

Classification [public]

## Register of Contracts

This document is released as a Class 3 contract under Part 3, Division 5 of the [Government Information \(Public Access\) Act 2009 \(NSW\)](#) (GIPA Act).

### Summary details:

Vital record number	V25/600 [Inc addendum for July-August 2025]
Contractor	KPMG

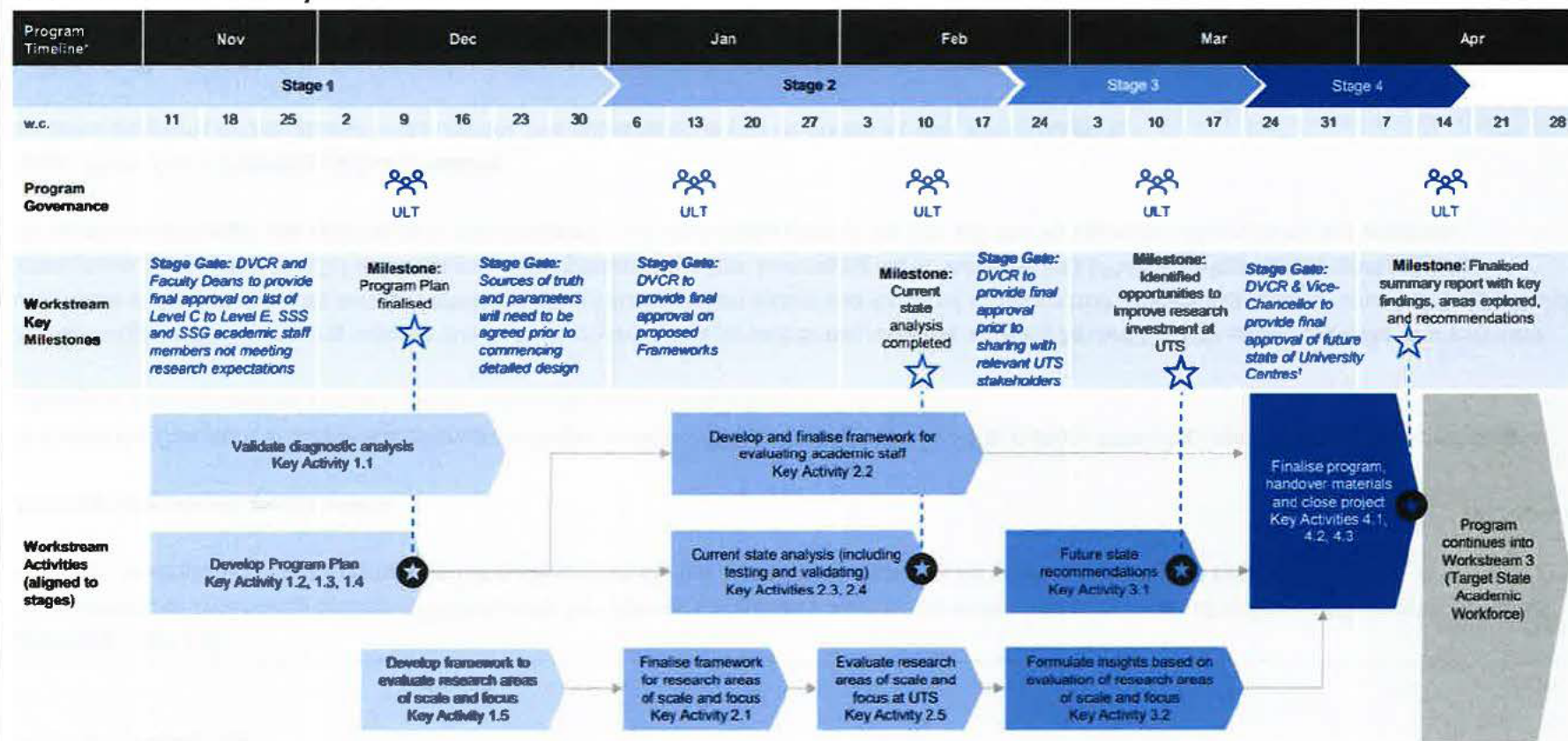
Refer to the [UTS Register of Contracts](#) for further information.

