



No.1
**UTS RANKED
AUSTRALIA'S #1
YOUNG UNI**

UTS ANNUAL REPORT
Review of operations

OVERVIEW

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The Hon. Robert Stokes, MP
New South Wales Minister for Education
Governor Macquarie Tower
1 Farrer Place
Sydney NSW 2000

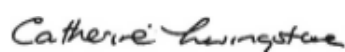
Dear Minister

The University of Technology Sydney is pleased to present the *UTS Annual Report 2016*.

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

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

Yours faithfully,



Catherine Livingstone, AO
Chancellor



Professor Attila Brungs
Vice-Chancellor

Year in review



Chancellor Catherine Livingstone, AO
PHOTO: KEVIN CHEUNG

It is our pleasure to present the *UTS Annual Report 2016*; Catherine's first as Chancellor. We would like to thank outgoing Chancellor Brian Wilson. Having served as Chancellor with distinction for most of 2016, we are most fortunate that Brian will continue to serve Council and the university as Deputy Chancellor.

Our Provost, Professor Peter Booth, announced his retirement this year. Peter has been at UTS for almost 25 years and his expertise, warmth and wisdom will be sorely missed. We thank him for his tremendous contribution to UTS and wish him all the very best in his retirement. We have been very fortunate to secure Professor Andrew Parfitt to be UTS's next Provost and Senior Vice-President.

UTS continued its incredible transformation this year. Our reputation as an innovative, collaborative and impact-focused research institution is increasingly being recognised nationally and internationally.

For the first time we ranked in the top 200 universities globally by the QS World University Rankings. We also ranked as the top young university in Australia by the *Times Higher Education* 150 Under 50 Rankings 2016 and the QS Top 50 Under 50 2016-2017.

Our rankings success is reflected in our research funding outcomes where we saw improved success rates in almost every Australian Research Council scheme. We also saw our research income grow by more than \$6 million.

We are proud of the hard work of our staff and our continued rise in rankings and reputation is testament to their dedication and drive.

It is extremely satisfying being at the helm of an institution that has such strong staff engagement. This year, 92 per cent



Vice-Chancellor and President Professor Attila Brungs
PHOTO: JESSE TAYLOR PHOTOGRAPHY

of staff completed our staff survey; this is 23 per cent above the university average. The results showed that we are on par, or outperforming, the university benchmark in almost every survey category.

The world of work is constantly evolving; we are seeing the rise of digital technologies and automation, which are having an impact on traditional industries and professions. That is why we decided to establish a new faculty this year, the Faculty of Transdisciplinary Innovation. The faculty will enable our students to gain a unique combination of digital literacy, problem-solving skills and creativity: knowledge and skills that are seen as essential for today's emerging industries and careers.

Our inquiring and creative student community is a source of great pride for us. Students have embraced our innovative courses and extracurricular programs. The Hatchery, a program that brings entrepreneurial students together with academics and industry leaders in innovation, continued in popularity; and more than 50 startup ventures applied for Hatchery+, with 15 ventures completing the program in 2016.

One of the most exciting examples of our close connection with industry is the UTS Animal Logic Academy. We have partnered with award-winning digital studio Animal Logic to deliver a groundbreaking industry-led Master of Animation and Visualisation. This intensive postgraduate program will emulate a working environment, preparing students for a future career in this field.

We are also excited to see our partnership with the Sydney Cricket and Sports Ground Trust come to life. Our new state-of-the-art facilities at the Moore Park precinct began to take shape this year and we look forward to our students being in such close proximity to this elite sports base.

We continued to forge and strengthen our international partner relationships this year. We signed two more Key Technology Partnerships agreements, with the Federal University of Minas Gerais in Brazil and the University of Arizona in the United States. These partnerships provide long-term, high-impact, collaborative research; staff exchange and student mobility opportunities. We also deepened our presence in China at UTS's inaugural China Partner Day. The day was a fantastic opportunity to come together with our industry, government and community partners in China to share ideas and experiences.

UTS has an unflagging commitment to social justice and diversity. In September, we celebrated the Human Rights Awards, one of the most uplifting events on the UTS calendar, where we recognise the contributions of students and staff towards making the world a better place.

Once again, we were granted the Employer of Choice for Gender Equality citation for 2016 by the Workplace Gender Equality Agency. This citation is becoming harder to achieve each year and it is proof of UTS's commitment to providing an equal and positive workplace for everyone.

We would like to thank our hardworking Council members who work tirelessly towards the attainment of UTS's strategic objectives and vision. We farewelled members, Michael Sexton, SC, Professor Andrew Jakubowicz and student members Aaron Ngan and Abhishek Loumish. We welcomed new staff member Professor Anthony Dooley and student members Bijay Sapkota and Michael Rosser.

UTS's transformation in recent times has been nothing short of remarkable. Our revamped campus has become a truly vibrant and engaging education precinct; one that is highly sought after by students, staff and partners alike. We've made our mark with our unique and innovative approach to learning that is preparing our students for the jobs of the future. And our reputation for research is growing year on year as we increase the excellence and quantity of our research and researchers.

We have set our sights on becoming a world-leading university of technology. We look forward to working together to steer UTS towards the attainment of this vision.

Catherine Livingstone, AO
Chancellor

Professor Attila Brungs
Vice-Chancellor and President

At a glance



1. Equivalent full-time student load.

2. Full-time equivalent, including casual staff.

3. *Times Higher Education* 150 Under 50 rankings 2016 and QS Top 50 Under 50 2016–2017 rankings.

4. QS World University Rankings 2016–2017.

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

6. Through the university's international studies combined degree, global exchange, and global leadership program, BUILD.

7. Provisional 2016 Higher Education Research Data Collection figure.

Who we are

UTS is a dynamic and innovative university. One of Australia's leading universities of technology, UTS has a distinct model of learning, strong research performance and a reputation for engagement with industry and the professions.

UTS has a culturally diverse campus life, located in the heart of Sydney's creative precinct, and vibrant international exchange study and research programs that prepare graduates for the workplaces of today and the future.

UTS is part of the Australian Technology Network of universities: a group of five prominent universities, from each Australian mainland state, committed to working with industry and government to deliver practical and professional courses.

What we do

UTS offers undergraduate and postgraduate courses across traditional and emerging disciplines including analytics, animation, architecture, business, communication, creative intelligence, data science, design, education, engineering, information technology, international studies, law, midwifery, nursing, orthoptics, pharmacy and science.

In line with the UTS model of global practice-oriented learning, many of our students undertake an internship throughout their degree. Students have the opportunity to study overseas as part of their degree program. UTS has exchange agreements with more than 200 universities around the world. In addition, we offer a range of local and global extracurricular programs to give our students the opportunity to further develop the knowledge and skills needed for their future careers.

Our world-leading research is focused around five key areas: data science, future work and industry, health, social futures, and sustainability. Our researchers provide practical and relevant solutions to issues of national and international importance. We work with a range of industry partners on issues that impact society, business, government, the environment and the community.

Our history

On 26 January 1988 — with the commencement of the University of Technology, Sydney Act — the former New South Wales Institute of Technology became the University of Technology, Sydney. The New South Wales Institute of Technology was established in 1964. The School of Design of the former Sydney College of the Arts was incorporated into the institute on 25 January 1988. On 1 January 1990, the Institute of Technical and Adult Teacher Education and the Kuring-gai College of Advanced Education were amalgamated with the existing University of Technology, Sydney to form UTS.

On 1 August 2015, the comma was removed from the university's title to become the University of Technology Sydney. Our objects and functions are outlined in the *University of Technology Sydney Act 1989* (NSW).

Key statistics

	2012	2013	2014	2015	2016
Enrolments¹					
Total	25,217	25,986	27,134	28,470	31,147
> Undergraduate	18,581	19,172	20,168	21,212	23,389
> Postgraduate	6,636	6,815	6,966	7,258	7,758
International	6,905	7,208	7,611	8,389	9,613
Low socioeconomic status ^{2,3}	2,531	2,637	2,840	3,000	3,227
Course completions³					
Total	9,920	10,155	10,395	10,269	10,754
> Undergraduate ⁴	5,750	5,757	5,958	5,970	6,507
> Postgraduate ⁴	4,018	4,191	4,231	4,080	4,040
> Higher degree by research	152	207	206	219	207
Staff⁵					
Academic	1,349	1,358	1,391	1,473	1,567
Professional	1,725	1,765	1,750	1,786	1,875
Research					
External research funding (\$'000)	39,333	42,312	46,869	53,925	60,157 ⁶
> from national competitive grants	16,357	18,016	16,467	18,884	19,923 ⁶
Publication count	2,069	2,281	2,593	2,813	n/a ⁷
Research strengths	29	29	25	22	11
Cooperative Research Centres	2	3	4	6	7
ARC Centres of Excellence	2	2	2	2	1
NHMRC Centres of Research Excellence	1	1	2	2	0
Income (%) (excluding deferred government contributions)					
Government grants	43.8	41.4	38.2	37.6	37.0
Fees and charges	28.8	29.1	31.1	32.3	33.7
HECS-HELP	16.9	18.7	19.8	19.9	19.1
Other	10.5	10.7	10.9	10.2	10.2
Expenditure (%)					
Employee benefits	60.4	60.2	60.1	58.0	58.7
Other	27.5	27.8	28.2	27.7	28.3
Depreciation and amortisation	10.1	9.6	9.3	10.2	9.7
Repairs and maintenance	1.5	1.6	1.6	2.1	1.8
Impairment of assets	0.0	0.0	0.0	0.0	0.0
Borrowing costs	0.6	0.7	0.7	1.8	1.6
Finance (\$'000)					
Total assets	1,919,986	2,030,970	2,385,862	2,509,355	2,666,967
Total revenue from continuing operations	640,304	669,975	700,003	751,841	859,852
Total expenses from continuing operations	581,137	605,398	661,465	720,826	790,260

1. Equivalent full-time student load.

2. 2011 census definition.

3. Headcount.

4. Excludes non-award students.

5. Full-time equivalent, including casual staff.

6. Provisional 2016 Higher Education Research Data Collection (HERDC) figures.

7. 2016 HERDC figure will be reported in mid-2017.

2016 objectives and performance

The UTS Strategic Plan 2009–2018 outlines our vision to be a world-leading university of technology. The plan is underpinned by four key strategic objectives. Our performance against each key strategic objective is detailed in this report (pages 8–20).

1. Inspire graduate success: Engage our students in creative and inspiring learning that enables them to build strong professional identities, future-focused graduate capabilities and global citizenship.
2. Enhance our research performance: Increase the scale, quality and impact of research in our discipline fields.
3. Connect and engage: Leverage our environment to connect students, staff, alumni, industry and the community to create sustained opportunities for collaborative learning, innovative research and enduring relationships.
4. Adapt and thrive: Lead UTS into a sustainable future; fostering creativity, agility and resilience in our people, processes and systems.

The university's performance against its strategic objectives is measured against its key performance indicators (KPIs); associated with five interdependent performance domains: reputation and the university's four key strategic objectives. Targets — set internally, based on external reference points and sector benchmarks where possible, and approved annually by the UTS Council — are established for each domain, and the table below shows our progress in meeting these in 2016.

Key performance indicator	Met/exceeded annual target	Within tolerance of annual target	Below tolerance of annual target
Reputation			
UTS reputation score (students)		✓	
UTS reputation score (employers)			✓
Academic peer reputation score (QS)		✓	
Number of Indigenous students ¹		✓	
Number of Indigenous staff ¹		✓	
% low SES of all domestic undergraduate students ¹		✓	
Inspire graduate success			
Share of domestic market demand (benchmarked to 'best in Sydney metro')	✓		
UTS graduates overall satisfaction with their course ²		✓	
UTS students overall quality of educational experience ³			✓
Full-time employment rate for UTS graduates ⁴			✓
Enhance our research performance			
Research publications ⁵			✓
Total research income	✓		
Higher degree research completions ⁵	✓		
Connect and engage			
Students learner engagement ⁶	✓		
UTS commitment to diversity index (students)		✓	
Philanthropic donations	✓		
Adapt and thrive			
UTS ethical conduct index (staff)	✓		
Employee engagement index		✓	
Operating surplus	✓		
Workforce sustainability	✓		

Note: Where the KPI is survey-based, the stakeholder who has provided feedback about UTS is shown in parentheses ().

1. Preliminary result.

2. Percentage of graduates who are overall satisfied with their course; 2015–16 two-year pooled results (weighted average).

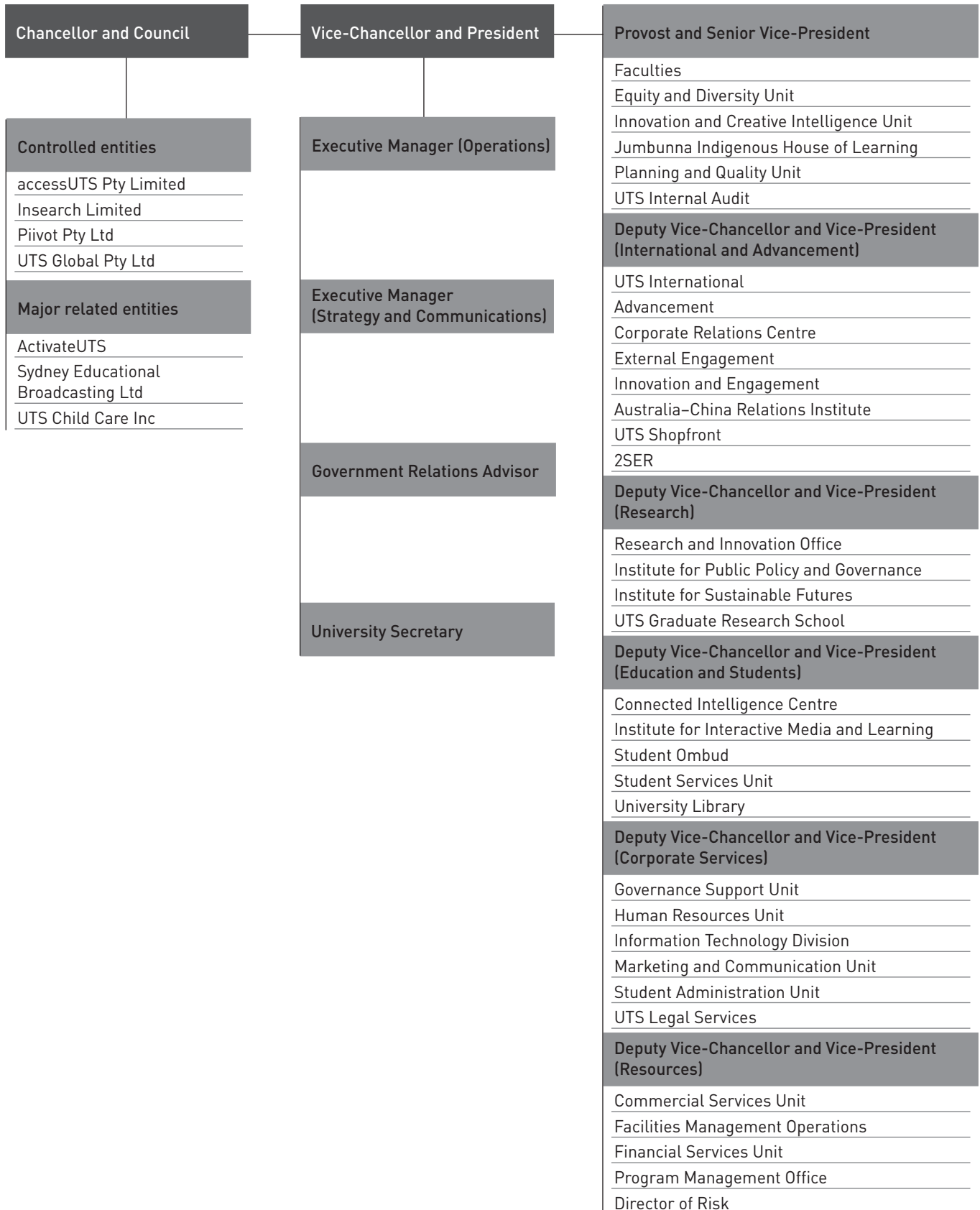
3. Percentage of students who rated the overall quality of their educational experience positively; 2015–16 two-year pooled results (weighted average).

