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**UTS
Annual
Report**

Review of
operations

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Who we are

UTS is the top-ranked young university in Australia. Our vision under our UTS 2027 strategy is to be a leading public university of technology recognised for our global impact.

We're preparing our students for the future workforce. At UTS, our students gain strong professional identities through creative and innovative learning. We aim to set up our students to be global thinkers and leaders.

We're committed to research of international excellence and of real benefit to society.

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

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

What we do

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

We offer a range of extracurricular programs. We encourage our students to take internships and entrepreneurial experiences. Students also have the opportunity to study overseas.

Our students gain real-world experience through our connections with industry.

Our research has the potential to make a significant economic, environmental, cultural and social impact. Our researchers support the application of new technologies and provide solutions to important national and global challenges.

Our history

The University of Technology Sydney was founded in its current form in 1988, although its antecedent organisations trace back further.

The new university came about through the merging of the New South Wales Institute of Technology with the School of Design of the former Sydney College of the Arts, the Kuring-gai College of Advanced Education and the Institute of Technical and Adult Teacher Education of the Sydney College of Advanced Education.

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

UTS Traditional Owners and Land

UTS acknowledges the Gadigal people of the Eora Nation, the Boorooberongal people of the Dharug Nation, the Bidiagal people and the Gamaygal people upon whose ancestral lands our university stands.

We would also like to pay respect to the Elders both past and present, acknowledging them as the traditional custodians of knowledge for these lands.

Letter of submission	1
2020 year in review	2
2020 at a glance	3
Governance and leadership	4
UTS organisational structure	6
Learning for a lifetime	7
New ways of working	8
Precinct, community and partnerships	9
Connected research	10
International profile and experience	11
Delivering positive social change	12
Financial statements snapshot	14
Statutory reporting	
Meetings of UTS Council members in 2020	15
Employees	16
Workforce diversity	16
Senior executive remuneration	17
Statement on Voluntary Code of Best Practice for the Governance of Australian Universities	17
Controlled entities	17
Cultural diversity	18
Sexual assault and sexual harassment reporting	19
Work health and safety	20
Legal change	21
Privacy	22
Right to information	23
Public interest disclosures	27
Cybersecurity	27
Overseas travel	27
Internal audit and risk management attestation statement	28
Internal audit	29
Risk management	29
Investment performance	30
Account payment performance	30
Sustainability	31
Land disposals	31
Consultants	32
Financial statements	see volume two

The Hon. Dr Geoff Lee, MP
New South Wales Minister for Skills and Tertiary Education
52 Martin Place
Sydney NSW 2000

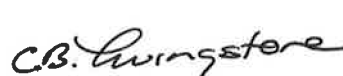
Dear Minister

The University of Technology Sydney is pleased to present the UTS Annual Report 2020 for presentation to Parliament.

Volume one outlines our performance against our UTS 2027 strategy, and includes our statutory reporting. Volume two contains our financial statements as endorsed by the UTS Council.

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

Yours faithfully,



Catherine Livingstone, AO
Chancellor



Professor Attila Brungs
Vice-Chancellor

2020 year in review



Chancellor Catherine Livingstone, AO



Vice-Chancellor Professor Attila Brungs

Impact of response to COVID-19

We were faced with unprecedented challenges in 2020. The COVID-19 pandemic upended our normal approach to work, study, research and, on a wider level, the way we live our daily lives. It required UTS to adapt rapidly to a new normal.

Our students moved to online learning and our staff moved to remote working. Our international students were heavily impacted, with a large number unable to travel to Australia to start, or to continue their studies.

In spite of these huge challenges, we saw immense effort behind the scenes to ensure that UTS continued to run effectively and our students were provided with the best possible experience in the circumstances.

As a university, we had already begun to embrace a more hybrid approach to learning as part of our UTS 2027 strategy. This helped significantly this year as we moved our students to nearly full-time online learning. We gave our students the support they needed to make this move, including through our student learning hub and support packages.

We also established offshore learning centres in China and Vietnam for students unable to travel to Australia. These centres gave our international students the opportunity to come together for an on-campus cohort experience, giving them a small taste of UTS in their own countries.

While the year has undoubtedly had its challenges, there have also been opportunities. At UTS we take our role as a public institution very seriously.

It's embedded in our vision and is even more critical now as we look to help society recover from the impact of the COVID-19 pandemic.

Learning for a lifetime

Our focus on learning for a lifetime is truer now than ever before. As we look to help Australia's recovery, the importance of ongoing education, and acquiring new skills and knowledge, is vital.

We accelerated our plans in enterprise learning this year. Enterprise learning gives us the opportunity to work closely with our partners to upskill or reskill their workers. This year we formed a partnership with a major telecommunications organisation to develop and deliver a number of microcredentials to their workforce.

Our student-led startup community continued strongly in 2020. Students moved seamlessly to a hybrid environment, making the most of the digital experiences on offer combined with in-person events as the year progressed, including the UTS Startups Awards and Startups Festival.

Research strategy

While we have many challenges to tackle as an organisation, we have continued to engage and collaborate with industry, government and the community.

We launched our new research strategy this year to affirm our commitment to research outcomes that benefit our society. Despite the challenges of COVID-19, our researchers delivered one of our most successful years on record.

Responding specifically to the circumstances of COVID-19, research was conducted into designing a

device to test the COVID-19 viral load of asymptomatic patients and finding new treatments to reduce the impact of COVID-19 on those most at risk.

University Council

We would not have been able to navigate the difficulties of this year without the steady advice of our Council. We thank all of our members for their hard work and dedication to the university. In particular, we want to extend our sincere thanks to Dr Ron Sandland AM who reached the maximum term of 12 consecutive years in October, having also served as Pro-Chancellor since 2011. The university benefitted greatly from Dr Sandland's wisdom and experience gained through a distinguished career at CSIRO.

We also farewelled Professor Joanne Gray who worked tirelessly over six years as Chair of UTS's Academic Board.

UTS community

What has impressed us enormously this year is the adaptability, resilience and hard work of the UTS community. We were hugely impressed and grateful for the generosity of our staff during these tough times. We had our most successful staff giving year ever, with staff donating \$784,000, which was matched by the university.

Outlook for 2021

As we look ahead, our aim is to mitigate the impacts on the university of the COVID-19 pandemic while also maintaining the creativity and vibrancy of UTS. By the end of the year we began to welcome more of the UTS community back to the university.

We're looking forward to our campus returning to life in 2021 and having our students and staff bring their energy and enthusiasm to UTS.

Catherine Livingstone, AO
Chancellor

Professor Attila Brungs
Vice-Chancellor

2020 at a glance

UTS 2027 strategy

The UTS 2027 strategy sets our strategic direction. Our vision — where we want to be by 2027 — is a leading public university of technology recognised for our global impact.

Our strategy embraces the concept of a lifetime of learning. We must view the whole workforce, and beyond, as our prospective learner community. To do this, we will focus on five major elements:

- personalising learning experiences
- working in partnership
- leading innovation, entrepreneurship and engagement
- delivering excellent research with impact
- building a sustainable future.

Underpinning everything that we do will be our commitment to social justice and accessibility, responsible leadership of technology, and excellence in Indigenous higher education and research.

In 2020

In light of the impacts of the COVID-19 pandemic, this year we focused on how we can deliver our strategy over the coming years.

UTS — like the rest of Australia's university sector — must adapt to ensure that we can sustainably deliver on our vision as a leading public university of technology committed to global impact.

Our strategy provides the foundation for our response and ongoing approach to the challenges presented by COVID-19. We want to continue the transformation to a lifetime of learning: an approach that's at the heart of our strategy and one that will be even more crucial as Australia recovers from the pandemic. It's essential that we continue to meet emerging community, business and industry needs.

2020 initiatives

To help us achieve our vision of being a leading public university of technology recognised for our global impact, we've identified eight key initiatives to focus on from 2019 to 2021.

- Learning for a lifetime
- Personal learning experience
- Digital partners in learning
- New ways of working
- Precinct, community and partnerships
- Connected research
- International profile and student experience
- Positive social change

Student enrolments

27,428

undergraduate^{1, 2, 6}

7891

postgraduate^{1, 2, 6}

10,347

international^{1, 2, 6}

3349

low SES^{3, 4}

Course completions

8506

undergraduate^{3, 5, 7}

3999

postgraduate^{3, 5, 7}

331

higher degree by research^{3, 5, 7}

Staff

1825

academic staff⁸

2063

professional staff⁸

1. Equivalent full-time student load.
2. Excludes non-award students.
3. Headcount.
4. 2011 census definition.
5. Excludes non-award and cross institution.

6. Source: Department of Education and Training student files. Figures are final.
7. Source: Department of Education and Training course completions file. Figures are preliminary.
8. Full-time equivalent, includes casual staff.

Governance and leadership

UTS Council

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

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

Council committees

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

- Academic Board
- 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
- Student/Council Liaison Group.

UTS Council members

Chancellor

Catherine Livingstone, AO, BA (Accounting) (Hons) (Macq), HonDBus (Macq), HonDSc (Murdoch), HonDBus (UTS), HonDLitt (Sydney), HonDSc (UOW), FCAANZ, FAATSE, FAICD, FAAS
1 December 2016 to 30 November 2020
1 December 2020 to 30 November 2024

Vice-Chancellor and President

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

Chair of Academic Board

Professor Joanne Gray, RN, RM, BHSc (RMIHE), GradCertHEdTeaching&Learning (UTS), GradDipWomensStudies (Deakin), MNurs (Flin), PhD (UTS)
1 January 2015 to 31 December 2016
1 January 2017 to 31 December 2018
1 January 2019 to 31 December 2020

Deputy Chancellor

Dr John Laker, AO, BEc(Hons) (Sydney), PhD (LSE), HonDSc (Sydney)
1 December 2018 to 30 November 2020
1 December 2020 to 30 November 2022

Members appointed by the Minister

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

Tony Tobin, BA LLB (UQ)

12 December 2011 to 31 October 2014
1 November 2014 to 31 October 2018
1 November 2018 to 31 October 2022
Pro-Chancellor (elected by Council):
1 December 2018 to 30 November 2020
1 December 2020 to 31 October 2022

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
1 November 2020 to 31 October 2022
Pro-Chancellor (elected by Council):
1 December 2020 to 31 October 2022

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

4 October 2011 to 31 October 2012
1 November 2012 to 31 October 2016
1 November 2016 to 31 October 2020
1 November 2020 to 3 October 2023
Pro-Chancellor (elected by Council):
1 December 2018 to 31 October 2020
1 November 2020 to 31 October 2022

Dianne Hill, BAcc (UniSA), Fellow (UTS), FCA, FAICD, MIIA

1 July 2019 to 31 October 2022

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

1 July 2015 to 31 October 2018
1 November 2018 to 31 October 2022

Dr Lisa O'Brien, MBBS(Hons), MBA, MHRM&C (Sydney), FRACMA, GAICD
1 March 2020 to 31 October 2023

Aden Ridgeway, HonLittD (UTS)

1 November 2018 to 31 October 2022

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

1 November 2008 to 31 October 2012
1 November 2012 to 31 October 2016
1 November 2016 to 31 October 2020
Pro-Chancellor (elected by Council):
24 October 2011 to 30 November 2012
1 December 2012 to 30 November 2014
1 December 2014 to 30 November 2016
1 December 2016 to 30 November 2018
1 December 2018 to 31 October 2020

Dr Jack Steele, BSc(Hons), PhD (UWA)
19 August 2020 to 31 October 2023

Elected members of academic staff

Distinguished Professor Larissa Behrendt, AO, Director, Jumbunna Research, and Associate Dean (Indigenous Research)

1 November 2018 to 31 October 2022

Associate Professor Sarah Kaine, Associate Professor, Management Discipline Group, UTS Business School
1 November 2018 to 31 October 2020

Professor Anita Stuhmcke, Associate Dean (Research), Faculty of Law
1 November 2020 to 31 October 2022

Elected member of professional staff

Alicia Pearce, Program Manager, Athena SWAN, Equity and Diversity Unit

1 November 2018 to 31 October 2020

Patrick Tooth, Information Services Librarian

1 November 2020 to 31 October 2022

Elected undergraduate student

Priyanshu Bhardwaj; enrolled Bachelor of Business

1 November 2018 to 9 March 2020

Juneyt Adem Cihan; enrolled Bachelor of Business

1 November 2020 to 31 October 2022

Elected postgraduate student

Aaron Ngan; enrolled Master of Not-for-Profit and Social Enterprise Management

1 November 2018 to 31 October 2020

Peter Munford, Juris Doctor (Law)

1 November 2020 to 31 October 2022

University Secretary

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

Senior executive.