# Schedule 1B - Agreement Details - Full Prequalification

## Prequalification Scheme: Performance and Management Services.

<b>Principal</b>	Sarah Meaney of 15 Broadway Ultimo, NSW 2007 trading under the business name University of Technology Sydney with an ABN of 77 257 686 961
<b>Service Provider</b>	KPMG of Tower 3, 300 Barangaroo Avenue, Sydney NSW 2000 (ABN 51 194 660 183)
<b>Service Provider's Proposal</b>	Attached: Yes Dated: 31 <sup>st</sup> January 2025
<b>Item 1</b>	<p><b>Services (Clause 1.1)</b> The University of Technology Sydney (UTS) is looking for external consultancy support, to review and provide input to the full UTS operating model, to set the university up to not only be operationally sustainable but also provide flexibility for growth and revenue opportunities.</p> <p><b>Overview Operational Sustainability</b></p> <p>To enable the Operational Sustainability program target to reduce UTS operating costs by \$100 million, KPMG has been engaged to undertake the following initiatives outlined through the ULT approved plans, Parts 1-3.</p> <p>UTS has sought KPMG's ongoing support due to their proven ability to deliver the required services, backed by their sector expertise and extensive experience in this context. This includes KPMG's Higher Education Connected and Powered solutions that provide examples of contemporary practice across many parts of the CAUDIT Business and Data Reference Models. Leveraging these solutions and KPMG's six-layer framework for target operating model design, can contribute to the acceleration of value being realised by UTS and the investment in Operational Sustainability.</p> <p><b>Scope, Phase One – Operational Sustainability</b> For three programs in Operational Sustainability, two deliverables are to be produced with KPMG support:</p> <ul style="list-style-type: none"> <li>• Deliverable 1 – ULT briefing papers summarising the Preliminary Design (31 March 2025)</li> <li>• Deliverable 2 – Detailed target operating model designs, outlined in Parts 1-3 below (31 May 2025).</li> </ul>

## Part 1 Research Productivity and Investment



Note: Some dates will be amended to achieve the additional output of the 31 March however the final detail design deliverable remains as 31 May 2025.

