

Access application – GIPA2025/21

Provided under s.25 of the NSW Government Information (Public Access) Act 2009.

Date decided:

1 April 2026

Scope of request:

Engagement and use of external consultants or advisory firms in relation to institution-level workforce planning, 1 January 2023 to 19 December 2025.

1. Contracts, engagement letters, statements of work, variations, or procurement approvals relating to external consultants or advisory firms
2. Copies of final reports, presentations, modelling outputs, dashboards, spreadsheets or benchmarking analyses produced by external consultants within scope of item 1, where deliverables informed or were intended to inform workforce planning decisions (excluding draft documents and internal working papers).
3. Where external consultants provided or administered workforce benchmarking tools or surveys (including sector-wide benchmarking tools), documents recording aggregate participation or response information.
4. Documents produced by, or provided by, external consultants that apply benchmarking, comparative analysis or “best practice” frameworks to assess workforce size, staffing composition, organisational structure or service delivery models, where used for workforce planning purposes.
5. Records showing expenditure on external consultants within scope of item 1, including total expenditure by financial year; and where available, expenditure by engagement or project.
6. Briefings, reports, summaries or papers provided to the Vice-Chancellor, Senior Executive Group, University Council or Council committees that consider, rely upon, or summarise consultant deliverables identified under items 1–4 (excludes where content is only mentioned but not discussed; and content not in scope if papers covering multiple reports).

Excludes access to personal information about any identifiable individual.

Disclosure Log version 2

This pack excludes:

- Information that has been withheld under the GIPA Act
- Information that is not in scope of the application.
- Information already decided under previous access applications.

Updated following expiration of review rights (September 2026)

PROCUREMENT RECOMMENDATION OVER \$250K

The purpose of this document is to seek confirmation that a Public Tender has been run in accordance with UTS Procurement Policy and Procedure. This form must be completed and approved prior the supplier being notified of the award and before committing to an agreement. All completed forms must be sent to procurement@uts.edu.au
 *It is the responsibility of the requestor to ensure the availability of funds (budget) exists, and prior-approval to commit those funds is secured via delegated authority.

Supplier Name:	KPMG engaged under the UTS Prequalification scheme rules	
Goods/Service Description:	Advisory services for Operational Sustainability	
Project Spend (ex GST):	Stage 1 workshops \$243,375 Stage 2 support on a time and materials basis estimated to increase total spend to \$500,000	Commencing September 2024
Constraints:	The full extent of the support work required is not yet determined and could exceed the \$500k estimate. The sourcing activity for a higher value would normally be an open RFT but given business urgency and we have an established panel, the process followed is here is still robust.	
Business case / Approved funding:		
Responsible Manager:	Emma Baker, Director UPMO	
Trim Reference:		

This Procurement Recommendation describes the Sourcing Team review of supplier responses in accordance with the evaluation criteria. It also describes the process undertaken to short-list and negotiate with participant suppliers.

Evaluations details Summary:

Weighting		s.14, cl4(a)(c)(d)	KPMG	s.14, cl4(a)(c)(d)
70%	Selection Criteria - Quotations will be assessed using the following criteria:		Team Total	
	1. Relevant experience of this type of advisory work in the tertiary sector		8.4	
	2. Capability and Capacity for the dates required		7.3	
	3. Project methodology		8.4	
	Score		24.0	
	Quality Ranking		1	
	Weighted Quality Score (Out of 70%)		70.0	
30%	Financial Offer and acceptance of NSW Government Scheme SCM0005 terms		\$243,375	
	Price (Out of 30%)		27.7	
	Quality		70.0	
100%	Weighted Average Score		97.7	
	TOTAL RANKING		1	

- Engagement of suppliers via simple RFQ under the consultant prequalification scheme rules allowing RFQ up to \$500k.
- s.14, cl4(a)(c)(d). EY withdrew after initial individual briefings were completed.
- KPMG s.14, cl4(a)(c)(d) short listed for a supplier presentation based on the submission evaluation above
- After supplier presentations KPMG were unanimously selected to be awarded the project.
- The financial submission complies with KPMG panel rates submitted when appointed to the panel.
- s.14, cl4(a)(c)(d)
- s.14, cl4(a)(c)(d) Their proposal was not considered as strong as KPMG when presented.

Recommendation :

The Sourcing Team recommends an award to KPMG on the following basis:

- Stage 1 workshops were competitive at a fixed price.
- Stage 2 pricing meet compliant panel rates for time and materials
- KPMG scored the highest in initial quality assessment of proposal and this was further validated when they presented face to face.

Contract Details and Contract Management

Provide full details:

- KPMG will be engaged under the terms and conditions of the NSW Government 0005 scheme.
- UTS Legal team have previously confirmed these agreements, if unchanged, do not need to be reviewed by them

UTS STAFF: SOURCING TEAM PARTICIPANTS APPROVAL OF PROCUREMENT RECOMMENDATION::

- I [...name below....] understand my obligations under the [UTS Code of Conduct](#) in relation to any [Conflict of Interest](#), and hereby declare I do not have any professional, personal or family allegiance, bias, inclination, obligation or loyalty which may affect my objectivity, independence or impartiality in approving this procurement. I do not have any personal financial interest in the goods/services being provided, nor to the best of my knowledge do any of my relatives or friends. Further, I warrant that I have not and will not discuss or share any information about this Sourcing with persons outside of the official Sourcing Team, other than where such information is already publicly available;

NAME & TITLE/DEPT	APPROVAL OF RECOMMENDATION	DATE	COMMENT
IAN MENZ HEAD OF SCHOOL OF LIFE SCIENCES	out of scope personal information	22/8/24	
MICHELLE CALLAN CHIEF OF STAFF, VC OFFICE		22/8/24	COPIED ACROSS FROM ESPARATE FORM SIGNED BY MICHELLE. EMAIL EVIDENCED.
MARK SANDHAM PROGRAM DIRECTOR, OPERATIONAL SUSTAINABILITY		23/8/24	

A compliant Sourcing Activity/Procurement Recommendation is:

- Over \$250k a full public tender in accordance with the [RFT SOP](#)
- This completed and authorised Procurement Plan

Approving Manager
EMMA BAKER, UPMO DIRECTOR
Date: 22/08

Signature: 

A compliant Sourcing Activity/Procurement Recommendation is approved by:

- Over \$250k CFO Financial Services Unit (FS)
Financial delegation [here](#)

Title: CFO FSU
Date: 23/09/2024

Signature: 

PROCUREMENT EXEMPTION RECOMMENDATION OVER \$250,000

DIRECT NEGOTIATION

The purpose of this document is to seek approval to undertake a Direct Negotiation, and to engage a supplier in order to procure goods/services/capital equipment. This form must be completed and approved prior to the supplier being notified of the award and before committing to an agreement.

*It is the responsibility of the requestor to ensure the availability of funds (budget) exists, and prior-approval to commit those funds is secured via delegated authority.

Supplier Name:	KPMG	
Goods/Service Description:	Strategic Advisory – Operational Sustainability Project	
Sourcing Spend (ex GST):	Per annum: Phase 1 - Op Sus advisory work \$14, cl4(a)(c)(d) Phase 2 – Whole of university diagnostic \$14, cl4(a)(c)(d) Phase 3 – Detailed design Up to \$14, cl4(a)(c)(d) per week 18 Nov to 20 Dec, \$14, cl4(a)(c)(d) Phase 4: Partial award Design and implementation support – scope to developed and costed Dec 2024 – estimate budget \$1.5 million, funding source has been approved*. It is still to be determined the extent to which UPMO hired resources can be used for the implementation but this exemption seeks approval to continue using KPMG consulting services to also provide support. *discounted from \$14, cl4(a)(c)(d) * this will be further developed and refined pending the outcomes of the initial program plans which will be presented to ULT on 12 Dec	Year(s): 1. Sept – Oct 2024 - completed 2. Sept - Oct – 2024 completed 3. 18 Nov –20 Dec 2024 ongoing 4. 13 Jan – April 2025 tbc
Period to be covered (month & year):	From: November 2024	To: April 2025
Faculty, Business, Department Affected:	Vice Chancellor's Office	
Specific Service Level Requirements:	Scope of work required until the end of December 2024 attached - Operational sustainability governance arrangements - UPMO future state - Work streams for Sustainable learning and teaching / Research productivity and investment / Operating model / Academic structures 2025 scope of work to be developed upon completion of 2024 deliverables.	
Constraints:	Scope may change following ULT discussion on the 12 December 2024. Iteration likely required throughout early 2025 to finalise detailed design and implementation Final delivery timeline of 20/12/2024 – and 2025 to be developed with a focus on implementing change from Q2 2025 Ensuring integration of three key streams of work and ongoing alignment through detailed design and implementation	
Business case / Approved funding:	2024 scope approved and attached Total scope and funding needs to be confirmed for 2025, approved and factored into budget	

Responsible Manager:		Michelle Callen, Chief of Staff
Trim Reference:		
Commercial Justification and recommendation for purchase: Phase 1 - A competitive RFQ was undertaken in September 2024 with 4 consulting firms from the UTS Prequalified Supplier List participating for an initial strategic review of the UTS planned approach. The review to be undertaken via 3 workshops. Phase 2- Almost as soon as this work had been awarded to KPMG, the Government position on International Students was announced and further work was required to assess the impact and work with UTS to design a new operating model. Phase 3 - As the findings and design work have been successfully presented back to UTS, KPMG will be engaged to now develop the Detailed Design following the approach they outlined in Phase 1. Phase 4 - External consulting resources will be required to augment the current Operational Sustainability project team during the implementation stage. The UPMO may be able to provide support resources or hire short term resources managed by them to deliver this. This exemption seeks approval for KPMG resources to be retained for the implementation stage if additional support is required from an external consultant.		
A Direct Negotiation is required because:		
Yes	No	Replacement or continuing supply of goods/services is required from this supplier for compatibility to an original supply, or to meet a manufacturer specification/warranty;
Recommendation and Benefit Summary: The Recommendation is to award to KPMG based on the reasons defined below. ➤ The original strategy work was competitively awarded to KPMG based on expertise and market intelligence ➤ The Phase 2 and now Phase 3 work is most logically awarded to a firm that is currently engaged with the project team, continues to provide insights and will continue to provide critical momentum. ➤ Supplier costs are tightly managed under panel rates and terms and conditions ➤ Remaining with the same firm and creating a contract variation, enables UTS to benefit from large project discounts that kick in when spend hits \$250k and discounts increase when spend exceeds \$0.5m and \$1m. ➤ The quality of delivery to date has been well regarded by the Vice-Chancellor and University Leadership Team. It is also recommended that any further strategic advisory work relating directly to the 2024/2025 Operational Sustainability project be awarded to KPMG without seeking further Procurement approval. This is conditional upon: ➤ UPMO resourcing options are the first consideration before using external consulting resources ➤ The further scope of external work being approved by the ULT or the appropriate senior steering committee ➤ The actual value of work in Phases 1 – 2 plus the estimated additional work has a CFO approved budget ➤ KPMG use the existing contract and make variations to this that are then executed		
Contract Details and Contract Management The KPMG contract executed in September will be varied to include additional scopes of work, milestones and outputs required for an additional fixed fee, that fee being built up of agreed resources days at the contracted rate card. This breakdown is required in the extended fee proposal. Procurement will provide contract management guidance to ensure hours worked, resource mix and project discounts are applied as per NSW Government scheme 0005 rules.		
I understand the below process must be completed if this Recommendation is approved:		
Completion of Register of Contracts – GPA		Mandatory

DECLARATION OF THE RESPONSIBLE MANAGER(S):

- I understand my obligations under the UTS Code of Conduct in relation to any Conflict of Interest, and hereby declare I do not have any professional, personal or family allegiance, bias, inclination, obligation or loyalty which may affect my objectivity, independence or impartiality in approving this procurement. I do not have any personal financial interest in the goods/services being provided, nor to the best of my knowledge do any of my relatives or friends. Further, I warrant that I have not and will not discuss or share any information about this project with persons outside of the official Project Team, other than where such information is already publicly available; and
- I am confident this exemption will yield the best value outcome for UTS. I have verified that

Yes ☐ No ☒

Replacement or continuing supply of goods/services is required from this supplier for compatibility to an original supply, or to meet a manufacturer specification/warranty;

Approver Name:

Michelle Callen

Date: 4/12/24**Title/Department:**

Chief of Staff

VC Office

Signature:

out of scope personal information

Approver Name:

Belinda Johnson

Date: 5 Dec 2024**Title/Department:**

CFO, Finance

Signature:**Approver Name**

Glen Babington, COO

Date: 4 Dec 24**Signature****Approval****A Procurement Process exemption over \$250k is:**

- Where a full public tender is not completed,

The following completed documents are still required:

- Declaration of Conflict of Interest/Confidentiality
- Approval for award
- Record all documents and meetings
- Approval of this form
- Financial delegation - [GIPA](#)

A Exemption to Process is approved by:**Specialist Research Capital Equipment:**

- \$250k - \$1m Provost, and DVC Research
- \$1m+ Research Procurement Committee, and VC

CAPEX / IT CAPEX:

- \$50k to \$2m COO
- \$2m+ VC

Goods & Services:

- \$250k to \$1m CFO FSU, and COO
- \$1m+ VC



Operational Sustainability

Status Report : Weeks 3 - 4

Period: 25 November – 6 December 2024

UTS CRICOS 00099F
UTS TEQSA PRV12060

High level program activities tracking (1/4)

	From	To
Period (dates)	25/11/24	06/12/24
Overall strong confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Program Activities Tracking		
AREA OF FOCUS	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS
Program Plan: Sustainable Teaching and Learning	- Continued refining the program plan with DVCE&S and the broader leadership team (Joanne, PVCE and Jacqui McManus, Lead Strategic Programs) for finalisation by Friday, 6th December - First Draft (25 Nov) – full analysis plan post confirming key analysis required in the previous fortnight - First draft of program plan that contained the proposed program plan structure, high-level analysis plan and detailed program activities issued to DVCE&S, PVCE and Lead Strategic Programs on Monday, 25th November for review and feedback - Regrouped with DVCE&S, PVCE and Lead Strategic Programs on Tuesday, 26th November to run through feedback, areas with outstanding items for resolution, and key areas where KPMG requires UTS input (e.g., resourcing, comms and engagement) - Addressed all feedback and drafted the end-to-end program plan for ST&L - Regrouped with DVCE&S, PVCE and Lead Strategic Programs on Thursday, 28th November to (i) receive any additional feedback, input and direction on the analysis plan and outstanding items for resolution and (ii) do a page turn of the expected end-to-end output of the final program plan - Second Draft (29 Nov) - Issued second draft of the program plan to DVCE&S, PVCE and Lead Strategic Programs on Friday, 29th November and outlined key actions and inputs required from the team in addition to feedback on the end-to-end pack - Regrouped with DVCE&S, PVCE and Lead Strategic Programs on Tuesday, 3rd December where the team did a page turn, made live updates where relevant, discussed overall feedback and steps - UTS team shared written feedback to KPMG for incorporation - Third Draft (5 Dec) - Issued third draft of the program plan to DVCE&S, PVCE and Lead Strategic Programs on Thursday, 5th December - Regrouped with DVCE&S, PVCE and Lead Strategic Programs on Tuesday, 3rd December where the team did a page turn and made live updates, and reiterated areas that required key inputs from UTS to enable finalisation. In instances where live updates were too time consuming, these updates were made offline post the session - Fourth Draft (6 Dec) - Issued the fourth draft of the program plan to DVCE&S, PVCE and Lead Strategic Programs on Thursday, 6th December for final review and sign off, noting that there is an outstanding resourcing item that still needs to be resolved with UPMO - Feedback communicated via email and addressed accordingly - Scheduled a session with UTS Chief Data Officer for Monday, 9th December to run through the data request, including determining what data is already available and what data will require the teams engaging directly with Faculties - Worked with UPMO to refine and finalise the UPMO resourcing to support the Research Productivity and Investment program, including outlining the investment ask for the Program - Delivered Program Plan for circulation and discussion at ULT on 12th December	- Commence reviewing data upon receipt and setting up any follow up sessions with other UTS data owners for any clarification and walkthrough needed - Schedule a session with FP&A to dive deeper into the cost categories that contribute to total margin calculations for the University course portfolio along with requesting an information sheet that will enable the team to answer FAQ's (e.g., is the cost burdened or unburdened, how is an academic's cost allocated to different / multiple subjects being taught, what are the different categories that fall into direct and indirect costs) - Setting up and scheduling sessions for key meetings / governance in detailed design. Initial priorities - Weekly cadence with Program Sponsor - Weekly cadence for ST&L Reference Group - Fortnightly cadence with Integration Committee - Onboard KPMG resources that will be supporting this Program of work including setting team up with UTS accounts and building passes - Finalise the set-up of a shared drive on UTS' site that will be used for all work as part of detailed design

High level program activities tracking (2/4)

	From	To
Period (dates)	25/11/24	06/12/24
Overall strong confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Program Activities Tracking		
AREA OF FOCUS	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS
Program Plan: Research Productivity and Investment	- Continued refining the program plan with DVCR and the broader Research Productivity and Investment Leadership team for finalisation by Friday, 6th December - First Draft (27 Nov) – full analysis plan post confirming key analysis required in the previous fortnight - First draft of program plan that contained the proposed program plan structure, high-level analysis plan and detailed program activities issued to DVCR on Wednesday, 27th November - Regrouped with DVCR for an hour on Friday, 29th November where the KPMG team (i) received feedback and direction on the analysis plan and (ii) did a page turn of the expected end-to-end output of the final program plan (iii) received a request to for additional framing slides that encapsulates the RP&I program as a whole and what the team intends to achieve through this work - Second Draft (29 Nov) - Issued the second draft of the program plan to the DVCR on Friday 29th November for the DVCR to review the program in its entirety - Regrouped with DVCR on Monday, 2nd December for 30 mins to (i) run through additional feedback that the DVCR has on the rest of the pack (ii) test the requested framing slides for any initial thoughts and feedback - Issued the framing slides to the DVCR on Monday, 2nd December for any offline feedback - Regrouped with the Research Productivity and Investment Leadership team on Tuesday, 3rd December to walk through the status of the program, resourcing inputs required and to gain any inputs and feedback on the framing slides that have been developed - Third Draft (3 Dec) - Issued the third draft of the program plan to the DVCR on Tuesday, 3rd December for review - Regrouped with DVCR on Wednesday, 4th December to receive feedback, test slides that have been fleshed out further, and reiterate key asks and inputs required - Fourth Draft (5 Dec) - Issued the fourth draft of the program plan to the DVCR on Thursday, 5th December AM for review - Regrouped with DVCR on Thursday, 5th December PM to address final outstanding comments and wordsmithing required - Fifth Draft (6 Dec) - Issued the fifth draft of the program plan to the DVCR on Friday, 6th December AM for final review and sign off, noting that there is an outstanding resourcing item that still needs to be resolved with UPMO - Continued engaging with relevant Research Productivity and Investment Leadership members for emerging data requests, access that may be required if data is stored on PowerBI and anticipated receipt data - Confirmed data owners for the different analysis to be undertaken and agreed on key parameters (timeframes for all research analysis – 1 Jan 2021 to 1 Nov 2024) - Confirmed receipt of initial data for KPMG to begin reviewing (To date, KPMG has received CAPEX investment on research and RSP funding) - Worked with UPMO to refine and finalise the UPMO resourcing to support the Research Productivity and Investment program, including outlining the investment ask for the Program - Completed a first high-level walkthrough of KPMG's proposed framework to evaluate research areas of scale and focus at UTS and received initial feedback - Delivered Program Plan for circulation and discussion at ULT on 12th December	- Continue reviewing data received and setting up any follow up sessions with UTS data owners for any clarification and walkthrough needed - Commence engaging with other nominated UTS data owners that have not been engaged to outline the data request, parameters, expected receipt date, and any access that may be required for selected systems (e.g., SciVal or Clarivate) - Continue refining and ultimately finalising the framework for research areas of scale and focus - Setting up and scheduling sessions for key meetings / governance in detailed design. Initial priorities - Weekly cadence with Program Sponsor - Weekly cadence for Research Productivity and Investment Leadership Forum - Fortnightly cadence with Integration Committee - Confirm team members from Scott's team, Renee's team and Helene's team that will be supporting this Program, and facilitate any introductions as needed - Onboard KPMG resources that will be supporting this Program of work including setting team up with UTS accounts and building passes - Finalise the set-up of a shared drive on UTS' site that will be used for all work as part of detailed design

High level program activities tracking (3/4)

	From	To
Period (dates)	25/11/24	06/12/24
Overall strong confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Program Activities Tracking		
AREA OF FOCUS	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS
Program Plan: Operating Model	- Draft Operating Model Program Plan has now been shared with Glen Babington and Peta Wyeth (program sponsors) for their review – 5/12/2024. - Development and co-design of the Program Plan document has taken place through daily working sessions with Mark Sandham and Belinda Robson to step through both Program Plan and Workstream plans – these sessions were as followed: - Key working meetings with Mark, Belinda with KPMG (all sessions related to sharing, iterating and working live on the Detailed Design Planning Template) 25/11/24 - 11.30-12: Template Walkthrough and identify workstreams 26/11/24 - 1.30-3.30: High level project plan testing and walkthrough 27/11/24 - 10-11.30: Establish Program structure inc. sub-streams and workstreams 28/11/24 - 8-9am: Continue template walkthrough 28/11/24 - 12-1pm: Begin development of methodology and agreement on key activities 29/11/24 - 9.30-11.30: Initial draft template walkthrough inc. deliverables, outputs, interdependencies 2/12/24 – 3 – 3.30: Methodology Deep Dive 3/12/24 – 2.30 – 3.30: Test initial thinking on Design Principles and begin discussion on resourcing 4/12/24 – 12-1pm: Progress resourcing and stakeholder engagement plan 5/12/24 – 12-1pm: Draft Plan shared with Peta and Glen. - Exec sponsor meetings 29/11/24 - 12.30-1pm - Other meetings: 26/11/24 - 4-4.30 - Establishment Data with [out of scope personal information] 27/11/24 - 1-2pm - Establishment data with [out of scope personal information] - There are 22 sections of this document which has allowed for thorough documentation of the Detailed Design phase, this includes; - Program Overview - Overarching Approach to determine functional scope - Interdependencies - Key deliverables - Resourcing - Workstream 1 Enterprise SDM Overview - Detailed methodology - Key outputs - Current state documentation has been shared by Dave Holme and Ian Menz to enable both Stage 1: Enterprise SDM and Stage 2: Current State Analysis to begin - Planning and scheduling of the Operating Model Workshop – 11/12 – 9.00 – 2.00pm - Agreement that Academic Structures now forms part of the Operating Model Program (workstream 2) – this has been articulated through a high-level summary within the Program Plan, and will be built out into a detailed plan in January - Delivered Program Plan for circulation and discussion at ULT on 12th December	- Continuation and refinement of Draft Operating Model Program Plan post Sponsor review - Development of Enterprise Design Principles for Sponsor endorsement - Gain an understanding of the analysis done to date on the functional service catalogues which have been developed - Schedule January workshops for the review, validation and finalisation of the service catalogues, this includes identification of pain point, gaps and duplication which have been identified in the recently undertaken analysis, or that which has been identified through this work - Continue to develop detailed understanding on work packages already planned for, including quarantinable work identified to date - Participate in Operating Model workshop taking place on 11/12, this is scheduled to last for 3.5 hours to run through SDM and Faculty Architecture scope, outcomes, review / understand EFC analysis, identify Sub-streams for Workstream 3

High level program activities tracking (4/4)

	From	To
Period (dates)	25/11/24	06/12/24
Overall strong confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Program Activities Tracking		
AREA OF FOCUS	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS
Summary of Operational Sustainability governance arrangements	- Guidance from Vice Chancellor regarding development of conceptual governance model for Operational Sustainability programs - Drafting of Operational Sustainability governance summary paper for 12 December ULT meeting - Drafting of Integration Committee Terms of Reference, including purpose and proposed membership - Draft summary of overarching Operational Sustainability risks for 12 December ULT meeting - Draft summary of integrated Program investment ask for 12 December ULT meeting	Further iteration and discussion with Operational Sustainability Sponsors, CoS and UPMO
Summary paper outlining UPMO future state function, structure, including identification of future state capability / resourcing requirements	- Deep dive session with UPMO Director held 28/11 to understand current state of UPMO capability and conduct initial assessment of uplifts required to support operational sustainability and other programs within the portfolio. - Post session, a comprehensive assessment was done on tools and methodologies that exist within the UPMO and an assessment was made against leading practice, - Follow up held with UPMO director 29/12 to deep dive into UPMO capability assessed against a range of categories and capabilities that need to support the UPMO. - Initial report drafted and prepared for page turn deep dive workshop held with UPMO Director (current) and New on 3/12. - Post session document iterated and finalised for a final draft review held 5/12. Document issued for wider distribution to UTS pending additional feedback. - It is expected some of the proposed resourcing/costing within the paper may change as Operational Sustainability program plans are confirmed, and the paper is socialised with key executive stakeholders	- Make any final amendments post feedback - Iterate any resourcing/costings as required based on Operational Sustainability program plans
Executive engagement and alignment	- Weekly Vice Chancellor meetings - Bi-weekly Sponsor meetings - Tri-weekly UPMO/CoS meetings	- Ongoing - Preparation for 12 December ULT meeting - Planning for early-2025 activities