4. Graduates (undergraduate and postgraduate coursework) in full-time employment as a proportion of those available for full-time work; 2014–16 three-year pooled results (weighted average).

5. KPI results not yet available. Results shown are for 2015.

6. Percentage of students who rated their engagement with learning at their institution positively.

UTS organisational structure



GOVERNANCE AND MANAGEMENT

Governance

Governance at UTS operates within the framework prescribed by the *University of Technology Sydney Act 1989* (NSW) (UTS Act) and the University of Technology Sydney By-law 2005; and the rules, policies and directives as determined by the university's authoritative decision-making bodies.

Consistent with its purpose and values, UTS pursues its strategic objectives and priorities through this framework.

The UTS Act is the university's founding instrument. It outlines the objectives and functions of the university as well as constitutional matters such as the membership and role of Council. The Act allows for the making of by-laws and rules.

Related statutory reporting

- > controlled entities
- > internal audit
- > internal audit and risk management attestation statement
- > legal change
- > meetings of UTS Council members
- > privacy
- > public interest disclosures
- > right to information
- > risk management
- > senior executive remuneration
- > statement on Voluntary Code of Best Practice for the Governance of Australian universities.

Senior executive

The Vice-Chancellor and President is the university's academic leader and chief executive officer, responsible to the UTS Council for the effective management of the university. The Vice-Chancellor is responsible for the strategic positioning of UTS, building the external profile of the university and the overall operations and performance of UTS.

The role of the Vice-Chancellor and the senior executive is to provide effective operational management of the university to achieve its strategic objectives.

Vice-Chancellor and President

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

Provost and Senior Vice-President

Professor Peter Booth, BEc (Sydney), GradDipEd (SydTeachColl), MEc (UNE), PhD (Griff), FCPA, FCA

Deputy Vice-Chancellor and Vice-President (Research)

Professor Glenn Wightwick, BSc (Monash), FTSE

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

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

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

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

Deputy Vice-Chancellor and Vice-President (Resources)

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

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

Anne Dwyer, BBus (CSU)

UTS Council

The university is governed by a 20-member Council, including elected and appointed members who have the expertise and background relevant to the governance needs of the university.

Council's powers and functions include the control and management of the university's affairs and concerns. Council may act in all matters in a manner that best promotes UTS's objectives and interests.

Council is chaired by the Chancellor, who is elected by the Council. The Deputy Chancellor is elected by and from Council members.

Council committees

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

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

Academic Board

The Academic Board is the principal advisory body to the UTS Council on academic matters. The board is led by an elected Chair and Deputy Chair and has a membership of ex-officio positions, associate deans nominated by each faculty, academic staff and students elected from each faculty, plus an elected postgraduate research student.

UTS Council members

Chancellor

Catherine Livingstone, AO, BA (Acc) (Hons) (Macq), HonDBus (Macq), HonDSc (Murdoch), HonDBus (UTS), HonDLitt (Sydney), HonDSc (UOW), FCAANZ, FAATSE, FAICD, FAAS

1 December 2016 to 30 November 2020

Brian Wilson, MCom(Hons) (Auck)

17 February 2016 to 30 November 2016

Professor Vicki Sara, AO, BA(Hons), PhD (Sydney), DOC (Karolinska Institute), HonDSc (USQ), HonDSc (VU), HonDSc (UTS), HonDUniv (QUT), FAA, FTSE

15 December 2004 to 14 December 2008

15 December 2008 to 14 December 2012

15 December 2012 to 17 February 2016

Vice-Chancellor and President

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

Chair of Academic Board

Associate Professor Joanne Gray, RN, RM, BHSc (RMIHE), GradCertHEdTeach&Learn (UTS), GradDipWomensStudies (Deakin), MNurs (Flin), PhD (UTS)

1 January 2015 to 31 December 2016

1 January 2017 to 31 December 2018

Members appointed by the minister

Tony Tobin, BA LLB (UQ)

12 December 2011 to 31 October 2014

1 November 2014 to 31 October 2018

Brian Wilson, MCom(Hons) (Auck)

1 November 2006 to 31 October 2010

1 November 2010 to 31 October 2014

1 November 2014 to 31 October 2018

Members appointed by Council

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

1 November 2010 to 31 October 2012

1 November 2012 to 31 October 2016

1 November 2016 to 31 October 2020

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

4 October 2011 to 31 October 2012¹

1 November 2012 to 31 October 2016

1 November 2016 to 31 October 2020

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

1 November 2006 to 31 October 2010²

1 November 2010 to 31 October 2012²

1 November 2012 to 31 October 2014

1 November 2014 to 31 October 2018

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

1 July 2015 to 31 October 2018

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

1 November 2008 to 31 October 2012¹

1 November 2012 to 31 October 2016

1 November 2016 to 31 October 2020

Michael Sexton, SC, LLB(Hons) (Melb), LLM (Virginia); Solicitor General for New South Wales

12 December 2005 to 31 October 2008

1 November 2008 to 31 October 2012

1 November 2012 to 31 October 2016

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

1 November 2014 to 31 October 2018

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

1 November 2006 to 31 October 2008¹

1 November 2008 to 31 October 2012¹

1 November 2012 to 31 October 2016

1 November 2016 to 31 October 2018

Members elected by and from the academic staff

Professor Andrew Jakubowicz, BA (Sydney), PhD (UNSW)

1 November 2014 to 31 October 2016

Professor Anthony Dooley, BSc(Hons), PhD (ANU)

1 November 2016 to 31 October 2018

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

1 November 2014 to 31 October 2016

1 November 2016 to 31 October 2018

Member elected by and from the non-academic staff

Daniel Willis, BCA (UOW), ATEM; School Manager, School of Life Sciences, Faculty of Science, University of Technology Sydney

1 November 2012 to 31 October 2014

1 November 2014 to 31 October 2016

1 November 2016 to 31 October 2018

Member elected by and from the undergraduate students

Aaron Ngan; enrolled Bachelor of Business Bachelor of Arts in International Studies, University of Technology Sydney

1 November 2014 to 31 October 2016

Bijay Sapkota; enrolled Bachelor of Engineering (Honours)

1 November 2016 to 31 October 2018

Member elected by and from the postgraduate students

Abhishek Loumish, BTech(Hons), ECE (LPU); enrolled Master of Information Technology (Extended), University of Technology Sydney

1 November 2014 to 31 October 2016

Michael Rosser; enrolled Juris Doctor, Master of Business Administration

1 November 2016 to 31 October 2018

Key activities in 2016

This year the UTS Council:

- > elected a new Chancellor, Catherine Livingstone, AO
- > welcomed new members Professor Anthony Dooley, Michael Rosser and Bijay Sapkota
- > held its annual town hall meeting, providing the opportunity for staff and students to interact with Council
- > approved the establishment of the Faculty of Transdisciplinary Innovation
- > approved the name of the UTS Moore Park precinct at the Sydney Cricket and Sports Ground Trust
- > approved the redevelopment of Building 2, as part of the UTS Central project.

1. Term as member appointed by the Minister.

2. Term as member of Convocation appointed by Council.

The number of, and attendance at, UTS Council meetings is available on page 27.

OBJECTIVE ONE: INSPIRE GRADUATE SUCCESS

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

Creative and inspiring learning

Our two flagship transdisciplinary degrees — the Bachelor of Creative Intelligence and Innovation (BCII) and the Master of Data Science and Innovation (MDSI) — continued to grow in reputation. Universities Admissions Centre applications for the BCII increased this year by 11 per cent, and courses that offer a BCII double degree saw an increase in their minimum Australian Tertiary Admissions Rank.

The BCII course received international recognition at the Wharton Reimagine Education Awards in Philadelphia in December, receiving the bronze Presence Learning Award.

Our MDSI students have achieved extraordinary success, winning a number of awards at various public data challenges ('hackathons'). Students have competed against other universities and various companies, winning four hackathons to date.

A Faculty of Transdisciplinary Innovation was established to help coordinate and strengthen the university's transdisciplinary teaching and research activities. Professor Louise McWhinnie, former Associate Dean (Teaching and Learning) within the Faculty of Design, Architecture and Building, was appointed Dean of the newly established faculty.

Transdisciplinary skills are increasingly being seen as necessary in the jobs of the future, and demanded by employers as a key graduate capability.

From 2017 the faculty will offer a:

- > Bachelor of Technology and Innovation
- > Diploma in Innovation
- > Graduate Certificate in Higher Education in Transdisciplinary Learning
- > Master of Animation and Visualisation, delivered as part of the UTS Animal Logic Academy (established this year between UTS and award-winning digital production studio Animal Logic).

Our goal is to have five to 10 per cent of students at UTS enrolled in transdisciplinary courses.

Graduate capabilities and connections

The Hatchery — a distinctive UTS enterprise designed to give students startup skills — continued in popularity with 150 students from two cohorts taking the extracurricular program in 2016.

Participant diversity was a key focus, with students from every faculty, year level and 42 per cent female participation.

The cornerstone of the Hatchery is the involvement of industry partners. In 2016 our team of mentors and coaches included Optus, Commonwealth Bank of Australia Innovation Lab and 2nd Road, as well as a selection of students from previous cohorts to continue engagement with the community.

More than 1600 guests came through the Hatchery space through the course of the year. Students and industry attended more than 40 public events, workshops, exhibitions, talks, masterclasses and bootcamps run in partnership with more than 30 industry collaborators, including Microsoft, Sydney Seed Fund, BlueChilli, Academy Xi and Coder Factory Academy.

Event highlights included the breakfast club (a quarterly series of conversations with female entrepreneurs), a startup and co-working space tour (where students visited places like CommBank Innovation Lab, LinkedIn and Campaign Monitor), tech Thursdays (fortnightly workshops focused on developing digital literacy skills) and ProtoJam (an inaugural prototyping pop-up exhibition for students to test and gain feedback on their ideas).

Hatchery+ supports early stage startup ventures founded or co-founded by UTS students and recent graduates. This is done by providing a collaborative and supported co-working space and a three-month accelerator program that includes mentorship with leading experts, alongside relevant workshops and events.

The Hatchery+ program pilot began in early April, and ran for three months, with seven early-stage startup ventures. The entrepreneurs in the pilot cohort ranged from current undergraduate students, Master of Business Administration and Doctor of Philosophy students, and recent graduates.

More than 50 startup ventures applied for Hatchery+, with 15 ventures completing the program in 2016.

Graduate workplace success

UTS aims to provide its students with an internship, or internship-like experience, throughout their time at UTS. We now have an internship agency, and have incorporated internship administration into CareerHub to enable better engagement with UTS.

This year we saw a 27 per cent increase in the number of advertised internships via CareerHub (2983 in 2016, up from 2346 in 2015).

An internship subject, Entering Professional Life, was introduced for students who don't have an internship subject as part of their degree and want the opportunity to gain real-world work experience to increase their employability. Students undertake a minimum of 140 hours of internship placement with a host organisation.

A month-long event was held in August — the Festival of Future You — comprising faculty career events, workshops with leaders in career-advancing techniques and daily online challenges to equip students for their future careers.

Ongoing initiatives included our work-ready programs: the year-long Accomplish Award, Accomplish International (offered exclusively to international students) and Accomplish Intensive, a three-day program specifically designed for the newest UTS graduates.

International students

Our international student numbers grew by a record 18 per cent in 2016. This was a particularly good result given the competitive market we are operating in and compared to the Australian higher education average increase of 13 per cent.

We almost achieved our goal of reaching a 50:50 balance between undergraduate and postgraduate international enrolments (in line with the national enrolment profile).

Growth in China was particularly strong this year, accounting for 70 per cent of the increase in commencement numbers. Conversely, our second largest market, India, saw a 17 per cent decrease in commencement levels, largely due to changes in visa compliance and higher UTS tuition fees.

Overall, students from more than 120 countries were accepted to study at UTS. Our top 10 markets, including China, India, Nepal, Vietnam and Indonesia, remained the same. We now have the potential to position ourselves in the markets of Malaysia, Hong Kong and Singapore, traditionally Group of Eight markets, owing to consistent improvements in UTS's international rankings, our new campus, and our growing reputation for innovation.

Student mobility

Student mobility is strong at UTS.

UTS was ranked equal second in Australia for outbound mobility participation, due to the mix of offerings available to students, including semester-based and short-term two-to-six week programs.

We also saw an increase in the diversity of destinations for semester-long exchange students, with UTS students studying in 27 different countries, up from 24 in 2015. We saw our first students studying in Slovenia and Poland.

Total mobility enrolments

	2012	2013	2014	2015	2016
Global exchange	272	300	339	392	332
BUiLD and other international experience	290	400	494	861	878
In-country study	194	192	215	187	227
Total headcount	756	892	1048	1440	1437



In 2016 we signed 10 new exchange partner agreements, with partnerships in Macau and Uruguay for the first time. Other new partners were added in China, Japan, Thailand, Vietnam and the United Kingdom.

This brings the total number of exchange partners in 2016 to 215.

Mobility grants

Our success in applying for government mobility grants improved to record levels. We secured funding of \$847,000 to send 374 students on overseas programs in 2017 under the New Colombo Plan, an increase on 2016. The funding included four multi-year projects.

We were again awarded four of the prestigious New Colombo Plan scholarships.

UTS was awarded \$162,500 in funding for Endeavour Mobility Grants in 2017 to fund 40 projects (up from \$154,000 for 2016).

Postgraduate study

A review of UTS's postgraduate by coursework offerings began in 2015, leading to the postgraduate.futures initiative. This initiative will see UTS redesign its postgraduate curriculum, to create more flexible study options, to explore new learning partnership options and industry connections, and to review core UTS learning and teaching systems.

Our goal is to design 21st century experiences for a new sort of learner, with the best digital spaces to match our campus's physical spaces. The postgraduate strategy is targeting significant change from 2017 onwards.

Aboriginal and Torres Strait Islander students

In 2016, all faculties had an increase in Indigenous enrolments. Participation by headcount grew, with an increase from 277 enrolments in 2015 to 300 enrolments in 2016.

Indigenous undergraduate student success rates also increased across all faculties: 83.2 per cent in 2015 (the latest full-year data available), up from 81.7 per cent in 2014.

UTS strives for Aboriginal and Torres Strait Islander students to participate fully in all university activities. This year, 78.9 per cent of Aboriginal and Torres Strait Islander students undertook an international experience, exceeding the 33.4 per cent international experience rate of broader UTS mainstream students.