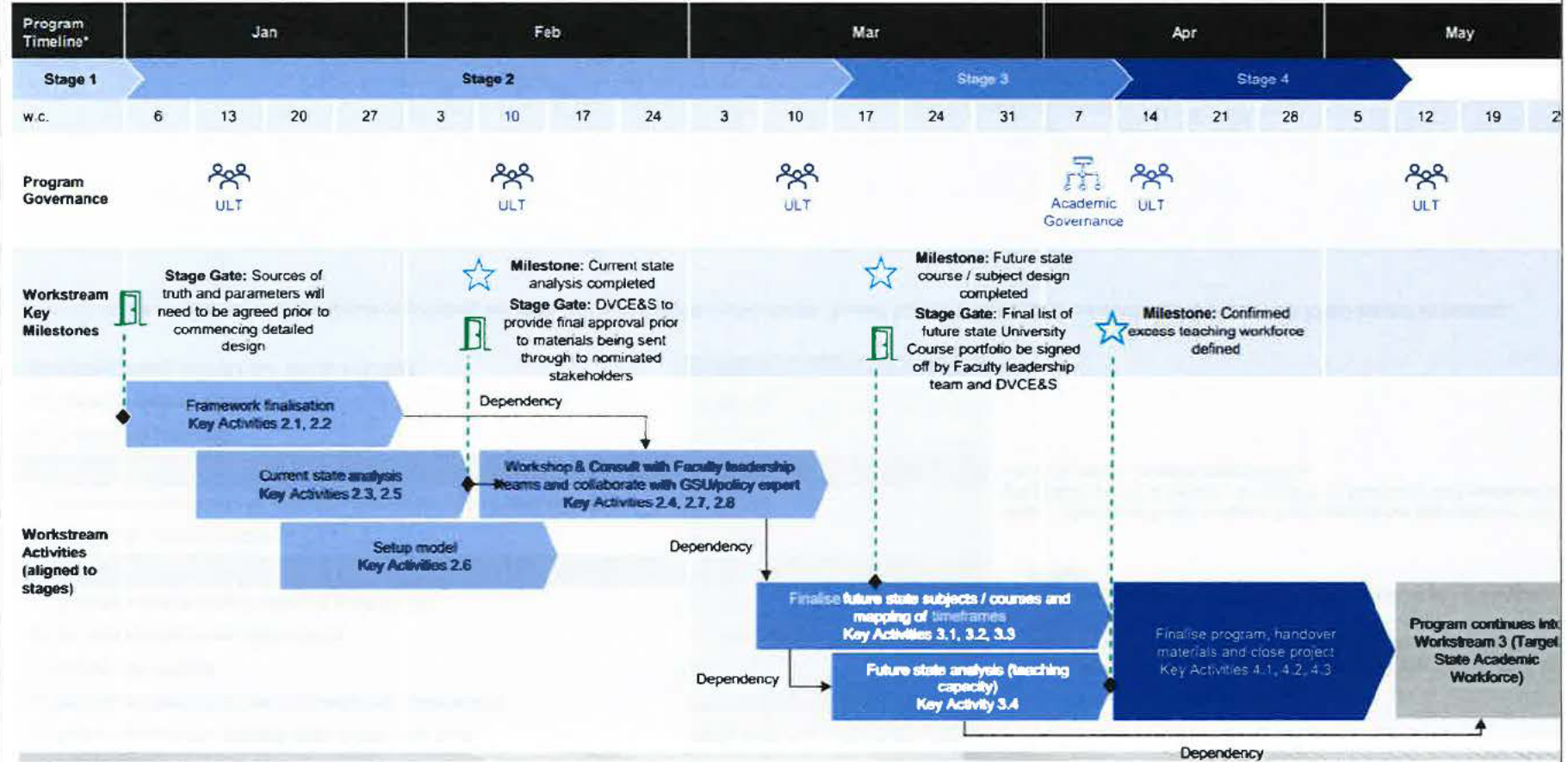
# KPMG's role in RP&I

KPMG led: Driven by KPMG with UTS inputs and feedback incorporated throughout the engagement

Key Activities	Roles	Link to Key Outputs
<b>Stage 1: Diagnostic Validation &amp; Detailed Design Setup</b>		
1.1 Validate diagnostic analysis	UTS led, KPMG support (as needed)	<ul style="list-style-type: none"> <li>RP&amp;I Program Plan delivered on 12 December 2024</li> </ul> <p>Note: 1.1 links specifically to master Excel spreadsheet that contains the list of proposed Level C to Level E, SSS and SSG academic staff members that are not meeting research expectations</p>
1.2 Develop Program Plan	KPMG led	
1.3 Issue data request and review data	KPMG led	
1.4 Develop and deploy stakeholder engagement plan	KPMG led	
1.5 Develop framework to evaluate research areas of scale and focus	KPMG led	
<b>Stage 2: Current State Analysis</b>		
2.1 Finalise framework for research areas of scale and focus	KPMG led	<ul style="list-style-type: none"> <li>Development of a UTS branded summary report that consolidates all analyses conducted to date, accompanied by a well-structured and compelling narrative</li> <li>Excel spreadsheet with all calculations undertaken as part of the conduct analysis</li> </ul> <p>Note: 2.2 links specifically to master Excel spreadsheet that contains the list of proposed Level C to Level E, SSS and SSG academic staff members that are not meeting research expectations</p>
2.2 Develop and finalise framework for evaluating academic staff	UTS led, KPMG support	
2.3 Current state analysis	KPMG led	
2.4 Test and validate current state analysis	UTS led, KPMG support <sup>1</sup>	
2.5 Evaluate research areas of scale and focus at UTS	KPMG led	
<b>Stage 3: Future State Design</b>		
3.1 Future state recommendations	KPMG led	<p>Note: 2.2 links specifically to master Excel spreadsheet that contains the list of proposed Level C to Level E, SSS and SSG academic staff members that are not meeting research expectations</p>
3.2 Formulate insights based on evaluation of research areas of scale and focus	KPMG led	
<b>Stage 4: Program Finalisation</b>		
4.1 Produce summary report	KPMG led	
4.2 Handover master materials	KPMG led	
4.3 Conduct project close out and discuss next steps	KPMG led	

Note: (1) It is agreed that UTS will take the lead on all testing, validating, and consulting with Faculty Deans, Provost, ADR's FGM's and other nominated staff members, with KPMG support as required

## Part 2 Sustainable Teaching & Learning



Note: Some dates will be amended to achieve the additional output of the 31 March however the final detail design deliverable remains as 31 May 2025.

# KPMG's role in ST&L

UTS led, KPMG Support: Primarily driven by UTS, with KPMG supporting the analysis or development of materials as needed

UTS and KPMG led: Driven by both UTS and KPMG (co-developing)

KPMG led: Driven by KPMG with UTS inputs and feedback incorporated throughout the engagement

