



University of New England

Annual Report 2019



une
University of
New England

Letter of submission

University of New England
Armidale NSW 2351
April 2020

The Hon. Geoff Lee,
Minister for Skills and Tertiary Education.
c/o the Higher Education and Tertiary Policy Directorate
NSW Department of Education
Level 11, 1 Oxford Street
Darlinghurst NSW 2010

Dear Minister,

In accordance with the Annual Reports (Statutory Bodies) Act 1984, and the Public Finance and Audit Act 1983, the University of New England Council presents to you the annual report of the proceedings of the University and its audited financial statements for the year ended 31 December 2019.



Mr James Harris
Chancellor



Brigid Heywood
Vice-Chancellor and CEO



Table of Contents

MESSAGE FROM THE CHANCELLOR	2
VICE-CHANCELLOR'S YEAR IN REVIEW	3
ABOUT UNE	6
STUDENT NUMBERS	7
STRATEGIC PLAN 2016-2020: <i>TOGETHER, WE CAN DO THIS</i>	8
OPERATIONAL REPORT	9
GOVERNANCE	16
WORKPLACE	28
FINANCE	34
ACCESS ARRANGEMENTS	38
FINANCIAL REPORTS	39



Message from the Chancellor

↑ **James Harris**
Chancellor
UNE

It is my great pleasure to commend to you the 2019 Annual Report of the University of New England (UNE).

It has been a tumultuous year for higher education with the sector experiencing ongoing budget pressures, movement towards performance-based funding as well as unprecedented environmental hardship brought about by an ongoing drought and bushfires that have impacted so many of our students.

However, amongst the chaos emerged opportunities such as the rise of lifelong learning and an ever-evolving job market. Through our bespoke course offerings and flexible approach to learning UNE delivers education products that meet these emerging needs.

The quality of our research was tested against international standards under Excellence in Research for Australia, and we returned our best results yet. UNE has also experienced growth in research funding and impact, which enabled us to deliver a positive impact to communities regionally, nationally and globally.

We continued to streamline our admission processes and learning pedagogies, attracting more students to our quality online education courses. The University again scored five stars for student satisfaction, for the 14th

year in a row – a record unmatched by any other Australian public university.

Our engagement projects, such as the UNE Boilerhouse Discovery Space, have enjoyed strong support from the community and other benefactors throughout the year.

In late 2018, Vice-Chancellor Professor Annabelle Duncan announced that she would be standing down in 2019. I extend my thanks to her and the role she has played in leading the University during her tenure.

After an extensive global search, UNE appointed a new Vice-Chancellor and CEO, Professor Brigid Heywood, in 2019. In the short time Professor Heywood has been at UNE, we have experienced evidence of her strong leadership, capacity for innovation and passion for quality education. I look forward to working closely with Professor Heywood in 2020 and beyond.

UNE continues to grow as an institution and I thank Council and their committees, the senior management team, staff and the University community whose persistent hard work have contributed to the positive outcomes detailed in this report.

I look forward to the challenges and opportunities that 2020 will bring.



Vice-Chancellor's Year in Review

↑ **Professor Brigid Heywood**
Vice-Chancellor and CEO
UNE

The University of New England (UNE) progressed through 2019 and achieved significant outcomes despite a number of impactful political, environmental and structural challenges.

The commitment of directed effort to our strategic plan, *Together we can do this* 2016-2020 has borne fruit with sustained growth, progress with the progressive development of online provision and the advancement of our international portfolio.

Student numbers saw measured growth with a 10% increase in enrolments. An increase in Aboriginal and Torres Islander students candidates of 19% enhanced the diversity of our student community, while our international student recruitment grew by 26%. UNE's international student program grew in both inbound student numbers and offshore registered students supported through partnering arrangements.

UNE successfully bid for funds to develop *Destination Australia* scholarships, with the Federal Government awarding us 59 scholarships to attract more international and domestic students to study in regional Australia. The first students graduated from our new bespoke degree programme and the number of full fee paying students has increased.

We will have a diverse funding base in order to guarantee excellence in teaching, learning, research and innovation.

These successes are grounded in the recognised quality of our student support systems. The national Good Universities Guide reported UNE's outstanding performance as a modern values-centred, outcomes-focused tertiary education institution across all domains of student support (including exemplary measures for graduate outcomes, starting salaries, social equity teaching quality and learning resources). Data aggregated for the new Performance Based Funding model introduced by the Federal Government provided similar feedback.

Retention and progression remains an issue with UNE ranked below standard benchmarks. The diversity of our student community and our relatively large distance cohort makes retention a particular challenge for UNE. When coupled with the impact of our regional catchment and the unique challenges facing rural, remote, and mature age students it is then clear we must advance our pedagogic responses to the needs of these cohorts if we are to meet our responsibility as an educator.

The outcomes of the 2018 Excellence in Research Australia (ERA) exercise demonstrated the quality and impact of research at UNE. As a small regional university, our approach has been to focus on research that is relevant to geography, place and community. Our goal is to resolve real problems and add value to Australia. The result, based on independent feedback from our peers, is that across all key knowledge domains UNE rated at or above the applicable international standards. Nationally, the impact of UNE's research and the quality of our knowledge transfer partnerships were highly rated. Growth in competitive grant funding and our success in securing major research partnership funding provide further testament to our growing authority as a valued research partner.

We will achieve international distinction in research in our chosen fields, which will positively impact and strengthen our communities.

As UNE faces the next decade, the renewal, upgrading, and development of our complex physical infrastructure remain a priority. The development of a 10-year rolling capital master planning exercise was a significant milestone in 2019. Progress with key infrastructure projects to secure a sustainable campus with a low carbon footprint began with the installation of phase one of the new solar farm, additional energy saving infrastructure linked to the colleges, and a committed effort to manage water usage and catchment.

We will ensure our long term resilience by improving flexibility, responsiveness, efficiency and reliability and through adopting best practice in all things we do.

As the new Vice-Chancellor joining half way through the year, my immediate task was to calibrate the current strategic objectives and map their functional progress against both internal resources and external opportunities. The 2019 Voice Survey indicated significant issues with staff morale and confidence. Work to improve communications and consultation was a priority. Completing enterprise bargaining also required focused effort by all parties. Despite growth in student numbers, our overall business position is a matter of concern given the scale of the maintenance backlog and the need for planned strategic facilities renewal. UNE achieved operational budget targets for 2019 but our competitive position is under threat; it is therefore quite clear that we must refresh our academic offer.

In addition to all of these internal issues, the shifting external landscape presaged by the

Naphthine Review, which raised the agenda for regional education, the *Coaldrake Review* which opened up a new conversation about university status, and the introduction of Performance Based Funding, all created challenges matched by new opportunities for UNE.

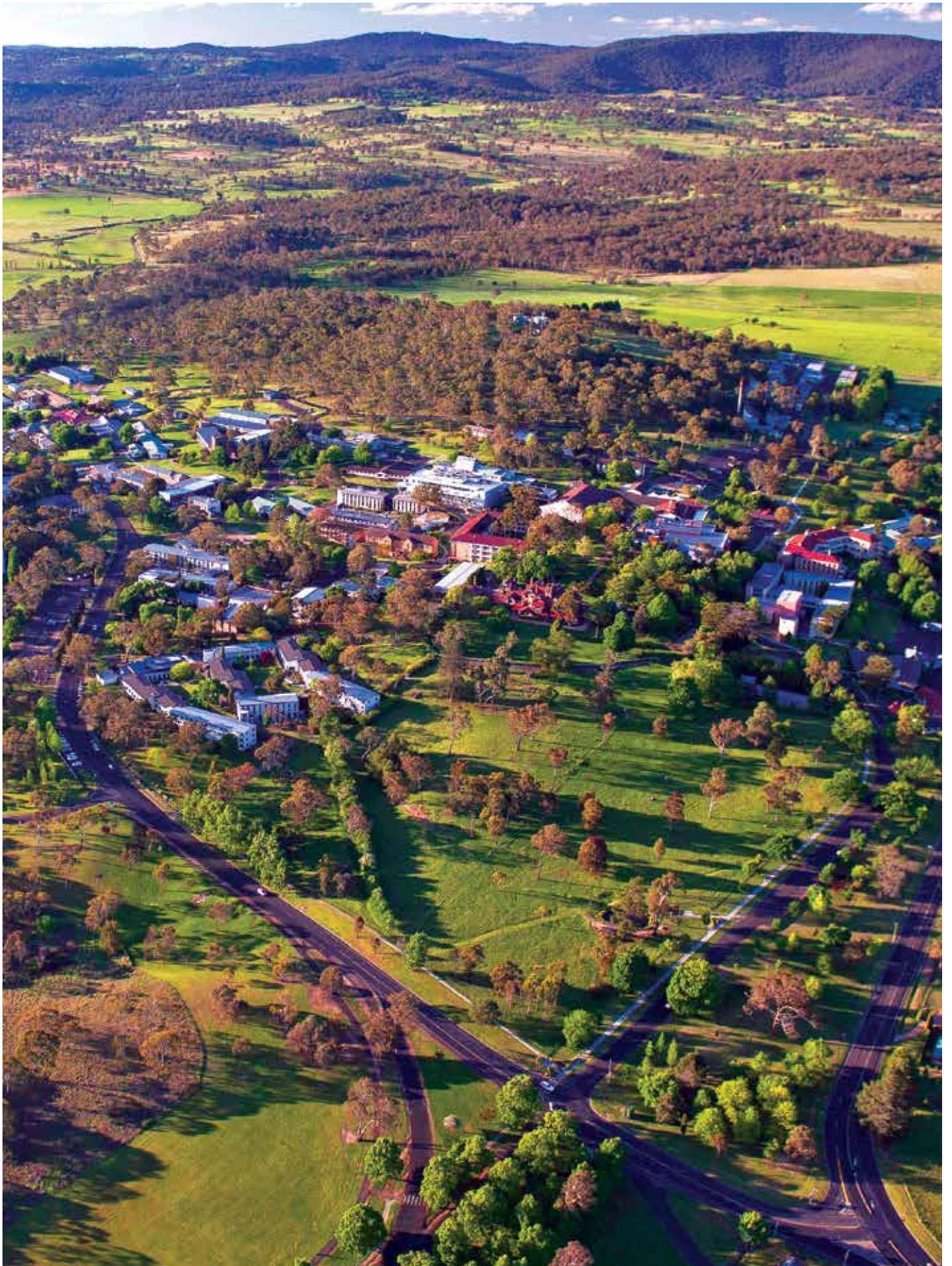
We will connect with our students for life. We will build enduring, global partnerships with industry, professions, business and government.

Our renewed engagement with the local community and the refresh of our relationships with our civic partners in Armidale, Tamworth and Sydney was also a priority action in 2019. Our new 'Town with Gown' model is an important addition to the engagement strategy and allowed UNE to focus more effectively on how we might best serve our communities. The launch of the *Resilient Armidale* forum and proposals for a New England *Learning Region* were all a part of our own more focused commitment to support the region. The ongoing success of the UNE SMART Regional Incubator (SRI) offers another dimension.

With the burden of the drought and significant impact of rampaging bush fires, UNE met and responded to new and exceptional challenges in 2019. The Armidale campus suffered greatly under the burden of persistent drought conditions – some buildings were rendered unusable and the sports facilities were severely affected. The new swimming pool cannot be filled until such time as water restrictions ease. The bush fires have also taken their toll. In addition to the material devastation of land and buildings in the region, UNE has coped with the re-assignment of over 80 staff providing support as reservists. This quantum of expertise being removed at short notice has affected several business areas. All of our staff, students and alumni have been affected as part of communities subjected to ongoing environmental duress. This all sounds very dramatic and indeed, at times, it has been so.

Through it all the UNE community has been simply amazing. They have remained committed to a 'business as usual' approach and our achievements signal that. The staff have supported each other and made every possible effort to enable and support our students. Our students have adapted when required to do so. Our alumni have offered support and stepped up to the front line when needed. And, more importantly perhaps, all have pulled together to support individuals and communities affected by the exceptional events of 2019.

Together, we have achieved much to be proud of.



↑ Academic campus,
University of New England,
Armidale NSW.

About UNE

Our founding principle is not to teach subjects or courses of study, but to educate people.

The University of New England (UNE), established in 1938, is Australia's first regional university with a mandate to serve the educational aspirations and needs of country Australia.

Located in Armidale, New South Wales, UNE remains true to this founding principle, specialising in student-focused teaching and world-class, applied research.