Indigenous higher degree by research (HDR) participation increased exponentially. In 2016, there were 21 Indigenous HDR students, up from 16 in 2015. We are on track to well exceed our Indigenous HDR targets of 20 enrolled students by 2018 and 22 by 2020.

The Indigenous HDR retention rate is also improving, up from 80 per cent in 2015 to 93.3 per cent in 2016. The Indigenous HDR retention rate is currently 8.1 per cent higher than the UTS general rate.

The university's Jumbunna Indigenous House of Learning significantly increased its on-campus and off-campus school engagement activities this year. Jumbunna engaged with 1173 prospective students in a variety of settings, including school visits, careers markets and on-campus experiences such as the Galuwa program for high school students in the faculties of Design, Architecture and Building; Engineering and Information Technology; and Health.

These engagement activities serve a two-fold purpose: increasing the aspiration of Indigenous students to attend university and promoting UTS as a leader in Indigenous education. Increased engagement and outreach activities result in greater visibility for UTS and translate to improved recruitment outcomes. In 2016 (for a 2017 intake), UTS received more than 260 Universities Admissions Centre 1st-3rd preferences.

UTS also recognises the need to remove barriers to university study, such as the cost of accommodation. Following a decision made in 2015, a lease on a building with 58 studio apartments was taken out. Housing costs were covered for Aboriginal and Torres Strait Islander students, and a stipend was included. The university is now considering how to expand on this success.

Student equity

Widening participation strategy

Overall, 11.9 per cent¹ of current domestic undergraduate UTS students are from low socioeconomic (low SES) backgrounds; up from 11.8 per cent in 2015.

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

Key projects and highlights for 2016 are listed below under the four main WPS themes.

1. Preliminary data.

Building educational aspiration and attainment

- > The U@Uni HSC Tutorial Scheme reached 824 students and achieved 2288 contacts with students through weekly tutorials and academic workshops delivered in schools. The program worked with 10 partner schools and employed 58 current UTS students as tutors.
- > 1014 students from years 10–12 from 30 partner schools took part in the U@Uni Summer School, on-campus workshops and school visits.

Widening access

- > From 1355 offers made, 1237 students enrolled at UTS through our educational access scheme inpUTS.
- > The UTS School's Recommendation Scheme (SRS) made 137 offers, of which 119 students enrolled.

Transition, retention and success

- > Both access schemes demonstrated positive rates of retention and success, with both being comparable to 'all students' results.
- > Diversity access scholarships were distributed to 705 new and continuing students.
- > The enhancing computer access program provided 79 computer hardware/laptops to financially disadvantaged students and a further 54 were provided with software.
- > The low SES student housing subsidy was provided to 46 students.

Inclusive community

UTS Diversity Week promotes the diversity of our campus community and helps foster an inclusive culture. The week of events explored issues such as mental health, gender binary and disability.

Vice-Chancellor Professor Attila Brungs shared his support for the ongoing Racism Stops at UTS campaign, which aims to build a safe, inclusive and diverse campus, with a strong anti-racism video message for campus screens and social media.

We were awarded the supporter of the month in August from the Australian Human Rights Commission for our work in promoting anti-racism.

Further information on UTS's commitment to providing an inclusive university community is available in our multicultural policies and services section, page 32.

OBJECTIVE TWO: ENHANCE OUR RESEARCH PERFORMANCE

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

While the 2015 Excellence in Research for Australia exercise had UTS as seventh in the country on research quality, the UTS Research Strategy 2016–2020 aims to increase the intensity, excellence, impact and reputation of our research to position UTS within the top 10 Australian universities on all research metrics and the top 10 in chosen fields globally by 2020.

To enter the top 10 Australian universities by 2020 UTS will need to have an international reputation for world-leading research in a number of focused fields and significantly increase research output levels to at least:

- > \$100 million a year in research income
- > 2800 weighted publications a year
- > 1400 weighted higher degree by research (HDR) completions a year.

To meet these goals we need to increase the output of our existing staff and increase the overall number of research-active staff (outlined under objective four, page 18).

Research income

UTS is tracking well against its ambitious research income target.

In 2016, we received \$60.1 million (provisionally) in Higher Education Research Data Collection (HERDC) income, up from \$53.9 million in 2015.

Our research income has grown by 93 per cent from 2010 to 2016, with an increase of \$6.2 million in 2016.

Research publications

In 2015¹, UTS saw a nine per cent increase in publications numbers and, overall, a four per cent increase in the weighted value due to increasing collaboration with external authors. Both the volume and weighted value trends are positive in the context of the university's increasing focus on research quality and impact.

In 2015¹, each academic was involved in the publication of 1.8 journal articles (the 2014 figure was 1.76 journal articles).

Between 2014 and 2015, we saw an improvement in the quality of journals as measured through source normalized impact per paper and the SCImago Journal and Country Rank.

1. 2015 HERDC data, reported in 2016.

Higher degree by research students

In 2016, weighted HDR completions were 703; up from 660 in 2015.

Continued future growth in our weighted HDR completions is reliant on the recruitment of new students and timely completions. We need to expertly manage the pipeline of HDR students: from attracting them to UTS, finding appropriate supervisors, and managing their progression through to a timely completion.

Two initiatives underway to meet our ambitious HDR completions target include:

- > the Graduate Research School working closely with faculties to clarify HDR targets and to make the process for allocating competitive and strategic scholarships faster and more flexible
- > the launch of UTS's Industry Doctorate Program (IDP), where PhD students investigate complex industry-based problems. Students either receive a stipend or can be employed by the industry partner and retain their salary. Students become part of a supportive cohort, attending a specialised industry researcher development program twice a year, with a focus on developing strong researchers who are collaborative, enterprising, strategic and entrepreneurial. Seven students were enrolled in the first IDP cohort in 2016.

This year the Graduate Research School also welcomed Professor Lori Lockyer as Dean.

Faculty research capability

To achieve our ambitious targets for research income, publications and HDRs, we need increased oversight of and accountability for research planning and performance in our faculties.

The Deputy Vice-Chancellor and Vice-President (Research) introduced a new process for working with deans to better agree and manage faculty research performance targets and priorities so they better reflect the faculty's particular strategic and operational context.

All faculties advised that their ability to increase research outputs to the levels required by the research strategy is highly dependent on recruiting new staff through the university's academic growth strategy (outlined under objective four, page 18) and, in some cases, availability of additional space through the university's campus redevelopment.

National competitive grants

UTS was awarded \$9,564,595 for grant outcomes announced in 2016 across Australian Research Council (ARC) Discovery and Linkage programs.

These results make UTS 12th nationally by number of grants awarded (11th last year) and 12th nationally by amount awarded (13th last year). UTS maintains its position in the top 11–15 band of Australian universities based on ARC performance.

ARC Discovery projects

UTS had the second-best ARC Discovery funding outcome in eight years. We had 15 successful projects out of 91 proposals submitted for 2017 (compared with 11 out of 95 funded proposals in 2016).

UTS will receive total funding of \$5,324,987 from this scheme in 2017, up from \$4,863,041 in 2016 (average funding per project has increased to \$355,000 from \$303,940).

ARC Linkage projects

During 2016, Linkage projects (LP) operated over two phases. Applications in the first phase closed in late 2015, with outcomes announced in May. UTS was awarded six LPs out of 20 proposals in this phase (total ARC funding \$1,889,000).

Phase 2 commenced from July when ARC introduced a continuous application process. At the time of print, outcomes of the three UTS applications submitted were yet to be announced. For comparison, in the 2015 funding round UTS was awarded seven LPs from a total of 19 submissions (\$2,819,387).

Discovery Early Career Researcher Award

This is a highly competitive scheme, with only 200 awarded nationally each year. UTS had five successful DECRA applications out of 31 proposals submitted (compared with four out of 21 funded proposals in 2016). UTS will receive total funding of \$1,762,208 from this scheme in 2017, up from \$1,456,000 in 2016.

Future Fellowships

UTS received three Future Fellowships out of eight proposals submitted to the 2016 round, with total funding of \$2,027,400. This is a marked improvement on 2015. This scheme is also highly competitive with only 100 awarded nationally each year.

Linkage Infrastructure, Equipment and Facilities

UTS had one successful LIEF application (worth \$450,000) for 2017, out of five submitted (compared with none out of three in 2016).

UTS participated in another seven successful LIEF applications led by other institutions, totalling \$5,883,275.

ARC Industrial Transformation Research Hub

In addition to the university's ARC grant success, UTS was awarded its first ARC Industrial Transformation Research Hub, to be led by Professor Dayong Jin.

The centre was awarded \$3.7 million by the ARC to deliver the next generation of primary care health detection devices. The research team includes four industry partners, ensuring the research will make a real impact. The ARC grant will initially fund 10 multidisciplinary chief investigators (six at UTS and four at the University of South Australia), along with six postdoctoral and eight PhD students.

Other funding

Working with business

UTS has a strong focus on working with small and medium-sized enterprises (SMEs). This focus has resulted in UTS gaining 11 Innovation Connections projects (the fourth highest number of any Australian university). This Australian Government initiative helps promote innovation and collaboration between Australian businesses and the research sector.

At a state level, we received three TechVoucher projects; a New South Wales-led initiative to bring together, and benefit, industry and the research sector.

Deep Green Biotech Hub

UTS, and other stakeholders, received a \$1 million grant by the NSW Department of Industry to establish the Deep Green Biotech Hub at UTS.

Combined with UTS funding, the grant ensures the delivery of a \$9 million development project. The hub will connect industry, entrepreneurs and students to boost the state's bio-economy.



International partnerships

International partnerships help to increase our international profile, particularly in the priority areas of China, India and Europe.

Since its inception in 2010, UTS has formed 16 Key Technology Partnerships (KTPs): university-wide long-term research and research training partnerships resulting in productive research collaboration, academic staff exchange, development of dual or joint PhD programs, and student mobility opportunities.

Two new partnerships were established in 2016: one with the Federal University of Minas Gerais (Brazil) and one with the University of Arizona (USA).

Research collaboration with almost all partners has increased year on year, significantly in some cases.

The KTP Visiting Fellow program has contributed to this rise in research collaboration. Since 2010, we have seen 50 incoming and 31 outgoing academic staff. Academics participating in the program have collaborated on a range of joint research projects and our KTP partnerships have resulted in 424 co-authored and published papers, with 66 in 2016.

We have established joint research centres to further engage academics from both institutions in research collaboration and to strengthen research training for research students.

In 2016 we enrolled eight new dual/joint PhD students, with one each from Federal University of Minas Gerais; Hong Kong Polytechnic University; Indian Institute of Technology, Madras; and Shanghai University; and two from Beijing Institute of Technology and Technical University of Berlin.

In addition to our KTP partners, UTS and the Australian–American Fulbright Commission entered into an agreement to strengthen research collaboration between Australia and the United States.

Sponsored by UTS, the Fulbright US Senior Scholarship will support academics (at associate professor equivalent or higher) from the United States to join UTS research teams working in the focus areas of health, data science and sustainability. The scholarship is due to commence in 2017.

KTP partner institutions

China

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

India

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

Europe

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

Latin America

- > Federal University of Minas Gerais (UFMG)
- > Pontifical Catholic University of Chile

North America

- > University of Arizona

Major awards for 2016

Australian Museum Eureka Prizes

2016 University of Technology Sydney Eureka Prize for Outstanding Mentor of Young Researchers

Professor Patricia Davidson, Faculty of Health

Australian Academy of Science

John Booker Medal in Engineering Science
Professor Dayong Jin, Faculty of Science

Pawsey Medal

Associate Professor Igor Aharonovich, Faculty of Science

Australian Academy of the Humanities Fellows

Professor Alastair Pennycook, Faculty of Arts and Social Sciences

Professor Wanning Sun, Faculty of Arts and Social Sciences

100 Women of Influence Award

Professor Jane Hall, Centre for Health Economics Research and Evaluation

Professor Patricia Davidson, Faculty of Health

The Analytical Scientist Power List 2016

Professor Shari Forbes, Centre for Forensic Science

Vice-Chancellor's Awards for Research Excellence

Chancellor's Medal for Exceptional Research

Professor Hung Nguyen, Centre for Health Technologies

Deputy Vice-Chancellor's (Research) Medal for Research Impact

Professor Jennifer Burn, Anti-Slavery Australia, Faculty of Law

Early Career Research Excellence

Dr Jean Baptiste-Raina, Climate Change Cluster, Faculty of Science

Dr Laurie Berg, Faculty of Law

Research Support

Yvonne Cheng, Lisa Merry and Emaly Black, Faculty of Science research office

Researcher Development (including supervision)

Associate Professor Yakov Zinder and Professor Alex Novikov, School of Mathematical and Physical Sciences, Faculty of Science

Research Excellence through Collaboration

Associate Professor Shauna Murray, Climate Change Cluster, Faculty of Science

Associate Professor Jaime Valls Miro, Professor Gamini Dissanayake, Associate Professor Sarath Kodagoda, Dr Alen Alempijevic, Dr Teresa Vidal Calleja and Dr Lei Shi, Centre for Autonomous Systems, Faculty of Engineering and Information Technology

Reimagine Education Awards

Bronze Award for Presence Learning (joint winner)

Bachelor of Creative Intelligence and Innovation

Australian Awards for University Teaching

Neville Bonner Award for Indigenous Education

Associate Professor Heidi Norman

Citations for Outstanding Contributions to Student Learning

Dr Jurgen Schulte, Faculty of Science

Dr Mark Watsford, Faculty of Health

UTS HELPS (Higher Education Language and Presentation Support) team

UTS first year experience team

UTS Distinguished Service Award

Emeritus Professor Jenny Edwards, BSc(Hons), PhD (Sydney)

UTS Human Rights Awards

Vice-Chancellor's Social Justice/Human Rights Award for Staff

UTS Shopfront

Jo Wilton Memorial Award for Women

Lucy Fiske, Chancellor's Postdoctoral Research Fellow, Faculty of Arts and Social Sciences

Elizabeth Hastings Memorial Award for Student Contribution

Sayed Rahmatullah Hussainizada, journalism/law student, for the establishment of the Afghan Fajar Association Incorporated

UTS Reconciliation Award

Craig Longman and Larissa Behrendt, Jumbunna Indigenous House of Learning, for their biographical film *Fred Maynard: Aboriginal Patriot*

UTS Social Inclusion Award

Daisy Amanaki, Information Technology Division, for the Cook Islands Furniture Project

UTS Creative Media Social Justice Award (joint recipients)

Design students — Jonty De Klerk, Lu Wang, Siqi Liu, Kenny Mak and Alysse Curran — for their animation, *Our War on Women*

Students — Thomas Ricciardiello, Tania Andriasian, Sophia Lau, Elle McCalman and Vincent Salinos — for their digital archive for non-profit organisation Sailors with disABILITIES

UTS Ally Award Celebrating and Supporting Sexual and Gender Diversity

Claire Pettigrew, UTS Shopfront, for Camp Out, a five-day safe space for lesbian, gay, bisexual, transgender, queer, intersex and asexual young people

OBJECTIVE THREE: CONNECT AND ENGAGE

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

External engagement

Our first university-wide external engagement strategy was launched in 2015. This year we sought to gain an understanding of external engagement across the university, and the perceptions held by staff, and conducted a major audit of our external engagement activity and capabilities.