High level risk tracking*

	From	To
Period (dates)	25/11/24	06/12/24
Overall strong confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Key Risks		STATUS: 	Proposed Mitigation Steps
1	Confirmation of the authoritative source for UTS academic workforce data		Work with UTS to establish a single source of truth by agreeing on a specific workforce baseline dataset and agreeing on an approach to validating it with the respective Faculties to ensure consistency / 'line in the sand' across the analysis.
2	Stakeholder engagement availabilities and/or delay in receipt of stakeholder feedback		- Timely distribution of meeting invitations to stakeholders for consultation including pre-planning required meetings - Identification of critical milestones and the timely achievement of these milestones to support delivery and the incorporation of feedback - Where unavailable, stakeholder to nominate proxies
3	Availability and suitability of data for analysis		- Outline specific deadlines for data to support required analysis, and clearly communicate any potential downstream consequences if data is delayed or unavailable - In cases where data is unavailable, work with UTS to identify and agree upon suitable proxy data for use - Clearly define the required conditions of data (e.g., reconciled, compiled into a master list, etc.) before sharing it with KPMG to prevent unnecessary validation and confirmation steps
4	Compressed detailed design timelines may impact the ability to meet deadlines		- Prioritise key deliverables, allocate additional resources to project (when needed), and establish clear milestones - Monitor progress closely to ensure critical tasks are completed on time without sacrificing rigour of analysis - Hold regular status update check-ins with key stakeholders to ensure progress stays on track and escalate any issues as needed

*In addition, the three Program Plans identify a range of specific and immediate risks for management/mitigation across the engagement

Resource tracking by expenditure (by fortnight [25/11 – 06/12])

		Team Member	Role/Level	W/C 25/11 (Forecast)	WC 25/11 (Actual)		W/C 02/12 (Forecast)	W/C 02/12 (Actuals)
Leadership Team	Core Delivery Team	out of scope personal information		s.14, cl4(a)(c)(d); s(a)(b)				
			TOTAL					
			EXPENDITURE RUN RATES					



Operational Sustainability

Status Report : Weeks 9-12

Period: 27 January – 21 February 2025

UTS CRICOS 00099F
UTS TEQSA PRV12060

Status Report Summary - OSI

Status Update	
CATEGORY	DETAIL
Time Period Reported	Four-week period: 27.01.25 – 21.02.25
Programs of work reported	- All programs under OSI Portfolio are reported on: Research Productivity & Investment Sustainable Learning & Teaching Operating Model - Workstream 1: Service Delivery Model - Workstream 2: Supporting Academic Endeavour - Workstream 3: Functional Design
Acronyms	- OSI – Operational Sustainability Initiative - RP&I – Research Productivity & Investment - ST&L – Sustainable Learning & Teaching
Key Delivery Risks	Refer to slide 17
Total WIP \$	s.14, cl4(a)(c)(d) (refer to slides 18 – 19)

Status Report Summary – Additional Support

Status Update	
CATEGORY	DETAIL
Time Period Reported	Four-week period: 27.01.25 – 21.02.25
Programs of work reported	UPMO Master Scheduler
Acronyms	N/A
Major Risks	N/A
Total WIP \$	§ 14, cl 4(a)(c) (d)

RP&I Program Status Report (1/3)

	From	To
Period (dates)	27/01/25	21/0
Overall confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Program Plan	No changes are required to the program plan and key activities for RP&I other than reprioritisation of activities, post OSI meeting on 6 Feb	Team has agreed with the DVCR that the priority should be on the research areas of scale and focus framework, particularly the criteria that would support decision making for ST&L. Criteria has been agreed to be CAT1-4 income, ERI per FTE, FWCI and HDR completions	N/A - Ongoing	
Framework	- Since receiving feedback from DVCR on 16 Jan 2025, team has requested additional data from Renee Estrella to determine total CAT 1 – CAT 4 funding by FoR Codes. Subsequent data was provided to the team on 24 Jan 2025 for incorporation however, team identified that there were reconciliation and data extraction issues and have received a new data set on 5 Feb 2025 which the team is currently using - Team met with Ivan Smirnov on 31 Jan 2025 and have received the first cut of data on how UTS compared to USYD and UNSW in terms of thesis areas - On 6 February, Renee Estrella provided additional data segmenting CAT 1–4 funding. The KPMG team has since restructured and mapped this data to categorise funding by FoR codes - The framework has been updated to include a detailed breakdown by FoR for: - CAT 1–4 funding - HDR completions - Average income generated per FTE - Team shared the third iteration of the framework on 11 Feb 2025 and received feedback from the DVCR on 13 Feb 2025 - Team presented the fourth iteration of the framework on 18 Feb 2025 and received further guidance and feedback from the DVCR - Team has completed the initial data request that is required to support the current state analysis. Regarding the pending data from UTS related to non-research Centres to be included as part of this engagement, the DVCR will advise on this during the review of research concentrations	- Team is in the process of revising the framework with an aim to share the revised framework to the DVCR on w.c. 24 Feb 2025 - For the time being, the team is focusing on the quantitative aspects of the framework. - For the qualitative component of this framework: - Team to reach out to Tania Bezzobs (i) on the survey data that was sent out to all funders that provided funding to understand if UTS is delivering against market demand and (ii) to understand if there is any other internal data that can be used to support the understanding of market opportunities and whether UTS is appropriately responding to variation in market demands	60%	- UTS branded summary report that consolidates all analyses conducted to date - Excel spreadsheet with all calculations undertaken as part of the conducted analysis
Initial Data Request / Validation		N/A. All next steps will be captured as part of current state analysis	100%	

RP&I Program Status Report (2/3)

	From	To
Period (dates)	27/01/25	21/02/25
Overall confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Stakeholder Engagement	- Team has continuously engaged in weekly meetings with Kate McGrath as regular touchpoints for the program. During this period, the team met with Kate McGrath on 29 Jan 2025, 3 Feb 2025, 13 Feb 2025, and 18 Feb 2025 - Team has continuously attended and presented at the weekly Research Productivity and Investment meetings with the broader RP&I leadership team. During this period, the team met with the broader team on 28 Jan 2025, 4 Feb 2025, 12 Feb 2025, and 18 Feb 2025 - As of week commencing 17 February 2025, team has set up regular weekly combined meetings with Kate and Kylie to bring the academic program together. These sessions will be used to discuss all items related to target state academic workforce, along with interdependencies and support that both programs may need from either ST&L or RP&I. During this period, the team met on 20 Feb 2025	- Continue using these sessions and set up additional sessions as needed to progress the work in the Program - Continue engaging with broader stakeholders as needed to support the Operational Sustainability Initiative	N/A - Ongoing	
Current State Analysis	Research Productivity - Team tested the first cut of research productivity analysis by FoR code on 3 Feb 2025 with the DVCR and 4 Feb 2025 with the broader Research Productivity and Investment team - Team have also presented the initial FWCI analysis on 3 Feb and 4 Feb with the RP&I team - Team updated research productivity analysis by FoR code based on feedback provided by DVCR 3 Feb and RP&I Leadership 4 Feb, including identification in commentary of smaller disciplines, and HDR completions per discipline by enrolments. - Team worked through data validation and reconciliation issues with Research Finance team over three separate sessions. - Team shared first full draft of research productivity analysis with DVCR on 14 Feb 2025 as per the timeline outlined in the program plan. This draft excluded: - Additional cuts on FTE by discipline (received 4pm, 13/2, and was undergoing validation and completion checks) - HDR completion by EFTSL - These were completed and provided as part of an extract to the RP&I Leadership Forum 18/2; they will also be included as part of the full pack in its next iteration.	- Pending detailed feedback from DVCR on current state analysis pack. Team will incorporate the feedback once received - DVCR has advised that she is comfortable with team prioritising effort towards ST&L in the short-term	70%	- UTS branded summary report that consolidates all analyses conducted to date - Excel spreadsheet with all calculations undertaken as part of the conducted analysis

RP&I Program Status Report (3/3)

	From	To
Period (dates)	27/01/25	21/02/25
Overall confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Current State Analysis	Research Investment - Team presented the first cut of analysis to the DVCR on 29 Jan 2025 and have incorporated feedback. This includes additional analysis on the grants supported by the RO to understand relative effort. - Team also worked through data validation and reconciliation issues with Research Finance team over five separate sessions, including identification of error in ABS submission methodology skewing 'other Commonwealth Government' data. - Data received for cost profile of generating ERI per income category. Team to discuss with the DVCR if this analysis is still required given the data gaps and limitations associated with performing this calculation - Team included an additional analysis on the grants supported by the Research Office to understand if effort is being spent in the right areas - Team met with Manager, Research Finance (Renee Estrella) on 19 Feb 2025 to confirm and validate any assumptions made, run through data sources and confirm that the analysis and narrative presented aligns with their understanding of the current state at UTS			
	HDR Deep Dive - Team worked on developing the HDR profile at UTS and analysed stipend wastage across the university - Team discussed with Director, Graduate Research School (Yamini Sindoba Sandiran) on the next layer of data required to enable the analysis on stipend wastage. This was provided to the team on 31 Jan 2025 - Team has shared the full draft of HDR deep dive with DVCR on 14 Feb 2025 - Team met with Director, Graduate Research School (Yamini Sindoba Sandiran) on 19 Feb 2025 to confirm and validate any assumptions made, run through data sources and confirm that the analysis and narrative presented aligns with their understanding of the current state at UTS	- Team is in the process of developing the additional cuts of data that have been requested but was not included as part of the 14 Feb submission as the data was unavailable - Pending detailed feedback from DVCR on current state analysis pack. Team will incorporate the feedback once received - DVCR has advised that she is comfortable with team prioritising effort towards ST&L in the short-term	70%	- UTS branded summary report that consolidates all analyses conducted to date - Excel spreadsheet with all calculations undertaken as part of the conducted analysis
	Research Concentrations - Team has completed first draft of all University Centres by research/non-research, ERI, FTE and expenditure. Currently includes all research and non-research Centres, with 27 of these not established as separate org units in the Finance system. As a result, these have no income/expenditure data. - Team has shared full draft of research concentrations with DVCR on 14 Feb, noting that this will need to be refined once we receive confirmation of Centres in scope.			

ST&L Program Status Report (1/4)

	From	To
Period (dates)	27/01/25	21/02/25
Delivery risks impacting project delivery (Risks 4, 5, 6). Mitigation is in place, but requires close monitoring and potential escalation		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Program Plan	- Post OSI meeting on 6 Feb, program had to repivot its short-term effort towards focusing on identifying savings rather than longer term sustainability. This has led to changes in downstream activities such as the identification framework for course and subject alignment - The team has completed a revised ST&L work plan in preparation for the ULT presentation on 3rd April. The document outlines a structured approach to the course and subject viability analysis and includes the following key elements: - The primary course and subject rationalisation questions that Tranche 1 aims to address. - The proposed revised methodology for Tranche 1 of the course and subject viability analysis, including a detailed timeline for implementation. - The critical data-related decisions required to facilitate meaningful analysis and ensure informed decision-making. - The revised work plan was presented during the ST&L weekly status update (11/02), where members had the opportunity to provide initial feedback. Following this, the document has been circulated more widely for further review and input. - Team has worked with Jacqui McManus to further refine the stakeholder engagement plan in the lead up to April 3rd ULT and have received broad agreement from Kylie Readman that this aligns with her expectations	- The team will review and incorporate feedback from the ST&L working group on the revised work plan, refining the approach, as necessary. This document will serve as a guiding framework for the upcoming analysis, ensuring alignment with the overarching objectives and timelines. The analysis will commence in the coming weeks, with a focus on addressing the key rationalisation questions and making data-driven recommendations - Team has shared the draft presentation pack to Kylie Readman and Joanne Gray for review and feedback	N/A - Ongoing	Revised work plan (Tranche 1 analysis)

	From	To
Period (dates)	27/01/25	21/02/25
Delivery risks impacting project delivery (Risks 4, 5, 6). Mitigation is in place, but requires close monitoring and potential escalation		

ST&L Program Status Report (2/4)

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Initial Data Request / Validation	- Team has received the master list of active courses and subjects at the University on 7 Feb 2025 - Team has continued to work closely with broader stakeholders to clarify / confirm our understanding of the data and parameters, and where relevant, have asked follow up questions. Team has predominantly had ongoing engagement sessions with: - DAIU (David Hockridge) - FP&A (Elyse Murray) - ITU (Oleg Polianski, Simon Maizels, Carl Young, Travis Bransgrove) - The data request is now focused on the following items to support the revised work plan and approach for course and subject viability analysis. All required data for course and subject performance has been provided, and we are in the process of reconciling, structuring, and consolidating relevant sources. This includes: Course and subject list – a comprehensive inventory of all academic offerings. ACV financial data – revenue, cost structures, and profitability of courses and subjects. EFTSL and headcount data – student enrolments per subject and course, broken down by year. Academic FTE and headcount data – staffing allocations, including permanent versus casual academic staff. Subjects to courses data – ensuring all courses have mapped subjects Academic workforce data – understanding the role split of an academic (i.e., 40:40:20)	- A key upcoming activity is the mapping of subjects and courses to the associated workforce. Team has commenced this process and expects to complete it within the next two weeks. - Team will continue to clean, categorise, and structure the listed data sources to ensure they are consolidated into the required format for processing through the ST&L framework. This will help identify high-risk subjects that may be considered for discontinuation or transformation.	90%	UTS branded summary report that consolidates all analyses conducted to date

	From	To
Period (dates)	27/01/25	21/02/25
Delivery risks impacting project delivery (Risks 4, 5, 5). Mitigation is in place, but requires close monitoring and potential escalation		

ST&L Program Status Report (3/4)

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Stakeholder Engagement	- Team has continuously engaged in weekly meetings with Kylie Readman, Joanne Gray, and Jacqui McManus as regular touchpoints for the program. During this period, the team met with Kate McGrath on 29 Jan 2025, 5 Feb 2025, 6 Feb 2025, 11 Feb 2025, and 18 Feb 2025 - Team has also had regular 1:1 sessions with Jacqui McManus to test, validate and align on approach. During this period, the team met with Jacqui on 29 Jan 2025, 6 Feb 2025, 12 Feb 2025, and 19 Feb 2025 - As of week commencing 17 February 2025, team has set up regular weekly combined meetings with Kate and Kylie to bring the academic program together. These sessions will be used to discuss all items related to target state academic workforce, along with interdependencies and support that both programs may need from either ST&L or RP&I. During this period, the team met on 20 Feb 2025 - Team (Kylie Readman, Joanne Gray, and Jacqui McManus) have engaged Faculty Deans, ADTL's and FGM's from week commencing 17 Feb to explain the ST&L viability framework which form the basis of course and subject alignment, provide timeline and explore identified course / course suites that are intended to be retained. In these sessions, the ask from the team to the Faculty's is to provide a response on: - Any specific courses and subjects that are not meeting Faculty's expectations - Any courses within the Faculty that the Faculty believes should be retained because they form the core of the Faculty's offerings - A view of any similar subjects offered within the Faculty or by other Faculties	- Continue using these sessions and set up additional sessions as needed to progress the work in the Program - Continue engaging with broader stakeholders as needed to support the OSI - Team is scheduled to have another round of Faculty engagement sessions on week commencing 3rd March to present the outcomes of the course and subject viability analysis	N/A - Ongoing	UTS branded summary report that consolidates all analyses conducted to date
Frameworks (to support revised work plan)	- The team presented the third version of the ST&L framework for assessing course and subject viability on 5 and 6 February to the ST&L working group. The framework's structure was updated to reflect changes in scope and approach, aiming to provide an indicative view of courses and subjects proposed for discontinuation in preparation for the ULT presentation on 3 April. - Feedback from these sessions, including input from Kylie Readman, Joanne Gray, and Jacqui McManus, has been incorporated into the framework.	- With the framework structure now agreed and all necessary data available, we will apply the ST&L viability framework to assess which subjects are identified for potential discontinuation. - The thresholds associated with the framework criteria will likely need to be refined iteratively as we evaluate the extent to which the framework effectively identifies courses and subjects for discontinuation.	80%	Tranche 1 analysis for presentation to ULT (viability analysis key findings)

ST&L Program Status Report (4/4)

	From	To
Period (dates)	27/01/25	21/02/25
Delivery risks impacting project delivery (Risks 4, 5, 5). Mitigation is in place, but requires close monitoring and potential escalation		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Current State Analysis (Course and Subject Performance)	- In response to the changes post OSI meeting on 6 Feb, team has now focussed the course and subject performance analysis on key criteria that have been agreed on as part of the course and subject viability framework - Team has continued progressing developing the analysis and relevant packs that would be needed to support the Faculty engagement that will commence on 3 March 2025. This analysis will also include an overlay of information received from Faculties based on the first Faculty engagement. At a high level this includes: - An overview of performance at the University level - An overview of performance at the Faculty level, including a detailed list of courses and subjects with a negative total margin, as well as courses with under 20 EFTSL and subjects with below 10 EFTSL and under 25 headcount - In parallel, team is working on mapping the associated workforce required to teach the subjects at UTS (FTE and teaching hours effort). Team is in the process of validating and reconciling the academic workforce data to support the analysis required. - Team is also in the process of working with FP&A (Elyse Murray) to identify the performance of Sfl and EL courses across the university - Team has connected with Travis Bransgrove, Carl Young, Oleg Polianski and Simon Maizels to brief the team on the agreed criteria for assessing similar subjects at the university. The team has advised that this is something they can support with	- Team will share the first cut of the data on w.c. 24 Feb 2025 with Kylie Readman, Joanne Gray, and Jacqui McManus ahead of the weekly catchup that is scheduled on 27 Feb and 28 Feb - Team (Travis Bransgrove, Carl Young, Oleg Polianski and Simon Maizels) to advise the anticipated receipt date of the assessment and to advise on the approval status from UTS' AI ethics committee - FP&A (Elyse Murray) is engaging with Faculty Finance Partners to confirm clarification questions (e.g., default allocation across subjects, reasons an academic staff member might have a teaching allocation but is not teaching any subject). Team has provided a timeframe of 5 March 2025 for all clarification questions to be resolved by Faculty finance partners	50%	UTS branded summary report that consolidates all analyses conducted to date
Current State Analysis (Teaching Capacity)	Team is progressing the calculations required to determine the teaching hours required to deliver the subjects at UTS. Jacqui McManus has advised that the university does not have a data set that captures this information neatly and the best proxy to use is the timetabling data, noting that we will need to find a way to calculate the teaching hours required for online courses / subjects	- Team to set up a meeting with the LLEU unit to better understand the timetabling data (Allocate Plus) and if there are any exclusions or nuances that need to be noted as we conduct the analysis - Team has requested the 2024 ACA WF Allocation data to map the 40:40:20 component to each individual academic to determine teaching capacity available at the university based on its current academic workforce profile. Still pending BUS and DAB	15%	UTS branded summary report that consolidates all analyses conducted to date

Target State Academic Workforce Program Status Report

	From	To
Period (dates)	27/01/25	21/02/25
Delivery risks impacting project delivery (Risks 4, 5, 5). Mitigation is in place, but requires close monitoring and potential escalation		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Program Plan	- Post OSI meeting on 6 Feb 2025, team recognised the urgent need to bring together ST&L and RP&I to enable discussions around the target state academic workforce - Team developed a high-level work plan for target state academic workforce in the lead up to ULT on April 3rd and post April 3rd. Parts of the workplan was presented to Kylie Readman and Kate McGrath on 20 Feb 2025. In this session: - We agreed as a team that we would present one preliminary analysis paper for ULT that would have insights and key inputs from ST&L and RP&I - Agreed on the proposed high-level outline for ULT preliminary analysis discussion - Agreed that we would overlay a discipline view in ST&L and RP&I to determine if there are any whole disciplines that UTS can divest from	Team to run through the workplan as a whole in the next session to ensure alignment with key activities, timeline, and key questions that will be answered as part of this program	50%	Preliminary Analysis – April ULT paper
Data Request	- Team has requested the source of truth for workforce data for the whole OSI program - Team has shared the first cut of the master establishment data on 19 Feb 2025 noting that the dataset is still being validated and that there will be anomalies at the lower levels of data, as well as to expect further iteration / refinement as the team gets feedback from the business - Note: For the OSI Program as a whole, we have agreed on 20 Jan 2025 as the extraction date for workforce data - Team has commenced developing the current state view of the academic workforce at UTS. This includes analysis on: - Total FTE and headcount by Faculty / Portfolio and by School - Shape of the academic workforce by Faculty / Portfolio and by School - Split of academic workforce by ongoing / casual - Proportion of teaching only, research only and teaching and research workforce at UTS and how this is split by Faculty	- Team to advise once workforce data is finalised and no further movements are expected - Team to provide vacancies data once available	70%	UTS branded summary report that consolidates all analyses conducted to date
Current State Analysis		Team to continue progressing the current state analysis and will engage with FP&A (Elyse Murray) once the analysis is ready for the inclusion of workforce costs	10%	

Operating Model Program: Workstream 1 – SDM (1/3)

	From	To
Period (dates)	27/01/25	21/02/25
Delivery risks impacting project delivery (Risks 1, 5, 5). Mitigation is in place, but requires close monitoring and potential escalation		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Design Principles	- Incorporated input / comment from key Operating Model Program stakeholders into iterated ULT endorsed Design Principles and socialised with Program Sponsors. - Prioritised four design principles specific to the operational Model design	- Four design principles specific to the Operating Model design will form the overarching guidelines to support the design decisions that will need to be made during the Operating Model Program. - Shared with Business Owners (BO) (formerly Function Owners) as part of Validation Session 1 inputs.	100%	Operating Model Program Design Principles
Validation Session 1	- Collaboratively with the UTS Operating Model Program team: - Developed and finalised the Validation Session 1 pre-reading materials, including overview of the Operating Model Program, key design considerations (including design principles), leveraged the high-level EFC work previously developed high-level functional catalogue and with approval by Operating Model Program leadership. - Socialised the pre-reading materials with attendees prior to Validation Session 1. - Finalised the workshop materials and socialised with Operating Model Program leadership. - Planned and facilitated the in-person Validation Session 1, including speaking notes.	- A Program Sponsors welcome and presentation regarding the importance of the Operating Model Program to BO attendees - Articulated the design principles and why they have been selected with the aim of aligning them to the driver around cost out - Spoke about the key economic drivers to service delivery. This included consolidation, standardisation, automation, changes to agreed service provisions and outsourcing. - Presented the approach to service delivery modelling and service classification and the approach that will be undertaken to complete workstream 1. - Spoke about key accountabilities including the articulation of a high-level RACI diagram.	100%	Validation Workshop 1
Replan	- Worked collaboratively with the UTS Operating Model Program team to action advice from the VC to provide an update to the ULT by April rather than May, including: - Reoriented the program plan and delivery timeframe to meet the April deadline. - Developed a pack for Program Sponsors' consideration including program scope, critical path activities and revised approach and outputs.	- At the 6 February OSI meeting, the VC established a new target date of early April rather than May to build confidence around quanta and timing of benefits and the Operating Model Program team's ability to deliver the work packages in support of this by May. - Workstream 2 paused and Workstream 3 combined with Workstream 1 - Following the OSI meeting, the name of Function Owners was changed to 'Business Owners' - The Operating model Program team is proceeding in accordance with the new program plan and delivery timeline	100%	New program plan and delivery timeframe Revised approach and outputs

Operating Model Program: Workstream 1 – SDM (2/3)

	From	To
Period (dates)	27/01/25	21/02/25
Delivery risks impacting project delivery (Risks 1, 5, 5). Mitigation is in place, but requires close monitoring and potential escalation		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Validation Session(s) 2 (Functional Consultation s)	- Developed material which explained the service classification process - Plotted function by function the level down to L4 service taxonomies as defined by the Enterprise Functional Catalogue (EFC). - These were circulated 24 hours before each consultation. - Met with all BOs for up to 1 hour and walked through their service classifications (total of 11 sessions)	Taxonomies validated by BOs. Any changes were captured and if appropriate, included within the Service taxonomies and EFC.	100%	Validation Workshop 2
Business Owner Briefing (BOB)	- Worked collaboratively with the UTS Operating Model Program team to build a pack for presentation to BO that: - Addressed the revised Operating Model Program approach and timeline with the new focus on Preliminary Design to help quantify business benefits - Educated stakeholders on the design process that will be undertaken over the next 4-weeks to achieve the Preliminary Design - Explained the roles and engagement that is needed from BOs, Faculty Representatives and Subject Matter Experts to support the Preliminary Design - Supported the delivery of the BOB involving both Program Sponsors officially kicking off the Preliminary Design process	- BO have been: - Briefed by the Program Sponsors on expectations around their involvement and support available. - Advised that they will be provided with a document containing financial targets, industry benchmarking, service model mix, workforce analysis and centralised opportunities. - Advised that working sessions and weekly Q&A sessions will be setup to discuss the information provided and conceptual organisation designs. - Informed that workforce data will require some validation from 24 February to 7 March - Preparation is underway to introduce BO to their Program Support person and for the preliminary design work to commence (see preliminary design working group engagement)	100%	BOB / Preliminary Design kick off session
Preliminary Design Template	Collaboratively with the UTS Operating Model Program team, developed a preliminary design template for ULT endorsement	- Following advice from the Program Sponsors the 'Case for Change' template was renamed 'Preliminary Design' template - The draft template is designed to capture preliminary design and savings magnitude per BO / Functional Representative group. - The draft template is prescriptive enough to ensure consistency of input from all stakeholder groups and support everyone to work towards a single outcome.	95%	Approximately 15 x Preliminary Design - ULT paper templates

