PART 4
APPENDICES

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“The University monitors and reviews its internal and external compliance and control systems and assesses them against relevant strategies, procedures and corporate governance standards.”

A: FIVE YEAR KEY STATISTICS

	CATEGORY	2013	2014	2015	2016	2017	% CHANGE 2013-2017	% CHANGE 2016-2017
Number of students[1]	Total	39,128	40,213	38,109	37,186	37,035	-5.3	-0.4
	Commencing	18,349	18,777	15,939	16,097	16,381	-10.7	1.8
Student load[2]	Total	26,192	26,092	25,186	24,509	24,605	-6.1	0.4
	Undergraduate	19,094	18,976	18,644	18,202	18,427	-3.5	1.2
	Postgraduate	4,568	4,663	4,102	3,872	3,802	-16.8	-1.8
	Other (Enabling, ELICOS, Non Award)	2,531	2,454	2,440	2,436	2,376	-6.1	-2.4
Funding type[3]	Commonwealth-supported	19,392	19,443	19,083	18,730	18,889	-2.6	0.9
	Fee-paying overseas	4,908	4,571	4,355	4,295	4,404	-10.3	2.5
	Fee-paying domestic	1,891	2,078	1,749	1,484	1,312	-30.6	-11.6
Award completions[4]	Total	7,483	7,408	7,384	7,110	7,273	-2.8	2.3
	Undergraduate	4,466	4,500	4,572	4,519	4,689	5.0	3.8
	Postgraduate	3,017	2,908	2,812	2,591	2,584	-14.4	-0.3
Full-time staff (FTE)[5]	Total	2,670	2,635	2,644	2,672	2,754	3.2	3.1
	Academic	1,066	1,060	1,035	1,068	1,096	2.8	2.7
	Professional	1,604	1,576	1,610	1,604	1,658	3.4	3.3
Work function (FTE)	Teaching only	36	35	26	29	24	-33.2	-17.6
	Research only	404	412	394	436	454	12.5	4.3
	Teaching and research	756	751	751	746	761	0.6	2.0
	Other	1,475	1,437	1,473	1,462	1,516	2.8	3.7
Casual staff[6]	Total	472	427	442	469	462	-2.1	-1.5
	Academic	296	262	250	264	280	-5.6	6.1
	Professional	175	165	192	205	182	3.8	-11.2

Notes
Rounding errors may occur.
Data subject to revision.
Student data source: MIS 7 February 2018.
Staff data source: Department of Education Higher Education Staff Statistics.
1 Number of students represents the number of student enrolments in programs, full year.
2 Student load represents the sum of the load for each semester expressed in Equivalent Full-time Student Load (EFTSL), full year.
3 Funding type expressed in Equivalent Full-time Student Load (EFTSL).
4 Award completions represents the number of completed program enrolments for undergraduate and postgraduate award programs. Completion year is based on the official government completion year of April 1 - March 31. Data source: UON Data Warehouse 4 April 2017.
5 Staff full-time equivalent positions occupied by full-time and part-time staff members as at March 31 (excluding Independent Operations). 2016 work function FTE previously submitted to the Department of Education and Training revised as at 13 March 2017.
6 Casual staff full-time full year equivalent positions occupied during year (excluding Independent Operations). 2017 data is preliminary and subject to validation and submission to Department of Education and Training at 30 Jun 2018.

B: ACADEMIC PROGRAM DEVELOPMENT

ACADEMIC SENATE PROGRAM DEVELOPMENT AND ASSURANCE

During 2017 the committees of Academic Senate reviewed the academic content of 64 new programs and recommended their establishment to Academic Senate and Council. Academic Senate approved the discontinuation of 57 existing programs. Professional accreditation was received for 15 programs and 8 programs were externally reviewed.

ACADEMIC SENATE PROGRAM DEVELOPMENT

Faculty of Business and Law

- Bachelor of Arts/Bachelor of Laws (Honours)
- Bachelor of Development Studies/Bachelor of Laws (Honours)
- Bachelor of Innovation and Entrepreneurship/Bachelor of Laws (Honours)
- Graduate Certificate in Business Administration
- Graduate Certificate in Co-operatives Management and Organisation
- Graduate Certificate in Human Resource Management
- Graduate Certificate in Marketing
- Master of Business Administration
- Master of Business Administration (Global)
- Master of Business Administration/Master of Applied Finance
- Master of Business Administration/Master of Human Resource Management
- Master of Business Administration/Master of International Business
- Master of Business Administration/Master of Marketing
- Master of Business Research
- Master of Environmental Law
- Master of Human Resources and Law
- Master of Human Resource Management
- Master of Marketing
- Master of Professional Accounting/Master of Business Administration
- Doctor of Business Administration

Faculty of Education and Arts

- Bachelor of Arts
- Bachelor of Arts/Bachelor of Innovation and Entrepreneurship
- Bachelor of Education (Early Childhood and Primary)
- Bachelor of Education (Early Childhood and Primary) (Honours)
- Bachelor of Education (Primary)
- Bachelor of Education (Primary) (Honours)
- Bachelor of Education (Secondary)
- Bachelor of Education (Secondary) (Honours)
- Bachelor of Music/Bachelor of Arts
- Graduate Certificate in Creative Industries
- Graduate Certificate in Education
- Master of Creative Industries
- Master of Education
- Master of Special and Inclusive Education

Faculty of Engineering and Built Environment

- Bachelor of Medical Engineering (Honours)
- Master of Disaster Resilience and Sustainable Development

Faculty of Health and Medicine

- Master of Medical Statistics
- Master of Midwifery Studies
- Master of Nursing
- Master of Nurse Practitioner
- Master of Nurse Practitioner (Mental Health)
- Master of Philosophy (Clinical Epidemiology and Medical Statistics)
- Master of Philosophy (Gerontology and Geriatrics)
- Master of Philosophy (Health Economics)
- Master of Philosophy (Medical Education)
- Master of Philosophy (Paediatrics and Child Health)
- Master of Philosophy (Public Health and Behavioural Sciences)
- Master of Philosophy (Trauma Sciences)
- Doctor of Philosophy (Clinical Epidemiology and Medical Statistics)
- Doctor of Philosophy (Gerontology and Geriatrics)
- Doctor of Philosophy (Health Economics)
- Doctor of Philosophy (Medical Education)
- Doctor of Philosophy (Paediatrics and Child Health)
- Doctor of Philosophy (Public Health and Behavioural Sciences)
- Doctor of Philosophy (Trauma Sciences)

Faculty of Science

- Bachelor of Development Studies/Bachelor of Social Science
- Bachelor of Development Studies/Bachelor of Business
- Bachelor of Food Science and Human Nutrition/Bachelor of Business
- Bachelor of Psychological Science
- Bachelor of Psychological Science (Honours)
- Master of Philosophy (Earth Science)
- Doctor of Philosophy (Earth Science)

ACCREDITATION

Faculty of Business and Law

Master of Human Resource Management was accredited by the Australian Human Resources Institute (AHRI).

Bachelor of Business (HRM major) was reaccredited by the Australian Human Resources Institute (AHRI)

Faculty of Education and Arts

The following programs received transition to the Australian Institute for Teaching and School Leadership (AITSL) program standards accreditation until 31 December 2019:

- Bachelor of Teaching (Primary)/Bachelor of Arts (pre 2015)
- Bachelor of Teaching (Primary)/Bachelor of Early Childhood Studies (pre 2015)
- Bachelor of Teaching (Secondary)/Bachelor of Arts (pre 2015)
- Bachelor of Teaching (Secondary)/Bachelor of Fine Art (pre 2015)
- Bachelor of Teaching (Secondary)/Bachelor of Health and Physical Education (pre 2015)
- Bachelor of Teaching (Secondary)/Bachelor of Mathematics (pre 2015)
- Bachelor of Teaching (Secondary)/Bachelor of Science (pre 2015)
- Bachelor of Teaching (Secondary)/Bachelor of Technology (pre 2015)

Faculty of Engineering and Built Environment

- Bachelor of Design (Architecture) [10028] - National Visiting Panel: accreditation of program for 5 years (2018 – 2022)
- Master of Architecture [12060] National Visiting Panel: accreditation of program for 5 years (2018 – 2022)

Faculty of Health and Medicine

- Bachelor Oral Health Therapy – received full accreditation for 5 years
- Bachelor Physiotherapy – received full accreditation for 5 years
- Bachelor Pharmacy – accreditation with one condition and 5 monitoring requirements received for 6 years – expiry 31 December 2023
- Master Pharmacy – accreditation expiry date extended to 31 December 2018.

Faculty of Science

- Bachelor Psychological Science/Psychological Science (Hons) - accredited pathway through the Australian Psychology Accreditation Council (APAC)

ACADEMIC PROGRAM REVIEW

Faculty of Education and Arts

- Bachelor of Visual Communication Design
- Bachelor of Visual Communication Design (Honours)

Faculty of Science

- Bachelor of Environmental Science and Management
- Bachelor of Environmental Science and Management (Honours)
- Graduate Certificate in Environmental and Business Management
- Master of Environmental and Business Management
- Graduate Certificate in Environmental Management and Sustainability
- Master of Environmental Management and Sustainability

These Faculties are preparing responses and action plans, and the implementation of approved recommendations will be monitored by the Academic Senate.

