

REPORT ON OPERATIONS

MEMBERS OF COUNCIL (AS AT 3 DECEMBER 2018)



Back row from left to right: Finlay Nolan, Steve Scudamore, Damian Gordon, Elisa Fear, Michael Lishman, Dr Andrew Crane, Professor Glennnda Scully, Andrew McLean, Dr Vanessa Guthrie, Professor Dale Pinto, Romana-Rea Begicevic

Front row from left to right: Professor Deborah Terry AO (Vice-Chancellor), Dr Colin Beckett (Chancellor), Sue Wilson (Pro Chancellor)

GOVERNANCE OF THE UNIVERSITY

The Council is the governing body of the University and its powers are set out in the *Curtin University Act 1966 (WA)*. It has responsibility for the management and control of the property and affairs of the University and may do all such acts and things as it may think best calculated to promote the interests of the University.

Council met on seven occasions in 2018, including one meeting held at Kalgoorlie. A Council Retreat was conducted on 8 September 2018 on the strategic positioning of the University.

At its meeting on 22 August 2018, Council unanimously elected Dr Andrew Crane to the position of Chancellor for a term of office commencing on 1 January 2019 and ceasing on 31 March 2021.

At its meeting on 17 October 2018, Council resolved to award an Honorary Doctor of the University to the former Chancellor, Mr Colin Beckett, in recognition of his significant and extended service to the University; and substantial contribution to the education, energy, science and infrastructure sectors in Australia.

Key governance-related matters considered by Council in 2018 included:

- approval of the following:
 - Priorities, KPIs, measures and targets for assessing the University's performance in 2018
 - Annual Report for 2017
 - Contractual arrangements for Greater Curtin Stage One
 - 2019 Capital Program
 - Budget for 2019
 - KFls, financial risk and risk appetite/tolerances
 - Revised Constitution for the Audit, Risk and Compliance Committee and Internal Audit Mandate
 - Various honorary awards
 - Replacement of Statute No. 1 – Common Seal and Graduation Seal
 - Replacement of Statute No. 3 – Rules
 - Replacement of Statute No. 4 – Student Guild and new Student Guild Rules
 - Repeal of Statute No. 8 – Affiliation of University Colleges
 - Repeal of Statute No. 25 – Convocation of Curtin University of Technology, Alumni Advisory Board
 - Revised Student Guild Regulations
- noting reports on the following:
 - University's performance against key performance indicators, measures and targets identified in the Strategic Plan 2017-2020
 - Strategic risk
 - Academic Assurance Statement
 - Operations of the Kalgoorlie Campus in 2017
 - Performance of the Curtin University Foundation in 2017
 - Revised Voluntary Code of Best Practice for the Governance of Australian Public Universities
 - Reconciliation Action Plan
 - Council Self-Evaluation
 - Academic Governance Review
 - Financial management
 - Investment Performance
 - Health, Safety and Emergency Management
 - Integrity and Standards
 - Application of the Common Seal
 - Compliance with the Voluntary Code of Best Governance Practice
 - Student Guild's financial performance

To inform and enhance Council's role in shaping the strategic direction of the University, a series of strategic conversations and portfolio presentations were undertaken in 2018 as part of Council's meeting program.

Strategic conversations and portfolio presentations included:

- 2018 Priorities and Key Performance Indicators, Measures and Targets
- Learning and the Student Experience
- Global Positioning
- Regional Engagement
- Business and Law
- Health Sciences
- Regional Strategy
- Business and Law

Properly constituted committees help Council to meet its broad responsibilities by enabling matters to be appropriately scrutinised prior to coming before Council for resolution. The current standing committees established by resolution of Council are the:

- Audit, Risk and Compliance Committee
- Executive Committee
- Finance Committee
- Legislative Committee
- Nominations Committee
- University Council Health and Safety Committee

The Academic Board is also a committee of Council and forms part of the overall governance framework of the University. The Academic Board is responsible to Council for helping to ensure the academic quality and integrity of the University's operations as an academic institution. The Academic Board is also assisted in the performance of its responsibilities by the following sub-committees:

- Academic Board Executive
- Academic Services Committee
- Courses Committee
- University Graduate Studies Committee
- University Teaching and Learning Committee
- University Research and Development Committee

REPORT ON OPERATIONS (CONTINUED)

MEMBERS OF COUNCIL FOR 2018

Members appointed by Governor	Commenced	Terminated	Due to expire
Dr Andrew Crane BSc Hons (Hatfield) PhD (Portsmouth) AMP (Harvard) FAICD	1/4/2015	31/3/2018	
Ms Elisa Fear BCom (UWA) MBA (Cranfield) GAICD	1/4/2018	Current	31/3/2021
Mr Damian Gordon BBus (Curtin) FCA SF Fin MAICD	1/4/2018	Current	31/3/2021
Mr Alex Jones BSc (Melb) MBA (UNSW)	1/4/2015	31/3/2018	
Mr Michael Lishman BA BJuris LLB (UWA) LLM (Melb)	1/4/2016 1/4/2013 20/4/2010	Current 31/5/2016 31/3/2013	31/3/2019
Member who is the Vice-Chancellor	Commenced	Terminated	Due to expire
Professor Deborah Terry AO BA (ANU) PhD (ANU) FASSA FAPS	17/2/2014	Current	Ex-officio
Members elected by academic staff	Commenced	Terminated	Due to expire
Professor Glenda Scully BCom (Melb) MAcc (UWA) PhD (UWA) FCA	1/4/2016 1/4/2013	Current 31/3/2016	31/3/2019
Member elected by salaried (general) staff	Commenced	Terminated	Due to expire
Mr Andrew McLean BA(Hons)(Curtin) AFATEM GAICD	18/6/2016	Current	17/6/2019
Members elected by students	Commenced	Terminated	Due to expire
Ms Romana-Rea Begicevic (postgraduate)	1/4/2018	Current	31/3/2019
Mr Sebastian Davies-Slate (postgraduate)	13/4/2017	31/3/2018	
Ms Finlay Nolan (undergraduate)	1/4/2018	Current	31/3/2019
Mr Liam O'Neill (undergraduate)	13/4/2017 13/4/2016	31/3/2018 12/4/2017	

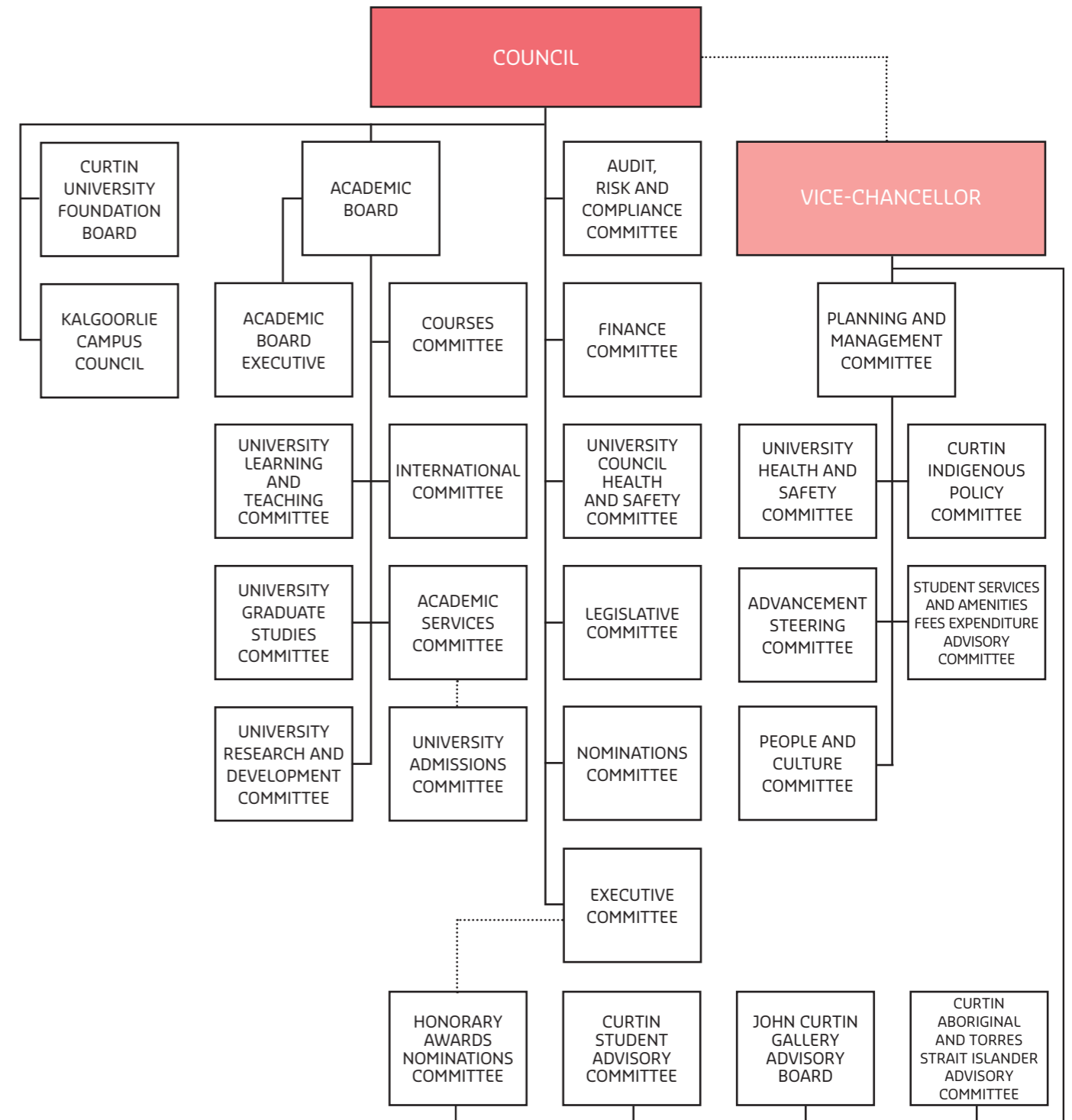
Co-opted Members	Commenced	Terminated	Due to expire
Dr Terry Agnew BE (Adel) MSc (UWA) MBA (UniSA) AMP (Harvard) HonDUniv (Curtin) FAICD FAIM SF Fin MAIE	1/1/2019	Current	31/12/2021
Dr Colin Beckett (Appointed Chancellor from 1/1/2013) MA (Cantab) HonDUniv (Curtin) MICE	1/1/2016 1/4/2013	31/12/2018 31/12/2015	
		Previously appointed by the Governor 19/10/2010 – 31/3/2013	
Dr Andrew Crane (Appointed Chancellor from 1/01/2019) BSc Hons (Hatfield) PhD (Portsmouth) AMP (Harvard) FAICD	1/4/2018	Current	31/3/2021
Dr Vanessa Guthrie BSc(hons) (UNE) PhD (UTAS) Grad Dip (AGSM) Grad Dip (UWA) HonDSc (Curtin) FTSE MAICD	1/4/2017	Current	31/3/2020
Mr Steve Scudamore BA Hons MA (Oxon) FCA SF Fin FAICD	1/4/2017 1/4/2014 1/4/2011	Current 31/3/2017 31/3/2014	31/3/2020
Mr Gene Tilbrook BSc DipComp MBA (UWA) AMP (Harvard) FAICD	1/4/2015 1/4/2012 1/4/2009	31/3/2018 31/3/2015 31/3/2012	
Ms Sue Wilson (Appointed Pro Chancellor from 1/4/2015) BJuris LLB (UWA) FAICD FGIA	4/3/2017	Current	3/3/2020
		Previously nominated by the Minister 3/5/2016 – 3/3/2017 3/5/2013 – 2/5/2016	
Chairperson of the Academic Board	Commenced	Terminated	Due to expire
Professor Linley Lord DBA (Curtin) Postgrad Dip Bus (Human Resource Development) (Curtin) BSc (UWA)	1/4/2016 1/4/2014 1/4/2012	31/3/2018 31/3/2016 31/3/2014	
Professor Dale Pinto PhD (Melb) M Tax (Hons) (Sydney) CPA FTIA AFAIM FTMA MAICD	1/04/2018	Current	31/3/2020