The university's senior executive work to achieve UTS's vision under the UTS 2027 strategy.

Vice-Chancellor and President

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

Provost and Senior Vice-President

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

Deputy Vice-Chancellor and Vice-President (International)

Iain Watt, BSc (ANU)

Deputy Vice-Chancellor (Innovation and Enterprise)

Professor Glenn Wightwick, BSc (Monash), FTSE

Deputy Vice-Chancellor and Vice-President (Research)

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

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

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

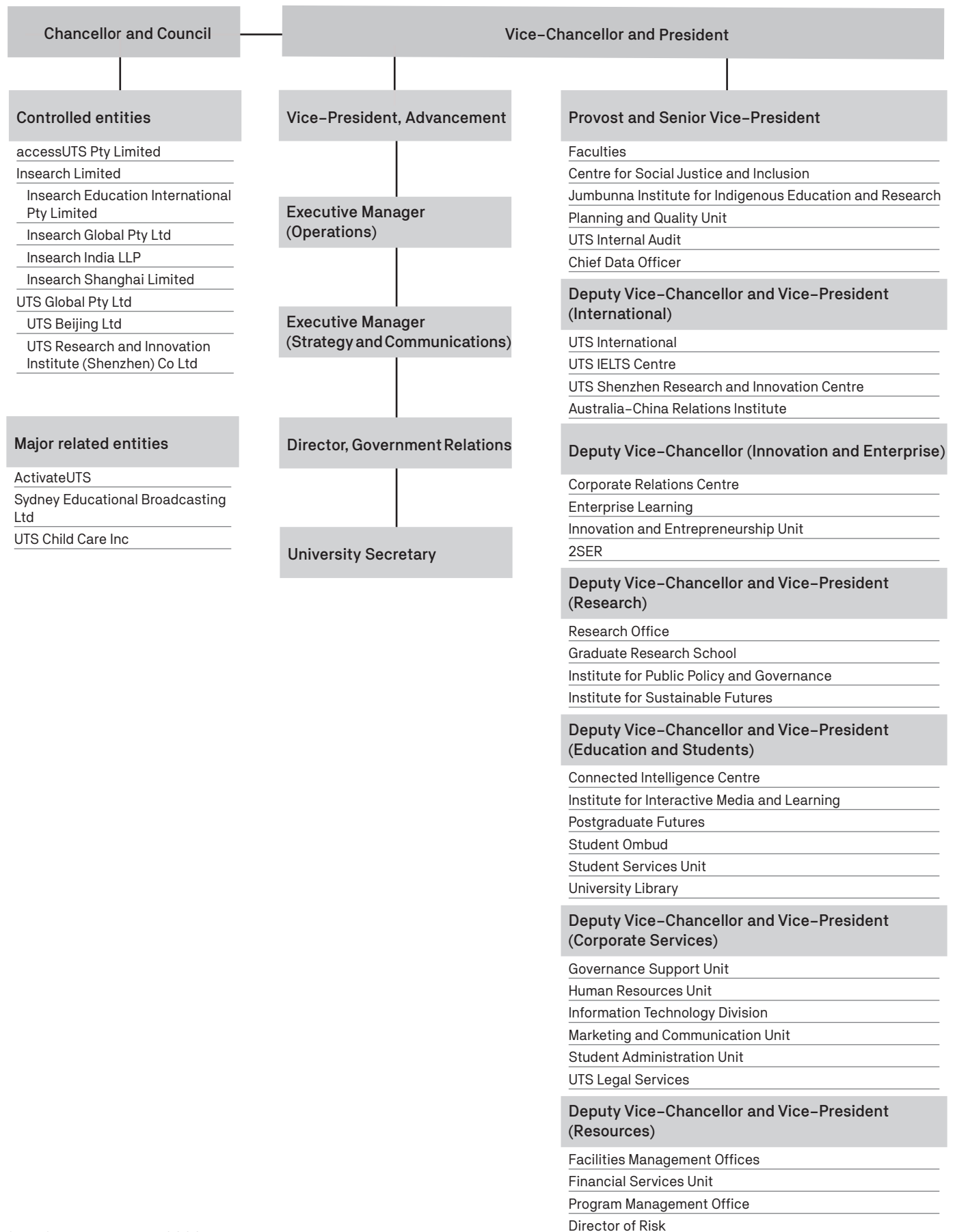
Deputy Vice-Chancellor and Vice-President (Corporate Services) (Acting)

Chrissy Burns, BA, LLB (Sydney), GradCertMgmt (UNE), PhD (UNSW)

Deputy Vice-Chancellor and Vice-President (Resources)

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

UTS organisational structure



Learning for a lifetime

This initiative came into sharp focus during 2020. The idea of learning for a lifetime is critical to UTS. It's about seeing our students continue their relationship with us beyond graduation and providing the opportunity for Australia's workforce to expand their skills and knowledge through further learning and professional development.

Student support

The Student Learning Hub provided vital support for students during an extremely challenging year. The hub successfully implemented a blended model of support. It piloted a student peer to peer online chat service, delivered digital skills workshops, a podcast series, and study and exam support.

We also provided a \$15 million student support package and food vouchers for UTS housing residents and weekly food support.

Student learning

We moved quickly to adapt to the online learning environment.

- 1500 subjects were moved to remote teaching in Autumn session 2020
- 900 unique subjects were moved online for Spring session
- We transitioned to online exams for Autumn and Spring in 2020.

We will continue to implement the best parts of online learning while returning to our ongoing blended approach to teaching and learning.

English language support

We continued offering our students English language support. All students undertaking subjects where language screening is embedded (12,619 students in 2020) have completed the online post enrolment English language assessment.

Startups and entrepreneurial experiences for students

Work on our student-led startups was strong again this year. We had a total of 413 active startups against a 2020 target of 350, well exceeding expectations.

Our entrepreneurial experiences combine inspiration-focused workshops, self-paced digital experiences and in-subject projects with startups.

Our physical innovation hub and UTS Startups event space was closed for most of the year, with a gradual transition back to on-campus in October. Our UTS Startups Facebook forum provided a highly engaged digital innovation hub. In addition, nearly 200 community-building events and activities were delivered to UTS Startups community members (the majority in digital format).

As the campus reopened, we held the UTS Startups Awards as one of the first large-scale events in hybrid format with 70 in-person attendees, 169 Zoom livestream attendees and 311 post-event YouTube views to date.

We also successfully delivered the inaugural UTS Startups Festival across September, with more than 20 digital and hybrid events.

We were awarded \$30,000 funding from the City of Sydney knowledge exchange sponsorships to support the UTS Public Space for Entrepreneurship. The public space will be a first-of-its-kind high-visibility space dedicated to inspiring entrepreneurship and supporting new entrepreneurs on their journey. We expect to launch the space in March 2021.

Enterprise learning

2020 bought the need for enterprise learning to the forefront. We need to engage not only with our students but with individuals in the workforce.

Our strategic approach to enterprise learning is focused on delivering short forms of learning to corporations, small to medium enterprises, federal, state and local governments, and large member-based organisations based in Australia and internationally.

In partnership with Telstra we developed and delivered a range of microcredentials this year.

As of December, the UTS Open platform was promoting 150 short courses, more than 30 microcredentials and about 30 tasters, including microcredentials on artificial intelligence, machine learning, data analytics and data literacy.

To complement our enterprise learning offerings, we developed the FutureTRACK platform. This platform provides an assessment of workforce capability for our enterprise learning clients and maps skills gaps to future capability requirements. We'll expand on this to include recommendations for further skills and learning to be offered through UTS Open.

We're also working with the NSW Government on increased demand for retraining and the advancement of lifetime learning for Australia's workforce.

Postgraduate futures

We accelerated our stackable postgraduate degree framework this year to support our increased focus on microcredentials, short courses and enterprise learning.

The initial stackable courses, the Master of Technology and Master of Professional Practice, were delivered in Spring 2020 along with the Future Proofing for Disruption microcredentials.

New ways of working

The way we work, and think about work, changed dramatically in 2020 as a result of the COVID-19 pandemic. In March, the UTS workforce moved quickly to remote working.

We provided extensive support to our academic staff during the year to support the move to online teaching as part of the COVID-19 response. Technology, resources, training and support for remote working practices were put in place. This included a remote working portal for general digital working and a specialised learning and teaching support site.

We also took the opportunity to further explore ways to embed remote working practices.

Multiple guides, tools, checklists, and other learning resources were made available to all staff on the staff learning portal (for remote and hybrid working) as well as the dedicated remote working portal. An online training program (Managing a Hybrid Workforce) was developed for professional and academic staff focusing on digital resilience and technology. This program enables greater collaboration and inclusion to help leaders to successfully lead hybrid teams.

All face-to-face staff training was moved online and the training curriculum was revised to fit with the needs of the new operating environment.

Nearly 1000 opportunities were provided for staff to take part in more than 80 hours of training. And more than 5500 UTS LinkedIn Learning members (staff and students) took the opportunity to complete more than 7400 courses and view more than 450,000 videos in the LinkedIn Learning portal.

We provided the opportunity for our staff to develop and improve their capabilities during the year. The UTS capability portal was introduced in 2020 to support the launch of the UTS capability framework. The portal features online learning offerings linked to each of the UTS capabilities.

In 2020, it was even more important to recognise and reward the performance of our staff. We delivered our research, teaching and learning, and career and professional development awards as digital events, focusing on the great achievements of staff across UTS.

The staff hardship fund and the casual staff hardship fund were established to help staff experiencing difficulties as a result of COVID-19.

We also set up a central recruitment talent pool to assist with the redeployment of displaced casuals and fixed-term staff, and provide assistance to any fixed-term and continuing staff who had reduced workload as a result of the impact of COVID-19 on their substantive roles.

An important measure to reduce staffing costs was a voluntary separation program, which supported 357 staff to leave UTS, most of whom did so in December. As a result, many areas have begun to implement changes to accommodate new workload patterns with reduced staffing levels.

Precinct, community and partnerships

In spite of the challenging environment posed by COVID-19, we progressed on a number of initiatives and activities in this area in 2020.

Our precinct

Significant progress was made on Tech Central (previously referred to as the Sydney Innovation and Technology Precinct). The NSW Government committed to facilitating 250,000 square metres of office space in the precinct and spending \$48.2 million providing 50,000 square metres of space for startup and scale-up businesses.