The key findings and recommendations were presented to senior management and staff at the end of the year. In addition, we embarked on a major workplan, including the development of academic benchmarks for external engagement, a new external engagement website, a professional development program and a communications strategy.

A senior level external engagement advisory committee was established to shape external engagement best practice and communicate the strategy to staff.

We appointed a director to our newly established Corporate Relations Centre. The centre is in its early stages, but will be the entry point for our corporate engagement and will oversee and monitor the performance of our major strategic corporate partnerships.

A number of important new strategic partnerships are being negotiated.

Vice-Chancellor's Industry Advisory Board

The board continued to provide industry feedback, advice and support throughout the year. In total, board members contributed more than 500 voluntary hours this year.

An example of a board-led initiative was the development and launch of the UTS Animal Logic Academy, initiated by Zareh Nalbandian, Chief Executive Officer of Animal Logic. The academy will offer an Australian-first industry-led Master of Animation and Visualisation.

Under the direction of the outgoing chair, Glen Boreham, AM, the board has achieved a better gender balance and broader industry representation. From a total of 17 members, eight are now women, including incoming chair Maile Carnegie, and a variety of sectors are represented, including the community sector.

This year we welcomed new members:

- > Joanna Crewes, former president, Procter & Gamble Global Prestige, and Advance board member
- > Michelle Guthrie, Managing Director, Australian Broadcasting Corporation
- > Dr Alex Zelinsky, Chief Defence Scientist.

And farewelled three members:

- > Chair, Glen Boreham, AM, former managing director, IBM Australia
- > Dr Chris Roberts, former chief executive officer, Cochlear
- > Mark Scott, AO, Secretary, New South Wales Department of Education.

Board member Carla Zampatti, AC, was presented with an Honorary Doctor of Design this year in recognition of her outstanding contributions in fashion and business and the inspiration and industry connectivity she has provided to our students and graduates.

Industry connections

This year we partnered with award-winning digital studio, Animal Logic, to deliver a unique industry-led Master of Animation and Visualisation.

The UTS Animal Logic Academy will offer the postgraduate program to 50 students to develop crucial industry-focused knowledge and professional practice skills. Students will be under the guidance and mentorship of practitioners and creative leaders from the industry, including Animal Logic.

UTS's Innovation and Creative Intelligence Unit launched a free workshop series — Creative Clusters — for university staff and industry to learn and share knowledge of emerging technologies through a community of creative practice. Streams in virtual reality and blockchain were offered with a total of 16 workshops.

We also held two UTSpeaks: Shapeshifters talks: designing for social good, and enabling entrepreneurs. These events help to position UTS as a leader in creative intelligence and innovation by showcasing the research, technologies and thinking being developed within the university. More than 600 people attended both events combined with a high level of social media engagement.

Further information on industry engagement is available under objective one, page 8.

Fundraising and giving

This year, UTS experienced a significant increase in philanthropic support towards a wide range of research initiatives, with 75 per cent of donations going towards research (a 127 per cent increase).

UTS secured \$17.2 million in new gifts and pledges in 2016 (up from \$7.713 million in 2015).

Highlights included:

- > \$8 million in new funding from Broadlink to support 50 PhD research scholarships in engineering
- > more than \$3.4 million in funding to support the UTS Centre for Neuroscience and Regenerative Medicine.

Alumni appeal

Growing the number of alumni and getting them to become regular donors is the cornerstone of future giving at UTS. Our annual alumni appeal raised \$154,000 in donations and we gained 812 new donors: an increase on last year's total.

Staff giving

Total staff giving in 2016 was \$136,975 (up from \$113,970 in 2015) from 220 staff donors (182 staff donors in 2015).

Alumni

This year we launched a new program for our alumni, the Alumni Advantage Program. Our alumni are an important part of the UTS community and we want to continue the relationship between the university and our alumni for years to come.

The program allows UTS graduates to undertake further study and receive a 10 per cent saving on all degree programs from 2017 (the saving will be automatically applied to all alumni who are currently mid-degree from 2017).

Engagement with our international alumni remains a key priority. This year we launched a new alumni network in Guangzhou, China, and continued with our other overseas alumni reunions in Hong Kong, Singapore, Indonesia, Malaysia, Vietnam and India.

UTS welcomed its 200,000th graduate this year.

UTS Alumni Awards

In 2016 we introduced the inaugural UTS: Indigenous Australian Alumni Award, which was awarded to Russell Taylor, AM, a member of the UTS Council and former chief executive officer of the Australian Institute of Aboriginal and Torres Strait Islander Studies.

UTS: Chancellor's Award for Excellence; UTS: Alumni Award for Excellence — Faculty of Health

Dr Frances Hughes, ONZM, DN (2003)
Chief Executive Officer, International Council of Nurses

UTS: Community Alumni Award

Emre Celik, BEng (Comp Sys) (2001)
President and Chief Executive Officer, Rumi Forum

UTS: Young Alumni Award

Emmanuel Freudenthal, BBus(Hons) (2007)
freelance investigative journalist

UTS: International Alumni Award

Nguyen The Trung, BSc (Comp Sc) (2002)
Chair and Chief Executive Officer, DTT Technology Group

UTS: Indigenous Australian Alumni Award

Russell Taylor, AM, MBA (1993)
former chief executive officer, Australian Institute of Aboriginal and Torres Strait Islander Studies

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

Sean Gordon, BEd (Adult Ed) (2000)
Chief Executive Officer, Darkinjung Local Aboriginal Land Council

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

Kim Crestani, BArch (1984)
Director, Order Architects

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

Bettina McMahon, MBus (InfTechMgmt) (2007)
Executive General Manager, Government and Industry Collaboration and Adoption, Australian Digital Health Agency

UTS: Alumni Award for Excellence — Faculty of Law

Cristina Cifuentes, LLB (1995)
Commissioner, Australian Competition and Consumer Commission

UTS: Alumni Award for Excellence — Faculty of Science

Associate Professor Richard Ferrero, BAppSc (BiomedSc) (1985)
Research Group Head, Gastrointestinal Infection and Inflammation, Hudson Institute of Medical Research

UTS: Alumni Award for Excellence — UTS Business School

Kate Burleigh, MBus (Mktg) (2000)
Managing Director, Intel Australia/New Zealand

Community relationships

UTS Shopfront celebrated its 20th anniversary in November.

For 20 years the Shopfront program has led the way in the university's commitment to community engagement and social justice by providing under-resourced communities easy access to university-level knowledge, skills and resources.

Since its establishment in 1996 the award-winning program has completed more than 1000 projects with 800 community organisations.



OBJECTIVE FOUR: ADAPT AND THRIVE

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

Academic growth

In order to achieve our vision of becoming a world-leading university of technology, we need to increase our overall academic staff capacity and lift the performance of our existing workforce.

Our goal is to have an academic community of 1900 total full-time equivalent (FTE) staff by 2022.

The first half of the year saw faculties develop strategic growth plans, identifying focus areas where they want to expand in both teaching and research, including cross-university opportunities. These were endorsed broadly in principle and incorporated into longer term university finance and space plans.

Dedicated funding, additional to budget, to recruit 55 FTE academic staff across all faculties was achieved in 2016. This is a modest but significant beginning to a key growth strategy for UTS, which will continue to build in future years.

This year, we achieved 39.5 per cent of accumulated academic growth, which exceeded the target of 35.2 per cent and saw us reach 1567 FTE academic staff.

Phase one of our revised academic onboarding program included a review of Staff Connect (the university's intranet) content, a review of new starter information packs, and smoother human resources notifications and payroll processing.

Planning for the next phase has been completed and will be delivered in 2017.

Organisational capability

UTS is focused on lifting organisational performance through the development of its leaders and by ensuring we have the workforce we need to meet our strategic objectives.

Leadership development continued this year with the introduction of tailored leadership programs for work areas, executive coaching assignments (20 completed in 2016), and mentoring and VIP inductions for new senior leaders.

Positive feedback about the university's leaders was received from staff in the biennial staff survey, with 69 per cent of respondents saying they have confidence in senior management and 72 per cent of respondents saying they have confidence in their local management (compared to 56 per cent and 70 per cent respectively in other universities). Further information on the staff survey is available under 'staff engagement'.

The ability of our managers to manage staff to produce their best performance is critical to the success of UTS. In 2016, the university continued to implement its managing for performance initiative to identify the academic performance and capability needed to meet its strategic objectives.

The managing for performance development program is an integral part of the initiative and is aimed at developing the skills academic managers need for the effective management of their staff's performance; from goal setting to coaching, and staff development. Fifty-seven academic managers took part in the program this year. For the first time the program was offered to professional staff with 350 professional supervisors taking part.

As part of the managing for performance initiative, and to support performance excellence, academic benchmarks were put in place in all faculties. Academic managers worked with their staff to complete robust and measurable workplans for 2016 that show that academic benchmarks and performance improvement plans have been implemented.

The introduction of academic benchmarks will also help UTS to increase the proportion of research-active academic staff, which is key to UTS increasing the scale, quality and impact of its research (objective two, page 12). The number of research-active academic staff increased in 2015 and continued to rise in 2016.

Appointments

2016 was a significant year for senior-level appointments and transition to new leaders.

Senior appointments included:

- > Professor Andrew Parfitt, Provost and Senior Vice-President
- > Professor Michael McDaniel, Pro Vice-Chancellor (Indigenous Leadership and Engagement)
- > Peter Scott, Pro Vice-Chancellor (Education)
- > Professor Elizabeth Mossop, Dean, Faculty of Design, Architecture and Building
- > Professor Judith Smith, Dean, Faculty of Science
- > Professor Louise McWhinnie, Dean, Faculty of Transdisciplinary Innovation
- > Professor Lori Lockyer, Dean, Graduate Research School
- > Professor Sam Bucolo, Director, Innovation and Engagement.

Staff engagement

Building a culture that makes UTS a great place to work and engages our staff will enable our success. It is important for us to regularly monitor our staff engagement, particularly in times of growth and change.

The 2016 UTS Staff Survey (conducted by Voice Project) showed that UTS staff are strongly engaged. The survey was completed by 92 per cent of continuing and fixed-term staff — 23 per cent above the university average — and more than 300 casual staff.

Benchmarking the UTS results against 35 universities showed that we are on par, or outperforming, the university benchmark in almost every survey category. For example, good communication across UTS rated 24 per cent above the university benchmark, knowledge is shared well across different areas rated 19 per cent above, and change and innovation rated 17 per cent above the benchmark.

Overall, staff feel more positive about UTS than they did two years ago. For the first time we recorded no 'red' areas at the university level; demonstrating the positive feeling staff have towards UTS.

The highest rating areas included:

- > Indigenous education and employment (89 per cent)
- > teamwork (88 per cent)
- > diversity (84 per cent)
- > ethics (82 per cent).

Previously underperforming areas that saw improvements on the 2014 survey included:

- > facilities (up 10 per cent)
- > career development opportunities (up 5 per cent)
- > community engagement (up 5 per cent)
- > health and safety (up 5 per cent).

It is satisfying to see areas of improvement that have come about as a result of the concerted effort to implement real change. For example, the result for career development opportunities increased owing to the implementation of several initiatives including two UTS-wide career events attended by almost 500 staff.

Areas for improvement to come out of the 2016 survey include processes, technology, and cross-unit collaboration. University-wide initiatives and programs are currently being developed to address these three areas before the next survey in 2018.

Workforce diversity

Mental health

This year, UTS became the first Australian university to sign the Mindful Employer Charter (endorsed by SANE Australia). The charter — a statement of broad principles that employers work towards — is a voluntary agreement by Australian employers who care about improving mental health in the workplace. It is the first step towards becoming a Mindful Employer.

This builds on the work currently done at UTS in the area of mental health and wellbeing. As part of the UTS Access and Inclusion Plan 2015–2019 (page 31), we have a strong focus on creating awareness and reducing stigma around mental health issues.

Our Equity and Diversity Unit provides training for staff and students in mental health awareness, mental health for supervisors and mental health first aid; while the safety and wellbeing team run events and information sessions throughout the year to support mental wellbeing.

Gender equity

Once again UTS was awarded an Employer of Choice for Gender Equality citation by the Workplace Gender Equality Agency. We are one of nine Australian universities who meet the high standards required to receive the citation.



The Science in Australia Gender Equity (SAGE) Athena SWAN pilot program was successfully launched and the organisational self-assessment team established.

This year saw the appointment of key project staff and the setup and initial analysis of key data around gender equity and workforce diversity at UTS, relating particularly to gender representation and visibility, recruitment, retention and promotion, and local workplace culture. Faculties began to set up specialised equity and diversity committees to drive Athena SWAN interventions at a local level, with staff also participating in regional and national SAGE committees, events and workshops.

UTS joined Universities Australia's nationwide campaign Respect.Now.Always to raise awareness that sexual assault and all forms of harassment are unacceptable.

Indigenous Australian participation

Director of UTS's Jumbunna Indigenous House of Learning Professor Michael McDaniel was appointed the university's inaugural Pro Vice-Chancellor (Indigenous Leadership and Engagement). This new role emphasises UTS's commitment to placing Indigenous education and engagement as core to the university strategy.

A total of 15 new Indigenous staff commenced at UTS in 2016: seven professional staff and eight academic staff. Of the eight academic staff recruited, one was appointed into a senior leadership role.

Significant numbers of staff undertook career development activities, both formal and informal. A total of 75 Indigenous staff members were supported to participate in national and international conferences and other professional development activities.

Sexuality, gender and bodily diversity

The lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+) profile at UTS continued to grow with UTS becoming a member of Pride in Diversity, the national not-for-profit employer support program for LGBTI workplace inclusion. More than 200 staff have now completed our new Breaking the Binary awareness sessions. This network of staff fosters a culture of support and inclusion for members of UTS's LGBTIQ+ community.

Sustainability

UTS is proud of its commitment to sustainability and its demonstrated leadership when it comes to sustainable practices.

Key sustainability activities and achievements for 2016 included the following:

- > an Australasian Campuses Towards Sustainability Green Gown Award in the continuous improvement category
- > a Keep NSW Beautiful Blue Star Sustainability Award in the sustainable systems category
- > the development of the draft UTS Sustainability Strategy 2017-2020 following consultation across the university
- > the development of a comprehensive and integrated Waste Management Plan
- > the creation of a sustainability landing page on the UTS website: www.sustainability.uts.edu.au
- > the launch of the Think: Sustainability radio program
- > Australia's first district energy-sharing project between UTS and the neighbouring Central Park thermal energy plant, reducing the university's greenhouse gas emissions by around three per cent
- > UTS signing its second power purchase agreement.

This year saw a small decrease (3.55 per cent) in the university's floor area, mainly due to the decommissioning of Building 2. This, and the ongoing tuning of three new buildings, resulted in the following reductions in our utilities (from 2015):

- > electricity: 5.9 per cent
- > gas: 13 per cent
- > water consumption: 5.2 per cent.

Agile processes and systems

Unleash UTS is a project that aims to increase our agility as an organisation. The project's goal is to enable and empower university staff and processes rather than impose top-down restrictive regulations and control.

The project will initially review UTS's governance instruments (policies, rules, etc.) to move towards increased individual accountability for staff and the reduction of red tape.

An external review of the UTS Standing Delegations of Authority began this year. These are among the highest governance instruments in the university, so changes that are made to these delegations will flow down to a range of policies and directives.