Our teaching staff are committed to the highest academic standards. Students have access to a large portfolio of courses delivered by a growing network of experts in their fields. As evidenced by our standing in the Good Universities Guide, UNE's teaching is characterised by outstanding engagement, a high level of personal support, and opportunity to network with industry.

We are one of Australia's premier online universities and use reliable technologies to deliver flexible education options to our students, wherever they are, enabling them to choose their own futures while balancing life and work commitments.

The University of New England has **three Faculties** and **nine Schools**:

The Faculty of Humanities, Arts, Social Sciences, and Education (HASSE), comprising:

- School of Humanities, Arts and Social Sciences (HASS); and
- School of Education.

The Faculty of Medicine and Health, comprising:

- School of Health;
- School of Psychology; and
- School of Rural Medicine.

Regional and rural students have access to extensive support through a network of 10 study centres located across northern New South Wales. UNE Sydney, in Parramatta, provides a convenient higher education hub for city-based learners.

With three faculties and nine academic schools, UNE offers over 200 courses at undergraduate, postgraduate coursework and higher degree research levels, providing our students with both choice and opportunity for specialisation.

Residential students enjoy a vibrant college experience with networks of friends, peer support and academic mentoring, as well as access to a diverse range of sporting and cultural activities.

UNE has an established international reputation for excellence in research. Our researchers, in collaboration with their growing networks of research partners comprising industry, government, tertiary institutions, Cooperative Research Centres and institutes, deliver improvements in agriculture, environmental sciences, mental health, education, local government, business, law, social sciences, medicine and productivity to communities throughout rural and regional Australia and around the world.

The Faculty of Science, Agriculture, Business and Law (SABL), comprising:

- School of Environmental and Rural Science (ERS);
- School of Law;
- School of Science and Technology (S&T); and
- UNE Business School (UNEBS).

Other student information

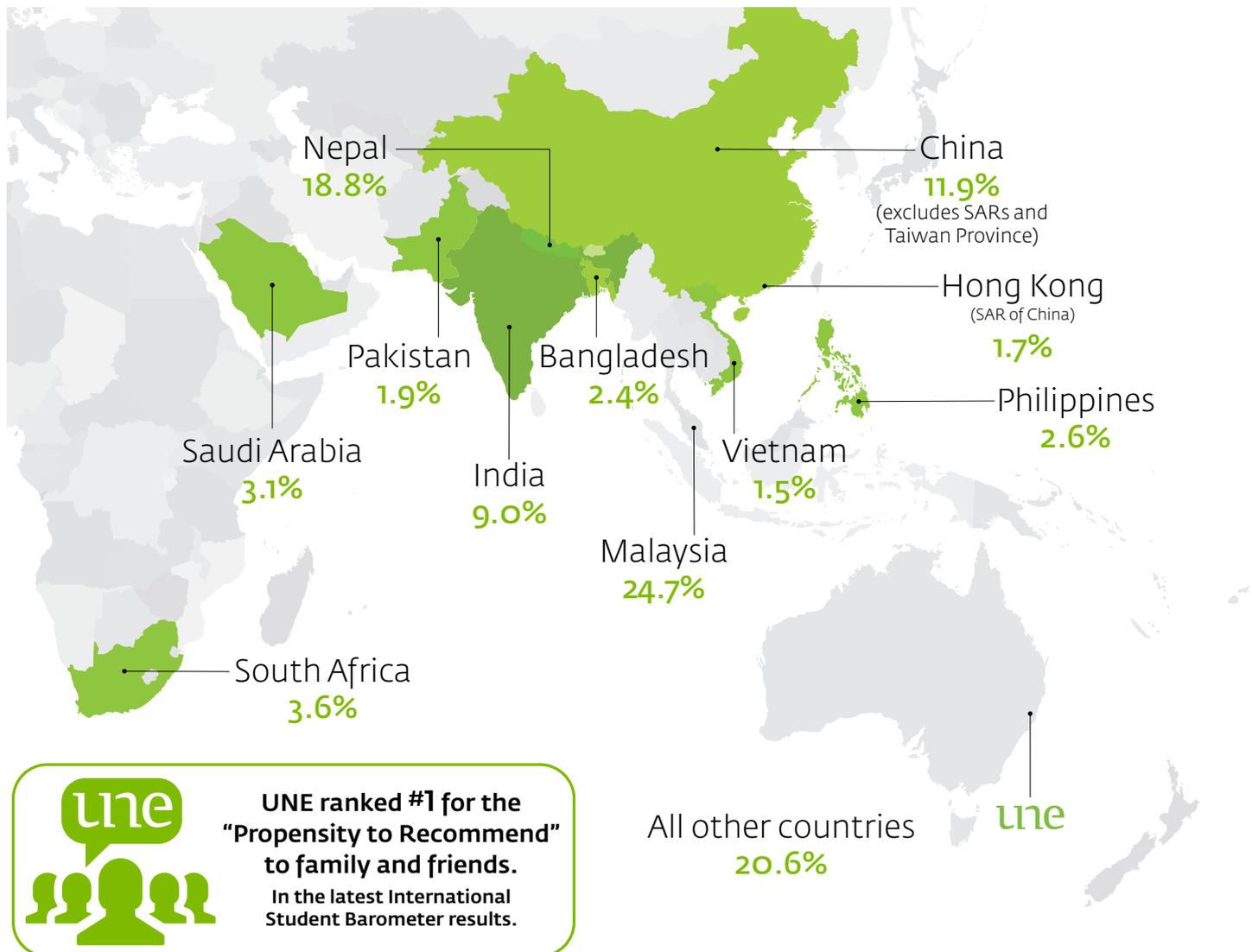
- Students - 25,328
- Student load (EFTSL) - 12,930.4
- Graduates - 3,630
- International HDR students - 246

The Good Universities Guide 2020 edition awarded UNE five stars for:

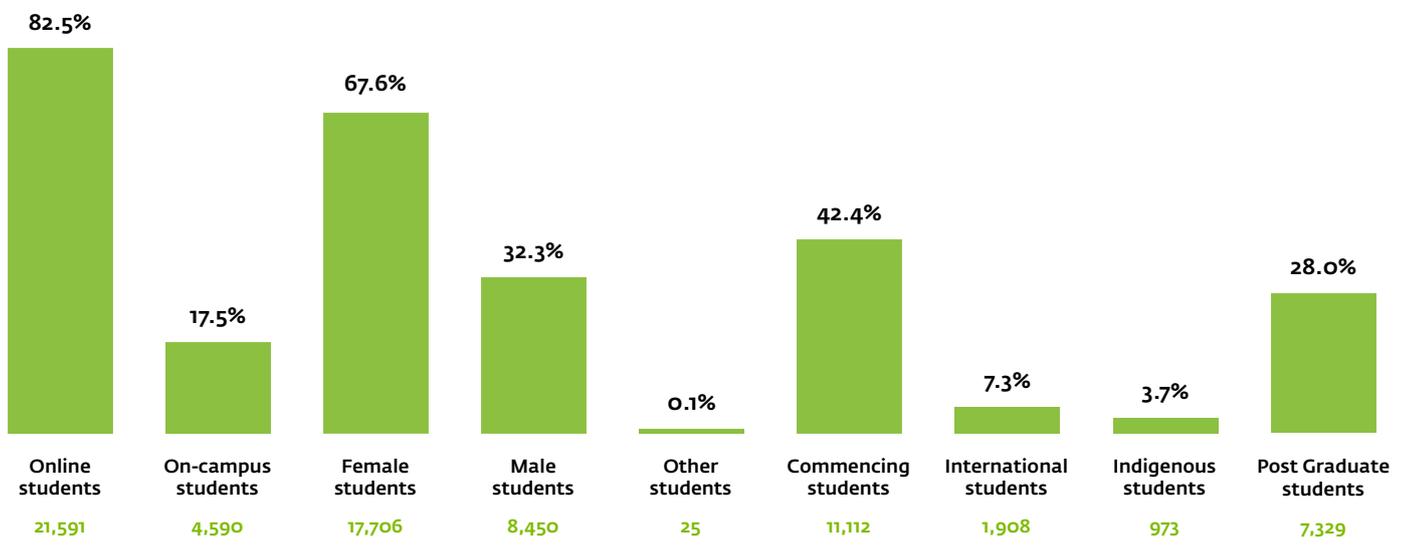


Student numbers

Top 10 countries for international students



2019 student enrolment demographics



Strategic Plan 2016-2020: *Together, we can do this*

In 2016, UNE developed and implemented its bold and innovative Strategic Plan 2016-2020: "*Together, we can do this*" to guide the University through an increasingly challenging higher education landscape. The plan set out our aspiration, purpose and strategy, and defined the values that underpinned our endeavours.

Aspiration

By 2020, we will be the University of Choice for students and researchers who desire to transform lives and help build resilient communities.

Purpose

Our role is to develop individual aspirations, potential and capability, and to enhance the future of our communities through quality research, fostering innovation and delivering a formative educational experience. The magnitude of our research and student participation is global. We will connect with our students for life. We will build enduring, global partnerships with industry, professions, business and government.

Values

- Creative, innovative, willing to change and take calculated risks;
- Respectful, approachable and helpful;
- Sustainable, robust and dependable; and
- Ethical, honest, accountable and authentic.

"*Together, we can do this*" will conclude in 2020.

While the themes and strategic priorities articulated in the plan remain relevant, we are reviewing our institutional strategy in the context of environmental and regulatory changes, and the evolving nature of student, community and institutional expectations.

In 2020, UNE will undertake a broad series of stakeholder engagements to develop a shared understanding of our mission, vision and strategic priorities. Concurrently, we will develop a planning and performance framework to ensure a coherent and comprehensive set of institutional plans to guide our activities over coming years.

↓ Northern Campus with Mary White College in the foreground University of New England, Armidale NSW.





↑ UNE's SMART Farm Innovation Centre, Armidale NSW.

Operational Report

The University of New England (UNE) progressed through 2019 and achieved significant outcomes as set out in our strategic plan, "*Together, we can do this 2016-2020*" despite a number of challenges posed by the current higher education environment.

Strategic Priority 1: Deliver excellent research with high impact

We will achieve international distinction in research in our chosen fields, which will positively impact and strengthen our communities.

The outcomes of the 2018 Excellence in Research Australia (ERA) exercise demonstrated the quality and impact of our research. UNE achieved high ratings across a number of key areas, including for the first time, genetics and veterinary science. In total, UNE achieved the highest rating of 5 (well above world standard) in 18 disciplines, including Environmental Sciences, Agriculture, and Mathematics. This represents a doubling in number of UNE's 5-star rated research disciplines from the ERA 2015 assessment.

UNE remained committed to engaging in ethically responsible open scholarly practices that support wider learning and research, foster the creation and dissemination of new knowledge, and contribute to strengthening learning, teaching and research outcomes. The implementation of Research UNE (RUNE) improved control and customisation of UNE's institutional repository and currently houses

25,144 publicly discoverable items. It supports other university functions such as academic promotions and the provision of accurate and reliable publication information. UNE continued to support authors to retain copyright for research outputs and make them free to read.

The University established a Collections Committee in 2019 to provide structure to the management of its diverse collections. The committee oversees collection management policy and procedure, and aids and reviews decisions. It provides advice to the Vice-Chancellor on significant matters relating to the development, documentation, care, access, research and interpretation of UNE's collections.

UNE continued to comply with the new Australian Code for the Responsible Conduct of Research (2018) under research integrity measures introduced in mid-2019. UNE built internal training capacity in research integrity to support the development of a high quality research culture, especially around the conduct of ethical research and research integrity. Over 100 staff completed face-to-face research integrity training in the second half of 2019. Transparent and integrated processes for the appointment of Faculty-based Research Integrity Advisors were established and specialised training provided. Formal procedures to investigate research-related complaints, based on the Australian Code, are now operational. These measures allow UNE to maintain a quality research culture of integrity with end-user driven solutions delivered to communities and industry partners.

Higher Degree Research

The diversity and excellence of UNE's research training is demonstrated by our PhD Medal award winners. The winning thesis titles reveal the diversity of topic area, application and dedication to solving global challenges. For example *Constructing Early Childhood Services as Culturally Credible Trauma Recovery Environments: An Exploration of Participatory Barriers and Enablers for Refugee Families* by Cherie Suzanne Lamb; *Historicising Islamisation in Pakistan: Constitutions, Contentions and Contradictions* by Imran Ahmed; *Carbon Storage and Emissions from Forest Products in Australian Landfills* by Fabiano de Aquino Ximenes; and *Improving Performance of Free-Range Laying by Hens* Zafar Iqbal. The diversity of this small group of PhD scholars is representative of the best PhD research undertaken at UNE, where 74 candidates successfully completed in 2019.