We were involved with stakeholders to inform and shape developments in the precinct through the Camperdown-Ultimo Collaboration Alliance, the NSW Government Tech Central Industry Advisory Group and other key stakeholders including Dexus, Frasers and Atlassian.

We're working directly with the NSW Government to develop a number of UTS precinct initiatives.

Partnerships

UTS negotiated four new strategic partnerships in 2020 (Sydney Water, DHL Express, National Heart Foundation and Microsoft). These partnerships will contribute to research income, lifelong learning and public outcomes.

In December, NSW Minister for Skills and Tertiary Education the Hon. Dr Geoff Lee, MP announced the UTS/TAFE partnership. The partnership will offer a Diploma of Engineering at two Western Sydney locations. After graduating, students will have the option to continue their engineering studies at UTS with credit for the experience gained through the TAFE NSW diploma or continue with further study at TAFE NSW to achieve higher qualifications with credit.

We're continuing to develop our partnership with Celestino to support Sydney Science Park. We've progressed discussions with the Western Parkland City Authority to collaborate in areas of shared interest including delivery of microcredentials, new industry engagement models and the Advanced Manufacturing Research Facility.

Advancement and engagement

This year the need to bring alumni and friends (those who provide significant levels of non-financial and philanthropic support) closer to the university was more intense than ever. Despite the COVID-19 pandemic we continued to perform strongly, stewarding existing major donors to retain their pledged support and acquiring new major and principal gift donors.

The Alumni and Community Relations Strategy 2020-2022 was implemented to maximise participation of our alumni and friends and increase financial income. UTS's networks expanded by engaging with a growing number of young alumni and UTS Friends of Distinction, and focusing on alumni learning for a lifetime.

Alumni

We implemented pathways for alumni and friends to become more aware, more involved and more loyal to UTS this year, utilising the student to alumni lifecycle and strategic engagement. With 240,000 alumni worldwide our alumni networks are increasingly providing crucial support to UTS as our ambassadors and advocates.

The 10-member North America Advisory Board focused on using their professional networks and their influence to build stakeholder engagement for UTS in North America.

Advancement started on an alumni lifetime of learning project that included a survey of alumni to support learning and professional skills development. This laid the foundations for the development of a three-year plan to increase alumni participation in further study and short forms of learning. The first phase will start in early 2021.

During 2020, Advancement planned and delivered six face-to-face events and 25 webinars. The audience reach was significant with more than 1750 attending. Digital events allowed our international audience to participate more frequently, attracting participants from more than 40 countries.

Philanthropy

Support was strong for health-related research priorities this year and students benefitted from gifts to humanitarian scholarships and financial hardship funds. We saw increased financial support for the Indigenous Residential College Arts Centre and science research, and additional interest and support for bequests to UTS.

The Outreach Campaign to alumni was significantly affected by COVID-19, however our messaging on student support engendered much good will. The staff giving program focused on COVID-19 hardship funds for staff and students and resulted in the most generous year of UTS staff giving ever. Donations by UTS staff were matched by the university and these, together with the regular and ongoing staff giving donations, saw the program raise close to \$1.4 million.

In July, the UTS Community Fundraising Hub was launched, an Australian first in the university sector. The hub provides a centralised platform that promotes a wide array of UTS causes, empowering staff, students and the community to fundraise for UTS projects.

The UTS Foundation Board met three times in 2020. At each meeting a philanthropic value proposition was presented to the board for their consideration, resulting in significant support including hosting bespoke events and broadening the university's philanthropic networks.

Connected research

We launched the UTS Research Strategy in April. The new strategy affirms our commitment to our role as a leading public university of technology and the importance we place on research that benefits our communities: the economy, environment and society.

The UTS Research Strategy also supports the wider UTS 2027 strategy and builds on the impressive gains in our research performance made during the previous strategy.

Our external research income was \$86 million this year.

Reframing our research

We also finalised our Research Policy in 2020. This overarching document outlines how research at UTS is conducted and managed. We reviewed our top strategic and operational research risks, and strengthened our research governance arrangements.

Work also continued on reframing our research concentrations. A strategy paper was released for final consultation and the project has moved to implementation phase. This phase will include the revision of associated policies, a pilot of a small number of strategic research programs and embedding a revised centre review process.

Most importantly, the reframing work is geared towards ensuring that we use our research concentrations to position ourselves to best partner with external organisations and to create the greatest impact from our research.

Collaborative research

We were awarded the lead in the Reliable Affordable Clean Energy for 2030 Cooperative Research Centre (RACE for 2030) partnering with eight universities and CSIRO, four state governments, eight energy networks, energy retailers, technology providers, energy users and consumer representatives.

RACE for 2030 was awarded \$68.5 million in Australian Government funding over the next decade. The CRC will deliver world-leading energy solutions ranging from smart inverters to renewable micro-grids. It's the largest CRC to have been awarded.

The centre will also provide the opportunity for UTS to embed more than 50 PhD students and postdoctoral fellows with industry partners.

Research support and capability

We continued to build and evolve our research excellence and support hub, RES Hub. The official launch of the physical space is delayed until 2021, although staff and students were able to access the space throughout the year. We launched version 2.0 of the digital RES Hub. Our digital research infrastructure was significantly enhanced, including better alignment to the needs of our people, and making it easier for external people to find our people and connect with us.

We launched our research outcomes capability framework aimed at enhancing staff and student capabilities and career development. To support this we increased the number of online professional development modules for our researchers, including media skills for researchers, research integrity, research data management, philanthropic funding and visualising collaboration.

Graduate research students

We engaged with industry, particularly growing technology companies, to identify career pathways for UTS's graduate research students.

We were awarded funding from the Australian Technology Network (ATN) Frontiers Program to develop one of the pilot modules of the program, which is intended to provide graduate research students across the ATN with enhanced knowledge and skills in the future of research and work.

The Stanford University Innovation Fellows program was piloted for graduate research students with an interdisciplinary group of four students from Business, the Faculty of Arts and Social Sciences and the Institute for Sustainable Futures. The fellows represent the student body in the global conversation around the future of education, and design and implement activities to enhance innovation and entrepreneurship.

We significantly reimaged the online experience of our graduate research students from application to progression through their candidacy.

International profile and experience

One of the biggest impacts of the COVID-19 pandemic was on our international student cohort. Many students were unable to travel to Australia to either start or continue their study.

To help our international students, we established an international student hardship fund of up to \$10 million and set up a hotline serviced by Mandarin speaking staff for commencing and continuing Chinese students.

We established offshore learning centres (OLC) in China at four partner universities, with approximately 500 students attending. In September we established an OLC in Vietnam.

We also contacted all 191 UTS students overseas on exchange programs at the time the pandemic hit, liaising with UTS Insurance, Risk and Legal to provide ongoing cover for students; as well as providing clear, ongoing advice and support to the 524 exchange and study abroad students at UTS, their home universities and agents.

We moved quickly to develop virtual/remote for-credit short programs and extracurricular online global leadership sessions for UTS students, with almost 300 students engaging in our Think Global Winter/Summer offer.

In addition to helping our existing students it was crucial to continue to attract new international students.

Initiatives this year included:

- moving our face-to-face recruitment activities to online events, including UTS's virtual open days with almost 50,000 users since launch
- global campaigns generating 38 million views, higher engagement with the UTS website and social channels and generation of more than 80,000 leads
- implementing a peer-to-peer engagement platform for students to engage directly with current students, alumni and UTS staff
- delivering quality, timely communications to keep students updated on border closures, online study, support services, OLCs etc.

Delivering positive social change

Despite the challenges of 2020 we never lost sight of our commitment to social justice.

Social impact

We made good progress on the Australian pilot of the Carnegie Community Engagement Classification throughout the year. The second half of the year saw eight universities submitting their pilot applications to Carnegie. Submitting universities and observer institutions came together for a summit to share learning and contribute to shaping the Australian version of the classification.

The project is on course to formally launch the Carnegie Community Engagement Classification in Australia in 2021.

Respect. Now. Always

We provided our three-year update to the Australian Human Rights Commission's Change the Course: National Report on Sexual Assault and Sexual Harassment at Australian Universities outlining our progress in implementing the report's recommendations. We're also preparing for next year's Universities Australia's national student survey.

Work continued this year on building a greater awareness of Respect.Now. Always (RNA), specifically around reporting, ways to respond and finding support.

This year we expanded the focus of RNA to align better to our new way of working and studying. This has meant greater communication with our community on being an active (virtual) bystander, netiquette guidelines, and setting personal boundaries and respecting those of others, as staff and students begin returning to campus.

We launched a microsite, which represents a virtual journey that guides students through the importance of consent, and the behaviours, factors and attitudes that contribute to a campus free of sexual violence.

Our interpretation of Universities Australia's RNA initiative was awarded Best in Class in the Social Impact category for the 2020 Australian Good Design Awards. This was a collaboration between staff, students and human-centred design expertise from the Design Innovation Research Centre to focus the ongoing efforts of our UTS community to explore, understand and embrace the importance of respect in our everyday interactions.

Seventy thousand students and staff have now completed UTS's mandatory Consent Matters training since its introduction two years ago.

Workforce diversity

For the 19th consecutive year, UTS was recognised as an Employer of Choice for Gender Equality by the Workplace Gender Equality Agency.

Although we remain committed to our target of 40 per cent female academics in STEM (science, technology, engineering, mathematics and medicine), our recruitment targets have been temporarily suspended due to the impacts of the COVID-19 pandemic. We've turned our focus towards retention and promotion activities to ensure our ongoing commitment.

More than 80 per cent of the UTS Athena Swan Action Plan (2018-2022) to address identified barriers to equity and inclusion (in key areas related to recruitment, retention, promotion and workforce culture) are now complete or being implemented.

We've implemented a diversity dashboard, delivered coaching and mentoring programs for female academics in STEM and completed the institutional mid-term review of the program.

Indigenous education, research and employment

Our Wingara Indigenous employment strategy sets out an employment target of three per cent participation by 2023. We were unable to achieve our target for 2020, largely due to the university's recruitment pause and the financial impacts of COVID-19. Retention of Indigenous staff was also impacted.

We have plans in place to get back on track, including our faculties and divisions reviewing Indigenous staff numbers, extending fixed-term contracts and reviewing fixed-term staff eligibility for continuing appointments.

COVID-19 restrictions had an ongoing impact on Indigenous recruitment, outreach, schools engagement and on-campus experiences. We also expect that the move to remote learning will impact Indigenous student participation rates, student retention, success and completion rates, making it harder to meet the two per cent Indigenous student participation target, or to close the gap in retention, success and completion rates by 2023.

We were able to adapt workshops and experiences online. Jumbunna held open day webinars and online Galuwa experiences. The Faculty of Arts and Social Sciences held its first-ever Galuwa workshop online. UTS's Galuwa program introduces Indigenous high school students to study at UTS.

We finalised a partnership with the Northern Territory Department of Education whereby UTS will be the destination of choice for Indigenous high school students. We held a virtual signing event in December 2020, with department executives and UTS senior executives in attendance. A larger-scale, public launch is planned for early 2021.

Despite the challenges of COVID-19, Indigenous graduate research student enrolments increased 11 per cent from 2019. We've reached 4.1 per cent participation, which puts us well on our way to achieving our target of five per cent Indigenous participation by 2023. Retention rates have also increased since 2019.

Access and inclusion

We launched our new Access and Inclusion Plan 2020–2024. This plan confirms our commitment to be a university in which staff and students with disability can fully participate and excel.