Related statutory reporting

- > access and inclusion
- > consumer response
- > employees
- > multicultural policies and services
- > overseas travel
- > senior executive remuneration
- > workforce diversity.

FINANCIAL STATEMENTS SNAPSHOT

The university's 2016 operating result was \$69.6 million. This is an increase of \$38.6 million on the prior year due primarily to strong year-on-year increases in student numbers.

Resourcing

Revenue increased by 14.4 per cent on 2015 levels, mainly due to increases in student fees (15.8 per cent higher than 2015) and Australian Government grants (12.4 per cent higher than 2015).

Student numbers increased with equivalent full-time student load (EFTSL) increasing overall by 9.3 per cent from 2015 numbers, with Commonwealth supported places increasing by 8.7 per cent.

International student numbers, which represent 28.0 per cent of total revenue, increased by 21.3 per cent from 2015.

The university continued upgrading existing student facilities and refurbishing existing buildings to expand learning and research spaces. UTS has continued to maximise the return, and flexibility, on the remaining funds via investments in term deposits. This strategy has resulted in investment income of \$5.8 million, an increase of 6.1 per cent from 2015, despite slightly lower cash reserves from 2015.

Expenditure

Total expenditure on operating activities was \$790.3 million, which is 9.6 per cent higher than 2015, while employee-related expenses increased by 10.8 per cent from 2015 levels. The increase in employee-related expenses is partly due to the increased number of academic staff, reflecting UTS's continued focus on research activities.

Capital expenditure

We continued to invest in buildings and infrastructure to improve the student learning experience and research facilities during 2016.

The university's refurbishment program on existing buildings totalled \$54.1 million. In addition, \$28.7 million was spent on the new Central precinct building that is anticipated to be completed in 2019.

Investment portfolio

The majority of the university's investment portfolio is in term deposits with major Australian banks. Our total investment in term deposits and deposits at call at the end of 2016 was \$113.6 million, compared to \$113.9 million in 2015.

The weighted average return on the investment portfolio for the year was 2.6 per cent, compared to the year-end official cash rate of 1.5 per cent.

The university's debt has decreased to \$200 million (\$240 million in 2015) after the repayment of the \$40 million TCorp loan in 2016.

Income statement

For the year ended 31 December 2016

	University			
	Actual 2016 \$'000	Budget 2016 \$'000	Variance 2016 \$'000	Budget 2017 \$'000
Revenue from continuing operations				
> Australian Government grants	267,793	238,305	29,488	290,988
> HELP — Australian Government payments	191,039	178,737	12,302	193,974
> State and local governments financial assistance	3,362	4,814	(1,452)	2,960
> HECS-HELP — student payments	20,026	20,000	26	20,000
> Fees and charges	289,396	267,330	22,066	331,014
> Investment income	4,958	4,331	627	2,080
> Royalties, trademarks and licences	114	–	114	1
> Consultancy and contract research	25,578	23,581	1,997	35,333
> Other revenue	33,098	35,390	(2,292)	36,857
> Gains on disposal of assets	25	–	25	–
> Other investment income	874	20	854	1,000
> Other income	23,589	20,729	2,860	21,409
Total revenue from continuing operations	859,852	793,237	66,615	935,616
Expenses from continuing operations				
> Employee benefits	463,536	458,944	(4,592)	507,947
> Depreciation and amortisation	76,738	76,140	(598)	82,114
> Repairs and maintenance	13,997	12,248	(1,749)	11,471
> Borrowing costs	12,251	13,438	1,187	7,977
> Impairment of assets	314	47	(267)	22
> Loss on disposal of assets	–	–	–	–
> Other expenses	223,424	208,790	(14,634)	255,930
Total expenses from continuing operations	790,260	769,607	(20,653)	865,461
Operating result before income tax	69,592	23,630	45,962	70,155
Income tax related to continuing operations	–	–	–	–
Operating result from continuing operations	69,592	23,630	45,962	70,155

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

Balance sheet

At 31 December 2016

	University			
	Actual 2016 \$'000	Budget 2016 \$'000	Variance 2016 \$'000	Budget 2017 \$'000
Current assets				
> Cash and cash equivalents	114,475	70,000	44,475	71,200
> Receivables	21,767	18,242	3,525	18,049
> Other financial assets	12,238	12,000	238	12,000
> Other non-financial assets	15,220	13,694	1,526	13,735
Total current assets	163,700	113,936	49,764	114,984
Non-current assets				
> Receivables	601,629	586,813	14,816	617,375
> Other financial assets	15,719	8,530	7,189	13,892
> Other non-financial assets	7618	-	7,618	20,000
> Property, plant and equipment	1,854,457	1,752,822	101,635	1,917,060
> Intangible assets	23,844	24,000	(156)	24,000
Total non-current assets	2,503,267	2,372,165	131,102	2,592,327
Total assets	2,666,967	2,486,101	180,866	2,707,311
Current liabilities				
> Trade and other payables	53,680	36,655	(17,025)	48,469
> Borrowings	4,296	7,462	3,166	5,000
> Provisions	97,546	90,000	(7,546)	94,940
> Other financial liabilities	2,985	2,000	(985)	2,000
> Other liabilities	25,028	24,004	(1,024)	25,041
Total current liabilities	183,535	160,121	(23,414)	175,450
Non-current liabilities				
> Borrowings	204,363	259,934	55,571	291,479
> Provisions	624,067	616,511	(7,556)	651,135
> Other financial liabilities	2,148	4,000	1,852	2,000
> Other liabilities	-	-	-	-
Total non-current liabilities	830,578	880,445	49,867	944,614
Total liabilities	1,014,113	1,040,566	26,453	1,120,064
Net assets	1,652,854	1,445,535	207,319	1,587,247
Equity				
> Reserves	759,653	588,121	171,532	622,619
> Retained surplus	893,201	857,414	35,787	964,628
Total equity	1,652,854	1,445,535	207,319	1,587,247

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



Cash flow statement

For the year ended 31 December 2016

	University			
	Actual 2016 \$'000	Budget 2016 \$'000	Variance 2016 \$'000	Budget 2017 \$'000
Cash flows from operating activities				
> Australian Government grants	453,695	417,042	36,653	484,962
> State and local government grants	3,362	4,814	(1,452)	2,960
> HECS-HELP — student payments	20,026	20,000	26	20,000
> Receipts from student fees and other customers	403,846	354,842	49,004	419,863
> Dividends received	–	20	(20)	–
> Interest received	4,489	4,331	158	2,080
> Payments to suppliers and employees (GST inclusive)	(732,449)	(679,982)	(52,467)	(775,348)
> Interest payments	(12,583)	(13,438)	855	(5,736)
Net cash inflow/(outflow) from operating activities	140,386	107,629	32,757	148,781
Cash flows from investing activities				
> Proceeds from sale of property, plant and equipment	116	–	116	–
> Proceeds from sale of financial assets	146	–	146	–
> Payments for financial assets	(228)	–	(228)	–
> Payments for property, plant and equipment	(97,768)	(163,680)	65,912	(241,959)
Net cash inflow/(outflow) from investing activities	(97,734)	(163,680)	65,946	(241,959)
Cash flows from financing activities				
> Proceeds from borrowings	–	60,000	(60,000)	88,000
> Repayment of borrowings	(40,000)	(40,000)	–	–
> Payment of capitalised borrowing costs	(175)	(247)	72	(3,764)
> Repayment of lease liabilities	(4,338)	(3,702)	(636)	(4,858)
Net cash inflow/(outflow) from financing activities	(44,513)	16,051	(60,564)	79,378
Net increase/(decrease) in cash held	(1,861)	(40,000)	38,139	(13,800)
Cash at beginning of reporting period	116,336	110,000	6,336	85,000
Cash at end of reporting period	114,475	70,000	44,475	71,200

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

2017 budget outline

The 2017 UTS budget, as set out on pages 22–4 (right column), reflects the strategic plan and funding for all operating and capital plans across the university.

The 2017 budget reflects the strategic increase in academic staffing, revenue (student load) and capital to support and execute the academic scale strategy, which is in its second year.

The 2017 budget reflects current government policy including confirmed CGS/HECS rates and indexation (below inflation) for the 2017 year and the delay of potential fee deregulation beyond 2017, pending consultation on the government's reform options paper *Driving Innovation, Fairness and Excellence in Australia Higher Education* released with the 2016/17 federal budget.

The 2017 budget targets the following financial outcomes:

- > net underlying surplus of \$46.1 million being 5 per cent of operating incomes
- > net reported surplus of \$70.1 million, after capital grants and financing costs
- > capital expenditure of \$253.2 million, largely Campus Master Plan
- > gross debt of \$288.0 million and net debt of \$216.8 million.

The 2017 budget is considered to be a manageable plan that targets:

- > strategic positioning of UTS for the changing higher education environment in Australia and internationally
- > 31,781 full-time equivalent (FTE) student load and \$728.2 million student fee income
- > \$66.6 million research income
- > sustainable operating surplus of five per cent of core, while also investing in key strategic initiatives to build on current foundations and foster and drive excellence, innovation and engagement at UTS
- > a financially sustainable business with strong cash flows from operations and continued capital investment (campus, technology and equipment)
- > debt that is in the acceptable debt affordability ratio (1.80 gross debt / earnings before interest, tax, depreciation and amortization).

Embedded in the 2017 budget are:

- > the academic scale strategy, which targets 1712 total academic FTE and 160+ academic FTE growth, which drives the planned 11.3 per cent workforce cost growth and underpins the research strategy in the future
- > continued and new strategic spending to fund key strategic priorities. These include measures to inspire graduate success, enhance our research performance, drive external engagement, and foster creativity and agility in people, processes and systems. This investment will ensure future readiness and risk mitigation in an increasingly competitive higher education market.

STATUTORY REPORTING

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

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

In 2016, UTS was fully compliant with all 14 protocols within the code.

Controlled entities

accessUTS Pty Limited

accessUTS Pty Limited was established in 2001 and is a wholly owned company of the university. It manages university consulting, administers and manages numerous inbound short-term international study tours, delivers corporate and vocational training, and provides program management support of large international projects.

accessUTS is a registered training organisation (RTO).

Insearch Limited

Insearch Limited (trading as UTS:INSEARCH) is a registered Australian higher education institution and pathway to UTS. It offers a range of pathways that lead to UTS degrees, including leading academic English programs, UTS foundation studies (offered on behalf of UTS) and higher education diplomas.

UTS is represented on the Insearch Limited Board and UTS's Academic Board is represented on the Insearch Academic Board.

Piivot Pty Ltd

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

UTS Global Pty Ltd

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

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

Meetings of UTS Council members in 2016

The numbers of meetings of the UTS Council and of each committee and group held during the year ended 31 December 2016, and the number of meetings attended by each member, were:

Member	Council		Audit and Risk Committee		Commercial Activities Committee ¹		Finance Committee		Governance Committee		Honorary Awards Committee ¹	
	A	B	A	B	A	B	A	B	A	B	A	B
Peter Bennett	6	6	-	-	6	5	-	-	-	-	-	-
Professor Attila Brungs	6	6	-	-	-	-	6	5	4	2	1	1
Michelene Collopy	6	6	4	3	-	-	6	5	-	-	-	-
Professor Anthony Dooley	1	0	-	-	-	-	-	-	-	-	-	-
Associate Professor Joanne Gray	6	6	-	-	-	-	-	-	-	-	1	1
Professor Andrew Jakubowicz (ended October 2016)	5	5	-	-	-	-	-	-	-	-	-	-
Robert Kelly	6	6	4	4	-	-	-	-	4	4	-	-
Dr John Laker, AO	6	6	-	-	-	-	6	6	-	-	-	-
Catherine Livingstone, AO (appointed December 2016)	0	0	-	-	-	-	-	-	-	-	-	-
Abhishek Loumish (ended February 2016)	0	0	-	-	-	-	-	-	-	-	-	-
Aaron Ngan (ended October 2016)	5	5	-	-	-	-	-	-	-	-	-	-
Michael Rosser	1	1	-	-	-	-	-	-	-	-	-	-
Dr Ron Sandland, AM	6	6	-	-	6	5	-	-	-	-	1	1
Bikay Sapkota	1	1	-	-	-	-	-	-	-	-	-	-
Professor Vicki Sara, AO (ended February 2016)	1	1	-	-	-	-	-	-	1	1	-	-
Michael G Sexton, SC (ended October 2016)	5	4	-	-	-	-	-	-	4	2	-	-
Dr Marilyn Sleigh	6	6	-	-	6	6	-	-	-	-	-	-
Russell Taylor, AM	6	4	-	-	-	-	-	-	-	-	1	1
Tony Tobin	6	6	-	-	-	-	-	-	-	-	1	1
Professor Sally Varnham	6	4	-	-	-	-	-	-	-	-	1	1
Daniel Willis	6	6	-	-	-	-	-	-	-	-	-	-
Brian Wilson	6	6	-	-	-	-	6	5	3	3	1	1

Member	Joint Audit and Risk and Finance Committee		Nominations Committee ¹		Physical Infrastructure Committee ¹		Remuneration Committee		Social Justice Committee ¹		Student Council Liaison Group		Total	
	A	B	A	B	A	B	A	B	A	B	A	B	A	B
Peter Bennett	-	-	-	-	-	-	-	-	-	-	-	-	12	11
Professor Attila Brungs	-	-	1	1	6	6	-	-	-	-	-	-	24	21
Michelene Collopy	-	-	-	-	-	-	-	-	-	-	-	-	16	14
Professor Anthony Dooley	-	-	-	-	-	-	-	-	-	-	-	-	1	0
Associate Professor Joanne Gray	-	-	-	-	-	-	-	-	-	-	-	-	7	7
Professor Andrew Jakubowicz (ended October 2016)	-	-	-	-	-	-	-	-	-	-	-	-	5	5
Robert Kelly	-	-	1	1	-	-	-	-	-	-	-	-	15	15
Dr John Laker, AO	-	-	-	-	-	-	-	-	-	-	-	-	12	12
Catherine Livingstone, AO (appointed December 2016)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Abhishek Loumish (ended February 2016)	-	-	-	-	-	-	-	-	-	-	-	-	0	0
Aaron Ngan (ended October 2016)	-	-	-	-	-	-	-	-	-	-	3	3	8	8
Michael Rosser	-	-	-	-	-	-	-	-	-	-	-	-	1	1
Dr Ron Sandland, AM	-	-	-	-	-	-	-	-	-	-	-	-	13	12
Bikay Sapkota	-	-	-	-	-	-	-	-	-	-	-	-	1	1
Professor Vicki Sara, AO (ended February 2016)	-	-	-	-	-	-	1	1	-	-	-	-	3	3
Michael G Sexton, SC (ended October 2016)	-	-	-	-	-	-	-	-	2	2	3	3	14	11
Dr Marilyn Sleigh	-	-	-	-	-	-	-	-	-	-	-	-	12	12
Russell Taylor, AM	-	-	-	-	-	-	-	-	2	1	-	-	9	6
Tony Tobin	-	-	1	1	6	4	3	3	-	-	-	-	17	15
Professor Sally Varnham	-	-	-	-	-	-	-	-	-	-	3	3	10	8
Daniel Willis	-	-	-	-	6	6	-	-	-	-	-	-	12	12
Brian Wilson	-	-	1	1	6	4	3	3	-	-	-	-	26	23

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

A: Represents the number of meetings held during the time the member held office or was a member of the committee during the year.