Operating Model Program: Workstream 1 – SDM (3/3)

	From	To
Period (dates)	27/01/25	21/02/25
Delivery risks impacting project delivery (Risks 1, 5, 6). Mitigation is in place, but requires close monitoring and potential escalation		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Initial Functional Opportunity Materials	- Detailed analysis was performed to develop the following materials concurrently to the Business Owner Briefing Session(s): Functional service mix: Classification breakdown Functional staffing analysis: HEW level breakdowns of staff identified against the function Service placement: Identification of functional staff locations across the organisation, detailed review of staff both centralised and decentralised Benchmarking analysis: UTS' functional services compared against organisations offering similar services	- These will be sent out 24h-48h prior to the BO Briefings - Validations will take place with the BO on the analysis which has been undertaken w/c 3rd March	60%	Input into the Preliminary Design April ULT Paper
Resourcing	Identification and onboarding of additional KPMG resources to support Business Owners with drafting input into the Preliminary Design.	To-date 13 KPMG staff have been identified, and onboarding has commenced, including managing logistics, provision of pre-reading materials, delivery of an Operating Model Program Induction session and allocation of buddies to support their work and scheduling of meet and greet sessions.	95%	BO are paired with a briefed and informed KPMG resource
Preliminary Design Working Group Engagement	Collaboratively with UTS Operating Model Program team develop a pack defining the role of the Design Working Groups as a mechanism for stakeholder involvement and create a structured, data-driven, and transparent approach to engagement.	Preparation underway to deliver a Design Working Group session to BO, Faculty Representatives and Subject Matter Experts and Program Support members on Friday 28 February	75%	
Business Owners Briefing Session(s)	- Business Owners will meet with the Operating Model Program Team to walk through the approach to the financial targets will be developed for their respective area. - BOs will be provided with an activity to perform which seeks to identify any contextual areas of opportunity which currently resides in their function using the Level 3 taxonomies against the economic levers introduced to them in Validation Session 1.	- Business Owners will complete an activity to provide opportunity areas aligned to the economic lever. - This will be used to provide a contextual overlay into the analysis concurrently occurring in the Initial Functional Opportunity Materials	0%	Input into the Preliminary Design April ULT Paper
Preliminary Design April ULT Paper	Commence drafting in line with the template in collaboration with the BOs and Business Teams.	- Preliminary Design Template to be circulated to BOs. - BOs to commence completing the Preliminary Design Template	0%	Approx ~15 x Preliminary Design ULT Papers

Program Tracking				
Category	Current Progress and Planning	Key Information & Next Steps	Progress	Key Output
Program Plan	- High-level Workstream Plan developed in collaboration with Executive Sponsor and received feedback in session held 31/1. - Peta presented to paper to ULT for discussion.	- Develop data request and review background information - Further develop detailed workplan and stakeholder engagement plan, including through initial briefings	100%	Workstream 2 Plan
Academic Structures Guidelines	- Academic guidelines socialised with key stakeholders and feedback incorporated. - Academic structure guidelines discussed at ULT.	Socialise the academic structures guidelines and seek feedback at the Dean's working session on Friday 28 February	90%	Academic Structures Guidelines
Dean Working Session #1	- Prepare and iterate material for Executive Sponsor to present to the Dean Working Session on Friday 28 February, including early analysis to test initial assumptions - Consult with Operating Model Program and Mark Lillis regarding broader insights and	- Develop and finalise workshop pack - Test initial assumptions regarding (i) Academic Operating Model and Architecture and (ii) consistency in Administrative Support through the Deans working session - Agree inclusions, work effort and teaming to deliver requirements for Preliminary Analysis ULT paper	50%	Working Session #1 Pack
		- Prepare for second Deans Working Session #2 - Agree and schedule additional engagement activities as required, including with RP&I and ST&L Programs and Faculty representatives - Commence drafting Preliminary Analysis ULT paper	5%	Preliminary Analysis – April ULT paper

Other activities

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
UPMO Master Schedule	- Commenced development of the OSI master schedule on behalf of UPMO for input into Clarity once completed - Conducted numerous schedule workshops with 17 key stakeholders across the OSI Programs and UPMO - Shared iterations of OSI master schedule with UPMO and key Program stakeholder for feedback - Attended weekly status updates with UPMO Director	- Continue to review and refine master schedule with key OSI Program and UPMO stakeholders - Prepare file for upload into Clarity	75%	OSI Master Schedule
Executive Engagement and Alignment	- Weekly OSI Sponsors meetings - Fortnightly Vice Chancellor check-in meetings - Bi-weekly Executive Sponsor meetings (by Program) - Tri-weekly UPMO/CoS meetings	- Ongoing preparation for April ULT meeting - Planning and decisions regarding current and upcoming activities - Finalisation of updated Statement of Work - Resource planning	N/A	Briefing material, including agendas, analysis and supporting narrative, as required

High level delivery risks

Key Risks		STATUS: ●	Proposed Mitigation Steps
1	Op Model	There are a high number of Preliminary Design papers (approx. 15 to date) required for ULT in a short timeframe (due 24 March). The details required to inform the papers necessitate deep Business Owner engagement. There is a risk regarding the delivery of the papers in the required timeframe to the appropriate quality and consistency	- Establishment of Capability Squads to directly support Business Owners - Executive Sponsor and broader leaders support for Business Owners - Evidence base, including service summaries, benchmarking, workforce analysis to be provided to Business Owners - Regular check-in and integration sessions across all 'functional verticals'
2	OSI All	Industrial Relations: Impact on time schedule, benefits realised and cost through ineffective management of the industrial relations implications of any potential changes. This could be heavily impacted if there is a requirement to go to Fair Work.	- Capability squad made up of Fiona Thomas and Lesley Healy (both UTS) will provide support and considerations in relation to Industrial Relations communications and activities, alongside Business Owners - Team to continuously refine frameworks and communications approach to ensure messaging is consistent and appropriate to ensure staff and stakeholders are briefed accordingly - Team will raise with Program Sponsor should there be any issues which are required to be escalated through the daily touch points and stand ups, this will be via workstream leads and the program leadership group
3	Op Model	Integration and sustainability of future design	- Parallel identification of Service Delivery Model - Identification of priority university-wide processes for review and consideration - Ongoing involvement of UPMO in managing Change and IR considerations, and execution planning - Capture of interdependencies as identified, including development of management approach
4	ST&L and RP&I	There is a requirement to bring the two academic programs together to consider target state academic workforce, ensuring alignment and careful management of interdependencies	Ongoing joint DVCR and DVCES sessions to jointly plan and deliver ULT April initial Preliminary Analysis papers, and agree activities and analysis that sit beyond this timeframe
5	OSI All	Data provided is of varying quality with varying degrees of completeness and accuracy. As additional time is required to validate and correct data, this may impact program milestones and timelines	- Team has continued and will continue to work closely with the different data providers to clarify and confirm data provided, and agree validation/reconciliation treatments - Team will raise with Program Sponsors should there be any issues with the data that is unable to be resolved
6	OSI All	The source of truth for various data sources at UTS is currently unclear	- UTS needs to assign clear ownership for each data source, ensuring accountability and responsibility for data accuracy and consistency. This includes identifying and agreeing on the appropriate systems for where data should be extracted - Where possible, develop standardised definitions and formats for key data elements to ensure consistency across all data sources (e.g., extraction date for workforce data)
7	OSI All	Need for significant scale-up of the Communications and Engagement Plan for OSI, both across the Executive Team and to support broader communication strategies and engagement across the organisation	- Ongoing involvement of UPMO in managing Communications and Engagement planning and delivery - Collaboration across Programs and with UPMO to facilitate timely notification re key activities/milestones

Resource tracking by expenditure to date (w/c 27/01 – 17/02)

		Team Member	Role/Level	Program Aligned	Actual Days WC 27.1.25	Actual Days WC 3.2.25	Actual Days WC 10.2.25	Actual Days WC 17.2.25
Leadership Team	Core Delivery Team	out of scope personal information		§.14, cl4(a)(c)(d),3(a)(b)				
			WIP \$ (excl. GST)					
			Expenses \$ (excl. GST)					
			TOTAL WIP \$ (excl. GST)					

Summary per OSI Stream

OSI Stream	\$ (excl. GST)
Operating Model	s.14, cl4(a)(c)(d)
ST&L	
RP&I	
Expenses	
Total WIP \$ (excl. GST)	

Additional KPMG support

Team Member	Role/Level	Program Aligned	Actual Days WC 27.1.25	Actual Days WC 3.2.25	Actual Days WC 10.2.25	Actual Days WC 17.2.25
out of scope personal information		UPMO – Master Schedule	s.14, cl4(d);3(a)(b)			
	WIP \$ (excl. GST)		s.14, cl4(d); 3(a)(b)			
	TOTAL WIP \$ (excl. GST)					



Operational Sustainability

Status Report : Weeks 13 -16

Period: 24 February 2025 – 21 March 2025

UTS CRICOS 00099F
UTS TEQSA PRV12060

Operational Sustainability Detail Design Status Report	Reporting Period	24 Feb 25 - 21 Mar 25
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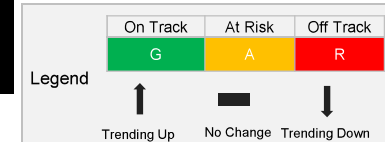
Total Cost with Discount (Excl GST) <slide 4-6 for details>	OSI Stream Additional Support
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s.14, c4(a)(c)(d)

	On Track	At Risk	Off Track
	G	A	R
Legend	↑ Trending Up	— No Change	↓ Trending Down

Program Status – Executive Summary (1 of 2)

Program Summary			
Overall Program Status	G	Across this period the overall Program status is on track, noting outputs are being delivered across all Programs within agreed timelines and budget, and with manageable delivery risks and issues.	
Focus Area		Key Achievement This Month	Key Focus Next Month
Operating Model (OM) <i>[Includes: Service Delivery Model; Functional Optimisation and Supporting Academic Endeavour]</i>	A	- Preliminary design template has been provided to business owners for completion. - Numerous Preliminary Design development workshops and briefings have been conducted to work through design requirements and finalise preliminary documentation, with Business Owners (and program support teams) drafting their design proposals. - Drafting has commenced for Preliminary Design – Integration Report (which will summarise the 16 Preliminary Design papers). - Socialised the academic structures guidelines and sought and incorporated feedback from the Dean's Working session. - Workshop packs finalised for Dean Working sessions and tested initial assumptions with these assumptions informing the recommendation for Design Paper.	- Completion of Preliminary Design template with functional areas and Program Support team members working together. - Continue with OrgVue modelling to build a baseline for detailed design and confirm enabling requirements for organisation changes. - Submit preliminary design documentation for review (24 Mar), with VC meeting booked to talk through contentious items. - Update to the Preliminary Design – Integration report. - ULT Retreat – 16 completed Preliminary Design papers to be presented for initial review (31 Mar – 1 Apr) and seek endorsement / further review on 3 Apr. - Commence mobilisation and planning for detailed design (kick off scheduled w.c 7 Apr). - Enterprise SDM Blueprint and Appendix Guidebook – commence outline to review with Sponsors. - Guidelines for Supporting Academic Endeavours to be presented in Preliminary Design paper. - Dean Working session – to be held on w.c 25 Mar with FGMs to test draft recommendations.
Research Productivity & Investment (RP&I)	G	- Updated Program Plan (draft) for Academic Program developed for ULT Paper for further discussion with DVCR and DVCE&S. Any agreed changes will be flowed through to the individual RP&I Analysis Plan and validated with DVCR. - Preliminary findings (Framework) on research areas of scale has been developed with focus based on the four quantitative criteria (fed into ST&L FoE assessments and incorporated into UTL). DVCR has advised that further analysis will need to be conducted (Four-digit FoRs and Research investment per FoR), where team have provided further criteria for DVCR to consider. - Refined Future State Design activities developed in draft form, to be shared and re-validated with DVCR following ULT Retreat.	- Framework – DVCR to confirm further criteria to be included in the research areas of scale and focus framework prior to finalisation. In addition, further quantitative analysis has been requested. - Incorporating feedback to Current State analysis (once feedback received). - Future State Design activities to commence from w.c 31 Mar following DVCR sign-off.



Program Status – Executive Summary (2 of 2)

Focus Area		Key Achievement This Month	Key Focus Next Month
Sustainable Teaching and Learning (ST&L)	G	- Stakeholder Engagement plan has been further refined in lead up to ULT. - FP&A and Faculty Finance Partners have validated the information regarding the staff members' allocation for 2023 as per the team's inquiry. - Team has validated the logic and assumptions on how FTE associated to subjects are calculated with FP&A. - The course and subject viability framework has now largely been agreed upon along with the corresponding thresholds. - Stakeholder engagement continues including commencement of Faculty engagement sessions.	- Continue validating 2024 data with FP&A to finalise workforce allocations. - Reconciliation of 2024 ACV data against HR data. - Continue with stakeholder engagement sessions including with broader stakeholders as needed to support the OSI. - Continue refining the current state analysis based on what is required for the ULT paper (for Course and Subject Performance), including further scenario modelling (for Teaching Capacity). - Continue progressing the analysis on course and subject performance with the 2024 ACV data that will support future Faculty engagement and decision-making. Note that this is dependent on the team receiving 2024 ACV data.
Target State Academic Workforce [RP&I + ST&L]	A	- Team developed ULT paper outline in consultation with DVCES and DVCR, and are now populating agreed items. - Team further developed FoE-FoR and FoR-FoE mapping analysis for presentation to VC. - Source of truth requested for workforce data for whole of OSI program. Team continues to validate dataset and is working with FP&A and Data Analytics teams to understand anomalies. [Note: team have been advised they are not in a position to give an ETA for a 'final' dataset at this time]. - Current State view developed for academic workforce based on available data.	- Team to continue incorporating feedback from VC, DVCES and DVCR to refine draft ULT paper and work with DVCR to populate placeholder content. - Team to advise once workforce data is finalised and no further movements are expected. - Team to provide vacancies data once available. - Refine Current State view for academic workforce once workforce data is finalised. - Current State discipline analysis to be refined once all data has been received with further analysis to be conducted on research investment per FoR and agreed four-digit investment per FoRs.
Additional Support [UPMO]	G	- OSI Roadmap updated - OSI Program Schedule uploaded into Clarity (project connect tool) - Attendance at numerous ERP meetings to discuss Program Status and risks and issues, where OSI program risks and issues discussed to be loaded into Project Connect tool. - UPMO Observations discussion pack has been drafted.	- Initiate further implementation planning for OSI program post planning session. - Secure full-time scheduling resource to be shared across ERP & OSI program. - Co-ordinate relevant risks and issues awareness/training as required for ERP and OSI programs. - Complete UPMO Observations discussion pack and conduct session with the UPMO Director and discuss next steps.

Financial Details and Resourcing – OSI (1 of 2)

CURRENT PERIOD: 24 FEB 2025 – 21 MAR 2025		
OSI STREAM	COST \$ (EXCL. GST)	TOTAL COST \$ (EXCL. GST)
Operating Model	s.14, cl4(a)(c)(d)	
ST&L		
RP&I		
Discount - This Period [24 Feb 25 – 21 Mar 25]		
Disc - INV #3 [27 Jan 25 – 21 Feb 25]		
Disc - INV #2 [9 Dec 24 – 24 Jan 25]		
Expenses		
Total Cost with Discount + Expense		

Operational Sustainability Detail Design Status Report	Reporting Period	24 Feb 25 - 21 Mar 25
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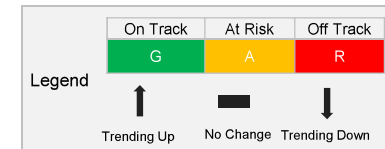
Financial Details and Resourcing – OSI (2 of 2)

	Program Aligned	Role/Level	Team Member	W.C 24/02/2025	W.C 3/03/2025	W.C 10/03/2025	W.C 17/03/2025	
				Actual Days	Actual Days	Actual Days	Actual Days	
Leadership Team	All	out of scope personal information		s.14, cl4(d); 3(a)(b)				
	Operating Model							
	All							
	Operating Model							
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ST&L, RP&I								
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ST&L, RP&I								
ST&L, RP&I								
RP&I								
				s.14, cl4(a)(c)(d)				
	Cost By Week (excl GST)							
	Expenses (excl GST)							
	Discount - This Period [24 Feb 25 – 21 Mar 25]							
	Disc - INV #3 [27 Jan 25 – 21 Feb 25]							
	Disc - INV #2 [9 Dec 24 – 24 Jan 25]							
	Total Cost with Discount + Expense (excl GST)							

Total:

Financial Details and Resourcing – Additional Support (1 of 1)

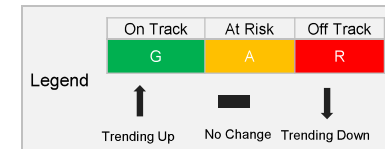
Current Period: 24 Feb 2025 – 21 Mar 2025						
Program Aligned	Role/Level	Team Member	W.C 24/02/2025	W.C 3/03/2025	W.C 10/03/2025	W.C 17/03/2025
			Actual Days	Actual Days	Actual Days	Actual Days
Additional Support- UPMO	out of scope personal information		S.14, cl4(d), 3(a)(b)			
Additional Support- UPMO						
Additional Support- UPMO						
			S.14, cl4(a)(i)(u)			
Cost By Week (excl GST)						
Expenses (excl GST)						
Discount - This Period [24 Feb 25 – 21 Mar 25]						
Disc - Additional Support INV [27 Jan 25 – 21 Feb 25]						
Total Cost with Discount + Expense (excl GST)						



Delivery Risks and Issues – Top Issues

#ID	Workstream	Status	Issue	Proposed Next Steps	Point of Contact [KPMG and UTS]
I1	OSI All	A	The data provided is varying in quality, leading to different levels of completeness and accuracy. Due to the additional time required to validate and correct this data, program milestones and timelines may be impacted. In addition the source of truth for various data source is unclear, which could lead to delay in benefits being realised as well as potential rework.	- Seek endorsement for the source of truth of data with the Executive Sponsor. - UTS needs to assign clear ownership for each data source, ensuring accountability and responsibility for data accuracy and consistency. This includes identifying and agreeing on the appropriate systems for where data should be extracted. - Where possible, develop standardised definitions and formats for key data elements to ensure consistency across all data sources (e.g., extraction date for workforce data). - Team has continued and will continue to work closely with the different data providers to clarify and confirm data provided, and agree validation/reconciliation treatments - Team will raise with Program Sponsors should there be any issues with the data that is unable to be resolved.	Mark Sandham and Elyse Murray [UTS] out of scope personal information [KPMG]
I2	OSI All	A	Need for significant scale-up of the Communications and Engagement Plan for OSI, both across the Executive Team and to support broader communication strategies and engagement across the organisation.	- Ongoing involvement of UPMO in managing Communications and Engagement planning and deliver. - Collaboration across Programs and with UPMO to facilitate timely notification re key activities/milestones.	Sarah Meaney [UTS] out of scope personal information [KPMG]
I3	Op Model	A	There are a high number of Preliminary Design papers (approx. 16 to date) required for ULT in a short timeframe (due 24 March), where details required to inform papers need deep business owner engagement. Due to this, there is a possibility that the papers will not be delivered within the required timeframe to appropriate quality and consistency.	- Establishment of Capability Squads to directly support Business Owners. - Executive Sponsor and broader leaders support for Business Owners. - Evidence base, including service summaries, benchmarking, workforce analysis to be provided to Business Owners. - Regular check-in and integration sessions across all 'functional verticals'.	Mark Sandham [UTS] out of scope personal information [KPMG]

Operational Sustainability Detail Design Status Report	Reporting Period	24 Feb 25 - 21 Mar 25
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Delivery Risks and Issues – Top Risks

#ID	Workstream	Status	Risk	Proposed Mitigation Steps	Point of Contact [KPMG and UTS]
R1	OSI All	R	There is a risk that re-work may be required due to the ineffective management of the industrial relations and its impact on potential changes, with heavy impacts if there is a requirement to go to Fair work. This will have implications on schedule, cost and benefits realised.	- Capability squad made up of Fiona Thomas and Lesley Healy (both UTS) will provide support and considerations in relation to Industrial Relations communications and activities, alongside Business Owners. - Team to continuously refine frameworks and communications approach to ensure messaging is consistent and appropriate to ensure staff and stakeholders are briefed accordingly. - Team will raise with Program Sponsor should there be any issues which are required to be escalated through the daily touch points and stand ups, this will be via workstream leads and the program leadership group.	Sarah Meaney [UTS] out of scope personal information [KPMG]
R2	Op Model	A	Due to the fast-pace of the program, there is a risk of not achieving enterprise integration and operational sustainability of future-state design.	- Parallel identification of Service Delivery Model - Identification of priority university-wide processes for review and consideration - Ongoing involvement of UPMO in managing Change and IR considerations, and execution planning - Capture of interdependencies as identified, including development of management approach - Continued cross-functional design and enterprise workshops to ensure alignment between all functional areas.	Mark Sandham [UTS] out of scope personal information [KPMG]
R3	UPMO [New]	A	UPMO are responsible delivery of “Transition and Change Management” (noting there will be significant cutover / integration required), however currently there is lack of clarity required on timing, outputs and final deliverables across detailed design for OSI program. This is leading to a potential risk that there is a lack of interlinkage to UPMO stream of work.	- Planning session involving OSI + UPMO to be held week c. 24 March) - Regular meetings will be occurring ongoing, including to document and seek approval for transition planning activities and arrangements - Clarity regarding roles and responsibilities, and cutover and integration timings will be identified - KPMG will support transition and handover arrangements between/across delivery phases	Sarah Meaney [UTS] out of scope personal information [KPMG]
R4	Target State Academic Workforce	R	Timeframe, scope and resources for validation of the master workforce data (provided by Mark Favretto) have not been confirmed. As a result, workforce data may continue to shift throughout the Future State Design phase, impacting timelines and accuracy of analysis. Additionally, key datasets for reconciliation (i.e. ACV workforce allocation data) are based on a different extraction date so there will continue to be discrepancies that need to be validated.	- Any further updates to master workforce data during Future State Design phase to be formally documented and DVC E&S and DVCR notified in status updates/weekly meetings - Team to continue working with FP&A, Mark Favretto, Dave Holme, David Hockridge and other data owners to ensure methodology and interpretation is as accurate as possible	Mark Sandham [UTS] out of scope personal information [KPMG]



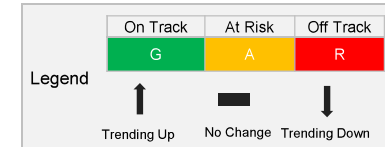
Detailed Progress Reporting by Areas of Focus

- ☐ *Operating Model [SDM and Functional Optimisation]*
- ☐ *Operating Model [Supporting Academic Endeavour]*
- ☐ *Research Productivity & Investment*
- ☐ *Sustainable Teaching & Learning*
- ☐ *Target State Academic Workforce [RP&I and ST&L]*
- ☐ *Additional Support*

	On Track	At Risk	Off Track
	G	A	R
Legend	↑	■	↓
	Trending Up	No Change	Trending Down

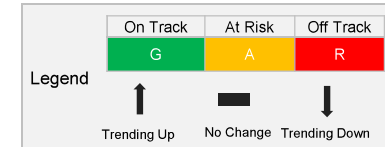
Progress Details – Operating Model [SDM + Functional Optimisation] (1 of 4)

Overall Status	A ■				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Initial Functional Opportunity Materials	- Provided Business Owners with the following materials 24h–48h prior to the Business Owner Briefing Session(s): Functional service mix: Classification breakdown Functional staffing analysis: HEW level breakdowns of staff identified against the function Service placement: Identification of functional staff locations across the organisation, detailed review of staff both centralised and decentralised Benchmarking analysis: UTS' functional services compared against organisations offering similar services - Validated with the Business Owners the analysis undertaken w.c 3 March.	N/A	60%	100%	Input into the Preliminary Design April ULT Paper
Resourcing	- Identified and onboarded additional KPMG resources to support Business Owners with drafting input into the Preliminary Design. - The process involved managing logistics, providing pre-reading materials, delivering an Operating Model Program Induction session and allocation of buddies to support their work and scheduling and conducting meet and greet sessions.	Note: to lock in the availability of KPMG resourcing to support Operating Model program delivery through to completion of Detailed Design and identification and onboarding of new resourcing as required.	95%	100%	BO are paired with a briefed and informed KPMG resource
Preliminary Design Working Group Engagement	Delivered a Design Working Group session to BO, Faculty Representatives and Subject Matter Experts and Program Support members on Friday 28 February on the role of the Design Working Groups as a mechanism for stakeholder involvement and create a structured, data-driven, and transparent approach to engagement.	N/A	75%	100%	Design Working Group Session to Business Owners



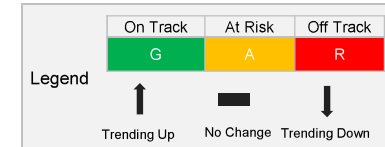
Progress Details – Operating Model [SDM + Functional Optimisation] (2 of 4)

Overall Status		A 			
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Preliminary Design Template	A copy of the preliminary design template has been allocated circulated to business owners and a copy saved in respective functional teams folders with drafting instructions on how to complete the template.	N/A - Completed	95%	100%	16 x Preliminary Design template - ULT papers
Preliminary Design Development (cont. on next page)	Workshops & Briefings: - Conducted Business Owner Briefing on 10 March 2025, focusing on FTE Guideposts and Operating Model design steps - Held Design Workshops 1 (w/c 10 March) to identify high-level enabling requirements for organisational changes (process, governance e.g. policy & delegations, and minor technology enhancements) Design Workshops 2 (w/c 17 March) to finalise design proposals and quantify impacts Cross Functional Workshops scheduled in to manage dependencies across functions and find additional opportunities for centralisation Program Support Team sessions with business owners to finalise preliminary documentation Mid-design and final design check-point sessions to identify any potential function areas that will spill over to week commencing 24 March Preliminary Design Development: - Functional owners reviewed and completed initial validation of service placements and workforce allocations - Conducted initial OrgVue modelling for quantifying opportunities in workforce allocation and efficiency - Integrated feedback from business owners to refine design proposals	Finalising Preliminary Design: - Continue OrgVue modelling to build a baseline for detailed design and execute spans and layers analysis. - Confirm enabling requirements for organisational changes (process, governance e.g. policy & delegations, and minor technology enhancements)	0%	80%	[See next page]



Progress Details – Operating Model [SDM + Functional Optimisation] (3 of 4)

Overall Status	A 				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Preliminary Design - Development (continuation of previous page)	- Business owners have commenced drafting their design proposals in line with the Preliminary Design template with the help of their designated Program Support and Business Analyst Engagement & Communications: - Conducted weekly check-ins with business owners and program support teams - Communicated all FTE Guideposts and supporting materials to business owner	Finalising Preliminary Design: - Continue OrgVue modelling to build a baseline for detailed design and execute spans and layers analysis. - Confirm enabling requirements for organisational changes (process, governance e.g. policy & delegations, and minor technology enhancements) <i>[Same as previous page]</i>	0% <i>[Same as previous page]</i>	80% <i>[Same as previous page]</i>	- Confirmation of enabling requirements for organisational changes - Paper to Exec Sponsors meeting providing clarity around scope of the ULT paper, exclusions as well as identification of initial items requiring sponsor/VC guidance and/or approval - Draft overarching Integration Paper for ULT Retreat
Preliminary Design – Finalisation	Business owners and program support teams continue to work together to complete their respective design proposals.	Submit preliminary design documentation for review (24 March deadline) - VC meeting on 25 March to talk through contentious items - Conduct review checkpoint 26 March 1) meeting to conduct a sweep to ensure no FTE are left behind 2) cross check against opportunities identified last year - Updated integration report 27 March	0%	50%	16x Draft Preliminary Design ULT papers reviewed by Business Owners
Preliminary Design – Integration Report	Program team to develop a summary of the 16 x completed preliminary design papers for review and discussion by the ULT.	The outcome of ULT deliberations based on this material will shape the detailed design approach.	0%	20%	- Integration Report that highlights the overall FTE benefit range, critical risks and integration considerations between functions. 16x Preliminary Design ULT papers. Key focus is the ability to achieve FTE guideposts and risks and assumptions to achieve them.