C: STUDENT STATISTICS

TABLE 1: STUDENT LOAD (EFTSL) BY STUDENT TYPE

	2013	2014	2015	2016	2017
Domestic	21,288	21,528	20,836	20,218	20,175
International Onshore	3,398	3,131	3,038	3,250	3,490
International Offshore	1,506	1,434	1,312	1,041	940
Total	26,192	26,092	25,186	24,509	24,605

TABLE 2: STUDENT LOAD (EFTSL) BY ACADEMIC LEVEL

	2013	2014	2015	2016	2017
Undergraduate	19,094	18,976	18,644	18,202	18,427
Postgraduate Coursework	3,524	3,543	2,910	2,638	2,461
Higher Degree by Research	1,044	1,120	1,192	1,234	1,341
Non-award	295	361	343	301	311
Enabling	1,809	1,720	1,616	1,682	1,675
ELICOS	426	373	482	453	391
Total	26,192	26,092	25,186	24,509	24,605

TABLE 3: ENROLMENTS BY FACULTY/DIVISION

	2013	2014	2015	2016	2017
Business and Law	6,892	6,676	6,127	5,968	5,889
Education and Arts	9,673	10,342	9,137	8,507	8,959
Engineering and Built Environment	4,510	4,664	4,643	4,752	5,550
Health and Medicine	7,451	7,775	7,635	7,558	7,793
Science	5,385	5,460	5,350	5,068	3,410
Other University[1]	5,217	5,296	5,217	5,333	5,434
Total	39,128	40,213	38,109	37,186	37,035

TABLE 4: STUDENT LOAD (EFTSL) BY LOCATION

	2013	2014	2015	2016	2017
Newcastle	18,728	18,787	18,513	18,443	18,858
Central Coast	3,309	3,165	3,049	2,922	2,884
Port Macquarie	314	312	266	252	253
Sydney	667	569	539	546	492
UON Singapore	1,376	1,346	1,241	1,001	910
Other University[1]	1,798	1,915	1,578	1,346	1,210
	26,192	26,092	25,186	24,509	24,605

Source for tables 1-4: UON Data Warehouse 7 February 2018

D: HUMAN RESOURCES

GENDER

The University was recognised by the Workplace Gender Equality Agency (WGEA) as an Employer of Choice for Gender Equality for the fourth successive year. Newcastle is one of only 17 universities (and just over 120 national organisations) to receive this citation. The citation recognises our commitment and progress towards gender equity through policies and best-practice strategies that provide a workplace culture where all staff can excel.

We continued to prioritise strategies to address the underrepresentation of senior academic women and women in STEMM. Existing strategies include the Senior Academic Women strategy where progress had been made with representation of women at professorial level and the SAGE Pilot of Athena SWAN where our focus in year two of the pilot was to develop a range of strategies to benefit both STEMM and non-STEMM areas. Strategies will be rolled out across the organisation over a four-year period with key focus areas including: recruitment and retention, career progression, caring responsibilities, organisational culture and ongoing data management and reporting.

We marked International Women's Day with a number of events across our campuses. A headline event was a campus conversation at Callaghan entitled: "I'm a gender stereotype – get me out of here" where our panel discussed gender stereotypes and other gender equity issues. The event was informal to encourage both staff and student participation with speakers including the University's Vice-Chancellor, Professor Caroline McMillen, Professor Penny-Jane Burke, Global Innovation Chair, Centre of Excellence for Equity in Higher Education and other senior leaders. The University again sponsored an Award category at the Equal Futures International Women's Day breakfast and sponsored a number of corporate tables.

TABLE 1: FIXED-TERM AND CONTINUING STAFF FTE (AS AT 31 MARCH 2017)

Job type	FTE
Academic	1,096
Professional	1,626
Teacher	32
Total	2,754

Source: Department of Education and Training
Higher Education Staff Statistics

TABLE 2: CASUAL AND SESSIONAL STAFF FTE (1 JANUARY TO 31 DECEMBER 2017)

Job type	FTE
Academic	280
Professional	182
Total	462

Source: Ascender HR Database
Preliminary figures subject to validation and submission to Department of Education and Training at 30 June 2018

TABLE 3: CONJOINT STAFF (AS AT 31 MARCH 2017)

Faculty/Division	Total
Academic Division	4
Faculty of Business and Law	63
Faculty of Education and Arts	142
Faculty of Engineering and Built Environment	130
Faculty of Health and Medicine	1,120
Faculty of Science	208
Research and Innovation Division	2
Total	1,669

Source: Ascender HR Database

TABLE 4: JOB APPLICANTS (1 JANUARY TO 31 DECEMBER 2017)

Number of Applicants	Total
Total	5,315

Source: Ascender HR Database

TABLE 5: NUMBER OF ACADEMIC AND PROFESSIONAL STAFF BY APPOINTMENT TERM AND GENDER 2014-2017 (AS AT 31 MARCH 2018)

	2014	2014	2014	2015	2015	2015	2016	2016	2016	2017	2017	2017
	FEMALE	MALE	TOTAL	FEMALE	MALE	TOTAL	FEMALE	MALE	TOTAL	FEMALE	MALE	TOTAL
Continuing	1,036	745	1,781	1,078	738	1,816	1,067	734	1,801	1,074	718	1,792
Fixed-term	795	440	1,235	829	473	1,302	853	496	1,349	937	533	1,470
Total	1,831	1,185	3,016	1,907	1,211	3,118	1,920	1,230	3,150	2,011	1,251	3,262

TABLE 6: NUMBER OF ACADEMIC STAFF BY APPOINTMENT TERM, LEVEL AND GENDER 2014-2017 (AS AT 31 MARCH 2018)

		2014	2014	2014	2015	2015	2015	2016	2016	2016	2017	2017	2017
	LEVEL	FEMALE	MALE	TOTAL	FEMALE	MALE	TOTAL	FEMALE	MALE	TOTAL	FEMALE	MALE	TOTAL
Continuing	A	16	9	25	13	8	21	11	6	17	15	8	23
	B	120	98	218	120	100	220	109	89	198	91	65	156
	C	88	123	211	81	116	197	84	117	201	93	114	207
	D	35	74	109	42	73	115	50	83	133	51	80	131
	E	25	96	121	24	97	121	23	102	125	33	108	141
Continuing total		284	400	684	280	394	674	277	397	674	283	375	658
Fixed-term	A	69	74	143	74	68	142	82	87	169	99	84	183
	B	142	91	233	139	81	220	148	86	234	156	95	251
	C	26	38	64	26	40	66	28	32	60	36	42	78
	D	11	9	20	10	9	19	5	17	22	10	21	31
	E	10	34	44	11	33	44	17	33	50	17	37	54
Fixed-term total		258	246	504	260	231	491	280	255	535	318	279	597
Total		542	646	1,188	540	625	1,165	557	652	1,209	601	654	1,255

TABLE 7: NUMBER OF PROFESSIONAL STAFF BY APPOINTMENT TERM, HEW LEVEL AND GENDER 2014-2017 (AS AT 31 MARCH 2018)

		2014	2014	2014	2015	2015	2015	2016	2016	2016	2017	2017	2017
	HEW	FEMALE	MALE	TOTAL	FEMALE	MALE	TOTAL	FEMALE	MALE	TOTAL	FEMALE	MALE	TOTAL
Continuing	2	2	0	2	2	0	2	2		2	1		1
	3	27	31	58	37	28	65	42	27	69	30	15	45
	4	113	17	130	127	22	149	126	20	146	115	17	132
	5	183	51	234	188	45	233	159	44	203	169	47	216
	6	128	62	190	129	58	187	142	53	195	150	63	213
	7	152	81	233	160	85	245	155	85	240	160	85	245
	8	82	47	129	89	52	141	93	60	153	96	67	163
	9	41	31	72	42	31	73	44	28	72	49	28	77
	10	24	25	49	24	23	47	27	20	47	21	21	42
Continuing total		752	345	1,097	798	344	1,142	790	337	1,127	791	343	1,134
Fixed-term	<1	2	1	3	0	0	0	1	0	1	1		1
	1	0	2	2	1	2	3	11	4	15	11	1	12
	2	7	5	12	68	48	116	58	37	95	48	33	81
	3	17	11	28	16	14	30	20	11	31	30	20	50
	4	85	21	106	66	16	82	67	20	87	78	23	101
	5	178	36	214	164	42	206	162	30	192	189	36	225
	6	119	34	153	119	34	153	120	41	161	125	41	166
	7	68	33	101	65	35	100	78	39	117	83	39	122
	8	36	25	61	42	27	69	33	32	65	32	30	62
	9	15	18	33	15	16	31	11	18	29	8	18	26
	10	10	8	18	13	8	21	12	9	21	14	13	27
Fixed-term total		537	194	731	569	242	811	573	241	814	619	254	873
Total		1,289	539	1,828	1,367	586	1,953	1,363	578	1,941	1,410	597	2,007

Source for Tables 5-7: Department of Education and Training Higher Education Staff Statistics

Notes • Excludes casual staff. • Number of staff includes full-time and fractional full-time staff who occupy more than one position.

ABORIGINAL AND TORRES STRAIT ISLANDER REPRESENTATION

Our Indigenous Cadetship program began in 2016 with a total of seven cadets, five employed through Student Central and two employed through the faculty of Business and Law. Two cadets successfully completed the program in 2017 and have moved into full time roles, one within the University working for the Pro Vice-Chancellor, Indigenous Education & Research, and the other working in a graduate position for a company in Sydney. This year a further five cadets were recruited within Student Central, with plans to recruit an additional five cadets throughout 2018, contributing to our target of 20 cadets by 2020.

In 2017, we established an Indigenous Employee's Network on Yammer and on the Blackboard platform, to provide Indigenous cadets and their managers with a centralised space to network and access resources. The Indigenous employment team also supported the cadetship program with cultural competency workshops for commencing supervisors and managers of Indigenous cadets and in turn facilitated a cultural competency workshop for our Indigenous cadets. Due to its success, this cadet-focused workshop will be rolled-out for all future cadet recruitment rounds. The Indigenous employment team received internal recognition through the Staff Employability Initiative of the Year Award for 2017 for their contribution to Indigenous employment and for the successful recruitment of Indigenous cadets.

We also focused our attention on targeting Indigenous candidates for a number of staff roles through the exemption afforded by the Anti-Discrimination Board of NSW. Target candidates were drawn from our own database and from a variety of other sources including Indigenous employment agencies. Our initial work provided valuable insight into the work experience of Indigenous candidates within our region and highlighted suitability when mapped against specific roles. Based on this evidence, we tailored our approach by providing Indigenous employment agencies with more in-depth role and position description information to encourage more Indigenous applicants to apply. We continued to monitor progress against our Indigenous employment targets through quarterly reporting against KPIs and provided faculties and divisions with management support to identify appropriate roles for Indigenous personnel.

DISABILITY AND MULTICULTURAL INCLUSION

Disability policies and support

We transitioned our Disability Services Team to the AccessAbility Unit during the year and reviewed all of our inclusiveness and accessibility policies. A new suite of policies will be delivered during 2018 alongside a revised Reasonable Adjustments Framework for students.

We have also developed an additional data source to assist with the early identification of factors that impact on students' likelihood of success. The data identifies emerging equity groups allowing us to direct timely and appropriate resources to support the needs of our students. This system will provide us with tracking intelligence over time so we can identify trends and plan resourcing to assist students and manage a more inclusive culture.

