

Appendices

The University of Newcastle

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Appendix A: Five year key statistics

	Category	2012	2013	2014	2015	2016	% Change 2012-2016	% Change 2015-2016
Number of students¹	Total	37439	39129	40210	38109	37181	-0.7	-2.4
	Commencing	17587	18353	18775	15940	16091	-8.5	0.9
Student load²	Total	25013	26192	26093	25187	24514	-2.0	-2.7
	Undergraduate	18605	19094	18977	18645	18205	-2.2	-2.4
	Postgraduate	4199	4568	4663	4102	3873	-7.8	-5.6
	Other (Enabling, ELICOS, Non Award)	2208	2531	2453	2440	2436	10.3	-0.2
Funding type³	Commonwealth- supported	18512	19392	19444	19081	18732	1.2	-1.8
	Fee-paying overseas	4788	4908	4571	4355	4296	-10.3	-1.3
	Fee-paying domestic	1713	1892	2079	1751	1486	-13.3	-15.1
Award completions⁴	Total	7041	7483	7408	7384	7064	0.3	-4.3
	Undergraduate	4416	4466	4500	4572	4501	1.9	-1.6
	Postgraduate	2625	3017	2908	2812	2563	-2.4	-8.9
Full-time staff (FTE)⁵	Total	2596	2670	2635	2644	2672	2.9	1.1
	Academic	1046	1066	1060	1035	1068	2.1	3.2
	Professional	1550	1604	1576	1610	1604	3.5	-0.3
Work function (FTE)	Teaching only	31	36	35	26	29	-7.7	10.3
	Research only	387	404	412	394	436	12.7	10.5
	Teaching and research	758	756	751	751	746	-1.6	-0.7
	Other	1420	1475	1437	1473	1462	2.9	-0.8
	Total	440	472	427	442	469	6.6	6.1
Casual staff⁶	Academic	282	296	262	250	264	-6.5	5.5
	Professional	158	175	165	192	205	30.1	6.8

Notes

Rounding errors may occur.

Data subject to revision.

Student data source: MIS 31 January 2017.

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: MIS 17 March 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). 2016 data is preliminary and subject to validation and submission to Department of Education and Training at 30 Jun 2017.

B: Academic program development

Academic Senate program development and assurance

During 2016 the Academic Senate and its committees reviewed the academic content of 61 new programs and recommended their establishment to Council. Academic Senate approved the discontinuation of 6 existing programs. Professional accreditation was received for 6 programs and the Newcastle Business School; and 9 programs were externally reviewed.

Academic Senate program development

Faculty of Business and Law

- Master of Innovation Management and Entrepreneurship
- Graduate Certificate in Innovation Management and Entrepreneurship

Faculty of Education and Arts

- Bachelor of Creative Industries
- Bachelor of Music/Bachelor of Arts
- Bachelor of Music

Faculty of Engineering and Built Environment

- Bachelor of Computer Science
- Bachelor of Engineering (Honours) (Surveying)
- Bachelor of Engineering (Honours) (Mechanical)
- Bachelor of Engineering (Honours) (Mechatronics)
- Bachelor of Engineering (Honours) (Chemical)
- Bachelor of Engineering (Honours) (Civil)
- Bachelor of Engineering (Honours) (Electrical and Electronic)
- Bachelor of Engineering (Honours) (Software)
- Bachelor of Engineering (Honours) (Computer Systems)
- Bachelor of Engineering (Honours) (Environmental)
- Bachelor of Engineering (Mining Transfer Program)
- Bachelor of Engineering (Honours) (Electrical and Electronic)/ Bachelor of Engineering (Honours) (Computer Systems)
- Bachelor of Engineering (Honours) (Civil)/Bachelor of Engineering (Honours) (Environmental)
- Bachelor of Engineering (Honours) (Mechatronics)/ Bachelor of Engineering (Honours) (Electrical and Electronic)
- Bachelor of Engineering (Honours) (Civil)/ Bachelor of Business
- Bachelor of Engineering (Honours) (Electrical and Electronic)/ Bachelor of Business
- Bachelor of Engineering (Honours) (Chemical)/Bachelor of Business
- Bachelor of Engineering (Honours) (Environmental)/Bachelor of Science
- Bachelor of Engineering (Honours) (Mechanical)/Bachelor of Business
- Bachelor of Engineering (Honours) (Mechatronics)/Bachelor of Business
- Bachelor of Engineering (Honours) (Surveying)/Bachelor of Business
- Bachelor of Engineering (Honours) (Civil)/ Bachelor of Engineering (Honours) (Surveying)
- Bachelor of Engineering (Honours) (Mechanical)/Bachelor of Engineering (Honours) (Mechatronics)
- Bachelor of Engineering (Honours) (Chemical)/Bachelor of Science
- Bachelor of Engineering (Honours) (Chemical)/Bachelor of Mathematics
- Bachelor of Engineering (Honours) (Civil)/ Bachelor of Mathematics
- Bachelor of Engineering (Honours) (Electrical and Electronic)/ Bachelor of Mathematics
- Bachelor of Engineering (Honours) (Mechanical)/ Bachelor of Mathematics
- Bachelor of Engineering (Honours) (Mechanical)/ Bachelor of Science
- Bachelor of Engineering (Honours) (Mechatronics)/ Bachelor of Mathematics
- Bachelor of Engineering (Honours) (Computer Systems)/ Bachelor of Business
- Bachelor of Engineering (Honours) (Computer Systems)/ Bachelor of Computer Science
- Bachelor of Engineering (Honours) (Computer Systems)/ Bachelor of Mathematics
- Bachelor of Engineering (Honours) (Electrical and Electronic)/ Bachelor of Science
- Bachelor of Engineering (Honours) (Mechatronics)/ Bachelor of Science
- Bachelor of Engineering (Honours) (Computer Systems)/ Bachelor of Science
- Master of Professional Engineering (Software)
- Master of Professional Engineering (Environmental)
- Master of Professional Engineering (Civil)
- Master of Professional Engineering (Geospatial Engineering and Surveying)
- Master of Professional Engineering (Chemical)
- Master of Professional Engineering (Computer Systems)
- Master of Professional Engineering (Electrical and Electronics)
- Master of Professional Engineering (Mechatronics)
- Master of Professional Engineering (Mechanical)
- Master of Disaster Resilience and Sustainable Development
- Master of Philosophy (Disaster Management)
- Doctor of Philosophy (Disaster Management)

Academic Senate program development (continued)

Faculty of Health and Medicine

- Associate Degree in Integrated Care in Ageing
- Bachelor of Biomedical Science
- Master of Bio-Innovation and Design

Faculty of Science and Information Technology

- 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)

Accreditation

English Language and Foundation Studies Centre

- In May, the University's English Language Centre at Callaghan received the National English Language Training Accreditation Scheme (NEAS) Quality Endorsement for a period of two years.
- The University's English Language and Foundation Centre in Sydney also received the NEAS Quality Endorsement in September 2016 for two years.

Faculty of Business and Law

- The Australian Marketing Institute (AIM) accredited the Master of Marketing until 2019. AIM also accredited the Marketing major within the Bachelor of Business until 2019.
- Exemptions may apply for the Association of Chartered Certified Accountants (ACCA) for graduates who complete Master of Professional Accounting and the Bachelor of Commerce (Accounting Major) until December 2017.
- The Newcastle Business School was granted Initial Business Accreditation by the Association to Advance Collegiate Schools of Business (AACSB) to 2021.
- The Associate of International Accountants (AIA) has granted specific exemptions to graduates of the University's Bachelor of Commerce and Bachelor of Commerce/Bachelor of Laws (Honours) programs until December 2019.

Faculty of Health and Medicine

- The Bachelor of Occupational Therapy (Honours) was accredited by the Occupational Therapy Council (Australia and New Zealand) until 30 June 2021.
- Our new Bachelor of Medical Science/Doctor of Medicine program has been accredited for five years by the Medical Board of Australia as providing an approved qualification for the purposes of general registration. The Bachelor of Medical Science/Doctor of Medicine is a joint medical program with the University of New England.

