

Report on operations

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 2021. A Council Strategy Workshop was held on 5 and 6 November 2021. Key governance-related matters considered by Council in 2021 included:

- approval of the following:
 - Annual Report 2020
 - Budget 2021
 - Modern Slavery Statement
 - Vice-Chancellor and Senior Staff Remuneration Code
 - Revised constitutions for the Audit, Risk and Compliance Committee, Executive Committee, Finance Committee, Nominations Committee, and the University Council Health and Safety Committee to ensure gender balance
 - Council members due diligence work plan and scorecard
 - Various honorary awards
 - Appointment of the Student Guild's external auditor
 - Statute No.14 – Revocation
 - Revised Investment and Treasury Management Policy
 - Revised Honorary Awards Policy
 - Revised Achievement Awards Policy
 - Endowment Policy
 - Mandatory vaccinations
 - Project plan for the development of a new Strategic Plan
 - Disestablishment of the Curtin Foundation and Curtin Foundation Board
 - Budget 2022
 - Capital Plan 2022
 - Priorities, KPIs, measures and targets for assessing the University's performance in 2022

- noting reports on the following:
 - University's performance against key performance indicators, measures and targets identified in the Strategic Plan 2017-2022
 - University's response to COVID-19
 - Academic Assurance Statement 2020
 - Operations of the Kalgoorlie Campus in 2020
 - Performance of the Curtin University Foundation in 2020
 - Diversity and inclusion
 - Strategic risk
 - Financial management
 - Investment performance
 - Health and safety
 - Integrity and standards
 - Foreign interference
 - 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 2021 as part of Council's meeting program. These included:

- Research
- Health Sciences
- Learning and student experience
- Science and Engineering
- Kalgoorlie Campus
- Global positioning
- 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 assisted in the performance of its responsibilities by the following sub-committees:

- Academic Board Executive
- Courses Committee
- Global Positioning Committee
- Learning and Student Experience Committee
- Research Committee.

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Members of Council for 2021

Members appointed by Governor	Commenced	Terminated	Due to expire
Ms Elisa Fear BCom (UWA) MBA (Cranfield) GAICD	1/4/2021 1/4/2018	Current 31/3/2021	31/3/2024
Mr Damian Gordon BCom (Curtin) FCA SF Fin FAICD	1/4/2021 1/4/2018	Current 31/3/2021	31/3/2024
Mr Michael Lundberg LLB (UWA) BCom (UWA)	28/5/2019	Current	27/5/2022
Member who is the Vice-Chancellor	Commenced	Terminated	Due to expire
Professor John Cordery BSc (Otago) MSc (Canterbury) PhD (Sheffield) FASSA	29/7/2020	18/4/2021	
Professor Harlene Hayne CNZM PhD (Rutgers) HonDSc (Colorado College) HonLLD (Otago) FRSNZ	19/4/2021	Current	Ex-officio
Members elected by academic staff	Commenced	Terminated	Due to expire
Professor Julia Richardson Bsc (Hons) (Glamorgan) MA (Manchester) PGCE (Manchester) PhD (Otago)	1/4/2021	Current	31/3/2024
Member elected by salaried (general) staff	Commenced	Terminated	Due to expire
Ms Catherine Clark BA (Murdoch) Grad Cert Public Health (UWA) MInfoMgmt (Curtin) GAICD	18/6/2019	Current	17/6/2022
Members elected by graduates	Commenced	Terminated	Due to expire
Ms Kim Gibson BAppSci (Physio) MA Public Sector Leadership GAICD FACHSM	1/4/2021	Current	31/3/2024
Dr Samantha Hall BCom (Curtin) MSc (Curtin) PhD (Curtin)	1/4/2021	Current	31/3/2024
Members elected by students	Commenced	Terminated	Due to expire
Mr Jeremy Ash (undergraduate)	1/1/2021	Current	31/3/2022
Mr Chris Hall (undergraduate)	1/4/2020 1/4/2019	31/3/2021 31/3/2020	
Ms May Majimbi (postgraduate)	1/4/2021 1/4/2020	Current 31/3/2021	31/3/2022

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	1/1/2022 1/1/2019	Current 31/12/2021	31/12/2024
Dr Andrew Crane (Appointed Chancellor from 1/01/2019) BSc Hons (Hatfield) PhD (Portsmouth) AMP (Harvard) IDPcert (INSEAD) FAICD	1/4/2021 1/4/2018	Current 31/3/2021	31/3/2024
		Previously appointed by the Governor 1/4/2015 – 31/3/2018	
Dr Vanessa Guthrie AO (Appointed Pro Chancellor from 1/4/2020) BSc(Hons) (UNE) PhD (UTAS) Grad Dip (AGSM) Grad Dip (UWA) HonDSc (Curtin) FTSE FAICD	1/4/2020 1/4/2017	Current 31/3/2020	1/4/2023
Dr Katherine Stannage MBBS (UWA) FRACS FAOrthA GAICD	1/4/2020	Current	31/3/2023
Mr David Southam BCom (Curtin) CPA MAICD	1/4/2020	Current	31/3/2023
Chairperson of the Academic Board	Commenced	Terminated	Due to expire
Professor Dale Pinto PhD (Law) (Melb) MTax (Hons) (Syd) PGradDipBus (Dist) (Curtin) BBus (Dist) (Curtin) FCPA FTMA FAAL CA CTA-Life AFAIM MAICD	1/4/2020 1/04/2018	Current 31/3/2020	31/3/2022

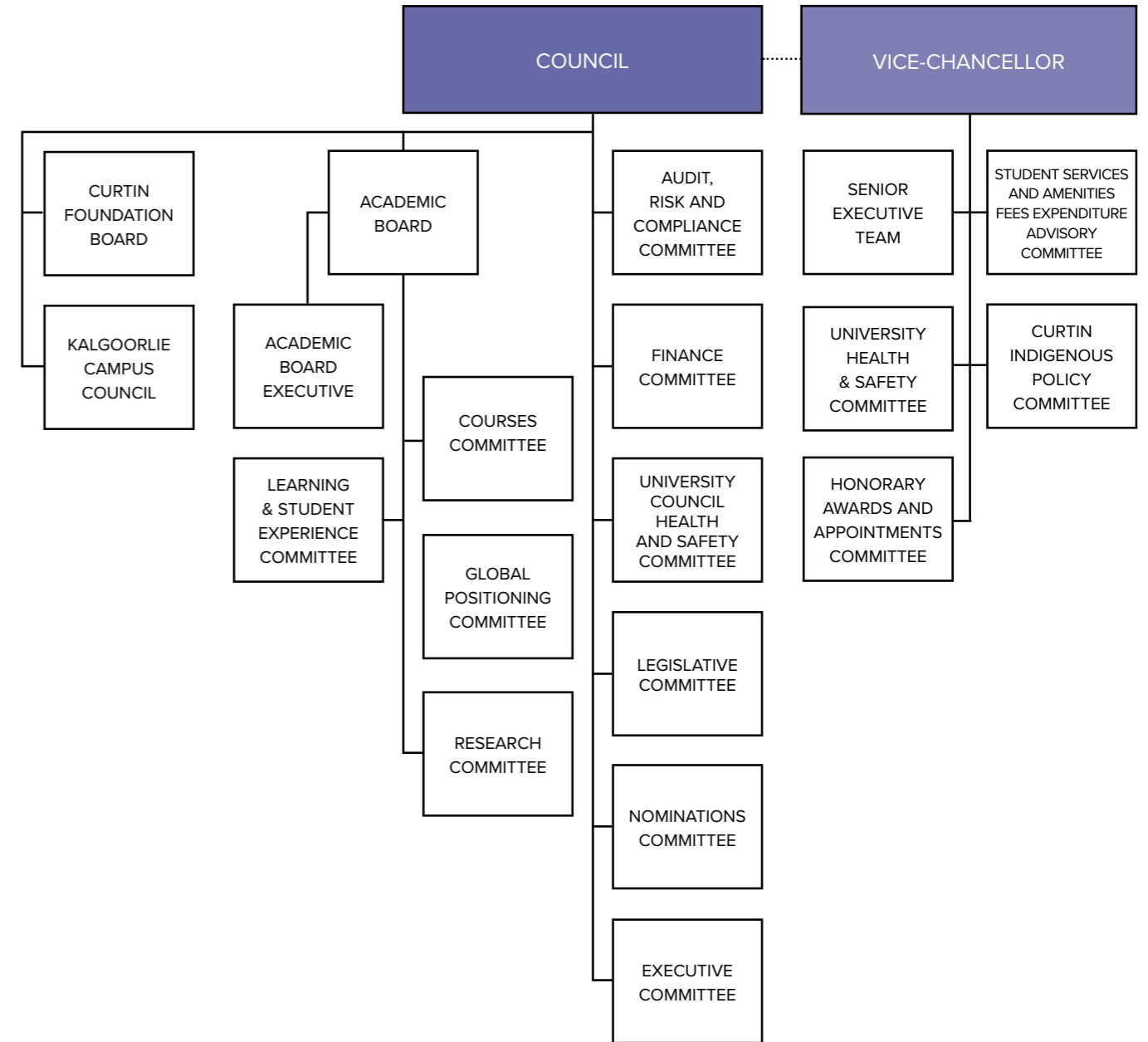
Report on operations (continued)

Members of Council (as at 8 December 2021)



From left to right: Dr Katherine Stannage, Michael Lundberg, Elisa Fear, Dr Vanessa Guthrie (Pro Chancellor), Professor Harlene Hayne (Vice-Chancellor), David Southam, Dr Andrew Crane (Chancellor), Kim Gibson, Dr Terry Agnew, Professor Dale Pinto, Damian Gordon, Catherine Clark, Jeremy Ash, Professor Julia Richardson [front], May Majimbi, Dr Samantha Hall [front].