Settlement Services

The University of Newcastle offers a number of programs to support students whose first language is not English. The English Language and Foundation Studies Centre provides bridging courses, and academic English courses to assist students to better understand academic English and access discipline-specific preparation skills. English language support teachers are also available to assist refugees and LOTE (Languages Other than English) students.

Programs are coordinated through the Centre of Excellence for Equity in Higher Education (CEEHE) and through student clubs and societies to provide engagement opportunities to refugees or refugee–like students, around their education and life in Newcastle. This year we ran a series of events during Refugee Week to increase awareness of some of the challenges refugees face in coming to Australia, strengthen cross-cultural relationships and celebrate the contributions refugees make to our communities.

The University offers a number of scholarships for students from equity and refugee backgrounds who are experiencing hardship.

Language Services

As stated in the University English Language Proficiency for Admission Policy, the University is committed to offering its educational programs to students from a broad range of backgrounds, cultures and languages. In doing so, it recognises its responsibility to ensure all students, including those whose first language is not English, have sufficient proficiency to undertake the program of their choice.

The University of Newcastle partners with TIS National to provide translation support for students where required. In 2017 there were 20 instances where translation support was necessary. Seventy percent of the language support requested was for Mandarin. Other languages where support was requested included; Arabic, Urdu, Punjabi and Mongolian. The University spent $1,052 on translation support services during 2017.

STAFF EQUITY STATISTICS

TABLE 1: TRENDS IN THE REPRESENTATION OF EEO TARGET GROUPS[1]

		% OF TOTAL STAFF[2]									
EEO GROUP	TARGET	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Women	50.0	59.2	60.6	60.2	60.5	60.8	60.7	61.0	61.5	60.9	61.6
Aboriginal people and Torres Strait Islanders	3.9	2.2	2.1	2.5	2.7	2.8	2.5	2.7	2.5	2.5	2.6
People whose first language was not English	19.0	7.6	8.1	7.7	7.8	8.0	7.7	9.8	9.2	9.2	8.7
People with a disability	n.a	3.4	3.3	2.9	2.7	2.5	2.2	2.5	2.4	2.3	2.3
People with a disability requiring work-related adjustment	1.5	0.9	0.7	0.6	0.6	0.6	0.5	0.6	0.4	0.5	0.5

TABLE 2: REPRESENTATION OF EEO TARGET GROUPS: ACADEMIC V PROFESSIONAL STAFF[2]

	% OF TOTAL STAFF[2]			%
	BENCHMARK OR TARGET	TOTAL		
Women	50.0	61.6	Academic	48.0
			Professional	70.0
			Teacher	81.1
Aboriginal people and Torres Strait Islanders	3.9	2.6	Academic	2.0
			Professional	3.0
			Teacher	-
People whose first language was not English	19.0	8.7	Academic	16.2
			Professional	3.9
			Teacher	5.4
People with a disability	n/a	2.3	Academic	2.8
			Professional	2.0
			Teacher	-
People with a disability requiring work-related adjustment	1.5	0.5	Academic	0.6
			Professional	0.4
			Teacher	-

TABLE 3: TRENDS IN THE DISTRIBUTION OF EEO TARGET GROUPS

	DISTRIBUTION INDEX[3]										
EEO GROUP	TARGET	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Women	100.0	73.0	83.5	81.2	81.6	82.3	82.7	82.1	83.0	82.7	82.4
Aboriginal people and Torres Strait Islanders	100.0	90.7	89.0	83.4	85.1	85.0	87.9	89.5	91.1	92.7	91.0
People whose first language was not English	100.0	118.9	111.9	111.2	111.4	110.8	111.5	110.2	111.5	111.5	115.0
People with a disability	100.0	105.5	101.6	101.9	100.1	101.2	100.9	105.8	101.8	103.5	102.5
People with a disability requiring work-related adjustment	100.0	104.9	102.6	107.5	102.7	105.7	105.2	112.6	107.4	112.9	109.2

Source for Tables 1-4: Ascender HR Database

Notes 1. Staff numbers are as at 30 June 2017. 2. Excludes casual staff.

3. A distribution index of 100 indicates that the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels.

TABLE 4: DISTRIBUTION OF EEO TARGET GROUPS: ACADEMIC V PROFESSIONAL STAFF

	DISTRIBUTION INDEX[3]			
	TARGET	TOTAL		
Women	100.0	82.4	Academic	90.4
			Non-academic	89.4
Aboriginal people and Torres Strait Islanders	100.0	91.0	Academic	91.2
			Non-academic	93.0
People whose first language was not English	100.0	115.0	Academic	94.6
			Non-academic	103.0
People with a disability	100.0	102.5	Academic	100.1
			Non-academic	93.5
People with a disability requiring work-related adjustment	100.0	109.2	Academic	102.5
			Non-academic	105.5

Source for Tables 1-4: Ascender HR Database

Notes 1. Staff numbers are as at 30 June 2017. 2. Excludes casual staff.
3. A distribution index of 100 indicates that the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels.

HEALTH AND SAFETY

We are committed to providing a safe and healthy working and learning environment across our campuses through the personal leadership of professional and academic staff. For the third consecutive year, the Vice-Chancellor's Awards recognised health and safety excellence through two awards.

HEALTH AND SAFETY STRATEGY 2015 – 2017

2017 marked the final year of our three-year Health and Safety Strategy. Our performance against this plan has been reported regularly at both an Executive Committee and Council level.

Strategic use of health and safety data: during the year, a new online incident reporting and tracking system was introduced to provide staff with an improved tool for recording, investigating and tracking incidents. The system has supported improved data gathering and analysis, highlighting trends to support corrective action to mitigate and prevent further incidents.

A system that captures information relating to the University's radiation sources and personal exposure reports was digitised this year. The system supports our compliance and statutory reporting.

Understanding health and safety responsibilities: the University's induction training for new and transferred staff was migrated into *Discover*, our online training system with all staff requested to re-induct. Ten health and safety workshops were delivered to leaders with 89 participants attending. Since the workshops were introduced in November 2015, 227 leaders have participated in the program with each delegate completing a project to improve an aspect of health and safety within their area.

Supporting leaders: health and safety 'business partners' were assigned to provide proactive support to leaders and staff to manage health and safety risks and hazards. Activities included supporting the safe transition of staff to our NeW Space campus in Newcastle City, conducting health and safety inspections across new facilities in Coffs Harbour, Muswellbrook and Williamtown and providing training and advice for our staff at the Centre for Rural and Remote Mental Health in Orange. Business partners also attended faculty and divisional meetings to report on performance, trends, and on training and initiatives.

Monitoring performance: The Health and Safety Strategy provided for an internal system and compliance audit which was undertaken this year. A total of 12 audits have been conducted to date, across schools and units within each of our faculties and divisions.

External audits of the University's health and safety workshops were also arranged in conjunction with Assurance Services. The results of these audits were reported to the Executive Committee and the Risk Committee of Council.

HEALTH AND SAFETY PERFORMANCE

Our Executive Committee received monthly Health and Safety Performance Reports complete with incident analysis for trends to be identified and corrective action taken. The report included all data on hazards and near misses to guide our actions and mitigate against injury. We saw a gratifying upturn in hazard and near miss reporting (71%) compared to injuries (29%).

The Lost Time Injury Frequency Rate (LTIFR) as at 30 November 2017 was 2.5 compared to 3.34 for the same period in 2016, (25% improvement). The Total Recordable Frequency Rate (TRIFR) was 5.21 compared with 8.45 for the same period in 2016 (38% improvement). Total recordable injuries are defined as any work-related injury that required assessment and treatment from a medical practitioner and includes all lost time injuries and other injuries which are medically treated but allow for a return to work on pre-injury or suitable duties.

GOVERNANCE

The Executive Committee and the University Council have oversight of how the University manages health and safety and there is meaningful discussion on performance trends and actions being taken for continuous improvement.

Last year the Council received legal advice on their due diligence responsibilities and this year considered these responsibilities against our reporting. The University's risk controls for the top health and safety risks were reviewed as part of this process and an interactive session was run to provide Council with an opportunity to demonstrate their knowledge of their due diligence obligations.

CONSULTATION

The University's overarching Health and Safety Committee includes representatives from faculty and division committees. University wide issues are discussed with members providing input to initiatives and communicating messages back to their respective teams. Regional campus committees have also been established to monitor and discuss location-specific issues. Health and Safety Committees are now in place at our Sydney campus, City campus in Newcastle, the Department of Rural Health at Tamworth, Ourimbah and at the Centre for Rural and Remote Mental Health in Orange.

HAZARD AND RISK MANAGEMENT

The Safety Review process for assessing research and other project risk is well established with a total of 718 reviews conducted throughout the year. Project areas included hazardous substances, radiation, genetically modified organisms, teaching and research field trips and travel to high-risk overseas destinations as defined by security and medical classifications.

HEALTH AND WELLNESS

The University prioritises staff and student wellness. Our Healthy University Steering Committee oversees a range of initiatives designed to support physical and mental health.

Activities include:

- Employee Assistance Program (EAP)
- Mental health awareness for managers
- Mental health first aid
- Aggression minimisation training
- Resilience in the face of change
- Pilates and Yoga
- Return to work support for staff with non-work related injuries and illnesses and,
- Ergonomic assessments and training.

Following a communication roll out, the University progressed its Smoke Free initiative removing designated smoking areas and introducing totally smoke free campuses. Trained student 'quit advocates' supported the initiative patrolling our campuses to remind smokers of the new policy and discuss nicotine replacement strategies.

WORKER'S COMPENSATION

In 2015 the University entered into a new arrangement for managing Worker's Compensation premiums known as Loss Prevention and Recovery administered by iCare (previously WorkCover NSW). This resulted in a reduction of $1.3m in our annual premium for 2017.

Staff are encouraged to report early symptoms of pain so that prompt assessments can be made to determine the cause, corrective action can be taken and prompt referral for physiotherapy can be arranged where necessary. Staff who require time off work to recover from an injury are supported during their recovery with a graded return to pre-injury duties managed. In all, 38 claims were managed YTD compared to 59 in 2016 and 86 in 2015.

EMPLOYEE POLICIES AND PRACTICES

The University has a comprehensive range of human resources policies and practices to support human resource management. Throughout the year employee policies and practices were reviewed to ensure currency and effectiveness. This included an update of the University's Code of Conduct which was refreshed at the beginning of the year. The University has also initiated a major project to review its policy framework and supporting systems. A number of human resources policies have been identified for priority review and development, including our suite of Inclusiveness policies.