Academic program review

In 2016 the following external program reviews were conducted:

Faculty of Business and Law

- Master of Professional Accounting, Master of Professional Accounting (Advanced), Graduate Certificate in Professional Accounting

Faculty of Health and Medicine

- Master of Midwifery Studies
- Master of Public Health
- Bachelor of Nursing and Bachelor of Nursing (Honours)

Faculty of Science and Information Technology

- Bachelor of Food Science and Human Nutrition and Bachelor of Food Science and Human Nutrition (Honours)

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

	2012	2013	2014	2015	2016
Domestic	20,238	21,291	21,532	20,841	20,222
International Onshore	3,154	3,397	3,126	3,033	3,243
International Offshore	1,622	1,504	1,434	1,314	1,049
Total	25,013	26,192	26,093	25,187	24,514

Table 2: Student Load (EFTSL) by academic level

	2012	2013	2014	2015	2016
Undergraduate	18,605	19,094	18,977	18,645	18,205
Postgraduate Coursework	3,165	3,524	3,543	2,910	2,638
Higher Degree by Research	1,035	1,044	1,120	1,192	1,236
Non-award	259	295	361	343	301
Enabling	1,627	1,809	1,720	1,616	1,682
ELICOS	322	426	373	482	453
Total	25,013	26,192	26,093	25,187	24,514

Table 3: Enrolments by faculty/division

	2012	2013	2014	2015	2016
Business and Law	6,727	6,892	6,676	6,127	5,966
Education and Arts	9,196	9,674	10,340	9,137	8,505
Engineering and Built Environment	4,211	4,510	4,664	4,643	4,753
Health and Medicine	7,096	7,451	7,775	7,635	7,557
Science and IT	5,259	5,385	5,460	5,350	5,068
Other University ¹	4,950	5,217	5,295	5,217	5,332
Total	37,439	39,129	40,210	38,109	37,181

Table 4: Student load (EFTSL) by location

	2012	2013	2014	2015	2016
Newcastle	17,996	18,728	18,787	18,514	18,447
Central Coast	3,174	3,309	3,165	3,049	2,923
Port Macquarie	292	314	312	266	252
Sydney	481	667	569	539	546
UON Singapore	1,460	1,376	1,346	1,241	1,001
Other University	1,611	1,798	1,915	1,578	1,346
Total	25,013	26,192	26,093	25,187	24,514

Source

Tables 1-4: MIS 31 January 2017.

Notes

1. Includes English Language and Foundation Studies, Wollotuka Institute, non-award studies, exchange and study abroad. Rounding errors may apply.

D: Human resources

Employee statistics

The University's workforce comprised 3,141 full-time equivalent staff in continuing, fixed-term and casual employment. The staff headcount comprised 1,209 academics and 1,941 professional and teaching staff with 1,609 conjoint staff contributing to our activities during the year. Our casual and sessional staff (469 full-time equivalent) also made a significant contribution to our teaching, research and community activities.

Each Division and Faculty conducted ceremonies to acknowledge recognition of service with 83 staff recognised for 15 years of service and 27 staff for 25 years of service.

Workforce diversity

Workforce Diversity

NeW Futures Strategic Plan (2016-2025) "Staff Who Make Their Mark" focuses on a number of goals including "UON being recognised for the diversity and equity of its workforce and for the calibre of staff who collaborate to change the status quo and build an agile and outcomes-focused culture." UON's key measures of

success include a 3.9% target for Indigenous staff and ranking in the top 5 of Australian Universities for female staff in leadership roles.

In compliance with the Government Sector Employment Act, 2013, UON continues to embed workforce diversity as an integral part of its workforce planning strategies and cycles. In 2016, every Faculty/Division was assigned management KPIs and a proportional target to ensure accountability across the organisation.

UON also applied for and was successfully granted, an exemption from the Anti-Discrimination Board for targeted recruitment of senior academic women and Indigenous staff to address current under-representation within the organisation. This exemption allows UON to flexibly target roles to Indigenous candidates and senior female academics to expeditiously meet targets. Two roles for Indigenous recruitment and the Women in Science Chair, a prestigious new leadership role within UON, have been targeted to date.

Table 1: Fixed-term and continuing staff FTE (as at 31 March 2016)

Job type	FTE
Academic	1,068
Professional	1,573
Teacher	32
Total	2,672

Source Department of Education and Training Higher Education Staff Statistics.

Table 2: Casual and sessional staff FTE (as at 31 March 2016)

Job type	FTE
Academic	264
Professional	205
Total	469

Source Ascender HR Database

Preliminary figures subject to validation and submission to Department of Education and Training at 30 Jun 2017

Table 3: Conjoint staff (as at 31 March 2016)

Faculty/Division	Total
Academic Division	3
Academic and Global Relations Division	1
Faculty of Business and Law	60
Faculty of Education and Arts	124
Faculty of Engineering and Built Environment	125
Faculty of Health and Medicine	1,080
Faculty of Science and Information Technology	214
Research and Innovation Division	2
Total	1,609

Source Ascender HR Database

Table 4: Job Applicants (1 January to 31 December 2016)

Number of Applicants	Total
Total	5,696

Source Ascender HR Database

Table 5: Number of academic and professional staff by appointment term and gender 2013-2016

	2013	2013	2013	2014	2014	2014	2015	2015	2015	2016	2016	2016
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Continuing	1,032	758	1,790	1,036	745	1,781	1,078	738	1,816	1,067	734	1,801
Fixed-term	826	440	1,266	795	440	1,235	829	473	1,302	853	496	1,349
Total	1,858	1,198	3,056	1,831	1,185	3,016	1,907	1,211	3,118	1,920	1,230	3,150

Table 6: Number of academic staff by appointment term, level and gender 2013-2016

	Level	2013	2013	2013	2014	2014	2014	2015	2015	2015	2016	2016	2016
		Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Continuing	A	14	8	22	16	9	25	13	8	21	11	6	17
	B	125	104	229	120	98	218	120	100	220	109	89	198
	C	86	123	209	88	123	211	81	116	197	84	117	201
	D	27	74	101	35	74	109	42	73	115	50	83	133
	E/E+	26	90	116	25	96	121	24	97	121	23	102	125
Continuing total		278	399	677	284	400	684	280	394	674	277	397	674
Fixed-term	A	59	79	138	69	74	143	74	68	142	82	87	169
	B	152	90	242	142	91	233	139	81	220	148	86	234
	C	27	34	61	26	38	64	26	40	66	28	32	60
	D	10	15	25	11	9	20	10	9	19	5	17	22
	E/E+	10	31	41	10	34	44	11	33	44	17	33	50
Fixed-term total		258	249	507	258	246	504	260	231	491	280	255	535
Total		536	648	1,184	542	646	1,188	540	625	1,165	557	652	1209

Table 7: Number of professional staff by appointment term, HEW level and gender 2013-2016

	HEW	2013	2013	2013	2014	2014	2014	2015	2015	2015	2016	2016	2016
		Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Continuing	2	2	1	3	2	0	2	2	0	2	2		2
	3	34	31	65	27	31	58	37	28	65	42	27	69
	4	103	18	121	113	17	130	127	22	149	126	20	146
	5	183	52	235	183	51	234	188	45	233	159	44	203
	6	124	68	192	128	62	190	129	58	187	142	53	195
	7	150	82	232	152	81	233	160	85	245	155	85	240
	8	84	52	136	82	47	129	89	52	141	93	60	153
	9	39	28	67	41	31	72	42	31	73	44	28	72
	10/10+	35	27	62	24	25	49	24	23	47	27	20	47
	Continuing total		754	359	1,113	752	345	1,097	798	344	1,142	790	337
Fixed-term	<1	1	0	1	2	1	3	0	0	0	1	0	1
	1	0	0	0	0	2	2	1	2	3	11	4	15
	2	6	1	7	7	5	12	68	48	116	58	37	95
	3	20	13	33	17	11	28	16	14	30	20	11	31
	4	104	25	129	85	21	106	66	16	82	67	20	87
	5	190	44	234	178	36	214	164	42	206	162	30	192
	6	120	37	157	119	34	153	119	34	153	120	41	161
	7	68	27	95	68	33	101	65	35	100	78	39	117
	8	42	21	63	36	25	61	42	27	69	33	32	65
	9	13	16	29	15	18	33	15	16	31	11	18	29
10/10+	4	7	11	10	8	18	13	8	21	12	9	21	
Fixed-term total		568	191	759	537	194	731	569	242	811	573	241	814
Total		1,322	550	1,872	1,289	539	1,828	1,367	586	1,953	1,363	578	1,941

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.
- Rounding errors may apply.

Gender

For the third consecutive year, UON was recognised by the Workplace Gender Equality Agency (WGEA) as an Employer of Choice for Gender Equity, one of only 15 universities (and just over 100 national organisations) to receive the citation. The citation recognises UON's commitment to gender equity by building a rewarding, stimulating and supportive place to work.

The citation recognises the work UON has delivered in areas such as the Academic Women in Leadership program and flexible work arrangements for staff with caring responsibilities. With parity in leadership roles in the Professional staff cohort, UON continues to focus on strategies to support equity in senior academic leadership roles through its Senior Academic Women Strategy.

UON continued with the pilot of the SAGE (Science and Gender Equity) Athena SWAN Charter in Australia, a successful UK accreditation program aimed at gender parity in Science, Technology, Engineering, Maths and Medicine (STEMM). The University was selected in the first tranche of the pilot based on a number of factors including its diversity maturity and commitment to gender equity principles.

A comprehensive data extraction and analysis phase was conducted, providing UON with a greater understanding of challenges and opportunities for women in STEMM and other gender equity issues within the organisation. This evidence will inform strategies to be developed in 2017 and our subsequent application for Bronze accreditation to SAGE in early 2018. Additional activities which took place throughout the first year of the Pilot included: the formation of a Self-Assessment Team to drive the Pilot, attendance at workshops and regional networking meetings, presentation of information roadshows, attendance at the annual SAGE Symposium and sponsorship and delegate attendance at the Women in Science Conference in Melbourne.

