

# OPEN Council Meeting

<b>Schedule</b>	Friday 21 May 2021, 8:30 — 10:30 AEST
<b>Venue</b>	Campbell Howard Lecture Room, UNE Tamworth + Zoom Video Conference
<b>Organiser</b>	Libby Kettlestring

## Agenda

---

### 1. MEETING OPENING 1

---

#### 1.1. \* Acknowledgement of Country 2

The University of New England respects and acknowledges that its people, programs and facilities are built on land, and surrounded by a sense of belonging, both ancient and contemporary, of the world's oldest living culture. In doing so, UNE values and respects Indigenous knowledge systems as a vital part of the knowledge capital of Australia. We acknowledge the Traditional Owners of the land we call New England and pay our respects to the Traditional Custodians of the lands on which this meeting takes place.

Presented by James Harris

---

#### 1.2. \* Apologies 3

Presented by James Harris


---

#### 1.3. \* Conflict of Interest Declaration and Disclosed Register of Interest 4

Council members are asked to disclose any material interest, consistent with Schedule 2A Clause 5 of the University of New England 1993 Act (NSW).

Council members are asked to update their Disclosed Register of Interest with the Secretariat as required.

Presented by James Harris

 Conflict of Interest Declaration and Disclosed Register of Interest 2021.pdf 5

---

#### 1.4. \* Order of Business 8

Council is asked to ACCEPT the order of business and ADOPT non-starred items.

For Approval - Presented by James Harris

---

2. MINUTES OF PREVIOUS MEETING 9

---

2.1. Confirmation of Minutes 10

Minutes of the meeting held on 25 February 2021 were approved as a true and correct record via email on 28 April 2021 and are available for viewing in the Convene Document Library.

Presented by James Harris

---

2.2. \* Action Items 11

Below is an action item from a previous meeting.

Presented by James Harris

 2.2 Matters Arising 21 May 2021 OPEN.pdf 12

---

3. STRATEGIC ITEMS 13

---

3.1. \* Chancellor's Open Report #21043 14

Council is asked to NOTE the Chancellor's report to Council, report #21043.

For Noting - Presented by James Harris

 #21043 Chancellor's Report to Council COMPLETE.pdf 15

---

3.2. \* Vice-Chancellor's Open Report #21048 19

Council is asked to NOTE the Vice-Chancellor and CEO's Open report to Council, report #21048.

For Noting - Presented by Brigid Heywood


 #21048 Vice-Chancellor and CEO's Report to Council COMPLETE.pdf 20

---

3.2.1. \* Focus Area: UNE Places and Spaces #21098 35

Council is asked to NOTE the presentation on UNE Places and Spaces, report #21098.

For Noting - Presented by Brigid Heywood

 #21098 Evolving a Place-Based Approach - Places and Spaces COMPLETE.pdf	36
---	----

---

#### 4. RELATED BUSINESS REPORTS 61

---

##### 4.1. \* Student Consultative Committee Constitution #21197 62

Council is asked to:

- 1) NOTE the Student Consultative Committee Constitution has been endorsed by the members of the Vice-Chancellor's Committee on 12 May 2021;
- 2) ENDORSE in principle the Student Consultative Committee Constitution #21197;
- 3) NOTE the Student Consultative Committee will convene a meeting to approve the Council endorsed Constitution.

For Endorsement - Presented by Emma Wellham and Louisa Quiddington


 #21197 Student Consultative Committee Constitution COMPLETE.pdf	63
---	----

---

##### 4.2. Council Policies #21073 86

Council is asked to NOTE the report on Council Policies, report #21073.

For Noting - Presented by Gabrielle Price

 #21073 Council Policies COMPLETE.pdf	87
--	----

---

#### 5. BUSINESS AS USUAL REPORTS 97

---

##### 5.1. \* Chair Academic Board Report #21023 98

Council is asked to:

- 1) APPROVE the revised Research Committee of Academic Board Terms of Reference; and
- 2) NOTE the Chair of Academic Board's report to Council, report #21023.

For Approval - Presented by Robyn Bartel

 #21023 Chair Report - Academic Board COMPLETE.pdf	99
---	----

---

5.2. UNE Council WHS - Due Diligence Obligations #21078	119
---	-----

Council is asked to NOTE the UNE Council WHS - Due Diligence Obligations, report #21078.