REPORT ON OPERATIONS (CONTINUED)



Urban design and transport sustainability expert Professor Peter Newman was named Scientist of the Year at the 2018 Western Australian Premier's Science Awards.

GOVERNANCE STRUCTURE (AS AT 31 DECEMBER 2018)

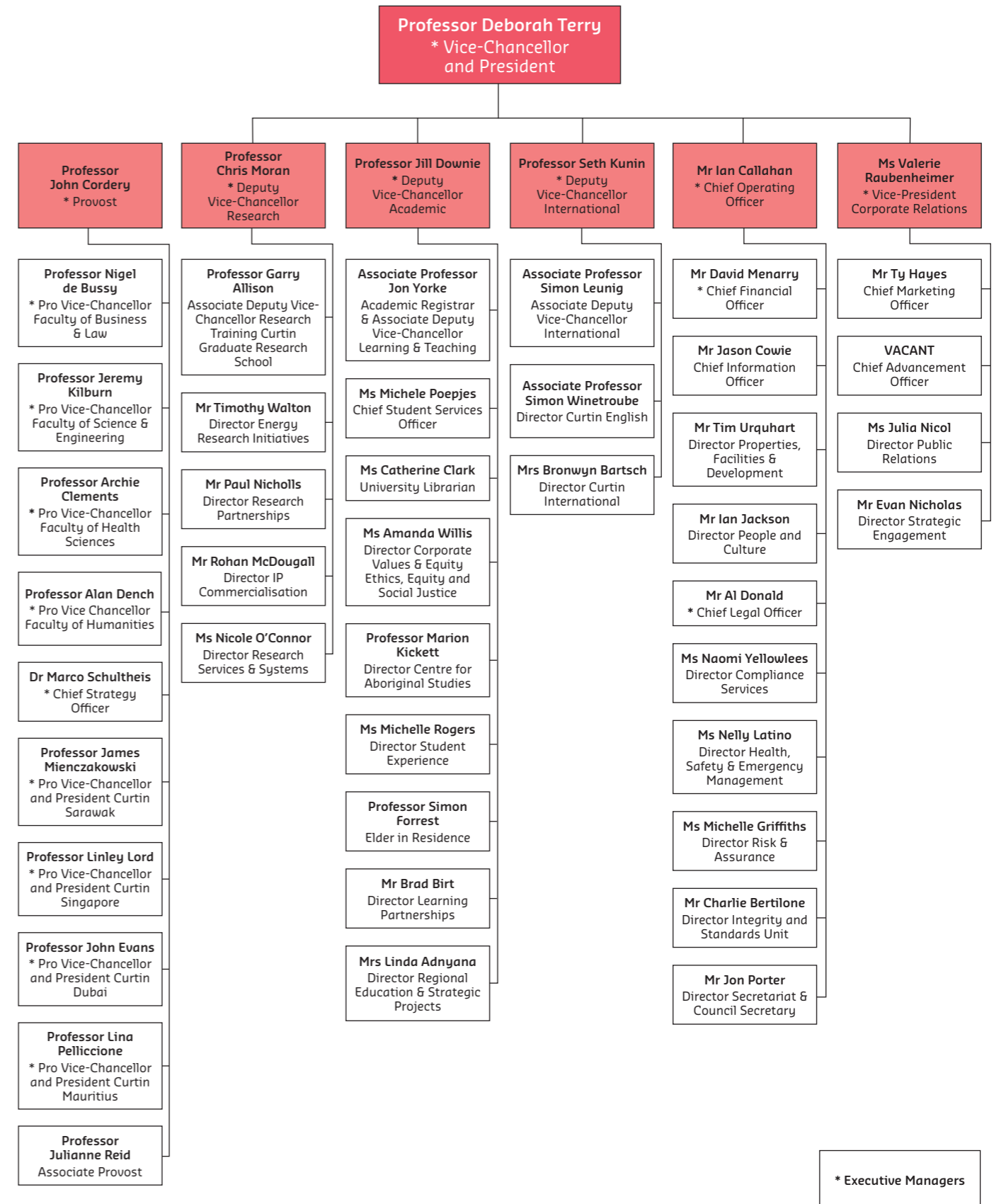


REPORT ON OPERATIONS (CONTINUED)

ADMINISTRATIVE STRUCTURE

Vice-Chancellor	Professor Deborah Terry
Provost	Professor John Cordery
Deputy Vice-Chancellor, International	Professor Seth Kunin
Deputy Vice-Chancellor, Research	Professor Chris Moran
Deputy Vice-Chancellor, Academic	Professor Jill Downie
Chief Operating Officer	Mr Ian Callahan
Vice President, Corporate Relations	Ms Valerie Raubenheimer
Pro Vice-Chancellor, Business and Law	Professor Nigel de Bussy
Pro Vice-Chancellor, Health Sciences	Professor Archie Clements (commenced April 2018) Professor Michael Berndt (ceased April 2018)
Pro Vice-Chancellor, Humanities	Professor Alan Dench
Pro Vice-Chancellor, Science and Engineering	Professor Jeremy Kilburn (commenced September 2018) Professor Andris Stelbovics (ceased July 2018)
Pro Vice-Chancellor & President, Curtin Sarawak	Professor James Mienczakowski
Pro Vice-Chancellor & President, Curtin Singapore	Professor Linley Lord (commenced April 2018) Professor Robert Evans (ceased March 2018)
Pro Vice-Chancellor & President, Curtin Mauritius	Professor Lina Pelliccione (commenced January 2019)
Chief Financial Officer	Mr David Menarry
Chief Strategy Officer	Dr Marco Schultheis
Chief Legal Officer	Mr Alistair Donald (commenced October 2018)

ORGANISATIONAL CHART



* Executive Managers

REPORT ON OPERATIONS (CONTINUED)

STAFFING MATTERS

STAFF SUMMARY

The full time equivalent (FTE) of Academic, Professional and General Staff as at 31 March 2018 (excluding Hourly Paid/Casual Staff):

	Continuing/ permanent	Fixed term/ temporary	Total
Academic staff	872.40	507.60	1,380.00
Professional & General Staff	1,408.60	439.60	1,848.20
Total	2,281.00	947.20	3,228.20

STAFFING POLICIES AND INITIATIVES

All policies and procedures were updated to reflect the introduction of the *Curtin University Academic, Professional and General Staff Agreement 2017 – 2021* (the Agreement) which came into operation in June.

A global mobility framework has been established to support the more efficient and effective movement of staff members between all Curtin campuses and partner organisations overseas.

The Family and Domestic Violence Procedures were updated to reflect the changes to the modern Awards providing for approval of leave without pay in such circumstances.

Academic Confirmation procedures were established to support the new terms of probation in the Agreement.

New faculty organisational structures were finalised to complete the Faculty Review which reduced 24 schools into 20 when implemented in January.

A new talent acquisition system was implemented to increase efficiencies and facilitate an improved hiring manager and candidate experience.

Improved system integration was progressed to enhance resource optimisation and efficiencies in the administration of casual academic payments.

PEOPLE AND CULTURE

The People and Culture Committee chaired by the Provost met on a regular basis throughout the year in order to monitor progress against the People and Culture enabling plan's objectives which include staff engagement, Aboriginal and Torres Strait Islander participation, gender equity and diversity and inclusion workforce strategies.