Governance structure (as at 31 December 2021)

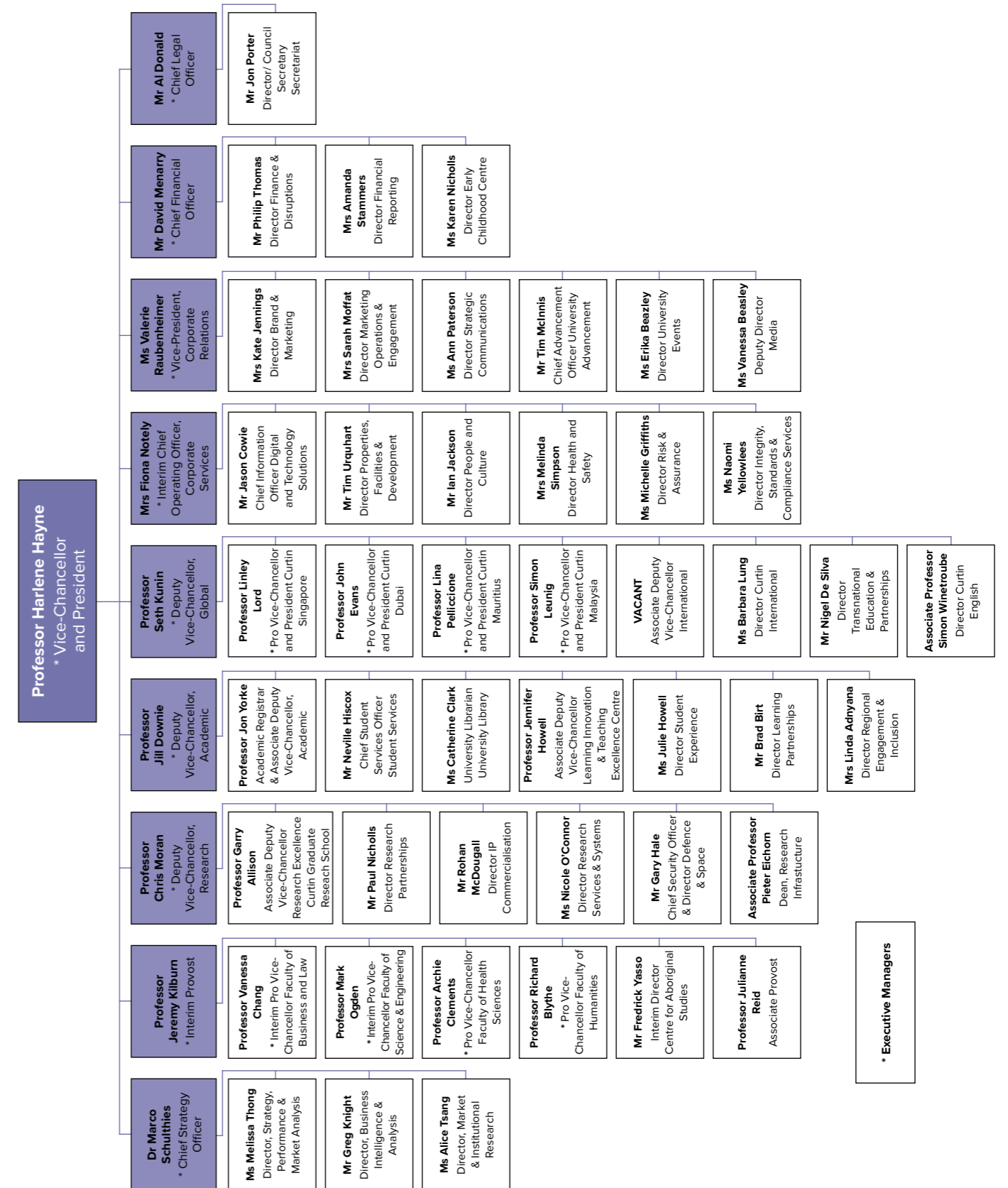


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Senior Officers (as at 31 December 2021)

Vice-Chancellor	Professor Harlene Hayne
Provost (Interim)	Professor Jeremy Kilburn
Deputy Vice-Chancellor, Global	Professor Seth Kunin
Deputy Vice-Chancellor, Research	Professor Chris Moran
Deputy Vice-Chancellor, Academic	Professor Jill Downie
Pro Vice-Chancellor, Indigenous Leadership and Strategy	Vacant
Pro Vice-Chancellor, Business and Law (Interim)	Professor Vanessa Chang
Pro Vice-Chancellor, Health Sciences	Professor Archie Clements
Pro Vice-Chancellor, Humanities	Professor Richard Blythe
Pro Vice-Chancellor, Science and Engineering (Interim)	Professor Mark Ogden
Pro Vice-Chancellor & President, Curtin Malaysia	Professor Simon Leunig
Pro Vice-Chancellor & President, Curtin Singapore	Professor Linley Lord
Pro Vice-Chancellor & President, Curtin Mauritius	Professor Lina Pelliccione
Pro Vice-Chancellor & President, Curtin Dubai	Professor John Evans
Chief Operating Officer (Interim)	Ms Fiona Notley
Vice President, Corporate Relations	Ms Valerie Raubenheimer
Chief Financial Officer	Mr David Menary
Chief Strategy Officer	Dr Marco Schultheis
Chief Legal Officer	Mr Alistair Donald

Organisational chart (as at 31 December 2021)



Report on operations (continued)

Staffing matters

Staff summary (as at 31/03/2021)

	Continuing/ Permanent	Fixed term/ Temporary	Total
Academic Staff	780.95	501.98	1,282.93
Professional & General Staff	1,263.14	534.97	1,798.11
Total	2,044.09	1,036.95	3,081.04

- Source: HR Reporting – Staff Workforce Profile Report run as at 31 Mar 2021
- FTE is FTE at a point in time as at 31 Mar 2021 for Continuing and Fixed term staff with an active contract calculated based on position fraction

Staffing policies and initiatives

- The deepening of Curtin's well-established culture of innovation remained an important foundational element of our organisational DNA this year, particularly as we continued to respond to the evolving challenges of the pandemic. Despite the significant challenges faced by our staff, 74 per cent of them chose to participate in the Ngalang Waangi (Our Voice) engagement survey this year with 81 per cent of them telling us they remain proud to work for Curtin, a similar result to 2021.
- Significant effort was made to further embed the Indigenous Cultural Capabilities Framework, with a number of new capability-building programs run this year to build awareness of First Nations knowledge. Level One programs included Wanju Curtin Mia, an On Country experience based on the Perth campus, and Wanju Boorloo which is a similar program operating around the Perth CBD campus. Level Two programs include a Carrolup Engagement Workshop designed to provide insights into the impacts of the Stolen Generations through the story of the Aboriginal child artists of Carrolup, whose works are on display at the John Curtin Gallery.
- The introduction of the 'One Curtin: Leading in a Global University' program this year preceded a more expansive series of academic leadership capability interventions planned for 2022. Whilst developing insights about their individual approach to leadership, staff from each of Curtin's campuses worked collectively on action learning projects including: Teaching and Learning and the Student Experience in a Global context; Global Teams, Virtual Communities; and Alumni and Industry Engagement.
- Additional personal development opportunities were initiated through the introduction of 19 learning programs covering a wide range of subjects, including academic supervision, health and safety, inclusive practice, cyber security, recruitment and selection and performance and career planning, amongst other areas.
- A broad range of policies and procedures have been refreshed this year including a number relating to the University's approach to diversity, inclusion and belonging. Those updated include our overarching diversity and equity policy and a number of procedures including diversity in the workplace, discrimination and harassment, and inclusive language.

- In responding to the challenging fiscal climate exaggerated by the pandemic, the University determined it would not provide any bonus payments in 2021 to the relatively small cohort of senior leaders who participate in the at-risk reward arrangement.

Industrial relations

- The *Curtin University Academic, Professional and General Staff Agreement 2017-2021* nominally expired on 30 June 2021 and, in preparation for its replacement, the University sought feedback and insights from staff as to what they consider priorities for any new arrangements. More than 1,000 staff attended workshops to provide input on what changes the University might pursue regarding appropriate terms and conditions for staff. This ongoing process follows the response of nearly 900 staff to an initial survey about the next Agreement. Staff feedback focused on workload, flexibility, competitiveness of conditions, remuneration and communication preferences. It also explored the relative importance of the next Agreement providing outcomes for the Curtin student experience, the quality of learning and teaching, the excellence of our research, community engagement and the financial sustainability of the University.
- On 27 March 2021, the *Fair Work Amendment (Supporting Australia Jobs and Economic Recovery) Act 2021* (Cth) (Fair Work Amendment Act) came into effect, introducing new provisions into the Fair Work Act 2009 (Cth) in relation to casual staff members. As a consequence, Curtin undertook a significant process (as prescribed by the Amendment) to consider and convert casual staff who met the legislative thresholds to permanent full-time or part-time employment.
- The University has also undertaken significant work this year to respond to the federal government's 'Your Future, Your Super' reform measures. The new arrangements require substantial changes to the University's operations due to the impacts of stapled super funds, particularly around the new requirement for choice of fund and the flow-on effect to Curtin's obligations under the UniSuper Trust Deed.

Occupational safety and health, workers compensation and injury management

Curtin recognises that health and safety risk is inherent in our business and the effective management of risk is vital to deliver our strategic objectives, continued growth and success. Curtin is committed to managing risks in a proactive and effective manner to ensure the health and wellbeing of its staff and students. The University continues to recognise the importance of safety leadership as a pillar in identifying and managing risk, with a key focus on positive performance indicators in 2022 to continually improve the safety culture within the Curtin community.