UON celebrated International Women's Day with a number of events across all campuses including a well-attended morning tea event at the Callaghan campus with guest speaker, Professor Penny-Jane Burke, Director, The Centre of Excellence for Equity in Higher Education. UON was again the overall sponsor of the Hunter Diversity Awards at an Equal Futures International Women's Day breakfast attended by over 400 business and community members. UON's Vice-Chancellor Professor Caroline McMillen also participated in a speaking tour of Asia addressing issues of gender parity in STEMM and the innovation workforce as part of a Department of Foreign Affairs and Trade (DFAT) initiative to mark International Women's Day.

Aboriginal and Torres Strait Islander representation

Further progress took place in 2016 with respect to increasing UON's representation of Aboriginal and Torres Strait Islander staff. The Aboriginal and Torres Strait Islander Committee, which met four times during 2016, provided an opportunity to track and review progress towards targets and to discuss implementation of recommended strategies. Our new Indigenous Employment Coordinator worked closely with the Equity and Diversity Manager and the Recruitment Team to focus on a targeted recruitment campaign and other strategies such as an Expression of Interest to build a base of future Indigenous candidates. Other activities included the addition of new Indigenous cadets across the organisation, the recruitment of Indigenous New Career Academics (INCA's) and drafting a new Indigenous Employment Strategy which will be finalised in early 2017.

Enhancing multiculturalism

A range of actions were delivered to progressively enhance multiculturalism. A collaborative venture on Harmony Day between UON Global, Student Central, NUPSA, the Wollotuka Institute and student societies was designed to highlight our multicultural strength and promote respect and a sense of belonging as international and national students took time to learn and create new friendships. The Cultural Awakenings Festival held in September, was a three-day celebration of our student and staff diversity.

Our Centre of Excellence for Equity in Higher Education (CEEHE) held its first National Symposium exploring how students from refugee backgrounds experience, access and engage in undergraduate studies. Driven by the data from two research projects from UON, the symposium addressed the lack of specialised support for students from a refugee background undertaking study in higher education in Australia. An outcome of the Symposium was the establishment of an internal Community of Interest, consisting of academic, professional staff and students which participates in a range of national forums, including the national community of interest led by the Refugee Council of Australia.

The CEEHE International Visiting Scholars Scheme also provided an opportunity to explore how a praxis-based approach can help to address the complex and nuanced challenges of supporting the educational outcome of asylum seekers and refugees. Notable guest speakers included Professor Sue Webb, Professor of Education, Monash University and Professor Jacqueline Stevenson, Head of Research, Sheffield Institute of Education and Professor of Higher Education, Sheffield Hallam University who is known for her work on the social and academic experiences of religious students, the access, retention and success of refugees in higher education, and Black and Minority ethnic students' degree attainment and success.

Disability

Fifty per cent of the actions identified in UON's Disability Action plan (2015-2020) are in plan or complete with a number of significant milestones reached in 2016 including:

- A review of policies and procedures for students with disability.
- The development of an inherent requirements framework, scheduled for launch in 2017.
- Process review and the subsequent establishment of new procedures to ensure an equitable and accessible living environment for students living on campus.
- The establishment of a Personal Emergency Evacuation Plan process for students, staff and contractors. This was piloted in our student residences and was rolled out to staff. In 2017 this process will be rolled out to the wider student population and to contractors.
- A student-mentoring program has been established for students with disability. In its pilot year the program had 21 students and is currently being reviewed and enhanced for 2017 to appeal to a larger number of students.
- A set of UON Design Guidelines for the creation of accessible teaching and learning, research, living and office spaces has been finalised. These guidelines will be contained in tender documentation for all future refurbishment and new-build projects.

- A review of the UON website has been undertaken to ensure compliance with international standards. In 2017 we will assess and introduce website governance software to facilitate automated reporting across specific pages of the UON website to ensure accessibility moving forward.
- A number of resources have been developed to assist teaching staff to support students with disabilities. Resources include recommendations and examples of common adjustments and assessment settings. These resources will be integrated into an online professional development module which will be available to teaching staff in 2017.

Staff equity statistics

Table 1: Trends in the representation of EEO target groups¹

EEO group	% of total staff ²										
	Target	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Women	50.0	57.8	59.2	60.6	60.2	60.5	60.8	60.7	61.0	61.5	60.9
Aboriginal people and Torres Strait Islanders	3.9	2.3	2.2	2.1	2.5	2.7	2.8	2.5	2.7	2.5	2.5
People whose first language was not English	n.a	8.5	7.6	8.1	7.7	7.8	8.0	7.7	9.8	9.2	9.2
People with a disability	n.a	3.9	3.4	3.3	2.9	2.7	2.5	2.2	2.5	2.4	2.3
People with a disability requiring work-related adjustment	n.a	1.0	0.9	0.7	0.6	0.6	0.6	0.5	0.6	0.4	0.5

Table 2: Representation of EEO target groups: Academic v Professional staff²

EEO group	% of total staff ²		% ³	
	Benchmark or Target	Total	Academic	Professional
Women	50.0	60.9	46.4	69.6
			Teacher	81.1
Aboriginal people and Torres Strait Islanders	3.9	2.5	2.2	2.7
			Teacher	-
People whose first language was not English	19.0 ⁴	9.2	17.1	4.3
			Teacher	5.4
People with a disability	n/a	2.3	2.9	1.8
			Teacher	-
People with a disability requiring work-related adjustment	1.5 ⁴	0.5	0.7	0.4
			Teacher	-

Table 3: Trends in the distribution of EEO target groups

EEO group	Distribution index ³										
	Target	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Women	100.0	73.0	73.0	83.5	81.2	81.6	82.3	82.7	82.1	83.0	82.7
Aboriginal people and Torres Strait Islanders	100.0	82.6	90.7	89.0	83.4	85.1	85.0	87.9	89.5	91.1	92.7
People whose first language was not English	100.0	117.9	118.9	111.9	111.2	111.4	110.8	111.5	110.2	111.5	111.5
People with a disability	100.0	104.4	105.5	101.6	101.9	100.1	101.2	100.9	105.8	101.8	103.5
People with a disability requiring work-related adjustment	100.0	102.3	104.9	102.6	107.5	102.7	105.7	105.2	112.6	107.4	112.9

Table 4: Distribution of EEO target groups: Academic v Professional staff

EEO group	Distribution index ³			
	Target	Total		
Women	100.0	82.7	Academic	90.4
			Professional	90.8
Aboriginal people and Torres Strait Islanders	100.0	92.7	Academic	91.9
			Professional	93.7
People whose first language was not English	100.0	111.5	Academic	92.9
			Professional	99.9
People with a disability	100.0	103.5	Academic	99.0
			Professional	97.1
People with a disability requiring work-related adjustment	100.0	112.9	Academic	103.8
			Professional	106.9

Source for Tables 1-4: Ascender HR Database

Notes

1. Staff numbers are as at 30 June 2016.
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.
4. Benchmark or target from 2011 NSW Government Treasury EEO targets.

Workplace Health and Safety (WHS)

Council is responsible for oversight of the University’s commitment to the health and safety of employees, contractors, students and the community. Throughout the year, Council undertook site inspections at both NeW Space and the Sydney Campus. Regular health and safety reporting was provided to the Risk Committee of Council including presentations on high-risk activities and the risk controls implemented. To promote continuous improvement, Council undertook an external review of WHS Due Diligence to strengthen its Due Diligence of UON’s Health and Safety Framework. A number of recommendations are being implemented.

UON showcased its commitment to health and safety at a national conference for occupational physicians and nurses. The Australia and New Zealand Society of Occupational Medicine invited the Chancellor to open the conference and he used the opportunity to discuss his commitment to sustaining safe and healthy workplaces using UON as an example of an institution focused on continuous improvement. UON’s program for promoting health and wellness was also in focus during several conference presentations.

For the second year running the Vice Chancellor’s Awards included recognition of health and safety excellence for an individual and a team, with the winners receiving their awards at a ceremony held in December 2016.

Health and Safety Strategy 2015 – 2017

UON is progressing positively through its three year health and safety strategy. Performance is tracked against the Strategic Plan and reported on at regular intervals. Positive outcomes include:

Consistent management of Health and Safety: During 2016 the University’s health and safety management system and supporting

documentation was further revised to provide practical guidance to enable staff to meet their health and safety responsibilities.

Understanding Health and Safety responsibilities: The University’s induction training for new and transferred staff was incorporated into Discover, a new online training system. During the year, 13 Health and Safety workshops were also delivered to leaders with a total of 132 participants attending. Each participant selected a project to implement with ‘report back’ sessions scheduled after 3 months.