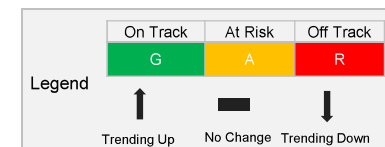
Progress Details – Operating Model [SDM + Functional Optimisation] (4 of 4)

Overall Status	A ■				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
ULT Retreat	<i>[Note: Refer to work undertaken on Preliminary Design development, Preliminary Design finalisation and Preliminary Design integration report detailed above]</i>	26 March Executive Sponsors meeting to discuss March 31 to April 1 offsite discussion - The Operating Model Team will present to ULT a summary of the 16 x completed preliminary design papers for discussion at a ULT offsite for Preliminary Review on 31 March.	0%	0%	Initial perspective and test/challenge for design options.
ULT Meeting	<i>[Note: Refer to work undertaken on Preliminary Design development, Preliminary Design finalisation and Preliminary Design integration report detailed above]</i>	Following the ULT retreat, the ULT will meet on 3 April to endorse to proceed or recommendation for further review and/or scale options for Preliminary Design per functional area.	0%	0%	Endorsement to proceed or recommendation for further review and/or scale options for Preliminary Design per functional area.
Detailed Design	<i>[Note: Outputs of ULT Retreat and ULT meeting will be fed into this piece of work]</i>	- Commence detailed design with an initial detailed design planning and mobilisation meeting on 26 March. - The Operating Model team will then commence mobilisation and planning for detailed design with kick-off of for detailed design scheduled for w.c 7 April. - Final Functional and Enterprise Design Roadshow with Business Owners.	0%	0%	- Detailed Design kick-off document to facilitate design and approach for detailed design. 16x Detailed Design (Business Case) documents with a high-level roadmap to support implementation
Future State Enterprise SDM Blueprint	<i>[Note: Work to commence next reporting period].</i>	- Development of what the deliverable will look like and what we should be aiming for in terms of a SDM blueprint. - Outline Enterprise SDM blueprint to review with Sponsors.	0%	0%	Future State Enterprise SDM Blueprint
Appendix Guidebook	<i>[Note: Work to commence next reporting period].</i>	- Development of a guidebook for implementation to support functional sub-workstream team (service play book). - Outline structure for service playbook to review with Sponsors.	0%	0%	Appendix Guidebook based on artefacts delivered to-date

	On Track	At Risk	Off Track
	G	A	R
Legend	↑	■	↓
	Trending Up	No Change	Trending Down

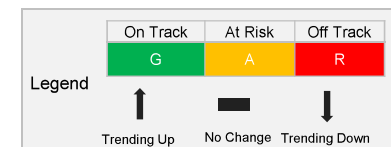
Progress Details – Operating Model [Supporting Academic Endeavour] (1 of 1)

Overall Status	G ↑				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Academic Endeavour Guidelines	Socialised the academic structures guidelines and sought and incorporated feedback from the Dean's working session on Friday 28 February.	Guidelines to be presented in Preliminary Design Paper.	90%	95%	Academic Structures Guidelines
Dean Working Sessions	- Developed and finalised workshop packs for Dean Working Sessions held on 28 February, 4 March and 12 March. - Tested initial assumptions regarding (i) Academic Operating Model and Architecture and (ii) consistency in Administrative Support through the Deans working session. These assumptions have informed the recommendations to be presented in the Design Paper. - Agreed inclusions, work effort and teaming to deliver requirements for Preliminary Design ULT paper. - Briefing session was held on 20 March with Kylie Readman and Kate McGrath to go over draft recommendations.	- Hold session on 25 March with FGMs to test draft recommendations - Hold pre-ULT briefing session with Deans on 26 March	50%	95%	Working Session - #1 Pack Working Session - #2 Pack Working Session - #3 Pack
Preliminary Design Paper	Commenced drafting Preliminary Design Paper for ULT.	- Receive feedback from Program Executive Sponsor - Update paper based on feedback by 27 March - Present paper to ULT at Retreat	5%	85%	Preliminary Design – April ULT paper



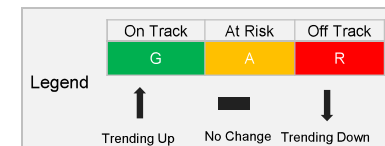
Progress Details – Research Productivity & Investment (1 of 2)

Overall Status	G				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Program Plan	Updated Program Plan for Academic Program has been developed for ULT Paper (provided as draft 21 March), for further and discussion with DVCR and DVC E&S. Any agreed changes will be flowed through to the individual RP&I Analysis Plan and validated with DVCR w.c 31 March.	- Note that it was agreed with DVCR at the end of February that priority should shift to research outputs that would support decision-making for ST&L, and that RP&I outputs would slow during this period. - Once updated RP&I Analysis Plan is agreed with DVCR, focus is likely to move to finalising research areas of scale and focus framework and commencing more detailed work on research concentrations (University Centres).	N/A - Ongoing	N/A - Ongoing	N/A
Framework	- Team has developed preliminary findings on research areas of scale and focus based on the four quantitative criteria – CAT 1-4 funding, ERI per research FTE, FWCI and HDR completions (headcount and EFTSL). These have fed into ST&L FoE assessments and been incorporated in the ULT paper (provided as draft 21 March). - DVCR has advised that further analysis will need to be conducted on: - Four-digit FoRs (updated ERI information received 5 March and updated FTE information received 18 March). Analysis is underway. - Research investment per FoR (data provided 20 March, although Research Finance advised further validation would be required and data was not final). Analysis is underway. - Team provided further criteria for DVCR consideration 20 March.	- DVCR to confirm further criteria to be included in the research areas of scale and focus framework prior to finalisation. - Further quantitative analysis requested to be completed and incorporated. - Team has requested data 12 March from Scott McWhirter on UTS deep areas of focus (received 14 March), Altmetrics scores (pending provision) and Field Weighted View Impact (pending provision). These will be incorporated as part of the qualitative assessment.	60%	70%	- UTS branded summary report that consolidates all analyses conducted to date - Excel spreadsheet with all calculations undertaken as part of the conducted analysis
Initial Data Request / Validation	Team has completed the initial data request that is required to support the current state analysis.	[Note: N/A. All next steps will be captured as part of current state analysis]	100%	100%	



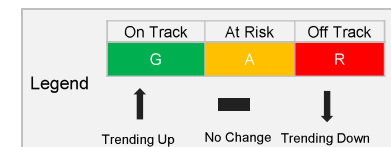
Progress Details – Research Productivity & Investment (2 of 2)

Overall Status	G				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Stakeholder Engagement	- Team has continuously engaged in weekly meetings with Kate McGrath and weekly meetings with the broader RP&I leadership team. - As of week commencing 17 February 2025, team has set up regular weekly combined meetings with Kate and Kylie to bring the academic program together. These sessions will be used to discuss all items related to target state academic workforce, along with interdependencies and support that both programs may need from either ST&L or RP&I.	Continue using these sessions and set up additional sessions as needed to progress the work in the Program. As noted by DVCR, this will likely include joint meetings with RP&I and Operating Model to ensure a consistent approach to research concentrations (University Centres).	N/A - Ongoing	N/A - Ongoing	N/A
Current State Analysis	- Team shared first full draft of current state analysis (agreed items in research investment, research productivity, HDR deep dive and research concentrations) with DVCR on 14 February 2025 as per the timeline outlined in the Program Plan. This draft excluded the following due to delays in data provision: - Additional cuts on FTE by discipline. - HDR completion by EFTSL. - Cost of generating ERI by CAT 1-4. - These were completed and will be included as part of the full pack in its next iteration. - Team has also since received further information from Julian Zipparo on University Centres and their status; all research concentrations analysis will be updated based on this.	- Pending detailed feedback from DVCR on current state analysis pack. Team will incorporate the feedback and once received. - Note that DVCR advised that she was comfortable with team prioritising effort towards ST&L during this period.	70%	75%	- UTS branded summary report that consolidates all analyses conducted to date - Excel spreadsheet with all calculations undertaken as part of the conducted analysis
Future State Design	RP&I Analysis Plan with refined Future State Design activities developed in draft form, to be shared and re-validated with DVCR following ULT Retreat.	Future State Design activities to commence from w.c 31 March following DVCR sign-off.	-	-	- UTS branded summary report that consolidates all analyses conducted to date - Excel spreadsheet with all calculations undertaken as part of the conducted analysis



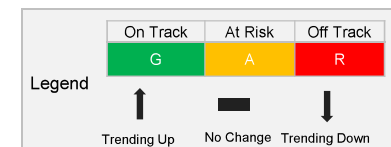
Progress Details – Sustainable Teaching & Learning (1 of 3)

Overall Status		G			
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Revised ST&L Work Plan	Team has worked with Jacqui McManus to further refine the stakeholder engagement plan in the lead up to 3 April ULT and have received broad alignment from Kylie Readman that this aligns with expectations.	No other action required from a workplan perspective, unless further feedback is provided by Kylie Readman, Joanne Gray, and Jacqui McManus	N/A - Ongoing	100%	Revised work plan (tranche 1 analysis)
Initial Data Request / Validation	- FP&A and Faculty Finance Partners have validated the information regarding the staff members' allocation for 2023 as per the team's inquiry - Team has validated the logic and assumptions on how FTE associated to subjects are calculated with FP&A on 12 March 2025 - Team has reached out to David Hockridge and Craig Napier to request a dataset outlining all core subjects associated with each course. The current dataset categorises subjects as either core, optional or both and majority of the subjects fall under the both category as it would differ depending on their course allocation. - Craig Napier provided an updated data set on 14 March and the team has worked on reconciling the data. During reconciliation team notes that there are 104 courses that appear in the 2023 ACV data but are missing from the Course to Subject Mapping document when comparing course codes between the two datasets. This is due to courses being discontinued, phased out, or part of cross-institutional programs with unverified structures.	- Continue validating 2024 data with FP&A to finalise workforce allocations - Reconciliation of 2024 ACV data against HR data provided by Mark Favretto and Dave Holme - Depending on the ability of Mark and Dave's team to progress the validation, team may need to validate current state baseline of academic workforce across the university, noting that this baseline was extracted on 20 January 2025 - Team to continue validating with Craig Napier and his team on the outstanding 104 courses. While an initial response was provided, the team is inclined to investigate further to develop a more precise understanding and to ensure that the rationale provided for each courses is appropriate. We will test this list of courses with Jacqui McManus and other relevant stakeholders to ensure that the current classifications are correct, and any additional contextual considerations are documented.	80%	85%	N/A
Framework	Aligned to the last update, the framework has now largely been agreed upon along with the corresponding thresholds	- The thresholds associated with the framework criteria will likely need to be refined iteratively as we evaluate the extent to which the framework effectively identifies courses and subjects for discontinuation. - As of the most recent agreement, the team has broadened the threshold to include subjects with a negative total margin in the headcount ranges of 0 – 25, 26 – 50, 51 – 75, and 76 – 100	80%	95%	Tranche 1 analysis for presentation to ULT (viability analysis key findings)



Progress Details – Sustainable Teaching & Learning (2 of 3)

Overall Status	G				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Stakeholder Engagement	- Team has continuously engaged in weekly meetings with Kylie Readman, Joanne Gray, and Jacqui McManus as regular touchpoints for the program. - During this period, the team met with Kylie, Joanne, and Jacqui on 28 Feb, 4 March, 12 March, 20 March - During this period, team also had regular meetings with Jacqui McManus on 27 Feb, 28 Feb, 5 March - Kylie Readman, Joanne Gray and Jacqui McManus commenced Faculty engagement sessions to present the outcomes of the course and subject viability analysis on week commencing 17 March	- Continue using these sessions and set up additional sessions as needed to progress the work in the Program - Continue engaging with broader stakeholders as needed to support the OSI - Continue engagement sessions as outlined in the analysis plans that will be shared during ULT on 31 March	N/A – Ongoing	N/A – Ongoing	UTS branded summary report that consolidates all analyses conducted to date
Current State Analysis (Course and Subject Performance)	<u>Course and Subject Performance</u> - Team updated all Faculty workbooks and individual packs with the additional requested details (headcount, EFTSL, revenue, all direct and indirect costs broken down into their respective categories) - Team performed four different scenario analysis for SfL and EL along with quantifying the benefit cost ratio (BCR) associated with each option. This was presented to Kylie Readman, Joanne Gray and Jacqui McManus on 12 March - Developed a summary overview of SfL and EL to support upcoming conversations including the articulation of potential financial and non-financial benefits that may be associated with any potential decisions made - Progressed course analysis that identifies courses where over 75% of the core subjects have a negative margin and mapped the workforce effort required - We have refined the 2023 ACV dataset by excluding all revenue and costs associated with the C3 and AIMI research centres within the Faculty of Science, to improve the accuracy of understanding the costs and revenue associated with teaching subjects within the Faculty.	- Continue refining the analysis on 2023 as needed, based on what is required for the ULT paper on 31 March - Continue progressing the analysis on course and subject performance with the 2024 ACV data that will support future Faculty engagement and decision-making	50%	70%	- UTS branded summary report that consolidates all analyses conducted to date - Master Excel spreadsheet that contains the future state courses and subjects to be offered at UTS



Progress Details – Sustainable Teaching & Learning (3 of 3)

Overall Status		G			
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Current State Analysis (Course and Subject Performance)	Similar subjects: Team received the updated dataset from ITU team; however, notes that this is missing one of the criteria requested. Pending updated data set from ITU team to commence reconciliation	Team to continue with reconciliation required and progress the analysis. This will be tested and iterated with Jacqui McManus as needed <i>[Note: No updates to the progress as team is still waiting for an updated dataset]</i>	35%	35%	- UTS branded summary report that consolidates all analyses conducted to date - Master Excel spreadsheet that contains the future state courses and subjects to be offered at UTS
Current State Analysis (Teaching Capacity)	- Team has done the first draft of the teaching hours required and teaching capacity calculations. Team has tested this separately with Jacqui McManus and FP&A as the team works on refining the calculations - Team connected with LLEU (William Girdler) to investigate whether SfL and EL courses are included in the timetabling dataset and to test what may be more appropriate assumptions for durations across different activity types - As the calculation for teaching hours required is heavily assumption based, team has developed an overview of the methodology for discussion. This has been categorised into assumptions for standard offerings and online offerings. Specifically for the online offerings, team has made initial assumptions leveraging estimated hours from UTS' Business School. This will be tested with Jacqui McManus for further refinement	- Team will test the methodology with Jacqui McManus and Elyse Murray. Team notes that while this analysis is important, it is a secondary priority to the ULT paper that the team is working on developing and as such it is not a priority to progress - Further analysis may include scenario modelling on rebalancing of teaching, research and service allocations across the workforce, to be discussed with DVC E&S	20%	40%	- UTS branded summary report that consolidates all analyses conducted to date - Master Excel spreadsheet that contains the future state courses and subjects to be offered at UTS

On TrackAt RiskOff Track

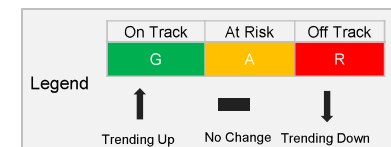
GAR

Legend

Trending UpNo ChangeTrending Down

Progress Details – Target State Academic Workforce [RP&I and ST&L] (1 of 1)

Overall Status	A				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Program Plan / ULT Preliminary Analysis Paper	- Team developed ULT paper outline in consultation with DVCES and DVCR (tested 10 March 2025). Team is now populating agreed items (course and subject analysis and SfL and EL findings, with placeholder for DVCR's analysis). - Team also developed further FoE-FoR mapping analysis for presentation to VC 13 March.	Team to continue incorporating feedback from VC, DVCES and DVCR to refine draft ULT paper and work with DVCR to populate placeholder content.	50%	70%	Preliminary Analysis ULT Paper UTS branded summary report that consolidates all analyses conducted to date
Data Request	- Team has requested the source of truth for workforce data for the whole OSI program. - Team has shared the first cut of the master establishment data. - Team has followed up with Mark Favretto on the expected date to finalise workforce data but have been advised that the team is not in a position to give us an ETA for a 'final' dataset at this time - Team is continuing to validate the dataset (including cross-checking against ACV staff data) and is working with FP&A and Data Analytics teams to understand anomalies. There may be further iteration / refinement as the team gets feedback from the business. - Note: For the OSI Program as a whole, we have agreed on 20 January 2025 as the extraction date for workforce data	- Team to advise once workforce data is finalised and no further movements are expected - Team to provide vacancies data once available [Note: No updates to the progress as team is still waiting for finalisation of dataset]	70%	70%	
Current State Workforce Analysis	- Team commenced developing the current state view of the academic workforce at UTS. This includes analysis on: - Total FTE and headcount by Faculty / Portfolio and by School - Shape of the academic workforce by Faculty / Portfolio and by School - Split of academic workforce by ongoing / casual - Proportion of teaching only, research only and teaching and research workforce at UTS and how this is split by Faculty	- First draft of the current state workforce analysis has been developed based on available data and will continue to be refined once workforce data is finalised. - Team will engage with FP&A ^{out of scope} personal information once the analysis is ready for the inclusion of workforce costs [Note: Only slight update to the progress as priority is on development of the ULT paper and analysis that supports the ULT paper]	10%	15%	
Current State Discipline Analysis	- Team has presented a view on comparison of FoRs for FoEs with the highest total negative margin across subject offerings and a comparison of FoEs for FoRs with the lowest ERI per FTE (research-only and teaching & research academic staff) - To inform decision-making on disciplines, DVCR has requested further detail on disciplines	Once all data has been received, further analysis will be undertaken on research investment per FoR and agreed four-digit FoRs (CAT 1-4 ERI and FTE per ERI). Team will aim to share this with DVCR w/c 31 March and share with DVCES once DVCR is comfortable with the outputs of the 4-digit breakdown	N/A	10%	



Progress Details – Additional Support (1 of 1)

Overall Status	G				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
OSI Roadmap and Schedule Upload	- Updated the OSI Roadmap based on comments from UPMO Director and COO - Uploaded the OSI Program Schedule (MS Project) into Project Connect tool (Clarity)	- Initiate further implementation planning for OSI program post planning session - Secure full-time scheduling resource to be shared across ERP & OSI program	Roadmap – 80% Schedule – 20%	Roadmap – 100% Schedule – 25%	- Updated OSI Program Roadmap - Loaded MS Project into Project Connect - High level OSI implementation plan post Design phase
ERP & OSI Risks and Issues	- Attended various ERP meetings – program status and risks and issues - Co-ordinated OSI program risks and issues from OSI stream leads and liaise with OSI PMO to load into Project Connect tool	- Follow-up on status of OSI Risks and Issues - Co-ordinate relevant Risks and Issues awareness/training as required for ERP and OSI programs	50%	75%	- Consolidated view of OSI Risks and Issues - Clear process for Risks and Issues Management
UPMO Observations Discussion Pack	Based on OSI and ERP programs, drafted a UPMO Observations discussion pack	- Complete UPMO discussion pack - Conduct session with the UPMO Director and discuss next steps	N/A	50%	Finalised and agreed UPMO Observations paper



Operational Sustainability

Status Report : Weeks 17 - 21

Period: 24 March 2025 – 25 April 2025

UTS CRICOS 00099F
UTS TEQSA PRV12060

Operational Sustainability Detail Design Status Report	Reporting Period	24 Mar – 25 Apr 25
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Total Cost with Discount (Excl GST) <slide 4-6 for details>	OSI Stream
	Additional Support

s.14, cl4(a)(c)(d)

	On Track	At Risk	Off Track
	G	A	R
Legend	↑	■	↓
	Trending Up	No Change	Trending Down

Program Status – Executive Summary (1 of 2)

Program Summary

Overall Program Status	G	Across this period the overall Program status is on track, noting ongoing planning and outputs are being delivered across Programs within agreed timelines and budget, and with manageable delivery risks and issues. The Operating Model SteerCo approved an extended timeline for the delivery of Operating Model Detailed Design (mid June 2025, noting 2-week contingency to end June subject to SteerCo approval) with implications to be discussed with Executive Sponsors.	
Focus Area		Key Achievement This Month	Key Focus Next Month
Operating Model (OM) [Includes: Service Delivery Model; Functional Optimisation and Supporting Academic Endeavour]	A ↑	- Delivered an integration report that highlighted the overall potential FTE benefit range, critical risks and integration considerations between functions. - Completed 16x preliminary design (PD) papers (one per functional area). Key focus was the ability to achieve FTE guideposts and risks and assumptions to achieve them. - Submitted the integration report and PD papers to ULT offsite on 31 March for initial perspectives and to test/challenge for design options. The outcomes of which were discussed at 3 April ULT meeting with subsequent endorsement provided. - Completed detailed design planning including schedule, design templates, artefacts and trackers, comms and engagement plan. - Reengaged Business Owners post-ULT as part of the detailed design planning and commenced detailed design working sessions. - Planned cross-functional design requirements and challenge session approach and materials. - Commenced data refresh and validation for detailed design and commenced Service Design component of detailed design. Currently running behind as both activities are dependent on business owners availability which were impacted by Easter breaks, as well as illness. Data was due back 1/05 and is revised to be sent back 5/05. This has impacted cross-functional discussions, which cannot be resolved until data is finalised.	- Finalise FTE baseline data for detailed design. - Activation of detailed design with Business Owners, including ongoing engagement, - Delivery of Service Design component for all tranches (by 16 May). - Completion of Detailed Design for Tranche 1 (Service and Structure Design) - Delivery of challenge sessions with Business Owners. - Development of scenarios required to ensure critical processes are protected. - Ongoing delivery of design workshops across each function, including cross-functional design sessions (c. 180 workshops to be conducted). - Commencement of structural design activities.
Research Productivity & Investment (RP&I)	G	- Team have continued to test RP&I program plan, scope and timeline in weekly meetings with DVCR. Note this has continued to shift since 31 April ULT sessions due to re-prioritisation towards TSAW (noting this was agreed with DVCR). - DVCR has indicated comfort with re-activating RP&I stream after 1 May ULT session (noting this is dependent on session outcomes and any re-prioritisation of effort required). - Team provided consolidated criteria for DVCR consideration 20 March. Based on this review, twelve quantitative and qualitative lead and lag criteria were developed for analysis. - Team has developed preliminary findings on research areas of scale and focus based on the twelve quantitative and qualitative criteria.	- Updated RP&I analysis plan has been drafted for presentation in the 7 May ULT paper which includes reactivation of RP&I to happen in week commencing 5 May; this will be shared with DVCR for approval ahead of paper submission (i.e. by 5 May). - Team to provide draft current state findings on the framework criteria to DVCR upon RP&I re-activation. - DVCR will test criteria with UTS leadership before advising refinements, weighting and strategic overlay required. - Once DVCR and UTS leadership feedback is received KPMG will finalise underpinning analysis on framework and handover to UTS for any next steps and decision-making on the future state research portfolio. - Pending detailed feedback from DVCR on current state analysis pack. Team will incorporate the feedback once received.