The COVID-19 pandemic requires the University to minimise the risk of transmission whilst maintaining safe delivery of services and ensuring the wellbeing of staff and students. This has necessitated the enhancement of hybrid teaching and learning models, risk-assessing activities against current

government guidelines, and ensuring adequate health and wellbeing services are available to the Curtin community.

Preparations have continued throughout the year for the pending approval of the new Western Australian Work Health and Safety legislation, due in 2022. These activities have included completing due diligence plans for officers, education regarding the changes in the Act at health and safety committee meetings, and regular updates to University Council. The continuation of these programs across Curtin will assist with a seamless transition to the new legislation in 2022.

Continuous improvement initiatives conducted in 2021 included a safety leadership summit, Safe Work Month awareness and mental health sessions.

2021 Reportable Key Performance Indicators

Measure	Actual results			Performance	
	2019	2020	2021	Target	Comment on result
Number of fatalities	0	0	0	0	Meets target
* Lost time injury/disease incidence rate (LTIIR)	0.26	0.33	0.25	0 or 10% reduction	Exceeds target
** Lost time injury/disease severity rate (LTISR)	30	0.00	0.00	0 or 10% reduction	Meets target
*** Percentage of injured workers returned to work within:				Greater than or equal to 80%	
(i) 13 weeks	100%	83%	89%		Exceeds target
(ii) 26 weeks	100%	100%	100%		

Public Sector Commissioner's Circular (July 2018) describes target reductions by 2022 including:

- reduction in the number of worker fatalities due to injury of at least 20 per cent
- reduction in the incidence rate of claims resulting in one or more weeks off work of at least 30 per cent

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

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

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

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Significant issues and trends

Effect of economic and other factors in 2021

The sector continued to be disrupted by the COVID-19 pandemic throughout 2021, with domestic students impacted by periodic shutdowns and restrictions, and international borders remaining closed, resulting in many students unable to commence their studies onshore. The sector was also faced with continuing financial pressures caused by continued impacts from COVID-19 in 2021, with many institutions undertaking large-scale restructures and redundancies to address financial sustainability.

Australia's strict border measures have significantly impacted the sector, with international enrolments down by 210,000 this year, and 130,000 international students continuing to study online. All states responded with support packages for students facing hardship, and changes to visa arrangements for existing international students have remained in place to ensure students can maintain visa privileges until they are able to return. Further to this, the Commonwealth Parliament's Joint Standing Committee on Migration recommends easing of immigration requirements for graduates with in-demand skills, which will be a welcoming incentive for returning students in 2022.

Domestic growth and the introduction of the Job-Ready Graduates Package

During 2020, the federal government announced the Job-Ready Graduates Package of reforms to deliver immediate support to the sector to further stimulate demand, with a particular focus on national priority areas. The package came into effect on 1 January 2021 and saw an increase in higher education funding of more than \$2 billion from 2020, which is expected to support up to 30,000 additional student places and 50,000 more short courses.

As part of the package, new funding has also been allocated to support universities to facilitate engagement with industry to develop job-ready graduates through the National Priorities and Industry Linkage Fund.

An early review in 2021 showed that first-year enrolments were increasing in national priority areas such as science, agriculture, information technology, education and engineering. Based on Senate Estimates from 25 out of 38 universities, key trends in commencing undergraduate enrolments by broad field of education include: agriculture and environmental courses, which experienced the largest increase in enrolments (13.6 per cent) and the largest decrease in student fees, from \$9,698 to \$3,950; enrolments in society and culture courses, which also went up 5.8 per cent, despite a nearly \$8,000 fee increase, to \$14,500; and management and commerce enrolments, which remained stable, despite the increased fees (also \$14,500 per year).

Due to the 'baby bonus' scheme which was introduced in 2002, growth in the Year 12 population is expected over the next few years, with further increases from 2025 onwards; however, the university sector is being impacted by a decline in Australian Tertiary Admission Rank (ATAR) attainment, and a

growing national focus on Vocational Education and Training (VET) qualifications.

Undergraduate certificates were introduced in 2020 in response to the pandemic and to encourage domestic students to learn new skills for a changing job market. They were subsequently included in the Provider Category Standards in February 2021, effective until the end of the year. While the future of this initiative is unclear, the opportunities for continuing short courses and different models of delivery will continue to develop, with microcredentials and a range of other options being actively integrated into university offerings.

Global market may take years to recover

Key global competitors (including the UK, US and Canada) reopened borders, reinvigorating and strengthening international student programs, including enhanced migration pathways. Australia's share of the global market for international students has declined from 18 per cent to 12 per cent in two years, whereas the UK, USA and Canada have improved their share. Australia's ability to attract international students and rebuild this important market once borders reopen remains a key focus area. The Department of Education is leading the development of an international education strategy to guide recovery of the sector over the next 10 years. The perception of Australia as a welcoming country will be crucial and there is also recognition across the sector that sustainability will be key to a new model, ensuring diversification in student markets and study areas is a priority.

The federal government has approved a pilot program for the return of a limited number of international students to continue their studies in NSW, commencing in December 2021. Under the plan, all quarantine places for students are in addition to those for returning Australians, and are being funded by universities. The Commonwealth is also in discussions with South Australia and Victoria.

Student experience drops to an all-time low

Student satisfaction at Australia's universities dropped to an all-time low in 2020 due to the impact of COVID-19. The Quality Indicators for Learning and Teaching Survey (QILT) showed that student satisfaction with university education had dropped sharply in 2020, reaching its lowest level since the survey began in 2012.

While a fully on-campus experience remains uncertain, the sector seeks to support students based on their individual needs and learning requirements. The sector continues to focus on developing best-practice and innovative models of teaching delivery and student engagement that seek to blend physical and digital participation, providing the best use of technology to create new and enhanced educational experiences.

Providing a safe campus environment is a priority for institutions across the country. Universities have worked hard to provide a COVID-safe environment to enable on-campus teaching and learning experiences where appropriate, working with government and following scientific advice to ensure student safety. Depending on local circumstances, some

institutions have chosen to support vaccination, rather than demand it, others have mandated vaccination for entry onto campus. There have also been incentives applied in some cases, to increase vaccination.

The sector is also acutely aware of the potential impact of the pandemic on staff and student mental health. In partnership with Headspace, Universities Australia launched the 'Real Talk' framework to help staff to identify and support colleagues and students who may be struggling with the uncertainty created by lockdowns, separation from loved ones, physical ill health, financial burdens and transitioning to different ways of learning and working.

Graduate outcomes remain strong

Short-term graduate employment rates have stabilised, and median salaries are on the rise despite the impact of COVID-19. The 2021 Graduate Outcomes Survey (GOS) shows employment rates for graduates four months after leaving university, with the overall employment rate for both full-time and part-time employment for recent graduates remaining broadly similar to last year.

The long-term graduate employment market remains strong with 88.9 per cent of graduates in full-time work three years after completing their studies. The 2021 GOS longitudinal data shows that almost nine out of ten graduates from Australian universities are in full-time work three years after graduating. More than three-quarters of graduates in employment three years out were working in professional or managerial jobs.

Industry engagement remains a critical focus area

Universities have commenced engagement with the National Priorities and Industry Linkage Fund pilot, which is set to run from 2022 to 2024. It offers institutions an opportunity to highlight their deep industry engagement and focus on developing metrics to drive stronger outcomes, including: increasing the number of internships, practicums and other innovative approaches to work-integrated learning across all disciplines; increasing the number of STEM-skilled graduates and improve their employment outcomes; and rewarding providers for the development of partnerships and collaborations with industry.

The inaugural round of the \$440 million Strategic University Reform Fund, which was announced in 2021, focused on projects across a range of priority areas including environment, agriculture, manufacturing and digital technology. The continuing support of government in this and other initiatives will increase industry-university engagement, improve commercialisation of applied research and enable response to local and national priorities. The sector awaits the outcomes of the scoping study for a university research commercialisation scheme further aimed at improving translation and commercialisation of university research.

The government continued support for employment pathways for students and financial incentives for universities to enrol students in 'industry PhDs'. This measure will introduce an additional weighting in the Research Training Program funding formula for PhD students who undertake an industry placement. The Australian Technology Network (ATN) has

launched 'Frontiers', a new higher degree by research professional development program that aims to transform Australia's next generation of PhD and Research Masters students into industry leaders. Co-created and delivered by expert academic and practitioner staff across ATN member universities, the program offers a suite of future-focused learning modules free of charge to ATN higher degree by research students. Courses, classes and big-picture summits cover entrepreneurship, engaging with industry and data analytics.

Increasing competition

The Federal budget 2021-22 focused on the VET sector through initiatives that include boosting apprenticeships and short courses, as well introducing the Job Trainer program. There is also support for non-university and English-language courses (ELICOS) providers.

Australian higher education students will also be afforded more choice after one new university and three university colleges were approved by Tertiary Education Quality Standards Agency (TEQSA) under the new category standards. The NSW-based Avondale University College is Australia's first new university in nearly 10 years, while three other university colleges – The National Institute of Dramatic Arts (NIDA), the Australian Film, Television and Radio School (AFTRS) and Moore Theological College – also gained TEQSA accreditation under a new category established as part of the revised Higher Education Standards Framework (Threshold Standards) 2021. Along with new category standards, the number of higher education provider categories has been reduced from six to four, and stronger research requirements have been put in place to ensure research from Australian universities meets world standards.

The increased market diversification presents an increasingly competitive landscape for the sector.

Regulatory pressures

Universities came under scrutiny in 2021, with a review of freedom of speech policies in response to the Model Code produced by former Chief Justice of the High Court Robert French in 2019. The review found that every university in the country had adopted a robust framework to protect freedom of speech among academics.

