Report on operations (continued)

Members of Council for 2020

Members appointed by Governor	Commenced	Terminated	Due to expire
Ms Elisa Fear BCom (UWA) MBA (Cranfield) GAICD	1/4/2018	Current	31/3/2021
Mr Damian Gordon BCom (Curtin), FCA, SF Fin, FAICD	1/4/2018	Current	31/3/2021
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 Deborah Terry AO BA (ANU) PhD (ANU) FASSA FAPS	17/2/2014	28/7/2020	Ex-officio
Professor John Cordery BSc (Otago) MSc (Canterbury) PhD (Sheffield) FASSA	29/7/2020	Current	Ex-officio

Members elected by academic staff	Commenced	Terminated	Due to expire
Professor Glennda Scully BCom (Melb) MAcc (UWA) PhD (UWA) FCA	1/4/2019 1/4/2016 1/4/2013	10/12/2020 31/3/2019 31/3/2016	

Member elected by salaried (general) staff	Commenced	Terminated	Due to expire
Ms Catherine Clark BA (Murdoch) Grad Cert Public Health (UWA), MInfoMgmt (Curtin)	18/6/2019	Current	17/6/2022

Members elected by students	Commenced	Terminated	Due to expire
Ms Romana-Rea Begicevic (postgraduate)	1/4/2019 1/4/2018	31/3/2020 31/3/2019	
Ms May Majimbi (postgraduate)	1/4/2020	Current	31/3/2021
Mr Chris Hall (undergraduate)	1/4/2020 1/4/2019	Current 1/4/2020	31/3/2021

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 Andrew Crane (Appointed Chancellor from 1/01/2019) BSc Hons (Hatfield) PhD (Portsmouth) AMP (Harvard) FAICD	1/4/2018	Current	31/3/2021
		Previously appointed by the Governor	
		1/4/2015 – 31/3/2018	
Dr Vanessa Guthrie (Appointed Pro Chancellor from 1/4/2020) BSc(hons) (UNE) PhD (UTAS) Grad Dip (AGSM) Grad Dip (UWA) HonDSc (Curtin) FTSE MAICD	1/4/2020 1/4/2017	Current 31/3/2020	1/4/2023
Mr Steve Scudamore BA Hons MA (Oxon) FCA SF Fin FAICD	1/4/2017 1/4/2014 1/4/2011	31/3/2020 31/3/2017 31/3/2014	
Dr Katherine Stannage MBBS (UWA) FRACS GAICD	1/4/2020	Current	31/3/2023
Mr David Southam BCom (Curtin) CPA MAICD	1/4/2020	Current	31/3/2023
Ms Sue Wilson (Appointed Pro Chancellor from 1/4/2015) BJuris LLB (UWA) FAICD FGIA	4/3/2017	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 Dale Pinto PhD (Melb) M Tax (Hons) (Sydney) CPA FTIA AFAIM FTMA MAICD	1/4/2020 1/04/2018	Current 31/3/2020	31/3/2022

Report on operations *(continued)*

Members of Council (as at 4 December 2020)

From left to right: Dr Katherine Stannage, Michael Lundberg, Damian Gordon, Elisa Fear, Dr Vanessa Guthrie (Pro Chancellor), May Majimbi, Dr Andrew Crane (Chancellor), Professor Dale Pinto, Professor John Cordery (Interim Vice-Chancellor), Professor Glennda Scully, Catherine Clark, David Southam and Dr Terry Agnew. Absent: Chris Hall.

Governance structure (as at 1 January 2020)
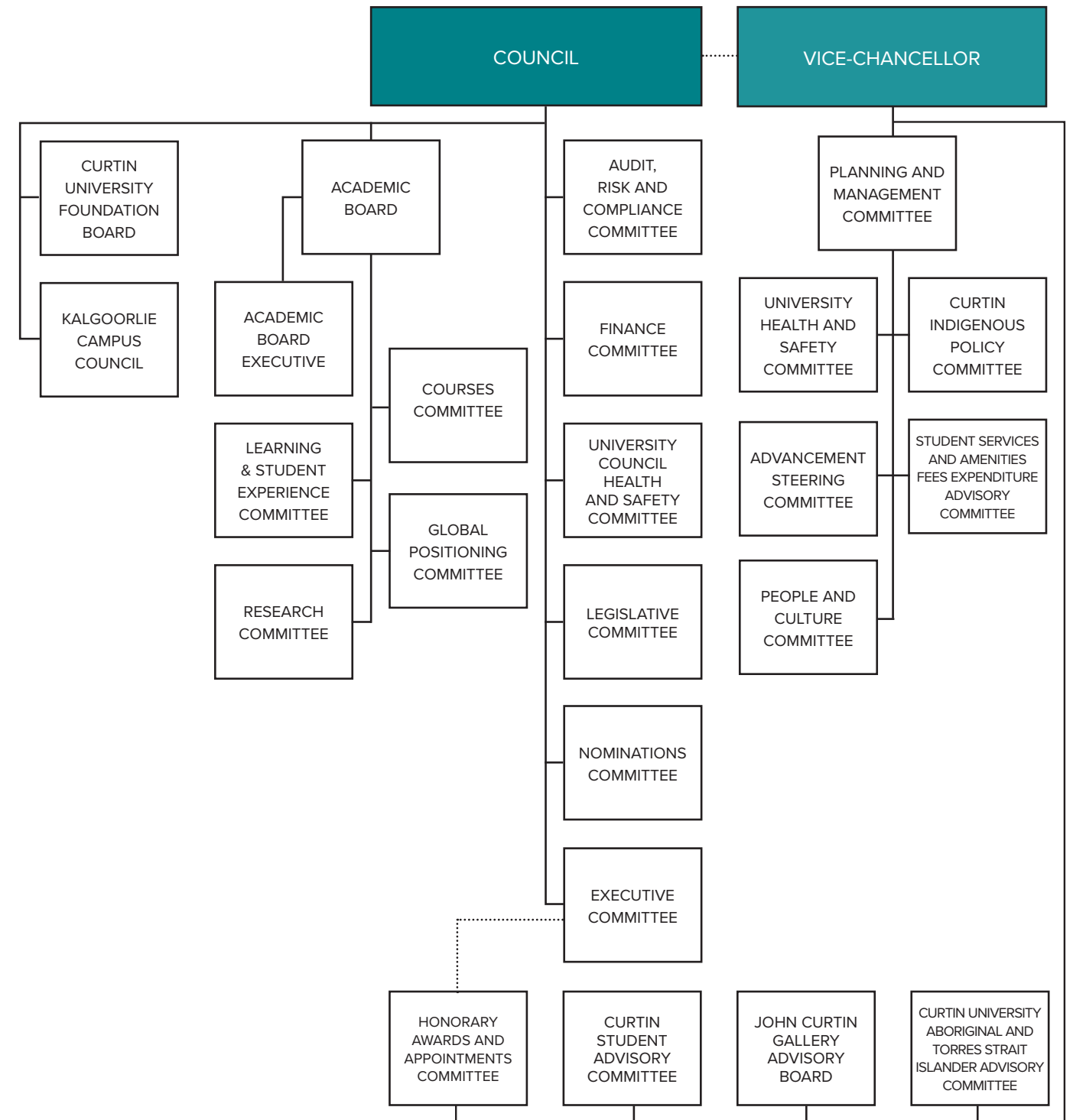
Report on operations (continued)

Senior Officers (as at 31 December 2020)

Vice-Chancellor (Interim)	Professor John Cordery
Provost	Professor Alan Dench
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
Pro Vice-Chancellor, Humanities	Professor Michele Willson
Pro Vice-Chancellor, Science and Engineering	Professor Jeremy Kilburn
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 Financial Officer	Mr David Menarry
Chief Strategy Officer	Dr Marco Schultheis
Chief Legal Officer	Mr Alistair Donald