The Higher Degree by Research (HDR) Business Improvement Group sought to boost operational improvement through the review of end-to-end HDR support and administrative processes across both central and decentralised services within the University. The Group identified improved training for HDR candidates and supervisors as an immediate institutional priority. UNE is currently implementing renewed and comprehensive training packages for this group.

Research

The University invested approximately \$4.7 million in HDR scholarships, including 46 new scholarships over the next three years. UNE was successful in Australian Research Council (ARC) grants and fellowships, with our researchers awarded \$1.9 million across five ARC Discovery projects, including four Discovery Early Career Researcher Awards (DECRA). In addition, the University's investment in its UNE Post-Doctoral Fellowship (UNE-PDF) scheme, in operation since 2014, now supports 42 UNE-PDFs, including six newly awarded in 2019.

UNE had outstanding success in the prestigious Australian Research Council -Discovery Early Career Researcher Award (DECRA) in 2019. The successful researchers demonstrate the diversity of UNE's research and the competitiveness demonstrates the quality of research at UNE. The successful applicants include:

- Dr Deborah Bower – \$425,469 to investigate the capacity of farm dam management strategies to simultaneously support nature conservation and agricultural production;
- Dr Priscilla Gerber - \$425,941 to investigate the mechanisms of immune protection against infectious laryngotracheitis virus, a highly contagious respiratory disease in poultry;
- Dr Valentina Gosetti - \$329,246 to rediscover, document and analyse prominent regional voices swept aside by the powerful forces constructing national identity; and
- Dr Benjamin Henderson - \$373,857 to design an economically sound policy strategy for making the Australian agriculture sector carbon neutral by 2040.

Dr Lorina Barker, a leading Indigenous researcher, was awarded a prestigious Australian Research Council Discovery Indigenous award to investigate three Indigenous Songlines and explore their importance to cultural knowledge, history, language and identity. Dr Barker was also successful in collaborating with another ARC-supported project in 2019 - a Linkage

Project focussed on adult literacy in western NSW. Dr Barker attracted nearly \$1m dollars in funding towards Indigenous research in 2019 and stands as a distinctive emerging leader in this important area of our national development.

The SiMERR National Research Centre, originally the National Centre for Science, ICT and Mathematics Education for Rural and Regional Australia, celebrated 15 years of assisting rural and regional communities to achieve improved educational outcomes for students in the areas of science, information and communications technology and mathematics. *QuickSmart*, a SiMERR numeracy and literacy program for schools, achieved top ratings for engagement and impact in the first national assessment of Australian research released in 2019.

UNE is supporting education throughout the Pacific. One of our standout projects in 2019 was led by Associate Professor Pep Serow who has been collaborating with teacher education in Nauru for a number of years. Dr Serow was awarded \$685,000 by the New Zealand government to support teacher education in Nauru. This sits within a broader research effort that has attracted in excess of \$8m to support this vital area of applied research. This research seeks to develop the education capability of a Pacific island nation within its own territory, enabling a better future for Nauru. This research at UNE has real and enduring impact.

Rural crime costs the community and government millions of dollars in losses each year and has devastating social and economic impact. However, the data and evidence to prove the size and scale of this problem is lacking. In response, HASSE launched the world's only research centre dedicated to rural criminology to help tackle the rising cost of rural crime and develop evidence-based solutions to the issue. The Centre for Rural Criminology brings together a network of world-leading criminologists in partnership with law enforcement and the wider community.

The Faculty of Medicine and Health successfully applied for a Medical Research Future Fund research project through NSW Regional Health Partners in Advanced Care Planning worth \$650,000. The Faculty also launched the New England Institute for Healthcare Research (NEIHR), complemented by the development of a NEIHR website. The NEIHR addresses health and medical research that improves the lives of regional and rural Australians by focussing on three research priority areas:

- (i) growing, living and ageing well;
- (ii) healthy minds; and
- (iii) sustainable systems.

The Faculty of Science, Agriculture, Business and Law (SABL), an area of traditional strength for UNE, launched the Applied Agricultural Remote Sensing Centre (AARSC), which attracted over \$12 million in grant funding in 2019. The Faculty also established the SABL Graduate Research School (GRS) to better develop academic and enterprise skills among HDR candidates. The GRS provides enhanced support for supervisory staff and closer links to industry, professions and government. In addition, The School of Law, within SABL, established the First Peoples Rights and Law Centre. The new centre will continue consultations with the Indigenous community in 2020 to finalise function and direction.

Noteworthy SABL grant successes include:

- (i) three DECRA grants,
- (ii) one Discovery grant, and
- (iii) a major grant in excess of \$14 million to manage feral cats alongside the NSW Department of Planning, Industry and Environment (DPI). UNE's data transformation hub CASI (Computation, Analytics, Software and Informatics)

will undertake database design and app development for the project, as well as assist with analytics.

A number of new projects, funded by major Rural Research and Development Corporations, including Meat and Livestock Australia (MLA), Horticulture Innovation Australia (HIA), and the Cotton Research and Development Corporation (CRDC), will extend UNE's impact in the agricultural industry.

Table 1: Highest value research grant allocations in 2019

Project	Principal Researcher	Faculty/School	Funding Body	Amount
Develop strategies for effective feral cat control	Dr Guy Ballard	SABL/ERS	Environmental Trust - Environmental Research Program	\$14,683,126
Improve small ruminant production and supply in Fiji and Samoa	Dr Fran Cowley	SABL/ERS	Australian Centre for International Agricultural Research	\$1,850,000
Prepare for the RESET project to rebuild livestock production and restore biodiversity and communities through predator management	Dr Guy Ballard	SABL/ERS	NSW Department of Primary Industries	\$1,330,000
Manage the ammonia emissions and paddock moisture of confined livestock. The effects of stocking density on behaviour and group dynamics of cattle and sheep.	Dr Amy Tait	SABL/ERS	Meat & Livestock Australia	\$1,200,000
Novel technologies and practices of the optimisation of pollination within protected cropping environment	Dr Romina Rader	SABL/ERS	Horticulture Innovation Australia - Rural Research & Development for Profit Program	\$986,000
Implement precision agriculture solutions in Australian avocado production systems	Prof. Andrew Robson	SABL/S&T	Horticulture Innovation Australia	\$949,408
Soil Biology Initiative	Dr Oliver Knox	SABL/ERS	Cotton Research and Development Corporation	\$887,480
Improve natural capital (biodiversity) on Australian cotton farms	Dr Rhiannon Smith	SABL/ERS	Cotton Research and Development Corporation	\$803,596
Predict and schedule lamb supply with variable seasonal conditions	Prof. Lewis Kahn	SABL/ERS	Australian Meat Processor Corporation	\$700,000
Nauru Inclusive Education Project, 2019 to 2020	A/Prof. Penelope Serow	HASSE/EDU	New Zealand Foreign Affairs & Trade Partnership with Nauru	\$685,857
Long term intervention monitoring of the Warrego-Darling Rivers and Gwydir River Selected Areas	Prof. Darren Ryder	SABL/ERS	Environmental Water Office	\$636,863
Optimise temperate cow herd efficiency - a trans-Tasman Genetics Collaboration of early life fertility in beef cattle	Dr Robert Banks	AGBU	Beef & Lamb New Zealand Genetics	\$489,500



Research across the University depends on information technology support and fit-for-purpose, secure physical infrastructure to progress. Business units such as the Information Technology Directorate (ITD) and Facility Management Services (FMS) provide these critical supports and expertise. Key deliverables during the reporting period included:

- The use of Internet of Things (IoT) technology at the UNE SMART Farms to support remote monitoring of livestock projects;
- The installation of badge readers at priority facilities to improve biosecurity and management of real-time access;
- The upgrade and/or replacement of key temperature-controlled environments with backup power supply to critical research areas;
- The completion of modern specialist temperature control animal research environments, with supporting blood laboratories; and
- The installation of a secondary water system to provide redundancy to existing supply and in preparation of bore water being used at UNE's feedlot research facility, Tullimba.

Strategic Priority 2: Deliver an outstanding student experience

As well as high quality education, we will provide a formative experience that enhances our students' lives and enables them to excel personally and professionally, nationally and internationally.

Student experience

The University embarked on a strategic Academic Transformation program across all three Faculties in 2019, resulting in the redesign of several courses and units, in particular for online learners. These included 130 units and six courses across the Faculty of Medicine and Health, as well as courses in Nursing, Psychology, and Health Management, and courses in Criminology and Education in HASSE. A new model of support for final year students applying for graduate programs in Nursing returned positive employment outcomes for the students.

Improving processes to support students identified as at risk of failure remained a priority. One such project, the Science Outreach project, resulted in contact with 753 first-year science students. Preliminary evidence suggests that students who receive a call or email from a student advisor are 3.97% less likely to fail the unit, 6.85% more likely to pass the unit, and 2.23% less likely to withdraw after census. To further support student success, SABL established a First Year Network with an appointed coordinator in each of its Schools. Several targeted

initiatives resulted in increased Grade Point Averages and Pass rates, and reduced unit level attrition in large first year units.

A new Social Media and Communications Strategy improved student engagement with students reporting a feeling of belonging and increased confidence to approach the University when in need of assistance. UNE appointed a Clubs & Student Experience Manager to support student inclusion. The role provides guidance and governance oversight to about 40 clubs and societies on campus, under the auspices of UNE Life.

UNE expanded its Academic Integrity module to provide students with a comprehensive introduction to academic integrity practice.

Work began to improve student experience began across four key areas: online interface, personalised experience, student advising, and virtual community. Three pilots focused on student support and advice, and peer-to-peer tutoring are currently underway.

Phase one of the strategic project "Admissions 2021" began in 2019. The project provides advisory services to prospective students, with the option of phone-based admission across the majority of course admission categories.

Student wellbeing remains at the forefront of the UNE residential experience. Vulnerable college residents from low SES areas received support through Higher Education Participation and Partnership Program (HEPPP) funded projects. This support, totalling \$77,000, ranged from food vouchers to financial assistance for uniforms, travel assistance, psychological and medical services. Over 40 financial hardship residential scholarships were also awarded for 2020 – the majority to rural students, both commencing and returning, to ensure their university journey is not interrupted or halted by financial hardship due to the drought.

UNE's IT Service Desk was rated number one - the eighth time in the last nine years - by our students in the annual Service Quality Benchmark survey which measures IT support across participating Australian Universities.

SABL's undergraduate teams took first and second place at the International Food and Agribusiness Management Association (IFAMA) Student Case Study Competition in Hangzhou, China. Another SABL team won the Young Professionals division.

SportUNE assisted 70 students to compete in Division Two of the Australian University Games, held on the Gold Coast. Results were satisfying with the Women's Soccer team placing third overall. The Men's Futsal team won a silver medal, which placed them in the top 10 nationally. Both squads progressed to Division One of the Games.

Progress on infrastructure

The Bellevue Residential Campus precinct plan underpins the development of UNE's capital development programme for student accommodation. It lays out a roadmap to ensure our accommodation remains desirable and affordable and that demand for student accommodation is constant.

Work progressed on various projects with a development application lodged with State Government for the redevelopment of the Wright Centre. Planning for the Robb College development is complete with procurement processes to begin in 2020, subject to budget considerations. Wright Village student accommodation underwent extensive refurbishment, resulting in a new look and revitalisation of dated space.

UNE's onsite Yarm Gwanga Preschool and Early Education Centre underwent an extensive external upgrade in 2019. Comprising natural materials such as logs and stones, the new playspace encourages children's engagement with their environment through nature-based play.

Respect.Now.Always.

In May 2019, the University received the report from the independent review of residential colleges commissioned from the Human Rights Commission on sexual harassment and assault. Our commitment to a safe and respectful campus for staff and students is steadfast as we continue to act on these recommendations through our *Respect.Now.Always.* implementation plan.

Community Engagement and Support

UNE Residential Colleges supported firefighters and auxiliary personnel battling bushfires in the region providing 1,872 bed nights to frontline personnel. Any UNE staff impacted by the fires were also able to access accommodation support.

Minister for Indigenous Australians, the Honourable Ken Wyatt AM MP delivered the annual Frank Archibald Lecture at UNE's Oorala Aboriginal Centre. The public lecture was well attended and received positive feedback.