Universities were also called on to respond to the inquiry by the Parliamentary Joint Committee on Intelligence and Security (PJICIS) related to proposed wide-reaching cyber security legislation. Concern was expressed that legislation was disproportionate to the risks involved. The committee has the support of the sector in recommending that the bill be split in two. This would enable urgent response to immediate risks, while enabling broader consultation and engagement about longer-term outcomes. To ensure Australia's prosperity and security the sector recommends a risk-based and proportionate system that builds on the risk management and protections universities already have in place.

Amendments to the *Fair Work Act 2009* came into effect in March 2021 that change the workplace entitlements and obligations for casual employees. Universities are now obliged

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to offer casual staff who meet the requirements permanent full-time or part-time employment. There has also been a review in relation to potential under-payment of staff in breach of wage rates set in enterprise agreements. The sector continues to respond to these issues and is committed to providing fair work arrangements for all staff.

TEQSA response to academic cheating services

TEQSA's Higher Education Integrity Unit was established in 2020 for oversight of a range of issues including admission standards, academic and research governance, student safety, foreign interference, cyber security, fraud and corruption. Academic cheating has been an area of focus in 2021 following the amendments made by the *Tertiary Education Quality and Standards Agency Amendment (Prohibiting Academic Cheating Services) Act 2020*. In 2021, the Higher Education Integrity Unit commenced sharing intelligence about commercial academic cheating services with Australian higher education providers and further to this, TEQSA was successful in obtaining a federal court order to block access to a commercial academic cheating services website.

Changes to the legal environment affecting the University in 2021

Commonwealth legislation

Australia's Foreign Relations (State and Territory Arrangements) Act 2020 (Cth)

This Act establishes a Scheme through which the Commonwealth seeks to ensure that arrangements between relevant Australian and foreign entities do not adversely affect Australia's foreign relations and are not inconsistent with Australia's foreign policy. With respect to universities, the Scheme requires arrangements with relevant foreign entities (including government and higher education providers) to be notified to the Minister for Foreign Affairs, who has power to terminate or amend the arrangement.

Higher Education Support Amendment (Freedom of Speech) Act 2021 (Cth)

This Act amends the *Higher Education Support Act 2003* (Cth) by requiring universities to have policies which uphold freedom of speech and 'academic freedom' as defined in The Honourable Robert French's Model Code on Freedom of Speech and Academic Freedom.

Online Safety Act 2021 (Cth)

This Act provides the eSafety Commissioner, Australia's online safety regulator, with improved powers to protect all Australians from the most serious forms of online harm. This legislation introduces a world-first cyber abuse scheme for Australians (including powers to order the removal of cyber abuse material); a strengthened image-based abuse scheme to address the non-consensual sharing of intimate images; an enhanced cyberbullying scheme for Australian children that enables the eSafety Commissioner to require the removal of material from online services; reduced take-down times for service providers to comply with notices to remove image-based abuse, cyberbullying, adult cyber abuse or seriously harmful online content; and a set of core Basic Online Safety Expectations for the technology industry. Under this Act, the eSafety Commissioner is provided with greater information-gathering powers to obtain identity information; conduct investigations; and issue fines and compulsory notices. The Act was due to come into effect on 23 January 2022.

Sex Discrimination and Fair Work (Respect at Work) Amendment Act 2021 (Cth)

This Act amends the *Fair Work Act 2009*, *Sex Discrimination Act 1984* and the *Australian Human Rights Commission Act*, which is aimed at strengthening, simplifying and streamlining existing legislative frameworks to protect workers from sexual harassment and other forms of sex discrimination in the workplace. The amendments include the alignment of terms with the model Health and Safety law such that the Act extends to persons not previously covered, such as interns, volunteers and self-employed workers; strengthening and clarifying existing provisions on sexual harassment, such as inserting a new legislative note into the *Fair Work Act* that

informs readers that sexual harassment in connection with the employee's employment can be a valid reason for dismissal and inserting a new provision in the *Sex Discrimination Act* to make it expressly clear that it is unlawful to harass a person on the ground of their sex; and varying the existing entitlement to compassionate leave in the *Fair Work Act* to provide for leave in the case of miscarriage. A Curtin working party has been established to deal with the issues arising from this Act.

Western Australian legislation

Protection of Information (Entry Registration Information Relating to COVID-19 and Other Infectious Diseases) Act 2021

This Act ensures that entry registration collected for the purpose of contact tracing cannot be used or disclosed for any purpose other than for contact tracing, and the responsible person for entry registration records must ensure that the record is stored securely until it is destroyed in accordance with the Act.

Work Health and Safety Act 2020 (WA)

This Act provides a framework to protect the health, safety and welfare of workers in Western Australian workplaces, and of other people who might be affected by the work. The Act aims to protect the health and safety of workers and other people by eliminating or minimising risks arising from work or workplaces and ensure fair and effective representation, consultation and cooperation to address and resolve health and safety issues in the workplace. The Act is largely based on the national *Work Health and Safety Act* used in other Australian states and territories (except Victoria) aiming to harmonise work health and safety law across Australia. The Act will come into full effect once the Work Health and Safety Regulations are finalised, which is expected to be in the first quarter of 2022.

Building and Construction Industry (Security of Payment) Act 2021

The Act aims to provide an effective and fair process for securing payments to persons who undertake to carry out construction work, or to supply related goods and services, in the building and construction industry. The Act introduces a shift in the balance in bargaining power between principals and contractors in Western Australia and brings WA's regime closer to the model adopted in other Australian states. This Act received assent in June 2021 and will have a staged implementation over the next 12 months; the object and commencement provisions of the Act are currently in effect and the remainder of the Act will come into force on days fixed by proclamation. The draft Regulations have been released for comment and, at this stage, the Act is expected to take full effect in August 2022.

Potential future legislation

Plan for Plastics (Western Australia)

The Western Australian Government has released its planned approach for the avoidance of single-use plastics, which will be phased in over the next two years. The plan, released in June 2021, envisaged legislation being developed and implemented by late 2021 for the state-wide phase-out of plastic plates, bowls, cups, cutlery, stirrers, straws, thick plastic bags, takeaway polystyrene food containers and helium balloon releases. By late 2022, legislation will be progressed for the state-wide phase-out of barrier/produce bags, polystyrene packaging, cotton buds with plastic shafts, microbeads, coffee cups/lids, polystyrene cups and oxo-degradable plastics.

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Other disclosures and legal requirements

Academic Freedom and Freedom of Speech Policy

Curtin's Academic Freedom and Freedom of Speech Policy (**Policy**) is based on the Hon Robert French AC's *Model Code for the Protection of Freedom of Speech and Academic Freedom in Australian Higher Education Providers (Model Code)*.

Professor Sally Walker's *Review of the Adoption of the Model Code (Review)* confirmed that Curtin's Policy is mostly aligned with the Model Code. The main source of non-alignment is that the Policy remains subject to the operation of Curtin's values, and the code of conduct that reflects them. Curtin remains comfortable that this is an appropriate policy setting for the University, which reflects the desire expressed by the University community throughout the extensive Policy consultation process to ensure our values remain central to all our operations.

However, Curtin has undertaken a series of additional alignment measures as recommended by the Review. We have commenced a broad review of our other policies and procedures and in 2022 will make updates to align further with the Policy. We will also adjust the Policy itself to ensure that contractual discretions are exercised in accordance with the Policy where this is consistent with the relevant contract.

In 2022, Curtin will take the opportunity to reaffirm and reinforce its commitment to academic freedom and freedom of speech at Academic Board, the University's peak academic governance body comprised of a broad range of staff, student and executive representatives. Discussion and feedback will also be invited on developments on these topics since the introduction of the Policy.

In 2022 we will also encourage the Student Guild executive to consider adopting an appropriate academic freedom and freedom of speech policy to cover the Guild's operations.

The 2021 national Student Experience Survey, conducted on behalf of the Australian Department of Education, Skills and Employment, included questions regarding students' views on freedom of expression on campus. Curtin's 2022 annual staff survey will also be updated to include questions regarding the management of academic freedom and freedom of speech. Results from these surveys will be reported each year.

No issues of concern came to the attention of Council during 2021 regarding academic freedom or freedom of speech.

Responsible Investment

The University is committed to responsible investing, which addresses risks and opportunities related to environmental, social and governance (ESG) issues, and integrates responsible investing into its long-term investment strategy.

In doing so, the University monitors – for the managed funds it invests in – ESG ratings; carbon footprints; proxy voting reports; and assessments of compliance with the UN Principles for Responsible Investment.

Act of Grace Payments

In 2021 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 2021 the following costs were recorded against these items:

	Amount \$ (excl GST)
Advertising Agencies	929,101
Campaign	-
Non Campaign	929,101
Market research organisations	297,538
Media advertising organisations	4,416,923
Grand Total	5,643,562

Capital Works

Projects completed in 2021

Building 610: Curtin Institute of Radio Astronomy

- Commensurate with the importance of this institute, the facilities and services infrastructure were upgraded to improve functionality and also provide additional accommodation.
- Works commenced in 2020 and were completed in 2021 and within the project funding of \$2.2 million.

Building 701/703: Kalgoorlie Health Multidisciplinary Training Facility

- Accepted into the national Rural Health Multidisciplinary Training (RHMT) program, this project provides a strategic opportunity for a multidisciplinary clinical school in Kalgoorlie, leveraging Curtin's presence in the region.
- This facility in Kalgoorlie provides learning and teaching space for medical, nursing and allied health students and accommodates related coordination staff.
- Construction commenced in early in 2021, and was completed the same year and within the project funding of \$2.8 million.

