: Scott McWhirter <Scott.McWhirter@uts.edu.au>

Cc: Kate McGrath <Kathryn.McGrath@uts.edu.au>; Chris Turney <Christian.Turney@uts.edu.au>; Renee Estrella <Renee.Estrella@uts.edu.au>
Subject: Annual Plan Mid-year Council KPIs due by 11 July

Dear Scott,

We are reaching out to you for the Council KPIs MY result (including June data if possible) and the EOY forecast (if relevant) in the attached 2025 Performance Scorecard Mid Year. Note that this year we have included both lag and lead indicators (in light blue) . You also have 2024 results pending for FWCI score (red color cell), please confirm if the data is now available.

Note that I will get the HERDC Cat 1 and Cat 2-4 from Renee's report so you do not have to provide them.

Please provide commentary to assist us in reporting on current and expected EOY performance, highlight the challenges and opportunities.

If you are already reporting on these KPIs and have already developed any graphs, please share them as well as any reports, PowerBI dashboard links, or presentation.

It would be greatly appreciated if you could return your mid year results, using the template, **by no later than Friday, 11 July 2025.**

We have met with Chris to review some of the lead indicators. I will arrange a meeting with you to discuss the ideas and questions that arose.

If you have any questions or concerns, please reach out on Teams,

Frederique Balard

Program Manager, Strategy Integration

Office of the Vice-Chancellor
University of Technology Sydney
M. +61 (0) [REDACTED] mobile - out of scope
PO Box 123 Broadway NSW 2007 Australia
uts.edu.au





I recognise the Gadigal people of the Eora nation as the Traditional Owners and holders of knowledge of the place where I work.

I acknowledge elders both past and present and recognise the contribution that Indigenous people make to the academic and cultural life of UTS.

From: [Deborah Naray](#)
To: [Ann-Maree Ashburn](#)
Subject: RE: Right to Information, KPMG and Research Performance
Date: Thursday, 17 July 2025 4:39:00 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

I can do now?

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>
Sent: Thursday, 17 July 2025 4:17 PM
To: Deborah Naray <Deborah.Naray@uts.edu.au>
Subject: RE: Right to Information, KPMG and Research Performance

do you have 5 minutes this afternoon?

From: Deborah Naray <Deborah.Naray@uts.edu.au>
Sent: Thursday, 17 July 2025 9:11 AM
To: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>
Subject: RE: Right to Information, KPMG and Research Performance

Sure let me know when, I might be off part of the day

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>
Sent: Wednesday, 16 July 2025 6:52 PM
To: Deborah Naray <Deborah.Naray@uts.edu.au>
Subject: FW: Right to Information, KPMG and Research Performance

Deborah can we touch base on this tomorrow please

From: Andrew Mullen <Andrew.Mullen@uts.edu.au>
Sent: Wednesday, 16 July 2025 3:40 PM
To: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>; Mark Lillis <Mark.Lillis@uts.edu.au>
Cc: Kylie Gould <Kylie.Gould@uts.edu.au>; Janelle Sheather <Janelle.Sheather@uts.edu.au>
Subject: FW: Right to Information, KPMG and Research Performance

Hi Ann-Maree and Sarah

Deborah Naray thinks that you might have been helping Michelle Callan with an s.14, cl.3(b) response.

The VC has received the below NTEU request and we understand that it is essentially the same as the s.14, cl.3(b) question/response.

Grateful for guidance.

Thanks

Andrew

From: Kylie Gould <Kylie.Gould@uts.edu.au>
Sent: Wednesday, 16 July 2025 11:47 AM
To: Janelle Sheather <Janelle.Sheather@uts.edu.au>; Andrew Mullen <Andrew.Mullen@uts.edu.au>
Subject: FW: Right to Information, KPMG and Research Performance

FYI

Kylie Gould
General Counsel and Executive Director, Risk and Compliance
Office of the General Counsel, Chancellery
University of Technology Sydney
PO Box 123, BROADWAY NSW 2007
T: +61 2 9514 1926
uts.edu.au



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If you wish to share this email with another person either inside or outside of UTS, please contact me.

UTS acknowledges the Gadigal People of the Eora Nation and the Boorooberongal People of the Dharug Nation upon whose ancestral lands our campuses now stand. We would also like to pay respect to the Elders both past and present, acknowledging them as the traditional custodians of knowledge for these lands.

From: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>
Sent: Wednesday, 16 July 2025 11:45 AM
To: Kylie Gould <Kylie.Gould@uts.edu.au>; Jo Blackwell <Jo.Blackwell@uts.edu.au>
Subject: FW: Right to Information, KPMG and Research Performance

For advice please.

Happy to discuss.

Andrew.

Professor Andrew Parfitt 
Vice-Chancellor and President

University of Technology Sydney
Building 1, Level 4A, 15 Broadway, ULTIMO NSW 2007
T. [+61 \(02\) 9514 1333](tel:+610295141333)
E. Andrew.Parfitt@uts.edu.au
W. uts.edu.au



From: NTEU UTS Branch <uts@nteu.org.au>
Date: Wednesday, 16 July 2025 at 11:39 AM
To: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>
Cc: Jo Blackwell <jo.blackwell@uts.edu.au>
Subject: Right to Information, KPMG and Research Performance

Dear Andrew,
cc: Jo Blackwell

We are emailing as we believe questions were passed to your office by the Right to Information team, before July 4th. We are yet to receive responses, despite the period for the GIPA review closing, and receiving a formal outcome.

1. *Could you please confirm or elaborate on what “did not eventuate”, i.e., is there, or was there ever, a Master spreadsheet [of C-E academics, etc. and research performance; and of courses and course performance] of this nature produced by or in partnership with KPMG?*

This question has been referred to the VC Office as they are better placed to provide a response.

2. *Can you provide any information regarding how the KPMG contract with an effective date of January 13th was executed when the Vice Chancellor appears to have signed this contract on March 12th?*

This question has been referred to the VC Office as they are better placed to provide a response.

We look forward to a prompt response to these referred questions.

Regards,

Trevor, on behalf of NTEU UTS Branch

Trevor Murray (He/Him)

Divisional Organiser

National Tertiary Education Union

University of Technology Sydney | uts@nteu.org.au

Ph: 02 9514 7995



I would like to Acknowledge the Gadigal people of the Eora Nation (City Campus), and the Boorooberongal people of the Dharug Nation (Western Sydney research Facility) who are the traditional custodians of the lands where UTS is located.

From: [Deborah Naray](#)
To: [Ann-Maree Ashburn](#)
Cc: [Sarah Meaney](#)
Subject: RE: Response to SK on latest email re register of contracts
Date: Friday, 18 July 2025 2:07:00 PM
Attachments: [image001.png](#)

Yes I believe it is only those 2. We have already advised, and he was advised as the outcome of the internal review, that no other KPMG contracts existed or were omitted.

Deborah

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>
Sent: Friday, 18 July 2025 2:04 PM
To: Deborah Naray <Deborah.Naray@uts.edu.au>
Cc: Sarah Meaney <Sarah.Meaney@uts.edu.au>
Subject: FW: Response to SK on latest email re register of contracts

Deborah

Can you confirm that the only questions referred to the VCO for reply to Simon Knight are the yellow highlight? or is it all of the questions including blue highlight? (reproduced below from bottom of email for ease of reference)

+++++

In addition to any information you can offer/direct me to regarding concerns with information under the contracts register, I would appreciate responses to the following questions:

1. Could you please confirm or elaborate on what "did not eventuate", i.e. is there or was there ever a Master spreadsheet of this nature produced by or in partnership with KPMG?
2. Could you please indicate whether there are other material variations in the KPMG contract noting that a part of that contract was (and perhaps remains) unclosed, and those eventual costs represent a material variation?
3. Can you confirm whether any contracts relating to Operational Sustainability have been excluded from the Contracts Register on the grounds that "there is an overriding public interest against disclosure", or under any other considerations?
4. Can you confirm that the Contracts Register reflects all contracts

related to Operational Sustainability? (or, those up to a date no earlier than April 23rd)

5. Can you provide any information regarding how the KPMG contract with an effective date of January 13th was executed when the Vice Chancellor appears to have signed this contract on March 12th?

From: Deborah Naray <Deborah.Naray@uts.edu.au>
Sent: Thursday, 17 July 2025 4:46 PM
To: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>
Subject: FW: Response to SK on latest email re register of contracts

--
Deborah Naray
Head of Corporate Information

Governance Support Unit
University of Technology Sydney
T. +61 (02) 9514 1245
PO Box 123 Broadway NSW 2007 Australia

From: Michelle Callen <Michelle.Callen@uts.edu.au>
Sent: Wednesday, 2 July 2025 8:15 PM
To: Deborah Naray <Deborah.Naray@uts.edu.au>; Bill Paterson <William.Paterson@uts.edu.au>
Cc: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>; Sarah Meaney <Sarah.Meaney@uts.edu.au>; Mark Lillis <Mark.Lillis@uts.edu.au>
Subject: RE: Response to SK on latest email re register of contracts

Thanks Deb

Ann-Maree I know the ^{s.14, cl.3(b)} response is hand, grateful if you could also have a crack at the contract issue, essentially work was continuing while it was being finalised, happy to have quick chat tomorrow if helpful.


Once the VC offices responses have been drafted please run them by Andrew and Sam can then handle despatching them. I've CC'ed in Mark as well, welcome Mark – we can discuss further tomorrow.

Cheers


Michelle

From: Deborah Naray <Deborah.Naray@uts.edu.au>
Sent: Wednesday, 2 July 2025 3:50 PM
To: Bill Paterson <William.Paterson@uts.edu.au>
Cc: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>; Sarah Meaney <Sarah.Meaney@uts.edu.au>; Michelle Callen <Michelle.Callen@uts.edu.au>
Subject: RE: Response to SK on latest email re register of contracts

Hi Bill

Internet is back on now. I've updated the following based on the meeting just now.  [draft response email 30june.docx](#)

Please advise if OK to send.

Noting we will refer to VC office for response to both Simon and  re the master spreadsheet question and the KPMG 2025 contract date issue.

Deborah

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

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PO Box 123 Broadway NSW 2007 Australia

From: Deborah Naray
Sent: Tuesday, 1 July 2025 2:45 PM
To: Bill Paterson <William.Paterson@uts.edu.au>
Subject: Response to SK

Bill

Running this past you. I'm following up on a few elements with Michelle.

 [draft response email 30june.docx](#)

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Deborah Naray
Sent: Monday, 30 June 2025 9:29 AM
To: Bill Paterson <William.Paterson@uts.edu.au>; Michelle Callen <Michelle.Callen@uts.edu.au>
Subject: FW: GIPA and contacts register enquiries - this one from SK

Hi Bill and Michelle

I received this early this morning. [REDACTED] had cc'd her last email to UTS NTEU email re her questions on the KPMG contract and master spreadsheet, as well as questions re the completeness of the Register of Contracts. Simon has now asked further questions of UTS.

Although myself and Bill can likely respond to the specific Register questions (similar to those provided to [REDACTED] re completeness and timing and work being done to address this), we should not be responding to the questions re the contract details themselves, dates of signing, and outputs such as this master spreadsheet everyone seems to want. Again, similar to [REDACTED]'s last set of questions, these should be referred to VC Office.

Thoughts?

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Simon Knight <Simon.Knight@uts.edu.au>

Sent: Monday, 30 June 2025 8:00 AM

To: Deborah Naray <Deborah.Naray@uts.edu.au>

Subject: GIPA and contacts register enquiries

Dear Deborah

I'm emailing you in your capacity as Head of Corporate Information.

I have become aware of some inconsistencies in information received or published, and wish to raise these concerns with you.

My concerns relate to Division 5 (Sections 27-35) of the GIPA Act which sets out that:

1. Contracts must be entered into the contracts register within 45 days from their effective date (Section 27.(2))
2. If a class 2 contract has (or is likely to have) a value of \$5 million or more (a class 3 contract), the register must include a copy of the class 3 contract. (Section 31)
3. Section 30.(2) sets out that a Class 2 (and by extension, 3) contract must be entered in the contracts register with: (c) the results of any cost-benefit analysis of the contract conducted by the agency; (d) the components and quantum of the public sector comparator if used; (e) if relevant, a summary of information used in the contractor's full base case financial model (for example, the pricing formula for tolls or

- usage charges).
4. Section 31 indicates that material variations to contracts must be published.

These concerns relate to the following particulars:

1. The GIPA request listed in the disclosure log as GIPA2025/04. GIPA2025/04 began 21/03/2025, and was decided 9/5/2025 (with an agreed extension).
2. As part of that request, all contracts relating to Operational Sustainability were requested.
3. Information disclosed included a contract with KPMG. That contract made reference to work *already completed* that included delivery and sign off on a Master spreadsheet of academics B-E and in senior staff groups who were 'underperforming' on research. For the purposes of the Act, this disclosure is the reviewable decision.
4. The KPMG effective contract dates are: 13/01/2025, and 7/08/2024.

My concerns are as follows:

1. As you will know, the NTEU Branch has since been copied in on correspondence, dated June 19th, from [REDACTED] ^{s.14, cl.3(b)} [REDACTED] ^{s.14, cl.3(a)(b)} mail.com. In that correspondence, the Master [REDACTED] ^{s.14, cl.3(b)} [REDACTED] ^{s.14, cl.3(a)(b)} oned. I do not know who the individual is, and I do not have access to the chain of correspondence and thus detail regarding the request. I am concerned that in this correspondence, you say, *"I can advise however, that this master spreadsheet did not eventuate and was no longer required as an output of the OSI program."* The individual notes: *"As this contract was signed by the Vice-Chancellor on 12 March 2025, could you please clarify why this deliverable was included in the executed contract if the spreadsheet was not required or produced? Further, I note that according to the documents released in response to the GIPA request, the RP&I program was delivered to UTS on 12 December 2024. Specifically, Activity 1.1 (Validate diagnostic analysis) was shown as completed at that point, and this activity explicitly includes a "stage gate" for final approval of the list of Level C to Level E, SSS, and SSG staff not meeting research expectations (as documented in the program milestone materials). This appears to directly contradict the recent advice that such a list "did not eventuate." Could you please clarify this apparent inconsistency?"*

I am in agreement with the individual, and am particularly surprised given our correspondence regarding the same spreadsheet.

2. Regarding the specifics of the KPMG contract:
 - a. 45 working days from the effective date of January 13th is March 18th 2025. The KPMG contract was not entered into the Contracts Register until some time after the GIPA decision (i.e., May 9th).

- b. The KPMG contract effective in August 2024 should have been treated as a Class 3 contract, given it would have been apparent that this contract was “likely to have” a value of \$5 million or more (i.e., to be a class 3 contract).
 - c. The Contracts Register and contract do not provide adequate information with respect to Section 30.(2) of the GIPA Act, for Class 2 or 3 contracts. Specifically, we would expect:
 - i. A cost-benefit analysis of the contract
 - ii. Information regarding, “the Public Sector Comparator”, i.e., what it would have cost for the agency to pay for and deliver a service by itself, compared to the cost of KPMG.
 - iii. Information regarding the contractor’s financial model (noting that this is omitted in the contract released under GIPA)
 - iv. Information regarding material changes to the contract, such as changes to major milestone reports.
3. We are also aware that other contracts are in effect for work related to Operational Sustainability (indeed, the Vice-Chancellor has referred to some of these, including a contract relating to psychosocial risk assessment, from some time ago). I am further concerned that these contracts do not appear in the Contracts Register (noting that 45 working days prior is, I believe, Wednesday, 23 April 2025).