UTS led: Driven by UTS, with limited KPMG involvement if any

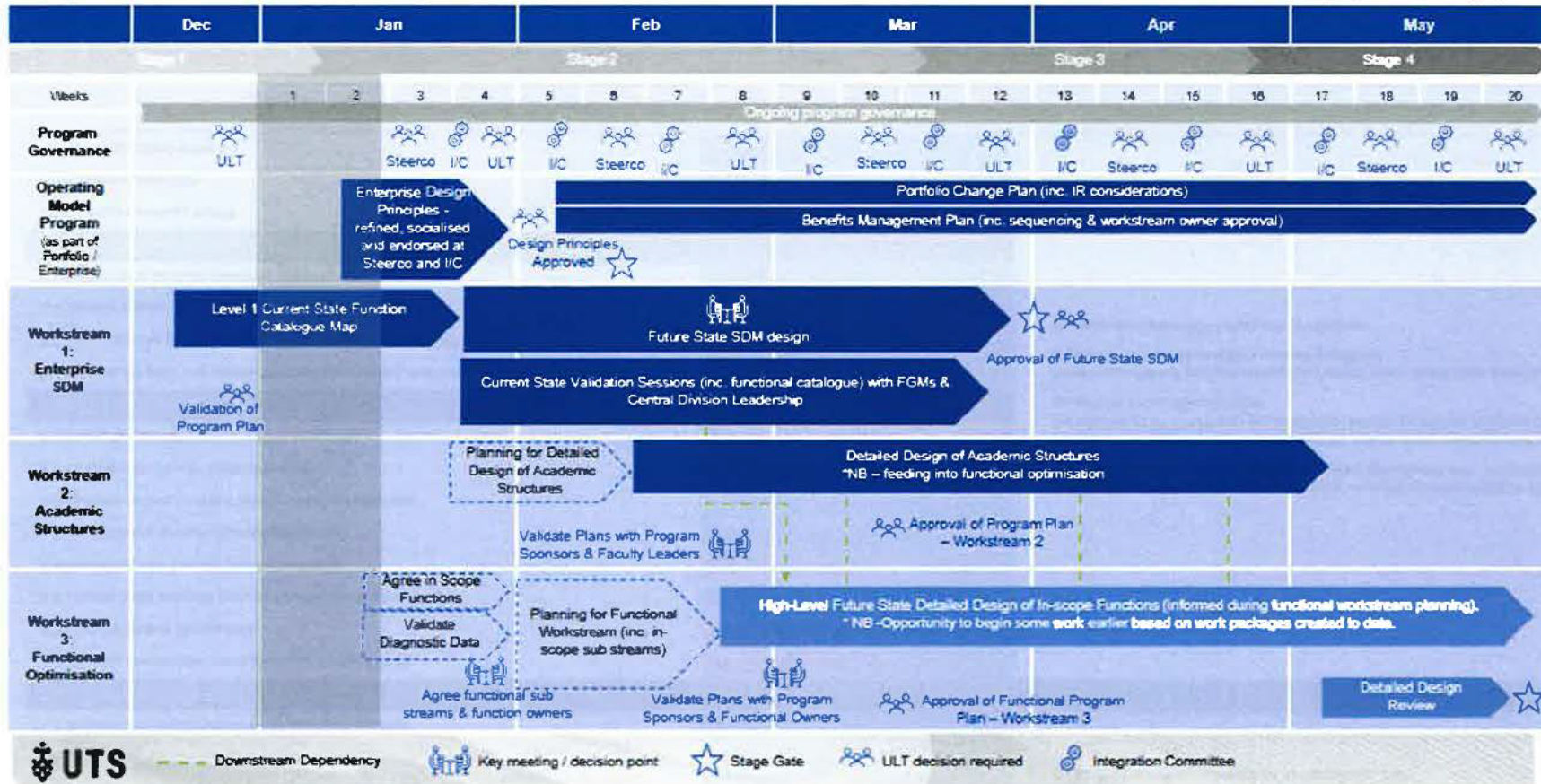
Key Activities	Roles	Link to Key Outputs
<b>Stage 1: Diagnostic Validation &amp; Detailed Design Setup</b>		
1.1 Commence validating diagnostic analysis	UTS led, KPMG support (as needed)	• ST&L Program Plan delivered on 12 December 2024
1.2 Develop Program Plan	KPMG led	
1.3 Issue data request and review data	KPMG led	
1.4 Develop and deploy stakeholder engagement plan	KPMG led	
<b>Stage 2: Current State Analysis</b>		
2.1 Develop frameworks / principles and decision trees	UTS and KPMG led	<ul style="list-style-type: none"> <li>• Development of a UTS branded summary report that consolidates all analyses conducted to date, accompanied by a well-structured and compelling narrative</li> <li>• Master Excel spreadsheet that contains the future state courses and subjects to be offered at UTS including an additional tab that outlines courses and subjects proposed to be discontinued</li> <li>• Excel spreadsheet that calculates the current state and future state teaching capacity for the University's course portfolio</li> <li>• Excel spreadsheet with teach-out timeframes</li> </ul>
2.2 Test developed frameworks	UTS led, KPMG support!	
2.3 Current state analysis (course / subject performance)	KPMG led	
2.4 Workshop with Faculty leadership teams	UTS led, KPMG support!	
2.5 Current state analysis (teaching capacity)	KPMG led	
2.6 Develop course / subject master excel spreadsheet	KPMG led	
2.7 Consult with Faculty leadership teams	UTS led, KPMG support!	
2.8 Policy Review for Curriculum Enhancement	UTS led	
<b>Stage 3: Future State Design</b>		
3.1 Finalise list (incl. any additional required analysis) of future state subjects / courses	KPMG led	<ul style="list-style-type: none"> <li>• Excel spreadsheet that calculates the current state and future state teaching capacity for the University's course portfolio</li> <li>• Excel spreadsheet with teach-out timeframes</li> </ul>
3.2 Determine the planning required to discontinue a subject / course	UTS and KPMG led	
3.3 Update course / subject master excel spreadsheet	KPMG led	
3.4 Future state analysis (teaching capacity)	KPMG led	
<b>Stage 4: Program Finalisation</b>		
4.1 Produce summary report	KPMG led	
4.2 Handover materials	KPMG led	
4.3 Conduct project close out	KPMG led	