The shift to online study this year highlighted the importance of accessible online assessment, learning materials and collaborative environments. The LX.Lab launched a new suite of digital accessibility resources on the LX site. It also held Accessibility Week in June holding a series of workshops on teaching staff in digital accessibility.

The Inclusivity Experiment (comprising the Centre for Social Justice and Inclusion (CSJI) in partnership with the Faculty of Transdisciplinary Innovation, the Centre for Inclusive Design, social enterprise Remarkable, and graphic design platform Canva) developed a suite of online resources for teaching staff on inclusive curriculum design and delivery.

We awarded the first grants to projects through the CSJI/Research Office disability research innovation collaboration funding. A new quarterly Disability Research at UTS showcase was established with the first session held in October with the aim to bring together the disability researcher community at UTS. A UTS disability research network website has been developed and will be launched in early 2021.

Widening participation

We made good progress on this priority in 2020 as most activities moved seamlessly online, including our U@Uni academy transdisciplinary workshop; student mentoring, parental engagement and HSC tutorial programs; and two faculty workshops.

More than 100 laptops were delivered to U@Uni Academy program partner schools in south west Sydney to address digital access issues.

We worked closely with teachers and schools to deliver the Women in STEM student outreach program online. Moving to an online model meant that we were able to reach additional regional schools.

The STEM x Play primary school and STEM x Impact high school in-curriculum programs were delivered to 23 schools in 2020, reaching 233 girls in years 3–12. We also presented the Girls in STEM Design Challenge online to 50 girls and their families as a school holiday workshop.

We held virtual training and professional development for 45 primary school and 27 high school teachers.

Financial statements snapshot

UTS's 2020 operating result was significantly impacted by the COVID-19 pandemic, mainly in relation to international student fee income. The university recorded a deficit of \$43 million, which mainly resulted from a decrease in international student fee income of \$38 million and staff redundancy costs of \$51 million.

Resourcing

Revenue decreased by 3.6 per cent on 2019 levels, mainly due to decreases in student fees, which were 4 per cent lower than 2019.

Overall student numbers were slightly lower with equivalent full-time student load (EFTSL) decreasing by 280 EFTSL or 0.8 per cent from 2019 numbers, with Commonwealth-supported places increasing by 5.2 per cent. However, international student numbers, which represent 34.6 per cent of total revenue, were greatly impacted by the pandemic resulting in a decrease of 14 per cent from 2019.

The university continued to upgrade existing student facilities and refurbishing existing buildings to expand learning and research spaces with \$106 million spent on capital additions in 2020 despite reduced activity on campus.

UTS has continued to maximise the return and flexibility on the remaining funds mainly through investments in term deposits. This strategy has resulted in investment income of \$7.3 million, a decrease of 26.0 per cent from 2019 due to reduced term deposit rates and lower equity markets in 2020.

Expenditure

Total expenditure on operating activities was \$1.1 billion, which is 3 per cent higher than 2019, while employee-related expenses increased by 8 per cent from 2019 levels. The increase in employee-related expenses is mainly due to one off staff redundancy costs of \$51 million. Depreciation and amortisation increased by \$11 million mainly due to the full year depreciation of the UTS Central building.

Capital expenditure

During 2020 we largely froze expenditure on major capital projects. We continued with refurbishment and maintenance of our existing buildings and infrastructure to continue offering world-class student learning experiences and research facilities. UTS's refurbishment program on existing and new buildings plus leasehold improvements totalled \$55 million.

Investment portfolio

The majority of UTS's investment portfolio is in term deposits with major Australian banks. Our total investment in term deposits and deposits at call at the end of 2020 was \$97 million, compared to \$96 million in 2019. The weighted average return on the investment portfolio for the year was 0.8 per cent, compared to the year-end official cash rate of 0.10 per cent.

Borrowings

The university's borrowings profile at the end of 2020 comprised a \$300 million long-term bond issuance, \$250 million in revolving debt facilities (\$150 million in 2019) and lease liabilities.

The university drew down \$40 million from its revolving debt facilities in 2020, increasing debt from bonds and revolving debt facilities to \$340 million (\$300 million in 2019). The \$40 million has been repaid in early 2021.

COVID-19

The COVID-19 virus is anticipated to continue to have an adverse impact on the university's international student revenue in 2021 due to the international border closures. The university will continue to offer online courses for impacted students and continue cost mitigation strategies to lessen the financial impact for 2021.

	2016	2017	2018	2019	2020
Income (%) (excluding deferred government contributions)					
Government grants	37.0	33.8	31.9	30.0	33.5
Fees and charges	33.7	37.5	40.0	42.1	38.8
HECS-HELP	19.1	18.1	17.3	17.2	19.2
Other	10.2	10.6	10.9	10.8	8.6
Expenditure (%)					
Employee benefits	58.7	57.7	58.1	58.2	60.9
Other	28.3	29.9	30.2	29.0	25.0
Depreciation and amortisation	9.7	9.4	9.3	10.4	11.1
Repairs and maintenance	1.8	1.7	1.5	1.4	1.3
Impairment of assets	0.0	0.0	0.1	0.0	0.2
Borrowing costs	1.6	1.2	0.8	0.9	1.4
Finance (\$'000)					
Total assets	2,666,967	2,947,216	3,126,179	3,388,785	3,386,913
Total revenue from continuing operations	859,852	953,561	1,049,719	1,097,766	1,058,767
Total expenses from continuing operations	790,260	875,525	975,017	1,070,167	1,101,842

Meetings of UTS Council members in 2020

The numbers of meetings of the members of the UTS Council, and of each committee and group, held during the year ended 31 December 2020, and the number of meetings attended by each member, were:

	1	2	3*	4	5	6*	7	8*	9*	10	11	Total
Member	A	B	A	B	A	B	A	B	A	B	A	B
Dr Sue Barrell	8	8										8
Distinguished Professor Larissa Behrendt, AO	8	8				1	1					9
Peter Bennett	8	8	5	5								15
Priyanshu Bhardwaj (ended March 2020)	3	3										3
Professor Attila Brungs	8	8		7	7	4	4	2	2	4	4	2
Junejt Cihan (started November 2020)	1	1				1	1					2
Michelene Collopy	8	8	5	5	7	6					1	1
Professor Joanne Gray	8	8			4	4	1	1				3
Dianne Hill	8	8	5	5								23
Associate Professor Sarah Kaine	7	6		7	7							3
Dr John Laker, AO	8	8		7	7	4	4		4	4		2
Catherine Livingstone, AO	8	8	5	5	7	7	4	4	4	4	2	2
Peter Munford (started November 2020)	1	1										1
Aaron Ngan (ended October 2020)	7	7									3	3
Dr Lisa O'Brien (started March 2020)	5	5										10
Alicia Pearce (ended October 2020)	7	7										5
Aden Ridgeway	7	7										7
Dr Ron Sandland, AM (ended October 2020)	8	5										7
Dr Ron Sandland, AM (ended October 2020)	7	7	5	5			1	1				8
Dr Jack Steele (started August 2020)	4	4						2	2			2
Professor Anita Stuhmcke (started November 2020)	1	1										25
Tony Tobin	8	8			4	4	1	1	4	4	2	2
Patrick Tooth (started November 2020)	1	1						2	1	4	4	2
	1	1						2	1	4	4	2

1. Council

5. Governance Committee

9. Physical Infrastructure Committee

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

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

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

2. Audit and Risk Committee

6. Honorary Awards Committee

10. Remuneration Committee

3. Commercial Activities Committee

7. Joint Audit and Risk and Finance Committee

11. Student Council Liaison Group

4. Finance Committee

8. Nominations Committee

Statutory reporting

Employees

Workforce size: full-time equivalent and actual

FTE for continuing and fixed term staff decreased during 2020 by 7.5 per cent.

Academic staff FTE, excluding casual academic staff, represent 43 per cent of staff.

	2018	2019	2020
FTE staff			
Academic	1,349.6	1,462.7	1,365.2
Professional	1,826.4	1,985.2	1,824.1
Total	3,176.0	3,447.9	3,189.3
Casual staff			
Academic	531.4	535.6	459.8
Professional	276.4	283.2	239.2
Total	807.8	818.8	699.0
Actual persons^{1,2}			
Academic	1,484	1,592	1,486
Professional	1,953	2,116	1,931
Total	3,436	3,708	3,417

1. Continuing and fixed-terms staff per HR Staff List snapshot at 30 December 2020.

2. Staff may be employed as both academic and professional staff.

Workforce diversity

UTS is committed to a workforce that draws on the diversity of people in the community. Information on the university's workforce diversity and inclusion achievements and strategies throughout the year is available from the social justice section.

		2016	2017	2018	2019	2020
Academic						
Women	%	43.2	43.3	43.0	44.1	44.9
	headcount	521	586	635	711	763
Aboriginal and Torres Strait Islander Peoples	%	0.7	1.3	1.8	2.1	2.1
	headcount	9	17	27	34	35
People whose first language was not English	%	18.2	19.2	21.1	20.0	23.1
	headcount	220	260	311	323	393
People with disability	%	3.1	2.8	2.7	2.6	2.8
	headcount	38	38	40	41	48
Professional staff						
Women	%	60.7	60.8	60.8	62.6	63.4
	headcount	1052	1127	1179	1298	1401
Aboriginal and Torres Strait Islander Peoples	%	0.9	1.2	1.2	1.4	1.3
	headcount	15	23	23	30	29
People whose first language was not English	%	16.8	17.5	16.7	16.6	20.1
	headcount	292	324	324	345	445
People with disability	%	3.0	2.9	2.6	2.4	2.6
	headcount	52	53	50	50	58

• Information is provided on all full-time and part-time staff employed at 31 March each year in line with Australian Government data collections.

• Staff on leave without pay are included in the figures.

Senior executive remuneration

Band	2019		2020	
	Female	Male	Female	Male
Band 4 (Secretary)	1	1	-	2
Band 3 (Deputy Secretary)	2	4	3	3
Band 2 (Executive Director)	-	-	-	-
Band 1 (Director)	-	-	-	-
Total	3	5	3	5

Band	Range	2019	2020
Band 4 (Secretary)	\$700,000-\$1,100,000	2	2
Band 3 (Deputy Secretary)	\$400,000-\$699,999	6	6
Band 2 (Executive Director)	\$300,000-\$399,999	-	-
Band 1 (Director)	\$150,000-\$299,999	-	-

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

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

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

In 2020, UTS was fully compliant with 13 of the 14 protocols within the code. The university reviews its compliance on an annual basis.

Controlled entities

accessUTS Pty Limited

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

accessUTS's mission is to provide a professional gateway for government, industry and the community to access the knowledge, expertise and resources of UTS.

Insearch

Insearch Limited (trading as UTS College from December 2020) is a registered private higher education provider. It is a pathway provider to UTS.

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

UTS Global Pty Ltd

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

Currently, UTS Global Pty Ltd provides services related to the strategic direction and management of:

- a representative office in Beijing, China, UTS Beijing Ltd, which is a wholly foreign-owned entity of which UTS Global Pty Ltd is the only shareholder, and which provides relationship management, market intelligence and profile-building services to UTS; and
- UTS Research and Innovation Institute (Shenzhen) Co Ltd, also a wholly foreign-owned entity of which UTS Global Pty Ltd is the only shareholder, which provides business development, technology transfer, consultancy and industry engagement services to UTS, particularly research-focused engagement.

UTS Global Pty Ltd directors and management comprise current UTS executive and staff, and UTS Beijing staff for that company.