In addition to any information you can offer/direct me to regarding concerns with information under the contracts register, I would appreciate responses to the following questions:

1. Could you please confirm or elaborate on what “did not eventuate” i.e. is there, or was there ever, a Master spreadsheet of this nature produced by or in partnership with KPMG?
2. Could you please indicate whether there are other material variations in the KPMG contract noting that a part of that contract was (and perhaps remains) uncoded, and those eventual costs represent a material variation?
3. Can you confirm whether any contracts relating to Operational Sustainability have been excluded from the Contracts Register on the grounds that “there is an overriding public interest against disclosure”, or under any other considerations?
4. Can you confirm that the Contracts Register reflects all contracts related to Operational Sustainability? (or, those up to a date no earlier than April 23rd)
5. Can you provide any information regarding how the KPMG contract with an effective date of January 13th was executed when the Vice Chancellor appears to have signed this contract on March 12th?

I remain appreciative of your support in addressing these questions, and mindful of the workload that the operational sustainability has placed on you/the GSU team alongside all UTS staff.

Best

Simon

From: [Kylie Gould](#)
To: [Ann-Maree Ashburn](#); [Deborah Naray](#); [Sarah Meaney](#)
Cc: [Bill Paterson](#); [Andrew Mullen](#)
Subject: RE: [EXTERNAL] Informal requests under GIPA
Date: Sunday, 20 July 2025 5:36:08 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)
[image008.png](#)

Hi Ann Maree,

I'm away tomorrow morning however, will be able to review this tomorrow afternoon/early evening.

Thanks for providing me with a timeframe.

Regards

Kylie

Kylie Gould

General Counsel and Executive Director, Risk and Compliance

Office of the General Counsel, Chancellery

University of Technology Sydney

PO Box 123, BROADWAY NSW 2007

T: +61 2 9514 1926

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UTS acknowledges the Gadigal People of the Eora Nation and the Boorooberongal People of the Dharug Nation upon whose ancestral lands our campuses now stand. We would also like to pay respect to the Elders both past and present, acknowledging them as the traditional custodians of knowledge for these lands.

From: Ann-Maree Ashburn

Sent: Friday, 18 July 2025 4:43 PM

To: Kylie Gould ; Deborah Naray ; Sarah Meaney

Cc: Bill Paterson

Subject: RE: [EXTERNAL] Informal requests under GIPA

is Monday or Tuesday achievable kylie?

From: Kylie Gould <Kylie.Gould@uts.edu.au>

Sent: Friday, 18 July 2025 2:50 PM

To: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>; Deborah Naray

<Deborah.Naray@uts.edu.au>; Sarah Meaney <Sarah.Meaney@uts.edu.au>

Cc: Bill Paterson <William.Paterson@uts.edu.au>

Subject: RE: [EXTERNAL] Informal requests under GIPA

Hi all

Could you please let me know when you need a response?

Thanks

Kylie
Kylie Gould
General Counsel and Executive Director, Risk and Compliance
Office of the General Counsel, Chancellery
University of Technology Sydney
PO Box 123, BROADWAY NSW 2007
T: +61 2 9514 1926
uts.edu.au



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From: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>

Sent: Friday, 18 July 2025 2:23 PM


To: Deborah Naray <Deborah.Naray@uts.edu.au>; Sarah Meaney <Sarah.Meaney@uts.edu.au>;
Kylie Gould <Kylie.Gould@uts.edu.au>

Cc: Bill Paterson <William.Paterson@uts.edu.au>

Subject: RE: [EXTERNAL] Informal requests under GIPA

Thanks Deborah – do you think any of the below needs to be included in the response?

On the date of the contract issue, in Sarah's absence I tagged Kylie Gould for input into a response – should I be directing the enquiry to procurement? and who in procurement can review the responses for me?

I've included both replies in the linked document here for ease  [VC replies to correspondence.docx](#)

thanks for your help

Ann-Maree

From: Deborah Naray <Deborah.Naray@uts.edu.au>

Sent: Friday, 18 July 2025 2:11 PM

To: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>; Sarah Meaney
<Sarah.Meaney@uts.edu.au>

Cc: Bill Paterson <William.Paterson@uts.edu.au>

Subject: RE: [EXTERNAL] Informal requests under GIPA

Thanks Ann-Maree

Sorry for the delay, I'm ok with the response for now given Sarah is

Personal reference - out of scope

My only concern is whether there would be an expectation there should be formal contract variations covering such agreed changes. I spoke to Procurement on a related matter today re reporting on the Register of Contracts, and we should be expecting variations for changes in total value and end date of the contract period itself, where it may not be covered by the contract. Variations in milestone dates and outcomes are project management issues that wouldn't necessarily require a formal variation. This seems to be consistent with this situation, we have a new variation for July-August (already included on

the Register of Contracts).
Hope this helps.

— — — —

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>

Sent: Thursday, 17 July 2025 4:54 PM

To: Sarah Meaney <Sarah.Meaney@uts.edu.au>; Deborah Naray <Deborah.Naray@uts.edu.au>

Cc: Bill Paterson <William.Paterson@uts.edu.au>

Subject: RE: [EXTERNAL] Informal requests under GIPA

Proposed VC response to s.14, cl.3(b) seeking clarifications about the master excel spreadsheet and the KPMG contract deliverables

Dear s.14, cl.3(b)

I am writing to you in regard to your email of 19 June 2025 to Deborah Naray, Head of Corporate Information, and specifically I am responding to your request for clarification regarding a master excel spreadsheet and contractual deliverables required to be provided to UTS by KPMG.

It is not unusual practice for the scope of deliverables outlined in contractual documentation to be changed or for program plans to be reviewed against delivery requirements and amended, provided both parties agree to such amendments. Timelines for work delivery may also be revise, again provided both parties agree.

In this case, during the work being undertaken by KPMG it was agreed between both parties to change the scope of deliverables – a master spreadsheet did not eventuate and was no longer required as an output of the OSI program.

I trust the above clarifies the matter.

1. In addition, I would appreciate clarification regarding one matter from your recent email. In your reply regarding my earlier request about the Master Excel spreadsheet listing proposed Level C to Level E, SSS, and SSG academic staff not meeting research expectations (referenced in my email of 27 May), you indicated that “this master spreadsheet did not eventuate and was no longer required as an output of the OSI program.”

However, I note that this spreadsheet was included in the contract disclosed here:

<https://www.uts.edu.au/about/leadership-governance/governance/right-to-information/publicly-available-uts-information/disclosure-log/contentassets/gsu-utsdisclosure-gipa-2025-04.pdf> — see Document 3, under Deliverable 2.

As this contract was signed by the Vice-Chancellor on 12 March 2025, could you please clarify why this deliverable was included in the executed contract if the spreadsheet was not required or produced?

2. Further, I note that according to the documents released in response to the GIPA request, the RP&I program was delivered to UTS on 12 December 2024. Specifically, Activity 1.1 (Validate diagnostic analysis) was shown as completed at that point, and this activity explicitly includes a “stage gate” for final approval of the list of Level C to Level E, SSS, and SSG staff not meeting research expectations (as documented in the program milestone materials). This appears to directly contradict the recent advice that such a list “did not eventuate.”

From: Michelle Callen <Michelle.Callen@uts.edu.au>

Sent: Tuesday, 1 July 2025 10:36 AM

To: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>

Subject: FW: [EXTERNAL] Informal requests under GIPA

Morning

Just following up on this – are you able to work with Jen to draft something that can go back to s.14, cl.3(b)? There are more comms coming in, so keen to close the loop on this one as more are coming!

Cheers

Michelle

out of scope date range

Sent: Tuesday, 24 June 2025 12:13 PM

From: [Kate McGrath](#)
To: [Scott McWhirter](#); [Serena Ekman](#)
Cc: [Chun Xiao](#); [Kate McGrath](#)
Subject: RE: Scott McWhirter shared "UTS Council KPIs Performance Scorecard 2025 - Research June 25" with you
Date: Monday, 21 July 2025 4:46:25 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Hi – so I think these are mostly nonsense numbers and so go ahead and release but would you please tell Fred that my very strong recommendation is that we pull these and that we spend some time deciding what to use.

OK?

Kate

From: Scott McWhirter <Scott.McWhirter@uts.edu.au>
Sent: Monday, 21 July 2025 9:41 AM
To: Kate McGrath <Kathryn.McGrath@uts.edu.au>; Serena Ekman <Serena.Ekman@uts.edu.au>
Cc: Chun Xiao <Chun.Xiao@uts.edu.au>
Subject: RE: Scott McWhirter shared "UTS Council KPIs Performance Scorecard 2025 - Research June 25" with you

Hi Kate,

Yes – it is not a great scorecard entry.

This is the index Andrew suggested (thankfully they asked that we stop reporting the index (since no one had any idea of why it went up or down)). They have continued though to ask for each normalised measure and so what you see is a normalised score based on our rank in the sector against that measure. I have put a note in saying 2025 FWCI will be unstable until 2026 end of Q1 and it may well be the case for most of the measures. The pleasing bit based on the provisional data is that we appear to be doing well (in a relative sense) on patent citations as a continuing trend.

Regards

From: Kate McGrath <Kathryn.McGrath@uts.edu.au>
Sent: Monday, 21 July 2025 7:52 AM
To: Scott McWhirter <Scott.McWhirter@uts.edu.au>; Serena Ekman <Serena.Ekman@uts.edu.au>
Subject: RE: Scott McWhirter shared "UTS Council KPIs Performance Scorecard 2025 - Research June 25" with you

Hi Scott

Thanks

I don't overly understand what I am looking at as the numbers all seem to way off from target

which would seem to indicate to me that we haven't understood much of this year if we are so off.

Are we able to have a quick touch base today please?

Thanks

Kate

From: Scott McWhirter <Scott.McWhirter@uts.edu.au>

Sent: Thursday, 17 July 2025 2:37 PM

To: Kate McGrath <Kathryn.McGrath@uts.edu.au>; Serena Ekman <Serena.Ekman@uts.edu.au>

Subject: Scott McWhirter shared "UTS Council KPIs Performance Scorecard 2025 - Research June 25" with you



Scott McWhirter invited you to edit a file

Here's the document that Scott McWhirter shared with you.



[UTS Council KPIs Performance Scorecard 2025 - Research June 25](#)



This invite will only work for you and people with existing access.

Open

Share



This email is generated through UTS's use of Microsoft 365 and may contain content that is controlled by UTS.

From: [Deborah Naray](#)
To: [Marshall Craddock](#); [Sarah Meaney](#)
Cc: [Bill Paterson](#); [Janelle Sheather](#)
Subject: RE: Urgent Re: Right to Information, KPMG and Research Performance
Date: Tuesday, 22 July 2025 3:39:00 PM
Attachments: [image001.png](#)
[image002.png](#)

Hi Marshall

VC received the same email last week, I thought that response was being coordinated and surprised if it hasn't gone out. I thought it was going to be provided via the VC Office. Let me see what's happening before we respond as it should really come via a single channel. Thanks, Deborah

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Marshall Craddock
Sent: Tuesday, 22 July 2025 3:09 PM
To: Deborah Naray
Cc: Bill Paterson ; Sarah Meaney ; Janelle Sheather
Subject: FW: Urgent Re: Right to Information, KPMG and Research Performance

Hi Deborah,

See below. I'm not across the detail of the GIPA response and below seems like the NTEU trying another channel.

Happy to coordinate the response back to NTEU but would value your interpretation of below request and options.

Cheers,
Marshall.

From: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>
Sent: Tuesday, 22 July 2025 2:17 PM
To: Marshall Craddock <Marshall.Craddock@uts.edu.au>
Subject: Fwd: Urgent Re: Right to Information, KPMG and Research Performance

Could you please coordinate a response for me.

Sent from my iPad

Begin forwarded message:

From: NTEU UTS Branch <uts@nteu.org.au>
Date: 22 July 2025 at 2:07:30 pm AEST
To: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>
Cc: Jo Blackwell <Jo.Blackwell@uts.edu.au>
Subject: Urgent Re: Right to Information, KPMG and Research

Performance

Dear Andrew

Cc: Jo Blackwell

We are emailing again to request a response to the questions most recently sent by us July 16th, and received by your office via the Right to Information team prior to July 4th.

The two questions referred to you are:

1. *Could you please confirm or elaborate on what “did not eventuate”, i.e., is there, or was there ever, a Master spreadsheet [of C-E academics, etc. and research performance; and of courses and course performance] of this nature produced by or in partnership with KPMG?*

This question has been referred to the VC Office as they are better placed to provide a response.

2. *Can you provide any information regarding how the KPMG contract with an effective date of January 13th was executed when the Vice Chancellor appears to have signed this contract on March 12th?*

This question has been referred to the VC Office as they are better placed to provide a response.

We remind you that information under the act includes digital and physically stored information.

If we have not received a response by close of business, we are in the embarrassing position of yet again being compelled to submit a GIPA request for access to information that would address our questions.

Kind regards,

Trevor, On behalf of UTS NTEU Branch

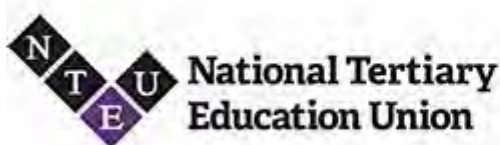
Trevor Murray (He/Him)

Divisional Organiser

National Tertiary Education Union

University of Technology Sydney | uts@nteu.org.au

Ph: 02 9514 7995



I would like to Acknowledge the Gadigal people of the Eora Nation (City Campus), and the Boorooberongal people of the Dharug Nation (Western Sydney research Facility) who are the traditional custodians

of the lands where UTS is located.

From: [Deborah Naray](#)
To: [Ann-Maree Ashburn](#)
Subject: FW: Urgent Re: Right to Information, KPMG and Research Performance
Date: Tuesday, 22 July 2025 3:44:00 PM
Attachments: [Outlook-fctseehk.png](#)
[Outlook-10byxqbK.png](#)

See below- this is the same request they sent VC last week, I thought a response was being drafted?

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Marshall Craddock
Sent: Tuesday, 22 July 2025 3:09 PM
To: Deborah Naray
Cc: Bill Paterson ; Sarah Meaney ; Janelle Sheather
Subject: FW: Urgent Re: Right to Information, KPMG and Research Performance

Hi Deborah,

See below. I'm not across the detail of the GIPA response and below seems like the NTEU trying another channel.

Happy to coordinate the response back to NTEU but would value your interpretation of below request and options.

Cheers,
Marshall.

From: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>
Sent: Tuesday, 22 July 2025 2:17 PM
To: Marshall Craddock <Marshall.Craddock@uts.edu.au>
Subject: Fwd: Urgent Re: Right to Information, KPMG and Research Performance

Could you please coordinate a response for me.
Sent from my iPad

Begin forwarded message:

From: NTEU UTS Branch <uts@nteu.org.au>
Date: 22 July 2025 at 2:07:30 pm AEST
To: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>
Cc: Jo Blackwell <Jo.Blackwell@uts.edu.au>
Subject: Urgent Re: Right to Information, KPMG and Research Performance

Dear Andrew

Cc: Jo Blackwell

We are emailing again to request a response to the questions most recently sent by us July 16th, and received by your office via the Right to Information team prior to July 4th.