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

Employees

Workforce size: full-time equivalent (FTE) and actual

	2014	2015	2016
FTE staff¹			
Academic	999.6	1049.8	1112.2
Professional	1519.8	1555.5	1635.9
Total	2519	2605	2748
Casual staff			
Academic	390.7	423.1	454.3
Professional	230.4	230.1	239.2
Total	621	653	694
Actual persons^{1,2}			
Academic	1084.9	1130.1	1205.4
Professional	1623.2	1661.6	1738.5
Total	2708	2792	2944

1. Continuing and fixed-term.

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

Total staff (FTE) increased during 2016 by 5.6 per cent. Academic staff represent 45.5 per cent of staff.

Profile of academic staff by classification

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

	2014	2015	2016
Professor	16.4	17.0	18.7
Associate Professor	13.2	14.1	14.5
Senior Lecturer	30.1	29.1	26.7
Lecturer	32.2	31.7	31.4
Associate Lecturer	8	8.2	8.7

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

With casuals included, 43 per cent of academic staff (FTE) during 2016 were at the level of senior lecturer and above.

Professional experience programs

During 2016, 76 academic staff undertook a professional experience program (PEP); a decrease of 2.6 per cent from 2015. Forty-six per cent of staff undertaking PEP in 2016 were female compared to 45 per cent in 2015.

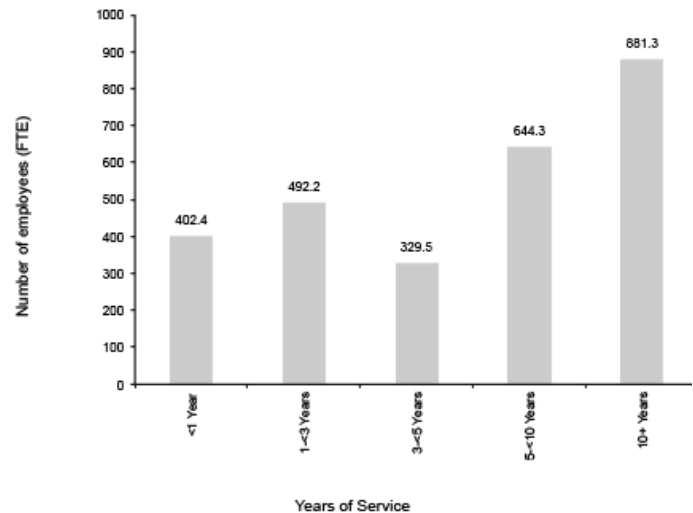
	Male	Female	Total
Professor	8	5	13
Associate Professor	18	10	28
Senior Lecturer	12	13	25
Lecturer	3	6	9
Associate Lecturer	0	1	1
Total	41	35	76

Staff turnover

In the 12 months ending 31 December 2016, the staff turnover rate due to resignations was 7.4 per cent.

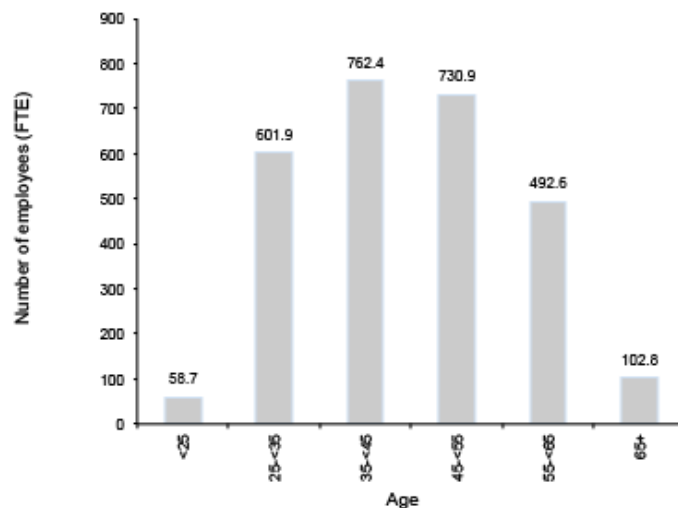
Length of service profile

As at 31 December 2016, the median length of service for continuing and fixed-term staff was five years.



Age profile

As at 31 December 2016, the median age for continuing and fixed-term staff was 44 years.



Workforce diversity

UTS is committed to a workforce that draws on the diversity of people in the community. These tables show trends over the last five years in the representation of equal employment opportunity (EEO) groups and the distribution of EEO groups across salary levels for both academic and general staff. Information on workforce diversity achievements and strategies is available on pages 19–20.

Table A: Trends in the representation of EEO groups¹

	Benchmark or target	% of total staff ²				
		2012	2013	2014	2015	2016
General staff						
Women	60	58	60	60	61	61
Aboriginal people and Torres Strait Islanders	2	2.3	1.8	1.9	1.9	2.0
People whose language first spoken as a child was not English	19	37	38	37	37	38
People with a disability	12	8	8	7	7	7
People with a disability requiring adjustment at work	1.5	1.5	1.4	1.8	1.6	1.6
Academic staff						
Women	60	42	43	42	44	43
Aboriginal people and Torres Strait Islanders	2	1.5	1.5	1.6	1.9	1.7
People whose language first spoken as a child was not English	19	36	36	36	38	36
People with a disability	12	6	7	5	6	6
People with a disability requiring adjustment at work	1.5	2.8	3.3	2.6	2.7	2.7

Table B: Trends in the distribution of EEO groups¹

	Benchmark	Distribution index ³				
		2012	2013	2014	2015	2016
General staff						
Women	100	94	93	92	92	94
Aboriginal people and Torres Strait Islanders	100	93	95	78	92	88
People whose language first spoken as a child was not English	100	93	92	92	91	91
People with a disability	100	96	95	96	94	94
People with a disability requiring adjustment at work	100	104	107	94	94	92
Academic staff						
Women	100	93	91	90	88	90
Aboriginal people and Torres Strait Islanders	100	n/a	n/a	n/a	97	95
People whose language first spoken as a child was not English	100	92	92	90	88	92
People with a disability	100	109	104	113	110	103
People with a disability requiring adjustment at work	100	109	98	113	112	107

Table C: Number and percentage of female executive officers

	2012	2013	2014	2015	2016
Number	2	2	2	2	2
%	28	28	28	28	28

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

2. Casual staff are not included.

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

Senior executive remuneration

0.92 per cent of the university's employee related expenditure in 2016 was related to senior executives, compared to 0.95 per cent in 2015.

Band	2014		2015		2016	
	Female	Male	Female	Male	Female	Male
Band 4 (Secretary)	-	1	-	1	-	1
Band 3 (Deputy Secretary)	2	4	2	4	2	4
Band 2 (Executive Director)	-	-	-	-	-	-
Band 1 (Director)	-	1	-	-	-	-
Total	2	6	2	5	2	5

Band	Range	Average remuneration		
		2014	2015	2016
Band 4 (Secretary)	\$700,000-\$1,100,000	\$1,022,000	\$729,000	\$985,000
Band 3 (Deputy Secretary)	\$400,000-\$699,999	\$516,000	\$543,000	\$545,000
Band 2 (Executive Director)	\$300,000-\$399,999	-	-	-
Band 1 (Director)	\$150,000-\$299,999	\$159,000	-	-

Legal change

Changes under the new TEQSA standards

After several years of review and consultation, the new Higher Education Standards Framework (Threshold Standards) 2015 (New Standards) became effective on 1 January 2017. All higher education providers (HEPs), including UTS, will be required to meet, and continue to meet, the New Standards from that date in order to remain registered. The Tertiary Education Quality and Standards Agency (TEQSA), the regulator, intends the New Standards to be useful to HEPs by providing a framework for internal monitoring of the quality of their higher education activities and to reduce red tape, which is directly attributable to TEQSA's regulation of HEPs. In addition, the New Standards are intended to provide a baseline of quality expectations of HEPs.

The New Standards also provide HEPs with increased flexibility in relation to their own governance arrangements. Where a HEP is a wholly owned subsidiary of another HEP, provided the owner meets the New Standards relating to governing body composition, the owner may be designated as the governing body of the subsidiary.

However, the New Standards are more proscriptive in relation to third party arrangements and outline new obligations where a HEP chooses to deliver awards in conjunction with a third party provider. Where a third party provider is used, the HEP remains accountable for the course of study and for verifying continuing compliance of the course with the New Standards.

Biosecurity Act

The *Biosecurity Act 2015* (Cwlth) was passed in 2015 and commenced operation 12 months later in 2016. It replaced the Quarantine Act 1908 in order to modernise the Commonwealth's approach to managing the risk that infectious diseases carried by viruses, bacteria or other micro-organisms that might harm the Australian population or its economy through people and other items entering Australia or spreading in Australia. UTS is required to comply with the Act, like all universities with significant scientific research programs.

This legislation sets up new requirements and regulatory powers that will affect how the departments of health and agriculture and water resources co-administer these challenges.

There is a considerable amount of subsidiary legislation and regulation that has been passed to support administration arrangements under the Act and an expanded range of enforcement options including infringement notices, civil penalties, criminal sanctions and enforceable undertakings is provided.

The Act introduced a number of new requirements, including how the Department of Agriculture and Water Resources approves and manages arrangements to replace the previous quarantine approved premises and compliance agreement provisions in the earlier Quarantine Act.

Unfair contracts regime

The Australian Consumer Law prohibition on unfair contract terms was extended to small business during 2016. A small business is generally one that employs fewer than 20 people. This new legislation will impact the way UTS contracts with suppliers of services as well as goods, particularly where it currently uses standard form contracts.

The effect of the regime is that a court may declare an unfair term in the contract void if it was in a standard form contract,

one of the parties is a small business and the contract did not exceed \$300,000 (or \$1 million for contracts longer than 12 months).

An unfair contract term is a term that:

- > would cause detriment to a party if relied on
- > is not reasonably necessary to protect the legitimate interests of the party advantaged by the term (there is a presumption that the term is not reasonably necessary, which presumption the party relying on the term must displace), and
- > would cause a significant imbalance in the parties rights and obligations under the contract.

All three factors above have to be satisfied for a contract term to be found unfair. If a court determines a term is unfair, the court can declare the term void but the remainder of the contract would continue unless it is not possible for the contract to be performed without the void term.

Attorney General of New South Wales v Tho Services Limited (in liquidation), (ACN000263678) (2016) NSWCCA 221

UTS is increasingly seeking to provide its students with industry experience as part of each student's studies.

This case illustrates the responsibilities and liabilities of educational institutions that send students on work experience placements. In this case, a student suffered injury while on a work experience placement.

Mr Thomas was a work experience student who was placed into Tho Services Limited, which provided various services, including metal fabrication. Mr Thomas's placement involved metal fabrication when his injury occurred. Mr Thomas suffered an eye injury despite the company giving him a 20-minute induction and supervising him during his first day on his work experience placement. He had also previously done some welding as part of the curriculum and was given personal protective equipment for use while welding, including a safety mask with a visor, which was manually operated. The safety visor Mr Thomas had previously used in his course had an automatic visa.

Despite his induction and supervision by a leading welder, and in view of other employees of the company, Mr Thomas proceeded to weld all day without his visor lowered. As a consequence Mr Thomas suffered significant and permanent eye damage.

The court fined the company \$280,000 and found that:

- > Mr Thomas was welding without his visor lowered in full view of a number of the company's employees
- > although there was a range of safety protocols, the company had 'failed in an egregious fashion to monitor the activities of Mr Thomas while he was directly exposed to the avoidable and preventable risk of serious injury', and
- > the fact that Mr Thomas was a work experience student heightened rather than reduced the company's work health and safety obligations.

Consumer response

Equity and Diversity Unit

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

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

In 2016 the majority of matters that came to the unit's attention were resolved through the provision of information or support to individuals at a local level. The unit also managed a number of complex matters that involved some preliminary investigation work, and one student complaint was formally investigated.

Overall, the Equity and Diversity Unit handled 70 student and staff matters this year, 62 of which were new cases. While the number of staff inquiries was slightly lower than the previous year, student complaints increased significantly to 50 complaints, making up 71 per cent of cases handled in 2016.

Consistent with previous years, the single largest number of inquiries and complaints concerned disability issues, particularly in relation to issues of reasonable adjustment. However, this year student concerns dominated this category of cases with students raising all but one of the 23 matters dealt with.

Concerns and issues around pregnancy/family/carer accommodation and parental leave were the second largest category of concerns raised, including several inquiries about breastfeeding at work (14 family/carer-related matters were raised, nine by female staff members and five by female students). Complaints about race (including colour, national or ethnic/ethno-religious background) and sexual harassment/sex-based discrimination were the next largest group (eight in each category), and two matters relating to discrimination on the basis of sexual/gender diversity were also reported.

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

Access and inclusion

UTS is committed to ensuring an equitable and inclusive environment for people with diverse access requirements.

The UTS Access and Inclusion Plan 2015–2019 focuses on the four pillars of access, learning, employment, and culture; and aims to celebrate the value and contributions of people with a disability.

This year, the Equity and Diversity Unit provided a suite of regular training options for all staff, as well as a tailored approach for individual areas, with a major focus on mental health.

The flexibility of the access and inclusion plan emphasises a relationships-based approach to shift culture and encourage shared ownership for accessibility across the university. This aims to move towards embedding local responsibility for access in order to achieve inclusion.

In addition, the accessible environments advisory group continued to monitor, maintain and improve accessible facilities and access across campus.

Multicultural policies and services

UTS values its culturally diverse community and is committed to implementing policies and services that engage with multiculturalism in the broader community.

In 2016 the university undertook a wide range of activities to support and engage all members of staff and its student community.

- > Orientation: Religious, cultural, political, sporting and social clubs have stalls for new students to find ways to connect with other students.
- > UTS Peer Network: The network is a volunteer program where local and international students help to welcome new UTS students during Orientation and throughout the semester.
- > UTS Network Cafe: The cafe held weekly meetings throughout the year for new international, study abroad and exchange students to meet local students (peer networkers).
- > UTS Residential Life Program: UTS's housing team schedules events, activities and training programs that encourage cross-cultural communication. Students are challenged to overcome cultural biases, reassess stereotypical beliefs and develop friendships.
- > English conversation sessions: Throughout the year UTS alumni and staff volunteered to run English conversation sessions (UTS's Higher Education Language and Presentation Support (HELPS) program), attended by students from languages other than English backgrounds.

Students also volunteered in a buddy program supporting almost 450 international students.

- > Refugee mentoring: First-year students who identified as being current or past holders of a permanent humanitarian visa are invited to join a UTS mentoring program. Tutoring assistance is also available to first-year students from a refugee background.

- > UTS multi-faith chaplaincy: Support offered to students and staff includes the provision of a visiting chaplaincy service that aims to assist students and staff of all faith traditions and those of no faith. There are also bookable spaces for students and staff to carry out activities related to their faith tradition.

Work health and safety

Safety and wellbeing is a key priority for UTS. We have a systematic approach to health and safety across all aspects of our operations, with four primary objectives:

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

Incident report

The total number of incidents reported by staff and students increased this year to 438, compared to 383 in 2015. The majority of incidents reported involved very minor or no injury.

UTS was not investigated nor issued any improvement or prohibition notices by SafeWork NSW in 2016.