For Noting - Presented by Peter Creamer

 #21078 WHS Due Diligence Obligations 21 May 2021 COMPLETE.pdf	120
---	-----

---

6. MEETING FINALISATION	126
-------------------------	-----

---

6.1. * Next Meeting and Close	127
-------------------------------	-----

The next Council meeting is scheduled for Friday, 30 July 2021.

Presented by James Harris

---

# 1. MEETING OPENING

## 1.1. \* Acknowledgement of Country

The University of New England respects and acknowledges that its people, programs and facilities are built on land, and surrounded by a sense of belonging, both ancient and contemporary, of the world's oldest living culture. In doing so, UNE values and respects Indigenous knowledge systems as a vital part of the knowledge capital of Australia. We acknowledge the Traditional Owners of the land we call New England and pay our respects to the Traditional Custodians of the lands on which this meeting takes place.

Presented by James Harris

## 1.2. \* Apologies

Presented by James Harris

### 1.3. \* Conflict of Interest Declaration and Disclosed Register of Interest

Council members are asked to disclose any material interest, consistent with Schedule 2A Clause 5 of the University of New England 1993 Act (NSW).

Council members are asked to update their Disclosed Register of Interest with the Secretariat as required.

Presented by James Harris



## CONFLICT OF INTEREST DECLARATION

Council members are asked to disclose any material interest, consistent with Schedule 2A Clause 5 of the [University of New England Act 1993 \(NSW\)](#).

### **5 Disclosure of material interests by Council members**

(1) If:

*(a) a member of the Council has a material interest in a matter being considered or about to be considered at a meeting of the Council, and*

*(b) the interest appears to raise a conflict with the proper performance of the member's duties in relation to the consideration of the matter, the member must, as soon as possible after the relevant facts have come to the member's knowledge, disclose the nature of the interest at a meeting of the Council.*

(2) A disclosure by a member of the Council at a meeting of the Council that the member:

*(a) is a member, or is in the employment, of a specified company or other body, or*

*(b) is a partner, or is in the employment, of a specified person, or*

*(c) has some other specified interest relating to a specified company or other body or to a specified person,*

*is a sufficient disclosure of the nature of the interest in any matter relating to that company or other body or to that person which may arise after the date of the disclosure and which is required to be disclosed under subclause (1).*

Council Members should also regularly disclose to the University Secretary (via the Secretariat [secretariat@une.edu.au](mailto:secretariat@une.edu.au)) any additions or changes to their Register of Interests statement.

Keeping this "Register of Interests" statement up to date, includes providing details of changes to:

- Subsidiaries of the University of New England of which you or a close family member is a member of the key management personnel.
- All other entities of which you or a close family member is a Director or Board member (or equivalent) and that entity has, or there is a reasonable probability it may have, a material dealing involving or affecting the University or its controlled entities.
- Employment of you or a close family member by the University or a subsidiary of the University, including consultancies or other income for services rendered, during this financial year.
- Ministerial appointment of you or a close family member to statutory bodies.
- Material Business ownerships or part ownerships by you or a close family member, where a business has, or has a prospect of having, transactions with the University or a subsidiary of the University.
- Material Shareholdings in public and private companies by you or a close family member, where a company has, or has a prospect of having, transactions with the University or a subsidiary of the University.
- Any other transactions undertaken by you or a close family member, with the University or any of its subsidiaries during the financial year.
- Gifts, sponsored travel or hospitality received by you in the course of undertaking the duties of a Council member or Senior Executive that are received from a company, business or other entity undertaking transactions with the University or a subsidiary.
- Any other material interest where a conflict of interest or an appearance of conflict of interest with your duties as a Council member / Senior Executive could foreseeably arise.





DISCLOSURE FORM FOR  
UNE COUNCIL AND SENIOR EXECUTIVE  
REGISTER OF INTERESTS



Council members and Senior Executive of the University of New England owe certain duties to the University. One aspect of fulfilling those duties is to avoid conflicts of interest in which there may be a professional, business or volunteer position or responsibility that interacts with a Council member / Senior Executive responsibility in a manner which may create a conflict of interest or a perceived conflict of interest. To help manage conflicts, Council members / Senior Executive should disclose material interests in other situations or areas in which it might appear that there are conflicting duties. Council members / Senior Executives should additionally take other steps, such as avoiding deliberation and resolution of certain issues, and making appropriate declarations in respect of conflict of interests at Council and Management meetings, if it is determined that those steps are necessary to protect against legal liability to the Council member or to the Senior Executive member personally arising from conflicts of interest.