General refurbishments

- In 2021, as per our recurrent refurbishment programs, a wide variety of works were committed and commenced including end-of-life toilet refresh and Universal Access Toilet upgrades in buildings 200A, 106C, 312, 408 and 401, with works to be completed in early 2022.
- The Hazmat response program included works on the Curtin Boat Shed (Building 121), plus scoping of the Building 306 gas reticulation remediation works.
- The Building 408 western elevation structural remediation commenced, with internal works and external brick remediation. The breezeblock wall replacement works for buildings 306, 307 and 308 also started at the end of 2021.
- Examples of key minor refurbishment projects delivered include: computer lab upgrade in Building 402; higher degree by research space refurbishment in Building 305; SAT space refurbishment in Building 108; Behavioural Science lab refurbishment in Building 201; various works at 137 St Georges Terrace; Trading Room refurbishment in Building 408; and storage space minor refurbishment in Building 104.
- The building upgrade and refurbishment for the Centre for Aboriginal Studies (Building 211) also commenced.

Major projects commenced or under construction in 2021

'Exchange' (previously known as Greater Curtin Stage One)

- Curtin executed the principal agreements in June 2019 with the selected private sector consortia to finance, deliver and operate the Exchange precinct and operate Curtin's existing student accommodation at Bentley.
- With an end capital value at circa \$300 million, the scope includes student accommodation, short-stay accommodation (hotel), apartments, industry partner space, retail, and supporting amenity and infrastructure.
- Included within the overall project, and integrated into the base build construction, are multiple leasing and capital works streams being undertaken by Curtin for the many retail tenancies, commercial spaces and surrounding public realm outcomes.
- Construction remained on track to achieve Operational Readiness by the end of 2021, ready for occupation to occur before the beginning of first semester in 2022.

Building 418: School of Design and the Built Environment

- Construction commenced in September 2019. Occupation of the building is expected to be in time for the start of first semester in 2022.
- With a project value of \$115 million, this building will be the home for the School of Design and the Built Environment, but also includes an additional 2,500 square metres of space fully integrated for industry partners. It remains on track to be completed within budget and for the revised completion date.

Building 105: TL Robertson Library upgrade

- The Library requires a major upgrade in order to provide a best-practice, contemporary fit for a purpose-built library facility, and to address the end-of-life plant and building services.
- The overall scope consists of a new services tower and related infrastructure upgrades, a new entrance, updating all floors from the ground and lower floors through to level six, and repurposing the top floor (level seven) from services space into useable floor area.
- The work commenced in December 2020, following COVID delays, and was initially planned as a two-stage construction project. The strategy has since been revised to undertake all works within the program in a single stage so that library operations are only impacted across 2021 and 2022. The upgrade is expected to be completed in time for the 2023 academic year.
- The now combined stage one and stage two project has a revised total funding provision of \$112.6 million.

Report on operations (continued)

Major projects forecast to commence construction in 2022

Building 208: Learning Future Lab

- The \$2 million lab is due to commence construction early in 2022 and forecast to be completed by late 2022.
- It will create a dedicated space for researchers to investigate the use of collaborative technology and evaluate ways in which technology will impact the role of educators in the future, with a focus on scalability.
- It will provide a facility for training and development sessions using collaborative technology to enable and enhance professional development, student learning experiences and industry connections across national and international sites.
- Additionally, it will provide a visible, accessible campus presence to anchor the prominence of learning and teaching at Curtin and represent the Curtin-Cisco Partnership.

The 'Dome' building and public realm

- The \$2.9 million project is currently in concept design stage. It is expected that upgrades, including the Dome refurbishment (the University's original fitness facility) and surrounding public environment will be completed by the end of 2022.
- The project aims to strengthen the interface between the bus interchange, the Exchange precinct and Curtin Stadium through strategic and functional urban and public realm outcomes.

Faculty-specific recurrent projects – for Business and Law, Health Sciences, Humanities, and Science and Engineering

- On a recurrent basis across Curtin's four faculties, multiple projects are defined and undertaken every year to address various refurbishments, teaching and learning requirements, and research driven upgrades.
- These projects are included within the 2022 Capital Plan to a budget of \$11.6 million.
- The significant projects that are being delivered in 2022 include the refurbishment of the clinical skills laboratories, the upgrade of computer science laboratories, the Western Australian Argon Isotope Facility (WAAIF) Laboratory refurbishment, and the delivery of the MarOnet maintenance facility.

Building 316: Sciences Building

- Design for the new Sciences Building, a circa \$200 million facility, commenced planning in 2021, with construction forecast to commence in late 2023.



The most highly utilised building on Curtin's Bentley campus, the TL Robertson Library, is getting a major upgrade to update it for future generations of library users.



The Hayman Theatre won the Iwan Iwanoff Award for Small Project Architecture at the WA Architecture Awards. The project involved repurposing two obsolete lecture theatres to create a dynamic new home for the Hayman Theatre Company.



The completion of the new multi-storey accommodation blocks – Twin Dolphin Hall and St Catherine's College – heralds a new era of living and learning on campus. The facilities are located in the heart of Curtin's new Exchange precinct.

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 2021 are as follows:

Position	Name	Type of remuneration	Period of membership	Gross/actual remuneration 2021 financial year ¹
Council Member (Committee member)	Dr Terry Agnew	Annual	12 months	\$20,000.00
Council Member (Student)	Mr Jeremy Ash	Annual	9 months	\$3,750.00
Council Member (Chancellor)	Dr Andrew Crane	Annual	12 months	\$80,000.00
Council Member (Staff member)	Ms Catherine Clark	No entitlement	12 months	Zero
Council Member (Vice-Chancellor)	Prof John Cordery	No entitlement	3 months, 18 days	Zero
Council Member (Committee member)	Ms Elisa Fear	Annual	12 months	\$20,000.00
Council Member (Non-student member)	Ms Kim Gibson	Annual	9 months	\$11,250.00
Committee Member (Co-opted)	Ms Beth Gordon	\$2,000.00 per meeting	12 months	\$22,000.00
Council Member (Committee member)	Mr Damian Gordon	Annual	12 months	\$20,000.00
Council Member (Pro Chancellor)	Dr Vanessa Guthrie	Annual	12 months	\$40,000.00
Council Member (Student)	Mr Chris Hall	Annual	3 months	\$1,250.00
Council Member (Non-student Member)	Dr Samantha Hall	Annual	9 months	\$11,250.00
Council Member (Vice-Chancellor)	Prof Harlene Hayne	No entitlement	8 months, 12 days	Zero
Council Member (Non-student Member)	Mr Michael Lundberg	Annual	12 months	\$15,000.00
Council Member (Student)	Ms May Majimbi	Annual	12 months	\$5,000.00
Committee Member (Co-opted)	Mr Matt Mueller	\$2,000.00 per meeting	12 months	\$10,000.00
Council Member (Staff member)	Prof Dale Pinto	No entitlement	12 months	Zero
Council Member (Staff member)	Prof Julia Richardson	No entitlement	12 months	Zero
Committee Member (Co-opted)	Ms Ann Robinson	\$2,000.00 per meeting	12 months	\$10,000.00
Committee Member (Co-opted)	Ms Vicki Robinson	\$2,000.00 per meeting	6 months and 20 days	Zero
Council Member (Committee Chair)	Mr David Southam	Annual	12 months	\$35,000.00
Council Member (Non-student Member)	Dr Katherine Stannage	No entitlement	12 months	Zero
Committee Member (Co-opted)	Mr Darren Weaver	\$2,000.00 per meeting	12 months	\$22,000.00

¹The remuneration payments are voluntary and include sacrificed remuneration made as a donation to the Curtin University Foundation. The final quarterly payments were made on 6 January 2021.

Directors' and officers' liability insurance

An indemnity agreement has been entered into between the University and its 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 2021, 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 2021, the following progress has been made against initiatives to address the outcomes prescribed under the legislation and monitored by the Department of Communities. The University continues to work towards embedding Universal Design principles into the design and delivery of all aspects of Curtin's activities for the benefit of all students, not just those with disability.

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

There has been a steady increase in the proportion of students with disability enrolled at Curtin. As well as real growth in numbers, this increase is also due to initiatives implemented to encourage students with disability to disclose their equity status.

A student-led John Curtin Leadership Academy project investigated barriers, making a series of recommendations currently under consideration for implementation. Results demonstrated the importance of repeat reminders to students to update their equity details, as a number of students developed disability, or were diagnosed, after commencement of their studies.

Improving our disclosure rate helps to increase Government funding provided to universities to support students with disability. It also improves Curtin's ability to plan and deliver appropriate programs and services to meet the requirements for these students.

The Student Wellbeing Advisory Service provides equity and advisory support for Curtin students including those living with disability as well as students from low SES backgrounds, Australian First Nations individuals, students who identify as LGBTIQ+, first in family attending university, and those from culturally and linguistically diverse backgrounds.

A total of 660 students who indicated they live with disability accessed the Student Wellbeing Advisory Service to assist and support them in dealing with various issues such as settling into university life; personal matters affecting their success or wellbeing; issues with their faculty, a member of

staff/their peers; and general concerns regarding their study or academic progress. Financial assistance to support the wellbeing of students with disability was also provided through hardship grants (bursaries) to 97 students with disability (out of a total of 2,695 recipients).

Former Curtin University Wesley Football Club (CUWFC) A grade (and Western Australian Football League) player, Andrew McCarrey, expressed an interest in returning to his old club to coach and build Curtin's integrated football team. Andrew is a current WA Integrated Side coach, who works for the Stephen Michael Foundation, delivering football outcomes to Indigenous players. The team's coaching staff now comprises Andrew, an assistant coach (who is a carer to one of the players), plus another assistant coach who is also a former AFLW player.