Cultural diversity

UTS values the richness of our culturally diverse community and the enormous benefits that diversity brings to our university.

Our students come from more than 120 different countries, half were born outside Australia and 49 per cent speak a language other than English at home. Our staff identify with more than 65 cultural backgrounds and around 40 per cent spoke a language other than English as a child.

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

We aim to promote a positive and supportive learning environment for our students, and an inclusive workplace for our staff. In 2020 we offered a wide range of activities and programs.

- **UTS Residential Life Program:** UTS's housing team put on events, activities and training programs to encourage cross-cultural communication. Students are challenged to overcome cultural biases, reassess stereotypical beliefs and develop friendships.
- **Online English conversation sessions:** Volunteer alumni and staff ran English conversation sessions (UTS's Higher Education Language and Presentation Support (HELPS) program) attended by students from languages other than English backgrounds. Students also volunteered in a buddy program supporting international students.
- **Online TalkFest:** Connects students and volunteers from all backgrounds and faculties across UTS, promoting cultural exchange and community. It offers students an opportunity to network with each other while taking part in rounds of group discussion and games.
- **Refugees:** First-year students experiencing financial disadvantage who identify as being current or past holders of a permanent humanitarian visa can join the transition and academic support program where they receive tutoring assistance from an experienced UTS student.

- **Online buddy program:** This program matched international students with local students, staff and community volunteers. Students and buddies get together once a week and speak English, exchange cultural information and form friendships in a non-threatening informal way.
- **UTS multi-faith chaplaincy:** A visiting chaplaincy service assisted students and staff of all faith traditions and those of no faith. This assistance is flexible and available via a variety of modalities, including remotely and in-person. Where appropriate, there are bookable spaces for students and staff to carry out activities related to their faith tradition.
- **Safety and respect for culturally diverse groups:** A targeted campaign aimed at safety and respect for culturally diverse groups as part of the campus reactivation project at the end of 2020 was held. This was in response to the Black Lives Matter movement and potential racist actions during COVID-19.
- **Multicultural and Indigenous Women's Network:** A report was produced during 2020 making recommendations for improved safety and respect for culturally diverse staff and students. Recommendations were endorsed and will be enacted in 2021 and ongoing.
- **Cultural awareness training and Aboriginal cultural awareness training:** Training was held to increase our staff's cultural awareness.
- **Mentoring program:** A new mentoring program for Pasifika high school students was implemented in late 2020, with the aim of encouraging students to see university as a real option for them and to raise their aspirations in participating in the higher education sector.
- **Orientation:** Throughout orientation religious, cultural, political, sporting and social clubs connect new students with existing students.
- **UTS Peer Network:** The network is a volunteer program where local and international students help to welcome new UTS students during orientation and throughout the year.
- **After a successful collaboration with the Australian Technology Network,** we offered online modules for international students to help them prepare for work-integrated learning experiences.
- **We collaborated with accessibility and the Australian Network on Disability** to promote internships and mentoring programs.
- **We collaborated nationally to host the virtual career fair, inclusive workplaces fair and the Indigenous careers fair**
- **We held virtual networking sessions called 'It's Who You Know'** to help international students globally connect with international alumni.
- **We ran virtual information sessions with a migration agent** to help international students understand their work rights.
- **For International Women's Day,** we hosted events for our students to connect with industry representatives and alumni
- **We have started discussions with GRADWise** to help increase the workplace success of our students with a disability.
- **We ran industry hackathons in collaboration with the Centre for Social Justice and Inclusion for U@Uni**
- **We sourced industry mentors for the Centre for Social Justice and Inclusion for the Humanitarian Visa Scholars.**
- **We established WeChat groups** to help Chinese students unable to travel due to travel restrictions connect and support each other.

Careers

Our careers service ran several programs and pilots this year in support of UTS's cultural diversity.

- **We held programs and events** to help international students understand the Australian workplace. We give international students the opportunity to connect with organisations and gain local experience.

Sexual assault and sexual harassment reporting

For several years, UTS has operated under a holistic program (Respect.Now.Always) for the prevention of sexual assault and sexual harassment. Along with education, training and support, UTS has rigorous online reporting and information capture, case resolution and analysis for systemic issues.

This report provides an overview of the number of disclosures, staff and student uptake of online reporting, location of reported offences, and reports made to NSW Police.

Further information on UTS's Respect.Now.Always activities is available on page 12.

The table below details the number of reported sexual assault/sexual harassment incidents. Reports are received via:

- direct student reports through online report forms, and
- online reports via staff who have received student disclosures.

Reported incidents	2018	2019	2020
Direct student reports	5 (3 ¹)	8 (2 ¹)	3 (2 ¹)
Reports via staff	110 (20 ¹)	89 (6 ¹)	57 (7 ¹)
Total use of reporting forms	138	105	69
Total incidents ²	115	97	60

1. Some incidents reported from two or more sources. Unbracketed number indicates number of primary reports. Bracketed numbers indicate secondary reports.

2. Total represents number of unique incidents reported.

In 2020, only four reports were of behaviour on campus (down from 11 reports in 2019). The majority of disclosures (56) refer to incidents off campus, many historical in nature. Of the four reports on campus one was reported to police and the others were not reported to the police at the request of the persons who were the subject of the alleged behaviour.

The figures for sexual assault and sexual harassment are far fewer in 2020. The much lower figures may be attributed to:

- much less use of public transport, which is the source from which many reports have been sited historically
- far fewer students on campus
- UTS 'lockdown' of Zoom to prevent zoom-bombing harassment by non-students
- impact of the wider MeToo movement contributing to community awareness and education
- UTS's Respect.Now.Always campaign, and mandatory completion of Consent Matters module by all staff and students.

UTS areas reporting student disclosures to staff

The majority of student disclosures to staff were made to UTS Counselling.

Staff reports of student disclosures	Number	%
Student Services Unit (SSU) Counselling	49 (7 ¹)	85
SSU accessibility	3	5
SSU housing	1	2
Security	1	2
Office of the Provost	1 (1 ¹)	2
Centre for Social Justice and Inclusion	1	2
Other	1	2
Total ²	57	

1. Some incidents reported from two or more sources. Un-bracketed number indicates number of primary reports. Bracketed numbers indicate secondary reports.

2. Total represents number of unique incidents reported.

Work health and safety

A key priority for 2020 was the safety and wellbeing of staff and students during the COVID-19 pandemic. The university's health safety and wellbeing team played a pivotal role in supporting and advising senior management to enable the safe transition of staff and students to remote work and learning.

The team supported the university's COVID-19 taskforce, providing regular advice on the implications for UTS operations of the NSW Public Health Orders, monitoring these for changes as the pandemic unfolded and evolved, and the application of these health orders across the university.

In addition to the focus on COVID-19 support and advice, work continued on addressing the 2020-2022 Health Safety and Wellbeing Strategic Plan to ensure that this strategy remains on track.

Incidents

A total of 398 incidents were reported for the year, lower than in 2019. This is likely due to a significant reduction of staff and students on campus. There was a significant increase in the number of incidents that did not require any treatment and were therefore reported for notification purposes only. Of the 398 incidents reported, 266 fell into this category.

SafeWork NSW investigations and notices

The following incidents required notification to SafeWork NSW under the incident notification provisions of the Work Health and Safety Act 2011 NSW.

In March we notified SafeWork NSW of a dangerous incident. A heavy gate weighing more than 100kg fell due to a failure of the gate hinge weld. The hinge at the bottom of the gate had rusted and had a crack through it. No injury was reported, although cleaning staff had just closed the gate prior to the incident, which was a very serious near miss. SafeWork NSW were notified and satisfied with the approach taken to restrict access to the area and arrange for repair. An engineering inspection of the gate and the remaining gate was undertaken and repair was arranged for the hinge. Investigation actions were all closed out.

And notification to SafeWork NSW of a near miss incident occurred in September when an underground storage tank (UST) was discovered under a concrete slab being demolished for the installation of a new chiller set project. The work area was under the control of Shape who were conducting excavation works of a concrete slab in the carpark, when a UST was uncovered. The principal contractor located the inspection outlet and identified that the tank contained diesel fuel. The UST was immediately re-sealed, the site closed and UTS were informed.

An occupational hygienist was engaged to prepare a remediation plan. Initial assessment determined that the tank was not ruptured and the safety risk was low. Increased use of the car park exhaust fans was implemented as a precaution. Previous slab scans had been undertaken prior to the commencement of works neither of which determined the presence of the UST.

Workers compensation data 2020

- Premium impacting claims: 18
- Average cost per claim: \$7572
- Premium cost: \$1,247,526.74
- Total workers comp notifications: 36

Health and safety strategic plan

Comprehensive safety management planning is the most effective way of keeping our university community members safe at work. It also ensures that we meet our obligations under the WHS legislation. At UTS, we do this through our Health and Safety Strategic Plan (2020-2022).

The health safety and wellbeing team responded to and managed all reported hazards and incidents related to remote working, and worked closely with teaching and learning staff to provide support in the lead up to campus reactivation. Risk assessments were developed for staff to apply to their teaching and learning activities and spaces.

In addition to activities related to COVID-19, the team improved the management of workers compensation claims, improved the injury and incident data integrity, reviewed the Health and Safety Policy to ensure it remains relevant and conducted a

full review of existing online health safety and wellbeing information. This review identified areas of duplication, and served to inform a plan for the realignment of the health safety and wellbeing management system. A new Sharepoint site is currently under development that will provide staff with a more streamlined approach to information and support.

Auditing and compliance

UTS's health and safety audit program has been set up to ensure that the university's health and safety systems and plans are effectively implemented and appropriately monitored.

The 2020 audit assessed the adequacy and effectiveness of risk management controls for staff and student safety arising from remote working and learning, as well as the processes put into place to support a safe return to campus, where this is feasible.

Health and safety training

Mandatory online training completion rates are at or close to the target of 95 per cent. Casual staff completion rates continue to be tracked with an average of 63 per cent, which is up on the previous year's average of 56 per cent.

There were a total of 43 workstation assessments completed in 2020, 37 of these were completed before UTS directed staff to work remotely under the NSW Public Health Order. UTS completed one at home assessment due to employee accessibility.

Guidance on ergonomics and setting up a safe and comfortable work environment was made available to staff.

The team also responded to 35 HIRO (hazard and incident reporting online) reports, where staff reported of pain and discomfort from working remotely.

Health management cases

The number of health cases at UTS supported by the health safety and wellbeing team remains relatively stable. In 2020 there were 131 health cases reported at UTS, which is slightly lower than the 141 cases reported in 2019. 74 of these were new notifications for 2020, with the remainder being cases carried forward from the previous year. Health cases are broken down into three main categories: mental health, physical injuries and medical illness.

Legal change

New legislation

Changes to foreign relations law

Australia's Foreign Relations Act (State and Territory Arrangements) Act 2020 (Cth) (Act) and Australia's Foreign Relations Act (State and Territory Arrangements) Rules 2020 (Cth) (Rules) both commenced on 10 December 2020. The Act and Rules establish a scheme (the scheme) that prevents state/territory entities (including public universities) from negotiating, entering, varying or continuing to give effect to arrangements with foreign entities which the government considers adversely affect Australia's foreign relations or are inconsistent with Australia's foreign policy.

The scheme has broad implications for the university's foreign arrangements (including any subsidiary arrangements giving effect to those foreign arrangements) and will result in a significant new level of government oversight and control. The university has established a new team to assist with the implementation and oversight of the scheme.