EMPLOYMENT RELATIONS

2018's focus was on embedding the changes within the new Agreement, utilising the improved flexibility available in workload allocation and applying simplified and more streamlined processes.

The introduction of a new Curtin Early Childcare Agreement was also supported this year by staff members employed in that area.

A separate Staff Agreement for Curtin Sport and Recreation aligned to the fitness industry was proposed however was not supported by staff members. Curtin Sport and Recreation staff therefore remain covered by the terms and conditions of the Curtin University Academic, Professional and General Staff Agreement 2012 – 2016.

HEALTH, SAFETY AND EMERGENCY MANAGEMENT

2018 REPORTABLE KEY PERFORMANCE INDICATORS

Measure	Actual results			Results against target	
	2016	2017	2018	Target	Comment on result
Number of fatalities	0	0	0	0	Meets target
* Lost time injury/disease incidence rate (LTIIR)	0.48	0.16	0.19	0 or 10% improvement	Meets target
** Lost time injury/disease severity rate (LTISR)	0	0	0	0 or 10% improvement	Meets target
*** Percentage of injured workers returned to work within:					
(i) 13 weeks	75%	100%	86%	Greater than or equal to 80%	Meets target
(ii) 26 weeks	100%	100%	100%		
Percentage of managers trained in occupational safety, health and injury management responsibilities	73%	85%	83%	Greater than or equal to 80%	Meets target

Note: the performance reporting examines a 3 year trend and, as such, the comparison base year is to be 2 years prior to the reporting year (Public Sector Commissioner's Circular 2018-2).

$$\text{*Lost Time Injury/Disease Incidence Rate: } \frac{\text{\# of LTI/Ds}}{\text{\# of employees (FTE)}} \times 100$$

$$\text{** Lost Time Injury/Disease Severity Rate: } \frac{\text{\# of injuries } \geq 60 \text{ days}}{\text{\# of LTI/Ds}} \times 100$$

$$\text{*** Return to Work (RTW) Within 13 / 26 Weeks: } \frac{\text{\# of LTI/Ds with a RTW outcome within 13 / 26 weeks}}{\text{\# of LTI/Ds reported}} \times 100$$

The University, through its Council members and Senior Executives, is committed to providing and maintaining high standards of occupational health and safety in the workplace. This is achieved, in consultation with staff and safety and health representatives, through such mechanisms as Area/Faculty Health and Safety Sub-Committees, University Council Health and Safety Committee and the overarching University Health and Safety Committee, with the aim to continually improve our safe work practices and processes.

Our increased focus on strategies to deliver long term sustainable performance in all areas, has resulted in Curtin meeting our 2018 targets. Lost Time Injury Incidence Rate (LTIIR) for 2018 has slightly increased to 0.19 but still records an improvement over 3 years. Our Return to Work within 13 and 26 weeks meets target of greater than 80% whilst management training in occupational safety, health and injury management responsibilities has improved over the past 3 years and also meets target of 80% or greater completion rates.

REPORT ON OPERATIONS (CONTINUED)

Other key objectives achieved in 2018 included:

- Curtin awarded 'AS/NZS 4801 - Occupational Health and Safety Management Systems' Certification for its Australian operations, including teaching, research and non-academic business areas, and found to conform to the Safety Management System Standard. Curtin was certified by DNV-GL Business Assurance, a JAS-ANZ accredited provider.
- Worksafe Plan WA Gold Certification awarded to Curtin's Western Australian operations 'in recognition of its excellent management of safety and health in the workplace and contribution to the reduction of work related injury and disease'. Curtin was certified by Worksafe Western Australia.
- Launch of C.H.A.R.M 'Checklist and Inspections' Module. This forms part of the suite of online Health and Safety Management System modules available to staff and students at Curtin. This module is an intuitive web-based tool that enables completion of mandatory workplace inspections and other area/task specific checklists and assignment corrective actions for management review and approval. All corrective and preventative actions are automatically uploaded to the Curtin Risk Register and tracked for completion.
- Implementation of an Award and Recognition Program for Safety and Health Representatives and Incident Response Teams across our Australian campuses.

PEOPLE WELLNESS

The University continues to promote and support the wellbeing of our people through the work of our People Wellness team. The team provides best practice management of work-related and non-compensable injuries to ensure timely and lasting return to work outcomes. Injury prevention remains the team's priority with the ongoing provision of specialist workplace access, ergonomic, manual handling, and fitness for work services and advice as required.

Notable achievements this year have included:

- the formation of a Wellbeing Community of Practice to bring together University support services and leverage student and staff wellbeing offerings.
- a partnership with our Future of Work Institute to assess Curtin's mental health support services and build a 2019 mental health and wellbeing strategy.
- a review of our Employee Assistance Program model, for implementation in February 2019.
- 45 student placements and 281 ergonomic assessments throughout the year, which saw our student ergonomic assessment partnership win the 2018 Vice-Chancellor's professional staff award for team collaboration.

SIGNIFICANT ISSUES AND TRENDS

EFFECT OF ECONOMIC AND OTHER FACTORS IN 2018

Uncertainty continues regarding the regulatory environment for the Australian higher education sector. Late 2017 saw the Federal Government introduce changes to funding arrangements for domestic students through their Mid-Year Economic Forecast. The announcement significantly impacted Commonwealth funded bachelor places through the introduction of a maximum funding envelope and a reduction of allocations for Commonwealth supported postgraduate programs. These measures formed part of the government's agenda to improve the sustainability of the higher education sector, however the constrained financial environment presents a challenge for the sector in relation to strategic and resource planning.

Despite the reduction in Commonwealth funding, Curtin has continued to maintain a strong domestic market position. Curtin is ranked number one among Western Australian public universities for graduate outcomes and employer satisfaction and received a five star rating for Skills Development, Learner Engagement, Teaching Quality and Overall Experience in the Good Universities Guide. The University has grown its market share of Western Australian first preference applicants through the Tertiary Institutions Service Centre (TISC) to 51 per cent and the University continues to attract an increasing number of high ATAR students.

International demand for Australian higher education has continued to be strong. However demand in Western Australia has not been equivalent to national levels. Changes to the Skilled Migration Policy at a state level, less favourable state economic and labour market conditions and strong investment by other states to attract students have impacted Western Australia's competitiveness. In response, the Western Australian Government has launched a new international education strategy, in collaboration with StudyPerth, to boost international student numbers. This includes an updated Graduate Occupation List that offers a skilled migration pathway for eligible international Western Australian university graduates. Curtin has also been impacted by the downturn in international students in the state, however strategies have been developed to mitigate the decline.

Curtin's offshore campus developments saw the successful launch of Curtin Mauritius and the commencement of engineering at Curtin Dubai. Significant funds from the Government of Sarawak have been awarded to Curtin Malaysia for capital development, and the inaugural ASEAN Lecture was held to celebrate Curtin Singapore's 10th anniversary. Furthermore, student mobility projects have attracted \$2.1 million of New Colombo Plan funding for 2019-2021.

Faced with challenging domestic and international student markets, Curtin has maintained its competitive position and continues to focus on diversifying its revenue streams to maintain a more sustainable base of funding.

Government expenditure on research and development declined since the previous fiscal year. An inquiry into the efficiency, effectiveness and coherency of Federal Government funding for research was undertaken early in 2018. Key recommendations from the inquiry included reducing administrative burden and streamlining grant funding processes along with providing targeted support for early and mid-career researchers. The government also implemented a national interest test to ensure Australian Research Council (ARC) grants are disbursed to projects that demonstrate economic, commercial, environmental, social or cultural benefits to the Australian community. Notwithstanding a number of federal policy changes, Curtin's research performance in 2018 was excellent.

Curtin continued its success rates and funding outcomes under the National Health and Medical Research Council and the ARC National Competitive Grants Program (NCGP). In 2018 the University received grants totalling \$20.3 million from the NCGP. In addition, six Curtin researchers were named in Clarivate Analytics' annual Highly Cited Researcher List for 2018. The list recognises influential researchers who are making a significant impact in their research fields and is testament to the calibre of research being undertaken at Curtin.

In response to the Federal Government's focus on knowledge transfer and application, Curtin has increased the scale of industry-funded projects. In 2018 Curtin received \$3.9 million to lead the ARC Training Centre for Transforming Maintenance through Data Science, established with Alcoa, BHP and Roy Hill, and \$1.3 million for Discovery Indigenous project on Strengthening Aboriginal children's wellbeing. Other industry collaborations include MinEx, Digital Health and Fight Food Waste Cooperative Research Centres and Optus support for the Centre of Excellence in Artificial Intelligence.

The global higher education market continues to present a very competitive environment. Curtin's global reputation is a factor in attracting students and staff to the University's campuses and in enabling the University to establish collaborations with internationally renowned institutions. Curtin improved its global ranking in six out of the eight major ranking systems, including all three that incorporate reputational surveys. Curtin is also positioned ninth in Australia in five of these league tables. Notably, Curtin remains the only non-Group of Eight university to be ranked in the top 200 universities globally on the prestigious Academic Ranking of World Universities.

The University is also well-positioned in a number of subject rankings, including placing second in the world and first in Australia for mineral and mining engineering, and is among the world's top 50 institutions for geology, nursing, civil engineering, earth and marine sciences, hospitality and tourism management and chemical engineering.

Despite some challenges, the University has maintained a strong competitive position in the market and 2018 was a very successful year for Curtin in terms of its global positioning, growth in domestic market share and research performance.

CHANGES TO THE LEGAL ENVIRONMENT AFFECTING THE UNIVERSITY IN 2018

The following summary refers to significant legislative changes that apply to the University.