The two questions referred to you are:

1. *Could you please confirm or elaborate on what “did not eventuate”, i.e., is there, or was there ever, a Master spreadsheet [of C-E academics, etc. and research performance; and of courses and course performance] of this nature produced by or in partnership with KPMG?*

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If we have not received a response by close of business, we are in the embarrassing position of yet again being compelled to submit a GIPA request for access to information that would address our questions.

Kind regards,

Trevor, On behalf of UTS NTEU Branch

Trevor Murray (*He/Him*)

Divisional Organiser

National Tertiary Education Union

University of Technology Sydney | uts@nteu.org.au

Ph: 02 9514 7995



I would like to Acknowledge the Gadigal people of the Eora Nation (City Campus), and the Boorooberongal people of the Dharug Nation (Western Sydney research Facility) who are the traditional custodians of the lands where UTS is located.

From: [Ann-Maree Ashburn](#)
To: [Fran Vega](#)
Cc: [Deborah Naray](#)
Subject: FW: Urgent Re: Right to Information, KPMG and Research Performance
Date: Tuesday, 22 July 2025 3:50:47 PM
Attachments: [Outlook-fctseehk.png](#)
[Outlook-10byxqbk.png](#)
[image001.png](#)

Fran is Kylie about – need her to urgently review some comms to issue from VCO

From: Ann-Maree Ashburn

Sent: Tuesday, 22 July 2025 3:49 PM

To: Marshall Craddock ; Bill Paterson ; Janelle Sheather ; Sarah Meaney ; Kylie Gould

Subject: Urgent Re: Right to Information, KPMG and Research Performance

Responses to ^{s.14, cl.3(b)} [REDACTED] and Simon Knight on this are in train but waiting on Kylie G to review...draft is here [VC replies to correspondence.docx](#)

From: Marshall Craddock <Marshall.Craddock@uts.edu.au>

Sent: Tuesday, 22 July 2025 3:09 PM

To: Deborah Naray <Deborah.Naray@uts.edu.au>

Cc: Bill Paterson <William.Paterson@uts.edu.au>; Sarah Meaney <Sarah.Meaney@uts.edu.au>; Janelle Sheather <Janelle.Sheather@uts.edu.au>

Subject: FW: Urgent Re: Right to Information, KPMG and Research Performance

Hi Deborah,

See below. I'm not across the detail of the GIPA response and below seems like the NTEU trying another channel.

Happy to coordinate the response back to NTEU but would value your interpretation of below request and options.

Cheers,

Marshall.

From: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>

Sent: Tuesday, 22 July 2025 2:17 PM

To: Marshall Craddock <Marshall.Craddock@uts.edu.au>

Subject: Fwd: Urgent Re: Right to Information, KPMG and Research Performance

Could you please coordinate a response for me.

Sent from my iPad

Begin forwarded message:

From: NTEU UTS Branch <uts@nteu.org.au>

Date: 22 July 2025 at 2:07:30 pm AEST

To: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>

Cc: Jo Blackwell <Jo.Blackwell@uts.edu.au>

Subject: Urgent Re: Right to Information, KPMG and Research Performance

Dear Andrew

Cc: Jo Blackwell

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Kind regards,

Trevor, On behalf of UTS NTEU Branch

Trevor Murray (He/Him)

Divisional Organiser

National Tertiary Education Union

University of Technology Sydney | uts@nteu.org.au

Ph: 02 9514 7995



I would like to Acknowledge the Gadigal people of the Eora Nation (City Campus), and the Boorooberongal people of the Dharug Nation (Western Sydney research Facility) who are the traditional custodians of the lands where UTS is located.

From: [Ann-Maree Ashburn](#)
To: [Steve Livett](#)
Cc: [Sarah Meaney](#); [Jennifer Turner](#); [Deborah Naray](#)
Subject: Urgent: VC response
Date: Tuesday, 22 July 2025 4:29:06 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Hi Steve

Are you able to urgently provide me with some wording as to the below enquiry to the VC

2. *Can you provide any information regarding how the KPMG contract with an effective date of January 13th was executed when the Vice Chancellor appears to have signed this contract on March 12th?*

Ann-Maree Ashburn

Head of Strategic Communications

University of Technology Sydney

T. +61 mobile - out of scope

PO Box 123 Broadway NSW 2007 Australia

uts.edu.au




From: [Ann-Maree Ashburn](#)
To: [Deborah Naray](#)
Subject: RE: Urgent : Right to Information, KPMG and Research Performance
Date: Tuesday, 22 July 2025 5:37:37 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)
[image008.png](#)
[image009.png](#)

Yes, will do.

From: Deborah Naray
Sent: Tuesday, 22 July 2025 5:36 PM
To: Ann-Maree Ashburn
Subject: Re: Urgent : Right to Information, KPMG and Research Performance
Should you copy in Marshal? Not sure who's supposed to send now
Get [Outlook for Android](#)

From: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>
Sent: Tuesday, July 22, 2025 5:33:42 PM
To: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>
Cc: Sam Sandford <Samantha.Sandford@uts.edu.au>; Sarah Meaney <Sarah.Meaney@uts.edu.au>; Deborah Naray <Deborah.Naray@uts.edu.au>; Bill Paterson <William.Paterson@uts.edu.au>; Mark Lillis <Mark.Lillis@uts.edu.au>
Subject: Urgent : Right to Information, KPMG and Research Performance

Dear Andrew

The linked document here includes responses to 3 different email requests for clarifications on material provided under GIPA to ^{s.14, cl.3(b)} [REDACTED] and Simon Knight. Responses for both and also Trevor Murray are included  [VC replies to correspondence.docx](#)

These responses have been reviewed by Sarah Meaney and procurement

Kind regards

Ann-Maree

Ann-Maree Ashburn

Head of Strategic Communications

University of Technology Sydney

T. +61 ^{mobile - out of scope} [REDACTED]

PO Box 123 Broadway NSW 2007 Australia

uts.edu.au



From: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>
Sent: Tuesday, 22 July 2025 2:17 PM
To: Marshall Craddock <Marshall.Craddock@uts.edu.au>
Subject: Fwd: Urgent Re: Right to Information, KPMG and Research Performance
Could you please coordinate a response for me.

Sent from my iPad

Begin forwarded message:

From: NTEU UTS Branch <uts@nteu.org.au>
Date: 22 July 2025 at 2:07:30 pm AEST
To: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>
Cc: Jo Blackwell <Jo.Blackwell@uts.edu.au>
Subject: Urgent Re: Right to Information, KPMG and Research Performance

Dear Andrew

Cc: Jo Blackwell

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Kind regards,

Trevor, On behalf of UTS NTEU Branch

Trevor Murray (He/Him)

Divisional Organiser

National Tertiary Education Union

University of Technology Sydney | uts@nteu.org.au

Ph: 02 9514 7995



I would like to Acknowledge the Gadigal people of the Eora Nation (City Campus), and the Boorooberongal people of the Dharug Nation (Western Sydney research Facility) who are the traditional custodians of the lands where UTS is located.

From: [Danielle Woolley](#)
To: [Sarah Meaney](#); [Andrew Parfitt](#); [Ann-Maree Ashburn](#)
Cc: [Sam Sandford](#); [Kylie Gould](#)
Subject: Re: VCO replies re KPMG contracts etc
Date: Thursday, 24 July 2025 10:37:17 AM
Attachments: [image008.png](#)
[image009.png](#)
[image010.png](#)
[image011.png](#)
[image012.png](#)
[image013.png](#)
[image014.png](#)
[image015.png](#)
[image001.png](#)
[Outlook-UTS Logo.png](#)
[Outlook-rsppa1dk.png](#)
[Outlook-ut3iblof.png](#)
[Outlook-ur4a540p.png](#)
[Outlook-n2rztvlq.png](#)
[Outlook-aoa3hyos.png](#)
[Outlook-30yygftq.png](#)
[Outlook-UTS Logo.png](#)
[Outlook-h1o202mn.png](#)
[Outlook-umrz4ffu.png](#)
[Outlook-5z2apkye.png](#)
[Outlook-g21jpryq.png](#)
[Outlook-wf5yti2v.png](#)
[Outlook-1sj0pj3q.png](#)

Thanks Sarah, I'll send those responses now.

Kind regards

Danielle Woolley

mobile - out of scope

From: Sarah Meaney
Sent: Thursday, 24 July 2025 9:25 AM
To: Andrew Parfitt ; Ann-Maree Ashburn
Cc: Sam Sandford ; Kylie Gould ; Danielle Woolley
Subject: Re: VCO replies re KPMG contracts etc
Thanks, KPMG are fine with the wording so good to go.

Cheers
Sarah
Sarah Meaney
Director, University Program Management Office
University of Technology Sydney
PO Box 123 Broadway NSW 2007 Australia
M: +61 mobile - out of scope
Gadigal country





From: Sarah Meaney

Sent: Wednesday, 23 July 2025 4:54 PM

To: Andrew Parfitt ; Ann-Maree Ashburn

Cc: Sam Sandford ; Kylie Gould ; Danielle Woolley

Subject: Re: VCO replies re KPMG contracts etc

Send KPMG the revised response but I think [REDACTED] is on a flight [REDACTED] atm. Can we wait till the morning?

If not I'll let them know.

Cheers

Sarah

Sarah Meaney

Director, University Program Management Office

University of Technology Sydney

PO Box 123 Broadway NSW 2007 Australia

M: +61 [REDACTED] mobile - out of scope

Gadigal country



From: Andrew Parfitt

Sent: Wednesday, 23 July 2025 4:50 PM

To: Ann-Maree Ashburn

Cc: Sam Sandford ; Sarah Meaney ; Kylie Gould ; Danielle Woolley

Subject: Re: VCO replies re KPMG contracts etc

OK – if Sarah confirms this, then Sam can help Danielle navigate which email to respond to (as Acting Chief of Staff).

Andrew.

Professor Andrew Parfitt [SEP]

Vice-Chancellor and President

University of Technology Sydney

Building 1, Level 4A, 15 Broadway, ULTIMO NSW 2007

T. [+61 \(02\) 9514 1333](tel:+61295141333)

E. Andrew.Parfitt@uts.edu.au

W. uts.edu.au



From: Ann-Maree Ashburn

Date: Wednesday, 23 July 2025 at 4:47 PM

To: Andrew Parfitt

Cc: Sam Sandford , Sarah Meaney , Kylie Gould , Danielle Woolley

Subject: RE: VCO replies re KPMG contracts etc

Sarah has done so I think

From: Andrew Parfitt

Sent: Wednesday, 23 July 2025 4:45 PM

To: Ann-Maree Ashburn

Cc: Sam Sandford ; Sarah Meaney ; Kylie Gould ; Danielle Woolley

Subject: Re: VCO replies re KPMG contracts etc

OK wih me. I think Sarah wanted to run this past KPMG prior to sending.

Andrew.

Professor Andrew Parfitt 

Vice-Chancellor and President

University of Technology Sydney

Building 1, Level 4A, 15 Broadway, ULTIMO NSW 2007

T. [+61 \(02\) 9514 1333](tel:+61295141333)

E. Andrew.Parfitt@uts.edu.au

W. uts.edu.au



From: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>



Date: Wednesday, 23 July 2025 at 4:42 PM

To: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>

Cc: Sam Sandford <Samantha.Sandford@uts.edu.au>, Sarah Meaney <Sarah.Meaney@uts.edu.au>, Kylie Gould <Kylie.Gould@uts.edu.au>, Danielle Woolley <Danielle.Woolley@uts.edu.au>

Subject: VCO replies re KPMG contracts etc

Andrew

Final version of replies to , Simon Knight and Trevor Murray are here  [replies to correspondence.docx](#)

We have made some additions to be clear on date differences regarding second KPMG contracts. this has been reviewed by Sarah Meaney and Kylie Gould Sarah proied wording to KPMG

For final review by you, prior to replies issuing from Danielle on behalf of VCO

Kind regards

Ann-Maree

Ann-Maree Ashburn

Head of Strategic Communications

University of Technology Sydney

T. +61 mobile - out of scope

PO Box 123 Broadway NSW 2007 Australia

uts.edu.au



From: [Deborah Naray](#)
To: [REDACTED]
Subject: RE: [EXTERNAL] Re: Application to access information - GIPA2025/07
Date: Friday, 25 July 2025 9:52:00 AM

Thanks [REDACTED]

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: [REDACTED]
Sent: Thursday, 24 July 2025 5:22 PM
To: Deborah Naray
Subject: Re: [EXTERNAL] Re: Application to access information - GIPA2025/07

Hi Deborah,

yes this is accepted.

Thanks

On Mon, Jul 21, 2025 at 10:20 AM Deborah Naray <Deborah.Naray@uts.edu.au> wrote:

Hi [REDACTED]

Just following up on my email below. We are unable to complete the application by the 24th July, as we have needed to review the information in line with your revised scope, and still need to complete third-party consultations.

In my email below, I asked if you would agree to an extension of 5-working days, with the view of completing the application by 31st July. Can you advise if this is accepted?

Regards, Deborah

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Deborah Naray
Sent: Wednesday, 16 July 2025 2:19 PM
To: [REDACTED]
Cc: Right to Information <right.to.information@uts.edu.au>
Subject: RE: [EXTERNAL] Re: Application to access information - GIPA2025/07

Hi [REDACTED]

I can confirm that we have accepted your amendments to your access application that

you provided to UTS on 14th July, in response to my email of 9th July 2025.

The reduced scope of your access application is as follows:

- Request 1 and 2- The most recent version of documents which have been (1) sent to KPMG by UTS, or (2) sent to UTS by KPMG, including information about enrolment numbers, profitability, and productivity of specific subjects, in 2025.
- Request 3 and 4 -The most recent version of documents which have been (3) sent to KPMG by UTS, or (4) sent to UTS by KPMG, including information about the research output of staff members, in 2025.
- Request 5 - A previous GIPA request revealed that a KPMG status report from February 10 noted that a “*a full draft of research productivity*” would be shared with the DVC (Research) by February 14 2025. I am requesting this full draft of research productivity.
- Request 6 – Withdrawn
- Request 7 - Previous GIPA requests have noted that KPMG suggests removing subjects with a negative or low direct margin. I am requesting only the most recent version of any documents from 2025 that show which subjects are estimated to have a negative or low margin.

Following your response, your application has now re-commenced as of 14th July, and is due to be decided by 24th July 2025.

We need time to identify which documents meet your reduced scope, and then to undertake third party consultation on those versions. We will not be able to complete this process by 24th July. Although we have accepted your reduced scope, we request an additional 5-working days to properly complete the consultation process.

Please advise if you accept the extension from 24th July to 31st July 2025.

Regards, Deborah

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Deborah Naray

Sent: Monday, 14 July 2025 3:25 PM

To: [REDACTED]; Right to Information <right.to.information@uts.edu.au>

Subject: RE: [EXTERNAL] Re: Application to access information - GIPA2025/07 - response

Thanks for your response [REDACTED] we'll apply for amendments and I'll provide a formal response in the coming 2 days.