ENTERPRISE BARGAINING AND ORGANISATIONAL CHANGE

The University's three enterprise agreements expired in June 2017 with enterprise bargaining commencing to renegotiate the agreements in the second half of the year. Reasonable progress has been made and bargaining will continue into 2018.

Organisational change has continued with improved professional staff structures and effectiveness remaining a central focus. Phase one of our Organisational Design Project is complete and has resulted in change processes across eight units including Finance, Marketing and Communications, Infrastructure and Facilities Services, and Human Resources. Phase 2, which focuses on improving student engagement, has commenced and will continue into 2018. Organisational change also occurred in academic units with change programs implemented in the Schools of Humanities & Social Science and Architecture & Built Environment.

E: EXECUTIVE REMUNERATION

TABLE 1: NUMBER OF SENIOR EXECUTIVES EMPLOYED AT 31 DECEMBER 2017

	2016		2017	
Senior executive band	Female	Male	Female	Male
Vice-Chancellor	1	0	1	0
Deputy Vice-Chancellor and Chief Operating Officer	1	3	1	3
Pro Vice-Chancellor and Chief Financial Officer	2	6	2	6
Totals	4	9	4	9
	13		13	

TABLE 2: AVERAGE TOTAL REMUNERATION PACKAGE OF SENIOR EXECUTIVES EMPLOYED AT 31 DECEMBER 2017

SENIOR EXECUTIVE BAND	AVERAGE TOTAL REMUNERATION PACKAGE1	
	2016 $	2017 $
Vice-Chancellor	842,839	872,201
Deputy Vice-Chancellor and Chief Operating Officer	424,665	454,977
Pro Vice-Chancellor and Chief Financial Officer	328,608	378,133

TABLE 3: PERCENTAGE OF TOTAL EMPLOYEE-RELATED EXPENDITURE IN THE FINANCIAL YEAR THAT RELATES TO SENIOR EXECUTIVES

	2015	2016	2017
Percentage of total employee-related expenditure in the financial year that relates to senior executives	1.2%	1.3%	1.4%

F: RISK MANAGEMENT FRAMEWORK

Risk management is a core part of our governance practice. The University has adopted AS/NZS ISO 31000-2009 Risk management – Principles and guidelines in developing its approach to risk management.

The Executive Committee is actively engaged in the risk management process. The Risk Committee and the University Council oversee the Enterprise Risk Management Framework and discuss strategic risks at each Committee meeting.

The risk management framework is considered across the university at a strategic, operational and project management level. Ongoing practices identify, manage, mitigate, monitor and report from strategic and operational perspectives.

This process is supported by a Risk Policy and the Enterprise Risk Management Framework.

INTERNAL CONTROL

Council is responsible for ensuring an effective system of internal controls over financial and operational activities.

The Vice-Chancellor, as the principal Executive Officer, is responsible for ensuring that the internal environment supports the efficient and effective operation of appropriate internal controls to support the University's strategy and objectives.

The Vice-Chancellor provides annual assurance to Council on the systems of internal controls, accountability and delegations (including in relation to controlled entities) as part of the management of the University's annual financial reporting.

INSURANCE

Our suite of Insurance policies is reviewed and renewed annually with the insurance period commencing 1 November each year. Our broker supports the management of this process to ensure that optimal and cost-effective coverage is obtained.

Details of insurance policies relevant to staff and students are published on our website.

ⓘ **newcastle.edu.au/current-staff/our-organisation/governance/corporate-risk/insurance**

G. DIGITAL INFORMATION SECURITY ANNUAL ATTESTATION STATEMENT

Digital Information Security Annual Attestation Statement for the 2017 Financial Year for the Council of the University of Newcastle.

I, Mr Anthony Molinia, am of the opinion that the University of Newcastle had an Information Security Management System (ISMS) in place during the 2016-2017 financial year that is consistent with the Core Requirements set out in the NSW Government Digital Information Security Policy.

The controls in place to mitigate identified risks to the digital information and digital information systems of the University of Newcastle are adequate.

There is no agency under the control of the Council of the University of Newcastle that is required to develop an independent ISMS in accordance with the NSW Government Digital Information Security Policy.

H: ETHICAL AND RESPONSIBLE DECISION-MAKING

Our culture is underpinned by strong values and ethical behaviour centred around integrity, respect and professionalism. The Code of Conduct governs our community in its day-to-day activity, decision-making and interaction with clients, colleagues and stakeholders.

In conjunction with The Ethics Centre, Council established the Ethical Decision Making Framework to set the 'tone' for behaviour and decision-making and support the University in realising its vision to be a global leader in each of our spheres of achievement. The UON Ethical Framework is provided to guide and support decision making at all levels and helps to ensure that when making decisions on behalf of the University, the 'standard for judgement' lies in the Ethical Framework rather than the personal beliefs of any individual, thus ensuring clarity and consistency in application.

Our policies and codes are in place to provide ethical guidance and support ethical behaviour. These include: the Conflicts of Interest Policy; the Student Academic Integrity Policy; the Responsible Conduct of Research Policy; and the Code of Ethical Academic Conduct Policy.

Our activities support compliance with relevant legislative requirements, professional standards and internal controls to ensure the provision of timely and transparent information to our stakeholders and the general public.

ANIMAL CARE AND ETHICS COMMITTEE

The University of Newcastle is committed to the highest standard of ethical practice in animal-based teaching and research.

The University has established an Animal Care & Ethics Committee (ACEC) to oversee the care and use of animals, and to ensure that these activities meet the requirements of the regulatory framework. The ACEC plays an important role in reviewing applications for research and teaching where animals are involved. The ACEC is also responsible for monitoring approved activities in accordance with legislative requirements.

The Animal Care and Ethics Committee reports to Council, the governing body of the University of Newcastle and is responsible for the consideration of ethical and welfare aspects as well as the scientific or educational value of the use of animals for research and teaching purposes.

Its membership includes the following categories:

- Category A: Veterinarians - persons with qualifications in veterinary science that are recognised for registration as a veterinary surgeon in Australia, and with experience relevant to the University's activities or the ability to acquire relevant knowledge.
- Category B: Researchers - persons with substantial and recent experience in the use of animals for scientific purposes relevant to the institution and the business of the ACEC. This must include possession of a higher degree in research or equivalent experience.
- Category C: Animal welfare members - persons with demonstrable commitment to, and established experience in furthering the welfare of animals, who are not employed by or otherwise associated with the institution, and who are not currently involved in the care and use of animals for scientific purposes. Veterinarians with specific animal welfare interest and experience may meet the requirements of this category. While not representing an animal welfare organisation, the person should, where possible, be selected on the basis of active membership of, and endorsement by, such an organisation.
- Category D: Independent members - persons not employed by or otherwise associated with the institution and who have never been involved in the use of animals in scientific or teaching activities, either in their employment or beyond their undergraduate education. Category D members should be viewed by the wider community as bringing a completely independent view to the ACEC, and must not fit the requirements of any other category.

These categories are as defined in the Australian Code for the care and use of animals for scientific purposes 8th edition 2013.

HUMAN RESEARCH ETHICS COMMITTEE

Our Human Research Ethics Committee (HREC) reports directly to the NSW Privacy Commissioner where the HREC is the lead ethics committee and the Statutory Guidelines on Research, issued under Section 64 of the *Health Records and Information Privacy Act 2002 (NSW) (HRIP Act)*, have been applied.

- Reports to the NSW Privacy Commissioner are prepared and submitted on a financial year basis. In the 2016/2017 financial year, the HREC approved 2 ethics applications which required application of the HRIP – Statutory Guidelines on Research.

We are also required to report decisions to the National Health and Medical Research Council (NHMRC), which collects information on behalf of the Australian Information Commissioner, where the NHMRC Guidelines under Section 95 and 95a of the *Privacy Act 1988* have been applied.

- During the year, the HREC did not approve any ethics applications that required the application of the NHMRC Guidelines under Section 95 and 95a of the *Privacy Act 1988*.

I: ACCESS TO INFORMATION

PROTECTING PRIVACY

The University supports an individual's privacy when we collect, store, use and disclose personal information. When dealing with private and personal information, we apply the principles and obligations within the *Privacy and Personal Information Protection Act 1998 (NSW) (PPIPA)* and the *Health Records and Information Privacy Act 2002 (NSW) (HRIPA)*, outlined in our Privacy and Information Access Policy and Privacy Management Plan. During 2017, we:

- Reviewed the Privacy Management Plan and Privacy and Information Access Policy
- Celebrated and supported Privacy Awareness Week
- Maintained a webpage for staff, students and the general public relating to privacy matters.

RIGHT TO INFORMATION

We support openness and transparency as encompassed in the *Government Information (Public Access) Act 2009 (the GIPA Act)*.

Information not readily available on our website can be obtained by submitting an informal request or, where further consideration is required, a formal request for the release of government information under the *GIPA Act*. Access to information is only restricted when there is an overriding public interest against disclosure. During 2017 we:

- Continued to proactively disclose information to the public and our key stakeholders. Information is generally published on our website at newcastle.edu.au.
- Policies are published in the University's policy library.
- Details regarding non-confidential decisions made by the Executive Committee and the Council are published in online newsletters.
- Continued to provide our GIPA contracts register.
- Participated in the Information and Privacy Commissioner's 'Right to Know' week activities as a 'Right to Know' champion.
- Received 9 applications and decided a further 4 applications that were received in 2016. Statistics on the applications decided in 2017 are provided below:

TABLE 1: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME[1]

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICANT	REFUSE TO CONFIRM OR DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN
Media	6	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not-for-profit organisations or community groups[2]	2	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	2	0	3	0	0	0	0	0

Notes
1. More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table 2.
2. Includes other NSW Government agencies.

TABLE 2: NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICANT	REFUSE TO CONFIRM OR DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN
Personal information applications[1]	2	0	1	0	0	0	0	0
Access applications (other than personal information applications)	8	0	2	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

Notes 1. 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 3: INVALID APPLICATIONS

Application does not comply with formal requirements (Section 41 of the GIPA Act)	3
Application is for excluded information of the agency (Section 43 of the GIPA Act)	0
Application contravenes restraint order (Section 110 of the GIPA Act)	0
Total number of invalid applications received	3
Invalid applications that subsequently became valid applications	0

TABLE 4: CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE (MATTERS LISTED IN SCHEDULE 1 OF THE GIPA ACT)

Overriding secrecy laws	0	Documents affecting law enforcement and public safety	0
Cabinet information	0	Transport safety	0
Executive Council information	0	Adoption	0
Contempt	0	Care and protection of children	0
Legal Professional Privilege	0	Ministerial code of conduct	0
Excluded information	0	Aboriginal and environmental heritage	0

More than one public interest consideration may apply in relation to a particular access application and, if so, each consideration is to be recorded (but only once per application). This also applies in relation to Table 5.