This Register of Interests will be maintained by the Secretariat of the University of New England.

Subsidiaries of the University of New England of which you or a close family member is a member of the key management personnel.

All other entities of which you or a close family member is a Director or Board member (or equivalent) and that entity has, or there is a reasonable probability it may have, a material dealing involving or affecting the University or its controlled entities.

Employment of you or a close family member by the University or a subsidiary of the University, including consultancies or other income for services rendered, during this financial year.

Ministerial appointment of you or a close family member to statutory bodies.

Material Business ownerships or part ownerships by you or a close family member, where a business has, or has a prospect of having, transactions with the University or a subsidiary of the University.



Material Shareholdings in public and private companies by you or a close family member, where a company has, or has a prospect of having, transactions with the University or a subsidiary of the University.

Any other transactions undertaken by you or a close family member, with the University or any of its subsidiaries during the financial year.

Gifts, sponsored travel or hospitality received by you in the course of undertaking the duties of a Council member or Senior Executive that are received from a company, business or other entity undertaking transactions with the University or a subsidiary.

Any other material interest where a conflict of interest or an appearance of conflict of interest with your duties as a Council member / Senior Executive could foreseeably arise.

I know of no other position of responsibility or material interest that might give rise to a conflict of interest or the appearance of a conflict of interest.

I declare that the information I have completed on this document is true and correct and not misleading.

Name:	Date:
Signature:	

## 1.4. \* Order of Business

Council is asked to **ACCEPT** the order of business and **ADOPT** non-starred items.

For Approval

Presented by James Harris

## **2. MINUTES OF PREVIOUS MEETING**

## 2.1. Confirmation of Minutes

Minutes of the meeting held on 25 February 2021 were approved as a true and correct record via email on 28 April 2021 and are available for viewing in the Convene Document Library.

Presented by James Harris

## 2.2. \* Action Items

Below is an action item from a previous meeting.

Presented by James Harris



Meeting/Item #	Action	Status
Open Council Meeting 31 July 2020; item 5.4  Council Member Induction & Development Plan 2020 #20117	Mr Harris as well as Council members Mr Evans, Ms Myers and Ms McClelland have agreed to trial the program in addition to the newly elected and appointed Council members, who will use the program upon their commencement.	<p><b>Delayed</b></p> This matter had been delayed due to staffing constraints but an update is to be provided at the 21 May 2021 Open Council meeting.



### **3. STRATEGIC ITEMS**

### 3.1. \* Chancellor's Open Report #21043

Council is asked to NOTE the  
Chancellor's report to Council, report  
#21043.

For Noting

Presented by James Harris

<b>Authority</b>	COUNCIL OPEN	<b>Date</b>	21 May 2021
<b>Report Ref</b>	#21043	<b>Item No</b>	3.1
<b>Proposer</b>	Mr James Harris, UNE Chancellor		
<b>Developed with</b>	Specialist (Governance Liaison)		
<b>Authorised by</b>	Mr James Harris, UNE Chancellor		

## #21043 – Chancellor’s Report to Council

### Report Purpose & Origin

Purpose	To provide Council with the Chancellor’s Report for the May 2021 Open Council Meeting.
Origin	Standing item
Governance focus	<a href="#">Council Policy</a> : Providing strategic leadership to the University. <a href="#">TEQSA Act 2011</a> Ref: 6. Governance and Accountability: 6.1.3a (Corporate Governance).
Accountability	UNE Council

### Resolution

Council is asked to NOTE the Chancellor’s report to Council, report #21043.

### Executive Summary

This report provides an update on the following:

- Matters of interest to Council; and
- Chancellor’s activities March to May 2021.

### Key Information

#### Matters of Interest to Council

##### *ABRI 50 Year Anniversary celebration*

On 11 May I attended the ABRI 50 Year Anniversary celebration, where I was invited to address attendees on behalf of the University. It was an honour to be invited to celebrate 50 years of innovation and success with the team, ABRI Board and distinguished guests.