Update on tertiary education legislation

Last year we reported on the enactment of the Tertiary Education Quality and Standards Agency Amendment (Prohibiting Academic Cheating Services) Bill 2019 that proposed to amend the Tertiary Education Quality and Standards Agency Act 2011 (Cth). The bill came into effect in September 2020. The amendment creates a new criminal offence of providing or advertising an academic cheating service on a commercial basis and broadens the role of TEQSA to take steps to prevent or reduce the use and promotion of academic cheating services in courses provided by higher education providers.

Significant proposed legislation

Amendment to draft Critical Infrastructure Act

The Department of Home Affairs has released an exposure draft of the Security Legislation Amendment (Critical Infrastructure) Bill 2020 (Bill) during the fourth quarter of 2020.

This followed some consultation with the sector earlier in 2020. The Bill extends the Security of Critical Infrastructure Act 2018 to cover the 'higher education and research sector' - defined as the sector of the economy that involves being a higher education provider as defined in the TEQSA Act, or undertaking a research program that has received investment, funding or a grant from the Commonwealth, or is relevant to one or more critical infrastructure sectors.

Positive security obligations already apply to 'critical education assets' (currently defined to include Australian universities). This Bill, if passed in its current form, will give the government unprecedented intervention powers with respect to any asset identified as a 'critical infrastructure asset'. For example, the Australian Signals Directorate has considerable 'step-in' powers (allowing the accessing, modifying, adding, copying, deleting, connecting or removing computers, programs, devices and data) where a university is unwilling or unable to deal with a cybersecurity incident. The government has immunity from civil actions for any harm caused by such 'step-in'. Under the Bill, universities are also required to maintain a risk management program as well as report serious cybersecurity incidents.

Introduction of Commonwealth Integrity Commission Bill

This Bill was introduced to establish a Commonwealth Integrity Commission (Commission) to strengthen integrity arrangements across the federal public sector. If the Bill is passed in its current form the Commission will have a broad range of powers including holding hearings, compelling witnesses to testify, enter and search premises, requiring people to surrender documents and other evidence, using telecommunication interceptions and direct that individuals are arrested.

Universities are regulated entities under the Bill. The minister may refer to information or allegations about a higher education provider to the Integrity Commissioner when they reasonably suspect an offence has been committed and direct the Integrity Commissioner to conduct an inquiry into issues of corruption or integrity of staff members at a higher education provider.

Vice-Chancellors would also be required to report information or allegations to the Integrity Commissioner when they reasonably suspect an offence has been committed. UTS, along with others in the sector, has provided feedback about the impact of the proposed Bill.

Significant cases

Universities' power to discipline students who engage in misconduct that could amount to a criminal offence

The Queensland Court of Appeal's decision in *Y v The University of Queensland & Anor* [2020] QCA 216 has confirmed that universities can discipline students that engage in misconduct that could amount to a criminal offence if the conduct was separately proven before a court exercising criminal jurisdiction.

However, the Court of Appeal has reminded the challenges of ensuring procedural fairness in student disciplinary proceedings. In this case, a former student Y sought judicial review of a decision of the University of Queensland to investigate Y in regards to allegations of sexual assault. The Court of Appeal restrained the university from hearing the allegations and found that the university board did not have jurisdiction.

The decision suggests that the focus of any inquiry of education providers should always be on whether there has been a breach of relevant rules, policies or procedures. The case leaves open the possibility that a disciplinary process may be successfully challenged in the future on the basis that it was not suitable for a particular finding to have been made in that context.

Classification of casual employees

The decision in *WorkPac Pty Ltd v Rossato* [2020] FCAFC 84 is a confirmation of the earlier Full Bench Federal Court decision in *WorkPac Pty Ltd v Skene* [2018] FCAFC 131, which held that a casual employee who worked regular and systematic hours was entitled to paid leave entitlements such as annual leave and personal leave the same as a permanent employee.

According to this decision, those employees whose working arrangements include a firm advance commitment as to the duration of the employee's employment or the days/hours the employee will work will be entitled to paid leave. Large numbers of professional and academic casuals from the higher education sector are likely to be included in this decision. Therefore, universities need to consider carefully transitioning those casuals who have their rosters set in advance and who work on a regular basis to ongoing employment. It is also important to ensure what is required for those who are characterised as casuals truly are casuals rather than continuing employees.

COVID-19 related changes

Electronic execution in a pandemic

With the various social restrictions imposed during the COVID-19 pandemic, the requirement of physical observation of signatures was unworkable. States have introduced special electronic execution and remote witnessing of affidavits via emergency delegated legislation.

In April 2020, New South Wales Government introduced the Electronic Transactions Amendment (COVID-19 Witnessing of Documents) Regulation 2020 (NSW) to address the limitations of providing alternative arrangements for witnessing signatures and attestation of certain documents. These measures were extended by the Stronger Communities Legislation Amendment (Courts and Civil) Act 2020 (NSW) in September 2020.

In light of the possibility that this extension will be made permanent, universities will need to consider the necessity of developing or adopting an electronic signature platform.

Commercial and retail tenancies relief provisions

New South Wales Government passed Retail and Other Commercial Leases (COVID-19) Regulation 2020 in April 2020. This prevents landlords from taking enforcement action against commercial and retail tenants qualifying for JobKeeper for not paying rent or not trading, which includes termination of the lease, taking possession, calling on a bank guarantee, pursuing a guarantor and increasing rent. The legislation applies to most retail shop leases that fall under the Retail Leases Act 1994, as well as commercial leases and leases of land for commercial purposes as defined in Conveyancing (General) Regulation 2018. However, according to the NSW Small Business website, the relief given under this Regulation lapsed at the end of March 2021 in line with the end of JobKeeper.

Privacy

The university is bound by the 12 information protection principles contained in 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 in the Health Records and Information Privacy Act 2002 (NSW) (HRIP Act). This Act covers the university in relation to how it manages health information on or after 1 September 2004.

Although UTS is not directly covered by the Privacy Act 1988 (Cwlth), its principles may apply in certain circumstances in relation to university activities that are governed by other federal legislation or codes of practice and data breach reporting. Similarly, in some cases, provisions of the European Union's General Data Protection Regulations (GDPR) may apply to data in some limited activities.

How UTS manages personal and health information

The management of personal and health information is governed by the university's Privacy Policy and 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 complies with information protection and health privacy principles including details of how UTS collects, uses and protects information, and examples of when information may be disclosed

- details of the university's internal review process, and
- a summary of the types of information UTS collects and holds.

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

Activities during 2020

- The university's Privacy Policy and Privacy Management Plan were reviewed in 2020 to consider changes in the university's activities and application of various technologies, and the obligations under any relevant changes in legislation, including the European Union's GDPR. The revised policy and plan are expected to become effective in 2021.
- There was a continued and increased focus on building privacy into information system design and development as part of the project planning stage. Privacy is considered as a high importance by project teams in this space where a new system may involve personal or health information. This included in particular new ways of working and studying as a consequence of COVID-19.
- New online privacy training was developed and went live for all staff in December. Further work will start in early 2021 to roll the training out.

Reviews

The university completed no formal internal review in 2020 under section 53 of the PPIP Act.

Data breaches

The university had no eligible data breaches for mandatory notification in 2020 under Part IIIC of the Privacy Act 1998 (Cwlth), or under the GDPR where applicable.

Right to information

Review of proactive release program

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

UTS's program for the proactive release of information involves decisions made at the business activity level regarding what information should be made public on the university's website. Consideration of proactive release is undertaken on an ongoing basis, and considered annually by the right to information team. Information relating to ongoing business and key projects and activities considered of interest to the wider community is proactively released on the UTS website.

- **News:** The UTS Newsroom includes news stories of interest, including media releases, and informs the public of activities happening at UTS.
- **Sustainability:** UTS strives to continually improve its sustainability performance. Information is available on the UTS website relating to our targets, sustainability-related activities and performance.
- **Facts, figures and ratings:** Information known to be of interest to the public includes information on the university's ratings against other universities, and facts and figures including information on student numbers, diversity, performance and completion rates, and graduate employment. This information is released for the benefit of past, present and future students, as well as donors, partners and supporters.

- **Governance:** The GIPA Act requires certain governance information to be made public, such as policy documents. These are available on the UTS website. Additional governance information is proactively released to inform staff, students and members of the public about the governance frameworks at UTS and important university decisions. Governance information proactively released includes information about the UTS Council and Academic Board and associated committees.
- **Strategy:** Information on the university's strategy, UTS 2027, is available on the UTS website.
- **COVID-19:** Information on how the university is tackling the challenges related to the COVID-19 pandemic, and how staff, students and members of the public can be protected when engaging with the university, was regularly maintained on our website during 2020.

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

Number of access applications received

During the reporting period, UTS received a total of nine new valid access applications. Two applications were still active at the start of 2020 and decided in 2020, but were originally received in late 2019. Communications with applicants and processing of applications continued in a remote working environment in 2020 and were completed on time or as negotiated with applicants.

Number of refused applications for Schedule 1 information

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

Statistical information about access applications

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	1	1	-	1	-	-	-	-
Members of parliament	-	-	-	-	-	-	-	-
Private sector business	-	-	-	-	-	-	-	-
Not-for-profit organisations or community groups	-	-	-	1	-	-	-	-
Members of the public (application by legal representative)	1	-	-	-	1	-	-	1
Members of the public (other)	4	4	1	-	-	-	-	-

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

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications ²	3	2	-	-	1	-	-	-
Access applications (other than personal information applications)	2	2	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. Each decision is individually recorded.

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

Table C: Invalid applications

Reason for invalidity	Number
Application does not comply with formal requirements (s 41)	1
Application is for excluded information of the agency (s 43)	-
Application contravenes restraint order (s 110)	-
Total number of invalid applications received	1
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 GIPA 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	-
Information about complaints to Judicial Commission	-
Information about authorised transactions under <i>Electricity Network Assets (Authorised Transactions) Act 2015</i>	-
Information about authorised transaction under <i>Land and Property Information NSW (Authorised Transaction) Act 2016</i>	-

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

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

Public interest considerations against disclosure	Number of occasions when application not successful
Responsible and effective government	-
Law enforcement and security	-
Individual rights, judicial processes and natural justice	5
Business interests of agencies and other persons	2
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)	11
Decided after 35 days (by agreement with applicant)	-
Not decided within time (deemed refusal)	-
Total	11

Note: Two applications received reflected here were received in late 2019, but not decided until 2020.

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

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

Note: One application reviewed by the IPC, had both decisions included and reflected here.

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

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

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

Note: Includes where an application for review was lodged with the IPC and where an internal review was also completed.

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

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

Public interest disclosures

UTS received one public interest disclosure (PID) related to maladministration. The PID was finalised.

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

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

The policy and guidelines are available on the UTS website.

Cyber security

UTS has continued to manage its cyber risks in a manner which is broadly consistent with the NSW Government Cyber Security Policy and is increasingly aligned with good industry practice.

The UTS Information Technology Security Vice-Chancellor's Directive, along with supporting cybersecurity standards and guidelines, define the fundamental principles for the protection of UTS's information resources and the controls needed to ensure compliance with internal and external regulatory and legislative requirements.

The directive is publicly available on the UTS website, and all users of UTS's information technology resources must comply with the directive.

The university has cyber incident response processes in place.

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

The standards and guidelines align with ISO27001, the National Institute of Standards and Technology's Cybersecurity Framework and the NSW Cyber Security Policy.