COMMONWEALTH LEGISLATION

The Modern Slavery Act 2018 (Cth)

The Modern Slavery Act requires reporting entities to make annual public reports (Modern Slavery Statements) on their actions to address modern slavery risks in their operations and supply chains. The objective of the Modern Slavery Act is to assist the business community in Australia to take proactive and effective actions to address modern slavery in order to mitigate the risk of modern slavery practices occurring in the supply chains of goods and services in the Australian market.

Privacy Amendment (Notifiable Data Breaches) Act 2017 No.12 (Cth)

The Privacy Amendment (Notifiable Data Breaches) Act 2017 requires notification to affected individuals and the regulator when security incidences compromise information of a certain kind. The University has to comply with s26WB and s26WE of the Privacy Amendment (Notifiable Data Breaches) Act 2017 (Cth). All other data breaches are assessed for voluntary reporting.

WESTERN AUSTRALIAN LEGISLATION

Pay-Roll Tax Amendment (Debt and Deficit Remediation) Act 2017 (WA)

The Act provides that employers who pay in excess of \$100 million in wages would be subject to a progressive payroll tax rate scale, which would operate on the basis that the rate of payroll tax progressively increases as the employer's wages increase. This Act is applicable to the University.

Occupational Safety and Health Amendment Act 2018 (WA)

The Occupational Safety and Health Amendment Act 2018 (WA) increased penalties for a range of offences within the Occupational Safety and Health Act 1984 (WA). These changes aimed to bring WA more in line with other jurisdictions in Australia and ensure that penalties better reflect the importance of a safe workplace. The maximum penalties for body corporate previously ranged from \$50,000 to \$625,000 and now they range from \$450,000 to \$3,500,000.

OTHER LEGISLATION

European Union's General Data Protection Regulation (GDPR)

To the extent that Curtin is subject to the GDPR, or voluntarily elects to comply with the GDPR, the changes required to its existing privacy management policies and procedures are minimal. The Vice Chancellor approved a small number of changes to the privacy management framework including updating the Privacy Statement to reference the EU GDPR.

REPORT ON OPERATIONS (CONTINUED)

OTHER DISCLOSURES AND LEGAL REQUIREMENTS

ACT OF GRACE PAYMENTS

In 2018, no Act of Grace payments were made.

ADVERTISING - ELECTORAL ACT 1907

Under section 175ZE of the Electoral Act 1907, the University is required to disclose expenditure for advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisation costs.

For 2018 the following costs were recorded against these items:

	Amount \$ (excl GST)
Advertising Agencies	930,263
Campaign	-
Non-campaign	930,263
Market research organisations	60,226
Media advertising organisations	1,864,518
Grand Total	2,855,007

CAPITAL WORKS

Projects Completed in 2018

Curtin Bus Interchange

- This project is designed to create an integrated, accessible and vibrant transport terminal in the heart of the campus. As part of the Greater Curtin Stage One outcome it will provide an uplift in amenity, economic diversity and transport choice for Curtin and the community.
- Handover to the Perth Transport Authority to commence operations will take place in February 2019. The project suffered as a result of the principal contractor, Cooper and Oxley, entering voluntary administration during 2018, however it is forecast to be delivered within a 5 per cent overrun of the funding provision of \$15.4 million.

Creative Quarter Bicycle Hub

- At the southern end of the Sir Charles Court Promenade, adjacent to the School of Art and Design, this highly innovative public realm project will provide secure access bicycle storage for 200 bicycles in addition to public realm upgrades to allow year-round place activation.
- The project was completed in March 2018 and for a total project cost of \$4.2 million.

General refurbishments

- In 2018 a wide variety of refurbishment programs were undertaken including a number of access and inclusion projects, for example, B102 concourse, B104 Levels 1 and 2, B305 balustrade, B311 and B314 external works, B401 Level 1 and B609 Level 1.
- Examples of some of the key minor refurbishment projects delivered include: CAT 6 telecommunications upgrades across campus, B001A&B, B407, B314, B312 and B211- Learning Space Refresh Stage 2, B208 TV Studio refurbishment, BP01 Curtin Graduate School of Business Library mechanical upgrade, B103 Think space, B111 upgrade for graduations within the stadium, B209 L2 PVC office and boardroom refresh, B206 room 238 HS&EM upgrades, B216 L2 CIC additional office space, B114 Rotary House and B309 ACM removal.

Projects commenced or under construction in 2018

Midland Campus (Health)

- The State Government has provided Curtin with \$22 million and land for a new facility to provide primary care and inter-professional education for the new Medical School and other Curtin University programs as a whole.
- A construction contract was awarded at the end of 2017 with the construction completion date forecast for quarter three in 2019 with occupancy to occur thereafter. The total project cost is estimated at \$22 million and within the funding provided by the state.

School of Design and Art upgrade

- The Design and Art buildings 202, 203 and 212 are at end of life and being refurbished to provide upgraded facilities and support strategic plans including on-line and contemporary learning initiatives. Enhancing the campus southern precinct, it will also integrate with the Creative Quarter public realm.
- Construction commenced in late 2017 and will be undertaken on a staged basis to allow for ongoing operations. Completion will occur in 2019 within a forecast project cost of \$12 million.

Building 311 PC2 Super-Laboratory pilot

- This project will develop a prototype 96 seat multidisciplinary undergraduate science teaching laboratory. It forms part of the Curtin Super Sciences Program and is linked to the University's Research Capacity Building programs.
- Construction commenced in late 2018 for completion in quarter three 2019 and within the funding provision of \$11.5 million.

Projects forecast to commence construction in 2019

Greater Curtin Stage One (including the School Design and of Built Environment)

- 2018 saw the final negotiation process undertaken with the selected private sector consortia to finance, deliver and operate Stage One. Following Council approval in December 2018 to enter into agreements with the proposed project company, Curtin is expected to be in a position to execute the principal agreements in February 2019, with construction commencing thereafter.
- With an end capital value at circa \$400 million, the scope includes student accommodation, short-stay accommodation (hotel), apartments, academic and industry partner space, retail, other supporting amenity and infrastructure.

Building 105 Robertson Library upgrade

- The library requires a major upgrade in order to provide a best-practice, contemporary, fit for purpose library facility.
- To maintain ongoing library operations at all times, the delivery strategy consists of two stages with Stage One comprising a new services tower and related infrastructure upgrades along with a new entrance and updated ground plane. Stage One will commence construction in the second half of 2019 with a funding provision of \$60 million. Timing for Stage Two is to be determined.

Building 611 repurposing

- This is a consolidation of a number of projects for the Faculty of Science and Engineering related to buildings 611, 613 and 614.
- It will avoid the need to build a new building by co-locating research activities, provide a centralised dangerous goods store for Tech Park, repurpose non-utilised space, resolve current non-compliance issues and improve building running costs and sharing of equipment. Construction is due to commence in early 2019 within a funding provision of \$8.4 million.



The new Curtin Bus Interchange will commence operation early in 2019.

REPORT ON OPERATIONS (CONTINUED)

COUNCIL AND COMMITTEE REMUNERATION

Pursuant to Premier's Circular 2017/08, the University must provide a report on the remuneration provided to board/committee members. Under the requirements of the Annual Reporting Framework issued by the Public Sector Commission, the voluntary remuneration payments provided to the members of Council and co-opted members of the sub-committees of Council in 2018 is as follows:

Position	Name	Type of remuneration	Period of membership	Gross/actual remuneration 2018 financial year ¹
Chancellor	Dr Colin Beckett	Annual	12 months	\$80,000.00
Council Member (Student)	Ms Romana-Rea Begicevic	Annual	9 months	\$3,750.00
Council Member (Committee member)	Dr Andrew Crane	Annual	12 months	\$21,684.00 ²
Council Member (Student)	Mr Sabastian Davies-Slate	Annual	3 months	\$1,250.00
Committee Member (Staff member)	Prof Paul Fairall	No entitlement	12 months	Zero
Council Member (Committee member)	Ms Elisa Fear	Annual	9 months	\$15,000.00
Committee Member (Co-opted)	Ms Beth Gordon	\$2000.00 per meeting	12 months	\$16,000.00
Committee Member (Co-opted)	Mr Damian Gordon	\$2000.00 per meeting	3 months	\$4,000.00
Council Member (Committee member)	Mr Damian Gordon	Annual	9 months	\$15,000.00
Council Member (Council member)	Dr Vanessa Guthrie	Annual	1 month, 14 days	\$1,875.00
Council Member (Committee member)	Dr Vanessa Guthrie	Annual	1 month, 14 days	\$2,500.00
Council Member (Committee Chair)	Dr Vanessa Guthrie	Annual	9 months	\$26,250.00
Council Member (Committee member)	Mr Alex Jones	Annual	3 months	\$5000.00
Council Member (Committee member)	Mr Michael Lishman	Annual	3 months	\$10,000.00 ³
Council Member (Council member)	Mr Michael Lishman	Annual	9 months	\$11,250.00
Council Member (Staff member)	Prof Linley Lord	No entitlement	3 months	Zero
Council Member (Staff member)	Mr Andrew McLean	No entitlement	12 months	Zero
Council Member (Student)	Ms Finlay Nolan	Annual	8 months	\$2,074.18
Council Member (Student)	Ms Finlay Nolan	No entitlement	1 month	Zero
Council Member (Student)	Mr Liam O'Neill	Annual	3 months	Zero
Council Member (Staff member)	Prof Dale Pinto	No entitlement	9 months	Zero
Council Member (Committee Chair)	Mr Steve Scudamore	Annual	12 months	\$35,000.00
Council Member (Staff member)	Prof Glenda Scully	No entitlement	12 months	Zero
Committee Member (Co-opted)	Mr David Southam	\$2000.00 per meeting	12 months	\$10,000.00
Council Member (Vice-Chancellor)	Prof Deborah Terry	No entitlement	12 months	Zero
Council Member (Committee Chair)	Mr Gene Tilbrook	Annual	3 months	\$8,750.00
Committee Member (Co-opted)	Mr Gene Tilbrook	\$1000.00 per meeting	9 months	\$10,000.00
Council Member (Pro Chancellor)	Ms Sue Wilson	Annual	12 months	\$40,000.00

¹ Includes sacrificed remuneration made as a donation to the Curtin University Foundation or payment made to a superannuation fund

² Includes remuneration payment for 1 December 2017 – 31 December 2017 as a member of the Executive Committee

³ Includes final 2017 quarterly remuneration payment as a member of the Executive Committee

DIRECTORS' AND OFFICERS' LIABILITY INSURANCE

An indemnity agreement has been entered into between the University and specific directors and officers. Under the agreement, the University has agreed to indemnify those directors and officers against any claim to the extent allowed by the law, for any expenses or costs which may arise as a result of work performed in their respective capacities.