Regards, Deborah

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: [REDACTED] <[REDACTED]>

Sent: Monday, 14 July 2025 1:29 PM

To: Right to Information <right.to.information@uts.edu.au>

Subject: [EXTERNAL] Re: Application to access information - GIPA2025/07 - response

Hello Deborah,

After receiving your email, I have decided to reduce the requests to the following:

- **Request 1 and 2** - The most recent version of documents which have been (1) sent to KPMG by UTS, or (2) sent to UTS by KPMG, including information about enrolment numbers, profitability, and productivity of specific subjects, in 2025.
- **Request 3 and 4** - The most recent version of documents which have been (3) sent to KPMG by UTS, or (4) sent to UTS by KPMG, including information about the research output of staff members, in 2025.
- **Request 5** - A previous GIPA request revealed that a KPMG status report from February 10 noted that a “*a full draft of research productivity*” would be shared with the DVC (Research) by February 14 2025. I am requesting this full draft of research productivity.
- **Request 6** - Previous GIPA requests have noted that KPMG suggests removing subjects with a negative or low direct margin. I am requesting only the most recent version of any documents from 2025 that show which subjects are estimated to have a negative or low margin.

This reduces the scope to only the most recent version of relevant documents from 2025 and removes the previous request for an excel spreadsheet that contains the list of proposed ... academic staff members that are not meeting research expectations.

Please advise me as to whether this scope is now appropriate.

Regards,

[REDACTED]
(b)

UTS CRICOS Provider Code: 00099F DISCLAIMER: This email message and any accompanying attachments may contain confidential information. If you are not the intended recipient, do not read, use, disseminate, distribute or copy this message or attachments. If you have received this message in error, please notify the sender immediately and delete this message. Any views expressed in this message are those of the individual sender, except where the sender expressly, and with authority, states them to be the views of the University of Technology Sydney. Before opening any attachments, please check them for viruses and defects. Think. Green. Do. Please consider the environment before printing this email.

From: [Danielle Woolley](#)
To: [Ann-Maree Ashburn](#)
Cc: [Deborah Naray](#)
Subject: Re: Ann-Maree Ashburn replied to a comment in "VC replies to correspondence"
Date: Tuesday, 29 July 2025 2:34:18 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[Fw Urgent Re Right to Information KPMG and Research Performance.msg](#)
[Response to your request for clarification.msg](#)

Hi there

I've attached the replies sent last Thursday. I received an acknowledgement from s.14.cl.3(b) but nothing from the NTEU.

Kind regards

Danielle Woolley

mobile - out of scope

From: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>
Sent: Tuesday, 29 July 2025 2:11 PM
To: Danielle Woolley <Danielle.Woolley@uts.edu.au>
Cc: Deborah Naray <Deborah.Naray@uts.edu.au>
Subject: FW: Ann-Maree Ashburn replied to a comment in "VC replies to correspondence"

Danielle are you able to share final emails please

From: Deborah Naray <Deborah.Naray@uts.edu.au>
Sent: Tuesday, 29 July 2025 2:03 PM
To: Ann-Maree Ashburn <AnnMaree.Ashburn@uts.edu.au>
Subject: RE: Ann-Maree Ashburn replied to a comment in "VC replies to correspondence"

Hi

Did this ever get finalised and sent do you know? Jo was asking given VC had forwarded the union follow up to Marshall.

Thanks

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: SharePoint Online <no-reply@sharepointonline.com>

Sent: Wednesday, 23 July 2025 4:45 PM

To: Deborah Naray <Deborah.Naray@uts.edu.au>

Subject: Ann-Maree Ashburn replied to a comment in "VC replies to correspondence"



VC replies to correspondence.docx



You left a comment

Version on Register of Contracts has this detail. -Signed by KPMG on 11/3/2025, signed by VC on 12/3/2025



Ann-Maree Ashburn left a comment

12th or 13th ?



You left a comment

As stated, KPMG signed 11th, VC signed on 12th. See actual redacted version online. Page 14 [v25-600-redacted-1.pdf](#)



Ann-Maree Ashburn replied

Signed on 12th and effective date 13th?

... advice regarding the implementation over an extended period of time in 2025.

KPMG were able to operate under the initial contract for most of this time as there was an overlap in requirements.

This second contract was signed on 13 date March 2025.

I trust the above clarifies the matter.

Request from S.14, cl.3(b)

I would appreciate clarification regarding one matter from your recent email. In your reply regarding my earlier request about the Master Excel spread...

[Go to comment](#)



You left a comment

that decision had not yet been made. The evidence provided for the GIPA internal review, show this was decided in a project meeting in May, after the contract was executed, so presumably was still the intent in March, this changed after.



Ann-Maree Ashburn replied

Is that material to this response?

...that this spreadsheet was included in the contract. As this contract was signed by the Vice-Chancellor on 12 March 2025, could you please clarify why this deliverable was included in the executed contract if the spreadsheet was not required or produced? Further, I note that according to the documents released in response to the GIPA request, the RP&I program was delivered to UTS on 12 December 2024. Specifically, Activity 1.1 (Validate diagnostic analysis) was shown as completed at that poin...

[Go to comment](#)

[Why am I receiving this notification from Office?](#)

From: [Danielle Woolley](#)
To: s.14, cl.3(b) [gmail.com](#)
Subject: Response to your request for clarification
Date: Thursday, 24 July 2025 11:15:54 AM

Dear s.14, cl.3(b)

I am writing to you in regard to your email of 19 June 2025 to Deborah Naray, Head of Corporate Information, and specifically I am responding to your request for clarification regarding a master excel spreadsheet and contractual deliverables required to be provided to UTS by KPMG.

I can confirm that no master spreadsheet of research staff as referred to was produced or delivered in partnership with KPMG.

It is not unusual practice for the scope of deliverables outlined in contractual documentation to be changed or for program plans to be reviewed against delivery requirements and amended, provided both parties agree to such amendments. Timelines for work delivery may also be revised, again provided both parties agree. In this case, during the work being undertaken by KPMG it was agreed between both parties to change the scope of deliverables.

I trust the above clarifies the matter.

Kind regards

Danielle Woolley

Acting Chief of Staff

Office of the Vice-Chancellor

University of Technology Sydney

M. +61 s.14, cl.3(b) E: danielle.woolley@uts.edu.au

PO Box 123 Broadway NSW 2007 Australia

uts.edu.au

I acknowledge the traditional owners of the land on which I live and work and pay my respects to Elders past, present and emerging.

From: [Deborah Naray](#)
To: [Jo Blackwell](#); [Marshall Craddock](#)
Subject: FW: Urgent Re: Right to Information, KPMG and Research Performance
Date: Tuesday, 29 July 2025 2:58:00 PM
Attachments: [Outlook-fctseehk.png](#)
[Outlook-10byxqbK.png](#)

Hi Jo and Marshal (FYI only)

I refer to the email forwarded from VC to Marshall for response, that was received from Trevor Marshall, following up on responses to some questions previously referred to the VC Office. Jo asked if this was resolved.

The VC Office replied to Trevor on Thursday (see below).

Regards, Deborah

Deborah Naray

Head of Corporate Information

Governance Support Unit

University of Technology Sydney

T. +61 (02) 9514 1245

PO Box 123 Broadway NSW 2007 Australia

From: Danielle Woolley
Sent: Thursday, 24 July 2025 11:08 AM
To: Simon Knight ; uts@nteu.org.au
Subject: Fw: Urgent Re: Right to Information, KPMG and Research Performance
Dear Mr Knight and Mr Murray

I am writing to you in regard to your email requesting clarification on a master excel spreadsheet and contractual arrangements between UTS and KPMG.

I can confirm that no master spreadsheet of research staff as referred to was produced or delivered in partnership with KPMG.

It is not unusual practice for the scope of deliverables outlined in contractual documentation to be changed or for program plans to be reviewed against delivery requirements and amended, provided both parties agree to such amendments. Timelines for work delivery may also be revised, again provided both parties agree. In this case, during the work being undertaken by KPMG it was agreed between both parties to change the scope of deliverables.

In relation to contracts, KPMG was awarded an initial contract in late 2024 to support a review of the strategic operating model and UTS' current financial modelling. This initial contract was then varied to extend the scope of this engagement to also provide advice regarding options for approaching a detailed design for the potential new operating model.

The scope of work evolved further, however, to the extent that it became clear that a new contract and scope of work should be executed. The new contract awarded to KPMG (31 January) was to assist the university to develop a detailed design and advice regarding the implementation over an extended period of time in 2025.

KPMG were able to operate under the initial contract for most of this time as there was an overlap in requirements.

This second contract was signed by the Vice Chancellor on 12th March with an effective date of 13th March 2025.

I trust the above clarifies the matter.

Kind regards

Danielle Woolley

Acting Chief of Staff

Office of the Vice-Chancellor

University of Technology Sydney

M. +61 mobile - out of scope E: danielle.woolley@uts.edu.au

PO Box 123 Broadway NSW 2007 Australia

uts.edu.au

I acknowledge the traditional owners of the land on which I live and work and pay my respects to Elders past, present and emerging.

From: NTEU UTS Branch <uts@nteu.org.au>

Sent: Tuesday, 22 July 2025 2:07 PM

To: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>

Cc: Jo Blackwell <jo.blackwell@uts.edu.au>

Subject: Urgent Re: Right to Information, KPMG and Research Performance

Dear Andrew

Cc: Jo Blackwell

We are emailing again to request a response to the questions most recently sent by us July 16th, and received by your office via the Right to Information team prior to July 4th.

The two questions referred to you are:

1. *Could you please confirm or elaborate on what “did not eventuate”, i.e., is there, or was there ever, a Master spreadsheet [of C-E academics, etc. and research performance; and of courses and course performance] of this nature produced by or in partnership with KPMG?*

This question has been referred to the VC Office as they are better placed to provide a response.

2. *Can you provide any information regarding how the KPMG contract with an effective date of January 13th was executed when the Vice Chancellor appears to have signed this contract on March 12th?*

This question has been referred to the VC Office as they are better placed to provide a response.

We remind you that information under the act includes digital and physically stored information.

If we have not received a response by close of business, we are in the embarrassing position of yet again being compelled to submit a GIPA request for access to information that would address our questions.

Kind regards,

Trevor, On behalf of UTS NTEU Branch

Trevor Murray (He/Him)

Divisional Organiser

National Tertiary Education Union

University of Technology Sydney | uts@nteu.org.au

Ph: 02 9514 7995



I would like to Acknowledge the Gadigal people of the Eora Nation (City Campus), and the Boorooberongal people of the Dharug Nation (Western Sydney research Facility) who are the traditional custodians of the lands where UTS is located.



UNIVERSITY LEADERSHIP TEAM (ULT)

Thursday 1 August 2024

9:00 – 12:00

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/87216707079>

MEETING AGENDA

Item	Topic	Duration	Sponsor
1	PROCEDURAL MATTERS	15min	AP
	1.1 Opening Comments and Apologies Apologies: Robynne Quiggin		
	1.2 Starring of Items		
	1.3 ULT Meeting Notes – 1.8.2024		
	1.4 ULT Action Register		
2	STANDING ITEMS		
	2.1 Meeting Debriefs – Verbal	5min	AP
	2.2 Health, Safety and Wellbeing Matters – Verbal	5min	GB
	2.3 Financial Update - Verbal	5min	GB
	2.4 Audit and Risk Matters – Verbal	5min	AP
3	ITEMS FOR DECISION/ENDORSEMENT		
	3.1 -		
4	ITEMS FOR DISCUSSION		
	4.1 COU 24-4 Strategy Deep Dive – Creative Industries Strategy Visitor: M Lillis	30min	VC
	4.2 COU 24-4 Strategy Deep Dive – Transnational Education and Global Growth	30min	KR
	4.3 COU 24-4 Strategic Item - Mid Cycle Review 2024 Corporate Plan Visitor: M Callen, A Jessup	10min	AP
	4.4 Base Load and Finance Plan Methodology (request from ULT 04072024) Visitors: R Abraham, L Pruden, B Johnson	45min	VC
5	ITEMS FOR INFORMATION NOT REQUIRING DISCUSSION		
	5.1 *Student Load Plan Monitoring Report – Post Autumn Results		VC
6	COUNCIL & COUNCIL SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION		
	6.1 CFI 24-2 Report on impact of Federal Government Budget		AP
	6.2 CFI 24-2 UTS Financial Performance Report		GB
	6.3 CFI 24-2 Controlled Entities Reports		GB
	6.4 CFI 24-2 Student Managed Fund		GB (TBC)
	6.5 CIC 24-3 Portfolio Insights Report		GB
	6.6 CIC 24-3 Precincts Update incl. Tech Precinct, Western Sydney and Other		GW



UNIVERSITY LEADERSHIP TEAM (ULT)

Thursday 8 August 2024

9:00 – 12:00

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/83251936133>

MEETING AGENDA

Item	Topic	Duration	Sponsor
1	PROCEDURAL MATTERS	15min	VC
	1.1 Opening Comments and Apologies Apologies: A Parfitt will be joining the meeting at 11:30am		
	1.2 Starring of Items		
	1.3 ULT Meeting Notes 1 August 2024		
	1.4 ULT Action Register		
2	STANDING ITEMS		
	2.1 Meeting Debriefs – Verbal	5min	AP
	2.2 Health, Safety and Wellbeing Matters – Verbal	5min	GB
	2.3 Financial Update - Verbal	5min	GB
	2.4 Audit and Risk Matters – Verbal	5min	VC
3	ITEMS FOR DECISION/ENDORSEMENT		
	3.1 UTS Pathways Strategy – Widening Access for Domestic Equity Cohorts Visitor: A Persson, S Singh, Dr N Zacharias, J Wise	30mins	VC
	3.2 Global Mobility Travel Grants Planning Visitor: I Ireland	10min	IW
	3.3 UTS Position Titling Visitors: M Doran, D Holme	20mins	GB
4	ITEMS FOR DISCUSSION		
	4.1 Strategic Risk Review Discussion Visitors: K Gould, H Godhrawala	45min	AP(OGC)
	4.2 Honorary Appointment Report	10min	GW
5	ITEMS FOR INFORMATION NOT REQUIRING DISCUSSION		
	5.1 UTS International Committee Meeting – 22 July Report		IW
6	COUNCIL & COUNCIL SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION		
	6.1 -		
7	CLOSING MATTERS		
	7.1 Any Other Business		
	7.2 Meeting Reflections	5min	All



UNIVERSITY LEADERSHIP TEAM (ULT)

Thursday 15 August 2024

9:00 – 12:00

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/81870299162>

MEETING AGENDA

Item	Topic	Duration	Sponsor
1	PROCEDURAL MATTERS	15min	VC
	1.1 Opening Comments and Apologies Apologies: A Parfitt		
	1.2 Starring of Items		
	1.3 ULT Meeting Notes - 8 August 2024		
	1.4 ULT Action Register		
2	STANDING ITEMS		
	2.1 Meeting Debriefs – Verbal	5min	VC
	2.2 Health, Safety and Wellbeing Matters – Verbal	5min	GB
	2.3 Financial Update		
	2.3.1 July 2024 Financial Performance Report Visitor: B Johnson	15min	GB
	2.4 Audit and Risk Matters – Verbal	5min	VC
3	ITEMS FOR DECISION/ENDORSEMENT		
	3.1 International Research Scholarship Alignment	20min	KM
4	ITEMS FOR DISCUSSION		
	4.1 Research Translation Benchmarking Visitor: Dr Tony Raven (Ex CEO Cambridge Enterprise)	30min	KM
	4.2 VISA Fee Subsidisation Verbal Update	5min	IW
	4.3 Staff Pulse Survey Deeper Insights and Action Planning Update Visitors: M Doran, J Wix	20min	GB
	4.4 UTS 2024 Marketing and Communication Strategy Mid-Year Update Visitor: T Chalk	15min	GB
	4.5 Ethical Approach to Partnerships – Outcome of Internal Review	20min	KR
5	ITEMS FOR INFORMATION NOT REQUIRING DISCUSSION		
	5.1 Staff Disclosures of Interest Project		KM
	5.2 Update on New Course Proposals in OCAP		KR
6	COUNCIL & COUNCIL SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION		
	6.1 COU 24-4 Health Safety and Wellbeing Report to Council		GB
	6.2 CGC 24-4 Gender Based Violence Action Plan		VC
	6.3 COU 24-4 Strategy Deep Dive – UTS College		VC
7	CLOSING MATTERS		
	7.1 Any Other Business		
	7.2 Meeting Reflections	5min	All