Strategic use of Health and Safety data: Progress is being made to replace the University’s current incident reporting system. The updated system will provide for improved levels of data capture to enable better analysis of trends and facilitate improved preventive strategies.

Health and Safety Business Partners: The introduction of dedicated Health and Safety business partners to provide proactive support to leaders and staff to manage health and safety hazards and risks, and to improve performance.

Monitoring performance: The Health and Safety Strategy includes a commitment to implement an internal Health and Safety Systems and Compliance Audit in 2017. In preparation for rolling out the audit across UON, two preliminary audits were conducted within the Resources Division to test the robustness of the audit documentation and methodology. Feedback from participants has provided support for the process and a schedule of audits is being prepared for 2017.

Health and Safety Performance

The UON Executive Committee receives a monthly Health and Safety Performance Report with an analysis of the incidents that have occurred so that trends can be identified and corrective action taken.

Lead performance indicators promote a proactive approach to managing health and safety and focuses on activities designed to prevent incidents and injuries. For example the University monitors:

- Total new staff inductions completed on time
- Developing Risk Registers for Schools and Division Units
- Hazard and near-miss reporting per 100 employees.

The percentage of hazards and near-misses recorded is reported to the Executive Committee on a monthly basis to maintain awareness and to recognise how events offer the opportunity for corrective action to mitigate against injury. 2016 saw increased levels of hazard and near-miss reporting (54%) compared with injuries (46%) and these percentages will remain in focus for 2017.

As of 31st December 2016, the Lost Time Injury Frequency Rate (LTIFR) was 2.95 compared with 3.63 for the previous year representing a 19% improvement. The Total Recordable Injury Frequency Rate (TRIFR) showed a 46% improvement at 7.67 compared with 14.13 for the previous year. 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.

Hazard and Risk Management

Hazard and risk management has remained a core focus. Our online Risk Management training module was updated with staff completion registering as a performance indicator in some areas. A Risk Management module has been included in leadership Health and Safety workshops with appropriate case studies and the University's Risk Assessment Checklist supporting learning outcomes. The Faculty and Division Risk Registers have also been reviewed resulting in further modifications where required to support specific risk control.

The Safety Review process for assessing the risks of research projects is well-established across UON with 2016 seeing a total of 542 reviews. These included projects involving hazardous substances, radiation, genetically modified organisms, teaching and research field trips and international travel to areas deemed to be high-risk according to security and medical classification.

Health and Wellness

We place great importance on staff and student wellness with the UON Healthy University Steering Committee overseeing activities and programs that encourage physical and mental health. Some of the activities offered included:

- Mental Health Awareness for Managers
- Aggression Minimisation training
- Managing Change, Grief and Loss
- Resilience in the Face of Change
- Tai Chi, Pilates and Yoga
- Mindfulness Meditation
- Employee Assistance Program
- Ergonomics.

In 2017 UON will progress to the next stage of our Smoke-Free Campuses initiative which will see existing designated smoking areas phased out.

Consultation

The University's overarching Health and Safety Committee includes representatives from all Faculty and Division committees. This provides a forum for communicating University-wide issues and gives committee members an opportunity to provide input to initiatives and communicate messages back to their own committees. During the year there was a greater focus on providing additional opportunities for staff involvement by initiating Health and Safety Committees for regional locations so local issues could be addressed and more staff members consulted. Health and Safety committees now operate at the Sydney campus, University House in Newcastle, and at the UON Department of Rural Health in Tamworth.

Workers' Compensation

In 2015 the University entered into a different arrangement for managing Workers Compensation premiums which is now known as Loss Prevention and Recovery administered by iCare (previously WorkCover NSW). This resulted in a significant reduction in the annual premium and during 2016 we took advantage of this incentive to continue to manage injuries proactively and encourage early return to work. As at 31st December, UON received 48 claims for the year compared to 66 in 2015 and 62 in 2014.

Employee Policies and Practices

UON has a comprehensive range of human resource policies and practices to support the effective management of equity and diversity, leave, staff development and recruitment and selection. Throughout 2016, employee policies and practices were reviewed to ensure currency. A systematic review and consolidation of the staff recruitment and selection policies was undertaken to produce a contemporary and streamlined policy suite. The current enterprise agreements remain in force until 30 June 2017 with enterprise bargaining scheduled to commence during the first half of 2017.

Organisational change continued with a number of individual organisational change processes occurring. An organisational design project was also initiated to review existing professional support services to identify opportunities to improve agility and effectiveness in response to the changing higher education environment. The project is supported by ongoing staff consultation and engagement.

E: Executive remuneration

Table 1: Number of senior executives employed at 31 December 2016

Senior executive band	2015		2016	
	Female	Male	Female	Male
Vice-Chancellor	1	0	1	0
Deputy Vice-Chancellor and Chief Operating Officer	0	3	1	3
Pro Vice-Chancellor and Chief Financial Officer	3	6	2	6
Totals	4	9	4	9
	13		13	

Note As at 31 December 2016, 2 Acting DVC's pending recruitment of 1 DVC Academic

Note As at 31 December 2016, 2 Interim and 1 Acting Pro Vice-Chancellor

Table 2: Average total remuneration package of senior executives employed at 31 December 2016

Senior executive band	Average total remuneration package ¹	
	2015 \$	2016 \$
Vice-Chancellor	765,455	842,839
Deputy Vice-Chancellor and Chief Operating Officer	454,899	424,665
Pro Vice-Chancellor and Chief Financial Officer	364,477	328,608

Note Annualised for senior executives not employed for full financial year

Table 3: Percentage of total employee-related expenditure in the financial year that relates to senior executives

	2014	2015	2016
Percentage of total employee-related expenditure in the financial year that relates to senior executives	1.3%	1.2%	1.3%

F: Risk governance framework

Risk management is a core element of UON's governance framework.

UON considers AS/NZS ISO 31000-2009 Risk management – Principles and Guidelines in developing its approach to risk management.

Risk management is an essential component of the University's governance arrangements. Effective risk management supports the achievement of the University's objectives and provides assurance to the University Council, Risk Committee, Vice-Chancellor and Executive that risks are being managed appropriately.

The Risk Management Framework sets out the process for integrating risk management into the University's operations and sets the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management through UON.

UON's risk management framework is implemented at strategic management, project management and operational activity levels. Ongoing work is undertaken to help identify, mitigate and where possible, control risk, and to monitor and update risk registers. Formal reviews and risk management training take place at regular intervals, across UON.

Internal Control

Council is responsible for ensuring effective internal control of the financial and related operations of UON. The Vice-Chancellor, as the Principle Executive Officer, is responsible for operationalising the internal control framework and Risk Management Policy.

The Vice-Chancellor provides annual assurance to the Council on UON's systems of control and accountability (including those for controlled entities) as part of the management internal control process accompanying UON's financial statements.

Insurance

The suite of insurance policies is reviewed and renewed annually, with the insurance period commencing 1 November each year. A broker is engaged to help manage this process and to ensure that optimal and cost-effective coverage is obtained.

Details of policies relevant to staff and students are published on UON's website.

Ethical and responsible decision-making

UON's 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.

Council established a project to explore UON's ethical foundations and the ethical decision making models that support the University in realizing our vision to be a global leader in each of our spheres

of achievement. Work was undertaken with The Ethics Centre to develop the UON Ethical Framework, engaging staff and students on the practicality of the framework in supporting UON's purpose, values and principles when faced with a difficult decision. The Ethics Centre and Council established the Ethical Decision Making Framework to set the 'tone' for behavior and decision making at UON, agreeing the key principles for the implementation of the Framework.

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.

UON's 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's Animal Care and Ethics Committee (ACEC) reports to the University Council and is responsible for the consideration of ethical and welfare aspects as well as the scientific or education value of the use of animals for research and teaching purposes. The ACEC plays an important role in the research process by reviewing applications for research involving animals conducted by University staff and students and researchers from associated entities. The NSW Animal Research Legislation directs the ACEC to monitor all aspects of the care and use of animals for research or teaching purposes and to carry out regular inspections of work areas, as well as breeding and holding areas. Inspections are performed by both members of the Committee and the Animal Welfare Officer.

Human Research Ethics Committee

UON's Human Research Ethics Committee (HREC) reports directly to the NSW Privacy Commissioner where the UON 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 first half of the 2016/2017 financial year, the HREC approved 2 ethics applications which required application of the HRIP – Statutory Guidelines on Research. There were no applications approved in the previous financial year period.

UON is 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.

- In the previous calendar 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.

G: Access to information

Protecting Privacy

UON 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 UON's Privacy and Information Access Policy and Privacy Management Plan. During 2016, we:

- Assessed three internal reviews in accordance with Section 53 of the PPIPA
- 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 on privacy matters.

Right to information

UON supports openness and transparency as encompassed in the Government Information (Public Access) Act 2009 (the GIPA Act).