Part 3 Operating Model

# High level Operating Model Program Plan *(detailed design only)*

■ Workstream 1/2 Activity  
 ■ Workstream 3 Activity

\*Indicative program timeline & stage gates



Note: Some dates will be amended to achieve the additional output of the 31 March however the final detail design deliverable remains as 31 May 2025.

Key Activities	Link to Key Outputs
<b>Workstream 1: Enterprise Service Delivery Model (SDM)</b>	
<p>1.1 Develop Program Plan</p> <p>1.2 Develop Design Principles</p> <p>1.3 Review data and existing information to inform and/or leverage across key activities, and confirm additional analysis and benchmarking requirements (including any data requirements)</p> <p>1.4 Confirm approach and activate stakeholder engagement plan for Workstream</p> <p>1.5 Plan and facilitate Validation Workshops (2) and Enterprise SDM Workshop (1)</p> <p>1.6 Synthesise outputs from all Workshops to inform development of Enterprise SDM Blueprint and associated implementation guidance, and seek agreement through relevant governance forum/s</p>	<ul style="list-style-type: none"> <li>• Initial <b>Workstream 1 Program Plan</b> delivered on 12 December 2024</li> <li>• <b>Operating Model Program Design Principles</b></li> <li>• <b>Validation Workshops 1-2</b>, including presentation and pre-circulation materials</li> <li>• <b>SDM Workshop</b>, including presentation and pre-circulation materials</li> <li>• <b>Agreed Future State Enterprise SDM Blueprint</b></li> <li>• <b>Appendix Guidebook</b> for implementation support to Functional Sub-Workstream teams (Workstream 3)</li> </ul>
<b>Workstream 2: Academic Structures</b>	
<p>2.1 Develop Program Plan for Workstream in consultation with Executive Sponsor and Workstream team, including Academic Structures Guidelines</p> <p>2.2 Review data and existing information to inform and/or leverage across key activities, and confirm additional analysis and benchmarking requirements (including any data requirements)</p> <p>2.3 Seek agreement of Program Plan for Workstream through relevant governance forum/s</p> <p>2.4 Progress key activity across three Sub-Workstreams (i) Internal Academic Architecture Model, (ii) Academic Governance, and (iii) Exploration of Consolidation Opportunities, aligned with Program Plan</p> <p>2.5 In parallel with 2.4, activate stakeholder engagement plan across Sub-Workstreams</p> <p>2.6 Synthesise analysis, insights and outputs from all activities to inform the development of key outputs (including the capture of key interdependencies with other OSI Programs/Workstreams), and seek feedback/agreement through relevant governance forum/s</p>	<ul style="list-style-type: none"> <li>• <b>Workstream 2 Program Plan</b></li> <li>• <b>Academic Structures Guidelines</b></li> <li>• <b>Academic Governance Summary Report</b></li> <li>• <b>Academic Structures – Future State Consolidation Options Summary Report</b></li> <li>• <b>Internal Academic Architecture Model</b></li> </ul>
<b>Workstream 3: Functional Optimisation</b>	
<i>To be developed in Feb 2025</i>	<ul style="list-style-type: none"> <li>• <b>TBC</b></li> </ul>

We understand that there may be changes to the scope of work given that the university has progressed some items in relation to this piece of work. An amendment to this Standard Form of Agreement will be issued for any material changes UTS and KPMG agree that alters the requirements and final deliverable for this piece of work.