UNIVERSITY LEADERSHIP TEAM (ULT) – RESERVE MEETING

Thursday 22 August 2024

10:00am-12:00pm

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/88573259167>

MEETING AGENDA

Item	Topic	Duration	Sponsor
1	PROCEDURAL MATTERS	5min	AP
	1.1 Opening Comments and Apologies Apologies: K McGrath, J Wallman, R Quiggin, A Stuhmcke		
2	ITEMS FOR DISCUSSION		
	2.1 Strategic Risk Review Visitor: K Gould, K Srinivasan	30min	AP
	<i>STRETCH BREAK</i>		
	2.2 FY25B Parameters Visitor: B Johnson, L Pruden, Q Ying Goldberg	75min	AP



UNIVERSITY LEADERSHIP TEAM (ULT)

Thursday 29 August 2024

9:00 – 10:45

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/84163162670>

UPDATED MEETING AGENDA

Item	Topic	Duration	Sponsor
1	PROCEDURAL MATTERS	10min	AP
	1.1 Opening Comments and Apologies Apologies: K McGrath, J Wallman, G Babington (B Johnson Acting COO)		
	1.2 Starring of Items		
	1.3 ULT Meeting Notes		
	1.3.1 ULT 08082024		
	1.3.2 ULT 15082024		
	1.3.3 ULT 22082024		
	1.4 ULT Action Register		
2	STANDING ITEMS		
	2.1 Meeting Debriefs – Verbal	5min	AP
	2.2 Health, Safety and Wellbeing Matters – Verbal	5min	BJ
	2.3 Audit and Risk Matters – Verbal	5min	AP/VC
3	ITEMS FOR DECISION/ENDORSEMENT		
	None		
4	ITEMS FOR DISCUSSION		AP
	4.1 *Financial Update Visitors: L Pruden, R Abraham		
	4.2 *UTS 2027 & 2030 Foundations – Verbal		
5	ITEMS FOR INFORMATION NOT REQUIRING DISCUSSION		
	5.1 Human Technology Institute Mid-Year Impact Report	-	VC
6	COUNCIL & COUNCIL SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION		
	None		
7	CLOSING MATTERS		
	7.1 Any Other Business		
	7.2 Meeting Reflections		All



UNIVERSITY LEADERSHIP TEAM (ULT)

Thursday 12 September 2024

9:00 – 12:00

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/82132767037>

MEETING AGENDA

Item	Topic	Duration	Sponsor
1	PROCEDURAL MATTERS	10min	Chair: K Readman
	1.1 Opening Comments and Apologies Apologies: A Parfitt, K McGrath, J Wallman, G Babington, V Chen		
	1.2 Starring of Items		
	1.3 ULT Meeting Notes		
	1.3.1 ULT 29082024		
	1.4 ULT Action Register		
2	STANDING ITEMS		
	2.1 Meeting Debriefs – Verbal	5min	Chair
	2.2 Health, Safety and Wellbeing Matters – Verbal	5min	BJ
	2.3 Audit and Risk Matters – Verbal	15min	Chair
	2.3.1 CAR 24-4 Audit Reports		
	2.4 Financial Matters	15min	BJ
	2.4.1 *UTS Financial Performance Report August 2024 Presentation		
3	ITEMS FOR DECISION/ENDORSEMENT		
	3.1 *Future Support for Indigenous HDR Students	15min	CT
4	ITEMS FOR DISCUSSION		
	4.1 *Jones Street Landscaping Project Visitors: N Oliver and G Edwards	15min	BJ
	4.2 *SXSW Partnership – UTS House Activation Visitors: T Chalk, M Proft and M Solomon	15min	GW
5	ITEMS FOR INFORMATION NOT REQUIRING DISCUSSION		
	5.1 Update on new Course Proposals in OCAP	-	KR
	5.2 UTS HDR Thesis Examination Risk Process	-	CT
	5.3 Update on Indigenous Student Participation Funding	-	RQ
6	COUNCIL & COUNCIL SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION		

		None	Released under GIPA - GIPA2025/10 - doc 43	
7	CLOSING MATTERS			
	7.1	Any Other Business		
	7.2	Meeting Reflections		All



UNIVERSITY LEADERSHIP TEAM (ULT)

Friday 27 September 2024

12:00 – 15:30

including working lunch

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/88433474566>

MEETING AGENDA

Item	Topic	Duration	Sponsor
1	PROCEDURAL MATTERS	10min	Chair
1.1	Opening Comments and Apologies Apologies: None		
1.2	Starring of Items		
1.3	ULT Meeting Notes		
	1.3.1 ULT 12092024		
	1.3.2 ULT 19092024		
1.4	ULT Action Register		
2	STANDING ITEMS		
2.1	Meeting Debriefs – Verbal	5min	Chair
2.2	Health, Safety and Wellbeing Matters – Verbal	5min	GB
2.3	Audit and Risk Matters – Verbal	5min	Chair
2.4	Financial Matters - Verbal	5min	GB
3	ITEMS FOR DECISION/ENDORSEMENT		
3.1	*New Business Models for Global Growth – CinLearn OPM Partnership Visitors: Kerstin Schofer	45min	KR
4	ITEMS FOR DISCUSSION		
4.1	*Knowledge Exchange Initiative with Professor Trevor McMillan Visitors: External: Trevor McMillan, Chris Turney	25min	KM
4.2	*COU 24-5 Research: Category 2-4 Income - Verbal	15min	KM
5	ITEMS FOR INFORMATION NOT REQUIRING DISCUSSION		
5.1	Student Load Plan Monitoring Report – Post Spring Census Review	-	VG
5.2	Enterprise CRM Reports	-	GW
5.3	UTS Advancement and Alumni Quarterly Calendar	-	AP

6	COUNCIL & COUNCIL SUB COMMITTEE PAPERS FOR INFORMATION		Released under GIPA - GIPA2025/10 - doc 44	
	NOT REQUIRING DISCUSSION			
	6.1	CFI 24-3 UTS Debt Profile	-	GB
	6.2	CFI 24-3 Operational Sustainability Initiative Update	-	AP
	6.3	CFI 24-3 Sustainable Finance Planning	-	AP
	6.4	CFI 24-3 UTS Financial Performance Report	-	GB
	6.5	CFI 24-3 UTS Global Q2 2024 Report	-	GB
	6.6	CAR 24-4 Progress on the Internal Audit Programs	-	AP (Audit)
	6.7	CAR 24-4 Drafting the Internal Audit Program for 2025	-	AP (Audit)
	6.8	CAR 24-4 Review of Internal Audit Charter	-	AP (Audit)
	6.9	CAR 24-4 HSW Update and Annual Assurance Statement	-	GB
	6.10	CAR 24-4 Routine Director Risk Report	-	AP (OGC)
	6.11	CAR 24-4 Cybersecurity Update	-	GB
	6.12	CAR 24-4 Business Continuity Planning	-	GB
7	CLOSING MATTERS		5min	All
	7.1	Any Other Business		
	7.2	Meeting Reflections		



UNIVERSITY LEADERSHIP TEAM (ULT) – RESERVE MEETING

Thursday 3 October 2024

9:00 – 10:30

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/82507867702>

AGENDA

Item	Topic	Duration	Sponsor
1	PROCEDURAL MATTERS		
1.1	Opening Comments and Apologies Apologies: A Stuhmcke, C Rhodes	5min	AP
2	ITEMS FOR DISCUSSION		
2.1	Foundations for 2030	30min	AP
2.2	Finance Discussion Visitor: B Johnson	45min	AP/GB



UNIVERSITY LEADERSHIP TEAM (ULT)

Thursday 10 October 2024

9:00-12:00pm

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/82507292673>

MEETING AGENDA

Item	Topic	Duration	Sponsor
1	PROCEDURAL MATTERS	10min	Chair
	1.1 Opening Comments and Apologies Apologies: A Stuhmcke, C Rhodes, M Evans		
	1.2 Starring of Items		
	1.3 ULT Meeting Notes		
	1.3.1 ULT 27092024		
	1.3.2 ULT 03102024		
	1.4 ULT Action Register		
2	STANDING ITEMS		
	2.1 Meeting Debriefs – Verbal	5min	Chair
	2.2 Health, Safety and Wellbeing Matters – Verbal	5min	GB
	2.3 Audit and Risk Matters – Verbal	5min	Chair
	2.4 Financial Matters - Verbal	15min	GB
	2.4.1 September UTS Financial Performance Flash Report Visitor: B Johnson		
3	ITEMS FOR DECISION/ENDORSEMENT		
	3.1 * UTS Pathways Strategy Implementation Plan – Widening Access for Domestic Equity Cohorts Visitor: A Persson, S Singh, J Wise, External: Dr Nadine Zacharias (Equity by Design)	25min	VC/KR
	3.2 *Systems Rationalisation Visitor: D Reeve	15min	GB
4	ITEMS FOR DISCUSSION		
	4.1 *Manufacturing at UTS – Vision and Approach	30min	KM
	4.2 *Tech Lab Steering Committee – Current State	30min	KM
	4.3 *Head of School Development Program	20min	VC
5	ITEMS FOR INFORMATION NOT REQUIRING DISCUSSION		
	5.1 Post Spring Census Load Report	-	VC
	5.2 UTS International Committee Meeting 16 Sept Report	-	GB
	5.3 Update on new Courses in OCAP	-	IW

6	COUNCIL & COUNCIL SUB COMMITTEE PAPERS FOR INFORMATION		Released under GIPA - GIPA2025/10 - doc 46	
	NOT REQUIRING DISCUSSION			
	6.1	COU 24-5 Student Load Report 2024	-	VC
	6.2	COU 24-5 Health, Safety and Wellbeing Report	-	GB
7	CLOSING MATTERS		5min	All
	7.1	Any Other Business		
	7.2	Meeting Reflections		

ULT Strategy Retreat

Thursday 17 October 2024

Location:

University of Technology Sydney
Building 2, Level 17 Board Room (CB02.17.130)



Pre Reading & Preparation

Pre-reading

1. Background reading for all sessions:
 - a. Strategy Update and Sustainable Implementation (October Council)
 - b. Research Investment (October Council)
 - c. Sustainable Finance Planning (September Finance Committee)

2. Session two: Creative Industries:
 - a. Creative Industries Project – post-consultation review and decision on next steps
 - b. Business Case Investment Plan
 - c. Draft Creative Industries market insights, perspectives and opportunities s. 14, cl4(d)
 - d. [REDACTED] Consultation feedback summary

3. Session three: Sustainable Finance Planning: KPMG report
 - a. UTS Sustainable Finance report
 - b. UTS Sustainable Finance report appendix: Supporting analysis for each Strategic lever

Thursday 17 October 2024

Time	Session	Facilitator
8:45am	Barista Drinks on Arrival to Boardroom CB02.17.130	
9:00am	Welcome and Overview	A Parfitt
9:15am	Session 1 – Foundations for 2030	A Parfitt
		Visitor: M Lillis
10:30am	Session 2 Creative Industries Project – post-consultation review and decision on next steps	V Chen
		Visitor: M Lillis
11:10am: Morning tea		
11:30am	Session 3: Sustainable Finance Planning KPMG presentation and discussion	A Parfitt
		Visitors: s.14, c3(a)(b) KPMG
1:30pm: Lunch		
2:15pm	Session 4 Options Discussion	A Parfitt
3:45pm: Afternoon tea		
4:15pm	Session 5 Options recap and next steps – including BAU and leading transformational change	A Parfitt
5:15pm	Wrap Up and Close	

Attendees

UNIVERSITY LEADERSHIP TEAM

Debra Anderson	Dean, Health
Glen Babington	COO
Vicki Chen	Provost
Alan Davison	Dean, FASS
Mark Evans	Interim Dean, DAB
Kate McGrath	DVC Research
Andrew Parfitt	Vice-Chancellor
Alana Piper	DVC, External Engagement and Partnerships
Robynne Quiggin	Pro Vice-Chancellor (Indigenous Leadership and Engagement)
Kylie Readman	DVC Education and Students
Carl Rhodes	Dean, UTS Business School
Anita Stuhmcke	Dean, Law
James Wallman	Dean, Science
Iain Watt	DVC International
Peta Wyeth	Dean, FEIT

SUPPORT TEAM

Amanda Ander	Executive Support Officer (Internal)
Michelle Callen	Chief of Staff



UNIVERSITY LEADERSHIP TEAM (ULT)

Thursday 24 October 2024

8:00-11:00am

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/87071545142>

MEETING AGENDA

Item	Topic	Duration	Sponsor
1	PROCEDURAL MATTERS	10min	Chair
	1.1 Opening Comments and Apologies Apologies: C Rhodes Note. P Wyeth attending UTS graduation ceremony at 10:30am		
	1.2 Starring of Items		
	1.3 ULT Meeting Notes 10102024		
	1.4 ULT Action Register		
2	STANDING ITEMS		
	2.1 Meeting Debriefs – Verbal	5min	Chair
	2.2 Health, Safety and Wellbeing Matters – Verbal	5min	GB
	2.3 Audit and Risk Matters - Verbal	5min	Chair
	2.4 Finance Matters - Verbal	5min	GB
3	ITEMS FOR DECISION/ENDORSEMENT		
	3.1 * ULT Retreat Debrief and Look Ahead to SLG Briefing	40min	AP
	3.2 * Compliance and Assurance Update Visitor: K Gould	15min	AP (OGC)
	3.3 * GCC 24-4 Commercial Activities Policy and Research Translation	15min	GB
	3.4 * Council KPIs for the 2025 Corporate Plan Visitor: C Napier, E Fonacier	15min	GB
4	ITEMS FOR DISCUSSION		
	4.1 * CIC 24-4 Paper: 2025 -2026 Data and AI Strategy Visitor: C Napier, S Gibson	15min	GB
	4.2 * CAR 24-5 Paper - UTS Strategic Risk Profile Visitor: K Gould, K Srinivasan	20min	AP (OGC)
5	ITEMS FOR INFORMATION NOT REQUIRING DISCUSSION		
	5.1 UTS Advancement and Alumni - Health Campaign Update	-	DA
6	COUNCIL & COUNCIL SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION		
	None		

7	CLOSING MATTERS		Released under GIPA - 31 PA 2025/10 - doc 48	5 min	All
	7.1	Any Other Business			
	7.2	Meeting Reflections			