ABRI was established in 1970 by the late Arthur Rickards to help farmers access the latest UNE research, and to ensure that research outcomes had an impact on agriculture. From the beginning, ABRI has been

<i>Authority</i>	COUNCIL OPEN	<i>Date</i>	21 May 2021
<i>Report title</i>	Chancellor's Report to Council	<i>Report Ref</i>	#21043

a wholly-owned subsidiary of UNE. The Institute is an outstanding example of how a smart, energetic individual with innovative ideas can shape the course of an industry, and influence university research projects for decades.

ABRI now has 70 employees, and the BREEDPLAN software it licences supports beef cattle industries in 15 countries. Competition within the market has increased, and technology is changing the livestock industries at an unprecedented rate. I am confident that ABRI and its partner, AGBU, can in the coming decades maintain the edge that over the past half-century has helped Australia become a global leader in the production of quality beef.

For a more detailed history of ABRI, [Council members can view the UNE media release here.](#)

#### *Council External Review*

As advised in my February report, UNE Council will undertake an external review during 2021 in accordance with the [Voluntary Code of Best Practice for the Governance of Australian Universities](#). Planning is underway; budget has been confirmed and a scope for the review is currently being developed.

#### *AICD Course*

Unfortunately due to presenter availability, the Sydney course scheduled for June has now been postponed to July – dates are being confirmed and further information will be circulated to Council's attendees once available.

#### *Appointment of Specialist (Governance Liaison)*

I am pleased to advise that Amy O'Toole has been appointed to the role of Specialist (Governance Liaison). Amy has previously worked in the Vice-Chancellor's office at UNE for the past 6 years as Executive Officer and most recently Chief of Staff. Amy will be providing high level operational and professional support to myself, the Deputy Chancellor and Council as required. She will operate under the direction of the Director Governance & University Secretary (DGUS) and alongside the Secretariat team on a range of governance projects. Amy is located in the office on the ground floor of Booloominbah previously occupied by the DGUS, she can be contact via email [aotoole3@une.edu.au](mailto:aotoole3@une.edu.au) or phone 02 6773 5894.

I would like to take this opportunity to thank Libby Kettlestring for the wonderful support she has provided to myself, the Deputy Chancellor and Council members over the past 9 years – Libby is a valued member of the Secretariat team and is appreciated by all for her warm personality and attention to detail. Libby will now focus on providing support to Council and Committee meetings. On behalf of the University Council, I offer my sincere thanks to Libby.

<i>Authority</i>	COUNCIL OPEN	<i>Date</i>	21 May 2021
<i>Report title</i>	Chancellor's Report to Council	<i>Report Ref</i>	#21043

### Summary of Chancellor's activities – March to May 2021

In addition to my regular meetings with the Vice-Chancellor, I have attended the following meetings and events since the February Council meeting:

- On 2 March I met with Derek Linsell of Apricot Consulting for an update on development work with the Senior Leadership and Executive teams.
- On 11 March I attended the first of several commencement College dinners with Robb College where students were formally welcomed to College for 2021. Academic awards were also presented to returning students. It was wonderful to experience the energy and enthusiasm of students excited to be back on campus.
- On 15 and 16 March the Vice-Chancellor and I hosted His Excellency the Governor-General David Hurley and Mrs Linda Hurley; we attended an afternoon tea, tour of facilities and roundtable discussion with students on 15<sup>th</sup>, and a tour of CART, poultry and beef facilities followed by a lunch with staff and students on 16<sup>th</sup>. I always enjoy hosting His Excellency and Mrs Hurley, in particular this visit showcasing UNE's agricultural strengths.
- On 17 March I attended the Duval College Commencement dinner which also included an award presentation for returning students. I was again amazed by the excitement of students who were delighted to be back at their college and on campus.
- On 24 March I attended the Earle Page and Austin College Introductory dinner, another opportunity to wear formal robes and mingle with returning students who were returning to College life.
- On 25 March I participated in the University Chancellors Council meeting met via Zoom.
- On 9 April the Vice-Chancellor and I filmed a congratulatory message to students who were due to graduate in the Autumn ceremonies – if you would like to watch our messages, you can do so via the [UNE Life 2021 Graduation webpage](#).
- On 22 April I attended the official opening of the New England Girls School Sporting Complex with the Vice-Chancellor.
- On 23 April I had an introductory meeting with the Director of People & Culture, Ms Fiona Murphy.
- On 23 April I also met with Oliver Knox and Susanna Greig for an update on the 2021 Growing Regional and Agricultural Students in Science (GRASS) program.
- On 25 April the Vice-Chancellor and I laid a wreath on behalf of the University at the Armidale RSL ANZAC Day service at Central Park.
- Following the Council Committee meetings on 29 April, I met Dr Don Stammer and his wife to present him with his Honorary Doctor of Letters award. Dr Stammer holds a Bachelor of Arts (Hons, 1962) and Master of Arts (1966) both with UNE, and was awarded the HonDLitt in recognition of his exceptional contribution to the field of economics in the Australian business community in July 2020.
- On 11 May I attend the ABRI 50 Year celebration, where I was invited to address attendees on behalf of the University – please see above.
- On 13 May I attended a joint NSW Chancellors and Vice-Chancellors meeting in Sydney to discuss the Universities Australia Health Check Review.