Operational Sustainability Detail Design Status Report	Reporting Period	24 Mar – 25 Apr 25
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Total Cost with Discount (Excl GST) <slide 4-6 for details>	OSI Stream Additional Support
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s.14, c4(a)(c)(d)

	On Track G	At Risk A	Off Track R
Legend	↑ Trending Up	▬ No Change	↓ Trending Down

Program Status – Executive Summary (2 of 2)

Focus Area		Key Achievement This Month	Key Focus Next Month
Sustainable Teaching and Learning (ST&L)	G ▬	- Finalised the mapping of 2024 ACA WF Allocation to subjects - Updated all course and subject performance analysis to 2024 data. - Developed individual workbooks for Faculty based on updated 2024 data and incorporated all Faculty feedback based on initially provided 2023 data. - Team has run through the dataset provided on 21 March and raised to the ITU team on 28 March that there are 346 subject codes missing subject location and subject mode information. - ITU team advised there appears to be a data quality issue with the subjects and they will discuss how to proceed with relevant stakeholders.	- Team is working on updating FoH's workbook using the revised 2024 ACV data, at the DVCES' request. - Reconcile decisions from Faculty Deans and their nominated stakeholders on courses / subjects / disciplines to be removed. - Team to update and refine the similar subjects analysis once we have received updated information from ITU team.
Target State Academic Workforce [RP&I + ST&L]	A ▬	- DVCR and DVCES agreed to use ULT session on 1 May to present an interim summary view of the courses and subjects proposed for discontinuation. A follow up session on 7 May will be used to finalise the courses and subjects for discontinuation and will mark the completion of the TSAW program based on the current agreed scope. - Revised program plan leading up to 7 May ULT was shared to DVCES and DVCR on 24 April. - Team developed current state course, subject and discipline analysis to support Faculty decision-making for meetings on 11 April. This was tested with DVCR and DVC E&S on 7 April and finalised for circulation. - Team agreed guideposts to be shared with Faculty Deans. - Team supported engagement session with Faculty Deans held on 11 April.	- Team to draft papers for 1 May ULT and 7 May ULT. - Team to consolidate Faculty feedback for incorporation in ULT paper for 1 May and for 7 May. Note that team is still pending list of course codes and subject codes being proposed for discontinuation which was expected by 24 April. Delays will impact the team's ability to submit the interim summary ULT paper by 29 April COB.
Additional Support [UPMO]	G ▬	- Created further planning artifacts for Academic Workforce transition. - Secured full-time scheduling resource to be shared across ERP & OSI program. - Co-ordinated relevant risks and issues awareness/training/quality assurance as required for ERP and OSI programs. - Completed UPMO Observations discussion pack and conducted session with the UPMO Director and discussed next steps - Completed an updated UPMO on-boarding pack and standardised Document Management structures.	- Handover activities to the UPMO manager – Sharon Allen. - Support Scheduling resource on-boarding. - Handover activities to RP&I Project Director in relation to ST&L planning and process flow work. - This additional support will cease from 30 April.

Financial Details and Resourcing – OSI (1 of 2)

CURRENT PERIOD: 24 MAR 2025 – 25 APR 2025		
OSI STREAM	COST \$ (EXCL. GST)	TOTAL COST \$ (EXCL. GST)
Operating Model	s.14, cl4(a)(c)(d)	
ST&L		
RP&I		
s.14, cl4(a)(c)(d) Discount - This Period [24 Mar 25 – 25 Apr 25]		
Expenses		
Total Cost with Discount + Expense		

Operational Sustainability Detail Design Status Report	Reporting Period	24 Mar – 25 Apr 25
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Financial Details and Resourcing – OSI (2 of 2)

Leadership Team	Program Aligned	Role/Level	Team Member	W.C 24/03/2025 Actual Days	W.C 31/03/2025 Actual Days	W.C 07/04/2025 Actual Days	W.C 14/04/2025 Actual Days	W.C 21/04/2025 Actual Days
	All	out of scope personal information			s.14, cl4(d); 3(a)(b)			
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ST&L, RP&I								
RP&I								
ST&L, RP&I								
Cost By Week (excl GST)				s.14, cl4(a)(c)(d)				
Expenses (excl GST)								
Discount - This Period [24 Mar 25 – 25 Apr 25]								
Total Cost with Discount + Expense (excl GST)								

Operational Sustainability Detail Design Status Report	Reporting Period	24 Mar – 25 Apr 25
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Financial Details and Resourcing – Additional Support (1of 1)

Current Period: 24 Mar 2025 – 25 Apr 2025							
Program Aligned	Role/Level	Team Member	W.C	W.C	W.C	W.C	W.C
			24/03/2025	31/03/2025	07/04/2025	14/04/2025	21/04/2025
			Actual Days	Actual Days	Actual Days	Actual Days	Actual Days
Additional Support- UPMO	out of scope personal information		s.14, cl4(a)(c)(d)				
Cost By Week (excl GST)			s.14, cl4(a)(c)(d)				
Expenses (excl GST)			s.14, cl4(a)(c)(d)				
Discount - This Period [24 Mar 25 – 25 Apr 25]			s.14, cl4(a)(c)(d)				
Total Cost with Discount + Expense (excl GST)			s.14, cl4(a)(c)(d)				

Legend

On Track
G

At Risk
A

Off Track
R

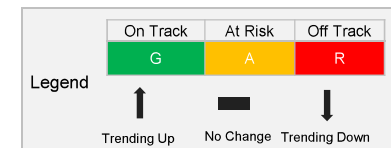
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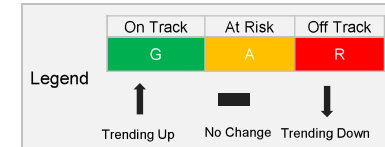
Top Delivery Risks and Issues

#ID	Workstream	Status	Risk	Proposed Next Steps	Point of Contact [KPMG and UTS]
RSK3075	Op Model [New]	A	The quality of data requires remediation creating a risk to detailed design timeframes.	The quality of data requires remediation creating a risk to detailed design timeframes: 1. Work with and get signed off by data analytics team. <i>[Process defined]</i> 2. Create a document that details data, data sources and data management processes. <i>[Overall doc due 1/5]</i> 3. Agree with stakeholders on data approach. <i>[Done]</i> 4. Approach to include Vacant Roles (this is an IR requirement). <i>[Seeking written confirmation from Finance.]</i> Data validation ongoing with Business Owners and is a critical enabler of detailed design Dependency on Business Owners to provide accurate data validation on March refresh by deadline of 30/04 to provide UTS Central data team with enough time to review, combine and assess data and produce the baseline from which all further Organisational Structure decisions will be made.	Mark Sandham [UTS] out of scope personal information [KPMG]



Top Delivery Risks and Issues

#ID	Workstream	Status	Risk	Proposed Next Steps	Point of Contact [KPMG and UTS]
R1	OSI All	R	There is a risk that re-work may be required due to the ineffective management of the industrial relations and its impact on potential changes, with heavy impacts if there is a requirement to go to Fair Work Commission. This will have implications on schedule, cost and benefits realised.	- Capability squad made up of Fiona Thomas and Lesley Healy (both UTS) will provide support and considerations in relation to Industrial Relations communications and activities, alongside Business Owners. - Team to continuously refine frameworks and communications approach to ensure messaging is consistent and appropriate to ensure staff and stakeholders are briefed accordingly. - Team will raise with Program Sponsor should there be any issues which are required to be escalated through the daily touch points and stand ups, this will be via workstream leads and the program leadership group.	Sarah Meaney [UTS] out of scope personal information [KPMG]
I1	OSI All	A	Need for significant scale-up of the Communications and Engagement Plan for OSI, both across the Executive Team and to support broader communication strategies and engagement across the organisation.	- Ongoing involvement of UPMO in managing Communications and Engagement planning and deliver. - Collaboration across Programs and with UPMO to facilitate timely notification re key activities/milestones.	Sarah Meaney [UTS] out of scope personal information [KPMG]



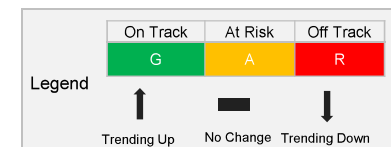
Top Delivery Risks and Issues

#ID	Workstream	Status	Risk	Proposed Mitigation Steps	Point of Contact [KPMG and UTS]
R3	Target State Academic Workforce [New]	A	Confirmation of Schools/disciplines, courses and subjects for discontinuation needs to be provided by EOD 24/4 to enable development of 1 May ULT paper.	- Team has continued to follow-up with key UTS contacts (DVC E&S and Jacqui McManus) and have noted the risk to 1 May ULT paper if these timelines are not met. - If Faculty feedback on Schools/disciplines/courses/subjects is further delayed, team will raise this with DVC E&S and DVCR on 29 April to agree on what's possible for the 1 May ULT presentation.	Kylie Readman and Kate McGrath [UTS] out of scope personal information [KPMG]
R4	Target State Academic Workforce [New]	A	Development of 7 May ULT paper is reliant on 1 May ULT outcomes and may be at risk due to tight turn-around required/any requested re-prioritisation of effort (e.g. if more detailed validation is required with each Faculty between 1 and 7 May).	- Team is scheduling follow-up session(s) with DVCR and DVC E&S 2/3 May to rapidly understand 1 May ULT outcomes and further analysis required for the 7 May ULT paper. - Team will continue to update DVCR and DVC E&S on feasibility of timelines and progress towards 7 May paper.	Kylie Readman and Kate McGrath [UTS] out of scope personal information [KPMG]
I2	OSI All		Business readiness (including capability and capacity) to lead and delivery implementation activities at UTS, both from a change management and operating model perspective, i.e. systems/process enablers.	- KPMG raised issue/potential risk with UTS Program Directors and relevant Executive Sponsors, and discussed with UPMO Program Director - Team to support rapid handover and knowledge transfer with new-starters across all Programs, as required	Sarah Meaney [UTS] out of scope personal information [KPMG]



Detailed Progress Reporting by Areas of Focus

- ☐ *Operating Model [SDM and Functional Optimisation]*
- ☐ *Operating Model [Supporting Academic Endeavour]*
- ☐ *Research Productivity & Investment*
- ☐ *Sustainable Teaching & Learning*
- ☐ *Target State Academic Workforce [RP&I and ST&L]*
- ☐ *Additional Support*



Progress Details – Operating Model [SDM + Functional Optimisation] (1 of 3)

Overall Status	A ↑				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Preliminary Design - Finalisation	Business owners finalised the development of the x16 preliminary design document. All designs were incorporated into an integration paper that was been submitted to ULT targeted ~233.3 FTE opportunity. Development of 'Bold Moves' summary paper outlining additional opportunities for UTS consideration delivered to Executive Sponsors.	N/A - complete	50%	100%	16x preliminary design documents and 1x ULT integration paper 'Bold Moves' summary paper
ULT Retreat	ULT meeting held March 31 – April 1 to discuss x16 preliminary design papers and integration paper.	NA - complete	0%	100%	Endorsement to proceed or recommendation for further review and/or scale options for Preliminary Design per functional area.
Stakeholder Engagement	Ongoing input and support for a range of stakeholder and governance forums, including Operating Model Executive Sponsor meetings, OSI Executive Sponsor meetings, ULT, and other sessions, as required	Ongoing	N/A	N/A	Ongoing input and support as required
Detailed Design: Planning	Plan to complete detailed design developed and agreed. This includes: - Approach to detailed design - Approach to integration - Approach to data validation - Approach to cross functional design workshops - Key deliverable templates and working documents - Deadlines by tranche	Monitor progress against plan and update plan as required	0%	80%	Detailed design program plan and activities
Detailed Design: Detailed Design Templates	Detailed Design Template and Detailed Design Summary Template developed in MS Word and aligned to the requirements of the Change Proposal.	- Completion of Tranche 1 documentation - Progression of Tranche 2 documentation	0%	20%	Detailed Design Template and Detailed Design Summary Template
Detailed Design: Challenge Sessions	Plan and approach for challenge sessions developed, with KPMG SMEs aligned to each function. Sessions being organised and put into diaries with Business Owners	- Diarise all challenge sessions - Commence challenge sessions	0%	20%	Additional design proposals developed based on external perspectives and leading practices



	On Track	At Risk	Off Track
	G	A	R
Legend	↑	■	↓
	Trending Up	No Change	Trending Down

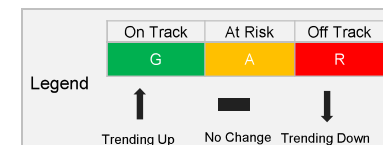
Progress Details – Operating Model [SDM + Functional Optimisation] (2 of 3)

Overall Status	A ↑				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Detailed Design: Mobilisation	Reengagement with Business Owners post ULT. This includes: - review of design proposals - adjustment to detailed design approach to align to specific functional requirements - planning and scheduling of detailed design activities	Mobilise remaining functions where mobilisation not yet commenced due to specific reasons (Strategy & Governance / MATS / Finance)	0%	60%	Tailored approach and planning by function, with Business Owners reengaged for detailed design.
Detailed Design: Data Validation	Updated FTE data set integrated from March NEO refresh has been sent to Business Owners and FGMS to review by the UTS central data team. A set of robust rules have been developed to align and support a central source of truth, eliminate duplication and establish a baseline from which to conduct future state organisational structure design. KPMG Program Support are providing assistance to business owners to meet the deadline set by the program of 30/04. UTS central data team has estimated approximately 2 days are required to assess, integrate and manage discrepancies in order to produce the baseline data set. Any delay to completion will impact activities in starting in w/c 05/05 and as such is a critical dependency. This activity, while progressing, is at risk of delay due to availability of Business Owners over the Easter break extending into w/c 28/04 and some illnesses which may impact delivery of the baseline by UTS central team by ~2 days. Mitigations are being worked through, and we estimate time delays can be made up assuming no further challenges on receiving data from Business Owners.	- UTS Op Model data team to review data submitted by the business to review any overlap and agree cross-functional allocations where in dispute - Data preparation to be finalised by w/c 05/05 as baseline for detailed design. - Development of master data in OrgVue and subsequent preparation of future state Organisational modelling for structural workshops - Contingencies for delayed submissions have been considered. - Organisational structural design to commence w/c 05/05.	0%	60%	Validated baseline data and master data loaded in OrgVue to be used in organisational structure design activity
Detailed Design: Service Design	Sessions scheduled to further develop functional and service design components of detailed design, building on initial work during Preliminary design. Tranche 1 Service Design is due for completion 02/05 – on track for 06/05 with minor delays due to illness and Easter Tranche 2 Service Design is due for completion 09/05 – currently on track	- Workshops to commence to review, design and validate taxonomies and service design - Submission to the Integration stream to begin for Tranche 1	0%	20%	Completion of service design component of detailed design
Detailed Design: Functional Process Architecture	Alignment with the Process Architecture team to establish a method to handover completed functional processes (Level 1-3) for design and publishing in ProMapp.	Development of process architecture as each functional is completed	0%	10%	Alignment on the method to handover functional approved functional processes and requirements for the Process Architecture team

	On Track	At Risk	Off Track
	G	A	R
Legend	↑	■	↓
	Trending Up	No Change	Trending Down

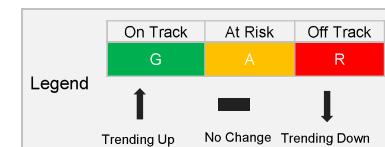
Progress Details – Operating Model [SDM + Functional Optimisation] (3 of 3)

Overall Status	A ↑				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Detailed design: Cross-functional sessions	- Cross functional sessions identified from Preliminary design proposals and scoped - Planning underway on bespoke approach to cross functional workshops - Key dependency on finalisation of baseline FTE data	Cross-functional workshops to commence	0%	30%	Cross-functional service design
Future State Enterprise SDM Blueprint	- Development of the SDM Blueprint deliverable, including initial socialisation with program support to inform conversations with business owner's in detailed design - First Draft Completion	Outline Enterprise SDM blueprint to review with Sponsors.	0%	95%	Future State Enterprise SDM Blueprint
Appendix Guidebook	- Development of guidebook structure for implementation to support each functional workstream - Guidebook to be populated in conjunction with detailed design	- Development of a guidebook for implementation to support functional sub-workstream team (service play book). - Outline structure for service playbook to review with Sponsors.	0%	50%	Appendix Guidebook based on artefacts delivered to-date
Detailed design: structural design	N/A – Not yet started	Planned to commence w/c 14/05 (Dependent on final baseline data and will be modelled in OrgVue)	0%	0%	Structural design in OrgVue
Detailed design: T1 finalisation of design documents	N/A – Not yet started	Planned to commence w/c 19/05 for T1	0%	0%	T1 detailed design summary
Detailed design: T1 integration paper	N/A – Not yet started	Planned to commence w/c 19/05 for T1	0%	0%	T1 integration paper
Detailed design: T2 finalisation of design documents	N/A – Not yet started	Planned to commence w/c 2/06 for T2	0%	0%	T2 detailed design summary
Detailed design: T2 integration paper	N/A – Not yet started	Planned to commence w/c 9/06 for T2	0%	0%	T2 integration paper



Progress Details – Operating Model [Supporting Academic Endeavour] (1 of 1)

Overall Status	G ↑				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Academic Endeavour Guidelines	Guidelines presented to ULT at Retreat through the Preliminary Design Paper.	Guidelines endorsed and to guide Detailed Design work.	95%	100%	Academic Structures Guidelines
Dean Working Sessions	- Working session was held on 25 March with FGMS to discuss and receive feedback on draft recommendations. - A final briefing session was held with Deans ahead of the ULT Retreat on 26th March. Final feedback was received on the draft recommendations that were to be presented in the Preliminary Design Paper.	- Hold session on 25 March with FGMS to test draft recommendations - Hold pre-ULT briefing session with Deans on 26 March	95%	100%	FGM Working Session Pack Dean Briefing Session Pack
Preliminary Design Paper	- Drafting of Preliminary Design Paper for ULT undertaken based on four recommendations: - The University requires a consistent architecture across Faculties and Research entities - Within a consistent architecture, the University requires consistent and clearly defined leadership roles - The University needs a consistent academic administration structure to sustainably and efficiently support the academic endeavour - Central delivery of shared functions to Faculties should be balanced with the provision of unique, localised support functions at the Faculty level - Paper was updated based on feedback from Program Executive Sponsor, Deans and FGMS. - Finalised Draft and received approval from Program Executive Sponsor - The Paper and supporting summary pack was presented to ULT at Retreat for endorsement.	Presented paper to ULT at Retreat and was endorsed to commence detailed design phase	85%	100%	Preliminary Design – April ULT paper
Detailed Design Phase	- Commenced Detailed Design phase of work with discussions with Program Executive Sponsor on key activities to take place - Agreement on joined up nature of work going forward: - SAE will focus on developing Recommendation 1 and 2 - Acknowledgment of intersection of work on Research Entities with RP&I stream and Recommendation 1. Working sessions held to agree on how to progress work together. - Recommendation 3 and 4 will be implemented primarily through the MATS stream of the OM Program - Detailed Design Working sessions with Deans and FGMS were scheduled - DVCs will be involved in all Dean Working Sessions to ensure alignment with SAE outcomes and outputs	3 x Dean Working Sessions to be held 2 x FGM Working Session to be held - Development of recommendations 1 and 2	0%	20%	Detailed Design SAE Summary Paper



Progress Details – Research Productivity & Investment

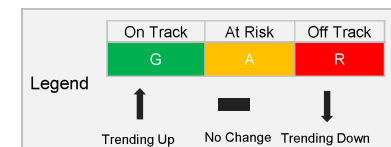
Overall Status	G				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Program Plan	- Team have continued to test RP&I program plan, scope and timeline in weekly meetings with DVCR. Note this has continued to shift since 31 April ULT sessions due to re-prioritisation towards TSAW (noting this was agreed with DVCR). - DVCR has indicated comfort with re-activating RP&I stream after 1 May ULT session (noting this is dependent on session outcomes and any re-prioritisation of effort required).	Updated RP&I Analysis Plan has been drafted for presentation in the 7 May ULT paper which includes reactivation of RP&I to happen in week commencing 5 May; this will be shared with DVCR for approval ahead of paper submission (i.e. by 5 May).	N/A – Ongoing	N/A – Ongoing	N/A
Current State Analysis	- Team shared first full draft of current state analysis (agreed items in research investment, research productivity, HDR deep dive and research concentrations) with DVCR on 14 February 2025 as per the timeline outlined in the Program Plan. This draft excluded the following due to delays in data provision - additional cuts on FTE by discipline; HDR completion by EFTSL; and cost of generating ERI by CAT 1-4. These were completed and will be included as part of the full pack in its next iteration. - Team has also since received further information from Julian Zipparo on University Centres and their status; all research concentrations analysis has been updated based on this.	Pending detailed feedback from DVCR on current state analysis pack. Team will incorporate the feedback once received. Note: No update to progress since last status update due to agreed re-prioritisation and pending feedback from DVCR	75%	75%	- UTS branded summary report that consolidates all analyses conducted to date - Excel spreadsheet with all calculations undertaken as part of the conducted analysis
Framework	- Team provided consolidated criteria for DVCR consideration 20 March. Based on this review, twelve quantitative and qualitative lead and lag criteria were developed for analysis. - Team has developed preliminary findings on research areas of scale and focus based on the twelve quantitative and qualitative criteria.	- Team to provide draft current state findings on the Framework criteria to DVCR upon RP&I re-activation. - DVCR will test criteria with UTS leadership before advising refinements, weighting and strategic overlay required. - Once DVCR and UTS leadership feedback received KPMG will finalise underpinning analysis on framework and handover to UTS for any next steps and decision-making on the future state research portfolio.	40%	75%	
Stakeholder Engagement	- Team has continuously engaged in weekly meetings with Kate McGrath and weekly meetings with the broader RP&I leadership team. - As of week commencing 17 February 2025, team has set up regular weekly combined meetings with Kate and Kylie to bring the academic program together. These sessions will be used to discuss all items related to target state academic workforce, along with interdependencies and support that both programs may need from either ST&L or RP&I. - Team has also now included additional combined meetings between RP&I and SAEOM to ensure a consistent approach to research concentrations (University Centres)	Continue using these sessions and set up additional sessions as needed to progress the work across RP&I and the Academic Program more broadly.	N/A – Ongoing	N/A – Ongoing	N/A

Operational Sustainability Detail Design Status Report	Reporting Period	24 Mar – 25 Apr 25
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	On Track	At Risk	Off Track
	G	A	R
Legend	↑	■	↓
	Trending Up	No Change	Trending Down

Progress Details – Sustainable Teaching & Learning (1 of 2)

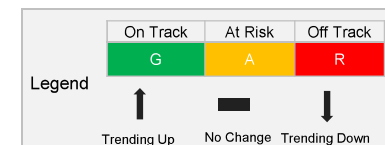
Overall Status	G				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Program Plan	Program plan shared at ULT on 31 March, with no feedback provided; however, team has been advised on a change in direction based on the latest direction from University Leadership. It was agreed that the team should prioritise activities relating to Target State Academic workforce in preparation of the ULT meeting on 1 May.	Team to discuss and agree with DVCES on the replanning of activities for ST&L. Note: Progress % have been changed to N/A – ongoing due to the shifting timelines and expectations of the academic program	N/A - Ongoing	N/A - Ongoing	Program Plan
Initial Data Request / Validation	- Team has received and incorporated 2024 ACV data provided by FP&A. - FP&A provided a revised 2024 ACV data which will be incorporated where needed. - Team has received the dataset for similar subjects and have raised that there are 346 subject codes that are missing its subject location and subject mode information.	Pending updated data set from ITU team.	85%	90%	N/A
Current State Analysis (Course / Subject Performance)	<u>Course and subject performance</u> - Finalised the mapping of 2024 ACA WF Allocation to subjects - All course and subject performance analysis updated to 2024 data. - Developed individual workbooks for Faculty based on updated 2024 data and also incorporated all Faculty feedback based on initially provided 2023 data.	- Team is working on updating FoH's workbook using the revised 2024 ACV data, at the DVCES' request - Reconcile decisions from Faculty Deans and their nominated stakeholders on courses / subjects / disciplines to be removed. Note: Progress for this analysis is marked as 100% as the key activities will transition to be part of target state academic workforce	70%	85%	Master Excel spreadsheet that contains the future state courses and subjects to be offered at UTS
	<u>Similar subjects:</u> - Team has run through the dataset provided on 21 March and raised to the ITU team on 28 March that there were 346 subject codes that are missing its subject location and subject mode information. - ITU team has advised that there appears to be a data quality issue with the subjects and will discuss with relevant stakeholders on how to proceed. - Team has categorised similar subjects based on the initially agreed framework.	Team to update the analysis once we have received updated information from ITU team. Note: Progress on this analysis has remained the same as the previous week as the team's focus is on the activities relating to Target State Academic Workforce	35%	40%	



Progress Details – Sustainable Teaching & Learning (2 of 2)