Twenty players joined initially, and ranks have since increased, with a waiting list.

The integrated side is comprised of athletes with various intellectual disabilities, including neurodiverse players, and others living with Down Syndrome. There are currently 13 teams in the integrated football competition, and the CUWFC side won the B-Grade Final at the conclusion of their very first season.

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

Universal Design Guidelines – Built Form is well understood and applied in all capital developments, providing guidance around built form expectations. COVID lockdowns and venue capacity restrictions have significantly reduced use of wider campus facilities and impacted upon face-to-face attendance by students on campus.

The Curtin Digital Wayfinding Tool (MazeMap) has been successfully implemented and will continue to need updating to reflect Library/other scheduled refurbishments. The map includes access and inclusion facets, such as obstacle-free routing, is compatible with screen reader technology, and allows users to identify and locate accessible bathrooms and ACROD parking bays around campus.

Curtin's Properties portfolio is committed to being responsive to community sentiment and planning for anticipated disability user requirements. Some synergies with other equity initiatives have been noted (such as implementation of all-gender bathrooms on campus), which has enabled people with carers of opposite gender to utilise 'regular' facilities, rather than accessible toilets.

Report on operations (continued)

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

Curtin's Learning Innovation and Teaching Excellence Centre (LITEC) has continued to support rollout of BlackBoard Ally throughout 2021. The tool assesses the level of accessibility of content and provides in-context training for staff to improve existing content to meet accessibility requirements, in turn up-skilling them to create more accessible content in the future.

LITEC has supported use of the tool providing training to 42 staff attendees.

From June 2020 to June 2021, 73.2 per cent of 2.4 million pieces of content provided via Blackboard meets WCAG 2.1 level AA accessibility requirements (two per cent increase from 2019-2020).

In future, LITEC hopes to start working directly with Faculties to provide more targeted assistance in using BlackBoard Ally effectively, and to improve promotion and utilisation of the accessibility tool for the benefit of all students.

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

In partnership, Curtin and the Student Guild have implemented a 'Students as Partners' approach, demonstrating our commitment to fostering a community in which all staff and students are empowered to contribute to decision-making and governance. Curtin Guild's Student AccessAbility Officer will lead Curtin's engagement and consultation around creation of our next DAIP through their student disability peer network, once fully established. This officer is also a member of the University's Student Equity Working Group.

A survey was conducted in the second half of 2021 to understand students' experiences in establishing their Curtin Access Plan (CAP), as well as their preferences around distribution and implementation of their CAP. The survey went out to 2,105 students who had a CAP developed or updated since the start of 2019. Results were used to inform future processes, including whether to automate distribution to Unit Coordinators, and identify remedial actions required to address any issues regarding CAP implementation.

Based on feedback, a project has commenced to enable automated distribution of CAPs to Unit Coordinators, and aims to ensure an efficient process for providing reasonable adjustments.

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

Curtin's Integrity and Standards Unit (ISU) has indicated no disability/access and inclusion issues have been lodged since the Complaints Portal was launched in 2017. (The Portal passed accessibility checks prior to launch.) ISU is continuing to monitor responses to surveys issued and complaints received, and will report any systemic issues or trends to the Universal Design Working Party, which oversees implementation of the DAIP.

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

Curtin has clarified previously that it does not engage in 'public' consultation, other than in relation to the creation of its DAIP.

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

In July 2021, Recruit Curtin launched the University Specialist Employment Program (USEP) in partnership with Maxima Employment Solutions. USEP is a collaborative program preparing and connecting graduating tertiary students with a disability to employment relevant to their qualifications. An initiative of the National Disability Coordinator Officer (NDCO) Program, USEP has developed a network of providers and consultants who are co-located at 10 universities across Australia, with the sole objective of improving graduate employment outcomes for students with disability. Maxima Employment Solutions has an on-campus presence at Curtin every Wednesday, and students can book appointments through the UniHub Jobs and Events website.

In September 2021, Recruit Curtin partnered with Prosple to promote the 'Students with Disability Super Fair', a virtual careers fair organised by Prosple for students with a disability from any degree or background. There were 374 unique visitors attending the fair on the day from across Australia, with five students attending from Curtin.

Environmental sustainability

Development of Curtin Sustainable Development Plan

At Curtin, sustainability is one of the pillars of our strategic plan and our commitment to sustainable development is evident throughout our teaching, research, buildings and plans for the future. Numerous initiatives, courses and research programs are currently in place with delivery being undertaken by the different Faculties and business areas such as Properties, Facilities and Development and People and Culture.

In February 2020, Curtin University made a commitment to develop a consolidated approach to sustainability in relation to Curtin's physical footprint and profile in teaching and research, guided by the Sustainable Development Goals (SDGs).

A total of 470 staff and 102 students were engaged in workshops and surveys to better understand our Curtin community view and aspirations. Emerging themes include respondents' views that the University should show leadership in sustainable development (either national or global), and the desire for the physical environment to drive change and/or perform as an industry leader. Participants favoured investment in supporting research in specific SDGs and building partnerships for agreed shared goals with industry, government and other universities. In addition, the engagement showed that communications are scattered, and participants are rarely aware of sustainability initiatives already being undertaken by Curtin.

The detailed mapping against SDGs of activities in Research, Teaching & Student Experience and the Physical Environment was completed in 2021. All Curtin teaching units (~4,600), courses (~460) and research publications have been mapped against each SDG, providing a clear understanding of Curtin strengths.

The information gathered is informing the University's Sustainable Development Plan and Carbon Plan. The plans will outline Curtin's maturation journey to 2030.

Australian Technology Network commitment and results

In 2009, Curtin University joined the other Australian Technology Network (ATN) universities in committing to a collective emissions reduction target of 25 per cent by 2021, compared to 2007 baseline levels. The ATN universities released a report in November 2021 showing that they have significantly outperformed the 25 per cent target, with a collective emissions reduction of 46 per cent over the past 14 years.

Curtin's emission savings have been achieved while going through major growth, with 65,000sqm GFA added to the University's portfolio in this time. This represents a 37 per cent reduction in carbon intensity (CO₂ per m²), with more emissions reductions activities planned as part of the Greater Curtin Master Plan, which was awarded a 6 Star Green Star – Communities certification by the Green Building Council of Australia for its continued commitment to creating a sustainable and thriving campus.

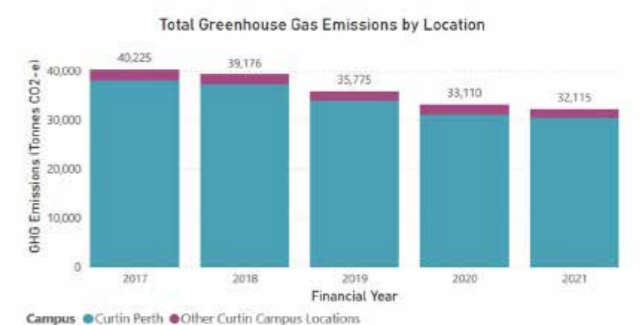
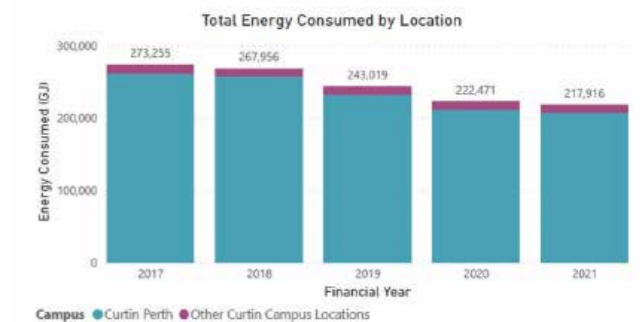
Utility management

Off the back of vastly different operational demands due to the COVID-19 pandemic and intermittent lockdowns, the University used the opportunity to further fine-tune building controls as part of its continued efforts to reduce its operational carbon footprint. This resulted in emissions dropping three per cent between the 2019/20 and 2020/21 financial years, despite students returning to in-person learning, extensive construction underway at both the TL Robertson Library and the Exchange Precinct on the Perth Campus, and the Midland Campus becoming fully operational.

Total energy consumption* in the 2020/21 financial year** was 217,916 gigajoules, down from 273,255 gigajoules in the 2016/17 financial year. Greenhouse gas emissions also dropped from 40,225t CO₂-e to 32,115 t CO₂-e over the same time period.

* 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)

Biodiversity and public places

2021 saw the continuation of the Black Cockatoo Action Plan, with the planting of 31 mature nut tree for Black Cockatoos. In addition, seeds have been collected from existing pine trees on campus to be grown and replanted to ensure future food sources. Nut trees provide 'fast food' to bridge the impending decline in mature forage resources for the endangered Black Cockatoo.

A new bush tucker garden has been created adjacent to the Mallokup Café. Produce is used in functions catered by the Student Guild and sold in the Mallokup Café. The initiative provides students an opportunity to try native ingredients and learn how these might be used.

Waste management

The University has set an operational waste diversion from landfill target of 80 per cent by 2025. The 2020/21 financial year average waste diversion rate was 49.7 per cent, which is in line with the objectives set for the year.

The year saw a total of 11.4 tonnes of e-waste being recycled. Curtin rolled out the Container Deposit Scheme receptacles, with funds raised donated to local charities each month. Organic bins are being rolled out and will further improve our diversion rate. Waste audits and reporting continue to be undertaken to identify opportunities for improvement, along with educational stalls and consistent messaging across the campus.