Organisational chart (as at 31 December 2020)
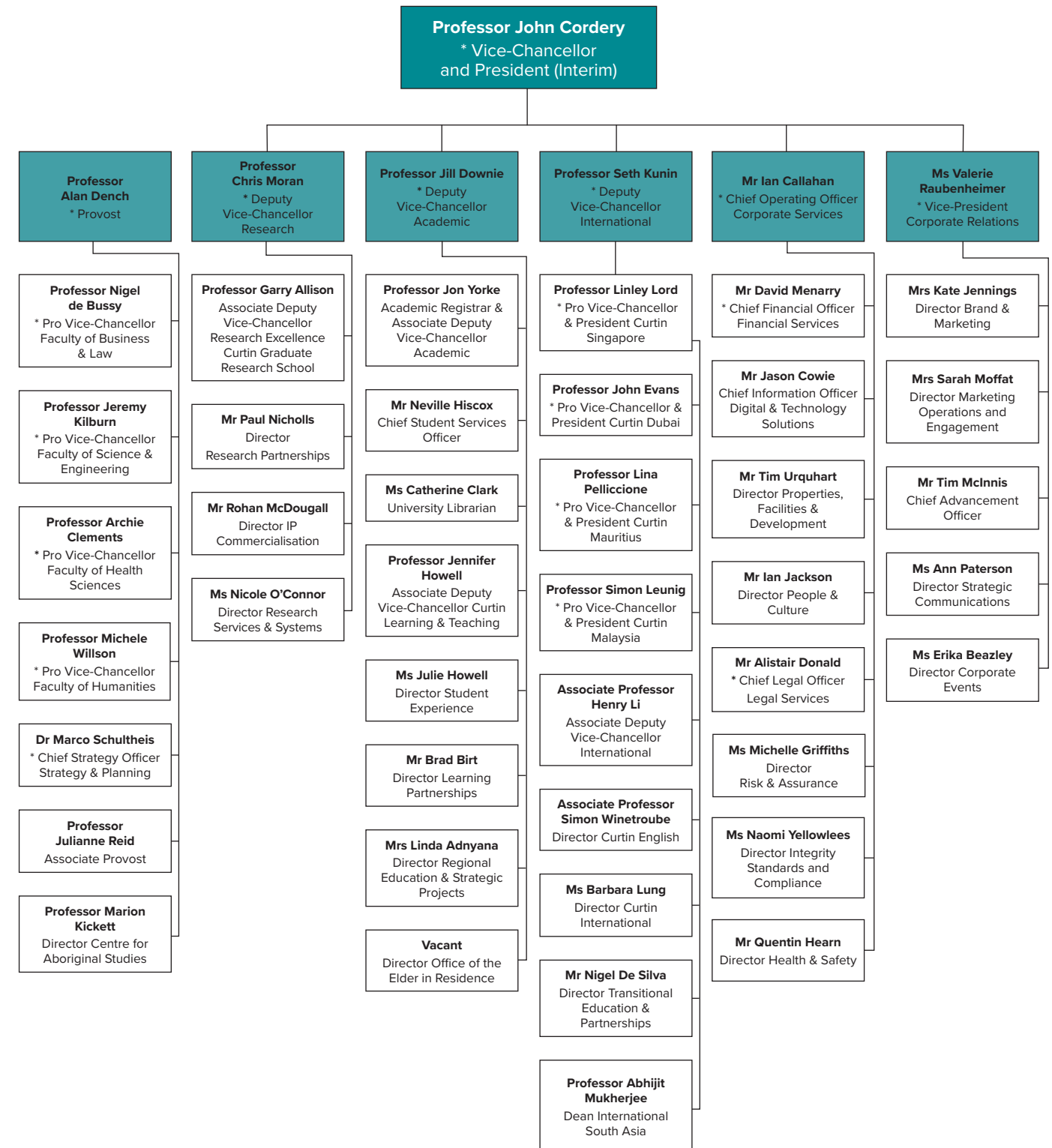
Report on operations (continued)

Staffing matters

Staff summary (as at 31/03/2020)

	Continuing/ Permanent	Fixed term/ Temporary	Total
Academic Staff	841.72	480.81	1322.53
Professional & General Staff	1418.68	535.98	1954.66
Total	2260.40	1016.79	3277.19

- Source: HR Reporting – Staff Workforce Profile Report run as at 30 Nov 2020
- FTE is FTE at a point in time as at 31 Mar 2020 for Continuing and Fixed term staff with an active contract calculated based on position fraction

Staffing policies and initiatives

- Curtin's focus on supporting the wellbeing of our workforce was further increased in 2020 through several initiatives developed to support staff through the challenges of the COVID-19 pandemic.
- The introduction of the new Academic Performance and Career Planning process greatly increased the engagement of academic staff in their performance review and work planning, resulting in improved completion rates.
- Academic promotions were aligned with the Academic Capability Framework for the first time and the promotion process was streamlined to great effect using a revised set of procedures and guidelines.
- Gender targets for leadership teams in all Faculties and Schools as well as the Senior Executive Team have been established through to 2022 with regular review and reporting periods.
- Curtin has entered into new partnership agreements with three Disability Employment Service (DES) providers in order to foster the recruitment of candidates with disability.
- Curtin's commitment to developing its workforce was enhanced this year with the continuation of our highly successful staff mentoring program: 210 staff were actively engaged with the program in 2020.

Industrial relations

The *Transforming the Higher Education Workforce* report was published this year by Price Waterhouse Coopers (PwC) as a sequel to their 2016 *Australian Higher Education Workforce of the Future* report. The earlier report, also commissioned by the Australian Higher Education Industrial Association (AHEIA), identified five key factors impacting universities, being: industry expectations, technology, competition, student expectations and policy and funding. The 2020 report stemmed from input across the sector as to the risks and opportunities emerging over the last four years. For Curtin, this includes challenges to the capability, structure and engagement of our workforce, all of which were exacerbated by the impacts of the pandemic for most of the year.

The majority of Curtin staff are covered by the Curtin University Academic, Professional and General Staff Agreement 2017–2021. This has a nominal expiry date of 30 June 2021.

How Curtin might respond to the risks and opportunities of the current industrial relations landscape and potential changes to legislation will be a key focus in the lead-up to the negotiation of our next Staff Agreement.

Health, safety and emergency management

The University continues to recognise the importance of senior management's commitment to safety leadership and the continuous improvement of risk management activities across all Curtin campuses.

The COVID-19 pandemic required the University to adapt its operations to minimise the risk of transmission while maintaining safe delivery of services. In line with government and university sector guidance, Curtin successfully transitioned to a 'working/learning from home' model. During the period of relevant restrictions, there were no reported incidents relating to this change.

In preparation for impending changes in Western Australian legislation, the University has been proactive at both senior leadership and operational levels to ensure Curtin is ready to be compliant with this new legislation. These preparations include individual due diligence action plans for officers and continuous improvement programs informed by new legislation. These programs focus on improving understanding and remediation of operational safety risks, both physical and psychological, across the University.

Continuous improvement initiatives conducted during 2020 included review of health and safety reporting, metrics, audit and incident classification criteria to ensure the measurement of performance meets or exceeds relevant standards and impending changes to legislation.

These activities have resulted in a continuation of downward trends on key injury metrics:

2020 Reportable Key Performance Indicators

Measure	Actual results			Performance
	2018	2019	2020	
Number of fatalities	0	0	0^	stable
* Lost time injury/disease incidence rate (LTIIR)	0.50	0.26	0.33	17.8% reduction over a three year average (2017-2019)
** Lost time injury/disease severity rate (LTISR)	21.05	30.00	0.00	100% reduction
*** Percentage of injured workers returned to work within:				
(i) 13 weeks	86%	100%	83%	favourable results
(ii) 26 weeks	100%	100%	100%	stable

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

^ Curtin safety metrics include only those incidents which occur in work areas controlled by the University. The tragic incident in October 2020 referred to earlier in this report which resulted in the death of a contractor employee occurred on a construction site controlled by the principal contractor.

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

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

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

Report on operations (continued)

Other system improvements achieved during 2020 included:

- International Standard for occupational health and safety ISO 45001 achieved.
- Increased engagement in safety training with the introduction of health and safety modules in video format. This change improves employee uptake and systemises record keeping.
- New injury and incident metrics introduced to improve leadership insight into incident potential, frequency, severity and causation.
- Significant advances made to contractor management systems, ensuring the contractor pre-qualification process is fully automated, consistent and of the highest standard.
- Introduction of a hazardous substances management framework with a focus on life cycle to ensure compliance with safe management practices during the procurement, usage, storage and disposal phases.
- Improved processes around identification, reporting and management of psychological injuries.