TABLE 5: OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE (MATTERS LISTED IN TABLE TO SECTION 14 OF THE ACT)

Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	2
Business interests of agencies and other persons	3
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under equivalent interstate legislation	0

TABLE 6: TIMELINESS

Decided within the statutory timeframe (20 days plus any extensions)	10
Decided after 35 days (by agreement with applicant)	3
Not decided within timeframe (deemed refusal)	0
Total	13

TABLE 7: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE GIPA ACT (BY TYPE OF REVIEW AND OUTCOME)

	DECISION VARIED	DECISION UPHELD	TOTAL
Internal review	0	0	0
Review by Commissioner	0	0	0
Internal review following recommendation under Section 93 of the GIPA Act	0	1	1
Review by NSW Civil and Administrative Tribunal	0	0	0
Total	0	1	1

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

TABLE 8: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE GIPA ACT (BY TYPE OF APPLICANT)

Applications by access applicants	1
Review by Commissioner	0
Information applications by persons to whom the subject of access application relates (see Section 54 of the GIPA Act)	0
Total	1

TABLE 9: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE GIPA ACT (BY TYPE OF APPLICANT)

Agency - initiated transfer	0
Applicant - initiated transfer	1
Total	1

PUBLIC INTEREST DISCLOSURE

The *Public Interest Disclosures Act 1994 (the PID Act)* sets in place a system to encourage public officials to report serious wrongdoing in the categories of maladministration, serious and substantial waste of public money, breach of the *Government Information (Public Access) Act* and corrupt conduct.

The University has an internal reporting policy and procedures in place for receiving, assessing and dealing with public interest disclosures, as required under Section 6D of the *PID Act*. Our Public Interest Disclosures Policy and protections under the Act support reporters, as required under Section 6E(1)(b) of the *PID Act*.

STATISTICAL INFORMATION ON PIDS

	MADE BY PUBLIC OFFICIALS PERFORMING THEIR DAY-TO-DAY FUNCTIONS	UNDER A STATUTORY OR OTHER LEGAL OBLIGATION	ALL OTHER PIDS
Number of public officials who made PIDs directly	3	0	0
Number of PIDs received	3	0	0
Number of PIDs finalised	3	0	0

Note: The number of PIDs finalised only refers to PIDs that have been received since 1 January 2017.

The PIDs received were about corrupt conduct. These were investigated by the Assurance Services business unit, as the relevant authority responsible for handling the investigation in accordance with the University's obligations under the PID Act and its policy.

J: CONSUMER RESPONSE

Our Complaints framework outlines the process to complain and enables us to receive and respond to issues and complaints quickly and fairly, through early intervention, appropriate support and advocacy, and local level resolution where practicable. A formal complaint arises when issues cannot be resolved via early intervention or local resolution pathways. The framework is supported through a collaborative approach across the University.

Assurance Services oversees the formal complaints handling processes and supports students and staff to resolve issues locally and informally. In addition, the Complaints Office supports the review of a complaints handling framework to ensure effective management and resolution of issues. This year, 127 formal complaints were raised with the Complaints Office and resolved directly within accountable areas. Of these:

- Sixty-five percent were raised by students. The number of student complaints (83) received by the Complaints Office, was significantly higher than those lodged in 2016 due to increased awareness of the complaints management process.
- Fifteen percent were from staff. The number of staff complaints in 2017 was an increase from 12 to 19.
- Twenty percent were received from the community. This is consistent with those received in 2016 and 2015.
- On our website, staff and students provide feedback, raise issues, lodge complaints and access rights of review.

In 2017, there was a continued focus on reviewing our approach to complaints management under the Complaints Resolution Policy together with associated processes and procedures. The complaints handling process operates in line with industry practice, the AS/NZS 10002:2014 'Guidelines for complaint management organisations', together with the 'Complaint handling at universities: Australasian best practices guidelines' (January 2015).

Human Resources Services, through its business partnership model, remains the first point of contact for staff issues.

K: REVIEWS

INTERNAL AUDIT

The Internal Audit team supports Council by providing an independent and objective review and advisory service that seeks to evaluate and improve the effectiveness and efficiency of the University's governance, risk management, legislative compliance, and internal control processes. To achieve this aim, the team undertakes a range of risk-based audits to support Council's three year Internal Audit Plan.

The Director Assurance Services, who heads the Internal Audit team, and the Senior Internal Auditor, have independent reporting lines to the Chair of the Risk Committee and attend Risk Committee meetings to present audit findings and provide status reports on management action taken to address previous findings.

EXTERNAL AUDIT

The Audit Office of New South Wales audits the financial statements of the University and its controlled entities.

INTERNAL REVIEWS

In addition to the internal audits scheduled in our Internal Audit Plan, additional reviews were undertaken, at the request of management. These additional reviews examined functions, activities, processes and procedures.

Management reviews completed by Internal Audit, in the year to 31 December 2017 included:

- Review of the process for the allocation and funding transfer process between research grant cost collectors to verify the appropriateness of reallocation and expenditure.
- Completion of a review of the effectiveness of governance, risk management and policy frameworks and operations within a business unit.

L: LEGAL MATTERS

CHANGES IN ACTS AND SUBORDINATE LEGISLATION

University of Newcastle Act 1989 (NSW)

By operation of the Universities Legislation Amendment (Planning Agreements) Act 2017 (NSW), section 18 of the Act was amended to empower the University Council to enter into voluntary planning agreements under the Environmental Planning and Assessment Act 1979 (NSW).

By operation of the Statute Law (Miscellaneous Provisions) Act 2017 (NSW), sections 16 and 18 of the Act were amended to clarify the authority of the University Council to deal with University property (including personal property), and to obtain financial accommodation on behalf of the University.

University of Newcastle By-law 2017 (NSW)

The By-law came into effect on 17 March 2017, replacing the 2005 version. The new By-law, while complying with the requirements of the principal Act, is less prescriptive and, where appropriate, provides the University Council with the authority and flexibility to make and amend rules concerning matters of University governance.

Significant judicial decisions affecting the University or users of its services

Nil

M: MAJOR WORKS

NEW SPACE

2017 saw completion of the landmark NeW Space building in the Newcastle CBD with the relocation of the building occupants ready for the semester 2 teaching period. Current occupants of the building include the Faculty of Business & Law, members of the School of Creative Industries, Student Central, the Library and support staff from our Resources Division.

The new precinct is a significant revitalisation project for the city of Newcastle hosting a range of University-supported activities including business, law and creative industries programs; digital library services and information commons; collaborative and social learning spaces; research and industry engagement facilities as well as spaces for community engagement.

NeW Space not only provides space for delivery of business and law programs, but establishes the location of the School of Creative Industries in the City, and acts as a resource for the entire University community across different disciplinary and knowledge fields. Developed as a technology-rich and engaging site, NeW Space provides a unique platform for our staff to develop and test innovative ideas and to deliver a 'next generation' university experience for students.

Approved budget: $97.8m Total 2017 expenditure: $25.6m

Total expenditure to 31 December 2017: $97.7m

Completion date: July 2017

STEMM BIORESOURCES FACILITY

The STEMM Bioresources Facility Strategic Business Case was approved by Council in March 2017. Throughout the second half of 2017, the project's detailed planning and design has progressed following the appointment of the specialist consultant team. Design of the facility is due to be completed by the end of 2018 with construction commencing from early 2019.

The Bioresources Facility will provide a versatile technology platform serving the interface of biological science and pre-clinical medicine and will form a key requirement to support our current biomedical research capacity. The Bioresources Facility will provide technical and functional capability beyond that of existing facilities, in response to emerging trends in biomedical research. Space of the highest standard will also support best practice husbandry, care and wellbeing of animals involved in research.

By fostering collaboration and expansion into new technologies, the facility will deliver cutting-edge Higher Degree by Research and research outcomes in the biomedical STEMM disciplines, facilitate attraction and retention of research talent, provide commercialisation opportunities and support greater industry engagement. The design will feature a multi-purpose space and modular technologies that can respond at speed as needs change and new emerging technology opportunities emerge.

Approved budget: $37.5m Total 2017 expenditure: $0.33m

Total expenditure to 31 December 2017: $0.33m

Completion date: 2020

STEMM 1 PRECINCT, CALLAGHAN

The University is making an important investment in physical infrastructure to support Science, Technology, Engineering, Mathematics and Medicine (STEMM) research areas and an interdisciplinary approach to both teaching and research. These capital investment decisions support our strategic vision by delivering contemporary physical assets that allow us to deliver outstanding education, research and innovation outcomes.

New infrastructure for the future needs of the university will have the following core guiding principles:

- enhance interdisciplinary collaboration of staff and researchers;
- engage with industry, students and community on a local, national and global level; and,
- provide state of the art facilities that reinvigorate the learning process and provide every opportunity imaginable for educating STEMM leaders of tomorrow.

Planning is underway for a new STEMM facility located at Callaghan that will become the heart of the broader STEMM precinct on the western side of our campus. The STEMM program of work will also include essential enabling works and refurbishment of existing facilities to support immediate and long-term STEMM capability.

Approved budget: $180m Total 2017 expenditure: $0.42m

Total expenditure to 31 December 2017: $0.42m

Completion date: 2022

STEMM – CENTRAL COAST MEDICAL SCHOOL RESEARCH INSTITUTE PROJECT

In partnership with the Central Coast Local Health District, our commitment to developing the Central Coast Medical School (CCMS) and affiliated Central Coast Medical Research Institute (CCMRI) within a Health and Wellbeing Precinct at Gosford Hospital. This transformational project adds value to Gosford Hospital's own $348m redevelopment, and represents a further tangible expression of our investment in, and leadership of, regional health and innovation activities.