Information not readily available on UON's 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 2016 we:

- Continued to proactively disclose information to the public and our key stakeholders. Information is generally published on UON's website at www.newcastle.edu.au.
- Policies are published in the University's policy library
- Details regarding non-confidential decisions made by the Executive Committee and UON Council are published in online newsletters.
- Continued to provide UON's GIPA contracts register
- Participated in the Information and Privacy Commissioner's 'Right to Know' week activities as a 'Right to Know' champion
- Received 10 applications and decided a further 7 applications that were received in 2015. Statistics on the applications decided in 2016 are provided below.

APPENDICES

Table 1: Number of applications by type of applicant and outcome¹

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with applicant	Refuse to confirm or deny whether information is held	Application withdrawn
Media ³	0	1	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	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	2	0	1	1	1	0	0
Members of the public (other)	1	4	0	2	2	1	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.
3. A decision in relation to 4 applications received in 2016 is still being progressed by the University. A decision in relation to these applications will be reported in the next reporting period

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	1	1	0	1	1	0	0	0
Access applications (other than personal information applications)	0	2	0	1	1	0	0	0
Access applications that are partly personal information applications and partly other	0	4	0	1	1	2	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)	5
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	5
Invalid applications that subsequently became valid applications	3

Table 4: Conclusive presumption of overriding public interest against disclosure (matters listed in Schedule 1 of the GIPA Act)

Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal Professional Privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	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	2
Law enforcement and security	0
Individual rights, judicial processes and natural justice	2
Business interests of agencies and other persons	0
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)	4
Decided after 35 days (by agreement with applicant)	4
Not decided within timeframe (deemed refusal) ¹	5
Total	13

Note

1. Notwithstanding that five applications are recorded as deemed refusals due to decisions not being made within the statutory timeframes, all five applications have been finalised by the University and decisions provided to the applicants.

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	3	3
Internal review following recommendation under Section 93 of the GIPA Act	0	2	2
Review by NSW Civil and Administrative Tribunal	0	2	2
Total	0	7	7

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	7
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	7

Table 9: Applications for review under Part 5 of the GIPA Act (by type of applicant)

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

Public Interest Disclosure

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

UON 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. The University’s Public Interest Disclosures Policy reflects the NSW Ombudsman’s model policy and guidelines.

In 2016 a refresh of the University’s website, establishment of a new reporting template, launch of an awareness campaign and refresher training sessions were undertaken. These activities promoted staff awareness of the Public Interest Disclosures Policy and the protections under the Act to 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	2	0	0
Number of PIDs received	2	0	0
Number of PIDs finalised	2	0	0

Note The number of PIDs finalised only refers to PIDs that have been received since 1 January 2016.

Of the PIDs received, two were primarily about corrupt conduct. These were referred to the relevant authority responsible for handling the investigation, in accordance with the University’s obligations under the PID Act.

H: Consumer response

UON’s complaints framework outlines the process to complain and enables UON to receive and respond to issues and complaints quickly and fairly, through early intervention, appropriate support and advocacy and local level resolution where practical. 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 UON.

Council Services and Chancellery oversee the formal complaints handling processes and support UON 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. In 2016, 102 formal complaints were raised with the Complaints Office and resolved directly within accountable areas of UON. Of these:

- 68% were raised by students. The number of student complaints (69) received by the Complaints Office, was slightly lower than those lodged in 2015
- 9% were from staff. 2016 saw a reduction in staff complaints from 12 to 9
- 23% were received from the community. This is consistent with those received in 2015.

UON makes information available on its website on how to provide feedback, raise issues, make complaints and access rights of review.

In 2016, there was a continued focus on reviewing UON’s approach to complaints management under the Complaints Resolution Policy together with associated processes and procedures. The complaints handling process was reviewed in line with industry practices, the AS/NZS 10002:2014 ‘Guidelines for complaint management in organisations’, together with the ‘Complaint handling at universities: Australasian best practices guidelines (January 2015)’.

Human Resource Services, through its business partnership model, remain the first point of contact for staff issues, as evidenced by the reduction in staff complaints received by the Complaints Office.

I: Reviews

Internal audit

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

The Associate Director Assurance Services, who heads the Internal Audit team, has an independent reporting line to the Chair of the Risk Committee and attends each committee meeting of the Risk Committee to present audit findings and report on the status of management's actions to address previous findings.

External Audit

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

Internal Reviews

In addition to the internal audits set out in the 2016 Internal Audit Plan, at the request of management, other reviews have been conducted by the Internal Audit team. These additional reviews were designed to further support UON by reviewing functions, activities, processes and procedures.

Management reviews completed, by Internal Audit, in the year to 31 December 2016 included:

- Completion of a review of the procurement and contract management activities to improve the efficiency and effectiveness of the acceptance and monitoring of contracts and contract conditions.
- Completion of a review into international travel expenditure to verify compliance with UON's Travel Policy.
- Completion of a follow-up review into the efficiency and effectiveness of UON Global's processes, procedures and controls in relation to its engagement of international agencies.
- Review of process improvements in a UON associated entity.

J: Legal matters

Budget Savings (Omnibus) Act 2016

The Higher Education Support Act 2003 (Cth) has been amended to provide for:

- a. A lower income threshold for the repayment of Higher Education Loan Programme loans, which will come into effect for the 2018-2019 income year
- b. A change of the index for research grants and student contribution amounts from the Higher Education Grants Index to the Consumer Price Index as of 1 July 2017
- c. The cessation of the HECS-HELP benefit for graduates of the University in a number of employment fields as of 1 July 2017.

Income Tax Assessment Act 1997 (Cth)

Effective from 1 July 2016, to encourage investment in shares in early stage innovation companies, the following tax benefits may be available to the University (subject to a number of qualifications):

- a. a 20% tax offset on the cost of the shares, capped at \$200,000 per annum
- b. a ten year exemption from capital gains tax if the shares are held for a year or more
- c. if the shares are held for ten years or more, the University will receive a deemed market value on the ten year anniversary. This would form a part of the University's cost base in the shares for capital gains tax purposes.

Australian Consumer Law

From 12 November 2016, the unfair contract terms regime in the Australian Consumer Law was extended to capture contracts with suppliers, contractors and consultants, in circumstances where:

- a. a standard form agreement, that contains an 'unfair' term or condition, is issued
- b. at the time the contract is entered into, the supplier, contractor or consultant employs less than 20 people
- c. the upfront contract price does not exceed \$300,000, or \$1 million if the contract term exceeds 12 months.

For the University, the types of contracts that might be caught by the new laws include leases or licenses to use University property; venue hire agreements; consultancy services agreements; research agreements; confidentiality agreements; and sponsorship agreements.

Higher Education Standards Framework (Threshold Standards) 2015

The Higher Education Standards Framework (Threshold Standards) 2011 will be replaced by a new set of Standards, with effect from 1 January 2017.

The New Standards impose additional obligations on the University in relation to its arrangements for delivering awards in conjunction with a third party. These include additional requirements that:

- a. Information resources be made available by all students regardless of the mode of delivery or location, and whether the program is delivered directly by the University or by a third party
- b. Academic and research integrity be maintained as part of any third party arrangement, including in relation to placements, collaborative research, research training and joint awards of qualifications
- c. The provision of education or research training, and the conduct of research (whether by the University or through an arrangement with a third party) are governed by the University's institutional policies
- d. Information be made publicly available about the University's operations that includes details of its arrangements with third parties to deliver courses of study or to conduct research training.

K: Major works

NeW Space

2016 saw major progress on construction of the landmark NeW Space building in the Newcastle CBD. The building work progressed significantly with a 'topping out' ceremony being held in September to signify completion of the building's roof.

The new precinct is a significant revitalisation project for the city of Newcastle and will host 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.

Although initially for the delivery of business and law programs, NeW Space will be a resource for the entire University community across different disciplinary and knowledge fields. Developed as a technology-rich and engaging site, NeW Space will provide a unique platform for our staff to develop and test innovative ideas and to deliver a 'next generation' university experience for students.

Approved budget: \$95.0m

Total 2016 expenditure: \$48.7m

Total expenditure to 31 December 2016: \$74.7m

Completion date: June 2017

GCER Capital Program

In 2015 the University attracted the research organisation, CRC CARE, to relocate to the Callaghan campus from South Australia. CRC CARE is an independent organisation that performs research, develops technologies and provides policy guidance for assessing, cleaning up and preventing contamination of soil, water and air. From this the Global Centre for Environmental Remediation (GCER) was established as a research unit in the Faculty of Science and IT (FSIT). The \$17m program of works to accommodate the GCER and CRC CARE progressed during 2016 with a number of significant construction projects completed including the refurbishment of NIER S Block to house a soil laboratory and storage facility and completion of the research laboratories within the ATC Building. Construction of new glasshouses for the group commenced in 2016 and are expected to be completed in mid-2017.

The research laboratories within the ATC represent a significant addition to the research infrastructure available to the University of Newcastle and include specialist laboratories, PC2 labs, a radiation laboratory and support spaces.