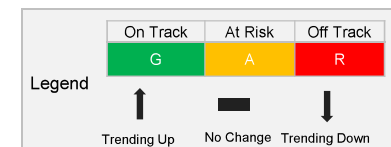
Overall Status	G 				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Current State Analysis (Teaching Capacity)	- Team has advised the DVCES, PVCE and ST&L Business Lead around the complexity of the teaching hours required calculation due to a lack of reliable data sources and subject matter expertise availability. - DVCES has agreed that the teaching hours required calculation is not critical / needed and so the team should prioritise other key analyses. - Team has now pivoted the analysis to focus on the workforce allocation across the university (teaching, research and service capacity).	- Team to perform scenario modelling on rebalancing of teaching, research and service allocations across the workforce, to be discussed with DVC E&S. - When initial draft is completed, to be shared and discussed with DVCE&S. - For any additional iterations, team to discuss with DVCES if this analysis is required or if it will be undertaken as part of implementation. Note: No change to progress as the team's focus is on the activities related to Target State Academic Workforce	40%	40%	UTS branded summary report that consolidates all analyses conducted to date
Stakeholder Engagement	Team has continuously engaged in weekly meetings with Kylie Readman, Joanne Gray, and Jacqui McManus as regular touchpoints for the program.	- Continue using these sessions and set up additional sessions as needed to progress the work in the Program. - Continue engaging with broader stakeholders as needed to support the OSI.	N/A – Ongoing	N/A – Ongoing	UTS branded summary report that consolidates all analyses conducted to date

Progress Details – Target State Academic Workforce [RP&I and ST&L] (1 of 1)



Overall Status	A				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Program Plan / ULT 1 May Paper	- Team met with DVCR and DVC E&S 2/4, 3/4 and 7/4 to determine next steps for the Target State Academic Workforce Program and key timelines. It was agreed to work towards finalisation of the TSAW Program by 1 May for the upcoming ULT meeting. - DVCR and DVCES agreed to use ULT session on 1 May to present an interim summary view of the courses and subjects proposed for discontinuation. A follow up session on 7 May will be used to finalise the courses and subjects for discontinuation and will mark the completion of the TSAW program based on the current agreed scope - Revised program plan leading up to 7 May ULT was shared to DVCES and DVCR on 24 April	Team to draft papers for 1 May ULT and 7 May ULT Note: Progress % have been changed to N/A – ongoing due to the shifting timelines of the academic program	70%	N/A - Ongoing	ULT Paper(s) for 1 May and 7 May
Data Request	- Team has requested the source of truth for workforce data for the whole OSI program that will be required as TSAW transitions into implementation - Team has shared the first cut of the master establishment data - Team has followed up with Mark Favretto on the expected date to finalise workforce data but have been advised that the team is not in a position to give us an ETA for a 'final' dataset at this time - Team has been updated that there is a new workforce data extract; however, no ETA has been provided	- Team to advise once workforce data is finalised and no further movements are expected - Team to provide vacancies data once available Note: - No updates to the progress as team is still waiting for finalisation of dataset - Analysis involving academic workforce data is not in scope for the TSAW program	70%	70%	
Current State Course, Subject and Discipline Analysis	- Team has developed current state course, subject and discipline analysis to support Faculty decision-making for meetings on 11/4. This was tested with DVCR and DVC E&S 7/4 and was finalised for circulation. - Team agreed guideposts to be shared with Faculty Deans. - Team supported engagement session with Faculty Deans held on 11/4	Team to consolidate Faculty feedback for incorporation in ULT paper for 1 May and for 7 May. Note that team is still pending list of course codes and subject codes being proposed for discontinuation which was expected by 24 April. Delays will impact the team's ability to submit the interim summary ULT paper on 29 April COB	N/A	50%	

Note: Current state workforce analysis that was included in the previous report has been removed as (i) the workforce data is changing and being updated and (ii) it is not part of the detailed design scope for TSAW



Progress Details – Additional Support (1 of 1)

Overall Status	G				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
OSI Roadmap and Schedule Upload	- Identified and on-boarded full-time scheduling resource into the UPMO - Created further planning artifacts to assist with the Academic Workforce transition	N/A	Roadmap – 100% Schedule – 25%	Roadmap – 100% Schedule – 25%	High level planning document for Academic Workforce transition
ERP & OSI Risks and Issues	- Attended Enterprise Risk discussion to understand how we need to align UPMO Risks and Issues - Reviewed Risks and Issues Training packs to be implemented as support for the OSI and ERP Initiatives	N/A	75%	90%	- Consolidated view of OSI Risks and Issues - Clear process for Risks and Issues Management
UPMO On-boarding Pack and Document Management	- Conducted a session with UPMO team to discuss on-boarding and document management - Updated the On-Boarding pack - Agreed Document Management standards for UPMO and Initiatives	N/A	0%	60%	- Draft Updated on-boarding pack - Agreed Document Management standards
UPMO Observations Discussion Pack	- Completed UPMO discussion pack - Conduct session with the UPMO Director and discuss next steps	N/A	N/A	100%	Finalised and agreed UPMO Observations paper



Operational Sustainability

**RP&I & Target State Academic Workforce Program
Status Report**

Week commencing 12 May 2025

UTS CRICOS 00099F
UTS TEQSA PRV12060

RP&I Status Update

	From	To
Period (dates)	05/05/25	16/05/25
Overall confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Program Plan	- Team had a discussion with DVCR and RP&I Program Director on 6 May regarding the outstanding items that remain as part of the RP&I program scope of work. As agreed in this session, the outstanding items are: - Finalisation of current state analysis - Finalisation of underpinning analysis for research areas of scale and focus framework - Excel spreadsheets for underpinning analysis. (Note: DVCR has advised that she will advise at a later date if this is required)	N/A. No further changes to program plan expected	N/A - Ongoing	N/A - Completed	N/A. RP&I Program_Deliverable Management submitted to DVCR and RP&I Program Director
Framework	- Team provided an updated version of research areas of scale and focus framework on 9 May for discussion and feedback from DVCR and RP&I Leadership Forum on 13 May. During this session, feedback was provided to the team to refine the qualitative framework, update the calculations for the quantitative criteria, and explore potential weightings for the criteria - Team updated the research areas of scale and focus framework based on feedback provided by DVCR and RP&I Leadership forum on 13 May. Updated document was shared with the DVCR on 16 May which now also includes the analysis for the aspirational state	- Team to run through the framework with DVCR and RP&I Leadership Forum on 22 May - KPMG to finalise underpinning analysis on framework and handover to UTS for any next steps and decision-making on the future state research portfolio	75%	85%	- UTS branded summary report that consolidates all analyses conducted to date - Excel spreadsheet with all calculations undertaken as part of the conducted analysis
Current State Analysis	- Team received feedback from the DVCR on the first 20 pages of the current state analysis on 13 May - Team has reached out to relevant members (out of scope personal information) of the research team to clarify some of the questions that the DVCR has and is in the process of updating the analysis and commentary based on the feedback from DVCR and guidance from (out of scope personal information) - DVCR provided further feedback on the current state analysis on 16 May	KPMG to finalise current state analysis based on feedback provided	75%	80%	



Research Concentrations (RP&I and AEOM) Status Update

	From	To
Period (dates)	05/05/25	16/05/25
Overall confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Program Plan	- Key next steps for workstream agreed with DVCR and ED: FEIT following 17 April session and 5 May session. - Next workshop to be held 19 May, with updated principles and scope to be tested.	- Program plan will continue to be refined based on DVCR and ED: FEIT feedback - Further sessions/workshops will be scheduled until program end	N/A	N/A	N/A
Current State Information	- All Centres categorised by the 'types' agreed by ED: FEIT and DVCR (i.e. CAT 1 focussed, balanced profile, or CAT 2-4 focussed based on three years of ERI data). - Excel spreadsheet collated, including information for all Centres in scope on: - Status (University/Faculty Centre) - Taxonomy type - FoR allocations - Staffing information (core vs. associate members and academic vs. professional staff) - Total income, expenses and net operating result (2024) - Total CAT 1-4 income (2021-2024) - ERI growth rate from 2022-2024 - Relative proportions of CAT 1-4 income - Ranked CAT 1-4 income against Centre average - Ranked ERI per FTE against Centre average - Ranked FWCI of core members - HDR completions and enrolments associated with Centres.	Content will be tested in 19 May workshop; once endorsed, full spreadsheet will be finalised and provided to DVCR and ED: FEIT to support decision-making.	80%	90%	ULT paper with consolidated findings on current state information, key principles, and recommended business models for Centres in scope
Business Model Development	- Refined business models to guide Centre operations across research-oriented Centres and engagement-oriented Centres based on ED: FEIT and DVCR feedback. - These have been differentiated into baseline allocations (proportionate with size and income) and strategic/discretionary allocations (dependent on Centre alignment with UTS strategy and areas of focus).	Updated business models, definitions and KPIs will be tested with DVCR and ED: FEIT in the scheduled workshop 19 May, and refined based on feedback.	40%	70%	

Target State Academic Workforce Program Status Report

	From	To
Period (dates)	05/05/25	16/05/25
Overall confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Program Tracking					
CATEGORY	KEY ACHIEVEMENT FOR THIS PERIOD	KEY FOCUS FOR NEXT PERIOD	PROGRESS %		KEY OUTPUT
			PREVIOUS	CURRENT	
Program Plan / ULT 1 May Paper	N/A. Post the ULT session on 1 May, DVCR and DVCES advised for the team to proceed to detailed design, specifically to finalise the list of courses and subjects proposed for discontinuation.	N/A. No further changes to program plan expected	80%	N/A - Completed	ULT Paper(s) for 1 May
Future State Courses and Subjects	- Team sent out the course and subject workbooks for validation by Faculties on 12 May. This has now been returned to the team for consolidation - Team has prepared an additional set of workbooks for validation as a result of the update to the 2024 ACV data. This workbook will also include tabs to validate information on courses and subjects that was not offered in 2024 but is still currently active in CASS	Team to consolidate information on proposed courses and subjects for discontinuation into a master spreadsheet. This master spreadsheet will also include information on the potential retention / discontinuation of courses and subjects that still exist in CASS but were not offered in 2024	70%	75%	Master Excel spreadsheet that contains the future courses and subjects to be offered at UTS
CP / EFTSL Analysis	Team developed a CP / EFTSL analysis based on current state courses and subjects which was presented to the Faculty Deans on 7 May	Team will develop an updated analysis on CP / EFTSL based on future state courses and subjects	N/A	Have not started	TSAW Analysis Document
EFTSL per CP Analysis	Team developed a taught EFTSL pr CP offered analysis and CP offered per FTE analysis which was presented to the Faculty Deans on 7 May	Team will develop an updated analysis on taught EFTSL per CP offered and CP offered per FTE based on future state courses and subjects	N/A	Have not started	
Course and subject overview analysis	N/A	PVCE and DVCR have requested for a summary table that shows the change in quanta of courses and subjects from current state to future state, based on the proposed discontinuation. Team will progress this analysis now that we have received all validation workbooks from Faculty Deans Note: To finalise this analysis, team will require the final validation on selected courses and subjects that have been impacted as a result of the 2024 ACV data refresh. This information is expected by COB 19 May	N/A	Have not started	

	From	To
Period (dates)	05/05/25	16/05/25
Overall confidence in project delivery against plan, within scope and achieving outcomes as aimed		

High level program issues and risk tracking

Key Issues/Risks		STATUS: 	Proposed Mitigation Steps	Date Raised	Status
1	Data provided is of varying quality with varying degrees of completeness and accuracy. As additional time is required to validate and correct data, this may impact program milestones and timelines		- Team has continued and will continue to work closely with the different data providers to clarify and confirm data provided - Team will raise with Program Sponsor should there be any issues with the data that is unable to be resolved	29 Jan 2025	In progress



Operational Sustainability

**ST&L & Target State Academic Workforce Program
Status Report**

Week commencing 12 May 2025

UTS CRICOS 00099F
UTS TEQSA PRV12060

ST&L Status Update

	From	To
Period (dates)	05/05/25	16/05/25
Overall confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Program Tracking					
CATEGORY	KEY ACHIEVEMENT FOR THIS PERIOD	KEY FOCUS FOR NEXT PERIOD	PROGRESS %		KEY OUTPUT
			PREVIOUS	CURRENT	
Current State Analysis (Course / Subject Performance)	<u>Similar subjects:</u> - ITU team has advised that the 346 subject codes that were missing its subject location and subject mode information was a result of this information not being included in the system - Team had a follow up meeting with ^{out of scope personal information} who advised to exclude the subjects that did not exist in 2024 ACV data and ^{out of scope personal information} provided the subject location and subject mode information for the remaining subjects that were still active but was missing its ^{information} - Team has now categorised all of the subjects into either the "for elimination", "for consolidation" or "for further review" as per the agreed framework	Team to overlay the data on subjects proposed for discontinuation to get the final list of subjects in each category (i.e., for elimination, for consolidation, or for further review)	40%	65%	Master excel spreadsheet on similar subjects
	- Team sent out the course and subject workbooks for validation by Faculties on 12 May. This has now been returned to the team for consolidation - Team has prepared an additional set of workbooks for validation as a result of the update to the 2024 ACV data. This workbook will also include tabs to validate information on courses and subjects that was not offered in 2024 but is still currently active in CASS	Team to consolidate information on proposed courses and subjects for discontinuation into a master spreadsheet. This master spreadsheet will also include information on the potential retention / discontinuation of courses and subjects that still exist in CASS but were not offered in 2024	N/A	0%	Master Excel spreadsheet that contains the future courses and subjects to be offered at UTS
Summary Insights Document	As agreed with the DVCES, the team will prepare a summary insights documents on learnings to date as outlined in the ST&L Program_Deliverable Management document	Team to develop and finalise the document and share with ^{out of scope personal information} once available	N/A	10%	Summary insights document

Indicative view of savings (31 March
ULT meeting)

Proposed decisions for
endorsement (1 May
ULT meeting)

Production of agreed final deliverable

Where we are today:
80% against final output



Overall progress tracker against final output

Target State Academic Workforce Program Status Report

	From	To
Period (dates)	05/05/25	16/05/25
Overall confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Program Tracking					
CATEGORY	KEY ACHIEVEMENT FOR THIS PERIOD	KEY FOCUS FOR NEXT PERIOD	PROGRESS %		KEY OUTPUT
			PREVIOUS	CURRENT	
Program Plan / ULT 1 May Paper	N/A. Post the ULT session on 1 May, DVCR and DVCES advised for the team to proceed to detailed design, specifically to finalise the list of courses and subjects proposed for discontinuation.	N/A. No further changes to program plan expected	80%	N/A - Completed	ULT Paper(s) for 1 May
Future State Courses and Subjects	- Team sent out the course and subject workbooks for validation by Faculties on 12 May. This has now been returned to the team for consolidation - Team has prepared an additional set of workbooks for validation as a result of the update to the 2024 ACV data. This workbook will also include tabs to validate information on courses and subjects that was not offered in 2024 but is still currently active in CASS	Team to consolidate information on proposed courses and subjects for discontinuation into a master spreadsheet. This master spreadsheet will also include information on the potential retention / discontinuation of courses and subjects that still exist in CASS but were not offered in 2024	70%	75%	Master Excel spreadsheet that contains the future courses and subjects to be offered at UTS
CP / EFTSL Analysis	Team developed a CP / EFTSL analysis based on current state courses and subjects which was presented to the Faculty Deans on 7 May	Team will develop an updated analysis on CP / EFTSL based on future state courses and subjects	N/A	Have not started	
EFTSL per CP Analysis	Team developed a taught EFTSL pr CP offered analysis and CP offered per FTE analysis which was presented to the Faculty Deans on 7 May	- Team will develop an updated analysis on taught EFTSL per CP offered and CP offered per FTE based on future state courses and subjects - PVCE and DVCR have requested for a summary table that shows the change in quanta of courses and subjects from current state to future state, based on the proposed discontinuation. Team will progress this analysis now that we have received all validation workbooks from Faculty Deans	N/A	Have not started	TSAW Analysis Document
Course and subject overview analysis	N/A	Note: To finalise this analysis, team will require the final validation on selected courses and subjects that have been impacted as a result of the 2024 ACV data refresh. This information is expected by COB 19 May	N/A	Have not started	

	From	To
Period (dates)	05/05/25	16/05/25
Overall confidence in project delivery against plan, within scope and achieving outcomes as aimed		

High level program issue and risk tracking

Key Issues/Risks		STATUS: 	Proposed Mitigation Steps	Date Raised	Status
1	Data provided is of varying quality with varying degrees of completeness and accuracy. As additional time is required to validate and correct data, this may impact program milestones and timelines		- Team has continued and will continue to work closely with the different data providers to clarify and confirm data provided - Team will raise with Program Sponsor should there be any issues with the data that is unable to be resolved	29 Jan 2025	In progress

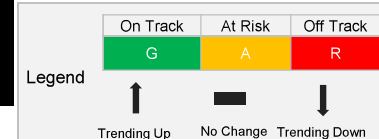


Operational Sustainability Initiative

Status Report : Weeks 22 - 26

Period: 28 April 2025 to 30 May 2025

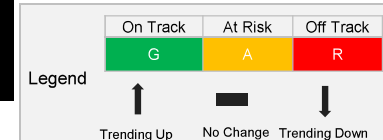
UTS CRICOS 00099F
UTS TEQSA PRV12060



Program Status – Executive Summary (1 of 2)

Program Summary

Overall Program Status	G	Across this period the overall Program status is on track, noting ongoing planning and outputs are being delivered across Programs within agreed timelines and budget, and with manageable delivery risks and issues. As at 30 May, the RP&I and ST&L Programs have completed and delivered all required scope items. The Operating Model Program status is amber, noting the OM SteerCo approval for use of contingency for Tranche 1 (1 week) and Tranche 2 (2 weeks) for delivery of the draft Detailed Designs.	
Focus Area		Key Achievement This Month	Key Focus Next Month
Operating Model (OM) <i>[Includes: Service Delivery Model; Functional Optimisation and Supporting Academic Endeavour]</i>	A	- Continued validation and refinements of FTE baseline data to inform detailed design. - Activated detailed design phase with Business Owners, supported by ongoing engagement. - Finalised the draft Detailed Design for Tranche 1 functions; Governance Policy & Delegations, Legal, Risk & Compliance, Property, Library and Strategy, Government Affairs, UPMO on 23 May and Finance on 30 May. - Continued development of Data & Analytics and ITU Detailed Design with a target submission w/c 2 June. - Commenced development of the initial Tranche 1 integration paper. - Delivered 4 x Tranche 1 and 5 x Tranche 2 challenge sessions with Business Owners between 6 – 26 May. - Continued facilitation of function specific and cross functional design workshops. - Commenced structural design activities for Tranche 2 functions. - Established centralised Design Risk Register and commenced populating with Business Owners. - Commenced development of Service on a Page artefacts. - Commenced addressing Executive Sponsor feedback following Tranche 1 draft review.	- Resolution of minor shifts in Tranche 1 FTE numbers as a result of potential disputes with cross-functional areas. - Continued the delivery of design workshops across all functions, including cross functional alignment sessions. - Finalise structural design activities for Tranche 2 functions. - Progress and finalise the integration paper - Finalise the Centralised Design Risk Register - Finalise and submit the draft Service on a page artefacts. - Finalise the draft Detailed Design for Tranche 2 - Resolve key risks and issues around benefits erosion, data validation and planning for broader enterprise transformation
Research Productivity & Investment (RP&I)	G	- Upon reactivating the RP&I program on 5 May, the team has: - Finalised the current state analysis based on the last feedback provide on 23 May, and submitted to DVCR on 30 May - Finalised the research areas of scale and focus framework based on the feedback provided on 28 May, and submitted to DVCR on 30 May - Developed summary observations and provided to DVCR on 30 May - Team had a close out meeting with DVCR and RP&I Program Director on 29 May to cover all the documents that will be sent through, how they will be sent and when they can be expected. DVCR confirmed comfort with the approach - As part of the Centres analysis undertaken as part of a combined effort between RP&I and SAEOM, the team: - Finalised the current state information on Centres which was shared with the DVCR as a working document on 30 May - Finalised the business model information that guides Centre operations in the future state which was shared with the DVCR as a working document on 30 May	N/A. No further actions required. RP&I program completed as of 30 May 2025



Program Status – Executive Summary (2 of 2)

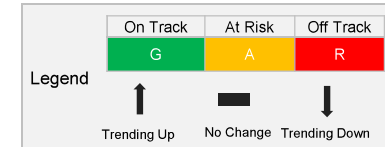
Focus Area		Key Achievement This Month	Key Focus Next Month
Sustainable Teaching and Learning (ST&L)	G	- Over this reporting period, the team has: - Updated FoH's workbooks using the revised 2024 ACV data where costs have been properly reallocated. This update concluded the analysis on current state course and subject performance - Finalised the similar subjects analysis including any overlays required on exclusions and submitted to DVCES, PVCE and ST&L Business Lead on 30 May. This included a summary document that outlines the next steps for the Curriculum Transformation team and the corresponding Excel spreadsheet - Finalised the excel spreadsheet that contains the future state courses and subjects to be offered at UTS and submitted to DVCES, PVCE and ST&L Business Lead on 30 May. This includes all proposed discontinuations from the 2024 ACV data and discontinuations as a result of CASS clean up - Team has also developed a summary insights as requested by the DVCES which outlines the teams learnings to date. This was provided to the DVCES, PVCE and ST&L Business Lead on 30 May - Team has scheduled a close out meeting with DVCES, PVCE, ST&L Business Lead, and ST&L Program Director on 2 June. All final deliverables were submitted on 30 May	N/A. No further actions required. ST&L program completed as of 30 May 2025
Target State Academic Workforce [RP&I + ST&L]	G	- Team met with DVCR and DVC E&S 2/4, 3/4 and 7/4 to determine next steps for the Target State Academic Workforce Program and key timelines. It was agreed to work towards finalisation of the TSAW Program by 1 May for the upcoming ULT meeting. - Post the ULT session on 1 May, DVCR and DVCES advised for the team to proceed to detailed design, specifically to finalise the list of courses and subjects proposed for discontinuation. - Team developed a current state and future state taught EFTSL per CP offered analysis and CP offered per FTE analysis. The current state view was presented to the Faculty Deans on 7 May and the future state was presented on 28 May - Team developed a current state and future state view of the quanta of courses and subjects, based on the proposed discontinuations. This was presented on 28 May. - Note: No specific close out meeting was conducted for TSAW as they were covered as part of the ST&L and RP&I close out sessions	N/A. No further actions required. TSAW program completed as of 30 May 2025
Additional Support [UPMO]	G	- Team has aligned with OSI level communications and change on the development of an 'integrated' plan. Team is developing Operating Model contributions to the integrated communications and change plan. - Team is preparing an Operational/Change Readiness Assessment Checklist. - Team has contributed three answers to MCU in response to VC Drop-In sessions questions.	- Complete Op Model contributions to integrated Comms and Change plan, including communications products. - Begin Change Readiness Assessment Checklist, and the assessment.