There was one incident reported in May, which required notification to SafeWork NSW. A subcontractor received a mild electric shock while replacing a cover on an airconditioning unit. The subcontractor was taken to hospital for assessment but suffered no significant or ongoing injury. SafeWork NSW informed UTS that they would take no action in relation to the incident.

2016 workers compensation

Number of premium-impacting claims	36
Net incurred costs	\$242,405.04
Average cost per claim	\$6,733.47
Premium cost	\$739,335

In 2016, there were 62 incidents/claims reported to our insurer, however, only 36 of these claims impacted our premium.

Work health and safety performance

A new 2016–2018 Health and Safety Plan was developed and approved by the Health and Safety Advisory Committee. By the end of the year, all faculty and unit health and safety planning sessions were conducted and all health and safety plans completed.

These plans inform the internal health and safety audit program with all 20 scheduled internal audits completed with no significant findings made. The 2016 internal health and safety audit (part of the UTS Internal Audit Program) focused on fieldwork, student placements and other off-campus activities. A number of opportunities for improvement were identified, and these are being incorporated into the 2017 health and safety improvement program.

Training continues to be a focus at UTS, with 4300 staff completing mandatory online health and safety training courses. Overall, course completion rates continue to be strong with many areas recording completion rates of 80 per cent or more.

Ergonomic assessments were conducted for 352 staff. The introduction of a self-assessment tool enabled staff to self-manage and be better informed about office ergonomics. This also helped to reduce the number of assessments to approximately 15 a month, down from an average of 35 a month in previous years.

Support to staff who have experienced a non-work-related injury or illness is important to UTS. In 2016 the health and wellbeing team assisted 50 staff with health management concerns. The health and wellbeing strategy for 2017 will focus on creating a mentally healthy workplace by providing education on mental health awareness, supporting staff with mental health conditions and building resilience.

In 2016, the health and wellbeing program consisted of seminars and workshops to promote healthy lifestyles and workplace wellbeing. Looking ahead, the health and wellbeing program will involve strategies specific to business units.

The 2016 UTS Staff Survey showed that there was an increase in the number of staff who felt that they were consulted on health and safety matters, which reflects the work undertaken in 2015 and 2016 on improving consultation across UTS.

Overseas travel

The university paid \$9.31 million for overseas travel in 2016 (compared with \$8.47 million in 2015). These payments supported a wide range of activities, including attendance and presentation of research papers at international conferences, staff development, and research and teaching at affiliated institutions.

Public interest disclosures

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

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

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

In 2016, the university received one public interest disclosure.

Privacy

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

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

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

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

Personal and health information

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

The Privacy Management Plan is required under the PIIP Act and is essentially a statement of how UTS complies with both New South Wales privacy acts.

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

- > various UTS policies and practices that govern privacy
- > details of information and training programs for staff
- > how UTS will comply with information protection and health privacy principles, including details of how UTS collects, uses and protects information, and examples of when information may be disclosed

> details of the university's internal review process, and

> a summary of the types of information UTS collects and holds.

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

Activities during 2016

Investigations into online training options for staff continued during 2016. The objective of online training is to enhance the existing face-to-face privacy training program and improve awareness of privacy and accessibility of training to staff.

There was a strong focus on privacy matters and how they relate to new business system design and development. Project teams working on new business systems that may involve personal or health information must take privacy matters into account.

During 2016, UTS also implemented the changes to the PIIP Act, including provisions regarding the disclosure of personal information outside the jurisdiction of New South Wales. These provisions are part of the privacy impact assessment process.

Internal reviews during 2016

During 2016, the university received two formal requests for internal review of alleged privacy breaches under section 53 of the PIIP Act.

One review was completed on time and in accordance with requirements of the PIIP Act. After an extensive investigation, a breach was identified in relation to one health privacy principle. Actions were taken to mitigate such instances from occurring in the future and an apology was provided to the applicant. The result was deemed acceptable to the applicant in that matter.

The other internal review was still being processed at the end of the year, and is not due to be completed until 2017.

During 2016, UTS was involved in proceedings in the NSW Civil and Administrative Tribunal (NCAT) in relation to the appeal of the outcome of two internal reviews completed in 2015. At the end of 2016, one of the matters is still in progress and UTS is awaiting the final decision of NCAT in relation to the other.

Right to information

1. Review of proactive release program

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

The university's program for the proactive release of information involves decisions made at the business activity level regarding what information should be made public on the university's website. In addition, a review of proactive release is undertaken annually.

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

- > News: The university includes information on its website under the UTS: Newsroom, which includes news stories of interest, including media releases, and informs the public of activities happening across UTS. Members of the public can also search the site to identify the most appropriate person within UTS to contact with questions in relation to specific fields of expertise.
- > Sustainability: UTS strives to continually improve its sustainability performance. Information is available on the UTS website relating to its targets, sustainability-related activities and performance.

- > Campus Master Plan (CMP): The university has undertaken an extensive program of building works and improvements since 2014. This continued in 2016, with the new UTS Central works commencing in November. Information on the CMP is of interest to not only staff and students, but to potential staff and students, as well as the local community.
- > Facts, figures and ratings: Information known to be of interest to the public includes information on the university's ratings against other universities, and other facts and figures including information on student numbers, diversity, student performance and completion rates, and graduate employment. This information is released for the benefit of past, present and future students, as well as donors, partners and supporters.
- > Governance: The GIPA Act requires certain governance information to be made public, such as policy documents. These are available on the university's policy website. Additional governance information is proactively released to inform staff, students and members of the public about the governance frameworks at UTS and important university decisions. Governance information proactively released includes information about the UTS Council and Academic Board and associated committees, agenda and minute documents, and the Academic Board's newsletter.

A further review of proactive release was undertaken during the reporting period. In addition to the above, the review focused on trends identifiable through requests for information, including applications under the GIPA Act. Any information available regarding informal requests was also considered. Despite a rise in formal applications during 2016, no trends in requests were identified. As a result no further information was proactively released.

2. Number of access applications received

During the reporting period, UTS received a total of seven valid access applications. Two additional invalid applications were received that were not made valid during 2016.

3. Number of refused applications for Schedule 1 information

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

4. Statistical information about access applications

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

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

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

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

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

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

Table C: Invalid applications

Reason for invalidity	Number
Application does not comply with formal requirements (s 41)	3
Application is for excluded information of the agency (s 43)	–
Application contravenes restraint order (s 110)	–
Total number of invalid applications received	3
Invalid applications that subsequently became valid applications	1

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

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

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

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

Public interest considerations against disclosure	Number of occasions when application not successful
Responsible and effective government	1
Law enforcement and security	–
Individual rights, judicial processes and natural justice	3
Business interests of agencies and other persons	–
Environment, culture, economy and general matters	–
Secrecy provisions	–
Exempt documents under interstate freedom of information legislation	–

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

Table F: Timeliness

Timeliness	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	7
Decided after 35 days (by agreement with applicant)	–
Not decided within time (deemed refusal)	–
Total	7

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

Type of review	Decision varied	Decision upheld	Total
Internal review	–	–	–
Review by Information Commissioner ¹	1	–	–
Internal review following recommendation under section 93 of the Act	–	1	1
Review by Administrative Decisions Tribunal	–	–	–
Total	1	1	2

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

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

Type of applicant	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (s 54)	–

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

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

Internal audit and risk management attestation statement for the 2016 financial year

We, the undersigned, are of the opinion that the University of Technology Sydney has internal audit and risk management processes in operation that are, excluding the exceptions or transitional arrangements described below, compliant with the eight (8) core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector, specifically:

[For each requirement, please specify whether compliant, non-compliant, or in transition.]

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

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

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

Membership

The chair and members of the Audit and Risk Committee for the 2016 calendar year are:

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



Director of Risk
Nick Glover



Director, Internal Audit
Frederik Theron



Vice-Chancellor and President
Professor Attila Brungs



Chair, Audit and Risk Committee
Robert Kelly

Internal audit

Internal audit program 2016

Audit area	Deputy Vice-Chancellor and Vice-President	High-level indication of scope
All areas	All DVCs	Follow-up audits on previous reports issued
Treasury	DVC (Resources)	Cash flow management and safeguarding of funds
IT security / governance	DVC (Corporate Services)	Cloud computing
Safety and wellbeing	DVC (Corporate Services)	Students and staff in the field
Corporate credit cards and reimbursements	DVC (Resources)	Health check on credit card process
Information management	DVC (Corporate Services)	Disaster recovery
Postgraduate research students	DVC (Research)	Research students supervision and progression
Student life cycle	DVC (Corporate Services)	Undergraduate progressions
Curriculum data management	DVC (Education and Students)	Governance framework for subject outlines

Risk management

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

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

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

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

In 2016 UTS employed a director of risk to deliver the risk management improvement program focusing on working with management across the university to build risk management into decision-making, developing a UTS risk universe, continuing progress towards delivering UTS risk appetite statements and moving towards an improved risk management system.

Further, a new risk identification and assessment process was introduced, which led to a refresh of the strategic and operational risks being managed, monitored and reported to the Audit and Risk Committee.

2015–2017 strategic and operational risk assessment

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

Research performance remains an area of focus for UTS as activity in this area has continued to grow. The university will continue to manage this risk through the implementation of the UTS Research Strategy 2016–2020.

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

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

Investment performance

(Parent entity only)

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

1. Cash and cash equivalents

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

2. Managed funds

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

Performance comparison table

Pool	Manager	2015		2016	
		Actual rate of return %	Benchmark rate ¹ of return %	Actual rate of return %	Benchmark rate ¹ of return %
Cash and cash equivalents	Internal	2.91	2.33	2.60	2.07
Managed funds	External	6.03	5.81	7.66	8.13

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

Account payment performance

(Parent entity only)

2016	Total accounts paid on time		Total amounts paid on time	
	Target ¹ %	Actual ¹ %	Target \$'000	Actual \$'000
Q-1 January to March	70	85	42,959	52,150
Q-2 April to June	70	79	53,351	60,586
Q-3 July to September	70	86	59,122	72,782
Q-4 October to December	70	94	106,274	142,197

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

Consultants

The university paid \$31.14 million for external consulting services in 2016, of which \$14.16 million was for capital works. A total of \$8.27 million was paid for consultancies consisting individually of less than \$50,000.

Payments in excess of \$50,000 totalled \$22,862,824.69 and are listed below.

Company	Category	Project	\$
Francis-Jones Morehen Thorp Pty Ltd	Architect	UTS Central Precinct	1,713,525.32
Burtenshaw Scoufis Architecture Pty Ltd	Architect	Relocation of FEIT from B2, relocation of student careers BOH services to B1 level 25, Knowledge Hub stage 2 B15 level 1 including major maintenance works	1,061,946.60
Houston Group Pty Ltd	Brand refresh	Voice identity and reputation project	922,315.98
Robert Walters Pty Ltd t/a Robert Walters Consulting	Software consulting	15CTI-19 load balancing as a service, 15CTI-16 core infrastructure growth 2015, 16CTI-20 mid-range research comp discovery	809,465.20
Steensen Varming (Australia) Pty Ltd	Mechanical engineer	UTS Central Precinct, Building 4 Science Precinct, Thomas Street Building initial design	804,872.23
The Trustee for Gardner Wetherill Unit Trust t/a Gardner Wetherill & Associates Pty Limited	Architect	Redevelopment of CB05C for DAB, relocation of UTS International Advancement and ACELG and shared meeting spaces to B1 levels 20 and 21, relocation of ACRI to B1 level 18	683,565.50
Nous Group Pty Ltd	Strategy and business planning	Voice identity and reputation project, design and facilitation of FASS executive retreat	636,266.11
Aecom Australia Pty Ltd	Structural engineer	UTS Central Precinct	592,906.75
Formula Interiors Pty Ltd	Interior design	Informal learning space upgrade B11 level 1	473,368.62
The Trustee for Deloitte Consulting Trust	Business consulting	UTS Unleashed (UTS standing delegation authority), payroll assessment FY16, 2016 actuarial valuation for leave liabilities	457,500.00
Analytics 8	Software consulting	16EAS-24 BI Data Mart — phase 4, 15EAS-92I research data dashboard for researchers implementation, 16EAS-97 2016 ITCMP salary clearing	425,538.75
Peddle Thorp Interiors Pty Ltd t/a PTID Environments	Architect	Building 11 FEIT — HDR activity-based environment, DAB digital marker space	412,675.62
Wilde & Woollard Pacific Pty Limited t/a Wilde and Woollard Pacific Pty Ltd	Quantity surveyor	UTS Central Precinct, CB02 Decant	388,070.00
The Trustee for JHA Consulting Engineers t/a JHA Consulting Engineers	Electrical engineer	UTS Central Precinct, new electrical substation — Blackfriars precinct	370,744.35
Woods Bagot Pty Ltd	Interior design	Chancellery refurbishments CB01 levels 4A and 4B	322,965.63
HCM Australia Pty Ltd	Software consulting	15EAS-17I marketing automation for campaigns implementation, 14EAS-39 Oracle projects phase 2, 15EAS-33 Archibus personnel and occupancy module	291,727.29
Finite Recruitment Pty Ltd	Software consulting	16EAS-24 BI data mart — phase 4, 15EAS-92I research data dashboard for researchers implementation, 16EAS-97 2016 ITCMP salary clearing	284,177.23
The Trustee for DCM Trust t/a Denton Corker Marshall Pty Ltd Atf DCM Trust	Architect	Broadway Building initial design	280,179.99
Savills Project Management Pty Ltd	Project management	Building 4 Science Precinct, Building 4 — additional scope	267,000.00

Company	Category	Project	\$
Greythorn Pty Ltd	Software consulting	16CTI-97 2016 ITCMP salary clearing, 15EAS-92I research data dashboard for researchers implementation, 16EAS-24 BI data mart — phase 4	233,493.06
Ruffalocody Australia Pty Ltd	Fundraising management	Annual Appeal 2016 — calling campaign for UTS Alumni Scholarship Fund	229,000.00
NDY Management Pty Ltd t/a Norman Disney & Young	Sustainability engineer	Building 4 — latent conditions, UTS Central Precinct	227,500.80
H2O Architects Pty Ltd	Architect	Building 4A — University Hall proposal, minor construction works	217,880.00
Foran Design Pty Ltd	Architect	CB02 decant, Building 11 academic office modifications and new workstations, refurbishment of CB10.08 — Faculty of Health	214,193.00
The Trustee for Daryl Jackson Robin Dyke Unit Trust	Architect	Blackfriars Childcare Centre — detailed documentation phase, site access and infrastructure works — Blackfriars precinct	207,785.66
Tecala Group Pty Limited	Software consulting	15CTI-31 Future Workspace — a new BYOD environment	206,490.53
Ernst & Young	Strategy and business planning	Payroll review, Faculty of Business MBA review, other financial review	202,266.99
Independent Corporate Property Oceania Pty Ltd	Property management	Relocation of FEIT from Building 2, new building at Sydney Cricket Ground human movement sport and exercise	197,725.00
Louder Digital Pty Ltd	Website design	Voice identity and reputation project, UTS postgraduate recruitment	196,346.91
Programmed Skilled Workforce Limited	Software consulting	16EAS-24 BI Data Mart — phase 4, 15EAS-65 CareerHub phase 2, 16EAS-86I TM1 environment setup, licensing	195,176.67
Ken Dysart Consulting Pty Ltd	Contractor	FEIT finance related services	191,358.93
Avanade Australia Pty Limited	Project management	16EAS-05 CIS platform modernisation discovery	191,200.00
The Trustee for Ionita Family Trust & the Trustee for Skinner Family Trust t/a Lean Six Sigma and Business Excellence Institute	Course facilitation	Faculty of Business various short courses	190,425.78
University of New South Wales	Research	2013000831 Mowbray — The International Law Library on WorldLII New Content and Facilities for the Leading Repository and Citator for International Law, research grants	188,919.76
Baker Kavanagh Architects Pty Ltd	Architect	Warm shell to B15 levels 3 and 4, New FEIT labs — Building 11 levels B4 and 10	185,960.39
Dimension Data Australia Pty Ltd	Software consulting	16CTI-05 Identity management — implementation phase 1, 15CTI-08 identity management phase 2, 15CTI-28 upgrade SharePoint environment	180,051.00
Kobayashi, Hael	Contractor	Associate Director, Creative Industries Innovation Centre (CIIC)	178,875.00
Cortell Australia Pty Ltd	Software consulting	15EAS-78I student load modelling implementation, 16EAS-86I TM1 environment setup and licensing	178,430.98
Creator Tech Pty Ltd	Digital technology advisory	Knowledge Economy Institute — FEIT	165,900.00
Harbour IT Pty Limited	Software consulting	16CTI-10I disaster recovery implementation, 16CTI-29I datacentre maintenance and growth	163,400.00
Higgs, Katherine	Contractor	FEIT leadership team coaching program	163,300.90