During 2018 the University paid a premium in respect of a contract of insurance for the directors and officers of the University and all related bodies corporate, against liabilities incurred in acting in such capacities, to the extent permitted under the Corporations Act 2001. The contract prohibits the disclosure of the nature of the liabilities and/or the amount of the premium.

DISABILITY ACCESS AND INCLUSION PLAN (DAIP) OUTCOMES

Throughout 2018 the following progress has been made against the stated initiatives to address the seven outcomes prescribed under legislation and monitored by the Department of Communities – Disability Services.

Outcome 1: People with disabilities will have the same opportunities as other people to access the services of, and events organised by, Curtin

The Associate Director, Digital Student Experience was engaged to establish accessibility of ApplyNow eApps for student admissions and onboarding processes which are currently under review. Links have been established with Curtin's Student Retention Operational Plan to embed inclusive design and accessibility as 'best practice'. Curtin Annual Student Satisfaction data was reviewed by demographics groups (disability) to check for any issues related to this work.

The Accessible Events Checklist was reviewed, and will continue to be promulgated enterprise-wide with particular attention paid to faculties in order to increase awareness of the current DAIP.

Curtin's Accessible Information Policy was reviewed and updated as the Accessible Information Procedures, due for next review in 2021. A communication plan for these procedures is being developed for implementation in the next reporting period as per Curtin's planned DAIP timelines.

The Universal Design Working Group structure was reviewed and updated, and the Universal Design website established. Universal Design Guidelines for services and teaching programs are to be developed for delivery in the next reporting period as per Curtin's DAIP timelines. Embedding of Universal Design Guidelines for learning and teaching programs in Work Planning and Performance Review are also to be developed in the next reporting period.

The Fieldwork Policy and Procedures and Fieldwork Manual were updated to include processes that accommodate placement of students with disability.

A template is currently being developed with heads of schools to identify the 'inherent requirements' to ensure successful course completion. This includes students being able to successfully access and complete assessments, including lab-based assessments and clinical placements with external providers. This information will be embedded into 2020 Admissions processes at various stages – ApplyNow and Enrol Now, with further exploration being undertaken in relation to TISC processes, to enable students to make an informed choice as to whether or not they wish to enrol in a course.

Discussion with the Equal Opportunity Commissioner (WA) took place, regarding need for communication with accreditation/registration bodies about accessibility in relation to registration requirements including development of restricted registration options.

The DAIP has been discussed and reviewed with our Dubai campus as part of start-up and operational approvals, and we will progress as required with our global partners. Curtin is currently engaged in identifying relevant contacts for each offshore campus and our 'non negotiables' for accessibility as this may impact on staff/student mobility opportunities. Legal and compliance obligations and considerations for different international jurisdictions are being reviewed.

Curtin Access Plans (CAPs), which enable students to access reasonable adjustments to assist them in their course requirements online, have been made more accessible to unit and course coordinators. CAP information is now included in staff education sessions and an updated Disability Services website has been completed in response to individual staff and faculty requests. Scoping has commenced with relevant stakeholders around automated CAP distribution, for implementation in the next DAIP reporting period.

The Curtin Specialist Mentoring Program was further developed for students on the autism spectrum and now promotes employment, work experience, internships and scholarship opportunities with industry partners.

The Universal Design Working Group's membership includes student representation via the Student Guild, so that students are engaged in improving Curtin's access and inclusion.

Planning began on a communication strategy to share achievements and progress towards universal design across social media, Curtin Weekly, Yammer, etc, as initiatives are implemented.

REPORT ON OPERATIONS (CONTINUED)

Outcome 2: People with disabilities will have the same opportunities as other people to access Curtin's buildings and facilities

As there is no role for Properties and Facilities Management on Curtin's non-Australian campuses, Curtin is in the process of seeking advice regarding business arrangements under international jurisdiction in view of the One Curtin approach to delivery of education. This continues to be a work in progress and is currently being embedded into a revised project governance framework.

Universal design has been considered and incorporated in the development of the Wayfinding Strategy for Curtin (published end 2017), and was tested against internal projects (capital and non-capital), and an external development project in 2018. Vendors were asked to submit an EOI to develop a digital wayfinding tool for the Bentley campus, with accessibility identified as a key requirement.

Under the 'Improving access options' component of Curtin's Transport Plan, a cycling/pedestrian network audit was completed, which adheres to Curtin's Universal Design Guidelines. Data from the cycling/pedestrian network audit is being used to assist in developing our current works program which includes:

- a cycling and pedestrian network improvement project
- a review of ACROD bays, including the Threshold Project, which aims to improve ACROD bay users' experience of the campus, by considering better connectivity to buildings and end-of-trip facilities
- a pedestrian crossing safety program across the campus and surrounding areas (i.e. Kent Street signalised crossing, completed in June 2018).

A review of the TEFMA accessibility rating has been completed. A tool to measure accessibility for multiple purposes including space management and benchmarking began, with a trial expected by mid-2019.

A workflow was drafted to share changes to learning space attributes between Archibus, Sharepoint and Syllabus Plus.

Regular review of projects on the capital database helps to identify those that should be responding to the Universal Design Guidelines, including development of the new Midland campus, current Threshold Project and the library refurbishment.

The AccessAbility Advisor (Staff), was engaged as a 'technical stakeholder', to meet wider access and inclusion objectives within the capital works program.

The Access and Inclusion works program (AIP) is included in the capital program budget for 2018-19 with over \$400,000 allocated for works to improve access and inclusion. The work of the AIP is informed by stakeholder feedback. Examples of work include a review of toilets and self-opening doors across the campus to identify and prioritise upgrades.

Emergency Egress – Evacuation Guidelines for People with Disability were developed and launched in February 2018 following approval by the Emergency Management Committee.

Outcome 3: People with disabilities receive information from Curtin in a format that will allow them to access the information as readily as other people are able to access it

Cornerstone platform accessibility and future platform requirements are being considered prior to the issuing of contracts for the next platform which includes compatibility with JAWS (screen reading software) for online training delivery.

The Web Content Accessibility Guidelines (WCAG) 2.1 became the W3C recommendation in June 2018, incorporating all previous criteria plus 28 additional 'success criteria'. Curtin is currently in the process of building templates to ensure our websites meet minimum standards, referencing the Web Accessibility Initiative and Accessibility Guidelines Working Group information available online.

All University Marketing websites currently meet WCAG 2.0 (AA) standards. To ensure full compliance across the University we are seeking to implement intelligent automation of assurance activities in the form of a web monitoring tool suite, with one of the core functionalities being to provide daily reports and details on accessibility. This involves regular testing of the Curtin domain 'curtin.edu.au' to assess accessibility status, provide recommendations to resolve issues highlighted, and continuously track and monitor the web compliance progress.

To support accessibility of corporate applications for people with disability, Curtin Information Technology Services (CITS) ensures appropriate vendor contracts include a Special Condition DAIP clause, and vendors are aware of the reporting requirement and their responsibilities to act in accordance with Curtin's DAIP.

Student communications regarding the DAIP key objectives, including accessible information guidelines, were developed and continue to be rolled out across the University to students.

A working party has been examining the development of UD guidelines for teaching staff to embed these principles into the delivery of course materials. A pilot study to evaluate use of the Echo360ALP (Active Learning Platform) using voice recognition software captioning of course content was endorsed by the Universal Design Working Party in May, and presented to Academic Services Committee in June, with approval obtained to proceed in 2019 for students currently enrolled in units who have hearing impairment. A pre-pilot trial is currently underway for OUA course content being delivered through the School of Media, Creative Arts and Social Inquiry.

Outcome 4: People with disabilities receive the same level and quality of service from Curtin staff as other people receive from Curtin staff

Discussions continued with People Capability on wording and placement to embed the appropriate level of responsibility for all academic and professional staff.

Evaluation of the gaps in training and blended training platforms continued. Discussion with FLECS – Blackboard took place to ensure consistency with staff and student training, and it is noted that FLECS-Blackboard is currently not accessible to JAWS users. Further development requires joint action between schools and People and Culture.

Online Equal Opportunity (EO) and "EO Lite" training is mandatory for all staff refreshed every 2 years. Inclusive Practice training comprising an online and a face to face module covering Intersectionality, Unconscious Bias and Privilege has been developed and is being implemented.

As part of the Athena Swan Project, a review of language used within policies has been extended to include disability and inclusion practices.

The staff online Disability Awareness module content was completed, to be made available to staff via the iPerform platform in 2019.

Autism support was introduced to the Kalgoorlie Campus by the Curtin Autism Research Group. Some staff have been trained in Mental Health First Aid.

People Capability began development on a staff/leadership capabilities framework.