<i>Authority</i>	COUNCIL OPEN	<i>Date</i>	21 May 2021
<i>Report title</i>	Chancellor's Report to Council	<i>Report Ref</i>	#21043

- On 13 May I also attended the Wright College and Village Welcome dinner where I provided an official welcome to all residents on behalf of the University. Again, it was great to witness the excitement from both students and staff on their return to 'normal' campus and College life.

### Future Fit Alignment

- Goal 1: Crafting, adapting and supporting learning journeys that are distinctive in their accessibility and flexibility.
- Goal 2: Creating and sharing knowledge to make a difference locally, regionally and globally.
- Goal 3: Committing to environmental, social and financial resilience for the University, our staff, our students and our communities.

## 3.2. \* Vice-Chancellor's Open Report #21048

Council is asked to NOTE the Vice-Chancellor and CEO's Open report to Council, report #21048.

For Noting

Presented by Brigid Heywood



<b>Authority</b>	COUNCIL OPEN	<b>Date</b>	21 May 2021
<b>Report Ref</b>	#21048	<b>Item No</b>	3.2
<b>Proposer</b>	Professor Brigid Heywood, Vice-Chancellor and CEO		
<b>Developed with</b>	VC's Office		
<b>Authorised by</b>	Mr James Harris, UNE Chancellor		

## #21048 – Vice-Chancellor and CEO’s Report to Council

### Report Purpose & Origin

Purpose	To provide the Council’s open session with an update regarding the performance, management and operations of the University.
Origin	Standing item
Governance focus	<a href="#">Council Policy</a> : Monitor the performance of the University and Vice-Chancellor/CEO. <a href="#">TEQSA Act 2011</a> Ref: 6. Governance and Accountability: 6.2.1 (Corporate Monitoring and Accountability).
Accountability	UNE Council

### Resolution

Council is asked to NOTE the Vice-Chancellor and CEO’s Open report to Council, report #21048.

### Executive Summary

The Vice-Chancellor and CEO’s Report to Council is designed to provide an update regarding strategic performance within the context of the management operations of the University. This report addresses the following topics:

- Environmental Scan – across the sector and government;
- 2021 Performance, Dashboards and Planned action; and
- Commentary and updates on:
  - Academic Matters;
  - Strategic Projects;
  - Students;
  - People and Culture; and
  - Any other business.

The Vice-Chancellor and CEO will provide further information verbally to Council, particularly on matters which have moved forward, and/or where risk assessment may have changed since the drafting and submission of this report.

The Vice-Chancellor and CEO will present a slide deck at the ‘open’ section of the meeting on matters that are not ‘commercial and confidential’.

See Slides Attached - #21048 VC and CEO Report - Open Presentation Final.