Approved budget: \$17.0m

Total 2016 expenditure: \$12.2m

Total expenditure to 31 December 2016: \$14.9m

Completion date: April 2017

Innovation Hub as part of the Hunter Innovation Project

The Hunter Innovation Project (HIP) will provide the social and economic infrastructure needed to attract, retain, develop and return talent to the Hunter Region, targeting economic growth, sustainability and community wellbeing.

The new Innovation Hub will be the centrepiece of the local innovation ecosystem, bringing together the various elements required to support start-ups in the Hunter Region - researchers, students, developers, entrepreneurs, investors, technical specialists and business advisors. The Innovation Hub will launch spinoffs and start-ups, attract investment and businesses to the Hunter Region, encourage innovation and commercialisation and produce the next generation of entrepreneurs, business leaders and inventors through delivery of programs and providing a central location for the innovation community.

The Innovation Hub, located opposite Civic Park on the corner of King and Auckland Streets, will be an important addition to the UON education precinct in the CBD and will provide another opportunity to showcase UON in the city. The facility will house flexible and adaptable work, office and support spaces, meeting and quiet rooms, informal breakout spaces, retail space and function space.

Approved budget: \$10.0m

Total 2016 expenditure: \$0.03m

Total expenditure to 31 December 2016: \$0.03m

Completion date: 2019

Bioresources Infrastructure Refurbishment Program

In 2016 UON made significant investment in the improvement of existing bioresources infrastructure at the Callaghan campus to support research. Spaces in a number of buildings including the Medical Sciences building were refurbished to create improved research laboratories and procedure spaces to support an expansion of research activity.

Approved budget: \$3.7m

Total 2016 expenditure: \$3.46m

Total expenditure to 31 December 2016: \$3.67m

Completion date: November 2016

Ourimbah Library HVAC Infrastructure

A major upgrade of the Ourimbah Campus Library heating, ventilation, air conditioning (HVAC) infrastructure was completed in 2016 with the construction of a new plant room and systems upgrade. The investment supports the Library as a critical facility on the campus and will improve the operation, energy efficiency and student experience within the building.

Approved budget: \$3.0m

Total 2016 expenditure: \$2.2m

Total expenditure to 31 December 2016: \$2.4m

Completion date: December 2016

L: Sustainability

UON's Environmental Sustainability Plan 2015-2017, has been endorsed by the Executive Committee and Council and provides an ambitious plan of action to deliver measurable improvements in UON's environmental sustainability performance. This Plan includes action in a number of key areas, including:

- Energy and carbon emissions
- Water
- Landscape and biodiversity
- Waste
- Sustainable Transport
- Sustainable Procurement
- Strategic Asset management and Compliance.

Environmental sustainability issues are discussed with representation on the University Committee on Environmental Sustainability (UCES), the Resources Health and Safety Committee and the Healthy University Steering Committee.

UON delivered a number of actions during the year.

Energy and carbon emissions

UON performed well against its peer institutions across energy usage per gross floor area of facility and this remains a continuing focus for UON. Electricity and gas usage increased slightly due to minor refurbishments during the year.

2016 achievements included:

- Level 2 energy audits were completed across the Callaghan and Ourimbah campuses assessing energy efficiency and renewable energy opportunities. A total of seven (7) representative buildings were assessed across Callaghan (Auchmuty Library, Chemistry, Chancellery, Shortland Union, and Medical Sciences) and Ourimbah (IRC and Administration Building). Identified potential savings representing 6.9% of UON's CO2 emissions (2007 baseline) and providing significant financial savings were identified with budget allocated for delivery in 2017.
- A detailed lighting design was developed for the Auchmuty Library and Shortland Union. The design includes intelligent design and control strategies to allow lighting to be switched off when rooms are unoccupied. This intelligent design will yield significant energy and CO2 emission reductions.
- Energy efficiency and renewable energy has been included as a key project design element in the new ESD Guideline Tool.
- The procurement of 10 per cent accredited Greenpower across UON.

- An additional 10kW solar system was installed at the IDC Building at Callaghan.
- Continuing LED upgrades to street lighting and pathway lighting at Callaghan.
- The installation of several energy-efficient chillers at Auchmuty Library and the ATC Building with minor BMS control upgrades to support them.
- The upgrade of the Auchmuty Library's Learning Lounge to incorporate LED energy efficient lighting.
- A lighting control strategy was developed to minimise energy consumption across UON.
- Ongoing public reporting of UON's greenhouse gas emissions under the National Greenhouse and Energy Reporting Scheme (NGERS) at a facility level for the Callaghan campus. Additional reports also issued to the Tertiary Education Facilities Management Association (TEFMA) for our Callaghan and Ourimbah campuses.

Water

UON continues to analyse water usage as part of Hunter Water Corporation's Major Customer Water Efficiency Program. A number of efficiency measures were implemented including:

- Extensive metering and monitoring for a quicker response to pipe-leak detection.
- An ongoing commitment to natural irrigation of our extensive native bushland campus reducing potable water demand.
- Limiting irrigation to sporting fields and some lawn areas.
- Including water efficiency as a key project design component in our ESD Guideline Tool.
- Targeted use of rainwater tanks.

Landscape and biodiversity

Approximately 2,500 hours of bush regeneration was completed at our Callaghan and Ourimbah campuses covering 20ha in area. This important work aims to eradicate noxious and environmental weeds, improve the Campuses' biodiversity and included planting of over 1,000 additional native seedlings in bushland zones. The team worked across 10 native bushland zones on campus and two wetland and riparian areas with UON's Student Landcare Group involved in regular planting and awareness activities.

UON partnered with Wetland Care Australia to deliver the Newcastle Wetland Connections project to restore urban waterways within the Newcastle catchment for the final year of this grant program. The UON project area included two large wetlands, creeks and riparian corridor links on the Callaghan campus. Ongoing weed control was completed around Wetland

Energy, water and carbon statistics

	2011	2012	2013	2014	2015	2016
Energy GJ/m2 (includes residential)	0.54	0.53	0.51	0.50	0.50	0.51
Water kL/m2 (includes residential)	0.71	0.66	0.67	0.64	0.69	0.73
Carbon CO2 kg/m2 (includes residential and Green Power)	105	101	94	91	89	87

Source Data collected through metering and billing

2 to allow native seedlings to grow. Wetland 1 (secondary) and 2 (primary) was also treated for the aquatic weed Giant Water Lilly (*Nymphaea gigantea*). This project utilised Truxor, an innovative, amphibious technology that removes weed and the level of stagnant water.

The Bushfire Risk Management Plan was fully updated to provide more detailed risk mitigation. This document is a resource for the Infrastructure Facilities and Services (IFS) team and has been distributed to UON's Head Contractor and to Council Services and Chancellery. A bushfire risk management awareness training course was also delivered to key stakeholders.

Waste

Waste management services are delivered contractually with Callaghan continuing to divert an average of 20% of general waste from landfill, and Ourimbah an average of 25% general waste from landfill, with further room for improvement.

Waste management activity focused on putting sound waste management principals in place including improving waste baseline data; trailing the 'Be a Good Sort' waste communications campaign; the Love Food Hate Waste program (cooking demonstrations with tips and techniques on how to reduce food waste); implementing a waste management strategy for the annual accommodation clean-out and signing up to the Plastic Police initiative to trial recycling soft plastics during 2017. IFS management also presented a Waste Action Plan to UON's head maintenance contractor to identify measures to improve our baseline performance.

Sustainable transport

The Sustainable Transport program continued and included a range of initiatives to target changes in travel behaviour.

In Semester 2, UON collaborated with start-up company Liftango, to launch an exclusive ride share app for UON students and staff. The free app matched riders with drivers through smart algorithms. The app supported the user through the pick-up and drop off process with flexibility for users to choose rides on days and at times that best suited.

During its trial, Liftango registered approximately 470 unique users with 250 completed rides. This response was positive given the trial ran during the latter half of the year when travel patterns are embedded and are difficult to change. An improved Liftango app will be available in 2017.

Other sustainable transport program achievements included:

- 300 bicycles were sold through the \$50 bike initiative.
- Bike hubs operated at full capacity during peak times.
- New active travel factsheets were developed to support behavioural change and to align with Lake Macquarie City Council and Newcastle City Council's active travel infrastructure initiative.
- A Ready2Ride fitness and confidence program which attracted 109 registrations and 18 completions and the Ride2Uni event (55 attendees) was delivered in partnership with the Forum.

Sustainable procurement

There has been a focus on improving sustainable procurement outcomes across UON. The environmental team worked collaboratively with the strategic sourcing team to integrate environmental sustainability into our procurement policy with a draft environmental sustainable supplier checklist completed as one of our outcomes.

A Fairtrade proposal for the cafes in the Auchmuty and Huxley Libraries was introduced with selected coffee and tea holding Australian certified organic classification.

Strategic asset management and environmental compliance

UON maintained its focus on integrating environmental design requirements into asset planning and development processes. A new Environmental Sustainable Design (ESD) Guideline Tool was developed and implemented. The model is closely aligned to the Greenstar building rating system and is a flexible and user-friendly tool that can be applied to a range of construction and refurbishment projects to improve environmental outcomes and reduce operational cost.