UNIVERSITY LEADERSHIP TEAM (ULT) – RESERVE MEETING

Thursday 31 October 2024

9:00 – 12:00

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/85272077156>

AGENDA

Item	Topic	Duration	Sponsor
1	PROCEDURAL MATTERS		
	1.1 Opening Comments and Apologies Apologies: A Parfitt, M Evans, I Watt, K Readman, C Rhodes Zoom: J Wallman Note. K McGrath attending UTS Graduation at 10:30am	5min	Chair
2	TRAINING		
	2.1 Psychosocial Risk Management Training Session External Facilitation by s.14,cl.3(a)(b) from Communicorp	90min	GB
	STRETCH BREAK		
	2.2 Cybersecurity Engagement Session Visitor: s.14,cl.4(d)	75min	GB



UNIVERSITY LEADERSHIP TEAM (ULT)

Thursday 7 November 2024

9:00 – 12:00pm

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/86330445250>

MEETING AGENDA

Item	Topic	Duration	Sponsor
1	PROCEDURAL MATTERS	10min	Chair
	1.1 Opening Comments and Apologies Apologies: C Rhodes, I Watt, P Wyeth Note. V Chen attending UTS graduation ceremony at 10:30am		
	1.2 Starring of Items		
	1.3 ULT Meeting Notes 24102024		
	1.4 ULT Action Register		
2	STANDING ITEMS		
	2.1 Meeting Debriefs – Verbal	5min	Chair
	2.2 Health, Safety and Wellbeing Matters – Verbal	5min	GB
	2.3 Audit and Risk Matters - Verbal	5min	Chair
	2.4 Finance Matters - Verbal	5min	GB
3	ITEMS FOR DECISION/ENDORSEMENT		
	3.1 * CIC 24-4 Campus 2040 Master Plan Visitors: N Oliver, G Edwards	15min	GB
	3.2 * CIC 24-4 Investment Portfolio Insights Visitors: E Baker	15min	GB
4	ITEMS FOR DISCUSSION		
	4.1 * ERP Transformation Update and University Engagement Visitors: B Johnson, F Thomas, J Bladwell, D Reeve	30min	GB
	4.2 * Marketing and Communications Update		
	4.2.1 UTS Brand Platform and Creative Framework Visitors: T Chalk	30min	ARP
	4.2.2 UTS 2024 Marketing and Comms Strategy Update Visitors: T Chalk		
	4.2.3 Q2 International Marketing Update Visitors: T Chalk, A de Villa, M Palamountain		
	4.3 * Government Affairs Update Visitors: D Woolley	15min	AP
5	ITEMS FOR INFORMATION NOT REQUIRING DISCUSSION		
	5.1 Update on new course proposals in OCAP	-	KR
	5.2 Gender-based violence action plan: working group recommendations	-	VC
	5.3 Academic Performance Framework 2024-2025 Update	-	VC

6	COUNCIL & COUNCIL SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
	6.1	CIC 24-4 Precincts Update	-	AP
	6.2	CIC 24-4 Property Report	-	GB
	6.3	CIC 24-4 Venue Hire for Delegation Changes	-	GB
	6.4	CFI 24-4 UTS Financial Performance Report	-	GB
	6.5	CFI 24-4 UTS Global Q3 Report	-	IW
	6.6	CFI 24-4 UTS College September YTD 2024 Report	-	GB
	6.7	CAR 24-5 Cybersecurity Update	-	GB
	6.8	CAR 24-5 Progress in addressing Recommendations in Final Management Letter for ye 2022 and ye 2023	-	GB
	6.9	CAR 24-5 Report on UTS Performance Against Actions arising from Audits	-	AP (GSU)
	6.10	CAR 24-5 Routine Director Risk Report	-	AP (OGC)
	6.11	CAR 24-5 Strategic Risk Report	-	AP (OGC)
	6.12	CGC 24-5 Commercial Activities Policy & Research Translation	-	GB
	6.13	AB 24-6 Course Quality Assurance	-	VC
7	CLOSING MATTERS		5min	All
	7.1	Any Other Business		
	7.2	Meeting Reflections		



UNIVERSITY LEADERSHIP TEAM (ULT) - RESERVE

Friday 15 November 2024

9:00 – 12:00pm

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/86597164515>

MEETING AGENDA

Item	Topic	Duration	Sponsor
1	PROCEDURAL MATTERS	10min	Chair
	1.1 Opening Comments and Apologies Apologies: C Rhodes, I Watt, D Anderson, A Stuhmcke Tentative via zoom: S Denize		
2	ITEMS FOR DISCUSSION AND/OR ENDORSEMENT		
	2.1 COU 24-6 Paper: Foundations for 2030	30min	AP
	2.2 CFI 24-6 Paper: Provisional 2025 Budget & Financial Plan Visitor: B Johnson	15min	GB
	2.3 Staff Pulse Survey Action Planning 2024 Visitor: M Doran, J Wix	20min	GB
	2.4 COU 24-6 Paper: Employee Value Proposition Update Visitor: M Doran	30min	GB
	2.5 Updated UTS Position Titling Approach Visitor: M Doran, D Holme, D Bennett	20min	GB



UNIVERSITY LEADERSHIP TEAM (ULT)

Wednesday 20 November 2024

2:00pm – 5:00pm

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/85726184659>

MEETING AGENDA

Item	Topic		Duration	Sponsor
1	PROCEDURAL MATTERS		10min	Chair
	1.1	Opening Comments and Apologies Apologies: A Parfitt		
	1.2	Starring of Items		
	1.3	ULT Meeting Notes 07112024		
	1.4	ULT Action Register		
2	STANDING ITEMS			
	2.1	Meeting Debriefs – Verbal	5min	Chair
	2.2	Health, Safety and Wellbeing Matters – Verbal	5min	GB
	2.3	Audit and Risk Matters - Verbal	5min	Chair
	2.3.1	Employee Entitlements and Assurance Review Update - Verbal Visitor: K Gould		
	2.4	Finance Matters	15min	GB
	2.4.1	* October 2024 UTS Financial Performance Report Visitor: B Johnson		
3	ITEMS FOR DECISION/ENDORSEMENT			
	3.1	* Space Management and Related Policies Visitor: G Rheinberger	15min	GB
	3.2	* Records Management, Data Breach and Data Governance Policies Visitor: B Paterson, D Naray, C Napier	10min	AP (GSU)
4	ITEMS FOR DISCUSSION			
	4.1	* Draft Indigenous Education and Research Strategy (IERS)	25min	RQ
	4.2	* CMM Update - Verbal Visitor: J Gray	10min	KR
5	ITEMS FOR INFORMATION NOT REQUIRING DISCUSSION			
6	COUNCIL & COUNCIL SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
		None		

7	CLOSING MATTERS	Released under GIPA - 5 min	GIPA 2025/10 - doc 32	All
	7.1	Any Other Business		
	7.2	Meeting Reflections		



UNIVERSITY LEADERSHIP TEAM (ULT) - RESERVE

Thursday 5 December

9:00 – 12:00pm

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/83817113264>

MEETING AGENDA

Item	Topic	Duration	Sponsor
1	PROCEDURAL MATTERS	10min	Chair
	1.1 Opening Comments and Apologies Apologies: P Wyeth		
	1.2 Starring of Items		
	1.3 ULT Meeting Notes 15112024 & 20112024		
	1.4 ULT Action Register		
2	STANDING ITEMS		
	2.1 Meeting Debriefs – Verbal	5min	Chair
	2.2 Health, Safety and Wellbeing Matters – Verbal	5min	GB
	2.3 Audit and Risk Matters - Verbal	5min	Chair
3	ITEMS FOR DECISION/ENDORSEMENT		
	3.1 *Early Entry Program – Options for 2026 Intake and Beyond Visitor: J Wise, T Maillet, A Persson	20min	KR
	3.2 *FY25 Investment Prioritisation Update Visitor: B Johnson	30min	GB
	3.3 *Major Facilities Governance Visitor: M Blumenstein	20min	ARP
4	ITEMS FOR DISCUSSION		
	4.1 *Student Load Plan Report (Summer Session Commencing) – Verbal Update	10min	VC
	4.2 *Global Digital Growth Strategy and CinLearn – Verbal Update Visitor: K Schofer	20min	KR
	4.3 *Corporate Communication Visitor: T Chalk	20min	ARP
	4.4 *Wages Remediation – Verbal Update Visitor: K Gould, B Johnson	20min	AP (OGC)
5	ITEMS FOR INFORMATION NOT REQUIRING DISCUSSION		
	5.1 IT Operating Model Update	-	GB
	5.2 Enterprise CRM Reports	-	ARP

6	COUNCIL & COUNCIL SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION		Released under GIPA - GIPA2025/10 - doc 53	
		None		
7	CLOSING MATTERS			
	7.1	Any Other Business		
	7.2	Meeting Reflections		



UNIVERSITY LEADERSHIP TEAM (ULT) – RESERVE MEETING

Thursday 12 December

10:00 – 12:00

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/82694213436>

AGENDA

Item	Topic	Duration	Lead
1	PROCEDURAL MATTERS		
1.1	Opening Comments and Apologies Apologies: G Babington, V Chen	5min	A Parfitt
2	ITEMS FOR DISCUSSION		
2.1	Operational Sustainability Update and Next Steps UTS Visitors: Michelle Callen, Belinda Johnson, Lee Pruden, Emma Baker, Sarah Meaney, Mark Sandham, Fiona Thomas KPMG Visitors: s.14, cl3(a)(b)		
2.1.1	Opening Comments	5min	A Parfitt
2.1.2	Proposed Operational Sustainability Governance	20min	M Callen E Baker S Meaney
2.1.3	Program Plans (75 mins: 15 mins each plus wrap up)		
2.1.3.1	Research Productivity and Investment	15min	K McGrath
2.1.3.2	Sustainable Teaching and Learning	15min	K Readman J Gray J McManus
2.1.3.3	Operating Model	15min	P Wyeth M Sandham
2.1.3.4	Overall investment ask (presentation on the day)	15min	M Callen
2.1.4	Overall Risks (presentation on the day)	10min	M Callen
2.1.5	Approach to communications and change (presentation on the day)	10min	M Callen
3	ITEMS FOR INFORMATION NOT REQUIRING DISCUSSION		
3.1	UTS International Committee Meeting 25 Nov Report	-	IW
3.2	Financial Matters: Nov (Flash) 2024 UTS Financial Performance Report	-	GB



UNIVERSITY LEADERSHIP TEAM - MEETING AGENDA

Thursday 30 January 2025

9:00am – 12:00pm

In CB01.04A.026_Boardroom + <https://zoom.uts.edu.au/j/85202397486>

Item	Title		Time	Sponsor
1	OPENING MATTERS (30 min)		9:00	AP
	1.1	Opening Comments and Apologies <small>Apologies: C Rhodes, N Castree</small>		
		1.1.1 Annual Review of ULT Terms of Reference	9:10	
		1.1.2 SLG and SMF Membership and Approach (Verbal)	9:20	
		1.1.3 UTS Council Retreat – draft overview	9:30	
2	ITEMS FOR DISCUSSION			
	2.1	Faculty/Division Reviews of 2024 and Look Ahead <ul style="list-style-type: none"> ~3min each to present, followed by Q&A before moving on to the next Faculty/Division 	9:40	All



UNIVERSITY LEADERSHIP TEAM - MEETING AGENDA

Thursday 6 February 2025

9:00am – 12:00pm

CB01.04A.026_Boardroom and <https://utsmeet.zoom.us/j/82422931488>

Item	Title	Time	Sponsor
1	PROCEDURAL MATTERS (15 min)	9:00	AP
	1.1 Opening Comments and Apologies Apologies: D Anderson, N Castree		
	1.2 Approval of Previous Meeting Notes		
	1.3 ULT Action Register		
2	STANDING ITEMS (20min)		
	2.1 Meeting Debriefs	9:15	AP
	2.2 Health, Safety and Wellbeing Matters	9:20	GB
	2.3 Audit and Risk Matters	9:25	AP
	2.4 Financial Matters	9:30	GB
3	ITEMS FOR ENDORSEMENT		
	3.1 COU 25/1 Paper: EOY Corporate Plan 2024 Report	9:35	AP
	3.2 Proposal to Establish China Learning Centre in Hainan Visitors: Connie Cui, Melek Aycenk	9:50	IW
	<i>Stretch Break</i>	10:15	
	3.3 UTS Work Planning Tool 2025-2027 Visitors: Mike Doran, Mark So, Marshall Craddock	10:25	VC
	3.4 UTS Partnerships Documents Visitors: Innes Ireland	10:45	IW/KM
4	ITEMS FOR DISCUSSION		
	4.1 Electronic Commonwealth Assistance Forms (eCAF) Issue Visitors: Alex Sabharwal, Simon Maizels	11:10	KR/GB
	4.2 UTS 2030 Strategic Plan	11:25	AP
5	COUNCIL & SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION		
	5.1 None		
6	OTHER PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION		
	6.1 UTS International Engagement Schedule 2025	-	ARP/IW
7	CLOSING MATTERS		
	7.1 Other Business and Meeting Reflections		All



UNIVERSITY LEADERSHIP TEAM – RESERVE MEETING AGENDA

Thursday 13 February 2025

9:00am – 12:00pm

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/81401069231>

Item	Title		Time	Sponsor
1	PROCEDURAL MATTERS (10 min)		9:00	AP
	1.1	Opening Comments and Apologies Apologies: Debra Anderson, Anita Stuhmcke		
	1.2	Approval of Previous Meeting Notes		
2	STANDING ITEMS (10min)			
	2.1	Meeting Debriefs	9:10	AP
3	ITEMS FOR ENDORSEMENT			
	3.1	Operational Sustainability	9:20	
	3.1.1	Resourcing & Governance including University Design Principles Visitor: M Callen, S Meany, M Craddock		AP
	3.1.2	Operating Program Model: Academic Structures Update Visitor: M Lillis		PW
	3.2	Proposal to offer two TNE courses in partnership with Ho Chi Minh City University of Technology, Vietnam Visitors: C Cui, D Nguyen	10:10	IW/PW
	3.3	HDR Review	10:35	KM
		<i>STRETCH BREAK</i>	10:55	
4	ITEMS FOR DISCUSSION			
	4.1	SXSW 2024 Review and 2025 Discussion Visitors: T Chalk, M Solomon	11:05	ARP
	4.2	2025 Investment Budget Proposal – for endorsement Visitors: B Johnson	11:25	GB
	4.3	Sustainable Teaching and Learning Update (Verbal – Time Permitting)	11:45	KR
5	COUNCIL & SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
	5.1	CFI 25/1 Paper: Draft UTS Financial Statements (Parent) for the year ended 31 December 2024		
	5.2	CFI 25/1 Paper: UTS Financial Performance Report (for the period ended 31 December 2024)		
	5.3	CFI 25/1 Paper: MYEFO Report Impact		
	5.4	CFI 25/1 Controlled Entities Papers: UTS College Report and UTS Global Report		
	5.5	CFI 25/1 Paper: National First Nations College Update		
	5.6	CAR 25/1 Paper: Risk Management Framework Report		
	5.7	CAR 25/1 Paper: Employee Entitlements Review Program		
	5.8	CAR 25/1 Paper: Progress on Internal Audit Programs		
	5.9	CAR 25/1 Paper: Internal Audit General Update		