2020/21 Financial Year waste by weight

Diversion (tonnes)	Landfill (tonnes)
487.01	492.70

Marketing activities

Campaigns for courses and careers

In 2021, Curtin's recruitment strategies focused both on the competitive domestic market and engagement with the international market – which has a vital role in Western Australia's and the nation's economy – during the uncertainty of the COVID-19 pandemic. The University's '**Change is here**' brand campaign continues to resonate with young people wanting to play a part in addressing major global issues, and complements the overarching brand proposition, 'Make tomorrow better', highlighting how Curtin can help this audience harness their passions and drive positive change. New channels such as TikTok, Twitch and various video-on-demand platforms were added to this year's media strategy. Testament to the campaign's success, in 2021 Curtin won major awards from Universities Australia (best marketing campaign of the year) and the Australian Marketing Institute (state award for creativity in brand, product or service marketing).

As an additional information resource for prospective students, and people seeking to upskill, diversify or change careers, Curtin implemented a month-long online program, **Curtin On-Demand**. Throughout September, participants from across Australia and the world could access sessions with academics and students, as well as webinars, virtual tours, information booths, consultations and chat rooms for student experience and student support. Curtin On-Demand was a resounding success, with almost 8,000 registrations and 85 per cent opting to receive further communications.

Targeted faculty campaigns were also developed in 2021 to promote courses over the 2021–22 summer and into 2022. The campaigns comprised '**Help change lives**' (Health Sciences), '**The world needs Humanity**' (Humanities) and '**Not Business as usual**' (Business and Law). In addition, the suite of '**Curtin Credentials**' courses – a major education initiative launched in 2021 – was promoted to industry professionals, highlighting how these flexible courses respond to the requirement for Western Australian professionals to regularly enhance their skillsets to meet their career goals and the needs of employers and industries.

Curtin Open Day and face-to-face engagement

The control of the COVID-19 pandemic in WA enabled Curtin to its hold largest recruitment activity as a face-to-face event. With remarkable agility, the team responded to the demand to hold Curtin Open Day three months earlier than the traditional August date, to coincide with Curtin's 'early offers' campaign and the earlier TISC application process. The introduction of early offers, whereby Curtin accepted applications directly from secondary school students prior to TISC opening, was seen as an appropriate way to reduce the anxiety for year 12 students during the pandemic. In a positive sign for WA's higher education sector, about 12,000 attended on the day.

The University capitalised fully on the window for face-to-face engagement in Western Australia. Future Student Engagement staff presented information at 350 events, to a total of 209 high schools and an audience of more than 40,000. This engagement is an important means of providing students, parents and teachers with information on Curtin's courses, alternative pathways, scholarships and an opportunity to showcase the Curtin student experience.

Engaging with international markets

The uncertainty of when the state can again welcome international students led to Curtin doubling-down on maintaining awareness and desire for prospective international students wishing to gain a qualification from a world-ranked university in Western Australia. A digital-led, omni-channel brand campaign in key international markets aimed to build on Curtin's brand equity and target prospective students. In addition, a hyper-local approach for China (a key market) was adopted, delivering engaging discovery storytelling about Curtin and Western Australia, through digital channels. In addition, production of a high-end global publication commenced to promote Curtin as a global university and highlight the University's and the state's contribution to international higher education.

Promoting Western Australian research and innovation

Responding to the desire of young people to help drive positive change, Curtin increased promotion of research collaborations – in public health, sustainability and social wellbeing, for example – to build awareness of the world-class research being conducted here in this state and the industry research collaborations at our global campuses. Initiatives included revamping Curtin's research website, creating research and industry-focused videos for the University's 10 study areas, and promoting the launch of the state's first spacecraft, Binar-1. Curtin's podcast, *The Future Of*, continues to be an important means of promoting Curtin-led research, with 21 episodes ranging from space to clean energy. Key sector events, such as the Curtinovation Awards and Research Rumble, also helped promote and nurture Western Australia's research, innovation and entrepreneurship in 2021.

Announcing Curtin Exchange

Curtin Perth's most important development for several decades, the Exchange precinct, adjacent to the Curtin Medical School at the northern end of campus, was regularly promoted. Via a comprehensive digital, outdoor and print media strategy, prospective students and their parents learned about Curtin's new accommodation options at Exchange, the immersive student experience and the positive education outcomes that result from living on campus. Significantly, the Vice-Chancellor headlined a Parent Information Evening, helping to promote the new accommodation options and her vision for students living and learning on campus.

Looking ahead

Market research is critical at present, in the most uncertain times that Australia's higher education sector has faced for decades. In 2021 Curtin invested in comprehensive, sophisticated audience research to understand changing drivers, pathways and motivations of key segments. The research focused on undergraduate markets and will inform our marketing activities for 2022 and beyond. Towards the end of the year Curtin commenced similar work for the postgraduate market.



The 2021 Curtin Open Day returned to a face-to-face event after having to be held online in 2020 because of COVID-19.

Report on operations (continued)

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 study load and the 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 students.curtin.edu.au/essentials/fees.

Reconciliation Action Plan (RAP)

The University began 2021 with a proposed interim Elevate RAP. Reconciliation Australia approved the plan early in the year, with commitments and targets now extending into 2022 to align with the development of the imminent new University strategic plan.

A RAP Working Group has been formed with the task of developing Curtin's next stage of reconciliation commitments.

Though restrictions resulting from the COVID-19 pandemic have continued to curtail some progress, including global engagement with First Nations and achievement of Cultural Capability targets, at the local Western Australian level, there has been significant activity during 2021. Highlights include:

- The Cultural Capability team (a reconfiguration of what was once the Office of Elder-in-Residence) continued to lead Curtin's Indigenous Cultural Capability Framework (ICCF), which guides Curtin's articulation of reconciliation education especially within the context of learning On Country. The framework is a dynamic construct, which was launched in 2014 and is endorsed by the Curtin Indigenous Policy Committee. In 2021, an ICCF Advisory Group, led by the Indigenous Cultural Immersion Coordinator, was reconvened and began to meet with the intention of evolving the Framework into the future.
- The University made more high-level appointments of Aboriginal people including:
 - **Professor Christopher Lawrence**, a Whadjuk and Ballardong man, as the Dean of Indigenous Engagement in the Faculty of Science and Engineering.
 - **Michelle Broun**, a Yindjibarndi woman, as the Curator, Australian First Nations Art in the John Curtin Gallery. This is the first time a dedicated, full-time Australian First Nations curator has been appointed to an Australian university art museum.
 - **Kathleen Toomath**, as the inaugural Carrolup Manager in the John Curtin Gallery. Ms Toomath is the daughter of the last-known surviving Carrolup artist, the late Alma Toomath (nee Cuttabutt), a Stolen Generations survivor who passed away in early 2021.



Curtin Volunteers! students visited the University's Nowanup Bush Campus during the year to gain further understanding of the ongoing culture of First Nations peoples. While there, they helped to construct walking tracks, steps, and mia mia huts (shelter structures) on the grounds of the campus.



Curtin and the Fremantle Football Club have had an alliance since 2015. In 2021, team members and staff took the opportunity to tour The Herbert Mayer Collection of Carrolup Artwork at the John Curtin Gallery and learn more about the terrible legacy of the Stolen Generations era in Western Australia.

- And notably, during the last weeks of 2021, the University was interviewing candidates for the new senior executive team position, Pro Vice-Chancellor Indigenous.
- Professor Stephen van Leeuwen, a highly-respected South West Boorjara Wardandi leader, and Australia's first Indigenous Chair for Biodiversity and Environmental Science, will lead a ground-breaking new Curtin-based training centre, the Healing Country Training Centre, that will drive a diversified Indigenous-led restoration economy. He and his team were awarded \$5 million from the federal government as part of their Industrial Transformation Research Program. They will support eight new Australia Research Council (ARC) research hubs and eight new ARC Training Centres to be led by Australian universities, involving significant collaborations with industry.
- There were several activities at the Nowanup Bush Campus with the student On Country units being oversubscribed (including for the first time a group of students from the Kalgoorlie Campus).
- Emma Garlett, a Nyiyaparli, Yamatji and Noongar Traditional Owner from Geraldton, who completed her LLB at Curtin Law School and is now studying a Bachelor of Laws (Honours) at UWA, was announced as one of the 2022 John Monash Scholars and awarded the Wesfarmers John Monash Scholarship.
- The annual Rob Riley Memorial Lecture, entitled 'Child Removals and Youth Detention: The exigency of a referendum on a First Nations Voice' was this year delivered by Professor Megan Davis, who was instrumental in developing and driving the Uluru Statement of the Heart. Professor Davis brought the actual signed (canvas) statement to Curtin, and it was on display during her lecture.
- The Missions Connect project, a virtual reality environment that brings together stories of Stolen Generations survivors and spatial imaging technology, won the Merit Award for Social Impact at the 2021 WA INCITE Awards.
- Professor Kim Scott's ARC Future Fellowship includes two Indigenous PhD scholarships and one postdoctoral research fellow.
- Students and staff from the Bachelor of Design (Animation and Game Design major) collaborated with the WA Country Health Service in Albany to produce an animated video clip with suicide prevention messaging, with particular consideration of Indigenous culture.
- During NAIDOC Week 2021, the Information Management and Archives team created a display which showcased the University's ongoing commitment to reconciliation over time. As well as evidence of more recent projects, such as the Carrolup Centre for Truth Telling, it also included evidence of institutional attempts at reconciliation going back nearly 50 years, such as: evidence of Curtin students at Cundelee in 1975 learning from the Elders; hosting of the Pacific Islands Festival in 1984; the development of the Ways of Working training in 1991; the first On Country journeys; and the University's Statement of Reconciliation and Commitment in 1998.
- In August, Emeritus Professor Judy Atkinson, a Jiman woman with Anglo-Celtic and German heritage, delivered the annual Human Rights Lecture, entitled, 'Lest We Forget: Children have Human Rights Too'.
- In May, Provost John Cordery, led a group from the Curtin community in the annual Walk for Reconciliation, organised by Reconciliation WA.