Psychological health

The University continued its focus on supporting the wellbeing of staff through the work of the People Wellness team which provides best practice management of work-related and non-compensable injuries to ensure timely and lasting return to work outcomes. This year saw an increased focus on supporting the psychological health and wellbeing of staff while the University navigated the challenges posed by the COVID-19 pandemic. Particular emphasis was placed on improving awareness and uptake of our Employee Assistance Program which provides free, confidential counselling services to staff, and in improving mental health awareness and capability through staff and leader training programs.

Notable achievements that supported mental health included:

- The development of an extensive suite of wellbeing and development resources, return to campus and COVIDSafe guides and checklists, and additional support for vulnerable workers.
- Increased focus on mental health awareness with University-wide promotion of RUOK Day, Mental Health Week, and National Safe Work Month.
- The development of a strategic wellbeing plan to support our COVID-19 strategic response and recovery planning.

Significant issues and trends

Effect of economic and other factors in 2020

The COVID-19 pandemic caused significant disruption to the higher education sector globally. International student demand was impacted significantly as borders remained closed and many international students were unable to commence their studies onshore in Australia. Domestically, the economic impact of the pandemic saw the unemployment rate rise which positively stimulated demand for higher education. In response to these uncertain times, the Federal Government responded with the introduction of new regulatory change and a new funding model designed to support the sector and stimulate demand aligned to national priority areas.

The pandemic also created a catalyst for online teaching and learning engagement with universities focusing in the first half of the year on delivering content online as physical teaching became difficult, if not impossible. The priority going forward is to find a balance between online and in-person delivery that provides enriched and interactive, high-value learning experiences on campus as well as making the most of digital technologies to promote equity and enhance the student learning experience.

Global market

The international student sector was hardest hit due to the COVID-19 pandemic. As a result of border closures, a large number of university students have remained outside of Australia and, whilst some have continued their studies online, they still have little prospect of returning to or coming to Australia in the short term, as international borders are not expected to reopen until late 2021. All states in Australia have responded with support packages for students facing hardship due to COVID-19 and in July the Federal Government announced changes to visa arrangements for existing international students. The key changes include fee waivers, enabling students to lodge visa applications outside of Australia, and allowing them to include online study towards their requirement for the highly valued post-study work visa.

Whilst travel restrictions have impacted international student numbers throughout 2020, demand for Australian higher education in the medium to long term has remained strong and Australia's competitive position remains strong relative to other countries, such as the United States and United Kingdom.

Domestic market

Increased domestic demand for higher education due to increased unemployment rates has assisted the university sector in mitigating some of the impact of reduced international demand. The undergraduate market segment, whilst regulated by a funding cap, has seen positive growth as many students were unable to take 'gap years' or had limited employment options. The postgraduate market also saw an uplift, with upskilling and reskilling a focus for those unemployed or underemployed due to the pandemic, and those wishing to make a career change.

Higher Education Reform Package

The Federal Government's Job-Ready Graduates legislation passed the Senate in October promising to grow university funding from $18 billion in 2020 to $20 billion by 2024 and is effective from January 2021. The package is intended to create up to 30,000 new domestic university places and 50,000 short-course places by 2021, with additional support for regional and remote students and a key objective of the package is intended to influence student course selections aligned to jobs that address national priorities.

The new funding that has been allocated to support universities to develop job-ready graduates through the National Priorities and Industry Linkage Fund (NPILF) will facilitate a deeper connection with industry.

Research investment for economic recovery

After a continued decline in research funding over many years, the Australian Government announced in their 2020-21 budget $1 billion in new research funding to the university research sector in 2021. This will help alleviate some of the immediate financial pressures resulting from COVID-19. Investment in research will create a platform for job creation and economic recovery that will be critical to Australia's post-pandemic recovery.

University and industry collaboration continues to be a strong focus for fuelling innovation and productivity in the Australian market. The government has indicated it will undertake a scoping study of potential options to accelerate the translation and commercialisation of university research. It also announced a $41.6 million Strategic University Reform Fund to encourage universities to develop targeted solutions for priority areas in their local communities.

Increasing regulation

The Federal Government has introduced a number of new measures to increase regulation of the university sector in relation to freedom of speech, integrity and foreign influence. A review is being undertaken to ensure universities are progressing freedom of speech policies in response to the Model Code produced by former Chief Justice of the High Court Robert French in 2019. In 2020, the Federal Government also announced the Tertiary Education Quality and Standards Agency would establish a higher education integrity unit for oversight of admission standards, academic and research governance, student safety, foreign interference, cyber security, fraud and corruption.

In addition, the proposed Commonwealth Integrity Commission (CIC) will be a national centre for the prevention and investigation of corruption in the Commonwealth public sector, including higher education providers and research bodies that receive Commonwealth funding. The draft legislation allows the commission to make wide-ranging investigations into universities, including into matters affecting national security such as foreign influence and defence trade controls. This comes on top of the individual state anti-corruption bodies to which universities are already subject. The Foreign Relations (State and Territory Arrangements) Bill – which aims to establish a legislative scheme for the Commonwealth to engage in arrangements between State or Territory governments and foreign governments and their associated entities – is also being debated.

Report on operations (continued)

Changes to the legal environment affecting the University in 2020

Commonwealth legislation

***Higher Education Support Amendment (Job-Ready Graduates and Supporting Regional and Remote Students) Act 2020* (Cth)**

This Act introduces reforms to higher education funding and strengthens and extends provider integrity measures.

***Tertiary Education Quality and Standards Agency Amendment (Prohibiting Academic Cheating Services) Act 2020* (Cth)**

This Act amends the *Tertiary Education Quality and Standards Agency Act 2011* (Cth) to create a new criminal offence of providing or advertising an academic cheating service on a commercial basis; and broadens the role of the Tertiary Education Quality and Standards Agency to include the prevention and minimisation of the use and promotion of academic cheating services in courses provided by higher education providers.

***Education Legislation Amendment (2020 Measures No. 1) Act 2020* (Cth)**

This Act amends the *Higher Education Support Act 2003* (Cth) to require students commencing from 1 January 2021, and all students from 1 January 2023, to have a unique student identifier to be eligible for Commonwealth assistance, and makes other amendments around students' HELP loans.

National Cabinet Mandatory Code of Conduct – SME Commercial Leasing Principles During COVID-19

This National code imposed a set of good faith principles for application for commercial tenancies where the tenant is an eligible business for the purpose of the Commonwealth's JobKeeper scheme and applied to a number of tenants of the University, and continues to apply to some tenants of the University.

***Coronavirus Economic Response Package (Payments and Benefits) Act 2020* (Cth)**

This Act established the Commonwealth's JobKeeper scheme to assist employers affected by COVID-19 to assist them in payments and benefits for their employees. Although the University was not eligible as an employer under this Act, the Act gave force to the introduction of the 'decline in turnover test', which was relevant to the University's tenants and relief negotiations.

***Coronavirus Economic Response Package (Payments and Benefits) Rules* (Cth)**

These Rules outlined the 'decline in turnover test', which was one of the elements in determining an eligible tenant under the WA legislation enacted to provide relief under small commercial leases. This affected the University as tenants of the University were measured against the test outlined in these Rules.

Corporations (Coronavirus Economic Response) Determination (Nos 1 to 3) 2020

These Determinations allow electronic and split execution under section 127 of the Corporations Act, currently until 22 March 2021 with the possibility of extension. The University has been accepting electronically executed documents from companies pursuant to this determination.

Western Australian legislation

***Work Health and Safety Act 2020* (WA)**

This Act replaces the existing *Occupational Safety and Health Act 1984* (WA) and various other legislation, and is the primary legislation for workplace safety and health across all WA industries. The Act will not come into full force until the relevant regulations are finalised, which the WA Parliament is working on for mid-2021. There are key changes under the Act that will affect the University, including but not limited to primary duties being owed to workers (which has been broadened from employees), students and visitors; new industrial manslaughter offences; new penalties; standalone duty for officers of the University; new system of contractor safety management; health and safety duty expressly extended to physical and psychological health; and more prescriptive consultation duties.