Cybersecurity is an increasingly critical issue for us, and we have initiated an increased focus on further maturing our cybersecurity capabilities in order to effectively manage more complex cyber threats and risks.

This includes:

- commissioning an external assessment of the university's cybersecurity maturity and capabilities
- developing a new cybersecurity strategy for multi-year implementation
- monitoring changes in risk profile/new environmental factors
- commissioning an external assessment of the university's remote access service
- embedding new vendor management policies and processes
- continuing to raise staff awareness of cyber threats and risks, including an ongoing program to help train users to identify and respond appropriately to spam emails that could contain malicious links or attachments
- developing a formal awareness program to train staff on their privacy responsibilities
- continuing to strengthen our network of external partners and information sources to stay up to date with cyber criminal activities, cybersecurity programs for improving capabilities, relevant research and technologies
- reporting of cybersecurity matters to the university executive and relevant committees.

Overseas travel

Due to the COVID-19 pandemic, university expenditure on overseas travel was greatly reduced from prior years. The university paid \$1.5 million for overseas travel in 2020 (compared with \$10.07 million in 2019). 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.

Internal audit and risk management attestation statement for the 2020 financial year

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

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

Risk management framework		
1.1	The agency head 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 2020 are:

- Chair: Michelene Collopy, 1 November 2020 to 31 October 2022
- Member (Council): Catherine Livingstone, AO, 1 November 2020 to 31 October 2022
- Member (Council, who is also a member of the Finance Committee): Dianne Hill, 1 November 2020 to 31 October 2022
- Member (external): Chris Westworth, 1 November 2020 to 31 October 2022



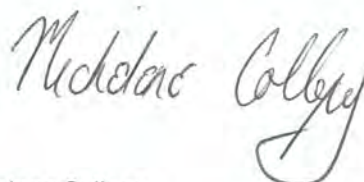
Nick Glover
Director of Risk



Frederik Theron
Director, Internal Audit



Professor Attila Brungs
Vice-Chancellor and President



Michelene Collopy
Chair, Audit and Risk Committee

Internal audit

Internal audit program 2020

Portfolio	Operational units	Business process (scope)
DVC (Corporate Services); Provost	Human Resources Unit; faculties and divisions	Workplace health, safety and wellbeing; remote working and learning; and safe return to campus
DVC (Corporate Services)	Information Technology Division	Cybersecurity governance
Provost; all DVCs	All faculties and divisions	Contractor and third party management
DVC (Corporate Services); DVC (International); DVC (Resources)	Student Administration Unit; International; Financial Services Unit	Student fees management; invoicing and fee adjustments
DVC (Education and Students); Provost; Dean GRS	Academic Programs Office; faculties; GRS	Subject management
DVC (Research); Provost	Office of the DVC (Research); Research Office; faculties	Industry and commercial research management
Provost; DVC (Education and Students)	Academic Programs Office; faculties	Academic standards; academic quality assurance
DVC (Resources)	Financial Services Unit/All	End-to-end procurement
Provost; DVC (Resources)	Financial Services Unit; faculties; divisions	Financial management; budgeting, forecasting and planning; management accounting and reporting
DVC (Resources)	Financial Services Unit / ITD	Payroll pre-implementation review

Risk management

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

We review and assess strategic and operational risks biannually at a university and faculty/business unit level. We conduct risk assessments to manage specific areas of risk, including building projects; environment, health and safety; information technology projects; strategic projects; disaster recovery; emergency management; fraud and corruption; financial risk management; and business continuity planning.

The university's Risk Management Policy, and supporting procedures, set out the objectives, framework and approach for considering and managing risk. The Audit and Risk Committee provides strategic guidance and reviews UTS's material business risks biannually.

We continue to advance the consideration of risk across the university, with this embedded in many key areas of decision-making, and operating procedures and processes. UTS continues to enhance its overarching framework, strengthen its risk aware culture and provide a variety of risk management training, including risk-intelligent informed decision-making.

2020 strategic and operational risk assessment

With the strategic and operational risk assessment aligned with the UTS 2027 strategy, the sudden emergence of the COVID-19 pandemic led to a review, revision and update of the top strategic and operational risks facing the university. The top operational risks continue to be divided into two categories: top operational risks to implement/deliver the UTS strategy and top operational risks impacting core business.

This updated risk assessment indicated that UTS continued to face the significant challenge of having a resilient business model with a diversity of markets, revenue streams and delivery methods to cope with high impact low likelihood risk events (e.g. pandemic), changes in government policy, aggressive market competition and opportunities to tap into new or emerging markets. The experience of the pandemic increased the pace and scale of agility and adaptability required by the university to meet the changes in stakeholder preferences for learning experiences. To mitigate the aforementioned key strategic risks, UTS has accelerated elements of the strategic priorities within the UTS 2027 strategy.

Throughout the pandemic in 2020, UTS has scaled up and down operations and activities on campus and online to continue to provide learning experiences to students and learners, enable research activities and engagement/activities with key industry partners while maintaining core supporting business operations. This key operational risk continues to be managed, with mitigations planned to seize opportunities to support the prompt recovery of the economy at the end of the pandemic.

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	2019		2020	
		Actual rate of return %	Benchmark rate ¹ of return %	Actual rate of return %	Benchmark rate ¹ of return %
Cash and cash equivalents	Internal	2.08	1.50	0.82	0.37
Managed funds	External	16.74	18.62	4.36	4.01

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

Account payment performance

(Parent entity only)

2020	Total accounts paid on time		Total amounts paid on time	
	Target ¹ %	Actual ¹ %	Target \$'000	Actual \$'000
Q-1 January to March	70	72	60,686	86,694
Q-2 April to June	70	72	83,183	118,832
Q-3 July to September	70	73	51,181	73,687
Q-4 October to December	70	76	62,508	89,297

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

Sustainability

This year we continued to implement the UTS Sustainability Strategy 2017–2020. We've achieved many positive outcomes due to the participation and collaboration of staff, students, partners and the community.

COVID-19 impacted the university's sustainability activities in a number of ways in 2020. Due to the reduced occupancy of campus buildings, and selected building shutdowns, UTS's utility use decreased. Many engagement activities, usually held face-to-face, had to be customised to an online format and delivered virtually. Fortunately, UTS's staff and students adapted well to new formats and, in some cases, we experienced increased levels of engagement.

Key sustainability activities and achievements for 2020 include:

- completion of the certification process of UTS Central (Building 2), certified a 5 star Green Star, which represents Australian excellence in sustainable design and construction
- engagement with the Senior Executive on UTS's carbon emissions and carbon neutrality, as well as a commitment to developing a net-zero pathway for the university
- UTS's UN Sustainable Development Goals (SDGs) working group, tasked with evaluating our institutional response to the SDGs, meeting regularly and holding a campus-wide workshop aimed at identifying current strengths and positive initiatives across UTS, along with areas for further development
- the university's decreased electricity, gas and water use by 10 per cent, 5 per cent and 32 per cent respectively, when compared with 2019. This is due to factors including the impact of COVID-19 on building occupancy, selected building shutdowns, building services tuning process for UTS Central, higher efficiencies due to chilled water imports and ongoing energy and water efficiency and building management system analytics projects

- procurement of a four-year electricity contract for \$30 million using a combination of 'block' and 'progressive' purchasing
- procurement of a three-year gas contract valued at \$1.5 million
- procurement of a demand response contract where UTS, as a high energy consumer, is paid to voluntarily cut or shift our use of power to better match supply, which helps to keep a power grid stable
- updated and peer reviewed sustainability requirements of the UTS Design Guidelines
- successful delivery of engagement activities, many of which were adapted to an online format due to COVID-19, such as World Environment Day, UTS Green Hero Awards, Walk and Ride to UTS Day and Green Campus Day
- successful delivery of the Green Impact Program, a behaviour change program where staff work in teams to undertake sustainability actions that are audited by trained students. In 2020, 63 people in 10 teams undertook 248 actions
- the 2SER Think: Sustainability weekly radio and podcast program continued to grow, with approximately 83,000 podcast downloads in 2020 and 55,000 weekly radio listeners
- UTS won the Outstanding Leadership Team award at the Australasian Campuses Towards Sustainability Green Gown Awards in recognition of our organic waste recycling process, demonstrating the circular economy in action and involving staff and students across the university from operations, to research, teaching and learning and communications
- the dissemination of the UTS Sustainability Report 2019.

More information on the university's sustainability achievements can be found in the annual UTS Sustainability Report available on the UTS website.

Land disposals

The university disposed of 14–16 Buckland Street, Chippendale during the 2020 calendar year with settlement occurring on 1 February 2021.

Consultants

The university paid \$23.25 million for external consulting services in 2020, of which \$6.87 million was for capital works. A total of \$8.62 million was paid for consultancies consisting individually of less than \$50,000.

Payments in excess of \$50,000 totalled \$14,629,455.93 and are listed below.

Company	Category	Project	\$
Simplus Australia Pty Ltd t/a Square Peg Pty Ltd	Business consulting	UTS new business stores channels shopfronts, student experience platform and CRM implementation, student experience platform planning	1,664,895.27
Okta Inc	Software consulting	Security classification data tagging implementation, Microsoft identity manager	666,500.00
Ascender Pay Pty Ltd	Business consulting	New payroll system	495,737.84
Honeywell Ltd	Building access management	Upgrade existing uts honeywell building access and security system	478,553.76
H2O Architects Pty Ltd	Architect	Building 4a – university hall proposal, science – modifications to tissue and vacuum labs – CB01.06 and CB07.00/06, CB04 I3 and I4 acc. toilets	458,852.47
Bvn Architecture Pty t/a Bligh Voller Nield	Architect/design	Indigenous residential college	355,000.00
University of New South Wales	Research	Research projects – the Australian environmental and planning law library, translating evidence to support planning strategies for healthier higher density living – urbangrowthNSW and various other research projects	305,627.48
Burtenshaw Scoufis Architecture Pty Ltd	Architect	Research and commercial institute – Shenzhen China, new environmental labs: tech lab, level 2, CB04 fire damper compliance rectification works	287,325.89
High Resolves America	Business consulting	Collaboration agreement to build enterprise education platform	255,390.00
Deloitte Consulting Pty Limited	Business consulting	Payg advise, cnrm (centre for neuroscience and regenerative medicine) strategy, leave liability valuations	246,387.00
Tonkin Zulaikha Greer Pty Limited	Architect	Blackfriars research building	236,175.92
Edgeworks Software Pty Ltd	Software development	FEIT – research centered software development	233,140.00
DXC Technology Australia Pty Limited	Software development	Microsoft power bi – data analytics and visualisation incl student analytics, perimeter and data centre firewall replacement	216,763.44
Paper Moose Pty Ltd	Creative media	Postgraduate degrees – media campaigns	193,740.00
Prendergast Projects Pty. Ltd	Renewable energy consultant	UTS green initiatives projects, ISF research projects	193,245.00
Wilde & Woollard Pacific Pty Limited t/a Wilde And Woollard Pacific Pty Ltd	Quantity surveyor	Uts central precinct	191,109.32
Dysart, Kenneth Michael t/a Ken Dysart Management Consultant	Contractor	Feit finance related services	187,000.00
Deloitte Risk Advisory Pty Limited	Business consulting	Superannuation compliance assessment, student experience platform and CRM – security review of Salesforce platform	185,159.00
The Trustee for Gardner Wetherill Unit Trust t/a Gardner Wetherill & Associates Pty Limited	Architect	CB10 – diesel generator installation and capacity chiller set	182,905.00