Financial Details and Resourcing – OSI (1 of 1)

CURRENT PERIOD: 28 APR 2025 – 30 MAY 2025		
OSI STREAM	COST \$ (EXCL. GST)	TOTAL COST \$ (EXCL. GST)
Operating Model	s.14, cl4(a)(c)(d)	
ST&L		
RP&I		
Expenses		
Total Cost with Discount + Expense		

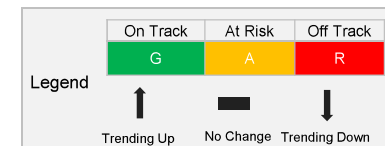
Financial Details and Resourcing – Additional Support (1of 1)

Current Period: 28 Apr 2025 – 30 May 2025							
Program Aligned	Role/Level	Team Member	W.C	W.C	W.C	W.C	W.C
			28/04/2025	5/05/2025	12/05/2025	19/05/2025	26/05/2025
			Actual Days	Actual Days	Actual Days	Actual Days	Actual Days
Additional Support - UPMO	out of scope personal information		s.14, cl3(a)(b)				
Cost By Week (excl GST)			s.14, cl4(a)(c)(d)				
Expenses (excl GST)							
Total Cost with Discount + Expense (excl GST)							



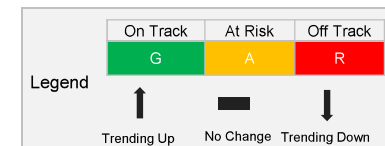
Top Delivery Risks and Issues

#ID	Workstream	Status	Risk / Issue	Proposed Next Steps	Point of Contact [KPMG and UTS]
RSK3075	Op Model [Updated]	A	Reporting within the Program uses multiple data sources, requiring consolidation into a single source for alignment. A central repository is crucial to effectively capture and manage all data-related requests.	The quality of data requires remediation creating a risk to detailed design timeframes: 1. Work with and get signed off by data analytics team. <i>[Process defined]</i> 2. Create a document that details data, data sources and data management processes. <i>[Done – input and signoff from Program Director required]</i> 3. Agree with stakeholders on data approach. <i>[Done]</i> 4. Approach to include Vacant Roles (this is an IR requirement). <i>[Done]</i> Data validation ongoing with Business Owners and is a critical enabler of Detailed Design. The Operating Model Program is utilising an evolving data set with constant need to validate to ensure accuracy of the baseline. Mitigations are in place, and escalations will be raised as required to ensure progress. • Partnering with program management to set up ad-hoc request triage, prioritisation and scheduling process with program team / stakeholders; • Stakeholder feedback on data anomalies is being assessed and actioned where appropriate. • Efforts to resolve overlaps continue, however definition of escalation pathways / decision rights should now be considered; Additional taxonomy changes also risk creation of additional new overlaps to resolve.	Teren Maneerata nasuban [UTS]



Top Delivery Risks and Issues

#ID	Workstream	Status	Risk / Issue	Proposed Next Steps	Point of Contact [UTS]
R1	Op Model [New]	R	The goal of reaching the proposed benefits target is at risk due to FTE erosion.	- Mitigations are in place to ensure Executive Sponsors are equipped with up-to-date information to escalate and provide direction to Business Owners, as required. - The Operating Model Program are supporting mitigation activities including facilitating Challenge Sessions, providing detailed OD information (including on Spans and Layers), and facilitating Executive Sponsor /Business Owner. - Executive Sponsors will provide a report to the SteerCo (prior to 5th Aug) outlining a summary of activities and outcomes to prevent further decline in FTE benefits.	Michael Ioannides [UTS]
R2	OSI All	R	There is a risk that re-work may be required without considered management of the industrial relations and its impact on potential changes, with heavy impacts if there is a requirement to go to Fair Work Commission. This will have implications on schedule, cost and benefits realised.	- Capability squad made up of Fiona Thomas and Lesley Healy (both UTS) will provide support and considerations in relation to Industrial Relations communications and activities to the Program and Business Owners. - Team to continuously refine frameworks and communications approach to ensure messaging is consistent and aligned, and any briefing information provided to the team is shared to staff/broaders stakeholders as appropriate. - Team will raise any issues with Executive Sponsors which may require escalation through the daily stand ups and or Exec Sponsor discussions; this escalation will be via Delivery Leads and/or Program Leadership.	Sarah Meaney [UTS]
I1	OSI All	A	Need for significant scale-up of the Communications and Engagement Plan for OSI, both across the Executive Team and to support broader communication strategies and engagement across the organisation.	- Ongoing involvement of UPMO in managing Communications and Engagement planning and deliver. - Collaboration across Programs and with UPMO to facilitate timely notification re key activities/milestones. - KPMG to engage with UPMO Change Team wc 2/6 and to provide an overview of Detailed Design activities and outputs, ensuring they are briefed on materials underdevelopment (which have been shared with Executive Sponsors), and have appropriate access ongoing to supporting implementation planning.	Sarah Meaney [UTS]



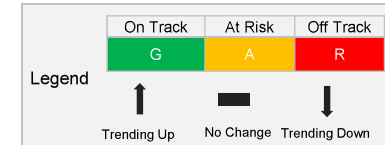
Top Delivery Risks and Issues

#ID	Workstream	Status	Risk / Issue	Proposed Mitigation Steps	Point of Contact [UTS]
I2 / ISS1425	OSI All		Business readiness (including capability and capacity) to lead and deliver implementation activities at UTS, both from a change management and operating model perspective, i.e. systems/process enablers.	- KPMG raised issue/potential risk with UTS Program Directors and relevant Executive Sponsors, and discussed with UPMO Program Director - Mitigation activities include the UPMO Program Directors to develop an integrated approach to Build and Implementation, post-Detailed Design and with a 12 to 18 month horizon (including dependencies with other programs and core business of the University) and the review and approval process. - KPMG team members will continue to support handover and knowledge transfer with new-starters across all Programs, as required	Sarah Meaney [UTS] Michael Ioannides [UTS]
ISS1424	Op Model [New]		If further data validation occurs and a new establishment file with functional mapping is available, then any major FTE shifts from the baseline could be used by business owners to undermine the existing guideposts.	- Cross functional meetings are being held to resolve mismatches and unresolved allocations across the baseline data set. - FTE issue items have been reduced from 286 down to 246 mismatches; this is a continued area of focus for the Operating Model Program Team. - Further mitigation involves business engagement with data validation, including Business Owners, Faculty representatives, and Executive Sponsor review, to ensure alignment and consistency in data allocations, and resolution of mismatches/unresolved allocations.	Teren Maneeratana suban [UTS]



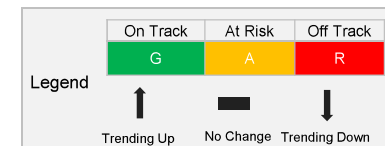
Detailed Progress Reporting by Areas of Focus

- ☐ *Operating Model [SDM and Functional Optimisation]*
- ☐ *Operating Model [Supporting Academic Endeavour]*
- ☐ *Research Productivity & Investment*
- ☐ *Sustainable Teaching & Learning*
- ☐ *Target State Academic Workforce [RP&I and ST&L]*
- ☐ *Additional Support*



Progress Details – Operating Model [SDM + Functional Optimisation] (1 of 3)

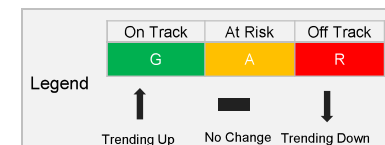
Overall Status	A ↑				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Stakeholder Engagement	- Participated in the OSI Comms & Engagement network, integrating planned Op Model communications with OSI level. - Participated in the University level Communications & Engagement Working Group, ensuring awareness of OSI (and Op Model) issues and communications products with the broader University, these are both weekly meetings on Tuesdays, with Op Model representation since 12 May 2025. - Held a meeting with broader members of the UTS Finance community, and arranged inclusion of Finance Business Partners through attendance at/visibility of the 'OrgVue' sessions for familiarity with the role changes and spans & layers. - Mapping current and future stakeholder engagements/obligations, and sharing that with OSI level.	- Continued participation, information-sharing and alignment with the comms and/or change communications at the OSI and University-wide levels. - Identification and engagement with University stakeholders, including at OSI, UPMO, SLG and VC through regular presentations and ad hoc engagement/s.	N/A	N/A – stakeholder engagement is an ongoing, non-linear effort.	Op Model inputs to OSI and University wide communications & change plans, especially the OSI level 'Integrated Change Approach' document.
Detailed Design: Planning	Monitor progress against plan and update plan as required		80%	100% Completed	Detailed design program plan and activities
Detailed Design: Detailed Design Templates	- Tranche 1 documentation - complete - Tranche 2 documentation - complete		20%	100% Completed	Detailed Design Template and Detailed Design Summary Template
Detailed Design: Challenge Sessions	- Delivered 4 Tranche 1 challenge sessions - Governance, Policy and Delegations on 7 May - Legal, Risk and Compliance on 7 May - Library on 13 May - Property on 14 May - Delivered 5 Tranche 2 challenge sessions - International on 12 May - External Engagement & Partnerships on 14 May - Learning & Teaching on 16 May - Student Support and Administration on 16 and 26 May	Confirm and schedule challenge sessions for Research (if required)	20%	100% Completed	Summary of the challenge session output
Detailed Design: Mobilisation	Mobilisation for Tranche 1 and Tranche 2 - complete		60%	100% Completed	Tailored approach and planning by function, with Business Owners reengaged for detailed design.



Progress Details – Operating Model [SDM + Functional Optimisation] (2 of 3)

Overall Status	A ↑				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Detailed Design: Data Validation	- UTS Op Model data team to review data submitted by the business to review any overlap and agree cross-functional allocations where in dispute - Review of cross-functional data conflicts by UTS Op Model data team, support by Program Support / BA engagement with Business Owner's - UTS Op Model data team uploaded data to OrgVue to enable future state modelling for Tranche 1 and Tranche 2 areas - Ongoing data management of issues and conflicts	- Support the resolution of remaining data issues and conflicts with BO's and FGM's (aka. data mismatches) - Release validated baseline to all business owners and FGM's	60%	90%	- Validated current state baseline data providing the view of FTE allocation across functional pillars - Master data loaded in OrgVue to be used in organisational structure design activity
Detailed Design: Service Design	- Workshops to commence the review, design and validation of taxonomies and service designs for Tranche 1 and Tranche 2 - Completion of proposed future state service design for Tranche 1, outlining functions and service classification - Submission of Tranche 1 service design to the Integration Stream to bring together a view of future state university model	Submission of Tranche 2 service design to the Integration Stream to bring together a view of future state university model	20%	70%	Completion of service design component of detailed design.
Detailed Design: Functional Process Architecture	- Development of process architecture as each function is completed - Submission of Tranche 1 drafts	Review and finalisation of completed Tranche 1 process taxonomies and handover to the Process Architecture team	10%	50%	Alignment on the method to handover approved functional process architecture to the Process Architecture team
Detailed design: Cross-functional sessions	- Facilitated 12 cross-functional workshops between 6 – 26 May which has involved senior stakeholders across UTS: - BD and Partnerships 15, 19, 27 May - Exchange and mobility 15 May - International Recruitment 14 May - Domestic Recruitment 19 May - International Marketing 19 and 29 May - Technical Services 12 and 14 May - Data & Analytics 14 and 20 May	Progress actions following BD and Partnerships and International cross functional workshops as required to support decision making	30%	100% Completed	Summary of cross functional service design: Cross-functional service design
Future State Enterprise SDM Blueprint	Refined Enterprise SDM blueprint	Outline Enterprise SDM blueprint to review with Sponsors.	95%	95%	Future State Enterprise SDM Blueprint





Progress Details – Operating Model [SDM + Functional Optimisation] (3 of 3)

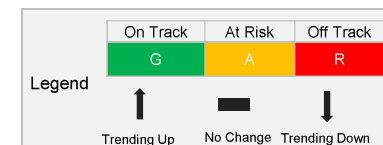
Overall Status	A ↑				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Appendix Guidebook	Development of a guidebook for implementation to support functional sub-workstream team (service play book).	Outline structure for service playbook to review with Sponsors.	50%	60%	Appendix Guidebook based on artefacts delivered to-date
Detailed design: structural design	- Finalised draft organisational structural design for Tranche 1 - Commenced structural design for Tranche 2	Finalise structural design for Tranche 2	0%	40%	Draft structural design in OrgVue
Detailed design: T1 finalisation of design documents	Finalised the draft Detailed Design for Governance Policy & Delegations, Legal, Risk & Compliance, Property, Library and Strategy, Government Affairs, UPMO on 23 May and Finance on 30 May.	- Finalise draft Detailed Design for Data & Analytics and ITU wc 2 June. - Facilitate Tranche 1 draft reviews with Exec and BO - Address Executive Sponsor feedback - Submit the final detailed design	0%	80%	T1 detailed design summary (Final)
Detailed design: T1 integration paper	Commenced development of initial integration paper for Tranche 1 areas (Governance, Policy and Delegation, Legal, Risk and Compliance, Property, Strategy/UPMO, Data Analytics, Finance and IT) , bringing together view of rationale for change, proposed changes to service design, key enablers, cross-functional changes, indicative benefits and position impacts.	Finalise the initial integration paper	0%	75%	T1 integration paper
Detailed design: T2 finalisation of design documents	Commenced detailed design activities aligned with critical path activities	- Commence and finalise the draft detailed design - Address Exec Sponsor feedback - Submission of final draft	0%	10%	T2 detailed design summary
Detailed design: T2 integration paper	<i>Development of the integration paper for Tranche 2 is dependent on the progression of each of the detailed designs. Progression of this document is planned to comment once cross functional decisions are made and sufficient progress on the detailed designs has been made to minimize rework.</i>	- Bring view of proposed changes across functional areas (Learning & Teaching, Research support, Research Support HDR, External Engagements & Partnerships, Student Support & Admin, International, Management, Administration and Technical Support), with rationale for change, proposed changes to service design, key enablers, cross-functional changes, indicative benefits and position impacts. Additionally, design risk and implementation considerations. - Completion of draft integration paper for Tranche 2	0%	0%	T2 integration paper

Operational Sustainability Detail Design Status Report	Reporting Period	28 Apr to 30 May 25
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	On Track	At Risk	Off Track
	G	A	R
Legend	↑	■	↓
	Trending Up	No Change	Trending Down

Progress Details – Operating Model [Supporting Academic Endeavour] (1 of 1)

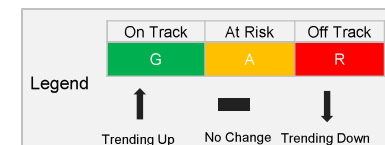
Overall Status	G ↑				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Dean/DVC Working Sessions	- A series of three working sessions were held with Deans and DVCs on 8 May, 15 May and 23 May - The purpose of these were to gather input to shape and refine the detailed design of the Supporting Academic Endeavour work - Recommendations endorsed for exploration in the Preliminary phase were further tested, refined and validated.	Complete	0%	100%	Dean/DVC Working Session Packs
Combined RP&I & SAE Research Centre Sessions	- Two further sessions held on 5 May and 19 May to progress intersection of work on Research Centres between RP&I and SAE teams - Agreement reached on scope, draft principles, Research entity types and business models	Complete	20%	100%	UTS Centres Summary Insights Pack
Meeting with Pro-Vice-Chancellor Indigenous Leadership and Engagement	- A meeting with the Pro-Vice-Chancellor Indigenous Leadership and Engagement was held on 12 May - Inputs and feedback were gathered for the future state Associate Dean Indigenous Leadership and Engagement which were played back in the Dean/DVC session on 15 May	Complete	0%	100%	Inputs for Dean/DVC Working Session Pack and SAE Summary Paper
FGM Session	A session with FGMs was held on 21 May to walkthrough the outputs to date of the Dean/DVC sessions	Complete	0%	100%	FGM Working Session Pack
Detailed Design SAE Summary Paper	- Meeting with the Program Sponsor held every Wednesday to progress Summary Paper - A high-level structure and contents page agreed on and drafting commenced on Summary Paper	- Receive feedback from Program Executive Sponsor - Update paper based on any feedback - Submit paper to Executive Sponsors and ULT	0%	30%	Detailed Design SAE Summary Paper



Progress Details – Research Productivity & Investment

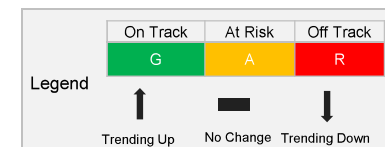
Overall Status	G				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Program Plan	- DVCR has agreed to reactivate RP&I from week commencing 5 May - Team had a discussion with DVCR and RP&I Program Director on 6 May regarding the outstanding items that remain as part of the RP&I program scope of work. As agreed in this session, the outstanding items are: - Finalisation of current state analysis - Finalisation of underpinning analysis for research areas of scale and focus framework - Excel spreadsheets for underpinning analysis - Team had a close out meeting with DVCR and RP&I Program Director on 29. DVCR confirmed comfort with the approach		N/A – Ongoing	N/A - Completed	N/A. RP&I Program_Deliverable Management Finaliation submitted to DVCR and RP&I Program Director
Current State Analysis	- Team received feedback from the DVCR on the first 20 pages of the current state analysis on 13 May - Team reached out to relevant members of the research team to clarify some of the questions that the DVCR has and updated the analysis and commentary based on the feedback from DVCR and guidance from - DVCR provided further feedback on the current state analysis on 16 May and the team reissued the next iteration of the current state analysis to the DVCR on 21 May - DVCR provided further feedback on 22 May and confirmed in the meeting on 23 May that once the feedback is addressed, the team can proceed to issue this as a final deliverable - Based on the feedback received, team followed up with Scott McWhirter and Renee Estrella for additional information to address DVCR's feedback - Team finalised the current state analysis and submitted to DVCR on 30 May	N/A. No further actions required. RP&I program completed as of 30 May 2025	75%	100% Completed	RP&I current state analysis
Framework	- Team provided draft current state findings on the research areas of scale and focus framework criteria upon RP&I reactivation - Team provided an updated version of research areas of scale and focus framework on 9 May for discussion and feedback from DVCR and RP&I Leadership Forum on 13 May. During this session, feedback was provided to the team to refine the qualitative framework, update the calculations for the quantitative criteria, and explore potential weightings for the criteria - Team updated the research areas of scale and focus framework based on feedback provided by DVCR and RP&I Leadership forum on 13 May. Updated document was shared with the DVCR on 16 May which now also includes the analysis for the aspirational state - Team ran through the framework with DVCR and RP&I Leadership Forum on 22 May and received feedback to update the weighting, adjust some calculations and develop a summary view of the qualitative criteria. A revised version was shared to the DVCR on 23 May - Team ran through the framework with the RP&I Leadership Forum on 28 May and received feedback to update the quantitative criteria as part of finalising the research areas of scale and focus framework - Team finalised the framework based on the feedback provided on 28 May and submitted to DVCR on 30 May		75%	100% Completed	- RP&I research areas of scale and focus framework - Excel spreadsheet with all calculations undertaken as part of the conducted analysis

Progress Details – Research Productivity & Investment and Supporting Academic Endeavour Operating Model



Overall Status	G				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Program Plan	Following sessions on 17 April and 5 May, key next steps for this workstream was agreed with DVCR and ED: FEIT	N/A. No further actions required. RP&I & AEOM program completed as of 30 May 2025	N/A - Ongoing	N/A - Completed	N/A
Current State Information	- Team collated an Excel spreadsheet that included information for all Centres in scope on: - Status (University/Faculty Centre) - Taxonomy type - FoR allocations - Staffing information (core vs. associate members and academic vs. professional staff) - Total income, expenses and net operating result (2024) - Total CAT 1-4 income (2021-2024) - Relative proportions of CAT 1-4 income - Ranked CAT 1-4 income against Centre average - Ranked ERI per FTE against Centre average - Ranked FWCJ of core members - Note that the last three points are derived from the quantitative criteria of the research areas of scale and focus framework, as agreed with DVCR and ED: FEIT. - Submitted data request to GRS for pending criterion (HDR completions associated with Centres). - Content was tested with DVCR and ED: FEIT in a workshop held on 19 May. In this workshop DVCR and ED: FEIT agreed: - Analysis developed by the team to date is sufficient - All further work required will be progressed by UTS at a later stage, once the RP&I Program Director develops a program plan that outlines when work will need to be restarted and the further analysis that will be required to support the change proposal - Team finalised the current state information and submitted to DVCR on 30 May		0%	100% Completed	- UTS Centres summary insights pack - Excel spreadsheet underpinning the analysis undertaken for Centres summary insights pack
Business Model	- Based on workshop held 17 April, agreed to develop three overarching business models to guide Centre operations across: - Staffing allocations – technical and administrative staff - UTS co-investment allocations - These have been further differentiated into baseline allocations (proportionate with size and income) and strategic/discretionary allocations (dependent on Centre alignment with UTS strategy and areas of focus). The strategic/discretionary allocation KPIs have been indicatively defined as: FWCJ of core members, ERI per core FTE, ERI growth trajectory, FoR alignment with overall research portfolio areas of scale and focus, HDR completion rate, and number of associate members – to be tested further with program sponsors. - These business models, definitions and KPIs were tested with DVCR and ED: FEIT in a workshop on 5 May. Based on feedback provided, this was: - Further refined to guide Centre operations across research-oriented Centres and engagement-oriented Centres - Differentiated into baseline allocations (proportionate with size and income) and strategic / discretionary allocations (dependent on Centre alignment with UTS strategy and areas of focus) - Team finalised the business model information and submitted to DVCR on 30 May		0%	100% Completed	





Progress Details – Sustainable Teaching & Learning (1 of 2)

Overall Status	G				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Program Plan	- Team has agreed with the DVCES on outstanding ST&L items for analysis on 30/04. It has been confirmed that there are two remaining items - Finalisation of future state courses and subjects based on the proposed discontinuations - Similar subjects analysis - DVCES has requested an additional high-level insights summary document to be submitted as part of the ST&L program. This document should capture key items and observations for UTS to consider as it develops its future state - Team has scheduled a close out meeting with DVCES, PVCE, ST&L Business Lead, and ST&L Program Director on 2 June. All final deliverables was submitted on 30 May		N/A - Ongoing	N/A - Completed	N/A. ST&L Program_Deliverable Management Finalisation submitted to DVCES, PVCE, ST&L Business Lead, and ST&L Program Director
Current State Analysis (Course / Subject Performance)	<u>Course and subject performance</u> - Developed individual workbooks for Faculty based on updated 2024 data and also incorporated all Faculty feedback based on initially provided 2023 data - Team updated FoH's workbook using the revised 2024 ACV data where costs have now been properly reallocated. This update concluded the analysis on current state course and subject performance.	N/A. No further actions required. ST&L program completed as of 30 May 2025	85%	100% Completed	- Excel spreadsheet of similar subjects to be handed over to the Curriculum Transformation team - Master Excel spreadsheet that contains the future state courses and subjects to be offered at UTS
	<u>Similar subjects:</u> - Team has run through the dataset provided on 21 March and raised to the ITU team on 28 March that there were 346 subject codes that are missing its subject location and subject mode information - Team has categorised similar subjects based on the initially agreed framework, which now also has the overlay on all exclusions as advised by ST&L Business Lead - Team finalised the similar subjects analysis and submitted to DVCES, PVCE and ST&L Business Lead on 30 May. This included a summary document that outlines the next steps for the Curriculum Transformation team and the corresponding Excel spreadsheet		40%	100% Completed	
Future State Courses and Subjects	- Team prepared workbooks to validate the courses and subjects proposed for discontinuation based on 2024 ACV data. Based on the responses received, team collated this into a master spreadsheet that forms part of the deliverable submission for ST&L - As the 2024 ACV data was refreshed, team prepared additional workbooks for Faculties to validate based on courses / subjects that initially had a negative total margin but is now positive and vice versa. Based on the responses received, team updated the master spreadsheet accordingly - Team prepared a third set of workbooks for to support the clean up of CASS. This was shared with Faculty Deans for confirmation on courses / subjects that can be removed from the system due to inactivity. Information that the team receive from Faculties is then consolidated into the master spreadsheet to enable the development of the future state courses and subjects at UTS - Team finalised the excel spreadsheet that contains the future state courses and subjects to be offered at UTS and submitted to DVCES, PVCE and ST&L Business Lead on 30 May		N/A - New	100% Completed	

Legend

On Track

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At Risk

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Off Track

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Trending Up

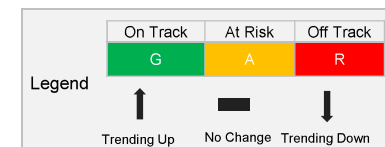
No Change

Trending Down

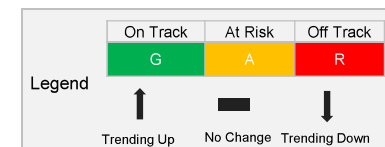
Progress Details – Sustainable Teaching & Learning (2 of 2)

Overall Status	G				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Current State Analysis (Teaching Capacity)	DVCES has agreed that this analysis is no longer required. This was confirmed as part of the discussion held on 30 April when the team confirmed the outstanding ST&L items for analysis	N/A – No longer required.	40%	N/A – No longer required	N/A
Summary Insights Document	- As agreed with the DVCES, the team will prepare a summary insights documents on learnings to date as outlined in the ST&L Program_Deliverable Management document - Team has developed and submitted this to DVCES, PVCE and ST&L Business Lead on 30 May	N/A. No further actions required. ST&L program completed as of 30 May 2025	N/A - New	100% Completed	TSAW summary insights

Progress Details – Target State Academic Workforce [RP&I and ST&L] (1 of 1)



Overall Status	G 				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Program Plan / ULT 1 May Paper	- Team met with DVCR and DVC E&S 2/4, 3/4 and 7/4 to determine next steps for the Target State Academic Workforce Program and key timelines. It was agreed to work towards finalisation of the TSAW Program by 1 May for the upcoming ULT meeting. - Post the ULT session on 1 May, DVCR and DVCES advised for the team to proceed to detailed design, specifically to finalise the list of courses and subjects proposed for discontinuation.	N/A. No further actions required. TSAW program completed as of 30 May 2025	N/A - Ongoing	N/A - Completed	ULT Paper(s) for 1 May
Current and Future State Course, Subject and Discipline Analysis	- Team consolidated Faculty strategic responses feedback and incorporated this into the ULT paper for 1 May - Team prepared workbooks to validate the courses and subjects proposed for discontinuation based on 2024 ACV data. Based on the responses received, team collated this into a master spreadsheet that forms part of the deliverable submission for ST&L - As the 2024 ACV data was refreshed, team prepared additional workbooks for Faculties to validate based on courses / subjects that initially had a negative total margin but is now positive and vice versa. Based on the responses received, team updated the master spreadsheet accordingly - Team prepared a third set of workbooks for to support the clean up of CASS. This was shared with Faculty Deans for confirmation on courses / subjects that can be removed from the system due to inactivity. Information that the team receive from Faculties is then consolidated into the master spreadsheet to enable the development of the future state courses and subjects at UTS		50%	100% Completed	Future state list of courses and subjects (as part of ST&L program)
EFTSL / CP analysis and CP / FTE analysis	- Team developed a taught EFTSL pr CP offered analysis and CP offered per FTE analysis which was presented to the Faculty Deans on 7 May - Team also develop an updated analysis on taught EFTSL per CP offered and CP offered per FTE based on future state courses and subjects and proposed FTE reductions		N/A – New	100% Completed	Supporting analysis for 28 May ULT
Course and subject overview analysis	- PVCE and DVCR have requested for a summary table that shows the change in quanta of courses and subjects from current state to future state, based on the proposed discontinuation. - Team developed this view accordingly and this was presented at ULT on 28 May		N/A - New	100% Completed	



Progress Details – Additional Support (1 of 1)

Overall Status	G				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Development of Op Model Communications and Stakeholder Engagement activities for the implementation phase	- Operating Model Program has drafted and presented communications and stakeholder engagement activities, channels and dates for alignment with OSI level 'Integrated' Communications and Engagement Plan. - As the Operating Model representative joining regular meeting/forums with the OSI level Change & Comms and the University level Communications & Engagement Working Group. These are both weekly meetings on Tuesdays, with Op Model representation since 12 May 2025. - Operating Model Program has arranged visibility of upcoming OM stakeholder obligations for OSI level awareness.	Agreement and formalisation of Op Model activities and dates with the OSI level communications and engagement plan.	0%	60%	Op Model inclusions into OSI Level 'Integrated Communications Plan'.
Change/Operational Readiness Assessment	Agreement on Change/Operational Readiness Assessment process. This Readiness Assessment will inform future change implementation activities.	- Determination of focus areas for Change/Operational Readiness Assessment. - Begin the Change/Operational Readiness Assessment.	0%	20%	- Completed Change/Operational Readiness Assessment Checklist - Completed Change/Operational Readiness Assessment Document
Transparent responses to stakeholder questions from the University community	Provided drafted answers to MCU to respond to questions posed at VC Drop-In sessions	Continued timely and accurate advice in response to questions taken on notice at VC Drop-Ins or other consultative sessions,	0%	N/A – ongoing, as needed	Responses to questions taken on notice at consultative sessions.