***Closure and Restriction (Limit the Spread) Directions (Nos 1 to 7),* under the *Emergency Management Act 2005* (WA)**

On 15 March 2020, the Minister for Emergency Services declared a state of emergency in Western Australia with effect from 16 March 2020 in respect of the COVID-19 pandemic, pursuant to the *Emergency Management Act 2005* (WA). The Commissioner of Police and State Emergency Coordinator has given directions to prevent, control or abate the risks associated with the pandemic.

The Directions have specified various levels of restrictions around gatherings and activities, which have applied at differing levels to the University's teaching, learning, research, professional and ancillary activities and venues. The University's COVID-19 Critical Incident Management Team has developed Protocols to comply with the Directions and other sector-specific guidance, and is updating those Protocols as new Directions are published and the medical situation unfolds. Compliance with the Directions and the Protocols is the responsibility of all members of the University community.

***COVID-19 Response and Economic Recovery Omnibus Act 2020* (WA)**

This Act allows documents to be witnessed remotely through audio-visual technology under certain Acts, including relevantly, the *Oaths, Affidavits and Statutory Declarations Act 2005* (WA).

***Commercial Tenancies (COVID-19 Response) Act 2020* (WA)**

This Act was introduced to enable relief for small commercial tenants in relation to the COVID-19 pandemic. The Act affects the University as it has several tenants who were, and some who still are, considered an eligible tenant under the Act and entitled to relief. A tenant may be an eligible tenant if it qualifies for the JobKeeper scheme under the *Coronavirus Economic Response Package (Payments and Benefits) Rules* (Cth). The Act foreshadowed a WA code of conduct to be legislated under the regulations to outline the steps for relief. The Act also included other items of management of small commercial leases, including prohibitions on termination, evictions, seeking recovery of interest, claiming on security and enforcing remedies during the defined emergency period.

***Commercial Tenancies (COVID-19 Response) Regulations* (WA)**

These Regulations adopted a code of conduct for Western Australia pursuant to section 13(2) of the above Act (**WA Code**). The principles set out in the WA Code largely aligned with the National Cabinet Mandatory Code of Conduct, and set out the steps for negotiating rent relief between a landlord and an eligible tenant under a small commercial lease.

***Residential Tenancies (COVID-19 Response) Act 2020* (WA), *Residential Tenancies (COVID-19 Response) Regulations 2020* (WA)**

This legislation was enacted in response to the COVID-19 pandemic and affects the University to the extent it is the landlord under residential tenancies. This legislation included several protections for tenants, including a prohibition on rent increases, evictions and break fees.

***Procurement Act 2020* (WA)**

This Act amalgamates and simplifies procurement governance for the public sector and applies to works procurement as well as goods and services procurement. It is part of the government's COVID-19 recovery strategy.

***Guardianship and Administration Amendment (Medical Research) Act 2020* (WA)**

This Act amends the *Guardianship and Administration Act 1990* (WA), and will govern how enduring guardians, guardians and next of kin may consent to a person under legal incapacity participating in medical research. The amendments will apply to any medical research conducted by the University.

Potential future legislation

The University is monitoring some significant bills, including:

Higher Education Support Amendment (Freedom of Speech) Bill 2020

This seeks to amend the HESA Act in line with The Hon Robert French's recommendations to require universities to have policies which uphold 'freedom of speech' and the newly defined term 'academic freedom'. The University's *Academic and Freedom of Speech Policy* already incorporates these concepts, however we are continuing to monitor the progress of the Bill.

Australia's Foreign Relations (State and Territory Arrangements) Bill 2020, Australia's Foreign Relations (State and Territory Arrangements) (Consequential Amendments) Bill 2020

Together these Bills seek to regulate engagement between (among others) public universities and some foreign universities and governments.

Report on operations (continued)

Other disclosures and legal requirements

Act of Grace Payments

In 2020 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 2020 the following costs were recorded against these items:

	Amount $ (excl GST)
Advertising Agencies	1,938,974
Campaign	-
Non Campaign	1,938,974
Market research organisations	107,276
Media advertising organisations	3,875,170
Grand Total	5,921,420

Capital Works

Projects completed in 2020

Building 611 repurposing, Perth Campus

• This was a consolidation of a number of projects for the Faculty of Science and Engineering related to Building 611, Building 613 and Building 614.

• This has avoided the need to construct a new building by co-locating research activities, providing a centralised dangerous goods store for Technology Park, repurposing non-utilised space, resolving current non-compliance issues and improving building running costs and sharing of equipment. Construction commenced in early 2019 and was completed in 2020 within the funding provision of $8.4 million.

Building 302 Hayman Theatre upgrade and precinct facilities, Perth Campus

• This modest but highly significant campus building has been refurbished to extend the asset life and revitalise the operational use for the Hayman Theatre Company. It also includes a new toilet facilities wing servicing the broader East Gate precinct.

• The project was completed in 2020 and within project funding of $3.98 million.

General refurbishments, Perth Campus

• In 2020, as per our recurrent refurbishment programs, a wide variety of works were undertaken including upgrades to universal access toilets across several buildings including Building 207, Building 208, Building 209, Building 210, Building 211, Building 213, Building 300 and Building 303.

• The Hazmat response program included completion of Building 400 fume cupboard replacement, Building 308 autoclave replacement and upgrade of the Building 300 building management system.

• The aluminium composite panel response reached a conclusion with removal and replacement of panels to Building 205, Building 215 and Building 501.

• Examples of key minor refurbishment projects delivered included: refurbishment of Building 205 (Mechanical Engineering) laboratory space to address mechatronics teaching growth needs; refurbishment of Room 210B in Building 206 (Civil Engineering) to provide expansion space for electrical engineering students; refresh of computer science laboratory (Room 261) in Building 308 (Biomedical Sciences); refresh of Building 314, Level 2 (New Technologies building); and security office upgrade in Building 115 (Safer Community Team offices).

• Important road safety improvements were delivered on Beazley Avenue and Townsing Drive with the installation of elevated crossings, supported with smart lighting and traffic attenuation measures.

Major projects commenced or under construction in 2020

'Exchange' (previously known as Greater Curtin Stage One), Perth Campus

• 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 the Perth Campus in 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.

• Construction was fully mobilised by quarter four 2019 and remains on track to achieve the contractual operational readiness date of end October 2021, ready for occupation and trading to occur for the beginning of 2022.

• 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.
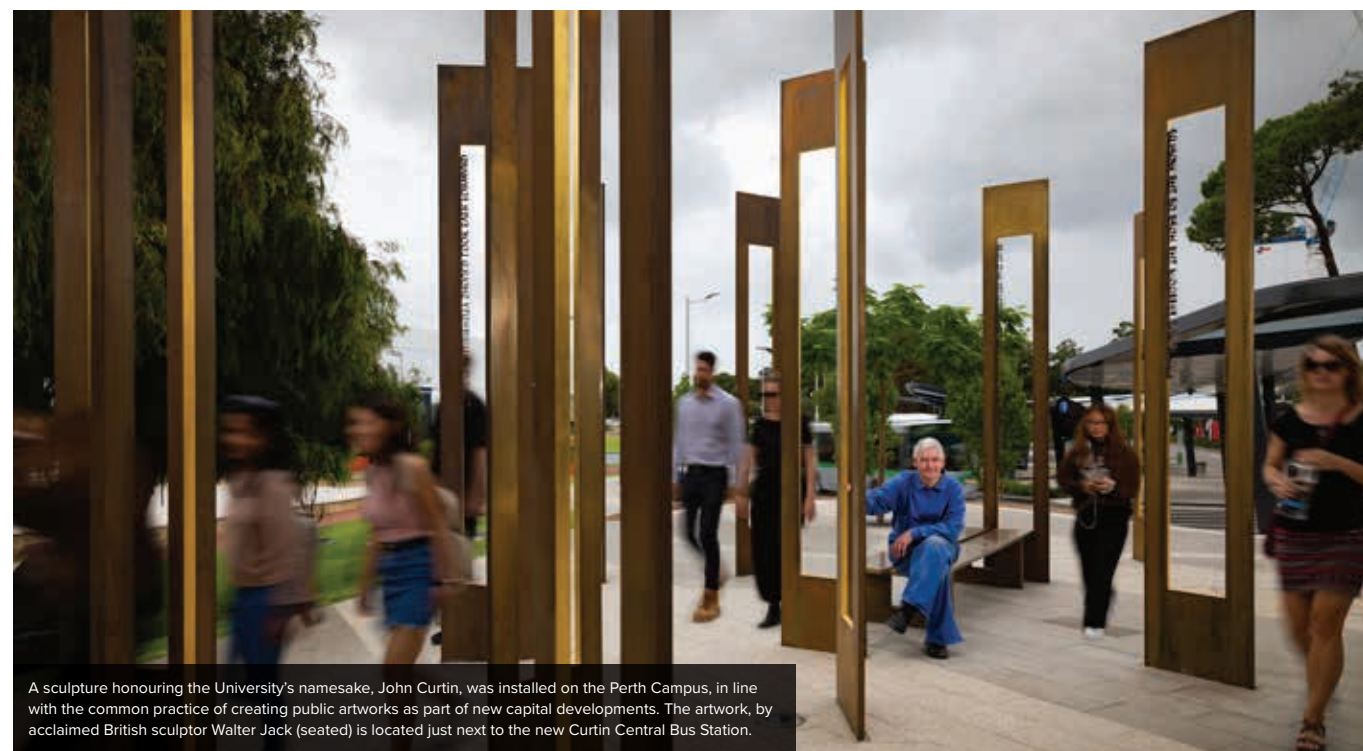
A sculpture honouring the University's namesake, John Curtin, was installed on the Perth Campus, in line with the common practice of creating public artworks as part of new capital developments. The artwork, by acclaimed British sculptor Walter Jack (seated) is located just next to the new Curtin Central Bus Station.