The rebranding of Disability Advisor roles to "AccessAbility Advisors" began. The intent is to reduce perceived focus on disability in terms of 'deficit' and place emphasis on individual capability in the work and study environments. Two Counselling and Disability Services staff are based part time in the Centre for Aboriginal Studies.

Outcome 5: People with disabilities will have the same opportunities as other people to make complaints to Curtin

A review has established that schools across the University have a range of systems to support staff and student feedback, via:

- establishment of a Student Council
- openly encouraging students to provide feedback to unit and course coordinators (online and face to face) throughout their course
- school meetings and separate academic and professional staff meetings
- comprehensive course reviews and external school reviews which involve gathering stakeholder feedback
- an open and respectful culture which encourages honest and frank discourse.

The University is now considering development of a consistent approach for implementation across all faculties and schools.

Curtin's online portal is a ready access point in which all members of the University's community are able to lodge feedback on aspects of Integrity and Standards Unit (ISU) operations, including complaints management. The portal was promoted to staff via quarterly newsletters on the ISU website and communicated through Curtin Weekly, Yammer and various training workshops for staff. A flyer was developed and distributed via Student Guild, People and Culture and Counselling Services.

Formal communication to specifically target students with disability were promoted through the Disability Services newsletter, and updates were provided via Twitter and Curtin University's Facebook pages.

Internal surveys and quarterly random audits were implemented in 2018 to ensure the complaint handling process is robust, and that managers are conducting themselves in accordance with the guidelines.

Targeted direct consultation with executive management and other relevant stakeholders took place each quarter. Feedback on access/inclusion matters has been given to the Universal Design Working Party, which has oversight of the operational implementation of Curtin's DAIP.

The ISU maintains its website that articulates the complaint handling process, management of conflicts of interest, and provides contemporary and accurate information.

Outcome 6: People with disabilities will have the same opportunities as other people to participate in any public consultation by Curtin

Curtin's Accessible Information Policy has been reviewed and updated as the Accessible Information Procedures, due for next review in 2021. The University recognises that its information should be available in formats that will enable universal access to students, staff and the wider community. All original information is prepared and provided in accordance with existing Curtin guidelines and universal design principles. Information is made available in more than one format wherever possible upon request.

Draft guidelines for accessible consultation are under review by Curtin.

REPORT ON OPERATIONS (CONTINUED)

Outcome 7: People with disabilities will have the same opportunities as other people to participate in employment at Curtin

People Capability commenced exploring career development opportunities for Diversity and Equity target groups, including people with disability. Leadership capability is being developed across the organisation, with a focus on compliance/onboarding and induction to reflect Curtin’s values, signature behaviours and strategic plans.

A project was delivered in 2018 to support disclosure of disability in the workplace. Changes to website content were completed and online training will be rolled out in 2019 regarding disability awareness. Reasons for seeking disclosure have been articulated in Employee Kiosk including emergency management and personal emergency evacuation plan development. Learnings from this project will be applied to inform disclosure activities for other diversity groups across Curtin.

Curtin’s ‘Remote Work Guide’ was approved and released late 2017, which emphasises the importance of open dialogue between supervisors and staff regarding the ongoing appropriateness of working remotely, and includes useful information and tips on IT access and connectivity, information storage and security, health and safety, wellbeing and connectedness with the workplace when working interstate, overseas, off campus or from home.

The University Staff Agreement 2017 – 2021 provides a range of flexible work options supported by the University in line with operational requirements. Staff and line managers may consult a range of flexible work options including flexitime, annualised hours, job sharing, working from home or offsite, deferred salary schemes and purchased leave arrangements. These arrangements are accessed at all levels and employment types and provide a wide range of options for staff throughout their work lifecycle. Other arrangements may be arrived at that are tailored to an employees’ particular requirements.

ENVIRONMENTAL SUSTAINABILITY

2018 saw the launch of the new Properties, Facilities & Development Sustainability website, which celebrates Curtin’s commitment to sustainability through the actions of teams across the campus. The website was designed as a platform for sustainability reporting and engagement with students, staff and the community.

Key initiatives delivered in 2018 include:

- an update of the Environmental Sustainability Policy, cementing Curtin’s commitment to continued development while minimising our environmental impact
- improved utilities management with the launch of the Living Campus platform
- the launch of the new Creative Quarter Bike Hub, which provides high quality and secure end-of-trip facilities to students and staff
- installation of Duo Bigbelly Solar Compactors at key points on campus, reducing waste collection requirements
- installation of solar benches around campus, allowing students to rest and recharge their phones

implementation of the Living Knowledge Stream Guidelines, linking the Curtin community to the cultural heritage of our Campus and increasing native habitat.

Transport

A key project in the Integrated Transport Management Plan, the Creative Quarter precinct was officially opened in 2018, featuring communal seating areas, an all-weather canopy, games court with basketball tree, lawn area and timber decking, as well as a fully secure bike hub and end-of-trip facilities, providing bicycle storage for approximately 200 bikes, more than 100 lockers and Curtin’s first universal access self-contained shower and change facilities.

Biodiversity

Finalised in late 2017, execution of Living Knowledge Stream Guidelines has continued, bringing to life the major green infrastructure and Indigenous cultural trail network within the Bentley Campus. The Living Stream guidelines link the Curtin community to the cultural heritage of the site through use of native planting, stormwater management, art and educational installations, with a focus on biodiversity and water sensitive urban design.

Implementation of the Curtin University Urban Forest Action Plan 2014-2020 and Black Cockatoo Action Plan 2016-2018 continues. In 2018, 1,700 natives, including 100 trees, were planted across the Bentley Campus and Technology Park. 2018 also saw the first use of contractual bonding of trees on campus, giving them a tangible value and increased consideration in major capital projects.

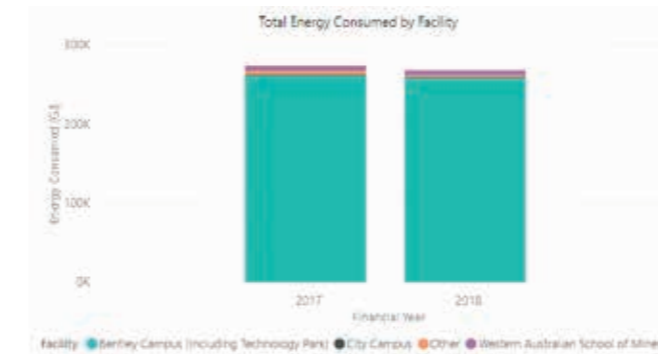
Utility Management

Curtin is continually pursuing sustainable building practices and energy optimisation initiatives to reduce and shift power consumption. Since 2014, these initiatives have had a considerable impact on energy use – demand has been reduced by approximately 20 per cent despite site growth of approximately 3,500 square metres each year.

Curtin’s new online platform, Living Campus, now provides the opportunity to centralise and visualise energy usage data. The platform connects more than a thousand meters around the Bentley Campus to display real-time energy usage, and provide educational resources to students, staff and the community.

The data from Living Campus will help us monitor, understand and manage energy usage in a more sophisticated manner, allowing Curtin to illustrate the benefits of energy saving initiatives and improve strategic planning.

Total energy consumption* in the 2017/18 financial year** was 268,269 gigajoules, down from 273,412 gigajoules in 2016/17. Greenhouse gas emissions also dropped from 40,225t CO²-e to 39,176 t CO²-e in 2017/18.



Operational Waste

The University has targeted recycling processes in place for co-mingled drink containers, paper, cardboard, wood, metal, polystyrene, batteries, globes and printer toners, as well as programs for recycling furniture no longer required by the University and e-waste from operations, staff and students. In the 2017/18 financial year** approximately 28 per cent of operational waste generated on-site was diverted from landfill. The University is working on initiatives to improve its recycling outcomes.

Improvements in operational waste in 2018 include the installation of a number of Duo Bigbelly Solar Compactors across campus, with more planned for 2019. The bins incorporate a solar powered, wireless and integrated system that automatically compacts rubbish, increasing the capacity from 120L to 600L, which notifies the Waste & Recycling staff when they are nearly full and ready for collection. This results in substantial reductions in routine collections and additional recycling opportunities.

Green Star - Communities

Curtin University was awarded Australia’s first 5-Star Green Star Communities certification in 2015 for the Greater Curtin Master Plan. The 5-Star rating, which equates to ‘Australian Excellence’ was earned after the University Master Plan was assessed against benchmarks for governance and innovation, design excellence, environmental sustainability, economic prosperity and liveability.

Preparation works have begun for recertification in 2020, with projects being undertaken across the University.

* All energy values are for Curtin University operations in Western Australia only
 ** Calendar year data is not available due to timing of the Annual Report, and so Financial Year data has been used.

REPORT ON OPERATIONS (CONTINUED)

MARKETING ACTIVITIES

Marketing effort was again heavily geared toward global positioning and international student recruitment in 2018, in response to a prolonged decline in international student numbers that has affected the entire Western Australian sector.

The increased international focus, together with reduced Commonwealth funding to universities, brought about significant transformation of the University Marketing portfolio in 2018. Following a restructure, the team reflects a general shift in priority away from the domestic student market, toward the international market, while still targeting high-value domestic segments such as high-ATAR domestic school leavers and prospective postgraduates. The structure also supports increased digital marketing, user experience design and analytics, to improve the user journey, better inform marketing strategy and maximise return on investment.