Company	Category	Project	\$
McCarthy, Paul Anthony t/a SNP Consulting	Contractor	payroll remediation project	159,000.00
University of Sydney	Research	various research project	156,296.68
ICAD Consultants Pty Ltd	Software consulting	15EAS-33 Archibus personnel and occupancy module, 13EAS-08 Archibus project	154,345.00
Higher Education Consulting Group Pty Ltd	Business consulting	Academic benchmarking project, external engagement review	152,500.00
Hays Specialist Recruitment (Australia) Pty Limited	Project management	Space planning — UTS Central Project, installation of people counting devices with existing UTS teaching spaces	152,292.80
Aconex Ltd	Software project management	UTS Central Precinct — extranet service	151,208.00
Bingo Waste Services Pty Ltd	Waste management	Relocation of UTS International, Advancement and ACELG & shared meeting spaces to B1 levels 20 and 21, Chancellery refurbishments CB01 levels 4A and 4B	148,962.00
Siddiqui Jamshed Ahmed	Business consulting	India in-country office VCSF — international development	147,080.24
Continuum Recruitment Pty Ltd	Software consulting	16CTI-29I datacentre maintenance and growth	139,850.00
The Trustee for Kinrite Consulting	Project management	Smartcard upgrading works — CB03 and CB10, new electrical substation — Blackfriars precinct, minor repairs CB10 façade inspection	139,000.00
The Travel Authority Pty Ltd t/a The Events Authority	Events management	Travel management/events — international development	128,368.22
The Australian Association of Mathematics Teachers Inc	Research	Maths inside — highlighting the role of mathematics in society and motivation to engage more in mathematical activities	127,837.00
Deloitte Touche Tohmatsu	Business consulting/ advice	Risk universe and assurance mapping engagement, UTS cooling peer review 2015, interest rate swaps valuation	125,310.00
Datarati Pty Ltd	Software consulting	15EAS-17I marketing automation for campaigns implementation	123,839.50
Xerox SAS	Research	Connected intelligence for analytics education, training and business engagement	122,025.92
Christensen, Helen Elizabeth t/a Helen Elizabeth Christensen	Course facilitation	2016 public participation, various CLG projects	121,608.62
Voice Project Pty Ltd	Employee engagement	Staff survey	115,643.00
Arup Pty Limited	Engineer	UTS Central Precinct, Building 4 Science Precinct, Project B for Dr Chau Chak Wing Building	115,245.00
Aecom Cost Consulting Pty Ltd t/a Davis Langdon	Engineer	Building 4 Science Precinct, Thomas Street Building initial design	114,900.00
Blue Chilli Technology Pty Ltd	Project management	SheStarts partnership — operation and management	110,000.00
Gemaker Pty Ltd	Research	Future Funding Focus Program, Invention Commercialisation Seed Fund ICSF	110,000.00
UXC Consulting Pty Ltd	Software consulting	16EAS-97 2016 ITCMP salary clearing, 16EAS-56 student experience discovery	107,741.25
iQ3 Pty Ltd	Software consulting	15CTI-15 storage replacement, 5CTI-25 eResearch infrastructure growth	105,329.99
MBMPL Pty Ltd	Quantity surveyor	FEIT workshop relocation, Faculty of Arts and Social Sciences B10 refurbishment, warm shell to B15	101,305.00
AWS Consulting	Business consulting	Europe in-country	101,287.45

Company	Category	Project	\$
Mercer Investments (Australia) Limited	Investment management	Responsible investment market review	100,000.00
Civas (NSW) Pty Ltd	Asset valuation	Property assessment/valuation	99,480.00
The Frank Team Pty Ltd	Project facilitation	Global leadership programs, student employability	98,850.00
Prendergast Projects Pty Ltd	Project management	Building 1 Central chiller plant upgrade — new 3000 KW Chiller, UTS solar panel installation,	94,765.91
Concur Holdings (Netherlands) BV	Software consulting	13EAS-42I travel expense management implementation	93,031.52
Erbas & Associates Pty Ltd	Mechanical engineer	UTS Central Precinct	92,559.19
Batyr Australia Limited	Counselling service	Programs for mental health and crisis intervention	90,000.00
Tridant Pty Ltd	Software consulting	16EAS-24 BI Data mart — Phase 4, 15EAS-92 research data dashboard for researchers discovery	84,907.50
Fyusion Asia Pacific Pty Ltd	Business consulting	review of the admin support structure for CHERE, FEIT business process improvement	84,273.25
Ermp Janet Pty Limited	Software consulting	FEIT casual academic database, student room bookings	81,527.27
Brain & Poulter Pty Limited	Food consultant	UTS Central Precinct — food precinct within the building	77,284.00
St Vincent's Institute of Medical Research	Research	A helminth-derived peptide is a novel prophylactic and therapeutic treatment for autoimmune diabetes	76,100.00
The Sax Institute	Research	A critical public health examination of complementary self-medication in later life in Indigenous, non-Indigenous and Cald communities, APHCRI Centre for Research Excellence in Primary Care	74,889.66
Woolcock Institute of Medical Research Limited	Research	Elucidation of the aetiology of airway remodelling in COPD, mechanisms of impaired bronchodilator response associated with fatty acid intake in obese asthma	73,088.63
Ensyst Pty Limited	Software consulting	Sharepoint	72,800.00
The Trustee for Ready Grad Unit Trust	Project facilitation	2016 internships	72,150.00
Mahlab Media Pty Ltd	Marketing agency	TOWER magazine print 2016	72,143.60
Fruition Partners Australia Pty Ltd t/a Keystone Management Solutions Pty Ltd	Software consulting	Keysite portal development — ServiceNow	72,031.78
Instructure Global Ltd	Software consulting	15EAS-93I Postgrad online learning platform implementation	71,027.00
Baker & McKenzie	Legal services	UTS Central Precinct, Broadway Building initial design, Building 4 — latent conditions	70,422.64
Altus Group Cost Management Pty Limited	Quantity surveyor	Chancellery refurbishments CB01 levels 4A and 4B, ITD/SAU relocation, relocation of UTS temporary faculty to the SCG — health research lab (sports and exercise)	69,150.00
Acoustic Studio Pty Ltd	Project management	Acoustic services for UTS Central Precinct	68,700.00
Rogers, Phoebe	Contractor	clinical psychologist — UTS counselling service	66,847.47
Galaxy DP Pty Limited	Research	Ryan — IPPG Research Activities — 2005000934	66,486.00
PreviousNext Pty Ltd	Software consulting	16EAS-33I responsive design for uts.edu.au implementation, 16EAS-33 responsive design for uts.edu.au	66,450.00
Rugby Australia House Pty Ltd	Project management	Legal services — new building at Sydney Cricket Ground human movement sport and exercise	66,129.63
Lockenet Pty Limited	Project management	Web certificate for CHERE's remote portal and other CHERE projects	66,105.81

Company	Category	Project	\$
Integreat Consulting Engineers Pty Ltd	Mechanical engineer	Building 1 Central Chiller Plant Upgrade — new 3000 KW chiller, replacement of water heating and chilled water pipework — B1 to 6	65,975.00
Cadogan, Alan Keith	Planning/design consultant	Blackfriars Childcare Centre — detailed documentation phase, relocation of FEIT from Building 2, relocation of UTS temporary faculty to the SCG — health research lab (sports and exercise)	65,234.89
BSI People Pty Limited	Software consulting	ITCMP projects	65,000.00
Catflap Animation Pty Ltd	Graphic artist	Graphic designs and animations for various DAB projects	64,320.45
The Next Step Recruitment Company (NSW) Pty Limited	HR recruitment	Workplace success — VC specific university-wide projects	64,228.95
Northcott Innovation Limited	Project management	IPPG project — PRO15-0282 NDIA Innovation Hub (16015)	64,159.30
BVN Architecture Pty t/a Bligh Voller Nield	Architect/design	Thomas Street Building initial design, Building 4 Science Precinct	63,614.00
Lenard Audio Pty Ltd	Building sound management	FEIT workshop relocation, relocation of FEIT from Building 2	63,375.00
Coforge Pty Limited	Digital marketing agency	UTS Central Precinct	62,800.00
Hellmers, Leonie Ruth t/a Leonie Hellmers Communications	Contractor	Knowledge Economy Institute — FEIT communications marketing lead	62,071.98
Noggin Pty Ltd	Software consulting	15EAS-73 emergency communications	59,737.00
Howard Partners Pty Limited	Research	Smart specialisation strategy (S3) in support of economic development for the Hunter region NSW	59,733.41
Donald Cant Watts Corke (NSW) Pty Ltd	Quantity surveyor	Building 11 FEIT — HDR activity-based environment, relocation of UTS International Advancement and ACELG and shared meeting spaces to B1 levels 20 and 21	59,003.35
Macpherson, Arabella t/a Resonate Communications Coaching	Communications consultant	Presentation skills coaching — office of the DVC & VC	58,000.00
Triforce Services Australia Pty Ltd	Software consulting	15CTI-16 core infrastructure growth 2015	57,596.00
SMS Consulting Group Ltd	Software consulting	16EAS-61D research application strategy	56,500.00
Clarius Group Limited t/a Alliance Recruitment	Recruitment agency	SAU progressions results and conferrals department — various positions	56,212.37
Egan, Dylan Edward t/a Australian Workshop	Research	PIMMS project development	55,931.50
Consulting & Implementation Services Pty Ltd	Strategy and business planning	CRB projects general, future CRB funding	55,806.55
Digital Science & Research Solutions Limited	Research	Review ERA report research funding analysis Symplectic data analysis overview	55,381.80
Conceptavision Pty Ltd	Creative media	various DAB projects	54,685.91
Department of Industry Skills and Regional Development	Research	2015000706 Alempijevic — 3D Imaging for phenotypic trait estimation of beef and sheep carcasses	54,647.00
JBA Urban Planning Consultants Pty Ltd	Planning/design consultant	UTS Central Precinct	54,635.73
Zogby Research Services	Research	survey re Chinese and Australia relations	54,299.34
ResearchMaster Pty Ltd	Software consulting	15EAS-91 costing research projects online, 13EAS-31 ResearchMaster upgrade	54,249.13
The Trustee for The Thriving Trust t/a Beyond Excellence	Corporate wellness/health management	HR arranged coaching sessions for health management	54,079.27

Company	Category	Project	\$
The Learning Edge International Pty Ltd	Software consulting	16EAS-64I GSH learning design system implementation	53,280.00
Rutovitz, Jacqueline t/a Jay Rutovitz	Research	2015000647 Atherton — facilitating local network charging and virtual net metering (14075)	52,252.00
Perrett Laver Pty Ltd	Executive recruitment agency	Management consultancy for appointment of AAI director and professor of IT and dean of science	52,000.00
Higher Ed Services Pty Ltd	Business planning	DSD project — streamlined academic record production and management	51,845.00
Vuillemot Frederic	Contractor	FEIT international/offshore — business development manager	51,842.52
UniSuper Management Pty Ltd	Business consulting	Academic voluntary exit program 2016	51,818.18
Macquarie University	Research	PR015-0352 Rodgers — identification of environmental risk factors for sporadic motor neuron disease in Australia	50,850.00
Rowston, Melita Anne t/a Melita Rowston	Graphic artist	artwork for Jumbunna	50,550.00
Pagemasters Pty Ltd	Website design	UTS newsroom website design and development	50,440.00
Total			22,862,824.69

Land register

Property/building	Campus	Use	Building/ infrastructure valuation \$'000	Land valuation \$'000
Broadway				
Building 1 (Tower)	city	educational		
Building 2 (annex to Tower)	city	educational		
Building 3 (Bon Marche)	city	educational		
Building 4	city	educational		
Building 6 (Faculty of Design, Architecture and Building)	city	educational		
Building 7	city	educational		
The Terraces (9–13 Broadway)	city	educational		
The Loft (rear of the Terraces)	city	educational		
Building 10	city	educational		
Building 11	city	educational		
Broadway sub-total			903,687	277,424
Haymarket				
Building 5	city	educational		
Building 8	city	educational		
Building 14	city	educational		
632–642 Harris St	city	educational		
644 Harris St	city	educational		
Haymarket sub-total			225,749	173,353
Other buildings				
Blackfriars campus	city	educational/childcare	3,398	21,729
Bulga Ngurra Student Housing	city	student housing	8,054	7,268
Geegal Student Housing	city	student housing	4,102	7,166
Gumal Ngurang Student Housing	city	student housing	27,892	23,292
Stroud Research Field Station	NSW	research station	278	250
Yarrowood Conference Centre	NSW	educational/research	1,145	1,997
Total land and buildings			1,174,305	512,478

Notes:

Values are based on Collier's valuation dated 31 December 2016.

Yura Mudang student housing component is included in Building 6 (Broadway).

Works in progress and completed

Building/property	Project	\$'000
B2	UTS Central Precinct	31,985
B15	Building refurbishment including Animal Logic Academy	5,360
All sites	Software implementations and upgrades	4,114
B5	Building refurbishment including DAB School of the Built Environment and Faculty of Transdisciplinary Innovation	3,767
B4	Science precinct	2,428
Blackfriars	Blackfriars precinct including childcare building	1,510
Moore Park	Sport Science Building	768
All sites	IT networking and storage upgrades	734
Botany	Off-site FEIT and science research facility	661
B11	Building refurbishment including activity-based HDR space	329
CB07	Multi-faculty protospace	194
All sites	Other miscellaneous projects	1,098
Total		52,948

Land disposals

The university disposed of no land in 2016.

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Acknowledgements

Compliance

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

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

Availability

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

www.uts.edu.au

They are also available by request to:

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Access

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

Many sections of the university are open at other times.



*Times Higher Education 130 Under 50 rankings, 2016.
QS World University Rankings Top 50 Under 50, 2016-2017.

The UTS Annual Report 2016 provides a record of the university's performance and activities for the year. It is presented in two volumes: volume one is a review of our operations and statutory reporting; and volume two contains our financial statements.