		Released under GIPA - GIPA2025/10 - doc 57		
6	OTHER PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
	6.1	None		
7	CLOSING MATTERS			
	7.1	Other Business and Meeting Reflections		



UNIVERSITY LEADERSHIP TEAM – MEETING AGENDA

Thursday 20 February 2025

9:00am – 12:00pm

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/83186385033>

Item	Title		Time	Sponsor
1	PROCEDURAL MATTERS (15 min)		9:00	AP
	1.1	Opening Comments and Apologies Apologies: N Castree		
	1.2	Approval of Previous Meeting Notes		
	1.3	ULT Action Register		
2	STANDING ITEMS (Verbal 20min)			
	2.1	Meeting Debriefs	9:15	AP
	2.2	Health, Safety and Wellbeing Matters		GB
	2.3	Audit and Risk Matters		AP
	2.4	Financial Matters		GB
	2.5	Operational Sustainability Matters		All
3	ITEMS FOR ENDORSEMENT			
	3.1	FY25 Budget Proposal Visitor: Belinda Johnson	9:35	GB
4	CLOSING MATTERS			
	4.1	Other Business and Meeting Reflections		All
		4.1.1 Council Retreat Agenda		AP



UNIVERSITY LEADERSHIP TEAM – RESERVE MEETING AGENDA

Friday 28 February 2025

9:00am – 12:00pm

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/81306482932>

Item	Title		Time	Sponsor
1	PROCEDURAL MATTERS (10 min)		9:00	AP
	1.1	Opening Comments and Apologies Apologies: Anita Stuhmcke, Noel Castree, Robynne Quiggin		
	1.2	Approval of Previous Meeting Notes		
2	STANDING ITEMS (10min)			
	2.1	Meeting Debriefs	9:10	AP
3	ITEMS FOR ENDORSEMENT			
	3.1	UTS 2030 Strategy Visitor: Mark Lillis		AP
4	ITEMS FOR DISCUSSION			
	4.1	UTS 2025 Annual Plan Visitor: Mark Lillis		AP
5	CLOSING MATTERS			
	5.1	Other Business and Meeting Reflections		



UNIVERSITY LEADERSHIP TEAM – MEETING AGENDA

Thursday 6 March 2025

9:00am – 12:00pm

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/83300304661>

Item	Title	Time	Sponsor
1	PROCEDURAL MATTERS (10 min)	9:00	VC
	1.1 Opening Comments and Apologies Apologies: A Parfitt, A Piper from 11am		
	1.2 Approval of Previous Meeting Notes		
	1.3 ULT Action Register		
2	STANDING ITEMS (20min)		
	2.1 Meeting Debriefs	9:15	VC
	2.2 Health, Safety and Wellbeing Matters		GB
	2.3 Audit and Risk Matters		VC
	2.4 Financial Matters		GB
	2.5 Operational Sustainability Matters		All
3	ENGAGEMENT SESSION (60min)		
	3.1 Cybersecurity Visitors: s.14, cl.4(d)	9:35	GB
	STRETCH BREAK	10:35	
4	ITEMS FOR ENDORSEMENT		
	4.1 2024 Workforce Insights Report Visitors: M Craddock, M So	10:45	GB
	4.2 Learnings from UTS Shenzhen Visitors: I Ireland	11:15	IW
5	ITEMS FOR DISCUSSION		
	5.1 Powerhouse Partnership Annual Update	11:30	ME
6	COUNCIL & SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION		
	6.1 CFI 25/2 Paper Meeting Pack	-	AP
7	OTHER PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION		
	7.1 Cyber Risk Management for High Risk Travellers	-	GB
8	CLOSING MATTERS		
	8.1 Other Business and Meeting Reflections	11:45	All



UNIVERSITY LEADERSHIP TEAM – UPDATED MEETING AGENDA

Thursday 20 March 2025

9:00am – 12:00pm

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/88676614443>

Item	Title		Time	Sponsor
1	PROCEDURAL MATTERS (15 min)		9:00	AP
	1.1	Opening Comments and Apologies Apologies: C Rhodes, M Evans		
	1.2	Approval of Previous Meeting Notes		
	1.3	ULT Action Register		
2	STANDING ITEMS			
	2.1	Meeting Debriefs	9:15	AP
	2.2	Health, Safety and Wellbeing Matters		GB
	2.3	Audit and Risk Matters		AP
	2.4	Financial Matters	9:30	GB
		2.4.1 February UTS Financial Performance Report Visitor: B Johnson		
	2.5	Operational Sustainability Matters	9:45	All
3	ITEMS FOR ENDORSEMENT			
	3.1	Research Integrity	9:50	KM
4	ITEMS FOR DISCUSSION			
	4.1	Mandatory Training Update Visitor: M Craddock, M Krishnadasan	10:05	GB
5	COUNCIL & SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
	5.1	UTS Council Retreat Meeting Papers	-	AP
6	OTHER PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
	6.1	Advancement and Alumni Calendar of Events – Quarterly Update	-	ARP
	6.2	Compliance and Assurance Update – Using AI Tools to support the Universities Compliance Program	-	AP (OGC)
7	CLOSING MATTERS			
	7.1	Other Business and Meeting Reflections	10:20	
		7.1.1 SLG Membership Revisited		AP
		7.1.2 Staff Survey Action Plans – Status Update		All



UNIVERSITY LEADERSHIP TEAM – RESERVE MEETING AGENDA

Thursday 27 March

9:00am – 12:00pm

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/86896105211>

Item	Title		Time	Sponsor
1	PROCEDURAL MATTERS (10 min)		9:00	AP
	1.1	Opening Comments and Apologies Apologies: I Watt		
	1.2	Approval of Previous Meeting Notes		
2	STANDING ITEMS (10min)			
	2.1	Meeting Debriefs	9:10	AP
3	ITEMS FOR ENDORSEMENT			
	3.1	CIC 25-1 Paper: Updated ERP Business Case	9:20	GB
	3.2	Update on Enhancing Student Experience with GenAI Visitors: J McLean, S Buckingham Shum	9:45	KR
4	ITEMS FOR DISCUSSION			
	4.1	Infrastructure Committee (CIC) 25/1 Papers	10:05	GB
		4.1.1 Portfolio Insights Report Visitors: S Meaney		
		4.1.2 Space Demand Report Visitors: N Oliver		
		4.1.3 Property Report Visitors: N Oliver		
		<i>STRETCH BREAK</i>	10:25	
	4.2	UTS Pay Equity Reporting: Actions 2024-5 Visitors: A Persson, J Tilly, M Craddock, R Darby	10:35	VC/GB
	4.3	SLG Membership Composition	11:00	AP
5	CLOSING MATTERS			
	5.1	Other Business and Meeting Reflections		



UNIVERSITY LEADERSHIP TEAM – MEETING AGENDA

Thursday 3 April 2025

10:00 – 11:30am

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/88637114061>

Item	Title		Time	Sponsor
1	PROCEDURAL MATTERS		10:00	AP
	1.1	Opening Comments and Apologies Apologies: None		
2	ITEMS FOR DISCUSSION			
	2.1	CAR 25/1 Paper: HSW Annual Report Visitors: Marshall Craddock, Alex Tillman	10:10	GB
3	ITEMS FOR ENDORSEMENT – Presentations on the day Visitors: Ann-Maree Ashburn, Mark Sandham, Fiona Thomas, Sarah Meaney, Belinda Johnson, Marshall Craddock KPMG: s.14, cl3(a)(b) (zoom), s.14, cl3(a)(b) (zoom)		10:20	
	3.1	Operational Sustainability: Operating Model – Service Model Design <ul style="list-style-type: none"> Cross university view of change in FTE spread by Faculty/Division/Functional Unit 		GB
	3.2	Job Title Architecture Visitor: Malika Krishnadasan		GB
	3.3	People Support Plan		GB



UNIVERSITY LEADERSHIP TEAM – RESERVE MEETING AGENDA

Thursday 10 April 2025

14:30 – 17:00

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/85911873271>

Item	Title		Time	Sponsor
1	PROCEDURAL MATTERS (10 min)		14:30	AP
	1.1	Opening Comments and Apologies Apologies: I Watt, V Chen		
	1.2	Approval of Previous Meeting Notes		
2	ITEMS FOR ENDORSEMENT/DISCUSSION			
	2.1	Operational Sustainability Visitors: M Craddock, F Thomas, M Sandham, J Turner, S Meaney, A-M Ashburn, B Johnson, J Blackwell	14:40	AP/GB
		2.1.1 Scheduling and Reporting		
		2.1.2 IR Strategy and Approach		
STRETCH BREAK			15:20	
	2.2	Presentation: Tertiary harmonisation and the broader skills agenda External Visitor: Professor Barney Glover AO	15:30	AP
3	COUNCIL & SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
	3.1	CIC 25/1 Meeting Pack	-	
	3.2	CAR 25/2 Meeting Pack	-	
	3.3	CGC 25/1 Meeting Pack	-	
4	CLOSING MATTERS			
	4.1	Other Business and Meeting Reflections		



UNIVERSITY LEADERSHIP TEAM – MEETING AGENDA

Wednesday 16 April 2025

13:30-17:00

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/85471590947>

Item	Title		Time	Sponsor
1	PROCEDURAL MATTERS (15 min)		13:30	
	1.1	Opening Comments and Apologies Apologies: I Watt, D Anderson Zoom: M Evans		
	1.2	Approval of Previous Meeting Notes		
	1.3	ULT Action Register		
2	STANDING ITEMS		13:40	
	2.1	Meeting Debriefs		AP
	2.2	Health, Safety and Wellbeing Matters		GB
	2.3	Audit and Risk Matters		AP
	2.4	Financial Matters		GB
		2.4.1 March UTS Financial Performance Report		
	2.5	Operational Sustainability Matters		All
3	ITEMS FOR ENDORSEMENT			
	3.1	Future options for online learning courses at UTS Visitors: M Hrlec, J Gray	14:10	KR
	3.2	Strategic Partnership Model	14:40	ARP
	<i>STRETCH BREAK</i>		15:20	
4	ITEMS FOR DISCUSSION			
	4.1	Digital Strategy Update Visitor: D Reeve	15:30	GB
	4.2	Presentation: Refresher on Legal Privilege and GIPA Visitor: K Gould	15:50	AP (OGC)
	4.3	Operational Sustainability Visitors: B Johnson, S Meaney, M Craddock, A-M Ashburn	16:10	AP
		4.3.1 Communications and Engagement Strategy and Plan		
		4.3.2 Scheduling		
		4.3.3 Portfolio Implementation Services		
5	COUNCIL & SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
	5.1	COU 25/2 Meeting Pack	-	
6	OTHER PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
	6.1	ITOM Update	-	
7	CLOSING MATTERS			
	7.1	Other Business and Meeting Reflections		



UNIVERSITY LEADERSHIP TEAM – MEETING AGENDA

Thursday 1 May 2025

9:00 – 12:00

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/88061021930>

Item	Title		Time	Sponsor
1	PROCEDURAL MATTERS (10 min)		9:00	KR
	Chair: K Readman			
	1.1	Opening Comments and Apologies Apologies: G Babington Zoom: A Parfitt, D Anderson, P Wyeth		
	1.2	Approval of Previous Meeting Notes		
2	STANDING ITEMS		9:10	
	2.1	Meeting Debriefs		KR/AP
	2.2	Health, Safety and Wellbeing Matters		All
	2.3	Audit and Risk Matters		KR/AP
3	ITEMS FOR DISCUSSION			
	3.1	Digital Strategy Update (deferred from ULT 16042025) Visitor: Dave Reeve	9:20	GB
4	ITEMS FOR ENDORSEMENT			
	4.1	Naming our newest UTS Faculty	9:40	ME
	4.2	Operational Sustainability: Academic Workforce Visitor: Sarah Meaney, Marshall Craddock	9:55	KM/KR
		4.2.1 OSI Sustainable Teaching and Learning		
		4.2.2 Faculty Recommendations/Presentations		
5	COUNCIL & SUB COMMITTEE PAPERS FOR INFORMATION			
	NOT REQUIRING DISCUSSION			
	None			
6	OTHER PAPERS FOR INFORMATION			
	NOT REQUIRING DISCUSSION			
	None			
7	CLOSING MATTERS			
	7.1	Other Business and Meeting Reflections		



UNIVERSITY LEADERSHIP TEAM – RESERVE MEETING AGENDA

Wednesday 7 May 2025

14:30-16:30

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/88359579294>

Item	Title		Time	Sponsor
1	PROCEDURAL MATTERS (10 min)		14:30	AP
	1.1	Opening Comments and Apologies Apologies: K Readman		
	1.2	Approval of Previous Meeting Notes		
2	ITEMS FOR DISCUSSION AND/OR ENDORSEMENT			
	2.1	Government Affairs Update – Post Election Visitor: Danielle Wooley	14:45	AP
	2.2	Operational Sustainability Initiative (OSI) Visitor: Sarah Meaney, Marshall Craddock, Belinda Johnson		
	2.2.1	Academic Workforce Updated Faculty Recommendations Additional Visitors: Jacqui McManus	15:00	KM/JG
	2.2.2	Change Proposal Planning Approach Additional Visitors: Fiona Thomas and Jo Blackwell	16:00	AP/GB



UNIVERSITY LEADERSHIP TEAM – MEETING AGENDA

Thursday 15 May 2025

8:30 – 11:30am

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/83258898639>

Item	Title		Time	Sponsor
1	PROCEDURAL MATTERS (15 min)		8:30	AP
	1.1	Opening Comments and Apologies Apologies: K Readman		
	1.2	Approval of Previous Meeting Notes		
	1.3	ULT Action Register		
2	STANDING ITEMS		8:45	
	2.1	Meeting Debriefs		AP
	2.2	Health, Safety and Wellbeing Matters		GB
	2.3	Audit and Risk Matters		AP
	2.4	Financial Matters		GB
	2.4.1	April 2025 UTS Financial Performance Report Visitor: B Johnson	9:00	
3	ITEMS FOR ENDORSEMENT			
	3.1	Approval of the 2024 Modern Slavery Reporting Visitor: A Persson, S Gill	9:15	AP
	3.2	Operational Sustainability Initiative (OSI) Visitors: S Meaney, B Johnson, J Blackwell	9:25	AP/GB
	3.2.1	Implementation Approach Update		
	3.2.2	Benefits Tracking		
	<i>STRETCH BREAK</i>		9:55	
	3.3	Indigenous Education and Research Strategy (IERS) 2025-2030	10:10	RQ
	3.4	Implementation of Recommendation in the HDR Review	10:40	KM
	3.5	Research Commercialisation Framework & Professional Staff Commercialisation Reward Scheme	11:00	KM
4	ITEMS FOR DISCUSSION			
		None		
5	COUNCIL & SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
		None		
6	OTHER PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
	6.1	eCAF Update	-	GB/KR
	6.2	Outcomes of the 2024 Annual Management Signoffs	-	AP (OGC)
	6.3	Domestic Travel Update	-	GB