During the reporting period, Oorala Aboriginal Centre hosted over 220 high school students to various Oorala Youth programs and had 695 students enrol in Oorala units – each of which are designed around the Indigenous curriculum. In total, the University had over 1,000 Aboriginal and Torres Strait Islander students enrolled. This represents four percent of UNE total student cohort and is twice the national average.

Student Services and Amenities Fee (SSAF) Funded Initiatives

Online students resumed contributing to SSAF in 2019, resulting in new services to assist students visiting Armidale, including a free shuttle to and from the campus at set times, and a dedicated transfer service between arrival ports and student accommodation for those using public transportation.

UNE's student advocacy service, Uni4Me, underwent a rebrand to UNE Life Advocacy & Welfare in 2019. It successfully launched the UNE Life Food Pantry pilot project, which provides accessible food and hygiene products to students in need.

The SSAF-funded Radio Broadcast Assistant program within student radio, Tune!FM, provides casual employment to

students. The radio station, which celebrated 50 years in 2019, provides essential information sharing services to on-campus and online students. Tune!FM played a key role in providing up to date coverage of the bushfires that swept through the New England and surrounding areas from September 2019.

Strategic Priority 3: Diversify and grow income

We will have a diverse funding base in order to guarantee excellence in teaching, learning, research and innovation.

The University's partnership with Open University Australia (OUA) grew in 2019, with UNE offering the only online science and law courses in the OUA catalogue. Bespoke Courses, which sit alongside UNE's comprehensive offering of undergraduate and postgraduate degrees, also saw an increase in enrolments. The Bespoke program was shortlisted for the Australian Financial Review Higher Education Awards, and recognised with an Honourable Mention by the International eLearning Awards. Work is now underway on educational design and program content development for a new bespoke undergraduate diploma that will provide flexible entry pathways for students into UNE degrees.

The UNE BOOST short course program provided new online offerings in Regulatory Sciences as well as courses to support professional development for high schools teachers across NSW.

UNE combined study offers with accommodation offers to promote Residential Colleges for identified international markets. The initiative expects to result in up to 60 incremental international students that may otherwise not have come to UNE.

In 2019, UNE secured the assignment of intellectual property, developed by CASI with the Sheep CRC (ASKBILL, RamSelect, SheepDNA and an extensive weather database) for the purposes of commercialisation. CASI's achievements to date have strong evidence of research impact, industry engagement, innovative use of data science technologies and significant external funding support.

Strategic Priority 4: Digital dominance

We will be a global leader in the delivery of high quality and innovative teaching and learning, with digital and online education accessible 24/7 throughout the world.

UNE pioneered distance education in the 1950s as it saw a need to take education to the students, irrespective of their geography. The University switched to online education with the advent of the internet and continued to refine its performance in this space, moving further into an interconnected, rapidly changing market.

UNE upgraded key teaching technologies, including Moodle, Zoom, Equella, and Blackboard Predict in 2019. Project groups also made substantial progress in mapping the process for consulting on UNE's learning technology requirements and the procurement of appropriate tools in preparation for renewing our core learning environments in 2020. The Learning and Teaching Transformation (LaTT) business unit developed 42 adaptive learning case studies in support of a strategic project for the Faculty of Medicine and Health, scheduled to start in 2020. The team also led the development of a simulated health region for the University's Master of Health Management program.

In preparation of future online offerings, UNE's English Language Centre began an extensive curriculum renewal and capability development project to incorporate recent digital technologies in pedagogical approaches and strengthen support for international students.

UNE's data transformation hub, CASI went from strength to strength in 2019. It delivered projects to enable research for Biosecurity Detector Dog operations, yield forecasts for the sugar industry, increase community engagement in protecting the wetlands on the Northern Tablelands, connect livestock value chains, and helped to train the next generation of agricultural students in genetic selection and pasture and animal management.

Strategic Priority 5: Improve operational resilience

We will ensure our long-term resilience by improving flexibility, responsiveness, efficiency and reliability, and through adopting best practice in all things we do.

New and continuing projects have strengthened operational foundations on several levels to ensure they are robust enough to carry the University into the new decade.

Systems and processes

UNE introduced a new Curriculum Management system to guide governance and approvals workflow, eliminate current manual processes and provide for greater efficiencies and data use. The consolidation of admissions platforms resulted in an improved applicant experience when navigating online processes. Backend processes were also enhanced by shifting from discrete annual data sets to continuous rolling databases, providing ongoing operational and reporting benefits. In addition, UNE implemented new software to improve administering examinations and support the ongoing transition to online examinations. In 2019, 403 units offered the option of online examinations, with 7,501 online exam sittings.

The Academic Transformation program comprises three pillars: curriculum renewal, learning environments renewal and academic development. Significant cross-institutional planning and consultation took place in 2019 and resulted in the development of a UNE Course Design framework, which ensures the nature and capacity of our learning ecosystem meets the needs of our diverse learner groups and the launch of a new academic development framework and accredited offerings.

The University's suite of teaching and learning policies was consolidated in a single Teaching and Learning Rule with a set of nested procedures resulting in more student-centred administrative processes. It will be submitted to Council for approval in 2020.

Substantial staffing changes took place in the English Language Centre, moving from a highly casualised workforce to ongoing staff. Several school reviews were completed and the implementation of recommendations is underway.

UNE strengthened several of its cyber security practises and controls including enterprise security architecture, vulnerability management, security awareness, IT service continuity planning, security governance and incident management. The review will continue in 2020 with a focus on protecting priority information assets. The University also began to build cloud-hosted data centres in Sydney to provide capacity and scalability for future business processes and is rolling out a new, contemporary Identity and Access Management system to manage access to information resources.

Dixon Library recently joined JUSP, a Journal Usage Statistics Portal service, to facilitate the collection of data about use of e-books and e-journals at UNE, enable analysis of usage trends over time and allow benchmarking against other Australian universities.

Sustainability

There was a strong focus on sustainability in 2019, including for the UNE's Residential System. A more effective heat pump system was implemented and trialled at Wright College, resulting in cost savings of approximately \$30,000 per annum. This system will be rolled out to all residential colleges in 2020. Green waste recycling became the norm across all academic and residential campuses in 2019 with early returns indicating that 30% of waste was diverted from landfill through recycling and composting.

Armidale is in the midst of a severe drought with unprecedented impact on the town water supply. UNE took a very proactive approach, meeting with Armidale Regional Council and developing a response plan to reduce water consumption. Actions taken include:

- Implementing leak detections programs and installing additional water meters across campus and for each college;
- Applying for a license to undertake test drilling to determine the possibility of using bore water on campus; and
- Colleges introduced an Adopt a Plant program where greywater was used to keep flora alive during the drought.

UNE formed a Landscape Management Committee and Landscape Advisory Group to guide and endorse tree maintenance activities on campus. The initiative improved transparency and kept staff informed on landscape maintenance activities through the creation of an Urban Forest Maintenance website with an interactive tree map. The campus now also boasts conservation zones that promote natural regeneration of ecologically endangered communities, provide transport corridors for native wildlife and protect areas of Aboriginal significance.

Infrastructure

Infrastructure development in the Centre for Animal Research and Teaching (CART) resulted in increased capacity and scope for animal experimentation and improved utilisation of experimental spaces. Implementation of the CART review recommendations, in particular the application of best practice biosecurity, WHS and operational measures has improved the service platform for internal users and maintained the reputation of UNE as a quality research partner. New feed processing infrastructure was established on the Tullimba SMART Farm. It is linked to electronic data systems to provide industry best practice feeding and data management.

Strategic Priority 6: Create a bold and innovative culture

We will foster a constructive and engaged culture, where creative ideas and innovation thrive, and where staff flourish.

The University invested heavily in leadership development activities for senior leaders and key emerging leaders. Members of the Senior Executive Team and Senior Management teams also participated in a specific leadership program focused on supporting leadership growth both as individuals and as teams. This program made a demonstrable difference to the leadership capability of individuals and supported increased collaboration within the senior leadership team.

In addition to UNE's continued focus on leadership development, the University conducted an extensive staff engagement survey in 2019. The results of the Voice Project demonstrated the passion and commitment of our staff but also revealed some areas that require further focus going forward. The results of the survey outlined institutional priorities to support greater communication and collaboration across the University and the Senior Executive Team will continue to act upon the survey results in 2020.

UNE implemented an Academic Development Framework to support the continued professional learning of teaching-focused staff at UNE. Activities included workshops on digital learning and seminars on topics such as flexible assessment and open education resources.

At faculty level, the Faculty of Humanities, Arts, Social Sciences and Education (HASSE) ran an Academic Leadership Program (ALeAP), which supported 30 academics to develop their leadership and management skills while the Faculty of Science, Agriculture, Business and Law (SABL) launched the inaugural Early Career Researcher Awards in 2019.

Since its inception in 2016, the UNE SMART Region Incubator (SRI) has continued to grow in the number of start-ups (61) and processes for supporting founders through a structured SMART Sessions series, which has engaged over 3,500 people from across the New England North West region. Social media platforms for the SRI are growing weekly engagement on an average of 4.8% compared to 0.2% of similar incubators in NSW. The SRI has benchmarked its activities to the UBI Global World Rankings of Business Incubators and Accelerators, which shows that as a newly formed incubator, the SRI is tracking well on contributing to rural economic enhancement.

UNE was one of only 11 Australian Universities to receive full accreditation from FASEA for the new Graduate program in Financial Planning.

↓ Madgwick Hall,
University of New England,
Armidale NSW.





Governance

The University of New England (UNE) was formed under the University of New England Act, 1993 (NSW) (hereafter 'the Act') and its by-laws. In accordance with the Act, the Body of the University comprises the UNE Council, Convocation, the University's graduates and students as well as full-time members of staff as the by-laws may prescribe. The objective of the University, as outlined within the Act, is the promotion (within the limits of the University's resources) of scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence.

Council

The UNE Council is the University's governing authority and has functions conferred upon it by the Act. Under its powers of delegation, the Council establishes Committees of Council that are responsible for the analysis, review and endorsement of recommendations from the University's management, as well as for the identification of organisational risk and opportunities.

The aim of the University Council and its committees is to oversee the operation of UNE for the benefit of its students, staff, academic community and the wider community as a whole. The Council may make rules in relation to any activity or function of the University provided they are consistent with the Act and the University's by-laws.

The Council seeks to make decisions that contribute to the learning environment and the interests of the University's stakeholders in a positive and transparent manner.

Voluntary Code of Best Practice

The University of New England (UNE) complied with the Voluntary Code of Best Practice for the Governance of Australian Universities, in 2019.

Academic Board

The Academic Board oversees academic governance at the University, provides advice to the Council and Vice-Chancellor on academic matters, and provides a forum for discussion of research, teaching and student engagement and support.