<i>Authority</i>	COUNCIL OPEN	<i>Date</i>	21 May 2021
<i>Report title</i>	Vice-Chancellor and CEO's Report to Council	<i>Report Ref</i>	#21048

Future Fit Alignment	Contribution of this initiative
☑ Goal 1: Crafting, adapting and supporting learning journeys that are distinctive in their accessibility and flexibility.	Strategic Projects mentioned in this report are aligned to Future Fit
☑ Goal 2: Creating and sharing knowledge to make a difference locally, regionally and globally.	Strategic Projects mentioned in this report are aligned to Future Fit
☑ Goal 3: Committing to environmental, social and financial resilience for the University, our staff, our students and our communities.	Strategic Projects mentioned in this report are aligned to Future Fit

Risk Management
<p>From a risk perspective – issues and risks raised in this report around Student Load will impact on the following strategic risks:</p> <ul style="list-style-type: none"> <li>Financial sustainability</li> <li>Brand.</li> </ul> <p>The number of vacancies and ‘acting’ parties we have in key roles will impact the following strategic risk:</p> <ul style="list-style-type: none"> <li>Financial Sustainability.</li> </ul>

### Management Action Guidance

	Rare	Unlikely	Possible	Likely	Probable
Severe	MEDIUM Report to SET (within 6 months)	HIGH Report to SET and Council (within 3 months)	HIGH Report to SET and Council (within 3 months)	EXTREME Report to SET and Council (within 1 month)	EXTREME Report to SET and Council (within 1 month)
Major	MEDIUM Report to SET (within 6 months)	MEDIUM Report to SET (within 6 months)	HIGH Report to SET and Council (within 3 months)	HIGH Report to SET and Council (within 3 months)	EXTREME Report to SET and Council (within 1 month)
Moderate	LOW No action required	MEDIUM Report to SET (within 6 months)	MEDIUM Report to SET (within 6 months)	HIGH Report to SET and Council (within 3 months)	HIGH Report to SET and Council (within 3 months)
Minor	LOW No action required	LOW No action required	LOW No action required	MEDIUM Report to SET (within 6 months)	MEDIUM Report to SET (within 6 months)
Insignificant	VERY LOW No action required	VERY LOW No action required	VERY LOW No action required	LOW No action required	LOW No action required

### Appendices / Supporting Documentation

Attachment 1: VC and CEO Report – Open Presentation

# Vice-Chancellor & CEO 'Open' Report

Professor Brigid Heywood

Date 21/05/2021

TRIM Reference: #21048



# Acknowledgement of Country

---

The University of New England respects and acknowledges that its people, courses and facilities are built on land, and surrounded by a sense of belonging, both ancient and contemporary, of the world's oldest living culture. In doing so, UNE values and respects Indigenous knowledge systems as a vital part of the knowledge capital of Australia.

We recognise the strength, resilience and capacity of the Aboriginal community and pay our respects to the Elders past, present and future.