The ESD tool was successfully trailed and presentations were made to key stakeholders during the business case phase of the refurbishments of the Chemistry and Social Sciences buildings.

Preliminary modelling has been undertaken to reduce CO² emissions per GFA (m²) by 2020 on a 2007 baseline. This included modelling and forecasting of our CO₂ emissions based on UON's draft masterplan and capital investment plans with further work ongoing. UON's IFS environment team also worked closely in tandem with the health and safety team to integrate environmental audit and incident reporting requirements into a proposed, Integrated Management System (IMS). Specific system requirements have been drafted and included in the Request for Information (RFI) to improve managing environmental risk, incidents, reporting and compliance.

M: Financial

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

Establishing a strong foundation for growth was a key feature of UON's capital management plan in 2016 with the reallocation of investments into two strategic pools and the repayment of all external borrowings. A robust cost management environment allowed UON to invest in capital projects that provide modern facilities to students and researchers while enhancing engagement with local communities and global partners.

Financial outcomes

Unless stated otherwise, references to UON in this section are representative of the Consolidated Group's results described in the full financial statements starting on page 52.

2016 was a positive year for UON's investments despite domestic interest rates remaining at an all-time low. Compared with 2015, overall investment income reported in the year increased by \$34.4m to \$57.3m. This included a non-cash gain of \$28.4m which occurred upon the transfer of UON's portfolio to an external investment manager in June 2016. Excluding this \$28.4m gain, group revenue increased by 2.6% in 2016.

During the year, the Finance team delivered on its commitment to provide program and course viability data to faculties. This financial data will inform future decisions about courses and programs that underpin the NeW Futures decadal plan.

The group continues to focus on attracting talented academics and researchers and the lower academic vacancy rate combined with salary increases, in line with UON's enterprise agreements, are reflected in the 4.6% increase in the group's employee related expenses in 2016.

Cost management within UON's non-salary expenditure continued and 2016 expenses were maintained at the same level as the prior year.

Financial position

UON's balance sheet remained strong and the group's net assets were \$1,229.9m at 31 December 2016. UON had a positive liquidity ratio of 0.6 at 31 December 2016 compared with 1.5 in the prior year. The decrease in the working capital ratio is due to the strategic allocation of investments to a Long Term Pool during the year. Funds within the Long Term Pool attract a greater return on investment and are readily accessible therefore UON's liquidity is not affected by the change in working capital.

A new external valuer was appointed during the year to provide the annual independent valuation of UON's land, buildings and infrastructure assets. A net decrement of \$90.0m was recorded in the revaluation reserve as a result of the 2016 valuation. The 2016 adjustment to the balance sheet offsets against revaluation increments recorded over the previous decade.

2016 was a significant year for capital projects and UON spent \$104.7m on capital projects, including \$48.7m on the NeW Space building in the city which is due to open in mid-2017.

The group reported a net cash outflow of \$3.8m in 2016 compared with a net cash inflow of \$5.5m in the prior year. This is largely due to the repayment of UON's \$85m bank loan in November 2016. At 31 December 2016 the group had no external borrowings.

Financial results and budget

Table 1: Financial results and budget (University only)

	2016 \$m Actual	2016 \$m Budget	2015 \$m Actual	2015 \$m Budget
Income from continuing operations				
Australian government financial assistance	483.4	431.8	472.5	428.7
State and local government financial assistance	25.1	13.5	22.0	26.0
HECS-HELP - Student payments	7.1	7.9	7.6	9.5
Fees and charges	124.2	148.3	111.5	139.1
Investment revenue	28.8	16.4	25.4	16.6
Royalties, trademarks and licences	0.2	-	0.1	0.1
Consultancy and contracts	25.2	80.7	28.0	56.4
Other revenue	29.7	33.7	37.8	27.5
Other investment income	28.4	-	0.2	-
Total income from continuing operations	752.1	732.3	705.1	703.9
Expenses from continuing operations				
Employee related expenses	(393.7)	(397.0)	(373.6)	(392.1)
Depreciation and amortisation	(43.5)	(43.1)	(39.0)	(39.2)
Repairs and maintenance	(25.1)	(29.1)	(31.5)	(31.9)
Borrowing costs	(4.2)	(4.8)	(4.6)	(4.8)
Impairment of assets	-	-	(0.4)	(0.3)
Loss on disposal of assets	(2.9)	-	(1.9)	-
Other expenses	(199.3)	(220.2)	(187.5)	(185.4)
Total expenses from continuing operations	(668.8)	(694.2)	(638.5)	(653.7)
Net result before income tax	83.3	38.1	66.6	50.2

2017 budget

Table 2: Summary 2017 budgeted financial performance (University only)

	2017 \$m Budget
Income	
Government contributions	488.5
Student contributions	166.3
Research	90.1
Other	56.5
Total income	801.5
Expenses	
Salary and related	(412.1)
Non-salary	(254.5)
Depreciation	(44.6)
Total expenses	(711.2)
Surplus for the year	90.2

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Investment performance

Performance for 2016 is shown in the table below:

Table 3: Investment performance achieved compared to NSW Treasury Corporation benchmarks (University only)

UON investment category	1 year performance %	NSW T Corp Benchmark	1 year performance%
Short-term cash investments	2.1	TCorpIM Cash Fund	2.5
Short-term managed investments	2.9	TCorpIM Strategic Cash Fund	2.7
Long-term investments	8.4	TCorpIM Long Term Growth Fund	7.3

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 2016 which included internal process improvements and better communications with staff and suppliers about UON's Accounts Payable processes. There were no instances where penalty interest was paid in 2016.

Table 4: Accounts payable performance in 2016 (University only)

Accounts payable at:	31 March \$m	30 June \$m	30 September \$m	31 December \$m
Not overdue	3.7	4.7	6.2	7.1
Under 30 days	0.3	0.1	0.4	0.7
Between 30 to 60 days	-	0.1	0.1	-
Between 60 to 90 days	-	-	-	-
More than 90 days overdue	-	-	-	-
Total	4.0	4.9	6.7	7.8

Table 5: Accounts payable performance in 2016 (University only)

Invoices paid on time	Q1 31 March %	Q2 30 June %	Q3 30 September %	Q4 31 December %
Actual based on volume	72.3	82.4	80.5	81.4
Actual based on value	79.2	89.3	88.5	88.5
Target	66.7	66.7	66.7	66.7
	\$m	\$m	\$m	\$m
Actual value paid	42.7	52.8	65.6	76.9
Total amount paid	54.0	59.1	74.1	86.9

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 2016.

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 \$7.3m in 2016 (2015: \$6.6m). This includes the cost of airfares, accommodation, and other transport costs. In 2016 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 2016 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.

Audit outcomes

The NSW Auditor General through the Audit Office of New South Wales issued an unmodified audit opinion on the 2016 financial statements.

Land disposal

The University did not dispose of any land in excess of \$5.0m during 2016.

Table 6: Funds granted to non-government community organisations

During 2016 the University provided \$112,727 in grant funding to local non-government community organisations (2015: \$84,410)

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.	22,727
Central Coast Marine Discovery Centre	FSCIT & Central Coast Campus	To facilitate community engagement by promoting education programs, pathways and research. Providing teaching and research facilities for marine science and sustainable resources management including work integrated learning opportunities.	15,000
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
Women in Science Australia	Research and Innovation	To connect on women in STEMM across sectors and disciplines, share information about best practices and policies, and introduce ground-breaking initiatives that can provide women in STEMM the best environment to lead and excel through sponsorship of the inaugural National Symposium: Connecting Women in STEMM.	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.	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 2016 B/HERT Awards.	10,000
Science Pathways	Research and Innovation	To support the next generation of science leaders to work across science sectors, collaborating with academic institutions, private companies, government and non- government organisations.	5,000
Total			112,727

N: Subsidiaries

UON Singapore Pte Ltd

2016 marked the 10th anniversary of UON Singapore's (UONS) establishment as a wholly-owned entity of UON. With over 4,000 graduates from more than 39 countries in the last ten years, UONS also saw its first cohort from the Bachelor of Construction Management (Building) (Honours) graduate last year.

Other activity included:

Community engagement

A Memorandum of Understanding (MOU) between UONS and the Institute of Public Relations Singapore (IPRS) will provide Bachelor of Communication (BCOMN) students with a platform to engage with PR practitioners.

Corporate Social Responsibility involvement included volunteering and philanthropic support for the Movement for the Intellectually Disabled of Singapore (MINDS) and TOUCH Home Care.

Profile enhancement

UONS launched its first corporate video to mark its milestone anniversary.