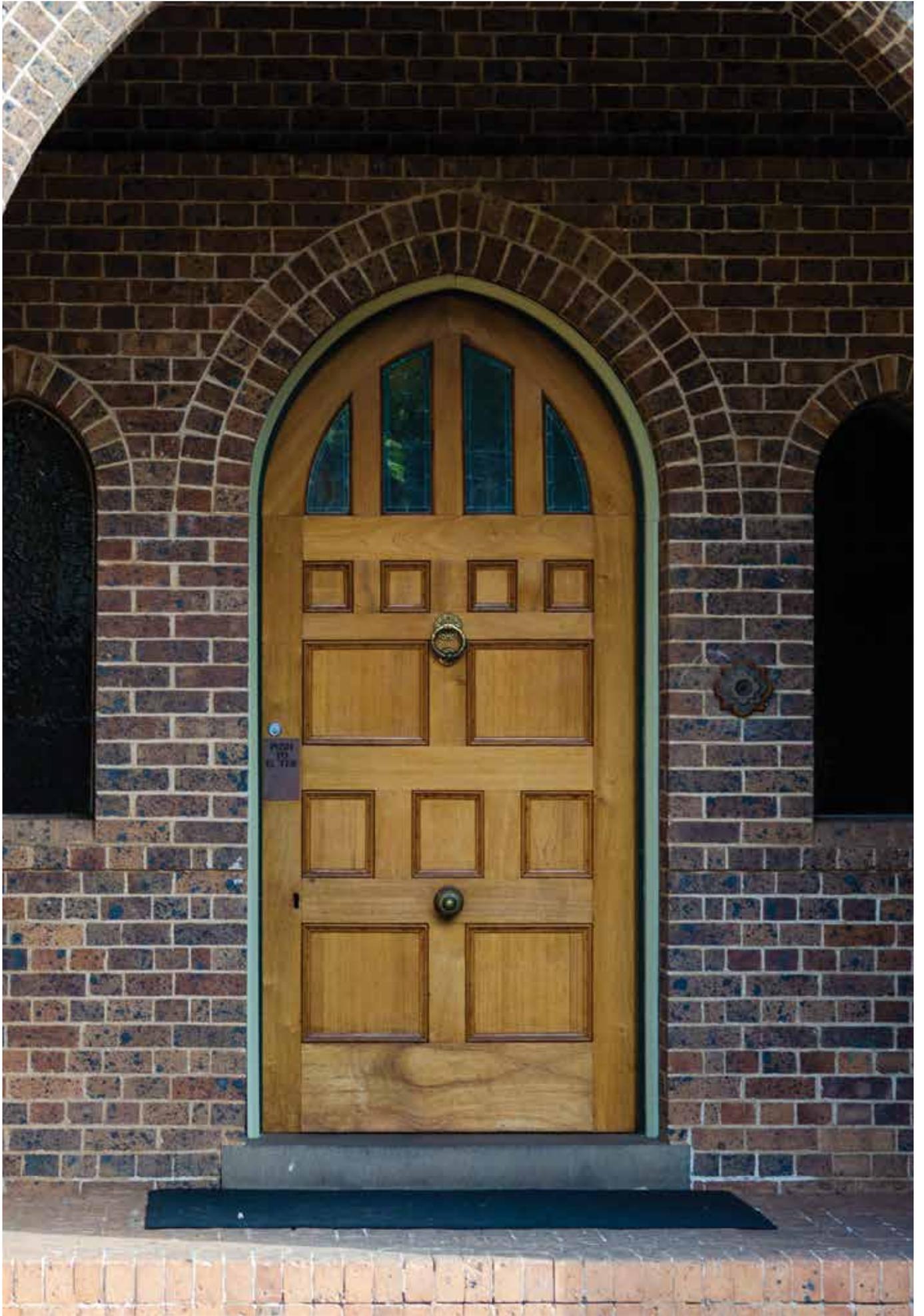
A key role of the Academic Board is to monitor the quality and integrity of the University's academic programs. The Board reviews and has oversight of the governance frameworks and policy instruments that guide the scholastic activities of the University. It provides a link between the University's internal quality assurance arrangements and the accountability of the Council for the quality of the higher education the University offers and for meeting the requirements of the Higher Education Standards Framework.



← Booloominbah,
University of New England,
Armidale NSW.

During 2019 the Academic Board and its Committees:

- Reviewed their terms of reference following the University wide restructuring, and considered significant course proposals and changes to UNE's Academic Calendar;
- Monitored and advised on ongoing works in progress, clarifying academic delegations, institutional benchmarks, areas of academic risk, the rationalisation of academic policies, and executed extensive reviews with the aim of improving Committee effectiveness and Board functions;
- Held thematic discussions on domains within the Threshold Standards, exploring opportunities for continuous improvement at UNE, and the effective interaction of governance and management functions;
- Monitored reports on student progress, learning outcomes, and student grievances and discussed areas of focus for change in the future; and
- Confirmed completion of actions and recommendations from an external review of human ethics structures, as well as from the external review of academic governance conducted in 2017.



Members of Council

Table 2: Members of Council, their qualifications and term of appointment

Appointment	Council members	Date elected ¹	Expiry date	Qualifications
Official	Chancellor, Mr James Harris (reappointed)	20/11/2014 20/11/2019	19/11/2019 19/11/2024	HonDUniv (UNE)
	Vice-Chancellor, Professor Annabelle Duncan	20/08/2014	05/07/2019	BSc, DipSc, MSc (Otago), PhD (La Trobe), HonDSc (Murdoch), PSM, FTSE
	Vice-Chancellor, Professor Brigid Heywood	15/07/2019	n/a	BSc (Hons) (Manchester), PhD (Liverpool UK)
	Chair Academic Board, Professor Mark Perry	18/06/2018 ³	18/06/2020	LLB (Hons) (Victoria, Manchester), DipSA (NCC UK), DipCompSci (Auckland), MJur (Auckland), Barrister-at-law (Canada)
Minister	Ms Meredith Symons (reappointed)	17/08/2016 17/08/2019	16/08/2019 16/08/2023	BFA, FCA
	Mr David van Aanholt (reappointed)	17/08/2016 17/08/2018	16/08/2018 16/08/2022	BBus (Land Economy), GradDipMgt, MBA (UNE), FAPI
UNE Council	Deputy Chancellor, Ms Jan McClelland AM	01/01/2018	31/12/2021	BA (Hons) (Syd), BLegS (Macq), FACEL, FIML, FAICD
	Mr Russell Evans	17/08/2018	16/08/2022	BBA (Charles Sturt), MBA (UNE), GAICD
	Ms Anne Myers (reappointed)	01/12/2016 01/12/2019	30/11/2019 30/11/2023	MBA (AGSM), GAICD
	Ms Rosemary Leamon (reappointed)	17/08/2016 17/08/2019	16/08/2019 16/08/2023	BFA (UNE), CA, GAICD
	Mr Robert Finch (reappointed)	01/01/2016 01/01/2019	31/12/2018 24/11/2020	ACA, FLGAA
Academic	Associate Professor Richard Scully	21/08/2018	20/08/2020	BA (Hons) (Monash), PhD (Monash)
Non-Academic	Mr Charles Hebblewhite	21/08/2018	20/08/2020	BEc BSc (ANU), BTh (MTC), GDipCompSci (UoN)
	Ms Louisa Quiddington	12/10/2018	11/10/2020	Undertaking BPsych (Hons)

← Main entrance to Booloominbah, University of New England, Armidale NSW.

¹ Council members may have served for previous terms or may be re-elected. The election date and term shown is the current term.

Council Committees

The UNE Council is supported in the execution of its duties by the:

- Academic Board;
- Audit and Risk Committee;
- Finance and Infrastructure Committee;
- Honorary Degrees Titles and Tributes Committee;
- Innovation and Development Committee;
- Nominations Committee;
- Remuneration Committee;
- Standing Committee of Council; and
- Vice-Chancellor Selection Committee.

Honorary Degrees

Council, at its meeting on 24 May 2019 unanimously resolved to award:

- Mr Paul Barratt AO, an Honorary Doctor of Letters *honoris causa* (HonDLitt); and
- Ms Wendy McCarthy AM, an Honorary Doctor of Letters *honoris causa* (HonDLitt).

Leadership

The Vice-Chancellor is the University's Chief Executive Officer (CEO) and is responsible for the management of the University and the implementation of the University's Strategic Plan.

The role of Vice-Chancellor and its functions is determined by the Act and includes official membership of the University's Council. The Vice-Chancellor has charge of UNE's administrative and financial activities, and manages the direction of the University's corporate planning, budget activities and implementation of policy.

The Vice-Chancellor reports directly to the Chancellor and the University Council. The Vice-Chancellor provides supervision to and receives support from a team of senior executives who provide strategic, policy and operational advice relating to their individual portfolios.

Senior Management Remuneration

Table 3: Senior Management Remuneration⁶

Band	Salary package band	Count and gender	Average remuneration
Above band 4	>\$562,650	1 female	\$627,082.81 ⁷
Band 3	\$345,551 to \$487,050	3 males	\$387,281.51
Band 2	\$274,701 to \$345,550	3 males and 1 female	\$307,684.98
Band 1	\$192,600 to \$274,700	1 male	\$180,174.02 ⁸
Below Band 1	< \$192,600	1 female	\$105,402.42 ⁹

² Commenced role on 15 July 2019.

³ Until 19 August 2019.

⁴ As from 26 August 2019.

⁵ Resigned role on 25 August 2019.

⁶ Public Service Sector Senior Executive bands as determined by the Statutory and Other Officers Remuneration Tribunal under the Statutory and Other Officers Remuneration Act 1975.

⁷ For the period 1 January to 19 August 2019.

⁸ For the period 1 January to 25 August 2019.

⁹ For the period 26 August to 31 December 2019.

Senior executive team

Vice-Chancellor and CEO

Professor Brigid Heywood²

Biological Sciences, BSc Hons (Manchester), PhD (Liverpool)

Professor Annabelle Duncan³

BSc, DipSc, MSc (Otago), PhD (La Trobe), DSc (Murdoch), PSM FTSE

Provost and Deputy Vice-Chancellor

Professor Todd Walker

BMedBiotech (Hons) (CSU), Grad Cert GCULM (CSU) PhD (CSU), GAICD

Deputy Vice-Chancellor Research

Professor Heiko Daniel

BSc, MSc (Hannover), PhD (UWA)

Pro Vice-Chancellor Academic Innovation

Professor Jonathan Powles

BMus (Sydney), DPhil (Oxford)

Pro Vice-Chancellor External Relations

Professor Mingan Choct

BSc (Inner Mongolia), MSc(UNSW), PhD (Sydney), Grad.Dip. Company Director (AICD)

Chief Legal and Governance Officer

Mr Brendan Peet

LLB (QUT), Grad Dip ACG, AGIA, ACIS, MAICD

Chief Operating Officer

Professor Peter Creamer

BSc (Aston), PhD (Nott), CEng, FIMechE, MCMII

Chief Financial Officer (Acting)

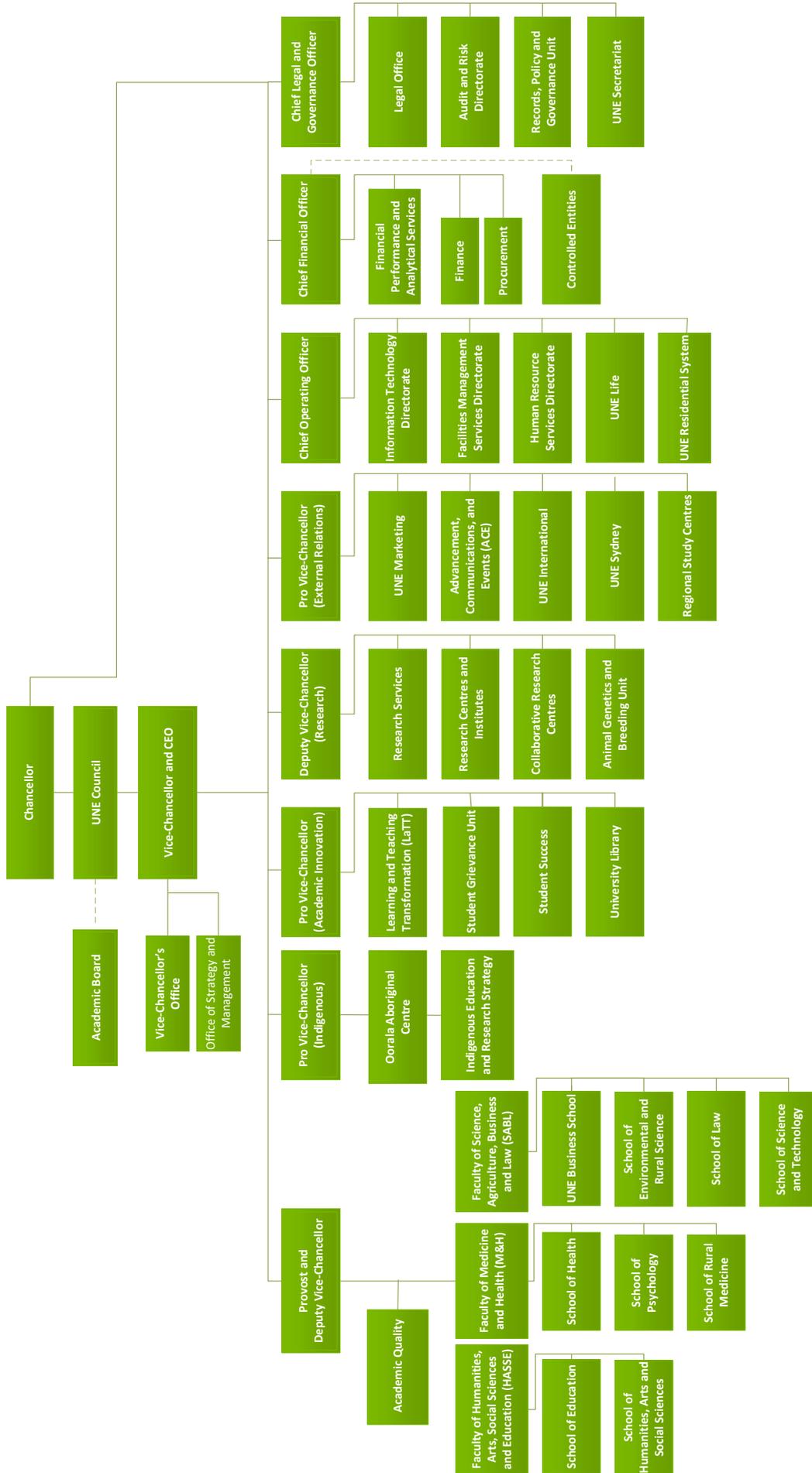
Ms Sandra Mathews⁴

BBus (Swinburne), CPA Australia

Mr Kris Kauffmann⁵

BBus (Econ Hons) (USQ), Grad Dip App Fin Inv (FINSIA), MSc (London), MAICD, MFTA

Organisational Structure



Ombudsman recommendations

The University did not receive any recommendations from the NSW Ombudsman concerning the University or its Council in the reporting period.