We also note that Scope Phase 1 will be delivered under a fixed price arrangement, whereas Scope, Phase 2 was provided as a time and materials arrangement as required by UTS.

**Scope, Phase Two – Additional Capability Requirements**

It is recognised that Scope One and Two may interact in the future and we will support the University in managing any interactions.

The full details of Scope Two will be agreed as resourcing requirements are identified by UTS to fill gaps in existing capability and / or delays in recruitment activities. These activities will be managed through requests from UTS regarding specific resource or output requirements which are in addition to the scope outlined in Phase One and in agreement with KPMG.

**Item 2**

**Fees (Clause 5.3)**

GIPA s.3.6




**TOTAL: \$4,821, 130 (excl GST)**

GIPA s.3.6



Item 3	Commencement Date (Clause 2): 13 January 2025
	Completion Date (Clause 11): 30 June 2025 (expected)

Item 4	<p><b>Program (Clause 4.5(a))</b></p> <p>Program for performance and completion of the Services is not required.</p>
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Item 5:	<p><b>Reports &amp; Deliverables (clause 4.6)</b></p> <p><b>Deliverable 1, 31<sup>st</sup> March 2025</b></p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <div style="background-color: #003366; color: white; padding: 10px; text-align: center;"> <h2 style="margin: 0;">Preliminary Design</h2> <p style="margin: 0;">(February – April)</p> </div> <p><b>Objective(s):</b> To describe a preferred way of operating the University's functions and the financial benefits realised in FY25</p> <div style="border: 1px solid #ccc; padding: 5px; margin-top: 10px;"> <p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>Review functional catalogue and identify key services to validate UTS capabilities</li> <li>Align service mix, workforce, and targets to understand future-state opportunity</li> <li>Create high-level organisational design to address future-state spans, layers, and resourcing levels against key services</li> <li>Identify operational enablers with a focus on technology and governance that will support the delivery of the future-state</li> <li>Quantify financial benefits to achieve the target set for the functional area</li> <li>Aggregate, consolidate, and validate employee data to support operational modelling and the quantification of financial benefits</li> </ul> </div> <div style="border: 1px dashed #ccc; padding: 5px; margin-top: 10px; text-align: center;"> <p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>ULT Preliminary Design for each functional area (align to the Table of Contents represented on the right)</li> </ul> </div> </div> <div style="width: 50%;"> <p><b>Table of Contents for the ULT Preliminary Design</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1. Executive Summary and Preliminary Design</td><td style="text-align: right;">pp. #</td></tr> <tr><td>2. Current-state: Operational Challenges</td><td style="text-align: right;">pp. #</td></tr> <tr><td>3. Industry Benchmarking, Key Metrics and Targets</td><td style="text-align: right;">pp. #</td></tr> <tr><td>4. Future-state: Analysis of Operational Options</td><td style="text-align: right;">pp. #</td></tr> <tr><td>5. Future-state: Preferred Operating Model</td><td style="text-align: right;">pp. #</td></tr> <tr><td>6. Future-state: Service Delivery, Org Design and Key Enablers</td><td style="text-align: right;">pp. #</td></tr> <tr><td>7. Financial Analysis</td><td style="text-align: right;">pp. #</td></tr> <tr><td>8. High-level Implementation Plan</td><td style="text-align: right;">pp. #</td></tr> <tr><td>9. Assumptions and Dependencies</td><td style="text-align: right;">pp. #</td></tr> <tr><td>10. Risk Management</td><td style="text-align: right;">pp. #</td></tr> <tr><td>11. Appendices</td><td style="text-align: right;">pp. #</td></tr> </table> <div style="margin-top: 10px;"> <p><b>Preliminary Design (Design Example)</b></p>  </div> </div> </div>	1. Executive Summary and Preliminary Design	pp. #	2. Current-state: Operational Challenges	pp. #	3. Industry Benchmarking, Key Metrics and Targets	pp. #	4. Future-state: Analysis of Operational Options	pp. #	5. Future-state: Preferred Operating Model	pp. #	6. Future-state: Service Delivery, Org Design and Key Enablers	pp. #	7. Financial Analysis	pp. #	8. High-level Implementation Plan	pp. #	9. Assumptions and Dependencies	pp. #	10. Risk Management	pp. #	11. Appendices	pp. #
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## Deliverable 2