Report on operations (continued)

Building 418 School of Design and Built Environment, Perth Campus

• Originally included as part of the Exchange transaction, this was removed from the deal in order to be delivered by Curtin as a business as usual capital project. Construction commenced in September 2019 and is forecast to be completed for occupancy for second semester in 2021 as envisaged. The tragic fatal incident that occurred on this site in October 2020 created an impact to the completion of the works of around three months.

• With a project value of $115 million, this building will be the home for the School of Design and 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.

Building 105 TL Robertson Library Upgrade, Perth Campus

• The library requires a major upgrade to provide a best-practice, contemporary, fit-for-purpose library facility and address the end-of-life plant and building services.

• 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, a new entrance, updated ground and lower floors, and repurposing of the top floor from services space into useable floor area.

• Stage One construction finally commenced in December 2020 (after being impacted by COVID-19) and will be completed in time for the 2023 academic year, hence only impacting operations across the 2021 and 2022 academic years. The Stage One project has a revised funding provision of $82.12 million. Timing for Stage Two is to be determined.

Building 610 Curtin Institute of Radio Astronomy, Perth Campus

• Commensurate with the importance of this institute, the facilities and services infrastructure are being upgraded to improve functionality and also provide additional accommodation.

• Works commenced in 2020, are well advanced and will be completed in 2021 and within the project funding of $2.2 million.

Major projects forecast to commence construction in 2021

Building 701/703 Kalgoorlie Health Multidisciplinary Training Facility, Kalgoorlie Campus

• Accepted into the national Rural Health Multidisciplinary Training (RHMT) program, this project provides a strategic opportunity to build a multidisciplinary clinical school in Kalgoorlie, leveraging Curtin's presence in the region.

• By establishing this facility in Kalgoorlie, it will provide space for learning and teaching for medical, nursing and allied health students and accommodate related coordination staff.

• Construction was due to commence in early in 2021 and will be completed the same year with a project value at $2.8 million.

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

• Projects that are being delivered in 2021 include: installation of a new microscopy suite for the Faculty of Health Sciences; the installation of the newly acquired Sensitive High Resolution Ion Micro Probe (SHRIMP) at the John De Laeter Centre; the delivery of a cyber security teaching laboratory; upgrades to the waste storage facilities in the anatomy laboratories; the delivery of a cold room for the Corrosion Centre; and upgrades to the laboratory space for Drilling Mechanics.

• Design for the new Super Science Building, a circa $150+ million facility, is forecast to commence in 2021, with construction targeted to commence in 2023.

Artist's impression of TL Robertson Library interior

An artist's impression of the new multidisciplinary health training facility at the Kalgoorlie campus, due to start construction in early 2021.

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 2020 are as follows:

Position	Name	Type of remuneration	Period of membership	Gross/actual remuneration 2020 financial year[1]
Council Member (Committee member)	Dr Terry Agnew	Annual	12 months	$20,000.00
Council Member (Student)	Ms Romana-Rea Begicevic	Annual	3 months	$1,250.00
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	5 months, 3 days	Zero
Council Member (Committee member)	Ms Elisa Fear	Annual	12 months	$20,000.00
Committee Member (Co-opted)	Ms Beth Gordon	$2000.00 per meeting	12 months	$14,000.00
Council Member (Committee member)	Mr Damian Gordon	Annual	12 months	$20,000.00
Council Member (Committee Chair)	Dr Vanessa Guthrie	Annual	3 months	$8,750.00
Council Member (Pro Chancellor)	Dr Vanessa Guthrie	Annual	9 months	$30,000.00
Council Member (Student)	Mr Chris Hall	Annual	12 months	$5,000.00
Council Member (Non-student Member)	Mr Michael Lundberg	Annual	12 months	$15,000.00
Council Member (Student)	Ms May Majimbi	Annual	9 months	$3,750.00
Committee Member (Co-opted)	Mr Matt Mueller	$2000.00 per meeting	7 months, 18 days	$6,000.00
Council Member (Staff member)	Prof Dale Pinto	No entitlement	12 months	Zero
Committee Member (Co-opted)	Ms Ann Robinson	$2000.00 per meeting	12 months	$10,000.00
Council Member (Committee Chair)	Mr Steve Scudamore	Annual	3 months	$8,750.00
Council Member (Staff member)	Prof Glennda Scully	No entitlement	12 months	Zero
Committee Member (Co-opted)	Mr David Southam	$2,000.00 per meeting	3 months	$4,000.00
Council Member (Committee Chair)	Mr David Southam	Annual	9 months	$26,250.00
Council Member (Non-student Member)	Dr Katherine Stannage	Annual	9 months	$11,250.00
Council Member (Vice-Chancellor)	Prof Deborah Terry	No entitlement	6 months, 28 days	Zero
Committee Member (Co-opted)	Mr Darren Weaver	$2,000.00 per meeting	4 months, 11 days	$4,000.00
Council Member (Pro Chancellor)	Ms Sue Wilson	Annual	3 months	$10,000.00

1 Includes sacrificed remuneration made as a donation to the Curtin University Foundation. A total of $36,750 was donated to the Curtin Cares campaign by the members of Council to provide for students in financial distress as a result of the COVID-19 pandemic.

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 2020 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 2020 the following progress has been made against initiatives to address the outcomes prescribed under the legislation and monitored by the Department of Communities.

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

Work continues to identify and embed the 'inherent requirements' particular to each course offering available at Curtin. At an institutional level, admission/enrolment processes are being modified to include reference to specific capabilities/requirements that are needed for successful completion of Curtin qualifications. The process includes reference to reasonable adjustments and referral to AccessAbility services and course coordinators for advice, with the intent for this to be available for the 2022 intake.

Despite differences in international legislation and levels of understanding and awareness, approaches continue to raise the importance of disability access at Curtin's Mauritius, Singapore, Malaysia and Dubai campuses. We will continue to seek consistency in the 'Curtin experience' for our staff and students, regardless of the physical location for their work or study.

Curtin's 2020 Open Day was cancelled due to COVID-19 concerns and replaced with an online event, with the 'virtual' Open Day taking place on Sunday 13 September. To support the replacement event being inclusive as well as informative, entertaining and memorable, it included a mix of pre-recorded and live interactive sessions which showcased Curtin's course offerings, campus facilities and impactful research. Prospective students were able to speak with academics and students via video conferencing tools about courses, career options and the student experience, and the delivery platform chosen allowed for captioning on live, on-demand, sim 2 Live and simulive webinars.