Privacy

Like other sectors, universities are subject to increasingly sophisticated phishing attempts seeking unauthorised access to personal information and upholding privacy principles is a major focus for UNE. This includes ensuring appropriate collection and use of personal information in daily operations and managing security of stored personal information in a business environment.

UNE's Privacy Officers considered 17 matters that progressed beyond general enquiry and discussion. This included a number of potential Privacy Breach investigations, one of which led to a voluntary Data Notification submitted to the Information Privacy Commission in early 2020.

Other detailed privacy matters included:

- Data storage arrangements of third party software provider software used for surveys;
- Guidance on survey design to ensure only relevant information was collected;
- Consent forms for use with the collection of health and patient information;
- Support for health information storage protocols;
- Records management, consent and use of photographic collections for outreach projects in the School of Education;
- Use of name badges;
- Use of analytics software; and
- Privacy of information in some systems/forms relating to parking and travel including the use of notifications.

Policy review and development of the Privacy Management Plan and associated tools was progressed as part of a broader policy reform program during 2019.

The UNE Privacy Officer Support continued to provide privacy support to faculties and service areas across the University.

Privacy training is available online and provided in person to individuals and small teams. The University planned and developed additional outreach activities to promote a strong privacy culture and embed privacy principles in the design of practices and systems in 2019. These activities will be implemented throughout 2020.

Risk Management

A Risk Management Framework was established which is consistent with AS/NZS ISO31000. An external review team previously assessed risk management and found that "Risk Management at the University of New England is generally sound, with opportunity to further integrate Risk Management into everyday UNE activities, and build a risk-conscious culture throughout UNE."

Internal Audit and Risk Management Attestation Statement for the 2019 Financial Year

I, Professor Brigid Heywood, am of the opinion that the University of New England has internal audit and risk management processes in operation that are compliant with the eight (8) core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector, specifically:

Note: The Internal Audit and Risk Management Policy for the NSW Public Sector is a Treasurer's Direction issued per section 9 of the Public Finance and Audit Act 1983. Section 9(4) (b) of the Public Finance and Audit Act 1983 provides that Directions issued under section 9 shall not apply to Universities.

Core Requirements

Risk Management Framework

1.1 The agency head is ultimately responsible and accountable for risk management in the agency.

Compliant.

1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000.

Compliant.

Internal Audit Function

2.1 An internal audit function has been established and maintained.

Compliant.

2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing.

Compliant.

2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.

Compliant.

Audit and Risk Committee

3.1 An independent Audit and Risk Committee with appropriate expertise has been established.

Compliant.

3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations.

Compliant.

3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.

Compliant.

Membership

The chair and members of the Audit and Risk Committee are:

- Independent Chair, Jan McClelland, member since 16 February 2009
- Independent Member 1, Robert Finch, member since 16 February 2009
- Independent Member 2, Anne Myers, member since 1 December 2015
- Independent Member 3, Rosemary Leamon, member since 1 December 2015
- Independent Member 4, David Van Aanholt, member since 7 December 2016

Cyber Security Policy Attestation

I, Angie Hendrick, believe the Information Technology Directorate have managed cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy within the caveats set out below.

Cyber security risks to the information and systems of the University of New England are continually assessed and our capability improved in line with an ongoing program of work.

Governance is in place to manage the cyber-security maturity program.

We met the requirements articulated in the Policy with the following digressions:

- The University employment policy does not currently include security screening for staff in administrative roles;
- Processes for sharing security threats and intelligence with government agencies are not yet in place;
- Implementation of a Cyber Security Management system is planned but not yet underway; and
- The Australian Cyber Security Centre recommends eight controls, of which the University has implemented four with four in progress. Independent review/audit/certification of effectiveness of the controls that are in place has been undertaken by various agencies and methodologies.

There exists a current Cyber Incident Response Plan for UNE, which was tested during the reporting period (Student Management System). This is part of an improvement program and will be retested (Finance System) in 2020.

UNE is also in the third year of a three-year program of works to uplift our Cyber Security Maturity from (Capability Maturity Model) level 1 to level 3.

Government Information Public Access (GIPA)

Details of the agency's review under S7(3) of the Act during the year and details of any information made publicly available as a result of the review.

Our agency's program for proactive release of information involves monitoring the nature of GIPA applications received and identifying information that may be of interest to the general public.

The agency also reviews the relevance and accuracy of the Open Access Information available on its website on an ongoing basis.

During the reporting period, UNE reviewed the program and discussed, at a senior level, possible new Open Access Information. The agency did not release any new information in 2019.

Total number of access applications received during the year (including withdrawn applications but not including invalid applications):

UNE received 16 applications in 2019.

Total number of access applications received that agency refused, either wholly or in part, because the application was for disclosure of information for which there is conclusive presumption of overriding public interest against disclosure:

Nil.

↓ SportUNE,
University of New England,
Armidale NSW.



Schedule 2: Statistical information about access applications (Clause 7)

Table 4: Number of applications by type of applicant and outcome¹⁰

	<i>Access granted in full</i>	<i>Access granted in part</i>	<i>Access refused in full</i>	<i>Information not held</i>	<i>Information already available</i>	<i>Refuse to deal with application</i>	<i>Refuse to confirm/deny whether information is held</i>	<i>Application withdrawn</i>
Media	0	1	0	1	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	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	1	0	0	1	0	0	0	0
Members of the public (other)	4	6	0	1	0	0	0	1

Table 5: Number of applications by type of application and outcome

	<i>Access granted in full</i>	<i>Access granted in part</i>	<i>Access refused in full</i>	<i>Information not held</i>	<i>Information already available</i>	<i>Refuse to deal with application</i>	<i>Refuse to confirm/deny whether information is held</i>	<i>Application withdrawn</i>
Personal information applications¹¹	1	3	0	0	0	0	0	0
Access applications (other than personal information applications)	3	4	0	3	0	0	0	1
Access applications that are partly personal information applications and partly other	1	0	0	0	0	0	0	0

¹⁰ 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 B.

¹¹ A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table 6: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	1
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	1
Invalid applications that subsequently became valid applications	0

Table 7: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

	Number of times consideration used ¹²
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

Public Interest Disclosure

During 2019, UNE, as part of their induction program for new employees, provided training on the UNE Public Interest Disclosure Rule and Public Interest Disclosure Procedure.

Statistical information on the number of Public Interest Disclosures (PIDs) is detailed in the table below.

Table 8: Number of PIDs received and completed

Particulars	1 January 2019 to 31 December 2019
Number of employees that received training	179
Number of PIDs received	0
Categorisation of PIDs received:	
• Corrupt conduct	0
• Maladministration	0
• Serious and substantial waste	0
• Government information contravention	0

¹² More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Legal Change

Legal changes with the most direct impact on the University are set out below.

Higher Education Loan Program (HELP) changes

The *Higher Education Support Legislation Amendment (Student Loan Sustainability) Act 2018*, was passed on 14 August 2018. It implemented a number of changes, including:

- from 1 January 2019:
 - new lifetime cap on the money the government will loan University and Vocational and Educational Training (VET) students for tuition fees, the Higher Education Loan Program (HELP) came into effect on 1 January 2019 and will be set at \$104,440 for most students, and \$150,000 for those studying medicine, dentistry or veterinary science;
 - renewable HELP balance which permits compulsory or voluntary amounts that are repaid to be re-borrowed in the future; and
 - removal of 25% FEE-HELP loan fee for undergraduate students at specified providers;
- from 1 July 2019:
 - changes to the minimum HELP repayment threshold and repayment rates;
 - indexation of HELP repayment thresholds using CPI; and
 - amending the order of repayment of some student loan debts.

Freedom of Speech

The public discourse around freedom of speech and academic freedom developed and matured in 2019. The *French Report* on freedom of speech at universities was carefully considered by the UNE Council and a working party established by the UNE Academic Board.

UNE is developing a new statement on freedom of speech and academic freedom, and when it is adopted it will replace UNE's current Intellectual Freedom Statement. This will ensure that the way UNE articulates its enduring commitments to these principles will remain aligned, in purpose and language, to both community expectations and the anticipated changes to the Higher Education Support Act 2003 (Cth) in 2020.

Modern Slavery

The *Modern Slavery Act 2018* (Cth) came into force on 1 January 2019. The commencement of the *Modern Slavery Act 2018* (NSW), which was expected to come into force on 1 July 2019, has however been delayed.

The *Modern Slavery Act 2018* (Cth) applies to entities based, or operating, in Australia with consolidated revenue of at least AU\$100 million. The main requirement under the legislation is to give an annual Modern Slavery Statement to the Minister, describing the risks of modern slavery in operation and supply chains of reporting entities owned or controlled by those entities.

UNE is committed to ensuring that its operations and supply chains are free from modern slavery. UNE has responded to the *Modern Slavery Act 2018* (Cth) by developing a modern slavery action plan that has been approved by UNE's Senior Executive Team. UNE is conducting a thorough scan and

risk assessment of its operations and supply chains; and managing risk by implementing controls in procurement, supplier contracts, research approvals and management. UNE monitors outcomes and performance through its compliance management system, and by compiling an annual report to the Government in accordance with its legal requirements..

Foreign Interference

The *Foreign Influence Transparency Scheme Act 2018* (Cth) (FITSA) commenced on 10 December 2018. Under the scheme, any person (including a University) that undertakes parliamentary lobbying, general political lobbying, communications activities or disbursement activities on behalf of a foreign principal is required to register with the Attorney General's Department unless an exemption applies.

The definitions of "foreign principal" and "registrable activity" are broad. The scheme establishes criminal offences for failing to comply with obligations under the scheme, failing to register and providing false or misleading information or destroying records.

UNE's commitment to meeting its obligations in relation to foreign interference, and its response to the applicable legislation, have been guided by the "*Guidelines to Counter Foreign Interference in the Australian University Sector*". These were developed by the University Foreign Interference Taskforce and published in November 2019. The guidelines and UNE response was considered by UNE leadership; and in December 2019 the Vice-Chancellor commenced a whole of University process of awareness and engagement with UNE staff. UNE's commitments have been incorporated into UNE's compliance management system. UNE is reviewing applicable policies and other actions to strengthen its internal controls.

Significant judicial decisions affecting agency

On 17 January 2019, following an appeal by the University, the Full Bench of the Fair Work Commission handed down a decision in arbitration of a dispute brought by the National Tertiary Education Industry Union concerning academic workloads. The appeal was upheld in part.

Consumer response

The Student Grievance Unit (SGU) received 400 grievances in the reporting period, including 180 complaints containing more than one issue. This is a slight increase from the 347 received in 2018. The nature of the complaints were multifaceted and of increasing complexity. Of note, is the recurring prominence of concerns relating to assessments and examinations, followed by issues relating to unit content, intensive schools, teaching standards and supervision.

The number of student conduct matters increased from 111 in 2018 to 146 in 2019. Sixty-one of these misconduct complaints were academic with the vast majority of reports generated from an invigilated exam setting, while 85 related to student behaviour. The increase in student conduct matters may be attributed to several factors, including enhanced awareness of reporting avenues, increased confidence to report, and active bystander intervention.

There was also an increase in the reporting of matters relating to sexual assault and harassment. This increase may be attributed to an increase in confidence in university

processes, confidentiality, transparency and support. SGU has observed increased bystander reporting and enquiries around *Respect.Now.Always.* related matters.