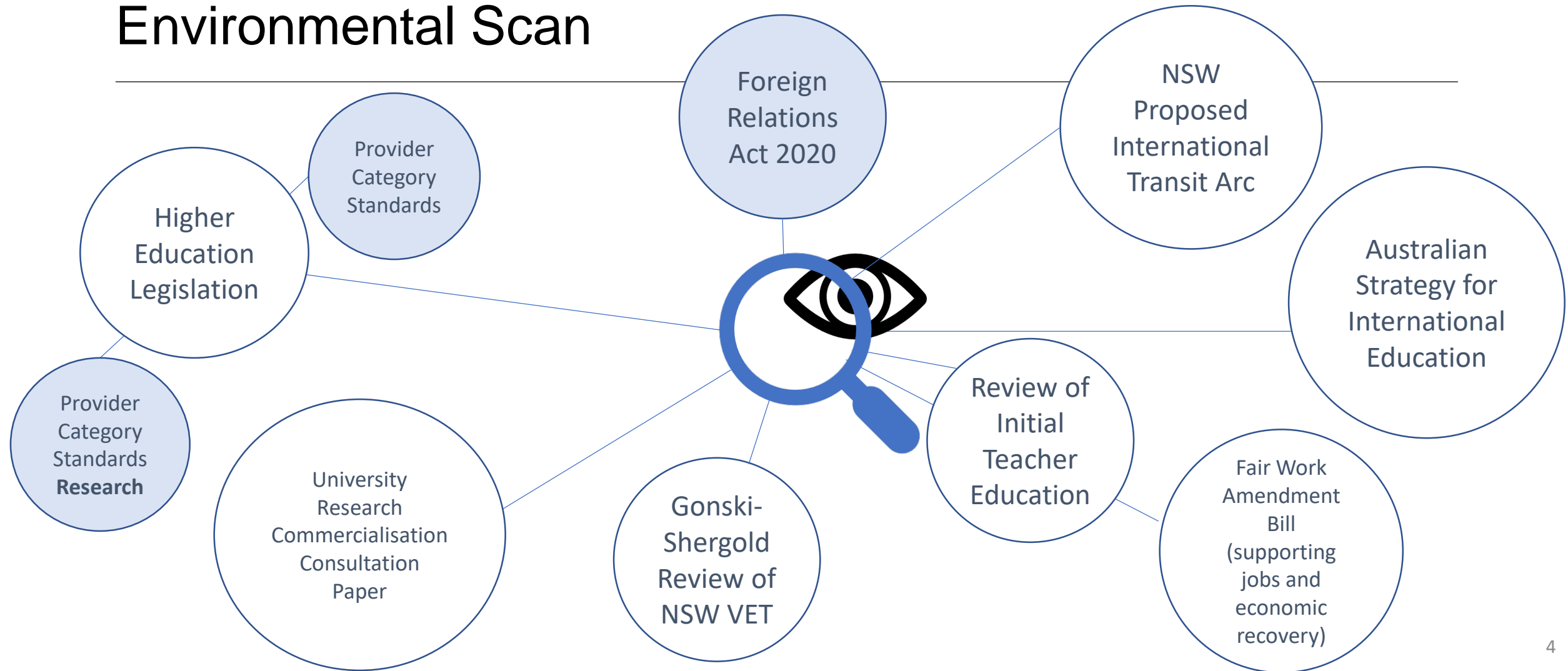
Pictured: **Warwick Keen** "Always was, always will be" 2008  
Gifted by the artist to UNE in 2008

# Summary

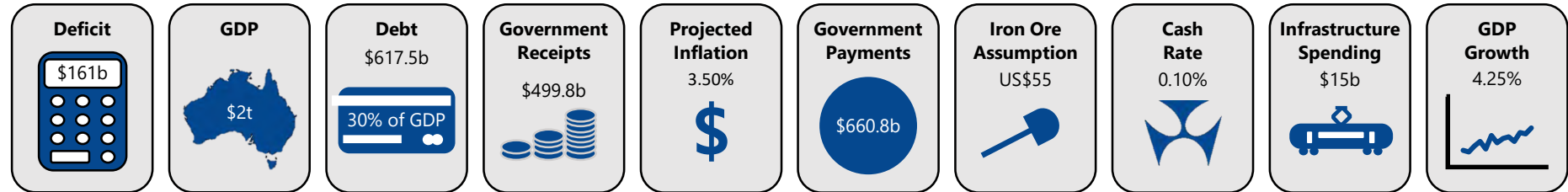
---

- Environmental Scans – Policy Instruments and Budget 2021
- Future Fit 2021-2030 – Evolving progress map
- Load/ Budget Forecast Update
- Academic Workforce Design
- Progress with Time for Change
- Students
- People and Culture