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

Development of the Universal Design Guidelines – Built Form in 2015 continues to have significant impact not only within Curtin's own facilities and amenities development, but also through the wider community. Other universities remain in contact with our Properties team around developing their own institutional capabilities in this space. Aspirations around application of universal design in the built environment have been adopted in the development of new projects, and is understood as a key issue.

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

Throughout the term of our current DAIP, Curtin has been moving away from an 'accommodation' approach towards students with specific access requirements, towards a commitment to embedding universal design principles into the design and delivery of our teaching and learning practices across all areas and faculties.

A licence for BlackBoard Ally was implemented in February, with the intent being to enhance Curtin's ability to provide accessible content via the learning management system, and embedding the principle teaching value that accessible content is 'good' content. BlackBoard Ally can provide students with access to more accessible alternatives such as Semantic HTML, ePub, Audio and Electronic Braille. It enables three principal capabilities: *Institutional Reporting*, which shows how digital course content is performing in accessibility terms, giving an accessibility score and highlighting any accessibility issues found; *Instructor Feedback*, which guides instructors on how to improve accessibility of their content and alters future behaviour; and *Alternative Formats*, which automatically checks for accessibility issues and generates a range of alternative formats for PDF files, Microsoft Word files, Microsoft PowerPoint files, OpenOffice/ LibreOffice files and uploaded HTML files.

Further to Ally's launch, and despite significant interruptions in teaching delivery and practice due to COVID-19, the initial deployment has helped create greater awareness and helped raise the profile of, and build capacity around, the importance of universal design being embedded into teaching practices and learning content creation.

The COVID-19 period necessitated a pivot away from lecture content capture through ECHO360 from campus venues in Semester 1, and onto BlackBoard Collaborate while academics were working from home and lecture theatre operations were curtailed by government lockdown measures. Better clarity of audio capture via webcams contributed to more accurate captioning of recorded materials during this time.

Report on operations *(continued)*

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

The 'Curtin Calling' initiative reached out by phone and email to all student equity groups, including those with disability (as identified through having a Curtin Access Plan) to establish engagement, ongoing participation and support requirements during the COVID-19 campus shutdown. Curtin's Student AccessAbility team also followed up with identified and vulnerable students to provide additional support where indicated.

In response to the onset of COVID-19, the Curtin Specialist Mentoring Program (for students with autism and related conditions) has been evolving new ways to not only harness the power of the mentors but also harness the power of the mentees to support one other. Prior to COVID-19, the program provided a weekly face-to-face social group (CSG) on campus and a closed CSG Facebook page managed by a committee made up of mainly mentees and a couple of mentors. Both platforms provided safe discussion spaces investigating neurodiverse and neurotypical solutions to typical life issues experienced by the group. When Curtin directed students to study from home, the CSG committee decided to move their weekly social group online using the platform Discord. The new online social group and the Facebook page continued to give the mentees the chance to discuss pertinent issues, gain friendships, develop cooperative working styles, play games and organise external social events as the COVID-19 restrictions have lifted.

Each year, more than 50 students studying allied health participate as mentors in the Curtin Specialist Mentoring Program, gaining a unique understanding and first-hand experience of supporting someone with a lifelong condition that they can take into their professional and personal lives. This training and experience is a further investment by Curtin in the support of people with disability.

Following the roll-out of disability awareness training in 2019 via Curtin's online training platform (iPerform), two faculties have committed to having all their staff complete this training by the end of first semester 2021, to further improve awareness of and responsiveness to the needs of both students and colleagues with disability at Curtin.

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

The Integrity and Standards Unit (ISU) continues to monitor responses to surveys issued and complaints received, reporting on systemic issues or trends to the Universal Design Working Party (which responds directly to the University's DAIP). Promotion of the website Complaints Portal continues to occur through the online ISU community, internal presentations, Student AccessAbility (disability services) newsletter, and social media community.

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

Curtin has clarified that it does not engage in public consultation, other than in relation to the creation of our DAIP. Curtin's consultation guidelines have been reviewed to ensure information can be made available in accessible formats.

Environmental sustainability

University commitment to sustainability strategy/SDGs

In February 2020, Curtin made a commitment to develop a clear approach to sustainability in relation to its physical footprint and profile in teaching and research, guided by the United Nations' Sustainable Development Goals (SDGs). A strategy is currently under development to link the work being undertaken across all areas of Curtin with the SDGs and Curtin is updating the sustainability materiality assessment for students, staff and the wider community.

Green Star recertification – 6-Star certification

Five years after achieving Australia's first ever 5-Star Green Star – Communities certification (a rating tool of the Green Building Council of Australia), the Perth Campus increased its rating to 6-Star in its first recertification, representing world's best practice strategies and implementation and confirming Curtin's commitment to creating a sustainable and thriving campus.

A number of new initiatives were implemented over the course of the recertification, with a particular focus on liability and innovation, and constant improvement of the campus design and operation. Some of the key initiatives which assisted Curtin to achieve this new level of sustainability are:

- Upgrades to the central plant thermal system and electrical infrastructure, that will result in a 50 per cent reduction in peak electrical load and a 40 per cent reduction in greenhouse gas emissions when compared to a 'business as usual' approach.
- Commitment to target a 5-Star Green Star - Design and As Built certification for all new buildings and major refurbishments.
- Updating and implementation of our Climate Action Plan, ensuring buildings and spaces are designed with climate change resilience in mind.
- The use of people counting technology to improve space utilisation, allowing better management of building services and reduction in demand for further construction.
- Increased active transport and public transport options for sustainable travel options to the campus.
- Increased access to fresh food for campus occupants.
- Constantly improving management of our public open spaces and groundwater resources.

Utility management

With the update of Curtin's Utility Management Plan underway, the University has continued to reduce its operational carbon footprint, with emissions dropping seven per cent between the 2018/19 and 2019/20 financial years.

Total energy consumption* in the 2019/20 financial year** was 222,471 gigajoules, down from 273,255 gigajoules in the 16/17FY. Greenhouse gas emissions also dropped from 40,225t CO_2-e to 33,110 t CO_2-e in 2019/20. It is worth noting that energy reductions due to COVID-19 closures has yet to be fully defined.

* All energy values are for Curtin 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.

Total Energy Consumed by Location

Total Greenhouse Gas Emissions by Location
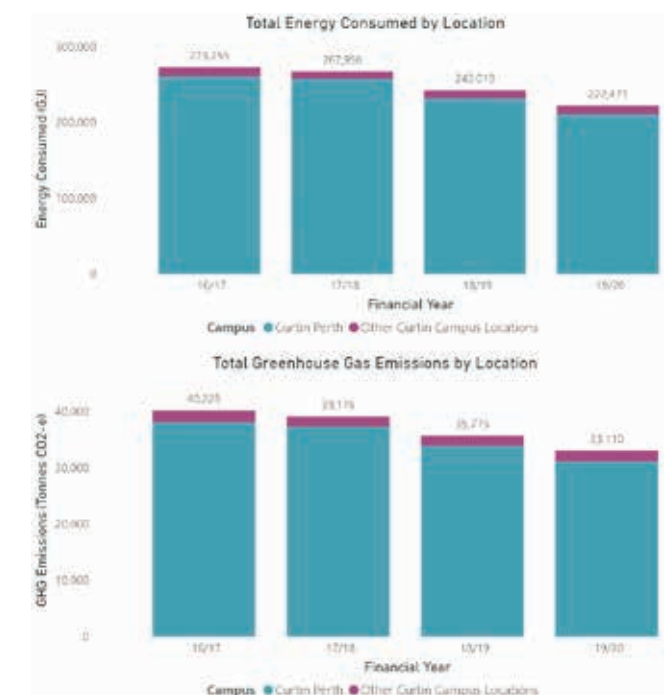
Report on operations (continued)

Biodiversity and public places

2020 saw the continuation of the Black Cockatoo Action Plan, with the planting of 660 native plants for Black Cockatoos and an additional 11 semi-mature nut trees. Nut trees provide 'fast food' to bridge the impending decline in mature forage resources for a wide range of fauna, whilst allowing the native tube stock to grow and develop food. A further 2,600 natives were planted near Jack Finney Lake on the Perth Campus as part of the Yarning Circle project.