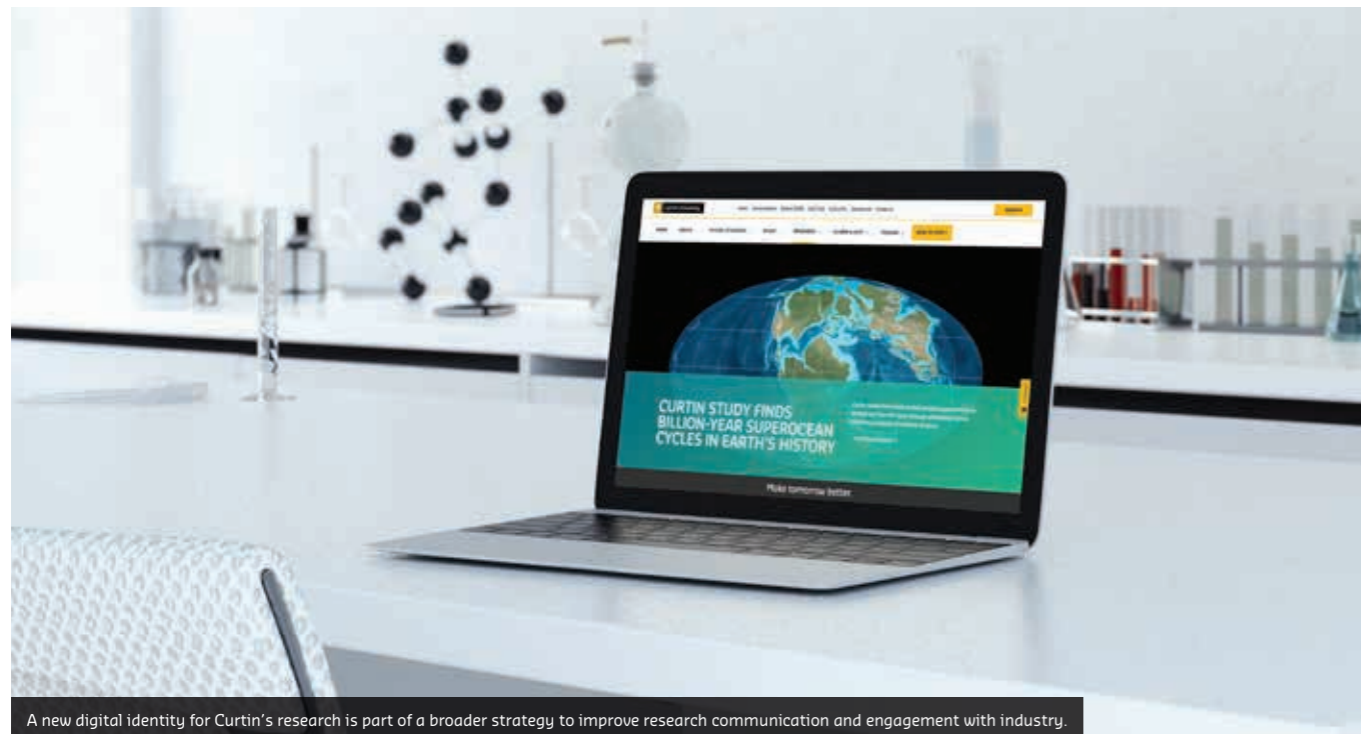
Integration of University Marketing with Curtin International was also strengthened, resulting in a significant increase in digital marketing initiatives aimed at the international student market. A lead nurture campaign was launched to help guide international prospective students from the early stages of interest through to enquiry and application. A dedicated China microsite and social media platforms were also established.

These and other international advertising and recruitment strategies resulted in an 18 per cent increase in enquiries from international prospective students. Domestically, Curtin's undergraduate market share was also positive, despite the reduced spend on that sector, with 53 per cent of WA's undergraduate applicants nominating a Curtin course as their first preference for the December round of offers.

University Marketing, Curtin IT Services and the Research Office launched a new-look 'research.curtin.edu.au' website in February, to improve our ability to profile and promote Curtin's research capability. A new paid social media strategy for research news was also developed and implemented, to help amplify Curtin's research news, events and achievements to a national audience. The results saw a dramatic increase in readership compared to unpaid social media activity, from around 10,000 readers per quarter to more than 40,000. Work is continuing, to ensure the increased readership is translated to increased engagement with the University.

In June, at the conclusion of an extensive selection process, University Marketing appointed new digital media and creative partners. Analogfolk was selected as Curtin's full-service creative agency, and Global Rev Gen won the contract for media planning and buying. Both agencies operate from locations across the globe and are well placed to support Curtin's positioning as a global university. They replaced Marketforce and OMD WA respectively, who worked with Curtin over the previous five years.

In July, the website 'study.curtin.edu.au' was launched, bringing together information about all Curtin units, courses and MOOCs into a single interface for prospective students. The platform amalgamates content from three sources: Akari (curriculum data), Student One (study mode, availability and fees) and the Learning Offering Utility (marketing content), providing a seamless, comprehensive catalogue of Curtin's offerings. The project was part of the Digital Futures program of technology-related projects and represents the first major overhaul of Curtin's online course catalogue since 2008. Refinement will be ongoing.



A new digital identity for Curtin's research is part of a broader strategy to improve research communication and engagement with industry.

PRICING POLICY ON OUTPUTS PROVIDED

Fees are charged in accordance with Australian Government guidelines and University policy.

Students in Commonwealth-supported places are required to contribute towards the cost of their education. The student contribution amount is calculated for each study period from their student load and the annual contribution amounts that apply for that year. In common with most universities, Curtin charges the maximum student contribution amount permitted by legislation.

Tuition fees for other students are determined by taking into account a number of factors, such as cost of delivery, 'market' factors and legislative requirements.

Approved fees are published online at fees.curtin.edu.au.

RECONCILIATION ACTION PLAN (RAP)

In 2018 Curtin launched its Elevate Reconciliation Action Plan (RAP) 2018-2020. This is the highest level in the RAP framework and recognises Curtin's ongoing commitment and contribution to reconciliation since becoming the first university in Australia to adopt this important blueprint for social change in 2008.

Through our RAP journey to date we have been able to:

- actively 'indigenise' our curriculum, helping our students to better understand how the wrongs of the past impact on Aboriginal people today
- deepen cultural understanding amongst our non-Aboriginal staff through workshops, on country visits and powerful cultural immersion experiences
- increase the numbers of Aboriginal and Torres Strait Islander staff and students on governing boards and committees
- provide leadership opportunities for our Indigenous students and staff
- build Indigenous research capability.

The RAP 2018-2020 places an emphasis on continuing Curtin's distinctive contribution to building a culture that values and respects Aboriginal and Torres Strait Islander people, culture and heritage both within the University and beyond, the relationships we have developed with our Aboriginal and Torres Strait Islander communities, and the opportunities we provide to develop the aspiration and ability to succeed in higher education and employment. It takes its direction from the Uluru Statement from the Heart, emanating from last year's Aboriginal and Torres Strait Islander Convention. This substantial gathering of Indigenous people from around the country called for a First Nations voice to be enshrined in the Constitution and for there to be greater truth telling around Australia's colonial past.

In formulating our Elevate RAP, we have used this statement to focus our efforts on:

- ensuring that Aboriginal and Torres Strait Islander people have a voice in decision-making processes

- working with governments at all levels to support agreement-making processes
- being at the forefront of initiatives to tell the truth about our shared history.

We have identified a number of cornerstone initiatives that will:

- embed the Indigenous Australian Cultural Capability Framework (ICCF) across the University and make this available to the community
- progress the proposed Nowanup Bush Campus in partnership with the Nowanup community
- enable the global exchange of knowledge and experiences between Aboriginal and Torres Strait Islander peoples and First Nation peoples around the world
- Lead in reconciliation and recognition of First Peoples.

RECORDKEEPING - COMPLIANCE WITH THE STATE RECORDS ACT 2000 (WA)

Curtin University (Curtin) is committed to the reliable and systematic management of its documents and records in accordance with good practice standards. As Curtin was established under an Act of the Parliament of Western Australia, it is also subject to the provisions of the *State Records Act 2000* (WA) (Act). In accordance with this Act, Curtin works under an approved Recordkeeping Plan (RKP). The RKP contains timelines and responsibilities for improving recordkeeping practices at Curtin. The Records & Information Management (RIM) team develops policies, processes, training and tools to assist staff to meet the requirements of the plan.

Significant improvements and developments

- A revised Information Security Classification Policy that better supports Curtin's new Strategic Plan was approved.
- A preservation room to assist with better management of Curtin's archival material was established.
- A successful Proof of Concept of an information management tool was conducted for better management of electronic records.
- A name change for the unit responsible for records and information management to Curtin Information Management and Archives was approved to better reflect the strategic direction of the unit.
- An intensive review of hard copy records in storage commenced, with a significant reduction in offsite records storage holdings. More than 6,000 boxes of old hard copy records were securely and legally destroyed in 2018.
- An enterprise-wide file sharing tool was provided to staff with a view to reducing the use of unsanctioned file sharing products.

REPORT ON OPERATIONS (CONTINUED)

- The University implemented the disposal freeze on records highlighted by the State Records Office in relation to the Recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse.
- Several projects involving the use of Robotic Process Automation technology to improve efficiency of information management processes were successfully undertaken.

Ongoing Records and Information Management Training

- More than 1,400 staff completed the online information management awareness training in 2018. All staff are required to complete this training within two months of starting at Curtin, and are required to repeat the training after three years.
- Regular training was made available to all staff on a variety of topics including 'An Introduction to Managing Information' and 'Managing Information You are no Longer Using', as well as how to use the Curtin Records and Information System and the Contracts and Agreements Register. Information sessions and educational tools were also provided on OneDrive for Business and the Information Security Classification Policy.
- Information and awareness raising activities in relation to Privacy and Freedom of Information responsibilities were provided to staff.
- Feedback is sought from attendees and all training is reviewed regularly. Alternative delivery formats for providing education and awareness were explored in 2018.