SGU has also experienced an increase in complaints concerning students presenting with mental health issues and requiring the assistance and support of the Access, Inclusion and Wellbeing unit.

In addition to processing complaints, SGU made several business improvement recommendations across the University in 2019, after identifying disparities within policy and procedures. These recommendations have resulted in amendments to relevant

policy documents and business practices and included matters inherently linked to the student experience and retention.

Academic Assessment Appeals relating to Unit Assessment dominated in 2019. To appeal a unit assessment the student must present a case demonstrating how the original marking was inconsistent with the requirements of the Unit Guide/Outline. As SGU are not authorised to reject any appeal, those appeals that were submitted and did not meet the required criteria were processed and sent to the specific school and are included in these statistics.

Table 9: 2019 Academic Assessment Appeals

Academic Assessment Appeals	Total	Progressed to next level of appeal
Appeals related to Unit Assessment	285	25
Appeals related to Assessment of a Practical and/or Professional Work Experience	3	0
Appeals against the Application of School Assessment Policies and Procedures	26	3
Appeals related to Special Assessment Application Outcomes	29	5
Appeals related to Exclusion for Insufficient Course Progress	28	3
Appeals related to Bachelor with Honours Assessment of Dissertations/Theses	7	3
Appeals against Results for Graduate Diploma and Non-Research Master Dissertations and Theses	1	0

Table 10: 2019 Complaints

Complaints	Total
Total number of complaints received	400
One issue within complaint	220
Multiple issues within complaint	180
	400
Complaints by students	392
Complaints by staff	6
Complaints by public	2
	400
Behavioural Misconduct (RNA & Sexual Assault/Harass included)	85
Academic Related Misconduct reports (Invigilated exam included)	61
Academic related complaints	178
Other complaints (Administrative, fees etc..)	76
	400
Sexual Assault/Sexual Harassment complaints	8
Officially recorded disclosures	5
RNA complaints (includes hazing, exposure, inappropriate material)	33
	46



↑ Dixson Library,
University of New England,
Armidale NSW.

Workplace

Industrial Relations

The *UNE Academic and English Language Teacher Staff Collective Agreement 2014 – 2017* or the *UNE Professional Staff Collective Agreement 2014 – 2017* primarily governs the conditions of employment of staff. Negotiations with staff representatives continued throughout 2019. The University expects to finalise a new agreement in early 2020.

The *Staff Code of Conduct* is the primary rule that sets out the expectations expected of staff employed by UNE.

Workforce diversity

Workplace

The University undertook a range of initiatives to progress diversity in 2019. The Diversity Advisory Committee, which met regularly during the year, oversaw the development and implementation of many of these initiatives.

Activity highlights:

- UNE became a member of the Allies Network, resulting in a stronger voice and connection for our LGBTQI community.
- In addition to its continued compliance to the Workplace Gender Equity Act 2012,

UNE undertook an extensive analysis and review of gender data in 2019. This review will inform future strategies to support gender equality in the workplace.

- UNE launched its new *Aboriginal Employment Strategy, 2019 – 2023*. A key deliverable within the Strategy is the appointment of a Pro Vice-Chancellor Indigenous. The role will be filled in 2020.
- *Early Career Academic Program* leadership programs continued as in previous years. These programs support leadership and development opportunities for female staff members.
- The *Accessibility Action Plan 2019 – 2022* was finalised.
- Over 130 staff completed the *Cultural Connections Program* in 2019. The training provides participants with an understanding and appreciation of Aboriginal people, their culture and history.
- UNE introduced a new online inclusion program to improve staff understanding of diversity and inclusion.
- A large number of managers and key staff undertook leadership in action training provided by Rape and Domestic Violence Services Australia.

UNE's Facilities Management Services engaged a local Anaiwan man to ensure understanding and appreciation of the campus' cultural heritage when planning for its conservation. Over 1,600 artefact sites were identified on UNE properties, documented and will be registered with the Office of Environment and Heritage. The sites are used to teach younger members of the Aboriginal community about cultural history, how to identify archaeological artefacts, and how to prepare the paperwork to register sites.

Stone tools, stored in the Archaeology Department, were repatriated to Western Australia. In addition, cultural investigations were undertaken for a number of capital projects including a lake remediation project, scoping a mountain bike track and disposal of clean fill at a local quarry. FMS held a cultural induction ceremony at the solar farm and implemented conservation zones to protect areas of Aboriginal significance. UNE is also collaborating on a project with National Parks and Wildlife and an organisation called "Firestix" to undertake cultural hazard reduction burns in national parks.

Table 11: Trends in the representation of EEO groups: academic staff¹³

EEO group	NSW benchmark or target	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Women	60%	42%	44%	45%	46%	45%	47%	47%	45%	48%	47%	48.3%
Aboriginal people & Torres Strait islanders	2.63%	0.5%	1.1%	1%	1%	1%	1%	1%	1%	1%	1%	1.4%
People whose first language was not English	19%	21%	20%	18%	18%	18%	16%	15%	16%	18%	15%	14.0%
People with disability	N/A	8%	7%	6%	5%	5%	4%	4%	3%	3%	3%	2.4%
People with a disability requiring work-related adjustment (targeted increase)	by 1.1% (2011) 1.3% (2012) 1.5% (2013)	2%	2.3%	1.8%	2%	n/a						

Table 12: Trends in the representation of EEO groups: general staff

EEO group	NSW benchmark or target	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Women	60%	61%	61%	61%	61%	63%	62%	62%	61%	60%	60%	60.7%
Aboriginal people & Torres Strait islanders	2.63%	2%	2.2%	2.3%	2%	2%	2%	2%	2%	2%	3%	3.3%
People whose first language was not English	19%	3%	3%	3%	4%	4%	5%	5%	5%	4%	4%	4.0%
People with disability	N/A	7%	6%	6%	6%	5%	5%	5%	4%	5%	3%	3.0%
People with a disability requiring work-related adjustment (targeted increase)	by 1.1% in 2011 by 1.3% in 2012 by 1.5% in 2013	2.2%	2.3%	3%	n/a							

¹³ All statistics exclude casual staff.

Table 13: Trends in the distribution¹⁴ of EEO groups: academic staff

<i>EEO group</i>	<i>NSW benchmark or target</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>
Women	100	80	81	81	94	95	95	94	96	94	95	94
Aboriginal people & Torres Strait islanders	100	n/a	n/a	n/a	n/a	84	84	88	87	82	89	88
People whose first language was not English	100	96	99	97	99	100	101	103	102	101	100	100
People with disability	100	93	96	101	103	109	107	106	104	100	110	111
People with a disability requiring work-related adjustment (targeted increase)	100	n/a										

Table 14: Trends in the distribution of EEO groups: general staff

<i>EEO group</i>	<i>NSW benchmark or target</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>
Women	100	86	88	87	88	86	88	89	92	93	92	92
Aboriginal people & Torres Strait islanders	100	n/a	n/a	n/a	83	87	87	80	92	84	76	81
People whose first language was not English	100	107	106	110	112	99	101	103	105	103	108	111
People with disability	100	93	92	91	93	99	94	98	101	105	101	106
People with a disability requiring work-related adjustment (targeted increase)	100	n/a										

¹⁴ A distribution index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases, the index may be more than 100, indicating the EEO group is less concentrated at lower salary levels.

Multicultural policies and services

The University currently has a draft *Multicultural Action Plan 2019-2020*, which aligns to the principles of the Multicultural NSW Act 2000. The timing of the current draft has been defined to align with the UNE Strategic Plan 2016-2020, Together we can do this. While the plan was being developed a range of activities under the previous plan continued to be progressed.

The key objectives of the previous plan actioned in 2019 were to:

- Provide an inclusive environment that supports and embraces a knowledge of, and respect for, cultural diversity and inclusion is free from harassment and discrimination;
- Provide education programs that reflect cultural and international awareness; and
- Strengthen collaboration between UNE and the local community to enrich the experiences of our culturally diverse students and workforce.

Key activities undertaken to support the above objectives included:

- The *Respect. Now. Always.* project, established in 2017, implemented significant positive changes to improve processes and raise awareness in relation to sexual harassment.
- UNE undertook a Global Connections Program in 2019 to:
 - Build better connections between international and domestic students.
 - Provide international students opportunity to improve their English language skills while encouraging domestic students to engage with other cultures and people to increase their understanding of the world outside Australia.
 - Address key areas such as confidence building, pronunciation and emphasis, vocabulary building, life skills and cross-cultural competency.
- The University participated in a range of community and international student events, such as:
 - Culture Fest 2019, which was held in conjunction with community partners;
 - learn how to swim programs for adults and children;
 - an English Language program;
 - a diversity expo; and
 - a driving program, which provided two free driving lessons to students and their spouses through a local driving school.

- UNE presented 100 repurposed computers to Ezidi students at the local high school to support their study and other connectivity needs. The University also awarded English Language Centre scholarships to two Ezidi recipients to assist with improving their language skills.

Agreements with Multicultural NSW

The University does not currently have any agreements with Multicultural NSW

↓ Flags atop Booloominbah, University of New England, Armidale NSW.





Workplace Health and Safety (WHS)

The Work Health and Safety (WHS) team has responsibility for safety, emergency management, business continuity, and health and wellbeing at UNE and deliver key services comprising:

- Hazard and risk management;
- Regulatory compliance;
- Training and administrative functions;
- Emergency and business continuity planning;
- The management of hazardous substances (biological, chemical and radioactive);
- Plant and equipment safety;
- Workers compensation and injury management; and
- Proactive wellness initiatives.

The *UNE Work, Health & Safety, Wellbeing and Emergency Management Strategic Plan 2018-2020* guides WHS activities. Its key objectives are to:

1. Develop and maintain our capability to effectively manage safety and our organisational hazards and risks;
2. Provide training, support and motivate our staff to effectively identify, report and investigate workplace incidents, hazards and risks;
3. Develop our culture to embed safety and wellbeing into all processes and tasks to continuously improve performance;
4. Build resilience through structured Emergency Management & Business Continuity planning and response practices; and
5. Support the Health and Wellbeing of our staff and students and deliver appropriate Injury/Illness Management.

Significant outcomes achieved against these objectives in 2019 included:

- UNE captured Hazard reporting and incident management data through Skytrust Reporting and recorded 198 incidents and 46 hazards in 2019. The numbers are consistent with those from 2018. The overall trend since 2017 is positive and confirms a growing culture of safety awareness at UNE.
- UNE developed new learning packages and centralised training initiatives in 2019. These included three induction packages for staff and visitors, namely WHS General Induction, UNE SMART Farm Induction and FMS Contractor Induction.

- Staff now have access to a centralised Risk Assessment process when planning activities, travel, and fieldwork.
- A Hazardous Substance Project Plan was developed. In addition, a number of staff and senior management completed Due Diligence training, Asbestos Awareness training and Risk Management training.
- A number of proactive safety, and health and wellbeing events took place during National Safe Work Month in October 2019. These events supported the theme 'Be a Safety Champion' and included safety presentations, mental health forums, and other workshops.
- UNE developed comprehensive Emergency Warden training programs and held practical evacuation exercise across the academic and residential campuses.

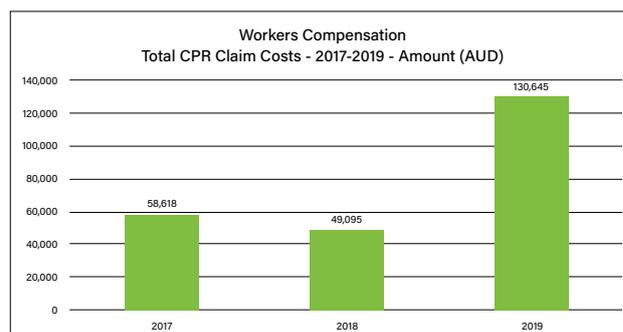
Workers' Compensation data for 2019

Injuries and claim performance data recorded in 2019 was higher than in 2018. The increase supports trends of a growing awareness of safety, health and wellbeing and consequent reporting thereof rather than any adverse trends.

Cost data, as shown below, is at the time of reporting each year. Data from previous years are subject to change due to the estimated future claim costs for that year.