When complete this project will build academic capacity, deliver new state-of-the-art infrastructure, and strengthen strategic partnerships in the region. The project also represents a rare opportunity to develop and enhance health and wellbeing initiatives while increasing the number of new regionally trained doctors, nurses and allied health practitioners. These facilities, in partnership with the Central Coast Local Health District, will promote new models for the delivery of integrated patient-centred care and translational medicine practice, and pioneer novel approaches of healthcare for the Coast that respond to the needs of its growing and ageing population.

During 2017 the University committed capital funding of $20M and leveraged government grants of over $50m from both the State and Federal governments. The design of the new facility is currently at 50% design development and the NSW Department of Planning and Environment has approved the development application. Health Infrastructure NSW is managing the construction of the project with the podium multi-storey car park already underway. The CCMSRI facility will be constructed on top of this podium.

Approved budget: $72.5m Total 2017 expenditure: $ Nil

Total expenditure to 31 December 2017: $ Nil

Completion date: 2020

N: SUSTAINABILITY

Our Environmental Sustainability Plan 2015-2017 provides a clear plan of action to develop measurable improvements in our environmental sustainability performance. This report details actions across a number of areas, including:

- Energy and carbon emissions
- Water
- Landscape and biodiversity
- Waste
- Sustainable transport
- Sustainable procurement
- Strategic asset management and compliance.

Our environmental sustainability agenda is managed at committee level through the University Committee on Environmental Sustainability (UCES) and the Resources Health & Safety Committee.

A new Environmental Sustainability Plan 2018 – 2025 (ESP) was developed this year after extensive consultation with staff and students. In all, seventeen stakeholder workshops were convened to discuss how we can shape our environmental sustainability approach into the future. The workshops provided us with a keener understanding of the environmental sustainability issues that are of greatest importance to our students and staff and helped us to prioritise actions and future targets.

Our Draft ESP 2018 – 2025 will go to Executive Committee and Council for endorsement in early 2018.

ENERGY AND CARBON EMISSIONS

The University continues to perform well against its peers with regard to energy usage per gross floor area of facility and this remains a key area of focus.

Other achievements included:

- Extensive energy efficient features were introduced during the construction of NeW Space including external sun shading, high-performance double glazing, thermally engineered aluminium frames, an LED lighting and control system, a high efficiency water cooled chiller system, motion sensors for air-conditioning control in teaching and meeting spaces and regenerative lifts to produce electricity for the building.
- Energy efficiency and CO2e reduction as part of the new ESD Guideline Tool was a key project design component for major new-build and refurbishment planning and project completions.
- We upgraded to more energy efficient air conditioning systems (HVAC) at the Ourimbah Library, University House and the Auchmuty Library. In a similar initiative, we also installed a chilled water plant for the new Glasshouse precinct at the Newcastle Institute for Energy and Resources (NIER).
- The procurement of 10 per cent accredited Greenpower across the University.
- Installation of a 75kW PV rooftop solar system at the Ourimbah Library, with planning commencing to install an additional 60kW. Our total solar capacity now stands at 165kW, which is estimated to produce 250,000 kWh/year and will save approximately 210 tonnes of CO2e.
- Our team at the Centre of Organic Electronics has installed a trial flexible solar film on the Medical Sciences Building in Callaghan. This carbon-based electronic material is soluble in a variety of liquids allowing it to dissolve into solutions that can be printed, painted or sprayed onto different surfaces while still conducting electrical charges.
- Completion of detailed investigations and planning of a program of work to deliver a 20% reduction of CO2 emissions per m2 GFA (gross floor area) by 2020 through an increased investment in on-site energy efficiency and renewable energy options.
- Continual upgrading of internal and external lighting to LED.
- We continued to publicly report on our greenhouse gas emissions under the National Greenhouse and Energy Reporting Scheme (NGERS) at a facility level across our Callaghan campus. We also reported Callaghan and Ourimbah campus-wide data via the Tertiary Education Facilities Management Association (TEFMA).

WATER

A number of water efficiency measures continue to be implemented including:

- Rainwater from the NeW Space building is stored in a 67kl below-ground rainwater harvesting tank for use in toilets and for irrigation.
- Extensive meters and monitoring allowing for pipe leakage detection and fast response, with additional water monitoring installed at the NIER and Shortland precincts in Callaghan.
- An ongoing commitment to natural irrigation of the extensive native bushland campus reducing the demand for potable water.
- Limiting irrigation to sporting fields and some lawn areas.
- Targeted use of rainwater tanks.

LANDSCAPE AND BIODIVERSITY

Approximately 2,000 hours of bush regeneration work was completed at our Callaghan and Ourimbah campuses covering 21ha in area. Through our efforts we aim to eradicate noxious and environmental weed and improve campus biodiversity. Over 30,000 additional native seedlings were planted in bushland zones this year. The team worked across the majority of our 10 native bushland zones on campus, and in a further two wetlands and riparian areas as identified in our Landscape Management Implementation Plan.

Ongoing weed control around Wetland 2 allowed native seedlings to thrive. Wetland 1 (secondary) and 2 (secondary) were also treated for the aquatic weed Giant Water Lilly (Nymphaea gigantean). The Truxor, an innovative amphibious technology was used to remove the weed and reduce stagnant water.

We continue to implement our Bushfire Risk Management Plan across our Callaghan and Ourimbah campuses. Work focused on removing noxious and environmental weeds along Callaghan's fire trail for access by NSW Fire & Rescue, reducing leaf litter around buildings assets, increasing and maintaining Asset Protection Zones (APZ) at high-risk buildings, and conducting minor building upgrades at Ourimbah.

SUSTAINABILITY IN ACTION

A four year project to restore the upstream catchments of the Hunter Wetland Centre was recently awarded the Community Involvement Award at the NSW Coastal Management Awards. These awards are presented to acknowledge the contribution of individuals, groups, organisations and agencies who support the ecologically sustainable management of the NSW coastal zone.

A number of student tree planting days and a range of wetland restoration projects in Callaghan took place during the project.

One such project upgraded the creek line adjacent to the new student accommodation buildings. The project was designed to prevent erosion and improve the visual amenity and biodiversity of the creek. This particular creek consists of multiple linked wetlands and forms an important part of the local catchment.

Our on-campus wetlands have a direct connection with the Hunter Wetlands Centre, a site that is listed under the Ramsar Convention as a wetland of international importance. Removing weeds, erosion control, and increasing the biodiversity of our wetlands significantly improves the health of these connecting wetlands. As part of this four-year project we planted over 70,000 native seedlings in addition to our ongoing landscape management program.

WASTE

Improving waste management practice has been a high priority for us through the year. We recently partnered with a leading waste management contractor, and together we achieved a land-fill diversion rate of 57% which represents a significant improvement on previous years. A key success is the composting of food scraps at an off-site state-of-the-art sorting facility. These composed materials are used across the Hunter Region for soil rehabilitation in agriculture and horticulture industries.

SUSTAINABILITY IN ACTION

The University of Newcastle has been recognised for its contribution to the Hunter Joint Organisation of Regional Councils' Love Food On-Campus project in 2016/17 with the project being declared the overall winner of the Behaviour Change in Waste category at the recent Local Government NSW Excellence in the Environment Awards.

The year-long project was designed and delivered by the Hunter Joint Organisation of Councils and the University of Newcastle and involved research on the food waste habits of students living in on-campus accommodation with the objective of developing skills, tools and resources to positively improve behaviour.

Waste audits were conducted and one week's waste generation of our North Residence was documented. A subsequent audit indicated a 30% reduction of food waste in red lid bins and increased recycling in yellow bins within that residence.

Sustainability is a critical consideration for on-campus accommodation. With residents generating a significant proportion of the University's overall waste this project supported positive behavioural change. This initiative, combined with our strategy of moving to a new waste management provider, has contributed to an overall reduction in our waste footprint and to reduced costs for the University.

SUSTAINABLE TRANSPORT

The Sustainable Transport program continued and included a range of initiatives to influence the travel behaviour of staff and students and reduce reliance on private motor vehicles and car parking.

Liftango, a ride share app, was again available to students and staff with improvements made to enhance the user experience. The free app matches riders with drivers through smart algorithms to make ride sharing easier. The app supports the user through the pick-up and drop-off process with the additional flexibility of the user choosing rides based on the day and times that suit them best.

The Liftango app saw approximately 2,000 engaged users register with 2,566 rides completed during the year. This is equivalent to an annual saving of 68,534 kilometres and 17.14 tonnes of CO2e.

Other Sustainable Transport program initiatives included:

- Three hundred bicycles sold through our $50 bike initiative.
- Bike Hubs continuing to operate at capacity during peak times.
- A new bike hub with 217 lockable spaces opened at NeW Space.
- A free shuttle bus service operated for staff and students between Callaghan and NeW Space.
- Active Travel factsheets were produced to support behavioural change and encourage active travel to campus.

STRATEGIC ASSET MANAGEMENT & ENVIRONMENTAL COMPLIANCE

Infrastructure and Facilities Services (IFS) worked closely with the Health & Safety Team to finalise the integration of environmental audit and incident reporting in our new All Incident Management System (AIMS). AIMS went live in the middle of the year with environmental hazards and incidents included in the system to support environmental risk management and improve compliance tracking and reporting capability.

O. FINANCIALS

Through diverse commercial opportunities, sound financial management and investment, we are creating a sustainable financial future that supports our aspirations to be a global leader in our spheres of achievement.

OVERVIEW OF THE YEAR

A robust cost management environment and a focus on core operating activities, bolstered by strong commercial and investment performance, delivered a strong 2017 result that will ensure we are well positioned to face a period of greater uncertainty in the Australian higher education sector.

FINANCIAL OUTCOMES

Unless stated otherwise, references to the 'group' in this section indicate the Consolidated Group's results in the financial statements starting on page 88. The group includes the University of Newcastle (parent entity) and its controlled entities, UON Singapore Pte Ltd and The University of Newcastle Research Associates Ltd.

Strong financial results were delivered again in 2017, with 0.9% growth in total group income, highlighted by an 6.0% increase in research income* ($139.0m compared to $131.2m in 2016), and $8.3m in philanthropic income from supporter donations (an increase of $6.1m on 2016) – with a contribution from the Hunter Future Fund and the historic Ma & Morley Scholarship Program. The latter marked the largest philanthropic commitment in the University's history, and the Jack Ma Foundation's first philanthropic contribution in Australia.

2017 was also another positive year for the University's investments, due to the strong performance of domestic and international equity markets. The group's investment income was $42.5m, which included a non-cash gain of $1.9m and $5.8m due to a change in the timing of recognition of distributions (the underlying return of $34.8m compares favourably to the 2016 equivalent of $29.9m).