### Phase 1

#### Part 1 Key Outputs: Research Productivity & Investment

- Development of a UTS branded **summary report that consolidates all analyses conducted to date, accompanied by a well-structured and compelling narrative**. The report will include:
  - Current state analysis for UTS' global academic standing using Field Weighted Citation Index)
  - Current state analysis of research investment (research expenditure, RTP expenditure allocations, CAPEX investments, cost profile of generating each dollar of ERI)
  - Current state analysis for HDR deep dive and their contributions to the university's research productivity
  - Current state analysis for research concentration (University Centres). Note: University Centres include all research and non-research Centres that are governed by UTS policy
  - Benchmarking analysis
  - Underpinning frameworks
  - Future state recommendations that identifies opportunities for improving investment at UTS including consideration for how investments should be strategically allocated to allow for a sustainable future state
  - Insights based on evaluation of research areas of scale and focus along with clear next steps that the university should consider based on the insights generated.
- Master Excel spreadsheet that contains the **list of proposed Level C to Level E, SSS and SSG academic staff members that are not meeting research expectations**
- This will be the **master list and key input for Workstream 3 (target state academic workforce)**
- Excel spreadsheet with all calculations undertaken as part of the conducted analysis
- Spreadsheet will also include **all data sources used for the calculation, assumptions and parameters, and instructions for use**
- All charts developed for the summary report will be traceable back to this Excel spreadsheet

#### Notes:

Although this list is presented as a key output from the detailed design phase, it is important to recognise that UTS completed the validation of the work pre-Christmas. This output is included here due to its interdependency with other workstreams.

The development of the Program Plan for the Target State Academic Workforce is scheduled for early 2025. This Plan will be created concurrently with the Sustainable Teaching and Learning Program as well as the Research Productivity and Investment Program

The deliverables for this Engagement will consist of UTS branded deliverables ("Report") relating to the services provided under Item 1 of this form. The deliverables provided to you, as part of the Engagement, is provided solely for the benefit of UTS.

### Part 2 Key Outputs: Sustainable Teaching & Learning

- Development of a UTS branded **summary report that consolidates all analyses conducted to date, accompanied by a well-structured and compelling narrative**. The report will include:
  - Current state analysis
  - Underpinning frameworks
  - Design principles
  - Current and future teaching capacity along with effort (hours & FTE) required to deliver the University's course portfolio
- Master Excel spreadsheet that contains the **future state courses and subjects to be offered at UTS** including an **additional tab that outlines courses and subjects proposed to be discontinued**. This will provide the Curriculum Management Modernisation team with a master list that can be uploaded into their system for any approvals and changes
- Excel spreadsheet that calculates the **current state and future state teaching capacity for the University's course portfolio**. Spreadsheet will also include **all data sources used for the calculation, assumptions and parameters, and instructions for use**
- Outputs from this analysis will feed into the **development of a chart that captures current and future state teaching capacity by Faculty**
- Excel spreadsheet with **teach-out timeframes** that includes
  - **Detailed timelines:** Clearly defined schedules that map out the start and end dates for teach-out periods
  - **Key milestones:** Major checkpoints and significant events within the teach-out period, such as final exam dates and last offer dates for the courses / subjects
  - **Deadlines:** Critical deadlines for important actions such as student notifications, Faculty reassignments and curriculum updates
  - **Compliance and Accreditation:** Details on how the teach-out process aligns with regulatory and accreditation requirements

Note: Decisions documented in these outputs will directly influence Workstream 3: Target State Academic Workforce and the subsequent planning required, particularly from the perspective of an academic's teaching responsibilities.

### Part 3 Key Outputs: Operating Model

#### Workstream 1:

- **Workstream 1 Program Plan** delivered on 12 December 2024
- **Operating Model Program Design Principles**
- **Validation Workshops**, including presentation and pre-circulation materials
- **SDM Workshop**, including presentation and pre-circulation materials
- **Agreed Future State Enterprise SDM Blueprint**