- Total number of claims for 2019: 20
- Total time loss incurred for 2019: 3,128 hours
- Total claim costs for policy year 2019: \$130,645.67
- Total claim costs for policy year 2018: \$49,095.46
- Total claim costs for policy year 2017: \$58,618.38

Figure 1 : Total CPR claim costs 2017-2019



Staff numbers

Table 15: UNE staff numbers¹⁵

		Female	Male	Total
<i>Staff in schools</i>	Professor (E)	13	51	64
	Associate Professor (D)	26	37	63
	Senior Lecturer (C)	66	74	140
	Lecturer (B)	114	82	196
	Tutor (A)	32	28	60
	Total academic staff	251	272	523
	HEO10+	0	2	2
	HEO9	0	0	0
	HEO8	1	2	3
	HEO7	2	4	6
	HEO6	1	5	6
HEO5	4	3	7	
HEO4	1	0	1	
HEO3	1	0	1	
Total non-academic staff	10	18	28	
Total staff in schools	261	290	551	
<i>Staff in management, administration and centres</i>	Professor (E) and above	2	3	5
	Associate Professor (D)	2	0	2
	Senior Lecturer (C)	5	2	7
	Lecturer (B)	8	4	12
	Tutor (A)	4	4	8
	Total academic staff	21	13	34
	HEO10+	29	42	71
	HEO9	22	19	41
	HEO8	55	38	93
	HEO7	71	51	122
	HEO6	95	47	142
HEO5	113	53	166	
HEO4	48	21	69	
HEO3	12	7	19	
HEO2	6	4	10	
HEO1+	0	0	0	
Total non-academic staff	451	282	733	
Total staff outside schools	472	295	767	
<i>Staff in Controlled Entities</i>		9	16	25
UNE total at 31 March, 2019	742	601	1,343	
UNE total at 31 March, 2018	716	599	1,315	

¹⁵ Data provided by Business Intelligence.



Finance

↑ Natural History Museum Building,
University of New England,
Armidale NSW.

UNE Budget and Structural Surplus

Table 16: Budget and Structural Surplus

Comparison to Budget	2019	2019	2020
Parent Entity	Budget	Actual	Budget
University of New England	\$M	\$M	\$M
Teaching Income	236.5	266.0	243.2
Research & Grant Income	74.7	48.6	72.2
Other Income	28.3	23.9	30.7
Total Income	339.5	338.5	346.2
Employee-related Expenses	192.1	201.2	202.3
Non Payroll Expenses	129.3	120.0	124.6
Underlying Result	18.1	17.3	19.4
Interest Income	3.2	2.7	3.1
Interest Expense	0.2	0.5	0.0
Depreciation & Amortisation	24.3	24.4	24.4
Operating Profit	(3.3)	(4.8)	(2.0)
One-off Income	9.0	0.0	2.0
One-off Expenditure	2.0	0.0	0.0
Operating Result attributable to members of the University of New England	3.7	(4.8)	0.0

Structural Surplus			
Description	2019		
	Budget	Actual	Variance
Financials	\$M	\$M	\$M
Teaching Revenue	236.5	266.0	29.5
Operating Revenue	103.0	72.5	(30.5)
Payroll Costs	192.1	201.2	9.1
Non-Payroll Costs	129.3	120.0	(9.3)
Operating Surplus	18.1	17.3	(0.8)
Interest Inc & Exp & Depreciation	21.3	22.2	0.8
Underlying Surplus/(Deficit)	(3.3)	(4.8)	(1.5)
Net Result	3.7	(4.8)	(8.5)

Overseas travel

- The former Vice-Chancellor and CEO, Prof Annabelle Duncan, travelled to Indonesia and Bhutan to attend a UNE-hosted collaboration event with high-level stakeholders and local universities.
- The Deputy Vice-Chancellor, Professor Todd Walker, travelled to Malaysia and China to attend the Malaysian Australian Alumni Council Gala Dinner.
- The Pro Vice-Chancellor External Relations, Professor Mingan Choct, travelled to Indonesia for meetings with students at Kupang. He also travelled to Canada for the Poultry Science Association 2019 Annual Meeting.
- The Pro Vice-Chancellor Academic Innovation, Professor Jonathan Powles, travelled to England for meetings at Open University and University of Liverpool. In addition, he travelled to the USA to attend the International Society for Exploring Teaching and Learning – Innovative Pedagogy Conference.
- The Deputy Vice-Chancellor Research, Professor Heiko Daniel, travelled to Indonesia for meetings with Indonesian partner universities, ACIAR and Indonesian government agencies.

Consultants

Table 17: Total consultant spend.

Spend in Excess of \$50,000			
Name of Consultant	Total 2019 Spend	Name of Project	Classification
David Lynas Consulting Ltd	\$391,100	Security Operating Models	Information Technology
Portland Group Pty Ltd	\$272,231	Procurement Delivery Services	Management Services
Gartner Australasia Pty Ltd	\$213,825	IT Executive Program	Information Technology
Workforce Planning Global Pty Ltd	\$201,728	Workforce Planning Consultation	Management Services
Nous Group Pty Ltd	\$194,078	Tamworth Strategy	Management Services
Boyden ANZ Pty Ltd	\$116,679	Recruitment services	Management Services
Less than \$50,000			
Classification	Total 2019 Spend	Number of consultants per category	
Management Services	\$234,680	16	
Finance and accounting	\$133,135	5	
Environmental	\$82,447	7	
Legal	\$27,979	1	
Information Technology	\$20,049	3	
Training	\$20,000	1	
Advertising	\$16,800	1	
Organisational Planning	\$7,000	1	

Liability Management Performance

Not applicable in financial year ending 31st December 2019 as UNE did not have debt greater than \$20 million.

Insurance

UNE renewed the primary areas of its insurance program through Unimutual Limited, Austbrokers Canberra and icare. These areas included property protection, general and products liability, professional indemnity, malpractice, management liability (including directors and officers), clinical trials, cyber, contractors' asbestos liability, and workers' compensation. Other classes of insurance held include, but are not limited to, business travel, student group personal accident, and comprehensive motor vehicle.

Land disposal

The University did not dispose of any land during the financial year 1st January 2019 to 31st December 2019.

UNE investments

Historically low returns from traditional fixed interest securities saw UNE's Term Deposit portfolio diversified in the latter half of 2019 to include the Russell Australian Cash Enhanced Fund (\$25M), a Floating Rate Note (\$5M) and a portfolio of Registered Mortgage Backed Securities (\$15.2M).

The weighted average return of the term deposits for 2019 was 3.13%, which outperformed the benchmark NSW Treasury Corporation Short Term Income Fund return of 2.46%. The value of the new investments may fluctuate slightly over the short term owing to market factors such as the outlook for interest rates influencing their valuation relative to alternative investments, however, a return premium of one to two per cent over term deposits is expected over three years.

UNE's ASX listed shares (\$1M) returned 25.31% and its unlisted shareholding (\$40M) returned 84%.

The Agriculture Business and Research Institute (ABRI) and UNE Foundation maintain investments through professional funds manager Russell Investments.

Funds granted to non-governmental community organisations

Table 18: Funds granted to non-government community organisations.

Non-Government Community Group	Sponsorship	Event	Total	Event Description
Academy of Management	\$1,415		\$1,415	Sponsorship
AgCommunicators Careers Expo	\$500		\$500	Sponsorship Careers Expo
AgForce Queensland	\$136		\$136	Sponsorship
ANZAM Limited	\$550		\$550	Sponsorship
Armidale & Region Aboriginal Cultural		\$1,500	\$1,500	Corporate Partnership
Armidale Business Chamber	\$9,000		\$9,000	Sponsorship of PVCER Portion
Armidale EALD	\$3,000		\$3,000	Sponsorship of Homework Centre
Armidale Incorporated	\$10,000		\$10,000	Sponsorship
Armidale Show	\$1,500		\$1,500	Sponsorship Cattle Section
Australian American		\$1,818	\$1,818	Gala Dinner
Australian Registered Cattle Breeders	\$5,000		\$5,000	Arthur Rickards Scholarship
AVPA Limited	\$1,818		\$1,818	Sponsorship
Conference Design Pty	\$6,818		\$6,818	Soil Symposium
Department of Home Affairs		\$3,620	\$3,620	Employer Nomination
Elders Olympics	\$500		\$500	Sponsorship
Farming Futures	\$5,793		\$5,793	Sponsorship
Financial Planning Association of Australia Limited	\$8,000		\$8,000	Sponsorship
HIRE ME UP		\$5,000	\$5,000	JobGetter Event
Malaysian Australian Alumni	\$3,650		\$3,650	Sponsorship Australia Alumni Gala Dinner
Manning Valley Neighbourhood		\$600	\$600	Wingham Akoostik Festival
Narwan	\$7,000		\$7,000	Sponsorship Aboriginal Knockout
NATSIPA Incorporated	\$1,200		\$1,200	Sponsorship Poster Competition
New England Regional Art Museum	\$31,000		\$31,000	Sponsorship
North West Incorporated	\$10,000		\$10,000	Sponsorship Regional Arts
Northern Inland Academy of Sport	\$10,000		\$10,000	NIAS Partnership
Northern Nations	\$3,000		\$3,000	Sponsorship
RAAN Conference	\$909		\$909	Bronze Sponsorship
Readers Companion		\$364	\$364	Book Vouchers School Presentations
Riverside Theatre		\$818	\$818	Fundraiser
Sports Power Armidale	\$2,050		\$2,050	Sponsorship NAIDOC
Tamworth Business Chamber	\$5,000		\$5,000	Quality Business Awards
Tamworth Regional Council	\$20,000		\$20,000	Future Leaders Program
Terra Firma	\$1,000	\$500	\$1,500	First Nation's Mariya Men's Team
The Crawford Fund Limited	\$9,000		\$9,000	Sponsorship
The View from 1919	\$5,000		\$5,000	Sponsorship Century Exhibition
UNE Mosque	\$2,000		\$2,000	Sponsorship of Eid Al-Adha
Wingham Show Society	\$1,000		\$1,000	Beef Week
Western Sydney Awards for Business Excellence (WSABE)	\$4,091		\$4,091	Sponsorship
Total	169,931	14,220	184,150	

NSW Audit Office Recommendations

UNE uses the Pentana Audit Work System to track, follow up and report on all audit recommendations, including NSW Audit Office audit recommendations. During 2018 the NSW Audit Office issued audit recommendations as follows:

Audit	Date of Letter/Report	Total Recommendations	Finalised at 31 December 2018	In progress but outstanding at 31 December 2019
2018 Report to Parliament	8 June 2018	4	1	3
2018 Audited Financial Statements Final Management Letter	10 April 2019	3	0	3
2018 Audited Financial Statements Final Management Letter – IS Audit	10 April 2019	8	0	8

Note: NSW Audit Office recommendations are normally only closed when the NSW Audit Office reviews the previous year's audit recommendations as part of the current year's audit. Therefore any completed 2018 and 2019 audit recommendations above would normally only be closed following the receipt of the 2019 management letter in April 2020.

Disclosure of Controlled Entities

In addition to our administrative areas, faculties and academic schools, UNE has a number of Controlled Entities..

Agricultural Business Research Institute (ABRI)

The ABRI employs agribusiness information specialists, who provide information services to the domestic and international livestock industries.

UNE Life

UNE Life manages a range of operations and facilities across the University. These include SportUNE, a student bar and nightclub, childcare facilities, restaurant facilities, hairdressers, a post office and newsagent, cinema, graduation, student advocacy and welfare, as well as functions and catering services.

UNE Foundation

The UNE Foundation receives donations from individuals, corporations and public entities to fund scholarships that contribute to the University's teaching and research priorities. An independent Board of Directors, comprising a group of dedicated professionals who volunteer their time and expertise for the benefit of UNE and its students, is responsible for managing the Foundation while the University provides administrative support.

UNE Partnerships

UNE Partnerships is the education and training company of the University. It has designed, developed and delivered customised solutions for organisations and individuals for over 30 years. UNE Partnerships programs suit those who balance life, work and family commitments with study.



Access Arrangements

The UNE website contains a wealth of organisation-specific material and is a key resource for current and prospective staff and students, as well as a reference point for visitors and the media. It can be accessed at: www.une.edu.au.

Office hours

Monday to Friday, 9.00am to 5.00pm (AEST)
University switchboard +61 2 6773 3333 (office hours)

Primary Campus

The University of New England
Elm Avenue
Armidale NSW 2351

UNESydney

Phone: +61 2 9689 4888
Email: sydney@une.edu.au

Tamworth Study Centre

Phone: +61 2 6766 3860

Taree Study Centre

Phone: +61 2 6557 7190
Email: tareesc@une.edu.au

Postal address

The relevant officer or business unit
The University of New England,
Armidale NSW 2351