External engagement

A nationwide Business Plan Competition attracted 180 students from 53 tertiary-level teams from across Singapore;

Close to 200 guests attended our 10th Anniversary Awards and Gala drawn from the University's senior leadership, students, partners, alumni, industry representatives, sponsors, diplomats, UON Singapore's Board of Directors, and staff;

The UONS and BCA Academy profile-raising carnival was well-attended by management staff, prospective and current students and the Australian Trade Commissioner, Mrs Tracy Harris;

UONS's Breakfast Talk with Vice-Chancellor and President, Professor Caroline McMillen focused attention on 'Women in STEM and Innovation.' The event included participants from the Australian High Commission, National University of Singapore (NUS), Nanyang Technological University (NTU), Singapore University of Technology and Design (SUTD), Integrated Health Information Systems, James Cook University (JCU), Building Construction Authority (BCA) and the ESSEC Business School.

Business development

- A signing ceremony between BCA Academy and UONS, witnessed by Vice-Chancellor and President, Professor Caroline McMillen will pave the way for a Bachelor of Engineering (Honours) (Civil) program with a first intake in Semester 1 2017.

In the area of Research Performance, UONS full-time academic staff maintained research momentum with eight international refereed journal articles; ten international conference proceedings; supervision of six PhD students; two PhD completions; eight in-house research seminars and workshops; the launch of three research projects through the UONS Small Research Grant Scheme; and co-sponsoring of the Western Economic Association International 12th Annual Conference.

Other staff achievements included:

- Dr. Hassan Ali, Academic Coordinator (Engineering) and Lecturer (Electrical Engineering) joined the elite ranks of the Institute of Electrical and Electronics Engineers (IEEE) as a Senior Member.
- Dr. Yeap Peik Foong, Senior Lecturer and Academic Director of UONS was awarded the Best Prize for Journal Award (World Journal of Management) at the 2016 World Business Finance and Management Conference held in Auckland, New Zealand.

The 'University Teaching Skills' initiative for full-time and sessional academics at UONS was also successfully launched in the Academic and Teaching and Learning space.

Looking forward, we will launch our three year Strategic Plan (2017-2019) to leverage our locational advantage, broaden engagement with faculties, research and with UON Global and support NeW Futures.

2016 Consolidated results

	Income	Expenses	Net surplus (deficit)	Budget net surplus (deficit)
	\$m	\$m	\$m	\$m
University of Newcastle	752.1	(668.8)	83.3	38.1
Newcastle Innovation	10.6	(10.0)	0.6	-
UON Singapore	6.6	(7.0)	(0.4)	1.7
Consolidation adjustments	-	(0.3)	(0.3)	-
Consolidated entity	769.3	(686.1)	83.2	39.8

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

The University of Newcastle Research Associates Ltd

Following the planned transition of the business development and technology transfer functions of Newcastle Innovation Ltd to UON in November 2015, the controlled entity changed its trading name in 2016 to The University of Newcastle Research Associates Limited (TUNRA). The main objective of TUNRA is to advance research and research education through engaging with government and industry, providing research services that contribute to and further UON's research and innovation objectives.

The company is a wholly-owned subsidiary (a controlled entity) of the University.

2016 achievements

- A General Manager was appointed to lead the new business and ensure TUNRA maximises UON's systems and support structures.
- A new business plan was developed that has line of sight to both the NeW Futures Strategic Plan through its focus on innovation and impact, and the Research and Innovation Division Corporate Plan with a vision to strengthen TUNRA's operating model to remain responsive to industry, to be right-sized for our markets and to optimise the entity's financial sustainability through its diversification strategy.

Looking forward, planned strategic activities in 2017 include:

- Underpinning the company's growth ambition through the expansion of the TUNRA Bulk Solids (TBS) model and through the provision of high-level professional services and to develop additional capability and business units to support research and research education across the University.
- Increasingly leveraging UON's 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.

O: UON Compliance with the *Voluntary Code of Best Practice for the Governance of Australian Universities*.

Compliance with the Voluntary Code of Best Practice for the Governance of Australian Universities

The *Voluntary Code of Best Practice for the Governance of Australian Universities* (the Code) was approved by the Ministerial Council for Tertiary Education and Employment in 2011. The Code details the best practice requirements for University governance.

Compliance with the Code is subject to annual review by the University Council. A review of the University's compliance with the Code has been undertaken for the 2016 year and has shown that the University's governance arrangements conform to the Voluntary Code.

Glossary

AACSB	Association to Advance Collegiate Schools of Business
AAHMS	Australian Academy of Health and Medical Sciences
AARE	Australian Association for Research in Education
AAUT	Australian Awards for University Teaching
ACARP	Australian Coal Association Research Program
AGHE	Australian Guide to Healthy Eating
AHEG	Australian Higher Education Graduation Statement
APD	Accredited Practising Dietitian
ARC	Australian Research Council
ASEAN	Association of South East Asian Nations
Athena SWAN	Athena Scientific Women's Academic Network
AVID	Advancement via Individual Determination
CBD	Central Business District
CCMS	Central Coast Medical School
CEEHE	Centre of Excellence for Equity in Higher Education
CGS	Commonwealth Grants Scheme
COPD	Chronic Obstructive Pulmonary Disease
CT	Computed Tomography
DAA	Dietitians Association of Australia
DADD	Dual-Award Doctoral Degree
DECRA	Discovery Early Career Researcher Award
DFAT	Department of Foreign Affairs and Trade
ECR	Early Career Researcher
EFTSL	Equivalent Full-time Student Load
EOCGE	Employer of Choice for Gender Equality
ERA	Excellence in Research Australia
FEDUA	Faculty of Education and Arts
FTE	Full Time Equivalent
GCEC	Global Consortium of Entrepreneurship Centres
GCER	Global Centre for Environmental Remediation
GIPA	Government Information Public Access
GRACE FO	GRACE Follow On
HDR	Higher Degree by Research
HERDC	Higher Education Research Data Collection
HEPP	Higher Education Participation Grants
HIIF	Hunter Infrastructure and Investment Fund
HKU SPACE	Hong Kong University School of Professional and Continuing Education
HMRI	Hunter Medical Research Institute
HREC	Human Research Ethics Committee
HRF	Hunter Research Foundation
i2N	Integrated Innovation Network
IAD	International and Advancement
IPF	Idiopathic Pulmonary Fibrosis
iLEAD	International Leadership, Experience and Development

JADD	Jointly Awarded Doctoral Degree
JRC	Joint Research Engagement
LTIFR	Lost Time Injury Frequency Rate
MOOC	Massive Open Online Course
NBS	Newcastle Business School
NCP	New Colombo Plan
NHMRC	The National Health and Medical Research Council
NIAAA	National Institute of Alcohol Abuse and Alcoholism
NIER	Newcastle Institute for Energy and Resources
NPP	National Priority Pool
PID	Public Interest Disclosure
PRC	Priority Research Centre
SAGE	Science in Australia Gender Equity
SES	Socio-economic status
SHeM	Scanning Helium Microscope
STEMM	Science, technology, engineering, mathematics and medicine
TRIP Fellowships	Translating Research into Practice Fellowships
TUNRA	The University of Newcastle Research Associates Limited
UNITE	UON Industry Training and Engagement
UON	University of Newcastle
VC	Vice-Chancellor
WGEA	Workplace Gender Equality Agency
WHO	World Health Organisation
WHS	Workplace Health and Safety

Relevant legislation

- Annual Reports (Statutory Bodies) Act 1984*
- Annual Reports (Statutory Bodies) Regulation 2010*
- Australian Charities and Not-for-profit Commission (ACNC) Act 2012 (Cwth)*
- Government Information (Public Access) Act 2009 (the GIPA Act)*
- Health Records and Information Privacy Act 2002 (NSW) (HRIP Act)*
- Independent Pricing and Regulatory Tribunal Act 1992*
- Privacy Act 1988 (Cth)*
- Privacy and Personal Information Protection Act 1998 (NSW) (PIPPA)*
- Public Finance and Audit Act 1983 (NSW)*
- Public Finance and Audit Regulation 2015 (NSW)*
- Public Interest Disclosures Act 1994 (PID)*
- University of Newcastle By-law 2005*

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We welcome feedback and enquiries from the public by telephone, postal mail, email or in person.

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This annual report is available in electronic form at the following address:

www.newcastle.edu.au/about-uon/our-university/annual-report

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The Artist

Nicole Chaffey is a descendent of the Gadigal and Biripai peoples of Eastern NSW. She has been living on Awabakal land for the last fifteen years.

While her work is contained within the stylistic conventions of European painting, the visual connection to Aboriginality lies within subject matter, which is the relationship to the Australian landscape. Instinctual mark making charts concepts of discontinuity of culture, familial connection and emotional relationships to country. Her paintings explore issues of contemporary Aboriginality, memorial and emotional ties

to the country of her ancestors, and the intricate familial relationships that connect it all.

Chaffey completed a Masters of Philosophy at the Wollotuka Institute, the University of Newcastle, in 2015. She was also the 2013 Industry Post-Graduate Scholar in Arts Administration working with the University Gallery. She continues to work with the Gallery and with the Lake Macquarie Regional Gallery.