Company	Category	Project	\$
Guroo Producer Pty Ltd	Business consulting	Business various short courses, feit master of engineering management program design and production	175,000.00
Architectus Group Pty Ltd	Architect	Haymarket (building 5) masterplan	169,321.80
Commonwealth Scientific and Industrial Research Organisation t/a CSIRO	Research	FEIT research project – millimeter wave wireless communications, CB11 full scale fire test on facade wall	167,795.51
Like A Photon Creative Pty Ltd	Research	FEIT research – jericho indigenous animated character project	166,266.00
Settlement Services International Limited t/a Settlement Services International Incorporated	Research	Business project – disability entrepreneurship in Australia, UTS Business and Eden Foundation – help refugee led business in western sydney	161,803.64
Francis-Jones Morehen Thorp Pty Ltd	Architect	UTS central precinct, CB01 podium extension	158,485.40
Cortell Australia Pty Ltd	Software consulting	Student load modelling implementation, tm1 security and version control	152,395.43
Children's Cancer Institute Australia	Research	FEIT research – investigating mycn-driven mitotic deregulation in neuroblastoma	150,054.00
Wiringin Services Pty Ltd	Research	Science future frontiers research project	147,368.39
Certus Solutions Pty Ltd	Software consulting	New payroll system reporting	146,450.00
Aecom Australia Pty Ltd	Structural engineer	UTS central precinct, cb01 podium extension	144,918.40
Universitas Of Indonesia	Research	ISF research – water for women research – safely managed, gender equality in wash (water for women)	132,105.00
Researchmaster Pty Ltd	Software consulting	HDR online thesis submission and scholarships, costing and pricing tool development	131,512.00
Computer Systems (Australia) Pty Limited	Software consulting	IT servicenow – digital workflows feasibility, technology modernisation	125,549.50
The Center For Global Safe Wash at Emory University	Research	Isf research – modelling faecal pathogen flows in urban environments	124,872.56
Buildings Alive Pty Ltd	Building optimasation	Peak capacity forecasting and building energy and environmental efficiency	124,537.50
University of Sydney	Research	Translating evidence to support strategies for healthier higher density living, settlement outcomes of Syrian-conflict and various other research projects	122,790.97
AWS Consulting	Business consulting	Europe in country	120,848.82
Crocker And Company Pty Ltd	Contractor	Public policy and strategy advisor on UTS 2027 strategy	110,250.00
Risk Logic Pty Ltd	Business continuity management	Emergency management training	110,042.78
Pricewaterhousecoopers Consulting (Australia) Pty Limited	Business consulting	UTS it operating model – phase 1	102,000.00
Wilde and Woollard Quantity Surveyors Pty Ltd	Quantity surveyor	Building 4a – university hall proposal	100,000.00
Lahz Nimmo Architects Pty Ltd T/A Lahz Nimmo Architects	Architect	ActivateUTS merchandise store, cb06 refurbishment (DAB)	99,459.00

Company	Category	Project	\$
Highgate Management Pty Ltd	Building project management	New environmental labs: tech lab, level 2 new 3d metal powder printing facility, relocation of FEIT from building 2	98,160.00
System Partners Pty Ltd	Software consulting	COVID-19 incremental costs –student experience platform and CRM	98,055.80
Servicerocket Pty Ltd	Software consulting	Business – Futures academy project	97,125.00
Team Brookvale Pty Ltd	Research	Various ISF research projects	96,886.60
Writemedia Pty Ltd	Contractor	Support for research projects – frontier health and medical research grant writing and reviewing	95,712.73
Surveyengine GMBH	Research	Business CHERE – various research projects	94,780.63
Dxc Connect Pty Limited	Software consulting	Data analytics and visualisation incl student analytics, wired network upgrade	91,575.35
Prolific Academic Ltd	Research	Faculty of business– cognitive personality and social skills of effective software engineers, contingent units of personality and adaptive performance	91,373.97
Consulting & Implementation Services Pty Ltd	Business consulting	CRC programs – reliable affordable clean energy (race 2030)	91,086.97
Batyr Australia Limited	Counselling service	Batyr project – programs for mental health and crisis intervention	90,900.00
Edified Pty Ltd	Business consulting	UTS global and subsidiaries governance review – UTS offshore presence for 2027 strategy	90,000.00
The Kitchen Creative Management Pty Ltd	Photographer	Data, AI and change microcredential project for UTS 2027, UTS open photoshoots on campus	89,553.16
Civas (Nsw) Pty Ltd	Property valuers	Land and buildings valuation for 2020	88,463.64
Zoggster Pty Ltd	Research	FEIT research project – data-driven and intelligent human resource hiring, upskilling and churn prediction phase 2	87,556.81
Miller, Natalie Elaine T/A Natalie Miller	Psychologist	Individual psychology therapy services at the Kidman Centre Prince of Wales Randwick	85,081.11
Bim Consulting Pty Ltd	Software development	3D model interface for archibus	83,980.00
Veldhoen & Company Pty Limited	Business consulting	Workplace change – relocation of GRS and RO to CB01.27	83,790.00
Marsh Pty Ltd	Insurance broker	Insurance broking and risk management solutions	82,864.01
G H Corderoy & Others t/a Stewartbrown	Research	Faculty of business research – services for impact analysis of allocating residential aged care places to consumers	79,206.37
Steensen Varming (Australia) Pty Ltd	Mechanical engineer	Uts central precinct	78,170.00
University of Kent	Research	Faculty of Law – visiting professor	75,416.17
3 Points Digital Australia Pty Ltd	Business consulting	Repositioning UTS futures academy for the digital age	74,600.00
Baker & Mckenzie	Legal consultant	Campus masterplan – MDP	72,951.94

Company	Category	Project	\$
Cox Inall Communications Pty Limited	Research	ISF research project – communications and marketing for product stewardship centre of excellence	72,750.00
Arup Australia Pty Ltd	Engineers	Indigenous residential college due diligence, remedial works for CB05 and CB010	71,600.00
N D Y Management Pty Ltd t/a Norman Disney & Young	Engineers	Campus security bollards assessment	71,175.00
Cengage Learning Australia Pty Limited	Higher education publisher	Access to software programs for maps – mathematics casual teaching, teaching publications and subscriptions	70,113.63
Brain & Poulter Pty Limited	Food consultant	COVID-19 – UTS central retailer assistance and rebound ideas	68,765.90
Mission Systems Pty Ltd	Research	FEIT research – decentralised planning for cooperative multi-platform uas isr capability	68,063.41
Tridant Pty Ltd	Software consulting	IBM planning analytics (tml cloud) service for financial budgeting and modelling, student load, and revenue planning	66,654.00
Gardner Wetherill & Associates Pty Ltd	Architect	B3 I4 refurbishment for iml and pgf	66,595.50
Ho Chi Minh City University Of Technology	Research	FEIT research – UTS rapido vietnam: industry 4.0 For sustainable water systems	66,000.00
Pure Hacking Pty Ltd	Cyber security specialist	Student experience platform and CRM implementation, UTS new business stores channels shopfronts, LX transformation	66,000.00
Meld Studios Pty Ltd	Design consultant	International office refresh	64,800.00
Song Nam Group Joint Stock Company	Research	FEIT research – UTS rapido vietnam: industry 4.0 For sustainable water systems	63,688.01
Motionstory Pty Ltd	Animated video consultant	Business – UTS futures academy graphic content	62,487.00
Wtp Australia Pty Limited t/a Wt Partnership	Quantity surveyor	Indigenous residential college, building 13–15 masterplan	62,180.00
Chello Agency Pty Ltd	Website marketing consultant	Uts 2027 strategy – animation videos, voice overs for some research video campaigns	60,124.98
Ethos Urban Pty Ltd	Design/statutory planning	Indigenous residential college, campus masterplan, CB01 podium extension	59,656.50
Snapcracker Research & Strategy Pty Ltd	Market research	UTS 2027 strategy – UTS enterprise learning target market research	59,500.00
Statuszero Pty Ltd	Software consulting	Business – UTS futures academy course content – upskilling	59,000.00
Parker, Lesley Sharon T/A Folio Media	Digital media publications	UTS research web projects ISF web content, grant writing	58,673.64
Mode Design Corp Pty Ltd	Interior designer	CB01.06 – Refurbishment of student space – Jumbunna institute	57,910.00
Cbre (C) Pty Limited	Commercial real estate consultant	Uts central precinct foodcourt managing agent fees	57,884.25
Lockenet Pty Limited	Software development	CHERE Business – IT services with an emphasis on cloud computing	57,831.64
Kitchener, Edward John t/a Edward John Kitchener	Contractor	UTS modern slavery and social procurement project	57,600.00
Pacific Solutions Pty Ltd t/a Pacific Transcription	Transcription services	Transcription services for various research services	57,303.84

Company	Category	Project	\$
VNU University Of Engineering and Technology	Research	FEIT research – UTS rapido vietnam: industry 4.0 For sustainable water systems	57,000.00
Nous Group Pty Ltd	Business consulting	Learner acquisition engagement, MCU	56,700.00
Mediabank Pty Ltd	Software consulting	UTS digital wayfinding	55,947.63
Jha Consulting Engineers (NSW) Pty Ltd	Mechanical engineer	UTS central precinct, UTS cb15 – 800a upgrade power supply – new sub-main	55,512.06
Benny Toolseram	Business consulting	South East Asia in country liaison	55,081.95
Moody's Investors Service Pty Limited	Investment consulting	Management fee – ratings to help price the credit risk of fixed-income securities	54,877.05
Foran Design Pty Ltd	Architect	CB01.13 Australian stuttering research centre, multi-faith relocation to CB05.04, CB03 shop 1 – startups public space for entrepreneurs	54,855.00
Allens	Legal consultant	Ascender payroll arrangement, CBA revolving facility agreement	54,624.50
Urbanac Pty Ltd	Architect	Blackfriars research building, tech lab – new 3D metal powder printing facility, new roof for Harris Street footbridge	53,832.50
Philip Chun BC NSW Pty Ltd	Building consultant	Building 4a – university hall proposal, ippg short course facilitation – BPB certification short course	52,871.69
Resolvexo Pty Ltd	Corporate property strategists	191 Thomas Street market appraisal, long leasehold for Jones Street with City of Sydney, student accommodation review	52,050.00
Fillpak Mailing & Fulfillment Services Pty Ltd	Direct mailing and marketing consultant	University annual appeals – all aspects of bulk mail, fulfillment and process packaging	51,355.55
Cmc Group Holdings Pty Ltd t/a 460degrees Mg	Business consulting	ATN open learning review of learning management systems for HDR training programs	51,050.00
Mxx1 Holdings Pty Ltd	Research	FEIT special research projects – student activities associated with the development of new technologies	51,000.00
Snv Nepal	Research	ISF research – impact evaluation – gender equality in wash (water for women)	50,721.98
Insight Enterprises Australia Pty Limited t/a Ignia	Software development	Windows virtual desktop set up	50,594.37
Clement & Reid Pty Ltd t/a Project Surveyors	Surveyors	Indigenous residential college, campus masterplan	50,400.00

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 PDF from the UTS website:

www.uts.edu.au

Acknowledgements

The UTS Annual Report 2020 was produced by the Governance Support Unit, Division of the Deputy Vice-Chancellor and Vice-President (Corporate Services).

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Access

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

Many sections of the university are open at other times.



The UTS Annual Report 2020 provides a record of the university's performance and activities for the year. It is in two volumes: volume one is a review of our operations and statutory reporting; and volume two contains our financial statements.