RISK MANAGEMENT

Curtin's Risk Management Framework consists of the Risk Management Policy, Risk Management Procedures and Risk Reference Tables that specify the University's Risk Appetite set by Council. Risk aware behaviours are integrated within Curtin's values and signature behaviours under the Value of Integrity. Integrity at Curtin is to act ethically, honestly and with fairness and the relevant risk aware behaviours include:

- Engender trust through openness, honesty and consistency
- This captures the obligation to continuously disclose risks and matters of concern
- Lead by example and act with due care
- Leaders, immediate line managers and senior leaders shape the risk culture
- Make informed decisions and be accountable for outcomes
- Informed risk aware decisions demonstrate prudence
- Accountability is also important for a sound risk culture.

The key areas of focus for Risk and Assurance during 2018 included:

- International Campus Assurance – Curtin now has four international campuses, Malaysia, Singapore, Dubai and Mauritius, which opened in 2018. An assurance framework was developed to provide oversight of international campus operations. This framework covers risk, compliance, finance, technology and audit. Curtin delivers internationally through deep partnerships and this framework acknowledges the partners role whilst at the same time providing transparent disclosure and assurance across key controls.
- Integrated Controls Assurance – As a diverse complex business, assurance of controls occurs at many levels in the organisation, and therefore achieving a single view of assurance is challenging. An assurance cycle has been developed to share information across areas covering quality, planning, compliance, risk, incident management, complaints, litigation to provide a single view relating to control effectiveness and to reduce duplication. The single view is now incorporated into an assurance map which also captures governance and committee oversight. An important part of the assurance cycle is the annual certification process where around 100 senior managers provide feedback on the operation of key controls and processes. This feedback informs control and process owners as well as shapes an overall single view of control effectiveness at Curtin.
- Strategic Risk - Curtin's strategic risk profile improved, however risks relating to international competition and operational sustainability remain a strong focus.
- Cyber and Security Risk - Almost all organisations today have a strong focus on cyber and security risk, underpinned by threat and vulnerability assessments. Curtin has robust processes in place and is continually enhancing its approach in partnership with leading global specialists. As part of the overall approach to managing cyber and security risk, Curtin conducted a discussion exercise with the representatives from Commonwealth and State agencies to continually improve its preparedness and response to cyber incidents. Alongside this incident exercise, Curtin has reviewed its cyber insurance cover against specific cyber scenarios to be fully informed of any potential gaps in cover.
- Respect Now Always – Curtin has zero tolerance for sexual assault and sexual harassment. Although the number of students being sexually assaulted is very low, any instance of sexual assault is absolutely unacceptable. All incidents are reported through critical incident processes and in 2018 a specific de-identified reporting portal was established to provide a single view of all sexual assault and sexual harassment matters. This single view is important to monitor effectiveness and awareness of support programs and incidents trends.

SUBSIDIARY BODIES

From time to time, the University invests in companies that are set up for the purposes of commercialising intellectual property. For a short period after the companies are established, the University may be in the position whereby it has control of the company, in which case the company may be regarded as a subsidiary of the University. However, in these cases the University's interest in the company is not financially material and will be diluted in time through investment from third parties.

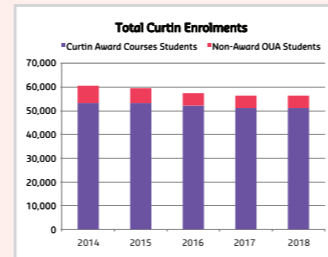
At 31 December 2018, the University had no subsidiaries.

VOLUNTARY CODE OF BEST PRACTICE FOR THE GOVERNANCE OF AUSTRALIAN UNIVERSITIES

At its meeting on 22 December 2018, Council adopted the revised Voluntary Code of Best Practice for the Governance of Australian Universities as a best practice governance benchmark. A compliance report for 2018 was noted by Council at its meeting on 20 March 2019. The University complies with all 14 protocols.

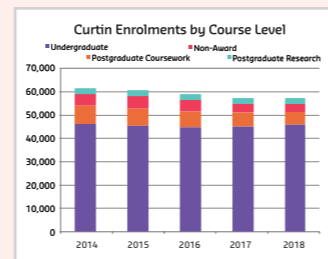
CURTIN KEY STATISTICS

	2014	2015	2016	2017	2018
STUDENT HEADCOUNT					
Total Curtin Enrolments	60,762	59,942	58,217	56,662	56,699



CURTIN ENROLMENTS BY CATEGORY

Course Level	2014	2015	2016	2017	2018
Postgraduate Research	2,409	2,459	2,409	2,353	2,225
Postgraduate Coursework	8,578	8,481	8,016	7,370	6,989
Undergraduate	46,992	46,086	44,721	44,778	45,104
Non-Award	3,818	3,920	4,022	2,988	3,054



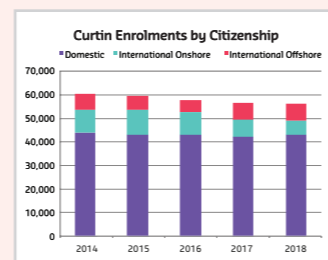
Broad Field of Education

Agriculture, Environmental and Related Studies	212	208	208	222	225
Architecture and Building	2,366	2,316	2,330	2,368	2,296
Creative Arts	989	962	930	888	896
Education	4,532	4,323	4,272	4,590	4,819
Engineering and Related Technologies	6,968	6,997	6,978	6,502	6,081
Health	9,516	9,456	9,505	9,370	9,404
Information Technology	603	469	409	412	414
Management and Commerce	14,376	14,062	13,301	12,479	12,080
Natural and Physical Sciences	4,085	4,186	4,415	4,486	4,546
Society and Culture	18,156	17,855	16,896	16,210	16,797
Non-Award	902	847	803	854	739

DEMOGRAPHY AND EQUITY

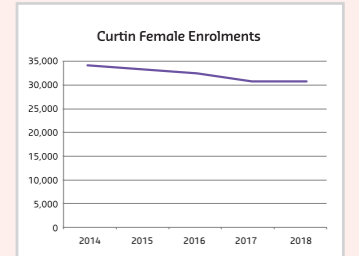
Student Citizenship

Domestic Students	44,296	43,440	42,792	42,431	42,959
International Students studying in Australia	8,646	8,744	8,509	7,371	6,888
from : China (%)	30%	28%	25%	25%	25%
Malaysia (%)	12%	12%	12%	12%	12%
India (%)	4%	7%	12%	11%	10%
Singapore (%)	4%	4%	4%	5%	6%
Hong Kong (%)	3%	3%	4%	4%	5%

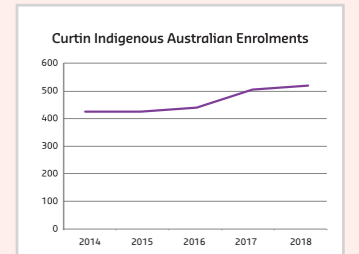


International Students studying outside Australia	7,831	7,746	6,910	6,850	6,848
from : Malaysia (%)	38%	40%	45%	46%	43%
Mauritius (%)	15%	17%	19%	20%	20%
Singapore (%)	18%	15%	11%	10%	11%
China (%)	4%	4%	4%	4%	5%
Sri Lanka (%)	1%	2%	3%	4%	3%

	2014	2015	2016	2017	2018
Gender					
Female Students	34,635	33,593	32,555	31,620	31,848
Female Proportion	57%	56%	56%	56%	56%

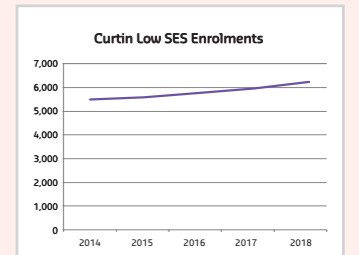


Indigenous Australian Students	436	429	447	509	532
Low Socio-Economic Status (SES) Students	5,550	5,668	5,832	5,953	6,222



AWARD COMPLETIONS

Total Curtin Completions	10,919	10,835	11,025	10,406	9,553
Course Level					
Postgraduate Research	299	294	307	347	310
Postgraduate Coursework	2,994	3,146	3,153	2,696	2,437
Undergraduate	7,626	7,395	7,565	7,363	6,806

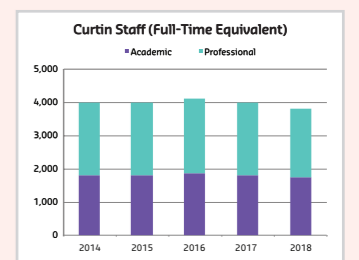
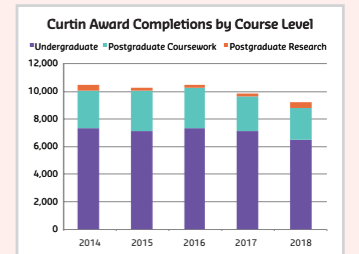


STAFF (FULL-TIME EQUIVALENT)

Total Curtin Staff	3,987	4,019	4,099	3,992	3,830
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Work Function

Academic	1,831	1,841	1,883	1,829	1,752
Teaching	613	700	702	663	661
Research	361	426	491	504	476
Teaching and Research	720	623	610	594	555
Other	137	92	80	68	60
Professional	2,156	2,178	2,216	2,163	2,078



* Students who have multiple enrolments or a change of citizenship during the year are counted multiple times, therefore the sum of the categories does not necessarily equal the overall total enrolment. Includes students from all campuses.

Staff figures are calculated as the full-time equivalent of continuing and fixed term staff captured as at 31 March, plus the full-time equivalent of casual staff as at 31 December. An estimate of casual staff is reported for 2018, while the prior year published in the 2017 Annual Report has now been updated with actual casual staff data. Includes staff from Bentley and WA campuses only.