# Environmental Scan



Government Relations



Health & Aged Care	Agriculture, Water, & Environment	Industry, Science, Energy, & Resources	Social Services	Education, Skills, & Employment	Infrastructure, Transport, Arts, & Communications
<ul style="list-style-type: none"> <li>\$17.7b in extra funding for aged care</li> <li><b>\$354m for women’s health and maternal and baby health</b></li> <li>\$114m to extend Medicare rebates for telehealth</li> <li>\$65m to boost bulk-billing rebates in regional Australia</li> <li>\$13.2b increase in Commonwealth contribution to the NDIS</li> <li>Further \$1.9b for vaccine roll out</li> <li>Another \$1.5b for COVID-related health services</li> <li><b>\$2.3b for mental health care and suicide prevention</b></li> </ul>	<ul style="list-style-type: none"> <li>\$600m to establish the National Recovery and Resilience Agency</li> <li>\$565.8m for low-emissions international technology partnerships and research</li> <li>\$263.7m for carbon capture and storage projects</li> <li><b>\$210m to establish an Australian Climate Service</b></li> <li>\$100m for projects to manage ocean environments</li> <li><b>\$371m biosecurity package</b></li> <li><b>\$3.5b National Water Grid Fund</b></li> </ul>	<ul style="list-style-type: none"> <li>\$660m to a state energy and emissions reduction deal with SA</li> <li>\$275.5m for four clean hydrogen hubs</li> <li>\$58.6m for gas infrastructure and development of new supply hubs</li> <li>\$15m for a 35MW big battery in the NT</li> <li>\$15m for micro-grids in Indigenous communities</li> <li>\$100m to extend the junior minerals exploration incentive</li> </ul>	<ul style="list-style-type: none"> <li>\$1.7b to increase childcare subsidies</li> <li>\$680m on domestic violence programs</li> <li>New family home guarantee</li> <li>Extension of the new home guarantee</li> <li>Increase the maximum amount people can withdraw from their super</li> <li>\$124.7m to build public housing</li> <li>Extension of HomeBuilder</li> <li>\$10b guarantee underwriting a reinsurance pool to cover cyclone and related flood damage</li> <li><b>Further \$1.1b in women’s safety</b></li> <li><b>More than \$600 million for community and household projects</b></li> </ul>	<ul style="list-style-type: none"> <li>\$9b for \$50/fortnight JobSeeker increase</li> <li><b>\$53.6m for English-language and non-university higher education providers</b></li> <li><b>\$2.7b to create more than 170,000 apprenticeships and traineeships</b></li> <li><b>\$2b to fund preschools</b></li> <li><b>More than \$19b in funding for universities</b></li> </ul>	<ul style="list-style-type: none"> <li>\$3b in Victoria for Melbourne intermodal terminal and Pakenham and Monash road upgrades</li> <li>\$3b in NSW for the Great Western Highway and the Princes Highway</li> <li><b>\$130.4m to improve digital connectivity in regional</b></li> <li>\$16.4m to improve mobile phone services in bushfire-prone areas</li> <li><b>\$1.2b for a digital economy strategy</b></li> <li><b>\$2.1b for aviation, tourism, the arts and international education providers</b></li> <li><b>Further \$250m for the Building Better Regions Fund</b></li> </ul>



# Load/ Budget Forecast

---

Trimester 1 student load was finalised slightly ahead of target budget position.

Trimester 2 however remains approximately -6.8% below target for this point in the intake profile.

Action taken to resume normal on-campus delivery for Trimester 2 has had the desired effect. Whilst Trimester 1 continuing, on-campus student load was approximately 96 EFTSL below target, for Trimester 2 the same cohort is now 76.5 EFTSL ahead of target.

Details of actions being taken will be provided verbally in Council's meeting.



# Academic Workforce Design

---



- New Academic Workload Model – basic tool now ready and benchmarking in progress
- Role descriptions for the new Teaching-Focused Roles
- Design and business case to support New Academic Calendar in progress
- The TEQSA re-registration Task Group progressing with self review
- Academic development programme Q2/3- 2021 profiling PPDR, Promotions and new 'ways of working'.

# Time for Change

---



## Voluntary Early Retirement (VERS2)

- ATO approved two phases for 20/21
- Phase 2 in play for all staff within a budget of \$3M
- Deadline for EOIs in last week of May
- Staff must exit by June 17<sup>th</sup>.

# Time for Change

---



## Knowledge Creation

- Four Workstreams
  1. New England Graduate School
  2. Researcher and Research Aggregation to achieve critical mass
  3. Workforce development
  4. Research Services
- ‘Data gathering’ stage in progress
- Executive reviewing outputs from all Workstreams in May/June

# Students

---

- ISSP 2020 Report submitted to Government (<https://www.niaa.gov.au/indigenous-affairs/education/indigenous-student-success-program>)
- Return to Campus Initiatives
- 2021 Graduations
- Student Consultative Committee
- Student Support (International – India, Bhutan, Nepal, etc)
- Library and Heritage Centre
- Community outreach – Taree Alumni Event, Armidale Secondary College Open Day
- Flu vaccinations



# People and Culture

---

- PPDR's
- Check In Surveys
- Return to on-site working
- Succession planning and workforce design
- Executive recruitment



# Questions