Report on operations (continued)

Recordkeeping - compliance with the State Records Act 2000 (WA)

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 Curtin Information Management and Archives team develops policies, processes, training and tools to assist staff to meet the requirements of the plan.

Significant improvements and developments

- Significant work continues on identifying and processing legacy hard copy records across the Bentley campus.
- A project was commenced to improve the information management lifecycle and data retention timeframes for digital content.
- A new contract was established for offsite storage of physical records and improved storage facilities for permanent archival items.
- The Western Australian University Sector Disposal Authority is being reviewed in conjunction with other Western Australian public universities.
- A data retention process was implemented for the large survey data scans undertaken by the Murchison Widefield Array.
- Work is progressing by the Digitisation Centre of Western Australia on digitising the valuable collection of anthropological film reels in the Melanesian Film Archive.
- The process for the appraisal, collection and transfer of digital archival content into the University Archives for long term preservation has been updated.

Ongoing Records and Information Management Training

- More than 2,600 staff completed the online information management awareness training in 2021. All staff are required to complete this training within two months of starting at Curtin, and to repeat the training after three years.
- A variety of training sessions and educational resources are available to all staff on a range of information management topics.
- 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.

Risk management

COVID-19

- The Critical Incident Management response to COVID-19 across Curtin's global operations in 2020 continued throughout 2021, with a strong focus on staff and student wellbeing. The year commenced with lockdowns of the Perth, Peel and South-West regions. Graduation ceremonies were rescheduled, fieldwork and travel were suspended and safety measures put in place for essential workers on campus. Masks were worn at work following the lifting of the lockdown and capacity limits were reduced to the four square metre rule. By March 2021 capacity limits gradually increased to 75 per cent with the two square metre rule in place.
- At the end of April 2021, the campus was again placed into a snap three-day lockdown. During May, people could return to campus, initially with masks, with these requirements relaxed further during May. However in late June 2021, restrictions were again tightened including mask wearing indoors following a confirmed case of COVID-19 in the WA community. Mask restrictions progressed to lockdown, with the announcement that the COVID-19 Delta variant was becoming the dominant strain globally, which is highly contagious and responsible for more severe symptoms.
- By early July people could return to campus and follow strict mask wearing requirements. Restrictions were progressively eased and by August all capacity limits were lifted with our Western Australian campuses returning to full capacity for second semester.
- Curtin proactively promoted the 'Roll Up For WA!' campaign for staff and students, with easy access to vaccines through the Curtin Medical Centre and a vaccination clinic on the Kalgoorlie Campus. From September, a series of WA Government announcements regarding mandatory vaccination has extended progressively to certain persons, locations and activities across campus.
- In November, the WA Safe Transition Plan announced the proposed timing for interstate and international border restrictions to be lifted. However later in November 2021, the World Health Organisation declared the new COVID-19 variant Omicron as a variant of concern.
- Following the anticipated opening of the international borders in 2022, a Curtin taskforce was established to prepare for welcoming and supporting the return of our new and returning international students.
- Curtin worked closely with other Western Australian universities and the state government providing feedback on COVID learnings and seeking to establish an agreed university response that provides certainty around the different phases of the lockdown and approaches to vaccination.
- Curtin's global campuses in Dubai, Malaysia, Mauritius and Singapore also encountered significant disruption throughout 2021 due to COVID-19. Course delivery moved between online and face-to-face learning at different times

during 2021, depending on the in-country requirements for each campus. Vaccination programs also rolled out across our global campuses. Some jurisdictions recorded their highest ever daily COVID-19 cases during 2021.

Risk and assurance frameworks

- Work continued throughout 2021 to develop risk tools to support the *Guidelines to counter foreign interference in the Australian university sector* updated by the Australian Government in late 2021. Curtin now has an agreed risk appetite for foreign risk.
- A broader approach to enhance Curtin's risk appetite statements was piloted during development of the foreign risk appetite. The approach will see Curtin develop strategic and operational risk appetite statements in consultation with Executive Management and Council providing guidance around where Curtin is closed to taking certain risks, cautious in relation to certain risks as well as supporting opportunities and being clear about where Curtin is open to taking risks. The approach builds on a format used by the Department of Foreign Affairs and Trade in their Risk Management Guide. The risk appetite statements will be supported by Key Risk Indicators that aim to provide early warning of possible breaches of risk tolerances and appetites.
- Curtin has developed a risk culture dashboard that looks across the application of risk frameworks, the attitude of our people towards risk and the accountability and oversight for risk. The dashboard currently indicates areas of focus for each year. In future, it is planned to look for ways to measure performance against each element to provide assurance around Curtin's risk culture.
- The 2021 Strategic Risk Refresh is in progress and is now integrated as part of Curtin's strategic planning processes. For some years now the Committee of Sponsoring Organisations of the Treadway Commission has recommended integrating risk processes with strategy and performance. Curtin's revised approach to strategic risk will see both strategic risks and risk appetite reviewed alongside the development of strategy and strategic initiatives
- Work has commenced on reviewing Curtin's Risk Management Policy and Procedure and to incorporate some of the new approaches outlined above.
- Systemisation and digitalisation of risk management, business continuity and critical incident management processes has continued to be delayed, however remains a priority and will be a major focus in 2022.

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.

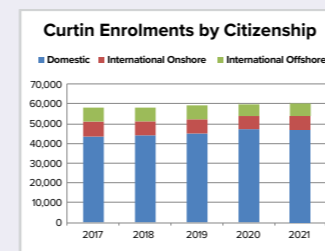
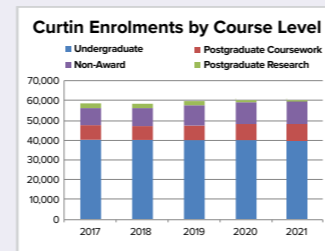
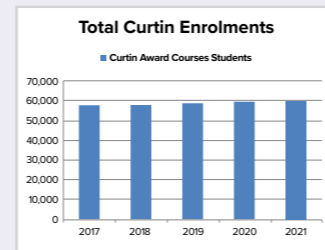
At 31 December 2021, the University had no subsidiaries.

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 2021 was due to be noted by Council at its meeting on 16 March 2022. The University complies with all 14 protocols.

Curtin key statistics

	2017	2018	2019	2020	2021
STUDENT HEADCOUNT					
Total Curtin Enrolments	56,646	56,686	57,789	59,202	59,939
CURTIN ENROLMENTS BY CATEGORY					
Course Level					
Postgraduate Research	2,353	2,231	2,064	2,059	1,948
Postgraduate Coursework	7,367	6,986	7,298	8,127	8,295
Undergraduate	39,914	39,824	39,768	39,725	40,057
Non-Award	8,634	9,048	10,245	10,917	11,305
Broad Field of Education					
Agriculture, Environmental and Related Studies	222	225	213	218	212
Architecture and Building	2,367	2,296	2,249	2,346	2,433
Creative Arts	888	896	1,145	1,492	1,763
Education	4,590	4,817	5,103	5,564	6,246
Engineering and Related Technologies	6,495	6,076	5,731	5,519	5,485
Health	9,369	9,400	9,626	9,751	10,213
Information Technology	412	415	396	754	1,054
Management and Commerce	12,472	12,067	12,112	11,747	11,021
Natural and Physical Sciences	4,485	4,545	4,465	4,251	4,040
Non-award course, BOTP, or OUA unit	1,776	1,703	1,815	1,515	1,141
Society and Culture	15,338	15,869	16,778	17,846	18,212
DEMOGRAPHY AND EQUITY					
Student Citizenship					
Domestic Students	42,430	42,952	43,917	46,019	47,853
International Students studying in Australia	7,370	6,883	6,981	6,512	5,573
from : China (%)	25%	25%	24%	21%	21%
Malaysia (%)	12%	12%	12%	11%	11%
India (%)	11%	10%	11%	11%	10%
Singapore (%)	5%	6%	6%	7%	7%
Hong Kong (%)	4%	5%	4%	5%	7%
International Students studying outside Australia	6,846	6,851	6,891	6,671	6,512
from : Malaysia (%)	46%	43%	39%	34%	30%
Mauritius (%)	20%	20%	22%	23%	23%
Singapore (%)	10%	11%	12%	11%	12%
China (%)	4%	5%	5%	6%	7%
Sri Lanka (%)	4%	3%	3%	4%	7%



	2017	2018	2019	2020	2021
Gender					
Female Students	31,617	31,838	32,533	33,548	34,224
Female Proportion	56%	56%	56%	57%	57%
Indigenous Australian Students					
509	532	594	618	661	
Low Socio-Economic Status (SES) Students					
5,952	6,222	6,351	6,569	6,928	
AWARD COMPLETIONS					
Total Curtin Completions	10,447	9,556	9,798	9,926	10,213
Course Level					
Postgraduate Research	347	311	326	348	331
Postgraduate Coursework	2,695	2,437	2,389	2,430	2,577
Undergraduate	7,405	6,808	7,083	7,148	7,305
STAFF (FULL-TIME EQUIVALENT) #					
Total Curtin Staff	3,993	3,847	3,815	3,839	3,644
Work Function					
Academic	1,829	1,748	1,725	1,696	1,653
Teaching	663	660	675	661	655
Research	504	476	449	434	429
Teaching and Research	595	555	549	545	524
Other	68	58	52	55	44
Professional	2,163	2,099	2,090	2,143	1,991

* 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. Data reported is consistent with the HEIMS data collection with the exception of non Commonwealth Supported OUA students who are not reported to government.

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 2021, while the prior year published in the 2020 Annual Report has now been updated with actual casual staff data. Includes staff from Bentley and WA campuses only.