7	CLOSING MATTERS	Released under GIPA - GIPA2025/10 - doc 68	
	7.1	Other Business and Meeting Reflections	All

UNIVERSITY LEADERSHIP TEAM – MEETING AGENDA

Tuesday 27 May 2025

2:00pm – 5:00pm

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/84403375300>

Item	Title		Time	Sponsor
1	PROCEDURAL MATTERS (15 min)			AP
	1.1	Opening Comments and Apologies Apologies: K Readman	2:00pm	
	1.2	Approval of Previous Meeting Notes		
	1.3	ULT Action Register		
2	STANDING ITEMS			
	2.1	Meeting Debriefs	2:15pm	AP
	2.2	Health, Safety and Wellbeing Matters		GB
	2.3	Audit and Risk Matters		AP
3	ITEMS FOR ENDORSEMENT			
	3.1	Portfolio Steering Committee Visitors: S Meaney, B Johnson, M Craddock		GB
		3.1.1 CIC 25/2 Portfolio Insights Report	2:30pm	GB
		3.1.1.1 OSI: Target State Academic Workforce Proposal Additional Visitors: J Turner, J Blackwell	2:45pm	KM/JG
		3.1.1.2 OSI: Psychological Risk Assessment Additional Visitors: A Tillman, J Blackwell + Externals via zoom	3:15pm	GB
		3.1.1.3 OSI: Request to Release Funding	3:45pm	AP
		STRETCH BREAK	3:55pm	
	3.2	Enterprise Agreement Bargaining Parameters Visitors: M Craddock, J Blackwell, J Sheather	4:05pm	GB
	3.3	Major Facilities Update – Financial Responsibility and Decision-Making Visitors: M Blumenstein	4:30pm	ARP
4	ITEMS FOR DISCUSSION			
		None		
5	COUNCIL & SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
	5.1	CAR 25/3 Meeting Pack	-	
	5.2	FIN 25/2 Meeting Pack	-	
	5.3	CIC 25/2 Meeting Pack	-	
6	OTHER PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
	6.1	New Website Policy	-	ARP
	6.2	Political Activities and Campus Safety	-	KR
7	CLOSING MATTERS			
	7.1	Other Business and Meeting Reflections		All



UNIVERSITY LEADERSHIP TEAM – RESERVE MEETING AGENDA

Thursday 5 June 2025

9:30AM – 12:00PM

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/83283870573>

Item	Title		Time	Sponsor
1	PROCEDURAL MATTERS		9:30	KR
	Chair: K Readman			
	1.1	Opening Comments and Apologies No apologies		
	1.2	Approval of Previous Meeting Notes		
2	ITEMS FOR ENDORSEMENT			
	2.1	Optimising Management of End User Computing Devices Visitor: D Reeve	9:40	GB
	Chair: A Parfitt			
	2.2	Enterprise Agreement Bargaining Parameters Visitors: M Craddock, J Blackwell, J Sheather	10:00	GB
	2.3	OSI: Staff and Leaders Support Package Visitors: M Craddock, J Blackwell, B Johnson, S Meaney	10:30	GB
3	ITEMS FOR DISCUSSION			
	3.1	COU 25/3 Strategic Items: People Strategy Update Visitor: M Craddock	11:00	GB
	3.2	UTS Startups Incubator Renewal Update Visitor: M Hurps	11:30	ARP
4	OTHER BUSINESS			
	4.1	Meeting Debriefs	11:45	AP

UNIVERSITY LEADERSHIP TEAM – MEETING AGENDA

Thursday 12 June 2025

8:30AM- 9:30AM

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/89944226250>

Item	Title		Time	Sponsor
1	PROCEDURAL MATTERS (10 min)		8:30	
	Chair: K Readman			
	1.1	Opening Comments and Apologies Apologies: A Parfitt, A Piper, R Quiggin		
2	ITEMS FOR ENDORSEMENT/DISCUSSION			
	2.1	Salary Sacrificing Update Visitors: M Craddock, R Darby, K Rex	8:40	GB
	2.2	OSI: Operating Model Academic Endeavour Detailed Design Visitors: M Craddock, S Meaney, Jo Blackwell, A O'Donoghue	9:10	PW
	2.3	New Faculty name updated	9:25	ME
3	COUNCIL & SUB COMMITTEE PAPERS FOR INFORMATION			
	NOT REQUIRING DISCUSSION			
	3.1	COU 25/3 Meeting Pack	-	
4	OTHER PAPERS FOR INFORMATION			
	NOT REQUIRING DISCUSSION			
	4.1	Advancement & Alumni Calendar of Events Quarterly Update	-	ARP
	4.2	Flash UTS Financial Performance Report May 2025	-	GB
5	CLOSING MATTERS			
	5.1	Other Business		All
	5.1.1	Any Health and Safety Matters		

Note. Deans will participate in comms training 9:30am – 12:00pm in the Chancellery.

ULT One Day Retreat

Friday 20 June 2025

Location:

UTS

9am – 10:30am

Chancellery Boardroom (CB01.04A.026_Boardroom)

11am – 5:30pm

Building 2, Level 17 Boardroom (CB02.17.130 Boardroom)



Friday 20 June 2025

Time	Session	Facilitator
8:45am	Barista Drinks on Arrival to Chancellery Boardroom CB01.04A.026 Welcome and Overview	A Parfitt
9:00am	Our Watch University Executive Leadership National Training Pilot Opportunity <p>90min workshop conducted by <u>Our Watch</u>, Australia's leader in the primary prevention of gender-based violence.</p> <p>The workshop will cover:</p> <ul style="list-style-type: none"> • An introduction to primary prevention as an evidence-based approach to addressing gender-based violence • Application of the <i>Educating for Equality</i> model in university settings • The business case for prevention as a leadership priority • An overview of <u>legal obligations relevant to university leaders</u> <p><u>Visitors:</u> Bill Patterson, University Secretary & Director of GSU Catharine Pruscino, RNA Program Manager Elizabeth Kuo-Gollan, Senior Internal Communication Project Advisor Elizabeth Miller, Policy Manager, GSU Fiona Scott, UTS Council staff representative member Jo Tilly, Director of Equity Diversity and Inclusion Kylie Gould, General Counsel and Executive Director, Risk & Compliance Lynn Sinclair, UTS Academic Board Chair Thalia Anthony, UTS Council staff representative member Marshall Craddock, Executive Director, People and Culture</p>	External: Our Watch
10:30am Morning tea	Location: Chancellery Dining Room Re-locate to Building 2, Level 17 Boardroom at 10:45am	
11:00am	Session 1: Context: Where are we at? Discussion on the day	J Birtles
11:45am	Session 2: Operational Sustainability: Operating Model update Presentation on the day	A Parfitt / P Wyeth <u>Visitors:</u> Adam Bullock Jo Blackwell Marshall Craddock Michael Ioannides-apology Sarah Meaney

1:00pm Lunch	Location: CB02 Level 17 Meeting Room & Rooftop <i>Barista drinks delivered at the end of lunchtime</i>	
2.00pm	Session 3: Academic Change proposal and addendums discussion Papers to be posted on Diligent: <ul style="list-style-type: none"> • Overarching Change Proposal • Faculty and Merger addendums • IR decisions • DEI principles Plus a verbal update on psychosocial risk actions and approach	A Parfitt <u>Visitors:</u> Adam Bullock Belinda Johnson Deb Paciolla Jo Tilley Jo Blackwell Jen Turner Marshall Craddock Martin Tomitsch Sarah Meaney
3:30pm Afternoon tea	Location: CB02 Level 17 Meeting Room	
4:00pm	Session 4: Academic Change: communications action plan Papers to be posted on Diligent <ul style="list-style-type: none"> • Communications action plan and supporting materials 	<u>Visitors:</u> Adam Bullock Ann-Maree Ashbourne Diana Gattellari Jo Blackwell Kate Laing Marshall Craddock Martin Tomitsch Sarah Meaney
5:00pm – 5:30pm	Wrap Up and Close	A Parfitt / J Birtles

Attendees

UNIVERSITY LEADERSHIP TEAM

Andrew Parfitt	Vice-Chancellor
Debra Anderson	Dean, Health
James Wallman	Dean, Science
Kate McGrath	DVC Research
Kylie Readman	DVC Education and Students
Leo Mian Liu	Acting DVC International
Mark Evans	Interim Dean, New Faculty
Peta Wyeth	Dean, FEIT
Robynne Quiggin	Pro Vice-Chancellor (Indigenous Leadership and Engagement)
Sara Denize	Interim Dean, UTS Business School

APOLOGIES

Glen Babington	COO
Alana Piper	DVC, External Engagement and Partnerships
Anita Stuhmcke	Interim Provost and Dean, Law

SUPPORT TEAM

Amanda Ander	Executive Support Officer (Internal)
Julie Birtles	Beyond Excellence
Michelle Callen	Chief of Staff

UNIVERSITY LEADERSHIP TEAM – MEETING AGENDA

Thursday 26 April 2025

9:30AM – 12:30PM

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/81812853001>

Item	Title		Time	Sponsor
1	PROCEDURAL MATTERS		9:30	AP
	1.1	Opening Comments and Apologies Apologies: A Piper Zoom: J Wallman, A Stuhmcke		
	1.2	Approval of Previous Meeting Notes		
	1.3	ULT Action Register		
2	STANDING ITEMS			
	2.1	Meeting Debriefs	9:35	AP
	2.2	Health, Safety and Wellbeing Matters	9:40	GB
	2.3	Audit and Risk Matters	9:45	AP
3	ITEMS FOR ENDORSEMENT AND/OR DISCUSSION			
	3.1	Operational Sustainability (OSI) Matters		AP
	3.1.1	OSI Operating Model Recap (Verbal) Visitors: S Meaney, B Johnson, M Craddock, J Blackwell, A-M Ashburn, M Ioannides	9:50	
	3.1.2	Academic Workforce Change Proposal incl. addendums Visitors: S Meaney, B Johnson, M Craddock, J Blackwell, A-M Ashburn, M Tomitsch, J Turner, D Paciolla, D Gattellari		
		STRETCH BREAK		
	3.1.3	Communication Plan Update (Verbal) Visitors S Meaney, B Johnson, M Craddock, J Blackwell, A-M Ashburn, M Tomitsch, J Turner, D Paciolla, D Gattellari, K Laing		
	3.1.4	Updated DEI Principles Visitors: S Meaney, B Johnson, M Craddock, J Turner, D Paciolla, J Blackwell, D Gattellari, M Tomitsch, J Tilly		
	3.2	2025 Financial Outlook and Risks and Opportunities Visitors: B Johnson	12:00	GB
	3.3	Campus Policy (time permitting)	12:20	GB
4	COUNCIL & SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
		None	-	
5	OTHER PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
		None		
6	CLOSING MATTERS			
	7.1	Other Business and Meeting Reflections		All



UNIVERSITY LEADERSHIP TEAM – RESERVE MEETING AGENDA

Thursday 3 July 2025

9:00AM – 12:00PM

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/87803702907>

Item	Title		Time	Sponsor
1	PROCEDURAL MATTERS		9:00	AP
	1.1	Opening Comments and Apologies Apologies: A Piper, R Quiggin Zoom: A Stuhmcke		
	1.2	Approval of Previous Meeting Notes		
2	ITEMS FOR ENDORSEMENT AND/OR DISCUSSION			
	2.1	Operational Sustainability Initiative (OSI) Visitors: S Meaney, B Johnson, M Craddock, J Blackwell, A-M Ashburn		
	2.1.1	Academic Workforce Change Proposal update Additional Visitors: M Tomitsch, J Turner, D Paciolla, D Gattellari, K Gould - Update on program timing (verbal) - Final Change Proposal and Addendum	9:15	AP
	2.1.2	Operating Model update (verbal) Additional Visitors: M Ioannides		GB/PW
	2.1.3	Comms update & support (verbal)		AP
3	OTHER BUSINESS			
	3.1	Any other business		All

UNIVERSITY LEADERSHIP TEAM – MEETING AGENDA

Wednesday 9 July 2025

1:00pm – 4:15pm

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/87077178775>

Item	Title		Time	Sponsor
1	PROCEDURAL MATTERS (15 min)		1:00pm	AP
	1.1	Opening Comments and Apologies Apologies: A Piper, M Callen, R Quiggin Zoom: K Readman		
	1.2	Approval of Previous Meeting Notes		
	1.3	ULT Action Register		
2	STANDING ITEMS			
	2.1	Meeting Debriefs	1:15pm	
	2.2	Health, Safety and Wellbeing Matters	1:20pm	
	2.3	Audit and Risk Matters	1:25pm	
	2.4	Financial Matters	1:30pm	GB
	2.4.1	June 2025 UTS Financial Performance – Flash Report Apologies: B Johnson		
3	ITEMS FOR ENDORSEMENT			
	3.1	Operational Sustainability Initiative (OSI)	1:40pm	AP
	3.1.1	Dispute Settling Update (Verbal) Visitors: S Meaney, B Johnson, M Craddock, J Blackwell, K Gould		
	3.1.2	Implementation Budget Approval Visitors: S Meaney, B Johnson, M Craddock		
	3.2	Employee Listening Approach 2025 Visitors: M Craddock, M Krishnadasan	2:10pm	GB
	3.3	CIC 25/3 Paper: UTS Data Network Refresh Business Case Visitors: D Reeve, D Built-Snoad	2:35pm	GB
		STRETCH BREAK	2:50pm	
	3.4	Biopharma Manufacturing Hub Business Case Visitors: A Care, A Groth	3:05pm	KM/JW
	3.5	Global and Digital Growth Strategy proposal, CinLearn update & Offshore Policy changes Visitors: K Schofer	3:20pm	KR
4	ITEMS FOR DISCUSSION			
	4.1	HTI Update Visitors: A Persson, S Cripps, E Santow, A Berry	3:50pm	AS
5	COUNCIL & SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
	5.1	CIC 25/3 Paper: Property Report	-	GB
6	OTHER PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
		None	-	
7	CLOSING MATTERS			
	7.1	Other Business and Meeting Reflections	4:10pm	All

UNIVERSITY LEADERSHIP TEAM – MEETING AGENDA

Thursday 24 July 2025

9:00AM – 12:00PM

CB01.04A.026_Boardroom and <https://zoom.uts.edu.au/j/81610890361>

Item	Title		Time	Sponsor
1	PROCEDURAL MATTERS		9:00	
	1.1	Opening Comments and Apologies No Apologies		
	1.2	Approval of Previous Meeting Notes		
	1.3	ULT Action Register		
2	STANDING ITEMS (Verbal)		9:15	
	2.1	Meeting Debriefs		
	2.2	Health, Safety and Wellbeing Matters		
	2.3	Audit and Risk Matters		
	2.4	Financial Matters		
3	ITEMS FOR ENDORSEMENT			
	3.1	Operational Sustainability Initiative (OSI) (Verbal)		
		3.1.1 Suspension of Intake for Proposed Discontinuing Courses Visitors: K Gould, J Wise, M Craddock, S Meaney	9:45	KR
		3.1.2 Any Other Matters Visitors: K Gould (for first part)		All
4	ITEMS FOR DISCUSSION			
	4.1	CIC 25/3 Portfolio Insights Report Visitors: S Meaney	10:30	GB
5	COUNCIL & SUB COMMITTEE PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
	5.1	CIC 25/3 Meeting Pack	-	AP
	5.2	CFI 25/3 Meeting Pack	-	AP
	5.3	CGC 25/3 Meeting Pack	-	AP
6	OTHER PAPERS FOR INFORMATION NOT REQUIRING DISCUSSION			
	6.1	Critical Incident Response Policy Review	-	GB
7	CLOSING MATTERS			
	7.1	Other Business and Meeting Reflections	10:45	All

Meeting will be followed by a morning tea to farewell Professor Mark Evans