Additional moisture sensors have been installed to gardens across the campus to ensure irrigation is only run when required. The team have also introduced nutrient analysis on ovals and turfed areas to ensure they are not over-fertilised, resulting in excess nutrients in groundwater and Jack Finney Lake.

Waste management

Operational waste management has been a major focus in 2020, and the University has set a target of 80 per cent diversion from landfill by 2030. Waste audits and reporting have increased to help identify opportunities for improvement and educational signage, organics bins and live auditing of bins at collection are set to be rolled out in 2021. Container deposit scheme receptacles have been rolled out across campus, with funds raised being donated to local charities each month.

Marketing activities

The University was able to pivot its brand and recruitment strategies in new and innovative ways in response to the pandemic, which had greatly disrupted marketing communications and events planned for 2020.

One major initiative was the October launch of Curtin's new brand campaign – the first in five years. Promoting the positive theme 'change is here', it addresses the desire of young people to have an impact on major global issues, which was evident from research into the target audience of prospective undergraduates.

The campaign showcases the ways in which Curtin research is already driving change, and invites prospective students to join us and make their mark.

With universities across Australia facing increased local competition, the brand campaign aims to enhance Curtin's presence within the domestic student market and maintain its position as Western Australia's most preferred university.

University Marketing made a number of updates to its prospective student web content throughout the year, including the creation of a new interactive tool that includes the full range of admission options available to both undergraduate and postgraduate domestic students. The tool presents a user with the most suitable entry pathways, based on their current or predicted education and qualifications, providing highly personalised and accurate information that matches their enquiries. The tool also streamlines the admission enquiries process for Future Students staff.

In April, University Marketing launched the Student and Academic Support Program (SASP). Managed by Deloitte, SASP will provide prospective students with a personalised and seamless admission experience, from the point of initial enquiry through to offer and acceptance. The project will utilise the University's multiple marketing channels to give students tailored information and support, depending on their specific place in their Curtin journey. It will include updates to Curtin's admission processes and platforms, such as the **study.curtin.edu.au** website and digital marketing content. By unifying and personalising our recruitment communications, SASP aims to ensure Curtin remains front-of-mind to both domestic and international markets, ultimately increasing student numbers and associated revenue.

Throughout the year, several annual marketing events were reconceived to work in with COVID-19 restrictions. Curtin Open Day, traditionally Curtin's largest on-campus recruitment campaign, was transformed into an online event. Registered participants had access to a wealth of course information, webinars, study area videos, Q&A chats with teaching staff and an interactive campus map. Registrations for Curtin Open Day surpassed those of two competitor universities, and the event saw 50,000 participants opt in to receive further communications from Curtin – up from 4,702 the previous two Open Days. This significant uptake gave the University a robust lead generation base and reaffirmed its digital-first approach for future recruitment events.

Other online recruitment initiatives included high school information sessions, video content to help prospective students navigate mid-year entry to Curtin, and the Campus Virtual Explorer – an online map that enabled our international audiences to discover the Curtin Perth campus.

As restrictions were eased, some face-to-face engagement with prospective students recommenced. In December, University Marketing hosted four campus twilight tours, providing more than 400 prospective students and their families with an intimate and informative Curtin experience.

To keep domestic school leavers abreast of important application deadlines and study options, University Marketing ran a new-look 'Summer Help' campaign across social media, email, website and information sessions. Starting in December, the campaign included information regarding TISC deadlines, pathways and scholarships and aimed to support school leavers and their parents potentially anxious about a condensed timeframe of only two days between the release of ATAR results and the deadline to change course preferences.

In a project spanning the entirety of 2019, University Marketing collaborated with Digital and Technology Solutions and University Admissions to review and optimise Curtin's primary online destinations for future students. Attracting millions of visits each year, the website is key to Curtin meeting its student recruitment targets. The project saw two separate sites (providing detailed course information and general university information) merged to provide a single, easily navigable resource for prospective students: **study.curtin.edu.au.** This was launched in November.

The digital-led 'your career starts here' campaign was the primary international lead generation initiative for the year. Building on the strength of the University's work-integrated learning opportunities, it had a photo-documentary aesthetic, featuring Curtin's international students immersed in industry environments. Targeting Singapore, Malaysia, Indonesia, Pakistan, Nepal, Indonesia, Hong Kong and Philippines, the campaign delivered a 28 per cent increase in click-throughs on the equivalent 2018 campaign. Another key initiative was the revamped offer conversion strategy, which saw uplifts of 18 per cent in undergraduate conversion and 11 per cent in postgraduate conversion, both of which are above industry average.

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 **https://students.curtin.edu.au/essentials/fees.**

Reconciliation Action Plan (RAP)

Curtin's Reconciliation Action Plan (RAP) provides a roadmap for the University to advance reconciliation and demonstrate how we can collectively contribute to a society that celebrates and respects Aboriginal and Torres Strait Islander culture as a proud part of our national identity. 2020 was an important year for race relations in Australia, with the global Black Lives Matter movement gaining considerable momentum, paving the way for discussions about the continued deaths of Aboriginal and Torres Strait Islander peoples in custody. The year also saw a significant refresh of Closing the Gap targets and ongoing discussion about the establishment of an Indigenous voice to the Australian Parliament, all against the backdrop of a global pandemic. Despite the challenges presented by COVID-19, Curtin's commitment to fulfilling key targets within the RAP remained steadfast, with the following initiatives completed or well underway:

• A number of high-level appointments of Aboriginal people were made including: Professor Sandra Eades as Dean of Curtin's Medical School; Professor Stephen van Leeuwen as BHP Curtin Indigenous Chair for Biodiversity and Environmental Science; and Ms Ingrid Cumming as Curtin's Nyungar Cultural Advisor.

• Curtin Law student and Nyungar woman Chloe D'Souza was awarded the prestigious postgraduate John Monash Scholarship which supports outstanding leaders to study overseas.

• In partnership with Cisco, Curtin launched the Connected Country pilot which sees the delivery of education initiatives to remote schools through immersive technology.

• The Yarning Circle at Curtin's Perth Campus was opened, representing a cultural and educational celebration of Curtin's Aboriginal and Torres Strait Islander community and strengthening the bonds between the Perth Campus and the Nowanup Bush Campus.

• Curtin formally established the Carrolup Centre for Truth-Telling, a permanent home for precious artworks by children of the Stolen Generations (*The Herbert Mayer Collection of Carrolup Artwork)* that will ensure the important lessons of their history will be shared for generations to come. Associated exhibitions and public programs will further establish this as an important centre for truth-telling and reconciliation.

• Nowanup Bush Campus activities continue to grow in close collaboration with local Elders. The inaugural Curtin Staff Cultural Immersion Camp was held in October, with 25 staff spending a powerful and transformational three days on country learning in and of Nyungar culture. This program is offered as part of Curtin's Indigenous Cultural Capability Framework which underpins our strong commitment to reconciliation.

While 2020 was the final year for Curtin's current RAP, Reconciliation Australia have agreed to its extension to align with the development of Curtin's new Strategic Plan. Throughout 2021, Curtin's RAP will continue to guide the University's progress towards reconciliation through the following four cornerstone initiatives:

• Embedding the Indigenous Australian Cultural Capability Framework across the University and making this available to the community

• Progressing the Nowanup Bush Campus in partnership with the Nowanup community

• Enabling the global exchange of knowledge and experiences between Aboriginal and Torres Strait Islander peoples and other First Nation peoples around the world

• Leading in reconciliation and recognition of First Peoples.

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 in 2020 included:

• An amended Recordkeeping Plan was approved by the State Records Commission in August.

• Priceless Indigenous artefacts were accessioned into Curtin's recordkeeping system by the University Archives. The Centre for Aboriginal Studies can now manage the long-term preservation of these artefacts in collaboration with University Archives.

• A new process was implemented for the transfer of digital committee papers into the University Archives for long-term preservation.

• The Melanesian Film Archive, a valuable collection of anthropological film reels and documents, has been chosen as the first collection to be digitised by the Western Australian Digitisation Centre – a collaboration between the State Library of WA and the local universities.

• Despite the impact of COVID-19 and the lockdown of campus, significant work has still been undertaken on identifying and processing legacy hard copy records across the Perth Campus.