	<ul style="list-style-type: none"> <li>• <b>Appendix Guidebook</b> for implementation support to Functional Sub-Workstream teams</li> </ul> <p>Workstream2:</p> <ul style="list-style-type: none"> <li>• <b>Workstream 2 Program Plan</b></li> <li>• <b>ULT briefing paper summarising Preliminary Design</b> (31 March 2025)</li> <li>• <b>Academic Endeavours Summary Report</b></li> </ul> <p>Workstream 3:</p> <ul style="list-style-type: none"> <li>• <b>ULT briefing papers summarising the Preliminary Design</b> (31 March 2025)</li> <li>• <b>Target Operating Model Design – Summary Cases</b> (31 May 2025).</li> </ul> <p>From the end of May to end June KPMG will be responsible for supporting transition activities to enable seamless transition to implementation, the extent of which is not currently costed into this SoW.</p>	
<b>Item 6:</b>	<b>Service Provider’s Representative</b> (clause 4.13) GIPA s.3.4 [REDACTED] KPMG Australia	
<b>Item 7:</b>	<b>Principal’s Representative</b> (clause 5.2) Sarah Meaney, Director, University Portfolio Management Office	
<b>Item 8</b>	<b>Notices (clause 14)</b>	
	<b>Principal’s Name</b>	Sarah Meaney
	<b>Address</b>	15 Broadway Ultimo, NSW 2007
	<b>Facsimile No:</b>	+61 2 9514 2000
	<b>Email:</b>	Sarah.meaney@uts.edu.au
	<b>Attention:</b>	
	<b>Service Provider’s Name:</b>	GIPA s.3.4 [REDACTED];
	<b>Address:</b>	KPMG of Tower 3, 300 Barangaroo Avenue, Sydney NSW 2000 (ABN 51 194 660 183)
	<b>Facsimile No:</b>	GIPA s.3.4 [REDACTED]
	<b>Email:</b>	[REDACTED]
	<b>Attention:</b>	[REDACTED]
<b>Item 9</b>	Insurance Conditions identified by the Principal (clause 4.18)	

	Indemnity Conditions identified by the Principal (clause 10)
	Cap on liability: The Service Provider's liability is limited by the Chartered Accountants in Australia and New Zealand (NSW) Scheme approved under the Professional Standards Act 1994 (NSW)

**Agreement Details – Full Prequalification - Acceptance:**

<b>Organisation Name (Principal):</b>	University of Technology Sydney of 15 Broadway Ultimo, NSW 2007 (ABN 77 257 686 961)	
<b>Contact Name:</b>	Andrew Parfitt	<b>Date:</b> 12/3/21
<b>Phone:</b>		<b>Signature</b> <small>GIPA s.3.4</small>
<b>Email:</b>	Andrew.parfitt@uts.edu.au	
<b>Organisation Name (Service Provider):</b>	KPMG of Tower 3, 300 Barangaroo Avenue, Sydney NSW 2000 (ABN 51 194 660 183)	
<b>Contact Name:</b>	<small>GIPA s.3.4</small>	<b>Date:</b> 11 March 2025
<b>Phone:</b>		<b>Signature:</b>
<b>Email:</b>		<small>GIPA s.3.4</small>



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www.kpmg.com.au

17<sup>th</sup> June 2025

## **Addendum to the Operational Sustainability Initiative (OSI) Statement of Work**

### ***Introduction***

KPMG has been engaged by the University of Technology Sydney (UTS) via the NSW Treasury Performance and Management Services Prequalification Scheme (SCM0005).

This document serves as an addendum to the current Statement of Work executed by both parties in March 2025, which details the agreed services provided by KPMG to the UTS for the University-led OSI Program.

This addendum outlines the ongoing services and support to be provided by KPMG from 1<sup>st</sup> July 2025 and the proposed commercial terms.

### ***Scope of services***

The nature of support, deliverables and all terms and conditions remain the same as detailed in the OSI Statement of Work executed on 12<sup>th</sup> March 2025.

### ***Timing and commercials***

The OSI Statement of Work contract end date is extended until 31<sup>st</sup> August 2025, and all KPMG work from 1<sup>st</sup> July 2025 is conducted on a time and materials estimated at \$150,000-\$180,000 per week (excluding GST); should UTS requirements exceed this range KPMG will seek to agree this in advance with UTS.

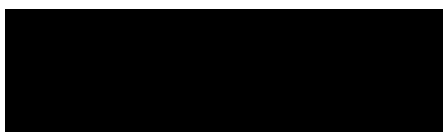
From 1<sup>st</sup> July, UTS and KPMG agree to review progress against deliverables on a fortnightly basis with an agreed two-week notice period to revise the level of ongoing KPMG support.

As per the current agreement, KPMG will invoice UTS monthly, inclusive of time and materials costs and expenses incurred. Each invoice will be accompanied by a status update report outlining progress against agreed deliverables, forward priorities, and any identified risks/opportunities. KPMG invoicing will include any discount rate required by the Performance Management Services Scheme SCM0005.



KPMG will continue to seek direction on services, and report progress as required, to the UTS Principal Representative, Sarah Meaney (Director, UPMO), as well as Michael Ioannides (Operating Model Program Director).

Signed



KPMG Engagement Partner