The group continues to focus on attracting talented academics and researchers and the lower academic vacancy rate combined with salary increases, in line with the University's enterprise agreements, are reflected in the 5.0% increase in the group's employee related expenses in 2017. The operating salary costs to income ratio remain within Council's target range.

Total non-salary expenses increased by 4.5% from 2016, however operating non-salary expense for the University only grew by 1.1%, reflecting increased operational efficiency and prudent financial management. This result was achieved while increasing our investment in Higher Degree by Research students and facing rising utility prices.

The University's NeW Space building in the city was opened in 2017, a landmark for the University and for the city of Newcastle. The decline in capital expenditure from $104.7m in 2016 to $69.8m in 2017 reflects the completion of this significant project in time for students commencing in Semester 2.

FINANCIAL POSITION

The balance sheet remained strong and the group's net assets were $1,318.9m at 31 December 2017. Our positive liquidity ratio of 0.6 at 31 December 2017 which remained unchanged from the prior year. The low current ratio is due to the strategic allocation of investments to a Long Term Pool. A significant portion of funds within the Long Term Pool are invested in highly liquid assets that attract greater returns therefore the group's liquidity is enhanced via this investment strategy.

The annual independent valuation of land, buildings and infrastructure assets resulted in a net increment of $11.6m which was recorded in the asset revaluation reserve. The revaluation of investments added an additional $16.9m to the reserve balances.

The group reported a net cash outflow of $3.9m in 2017 which was consistent with an outflow of $3.8m in the prior year. The outflow was due to the investment of operating cash in the University's externally managed investment pools. At 31 December 2017 the group had no external borrowings.

*Research income reported in accordance with Australian Accounting Standards differs from HERDC reported research income and the actual value of research grants awarded, but not recognised as income, during the year.

FINANCIAL RESULTS AND BUDGET

TABLE 1: FINANCIAL RESULTS AND BUDGET (UNIVERSITY ONLY)

	2017 $M ACTUAL	2017 $M BUDGET	2016 $M ACTUAL	2016 $M BUDGET
Income from continuing operations				
Australian government financial assistance	480.0	502.5	483.4	431.8
State and local government financial assistance	17.4	58.4	25.1	13.5
HECS-HELP - Student payments	6.0	6.7	7.1	7.9
Fees and charges	144.9	160.1	124.2	148.3
Investment revenue	39.9	25.2	28.8	16.4
Royalties, trademarks and licences	0.4	3.2	0.2	-
Consultancy and contracts	29.2	15.8	25.2	80.7
Other revenue	39.3	29.6	29.7	33.7
Other investment income	2.5	-	28.4	-
Total income from continuing operations	**759.6**	**801.5**	**752.1**	**732.3**
Expenses from continuing operations				
Employee related expenses	(413.9)	(411.9)	(393.7)	(397.0)
Depreciation and amortisation	(46.5)	(44.5)	(43.5)	(43.1)
Repairs and maintenance	(26.2)	(25.0)	(23.7)	(29.1)
Borrowing costs	(0.1)	-	(4.2)	(4.8)
Impairment of assets	(1.4)	(0.3)	-	-
Loss on disposal of assets	(0.3)	-	(2.9)	-
Other expenses	(213.6)	(229.5)	(200.8)	(220.2)
Total expenses from continuing operations	**(702.0)**	**(711.2)**	**(668.8)**	**(694.2)**
Net result before income tax	**57.6**	**90.3**	**83.3**	**38.1**

Note The 2017 budget provided above was the first and only budget approved by the University's Council for the year."

2018 BUDGET

TABLE 2: SUMMARY 2018 BUDGETED FINANCIAL PERFORMANCE (UNIVERSITY ONLY)

	2018 $M BUDGET
INCOME	
Government contributions	416.4
Student contributions	171.9
Research	115.3
Other	66.8
Total income	**770.4**
EXPENSES	
Salary and related	(430.3)
Non-salary	(273.7)
Depreciation	(48.8)
Total expenses	**(752.8)**
Surplus for the year	**17.6**

INVESTMENT PERFORMANCE

Performance for 2017 is shown in the table below:

TABLE 3: INVESTMENT PERFORMANCE ACHIEVED COMPARED TO NSW TREASURY CORPORATION BENCHMARKS (UNIVERSITY ONLY)

UON INVESTMENT CATEGORY	1 YEAR	NSW T CORP BENCHMARK	1 YEAR
Short-term cash investments	1.4%	TCorpIM Cash Fund	2.3%
Short-term managed investments	2.2%	TCorpIM Strategic Cash Fund	2.5%
Long-term investments	11.1%	TCorpIM Long Term Growth Fund	10.7%

Source University treasury records and NSW TCorpIM Fund performance provided by Mercer Consulting

LIABILITY MANAGEMENT PERFORMANCE

The NSW Treasury does not provide benchmark information relating to the performance of borrowings.

ACCOUNTS PAYABLE PERFORMANCE

There were no significant events that affected payment performance. A number of initiatives were undertaken to improve performance in 2017 which included internal process improvements and better communications with staff and suppliers about our Accounts Payable processes. There were no instances where penalty interest was paid in 2017.

TABLE 4: ACCOUNTS PAYABLE PERFORMANCE IN 2017 (UNIVERSITY ONLY)

ACCOUNTS PAYABLE AT:	31 MARCH $M	30 JUNE $M	30 SEPTEMBER $M	31 DECEMBER $M
Not overdue	5.0	6.8	7.0	5.8
Under 30 days	0.2	0.4	0.4	0.2
Between 30 to 60 days	0.1	-	0.1	-
Between 60 to 90 days	-	0.1	0.1	-
More than 90 days overdue	-	0.1	-	0.1
Total	**5.3**	**7.4**	**7.6**	**6.1**

TABLE 5: ACCOUNTS PAYABLE PERFORMANCE IN 2017 (UNIVERSITY ONLY)

INVOICES PAID ON TIME	Q1 31 MARCH	Q2 30 JUNE	Q3 30 SEPTEMBER	Q4 31 DECEMBER
	%	%	%	%
Actual based on volume	87.4	87.6	87.2	92.6
Actual based on value	92.8	94.0	89.8	97.2
Target	66.7	66.7	66.7	66.7
	$m	$m	$m	$m
Actual value paid	58.0	68.1	49.5	74.7
Total amount paid	62.5	72.4	55.1	76.9

MOVEMENT IN WAGES

The movement in wages is consistent with the University's strategy and reflects enterprise agreement salary increases. There were no exceptional movements in wages, salaries or allowances in 2017.

OVERSEAS TRAVEL

The University is committed to growing its reputation internationally and building worldwide awareness of its educational achievements and innovative research outcomes. The total expenditure on international travel was $6.6m in 2017 (2016: $7.3m). This includes the cost of airfares, accommodation, and other transport costs. In 2017 University staff members travelled overseas to promote the University, and collaborate internationally by undertaking international research and delivering academic presentations.

CREDIT CARD CERTIFICATION

During the 2017 financial year, credit card use was in accordance with the University's credit card and purchasing policies. These policies are based on the Premier's Memoranda and Treasurer's Directions.

LAND DISPOSAL

The University did not dispose of any land in excess of $5.0m during 2017.

TABLE 6: FUNDS GRANTED TO NON-GOVERNMENT COMMUNITY ORGANISATIONS

During 2017 the University provided $83,415 in grant funding to local non-government community organisations (2016: $112,727).

NAME OF RECIPIENT ORGANISATION	PROGRAMS AREA AS PER BUDGET	NATURE AND PURPOSE OF THE PROJECT INCLUDING AIMS AND TARGET CLIENTS	GRANT AMOUNT $
Academy of Sport - Central Coast	Joint activities in sports education, training, and research	To facilitate the sporting, vocational and academic opportunities of pre-elite and elite athletes in the Central Coast region	30,000
Hunter Writers' Centre	Newcastle Poetry Prize & Short Story Competition	Raise the profile of Arts and Humanities in region, support cultural community and enhance links into community for students	28,415
Octopod	This is Not Art (TiNA) Festival	Raise the profile of Arts and Humanities in region, support cultural community and enhance links into community for students	10,000
Business/Higher Education Round Table (B/HERT)	Research and Innovation	To support the benefits of collaboration and enhance links between industry and universities through the 2017 B/HERT Awards.	10,000
Hunter Innovation Festival	Research and Innovation	To encourage the formation of a local culture of innovation in business, industry and to showcase innovation in the hunter and provide guidance to local enterprises who are committed to adopting innovation through sponsorship of the Festival.	5,000
Total			**83,415**

P: SUBSIDIARIES

UON SINGAPORE PTE LTD

UON Singapore's well-established physical presence since 2006 provides a unique and strategic value proposition to the University of Newcastle. With more than 4,500 graduates from over 39 countries in the last 11 years, UON Singapore plays an important role in providing access to world-class higher education, and contributing to the human capital development of Singapore and the broader Asia Pacific region.

In our 2017-2019 Strategic Plan, UON Singapore aims to establish its vision, and identify and align its strategic objectives and goals with the University's *NeW Futures Strategic Plan 2016-2025*, all while ensuring that its alignment complements Singapore's development goals such as competitiveness, productivity growth, and innovation.

As part of our 2017-2019 Strategic Plan, a range of initiatives involving businesses, industry, government agencies, professional organisations, community groups, alumni, public and private higher education institutions, and the wider community were undertaken. The key highlights included:

EXTERNAL ENGAGEMENT

UON Singapore is proud to contribute to Singapore's vision in making lifelong learning a national goal and embedding it into the nation's culture. One example is a recently held seminar titled "Innovation and Lifelong Learning for Singapore's Smart Nation Future" with the objective of bringing lifelong learning practitioners together to share innovative ideas, approaches and discuss the drivers of lifelong learning in the Singapore context.

UON Singapore continues to strive to build a sustainable future for our stakeholders and lead the University's efforts in philanthropic support. This year, UON Singapore with the support of the ASEAN CSR Network (ACN) organised a seminar titled "Corporate Social Responsibility and Environmental Sustainability" to share innovative ideas, approaches, and the drivers pertaining to corporate social responsibility (CSR) with regards to environmental sustainability.

The Vice-Chancellor's Forum held at the new PSB City Campus provided students with insights into the recent developments in the University such as the University's rise to the top one per cent of global universities by the QS World University Rankings and top 200 most international universities worldwide by the Times Higher Education World University rankings in 2016.