Ongoing Records and Information Management Training

• More than 1,700 staff completed the online information management awareness training in 2020. 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.

• A variety of training sessions and educational resources are available to all staff on a range of information management topics. A particular focus in 2020 has been on using Office365 tools and working remotely.

• 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. A major review of education and training materials commenced in 2020, in conjunction with the reviews of the Curtin Information Management and Archives website and the recordkeeping plan.

Report on operations (continued)

Risk management

COVID-19 is the most significant risk event in Curtin's recent history. Curtin issued its first guidance to staff and students for COVID-19 on 22 January 2020, two days after the China National Health Commission confirmed human-to-human transmission of the virus and infections outside of China. Curtin's Critical Incident Management Team response to COVID-19 commenced the following day, focusing on students, staff and campuses impacted overseas, as well as preparedness for Curtin's operations in Australia. The Critical Incident Management Team met 32 times in accordance with Curtin's Critical Incident Management Framework and continues to respond to COVID-19 given the ongoing strategic and operational uncertainty.

Curtin's strategic risk profile had considered an uninsured event such as a pandemic, resulting in a business interruption in semester one impacting both student enrolments and access to campus.

The COVID-19 pandemic tested Curtin's resilience to significant market and financial shocks, as well as its critical incident responses across its global operations, and presented both opportunities and challenges. Opportunities included: a significant uplift in use of technology; development of new, agile ways of working; strong collaboration across Curtin to deliver innovative solutions in very short timeframes; and the changing expectations of stakeholders to deliver differently.

Some of the challenges included: access to global markets given travel bans/constraints; increasing geopolitical uncertainty**;** economic and funding pressures**;** embedding new ways of working beyond COVID-19; and the hardening of the insurance market resulting in increases in premiums, reduction in cover and increased excess structures.

COVID-19 also impacted each element of Curtin's integrated Risk and Assurance Framework which includes:
* Critical incident management
* Strategic risk
* Operational risk
* Business continuity
* Travel risk
* Insurance
* Audit and assurance.

During 2020, further enhancements were made to Curtin's integrated risk and assurance approach, including:
* Specific audits to consider COVID-19 response and effectiveness of critical controls.
* Introduction of continuous assurance and continuous monitoring as part of Curtin's assurance map.
* Developing risk tools to support implementation of guidelines to counter foreign interference in the university sector.
* Developing enhanced risk tools to support risk assessment for entities in accordance with the Voluntary Code of Best Practice for the Governance of Australian Public Universities.
* Developing tools to support risk assessments of smaller projects and initiatives.

However, some key initiatives were delayed in 2020 due to COVID-19 and will be progressed in 2021 and these include:
* A review of the Risk Management Policy and Risk Management Procedures – with a view to capturing the integrated approach that has evolved consistent with the COSO Enterprise Risk Management framework.
* Development of a more granular risk appetite – looking to provide clarity about where Curtin is open to risk-taking opportunities or requires a more cautious approach to risk.
* Systemisation and digitalisation of risk management, business continuity and critical incident management.
* Broader conversations about risk culture across the organisation, learning from the opportunities and challenges arising from COVID-19.

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 2020, 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 2020 was noted by Council at its meeting on 17 March 2021. The University complies with all 14 protocols.

Curtin key statistics

	2016	2017	2018	2019	2020
STUDENT HEADCOUNT					
Total Curtin Enrolments	**58,207**	**56,646**	**56,686**	**57,788**	**59,222**
CURTIN ENROLMENTS BY CATEGORY					
Course Level					
Postgraduate Research	2,409	2,353	2,230	2,063	2,054
Postgraduate Coursework	8,016	7,368	6,986	7,299	8,129
Undergraduate	39,466	39,914	39,825	39,768	39,734
Non-Award	10,082	8,633	9,048	10,244	10,930
Broad Field of Education					
Agriculture, Environmental and Related Studies	208	222	225	213	218
Architecture and Building	2,330	2,367	2,296	2,249	2,346
Creative Arts	929	888	896	1,145	1,492
Education	4,272	4,590	4,817	5,103	5,566
Engineering and Related Technologies	6,978	6,501	6,080	5,740	5,519
Health	9,505	9,371	9,404	9,639	9,753
Information Technology	409	412	415	396	754
Management and Commerce	13,299	12,476	12,077	12,132	11,791
Natural and Physical Sciences	4,415	4,486	4,545	4,465	4,249
Non-award course, BOTP, or OUA unit	803	854	741	889	754
Society and Culture	16,895	16,208	16,794	17,648	18,567
DEMOGRAPHY AND EQUITY					
Student Citizenship					
Domestic Students	**42,791**	**42,430**	**42,953**	**43,917**	**46,036**
International Students studying in Australia	**8,509**	**7,370**	**6,883**	**6,981**	**6,516**
from : China (%)	25%	25%	25%	24%	21%
Malaysia (%)	12%	12%	12%	12%	11%
India (%)	12%	11%	10%	11%	11%
Singapore (%)	4%	5%	6%	6%	7%
Hong Kong (%)	4%	4%	5%	4%	5%
International Students studying outside Australia	**6,907**	**6,846**	**6,850**	**6,890**	**6,670**
from : Malaysia (%)	45%	46%	43%	39%	34%
Mauritius (%)	19%	20%	20%	22%	23%
Singapore (%)	11%	10%	11%	12%	11%
China (%)	4%	4%	5%	5%	6%
United Arab Emirates (%)	0%	0%	2%	4%	6%

Total Curtin Enrolments
- Curtin Award Courses Students
- Non-Award QUA Students

Curtin Enrolments by Course Level
- Undergraduate
- Non-Award
- Postgraduate Coursework
- Postgraduate Research

Curtin Enrolments by Citizenship
- Domestic
- International Onshore
- International Offshore
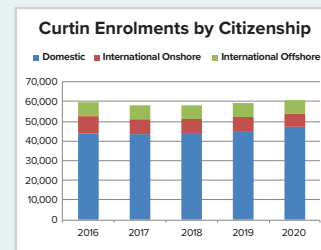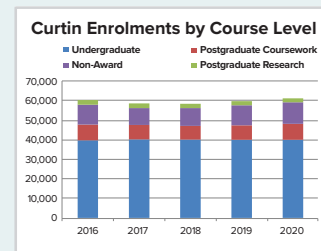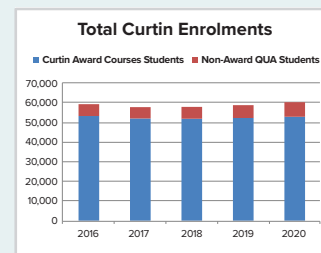
	2016	2017	2018	2019	2020
Gender					
Female Students	**32,551**	**31,618**	**31,839**	**32,531**	**33,556**
Female Proportion	56%	56%	56%	56%	57%
Indigenous Australian Students	**447**	**509**	**532**	**594**	**619**
Low Socio-Economic Status (SES) Students	**5,832**	**5,951**	**6,222**	**6,350**	**6,569**
AWARD COMPLETIONS					
Total Curtin Completions	**11,022**	**10,457**	**9,561**	**9,803**	**9,850**
Course Level					
Postgraduate Research	307	347	310	327	346
Postgraduate Coursework	3,152	2,698	2,439	2,391	2,432
Undergraduate	7,563	7,412	6,812	7,085	7,072
STAFF (FULL-TIME EQUIVALENT) #					
Total Curtin Staff	**4,099**	**3,993**	**3,847**	**3,815**	**3,859**
Work Function					
Academic	**1,883**	**1,829**	**1,748**	**1,725**	**1,697**
Teaching	702	663	660	675	662
Research	491	504	476	449	434
Teaching and Research	610	595	555	549	545
Other	80	68	58	52	56
Professional	**2,216**	**2,163**	**2,099**	**2,090**	**2,162**

Curtin Female Enrolments

Curtin Indigenous Australian Enrolments

Curtin Low SES Enrolments

Curtin Award Completions by Course Level
- Undergraduate
- Postgraduate Coursework
- Postgraduate Research

Curtin Staff (Full-Time Equivalent)
- Professional
- Academic

* 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 2020, while the prior year published in the 2019 Annual Report has now been updated with actual casual staff data. Includes staff from Bentley and WA campuses only.