UON Singapore hosted a visit by delegates from Huizhou University. An official Memorandum of Understanding (MOU) has been signed between the University of Newcastle and Huizhou University to facilitate and promote cooperation in the areas of research, academic staff and student exchanges, study abroad programs, and teaching and learning sessions.

UON Singapore, in partnership with BCA Academy and PSB Academy, visited institutions and undertook marketing, recruitment, and business development activities in Myanmar, India, Malaysia, Indonesia, China and India. These visits complemented UON Singapore's efforts in bolstering the significant growth (60%) in the commencing student load in 2017.

2017 CONSOLIDATED RESULTS

	INCOME $M	EXPENSES $M	NET SURPLUS (DEFICIT) $M	BUDGET NET SURPLUS (DEFICIT) $M
University of Newcastle	759.6	(702.0)	57.6	90.3
TUNRA	9.8	(9.2)	0.6	0.1
UON Singapore	6.1	(6.9)	(0.8)	0.5
Consolidation adjustments	(4.2)	4.2	-	-
Consolidated entity	**771.3**	**(713.9)**	**57.4**	**90.9**

Please refer to note 31 of the financial statements for details of the University's subsidiaries.

COMMUNITY ENGAGEMENT

Corporate Social Responsibility involvement included staff participating in the Community Chest Heartstrings Walk 2017, which supports about 80 social service organisations in Singapore, allowing them to focus on caring for the disadvantaged, and 'Dialogue in the Dark Singapore', which is an exclusive collaboration between Ngee Ann Polytechnic and Dialogue Social Enterprise that aims to raise awareness and facilitate the inclusion of marginalised people in our community.

PROFILE ENHANCEMENT

The official opening of UON Singapore's new office on 15 September 2017 marked a major milestone in further enhancing the efficiency, effectiveness, and most importantly, visibility of the University's operations in Singapore and the Asia Pacific.

RESEARCH ACHIEVEMENTS

In the area of research performance, UON Singapore's full-time academic staff have published 10 international journal articles (including three ERA A-ranked publications), presented 14 conference papers, and contributed to the University's efforts to expand Research Higher Degree supervision capacity through co-supervision of seven PhD students in Callaghan.

UON Singapore has also successfully secured two external project grants (S$19,000) funded by the ASEAN CSR Vision 2020 and the Lifelong Learning Council Singapore. UON Singapore was also an active participant at the XXI World Congress on Safety and Health at Work 2017, where UON Singapore academic staff made five presentations.

THE UNIVERSITY OF NEWCASTLE RESEARCH ASSOCIATES LIMITED (TUNRA)

The University of Newcastle Research Associates Limited (TUNRA) completed its first full year of commercial operation since the technology transfer and commercialisation functions were transferred to the Research and Innovation Division in 2017.

TUNRA operates as a wholly-owned Controlled Entity of the University of Newcastle. It plays an important role in strategy by further leveraging University research capabilities and assets to create additional value for the institution by operating in a commercial setting.

The focus for the business has been on the implementation of the business plan, followed by a progressive review of existing business operations and identification of new business opportunities. The business plan was approved by the Controlled and Associated Entities Committee and endorsed by Council in 2016, and formed the basis for commercial activity throughout the year.

Achievements

- Appointment of an Independent Director to the TUNRA Board.
- Developing and implementing robust governance infrastructure to support commercial research activities. The central documentation includes policy, legislative compliance and risk management frameworks as well as supporting policies and procedures to guide our people and processes.
- Strong performance of the TUNRA Bulk Solids (TBS) Business Unit. TBS main commercial research services are flow property testing laboratories, prototype engineering workshop and engineering consultancy.
- TUNRA Bulk Solids has industry-relevant research capabilities, which leads to industry focused research projects hosted by the University and facilitated by TUNRA Bulk Solids.
- Establishment of the TUNRA Fire and Explosion Testing Service (FETS) line. FETS provides commercial testing programs for industry-specific purposes such as combustible environment simulation and site risk, safety and compliance assessments.
- Continued vision to strengthen TUNRA's operating model to remain responsive to industry and commerce.
- Looking forward, planned strategic activities in 2018 include:
  - Increasingly leveraging the University assets and resources to facilitate a more robust and responsive customer-service environment supported by a flexible operating model that provides additional opportunities for university research.
  - To continue to make, as a controlled entity, a direct and indirect contribution to the University.

GLOSSARY

AARE	61	Australian Association for Research in Education
AAS	61	Australian Academy of Science
AAUT	61	Australian Awards for University Teaching
ABR	17	Australian Book Review
ACALET	40	Australian Coal Association Low Emission Technology
ACEC	181	Animal Care and Ethics Committee
ADVOs	57	Apprehended Domestic Violence Orders
AIDA	15	Australian Indigenous Doctors' Association
ANU	53	Australian National University
APS	61	Australian Psychological Society
ARC	39, 42, 61	Australian Research Council
ARENA	15	Australian renewable Energy Agency
ARMS	61	Australasian Research Management Society
ASX	75, 78	Australian Securities Exchange
Athena SWAN	58, 60, 172	UK Charter established in 2005 to respond to the under-representation of women in science leadership.
CAUTHE	61	The Council for Australasian Tourism and Hospitality Education
CBD	8, 9, 16, 62, 65	Central Business District
CDAH	16	Community Disability Alliance Hunter
CEEHE	23, 174	Centre of Excellence for Equity in Higher Education
CIFAL	15, 50	International Training Centre for Authorities and Leaders
CITRS	15	Centre for Innovative Technologies in Rehabilitation Settings
CPMC	15	The Council of Presidents of Medical Colleges
CRC, CRC-HPS	41	Co-operative Research Centre, Co-operative Research Centre for High-Performing Soils
CRRMH	54	The Centre for Rural and Remote Mental Health
CS4HS	57	(Google) Computer Science for High Schools
CSIRO	31, 33	(The) Commonwealth Scientific and Industrial Research Organisation
DADEE	54	Dads and Daughters Exercising and Empowered
DCFC	43	The Direct Carbon Fuel Cell
DECRA	39	Discovery Early Career Researcher Award
DET	25	Department of Education and Training
DFAT	50	Department of Foreign Affairs and Trade
DSTG	57	Defence Science Technology Group
EAP	177	(the University's) Employee Assistance Program
edX	52	Founded by Harvard University and MIT in 2012, edX is an online learning destination and MOOC provider
EFTSL	12- 13, 168	Equivalent Full-time Student Load
ELICOS	168, 171	English Language Intensive Courses for Overseas Students
ESF	39	European Science Foundation
FAC	47	(the University's) Family Action Centre
FTE	13, 172	Full Time Equivalent
GCER	39	Global Centre for Environmental Remediation
GIPA, The GIPA Act	182-184	Government Information (Public Access) Act 2009
GLAMx	57	GLAMx Living Histories Digitisation Lab
Global E3	31	Global Engineering Education Exchange
HDHK	54	Health Dads, Healthy Kids
HDR	25	Higher Degree by Research
HEPP	57	Higher Education Participation Grants
HEPPP	23	Higher Education Participation and Partnerships Program
HERDC	7, 12, 190	Higher Education Research Data Collection
HIIF	67	Hunter Infrastructure and Investment Fund
HMRI	15, 17, 25, 34, 39, 57	Hunter Medical Research Institute
HREC	181	Human Research Ethics Committee
HRF	14	Hunter Research Foundation
HRIPA	182	Health Records and Information Privacy Act 202 (NSW)

HYHD	25, 54	Healthy Youngsters, Healthy Dads Program
i2N	9, 44	Integrated Innovation Network
IFAC	41	The International Federation of Accountants
ISI	61	International Statistical Institute
LMIC	38	Low and middle-income countries
LTIFR	176	Lost Time Injury Frequency Rate
METS	37	Mining Equipment Technology and Services
MLE	61	The Harvard Institute for Management and Leadership in Education (Harvard Graduate School of Education)
MOOCs	52	Massive Open Online Course(s)
MOU	14, 53	Memorandum of Understanding
NACCHO	15	The National Aboriginal Community Controlled Health Organisations
NAPCAN	54	National Association for Prevention of Child Abuse and Neglect
NASA	31	The National Aeronautics and Space Administration
NHMRC	14, 25, 39, 57, 61, 181	The National Health and Medical Research Council
NIER	15, 37, 41, 188	Newcastle Institute for Energy and Resources
NUW (Alliance)	9, 14	UON, UNSW and UOW Alliance
OST	51	Orient Speeech Therapy Center Ltd
PFAS	42	Per-and-poly-fluoroalkoxy substances
PID, The PID Act	184	Public Interest Disclosure, The Public Interest Disclosures Act 1994
PPIPA	182	Privacy and Personal Information Protection Act
QILT	6	Quality Indicators for Learning and Teaching
QS World University Rankings	8, 14	Quacquarelli Symonds World University Rankings
RAAF	42, 44	Royal Australian Air Force
RAAP	42	Research Attraction and Acceleration Program
RAMHP	54	(The) Rural Adversity Mental Health Program
RFC	37	Reflux Flotation Cell
SAGE	60, 172	Science in Australia Gender Equity
SDG's	15	Sustainable Development Goals (UN's)
SES	23	Socio-economic status
SSE	14, 31	Sydney School of Entrepreneurship
STEMM	29, 47, 56, 58, 60, 172, 187	Science, Technology, Engineering, Mathematics and Medicine
T-ALL	42	T-cell acute lymphoblastic leukaemia
TBS	195	TUNRA Bulk Solids business unit
THE (World University Rankings)	15	The Times Higher Education World University Rankings
TNK	39	Tenecteplase
ToT	50	Training of Trainers
TUNRA	195	The University of Newcastle Research Associates Limited
UN	15	United Nations
UNESCO	50	The United Nations Educational, Scientific and Cultural Organization
UNITAR	15	United Nations Institute for Training and Research
UON	78, 194-195	University of Newcastle
UPNT	51	University of Pham Ngoc Thach
VAM (emissions)	40	Ventilation air methane
VISIDA	38	Voice-Image-Sensor technologies for Individual Dietary Assessment
VR	53, 57	Virtual Reality
WGEA	6, 172	Workplace Gender Equality Agency
WIL	57	Work Integrated Learning (program)
WIR (Fellowship)	60	Women in Research
YTD	177	Year to Date

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