Operational Sustainability Initiative

Status Report : Weeks 27 - 30

Period: 2 June 2025 to 30 June 2025

UTS CRICOS 00099F
UTS TEQSA PRV12060

Program Status – Executive Summary (1 of 2)

Program Summary		
Overall Program Status	G	Across this period the overall Program status is on track, noting ongoing planning and outputs are being delivered within agreed timelines and budget, and with manageable delivery risks and issues. As at 30 June, the overall program status is green due to the completion of ST&L and RP&I Programs. The Operating Model Program status remains amber, noting Tranche 1 deliverables are pending finalisation and Tranche 2 deliverable drafts well progressed within the approved contingency timeframes.
Focus Area		
	Key Achievement This Month	Key Focus Next Period
Operating Model (OM) <i>[Includes: Service Delivery Model; Functional Optimisation and Supporting Academic Endeavour]</i>	A - Continued data validation and refinements of FTE baseline data including supporting resolution of issues and conflicts. - Continued development of process architecture for each function across Tranche 1 and Tranche 2 on completion of detailed design. - Completed Tranche 1 draft review meetings with Executive Sponsors and Business Owners between 4 June – 10 June. - Worked with Business Owners to address Executive Sponsor feedback to add additional FTE, update structural designs and finalise the Tranche 1 detailed design document on 18 June for Legal, Risk & Compliance, Finance, Property, Data & Analytics and ITU. - Continued discussions with Business Owners to address Executive Sponsor feedback relating to Governance, Policy and Delegations, Strategy, Government Affairs & UPMO and Library to finalise the detailed design document. - Continued development of Tranche 1 and Tranche 2 Summary Paper to bring together view of rationale for change, proposed changes to service design, key enablers, cross-functional changes, indicative benefits and position impacts. - Commenced development of Tranche 2 detailed design document and submitted drafts for Research HDR, Learning & Teaching Support, CSJI, Student Support and Administration, External Engagements & Partnerships, Management, Administration and Technical Support and International on 27 June. - Completed Tranche 2 draft review meetings with Executive Sponsors, DVCs and Business Owners between 18 June – 30 June. - Continued working with Business Owners to finalise the centralised Design Risk Register. - Commenced development of the integration design document and related artefacts, as well as planning for the design and delivery of a collaborative integration day.	- Review and finalise Tranche 1 and 2 process taxonomies and handover to the Process Architecture team. - Work with Business Owners to finalise the Governance, Policy and Delegations, Strategy, Government Affairs and UPMO and Library detailed designs (Tranche 1). - Complete draft reviews with Executive Sponsors, DVCs and Business owners for Tranche 2 functions including; International, SSA, External Engagements & Partnerships, Management, Administration and Technical Support. - Work with Business Owners to address Executive Sponsor feedback and finalise the Tranche 2 detailed design documents. - Incorporate updates and finalise the Tranche 1 and 2 Summary Paper. - Agree approach, timelines and program support relating to Research Support detailed design. - Finalise the Centralised Design Risk Register - Continue development, testing and refinement of the integration design document which includes; - Future state functional blueprint - Draft scenarios for modelling - High-level implementation roadmap - Future state service delivery - Prepare materials for integration day on 17 July, including briefing documents, packs to be circulated, and on-the-day presentation materials.

Program Status – Executive Summary (2 of 2)

Focus Area		Key Achievement This Month	Key Focus Next Month
Additional Support	G	- Team has aligned with OSI level communications and change on the development of an 'integrated' plan. Team is developing Operating Model contributions to the integrated communications and change plan. - Team is preparing an Operational/Change Readiness Assessment Checklist. - Team has contributed three answers to MCU in response to VC Drop-In sessions questions. - Updated the final list of courses and subjects to incorporate the latest faculty-agreed changes, including ST&L viability findings, CASS clean-up updates, and 2025 offerings. A sanitised version was also created for public release, removing any sensitive or confidential information. - Delivered new benchmarking analysis and visualisations comparing UTS performance to sector-wide peers, ATN, and Sydney metro institutions. This included current vs future state impacts (EFTSL, CP, FTE) and time series insights focused on the Education discipline. - Drafted analysis and summary tables used to inform the Academic Workforce Change Proposal, including course and subject reductions, teaching efficiency improvements, and EFTSL benchmarking. Also articulated the ST&L framework, approach and data sources, and faculty-led assessment process. - Drafted majority of handover materials for DAIU, documenting rules, data sources, workbook structures, and formula logic to ensure UTS can independently replicate and maintain the ST&L analysis moving forward.	- Complete Operating Model contributions to integrated Communications and Change plan, including communications products. - Begin Change Readiness Assessment Checklist, and the assessment. - Finalise handover materials and conduct handover session with DAIU

Financial Details and Resourcing – OSI (1 of 1)

CURRENT PERIOD: 2 JUNE 2025 – 30 JUNE 2025		
OSI STREAM	COST \$ (EXCL. GST)	TOTAL COST \$ (EXCL. GST)
Operating Model	s.14, cl4(a)(c)(d)	
ST&L		
RP&I		
Expenses		
Total Cost with Discount + Expense		

Financial Details and Resourcing – Additional Support (1of 1)

Current Period: 2 June – 30 June 2025							
Program Aligned	Role/Level	Team Member	W.C 2/06/2025	W.C 9/06/2025	W.C 16/05/2025	W.C 23/05/2025	W.C 30/06/2025
			Actual Days	Actual Days	Actual Days	Actual Days	Actual Days
Additional Support - UPMO	out of scope personal information		s.14, cl4(d), 3(a)(b)				
Additional Support – Academic Program							
Cost By Week (excl GST)			s.14, cl4(a)(c)(d)				
Expenses (excl GST)							
Total Cost with Discount + Expense (excl GST)							



Top Delivery Risks and Issues

#ID	Workstream	Status	Risk / Issue	Proposed Mitigation Steps	Point of Contact [UTS]
ISS1424 [to be reframed as a Risk]	Op Model	G 1	If further data validation occurs and a new establishment file with functional mapping is available, then any material FTE shifts from the baseline could be used by business owners to undermine the existing guideposts.	- Changes to functional FTE distribution have been resolved through discussions with Business Owners. - Agreement has been reached to lock down the master data/baseline data for any further changes on Friday 27 June 2025 such that any further allocation decisions or anomalies will be treated as exceptions at the end of Detailed Design once final data consolidation has occurred. - The validated baseline will be used as guidance during the executive review session to understand potential additional savings.	Teren Maneeratanasuban [UTS]
RSK3147	Op Model	R ▬	The goal of reaching the proposed benefits target is at risk due to FTE erosion.	- Mitigations are in place to ensure Executive Sponsors are equipped with up-to-date information to escalate and provide direction to Business Owners, as required. - The Operating Model Program is supporting mitigation activities including facilitating Challenge Sessions, providing detailed OD information (including on Spans and Layers), and facilitating Executive Sponsor /Business Owner. - Executive Sponsors will provide a report to the SteerCo (prior to 5 August) outlining a summary of activities and outcomes to prevent further decline in FTE benefits.	Michael Ioannides [UTS]
RSK3146	Op Model [NEW]	A ▲	ULT may not endorse the outcomes of Detailed Design which could result in delays until an agreed position is achieved impacting timing for financial realisation	- Include DVCs in challenge sessions prior to finalisation of change proposals - Taking leaders through the design, working with them on the challenge to identify full potential and providing opportunity for endorsement and feedback loop on detailed design. - VC approvals communicated when decisions are pending - where there is more than one option / decision required.	Michael Ioannides [UTS]
RSK3149	Op Model [NEW]	A ▲	Commitment to communicate all changes by 5 August but due to nature and complexity of the Detailed Design work, the ability to showcase everything that is changing on 5 August is at Risk	Creating a critical path so that we can identify what is achievable and potentially with the use of a second change proposal	Michael Ioannides [UTS]

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Top Delivery Risks and Issues

#ID	Workstream	Status	Risk / Issue	Proposed Next Steps	Point of Contact [UTS]
R2	OSI All	R	There is a risk that re-work may be required without considered management of the industrial relations and its impact on potential changes, with heavy impacts if there is a requirement to go to Fair Work Commission. This will have implications on schedule, cost and benefits realised.	- Capability squad made up of out of scope personal information and out of scope personal information (both UTS) provide support and considerations in relation to Industrial Relations communications and activities to the Program and Business Owners. - Team to continuously refine frameworks and communications approach to ensure messaging is consistent and aligned, and any briefing information provided to the team is shared to staff/broader stakeholders as appropriate. - Team will raise any issues with Executive Sponsors which may require escalation through the daily stand ups and or Executive Sponsor discussions; this escalation will be via Delivery Leads and/or Program Leadership.	Sarah Meaney [UTS]
I1	OSI All	A	Need for significant scale-up of the Communications and Engagement Plan for OSI, both across Executive team and to support broader communication strategies and engagement across teh organisation.	- Ongoing involvement of UPMO in managing Communications and Engagement planning and delivery. - Collaboration across Programs and with UPMO to facilitate timely notification re: key activities / milestones. - KPMG to continue engagement with UPMO Change Team around Detailed Design activities and outputs, ensuring UPMO is briefed on materials under development (which have been shared with Executive Sponsors), and have appropriate access ongoing to implementation planning.	Sarah Meaney [UTS]



Detailed Progress Reporting by Areas of Focus

- ☐ Operating Model [SDM and Functional Optimisation]
- ☐ Operating Model [Supporting Academic Endeavour]
- ☐ Additional Support



Progress Details – Operating Model [SDM + Functional Optimisation] (1 of 4)

Overall Status		A ↑			
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Detailed Design: Data Validation	- UTS Op Model data team led the resolution of remaining data issues and conflicts, supported by Program Support / BA engagement with BO's and FGM's. - Presented the initial view of Function / Structure FTE allocations for review and worked with Business Owners and FGMs to address feedback and finalise. - Locked down baseline data on 27 June. Agreed with Executive Sponsors that all further allocations and anomalies to be treated as exceptions at the end of Detailed Design once final data consolidation has occurred.	- Ongoing support for Tranche 1 and 2 design streams to finalise future state designs and remediate data anomalies as required (including backlog of data validation issues to action). - Manage any necessary changes to FTE mapping / guideposts by exception as required. - Support the integration stream to consolidate and reconcile design benefit and impacts (e.g., double counts) and prepare output/reporting to track progress to target(s)	90%	95%	- Finalised baseline data providing the view of confirmed FTE allocation across functional pillars with a central and decentral view - Consolidated future state FTE view based on implementation of proposed design proposals and organisational design
Detailed Design: Service Design	- Workshops to commence the review, design and validation of taxonomies and service designs for Tranche 1 and Tranche 2 - Completion of proposed future state service design for Tranche 1, outlining functions and service classification - Submission of Tranche 1 service design to the Integration Stream to bring together a view of future state university model - Submission of CSJI service design to integration stream	Submission of remaining Tranche 2 service design to the Integration Stream to bring together a view of future state university model	70%	90%	Completion of service design component of detailed design.
Detailed Design: Functional Process Architecture	- Development of process architecture as each function is completed - Submission of Tranche 1 drafts - Submission of Tranche 2 drafts	Review and finalisation of completed Tranche 1 and 2 process taxonomies and handover to the Process Architecture team	50%	90%	Alignment on the method to handover approved functional process architecture to the Process Architecture team
Future State Enterprise SDM Blueprint	Enterprise SDM Blueprint is being updated and refined to reflect the thinking aligned to the Integration Design Document	Update the Enterprise SDM Blueprint in line with the activities required to develop the Integration Design Document	95%	95%	Future State Enterprise SDM Blueprint



Progress Details – Operating Model [SDM + Functional Optimisation] (2 of 4)

Overall Status	A ↑				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Appendix Guidebook	Development of a guidebook for service implementation to support functional sub-workstream team is being updated to reflect the thinking aligned to the Integration Design Document	- Further development of guidebook in line with the activities required to develop the Integration Design Document - Outline structure for service playbook to review with Sponsors.	60%	60%	Appendix Guidebook based on artefacts delivered to-date
Detailed design: structural design	- Finalised Tranche 1 structural designs following Executive Sponsor feedback – functional drafts available in OrgVue - Finalised draft organisational structural design for Tranche 2 – functional drafts available in OrgVue	- Refinement of organisational structural design following Executive Sponsor session - Integrated view of organisational structure to be developed in OrgVue by Operating Model Data Team	40%	75%	Draft structural design in OrgVue
Detailed design: T1 finalisation of design documents	- Completed draft review meetings with Executive Sponsors and Business Owners to discuss alignment to design principles, design decisions for centralisation/decentralisation, application of organisational design levers, enablers and FTE benefits between 4 June – 10 June. ✓ Governance, UPMO, Property (4 June) ✓ Strategy & Library (5 June) ✓ Finance (5 June) ✓ IT (6 June) ✓ Data & Analytics (10 June) - Worked with Business Owners to address Executive Sponsor feedback submitted final detailed design document: ✓ Legal, Risk & Compliance, Finance, Property, Data & Analytics and ITU (17 June)	- Support Business Owner to incorporate 1 additional FTE proposal and finalise the Strategy/ Government Affairs and UPMO detailed design document. - Support Business Owner to incorporate additional 5 FTE proposal and finalise the Library detailed design document. - Agree approach with Executive Sponsors to finalise the Governance, Policy and Delegation detailed design.	80%	90%	T1 detailed design documents (Final)
Detailed design: T1 summary paper	Continued development of Tranche 1 summary paper (Governance, Policy and Delegation, Legal, Risk and Compliance, Property, Strategy/UPMO, Data Analytics, Finance and ITU), bringing together view of rationale for change, proposed changes to service design, key enablers, cross-functional changes, indicative benefits and position impacts.	Finalise the summary paper including updates to the detailed design following executive sponsor review - noting a dependency on baseline workforce data and costings aligned to financial model.	0%	80%	T1 summary paper



Progress Details – Operating Model [SDM + Functional Optimisation] (3 of 4)

Overall Status					
A ↑					
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Detailed design: T2 finalisation of design documents	- Commenced development of detailed design document with Business Owners and submitted drafts for the following functions; ✓ Research HDR (13 June) ✓ Learning & Teaching Support (18 June) ✓ CSJI, Student Support and Administration, External Engagements & Partnerships, Management, Administration and Technical Support and International (27 June) - Completed draft review meetings with Executive Sponsors, DVCs and Business Owners to discuss alignment to design principles, design decisions for centralisation/decentralisation, application of organisational design levers, enablers and FTE benefits between 18 June – 30 June. ✓ Research HDR (18 June) ✓ Learning & Teaching Support (18 June) ✓ CSJI (30 June)	- Complete draft reviews with Executive Sponsors, DVC and Business owners for the following functions: ✓ International (2 July) ✓ Student Support and Administration (2 July) ✓ External Engagements & Partnerships (3 July) ✓ Management, Administration and Technical Support (4 July) - Work with Business Owners to address Executive Sponsor feedback and finalise the detailed design document. - Agree approach, timelines and program support relating to Research Support detailed design – meeting on 3 July with DVC and Business Owner.	0%	80%	T2 detailed design documents (Draft)
Detailed design: T2 summary paper	Commenced development of Tranche 2 summary paper (Learning & Teaching, Research Support HDR, External Engagements & Partnerships, Student Support & Admin, International, Management, Administration and Technical Support), bringing together view of rationale for change, proposed changes to service design, key enablers, cross-functional changes, indicative benefits and position impacts.	Completion of draft summary paper for Tranche 2 - noting a dependency on baseline workforce data and costings aligned to financial model.	0%	20%	T2 summary paper

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Progress Details – Operating Model [SDM + Functional Optimisation] (4 of 4)

Overall Status		A ↑			
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Integration Design Document	- Commence developing the structure of integration design document. This includes building out: - Future state functional blueprint - Draft scenarios for modelling (5 main scenarios and 5 – 10 minor scenarios that cuts across multiple functions in the university) - High-level implementation roadmap - Future state service delivery - Service governance principles - Commence developing the agenda for integration day including brainstorming potential activities to ensure the session is interactive and meets overarching objectives to showcase design outcomes and to build trust and assurance in the proposed designs	- Testing and refining the content for the integration design document and integration day, including validating with nominated stakeholders where relevant - Testing and refining scenarios with Business Owners and key program sponsors where relevant - Prepare materials for integration day including any briefing documents, packs to be circulated, and on-the-day presentation materials / activities - Coordinate and organise the logistics for integration day including attendees, teams for breakout rooms, location, timing and others - Facilitate integration day alongside UTS team to ensure stakeholders are clear on the next steps required	N/A - New	15%	- Integration Design Document that includes: - Future state functional blueprint - Service delivery model - Illustration of scenarios to demonstrate how selected personas will interact with and navigate the university's lifecycle - Functional overview for each function at UTS - Implementation considerations - Next steps - Integration Day Materials - Pre-read and presentation materials - Activities - Logistics considerations

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Progress Details – Operating Model [Supporting Academic Endeavour] (1 of 1)

Overall Status

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Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Detailed Design Supporting Academic Endeavour Summary Paper	- Summary Paper was drafted based on the high-level structure and contents page agreed on by Program Executive Sponsor - Draft report was sent to Program Executive Sponsor for feedback - A walkthrough of the Summary Paper was held on 10th June for any final feedback - Final updates were made to the Summary Paper	Complete	30%	100%	Detailed Design SAE Summary Paper
Finalisation of Supporting Academic Endeavour	- Paper was submitted to Executive Sponsors and ULT for approval - The Supporting Academic Endeavour workstream was finalised	Complete	0%	100%	Approval of Detailed Design SAE Summary Paper



Progress Details – Additional Support (1 of 2)

Overall Status

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Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Development of Op Model Communications and Stakeholder Engagement products	- Developed and sent regular update comms to go out to Program stakeholders. - Developed and sent communications notice about confidentiality. - Developed agenda and primer comms for Business Owners ahead of the review sessions between Business Owners and Executive Sponsors. - Developed program communications suitable for Business Owners to take into their teams. - Developed meeting/presentation content for OSI/UPMO, ULT Retreat, and SLG audiences. - Developed draft 'one-page' summaries for the eight Tranche 1 functions' Detailed Designs. Documented this process for Tranche 2 function repeatability. - Drafted pictorial visualisations of the OSI change at the university as part of these (two) major changes. - Provided drafted answers to MCU to respond to questions posed at VC Drop-in sessions/Town Halls, now housed on the OSI SharePoint.	These will be ad hoc but will include contributions to the Op Model/non-Academic change proposal.	N/A	N/A	- Regular update comms - Confidentiality comms - Review sessions primer note - Business Owner content pack - Senior-level presentation packs for UPMO, SLG and ULT - Tranche 1 Detailed Design Summaries - Pictorial visualisation options for OSI level change - Q&A response drafting
Change/Operational Readiness Assessment	Drafted Change/Operational Readiness Assessment checklist with a full set of criteria, questions and spreadsheet functionality (dropdown boxes, conditional formatting).	Begin the Change/Operational Readiness Assessment.	20%	40%	- Completed Change/Operational Readiness Assessment Checklist - Completed Change/Operational Readiness Assessment Document
Alignment with OSI and Enterprise level comms and change	Maintained connection and dialogue with the communications and change interests at OSI and Enterprise level, ensuring alignment.	Maintain connection and dialogue.	N/A	N/A – Ongoing as needed	N/A
Handover Change aspects to new staff member	Handed over through documentation and extensive meetings and dialogue with the new team member responsible for Change at Operating Model.	N/A – completed in this period	N/A	N/A	N/A



Progress Details – Additional Support (2 of 2)

Overall Status

G

Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Final Course and Subject Lists	- Updated the previously submitted final course and subject lists spreadsheet to reflect faculty-requested changes since the last version, including changes for ST&L viability analysis, CASS clean-up analysis, and confirmed 2025 offerings. - Added more detailed summaries aligned with the ST&L data book. - Developed a sanitised version of the final course and subject analysis, ensuring the removal of any confidential or sensitive data prior to release to the public. This involved recutting, consolidating, and transforming detailed datasets into a high-level view.	Current	0%	100%	- Final spreadsheet reflecting the latest agreed treatment of all courses and subjects across UTS. - Enhanced data summaries integrated with the broader ST&L analytical workbooks. - Sanitised version of the analysis suitable for public release, free of sensitive information, and presented in a clear high-level format for broader stakeholder use.
Benchmarking Analysis	- Conducted additional benchmarking for Executive review and inclusion in the Academic Workforce Change Proposal. - Agreed on benchmarking scope and sources with relevant stakeholders. - Developed new Excel-based benchmarking analysis and corresponding PowerPoint visuals with narrative, including: - UTS-wide and faculty-level current vs future state impacts (EFTSL, CP Offered, Redeployed EFTSL, and FTE) - Higher education benchmarking by sector-wide, ATN group, and Sydney metro for Education discipline - Sector-wide FTE and EFTSL benchmarking and comparator analysis over time.	Current	0%	100%	- Benchmarking inputs and summary visuals for inclusion in the Academic Change Proposal. - Executive-level charts showing UTS performance compared to sector averages and relevant comparators. - Support for key change narratives by evidencing impact of course/subject reductions and redeployment scenarios. - Discipline-specific (Education) benchmarking with time series analysis.
ST&L Analysis and Academic Workforce Change Proposal Inputs	- Drafted analysis and supporting materials for inclusion in the Academic Workforce Change Proposal, which were subsequently uploaded into the final proposal documentation. - Articulated the ST&L viability framework including its purpose, assessment criteria, data sources and analysis approach, and decision-making process involving faculty input. - Drafted summary analysis for: - Proposed reductions in courses and subjects by faculty - CASS clean-up analysis to improve database accuracy - Teaching efficiency metrics (Taught EFTSL, Credit Points Offered, Enrolled CPs, Teaching FTE) - EFTSL per course (UTS-wide and benchmarked), excluding Education and International Studies where relevant.	Current	0%	100%	- Summary tables and detailed inputs for inclusion in the change proposal documentation. - Analysis capturing curriculum streamlining impacts, workload implications, and strategic alignment by faculty. - Insights on database improvements via CASS clean-up. - Teaching efficiency and EFTSL benchmarking inputs (with and without Education/International Studies), used to support future state modelling.
DAIU Handover Preparation	- Prepared comprehensive handover documentation for DAIU to enable independent replication of core ST&L analysis. - Documented the full list of rules and assumptions underpinning the spreadsheets. - Explained the structure, formulas, and data sources within the key Excel workbooks used throughout the analysis. - Structured content to support ongoing usage and future updates by internal teams.	N/A	0%	70%	- Detailed handover pack describing all key workbooks, business rules, data flows, and logic used. - Documentation enables UTS staff (DAIU) to replicate, adjust, or re-run ST&L analysis. - Supports sustainability of the insights and methodology developed during the engagement.



Operational Sustainability Initiative

Status Report

Period: 1 July 2025 to 29 July 2025

UTS CRICOS 00099F
UTS TEQSA PRV12060

Program Status – Executive Summary

Program Summary		
Overall Program Status	G	Across this period KPMG has continued to provide support for the OSI Operating Model Program. As at 29 July, the Operating Model Program status is green, noting most Tranche 1 deliverables have been submitted (Library is the only outstanding functional area currently undergoing final review) and Tranche 2 deliverables have progressed significantly, with only two remaining functions outstanding (noting Research Support is progressing detailed design across a different timeline). The team have supported integration activities across the Program, including through engagement with senior University leaders regarding the proposed future state designs, and are providing ongoing support for a range of initial implementation planning activities.
Focus Area		Key Achievement This Period
Operating Model (OM)	G	- Continued development of process architecture for each function across Tranche 1 and Tranche 2 on completion of detailed design. - Worked with Business Owners to address Executive Sponsor feedback to add additional FTE, update structural designs and finalised the Tranche 1 detailed design document for Legal, Risk & Compliance, Finance, Property, Governance and Delegations, Data & Analytics and Strategy, Government Affairs & UPMO - Continued development of Tranche 1 and Tranche 2 Summary Paper to bring together view of rationale for change, proposed changes to service design, key enablers, cross-functional changes, indicative benefits and position impacts. - Finalised development of Tranche 2 detailed design document and submitted drafts for; Research HDR, Learning & Teaching Support, CSJI, Student Support and Administration, External Engagements & Partnerships, Management, Administration and Technical Support and International. - Completed Tranche 2 draft review meetings with executive sponsors and addressed feedback to add additional FTE & update structural designs for CSJI, Learning & Teaching Support, Student Support & Administration and International. - Continued working with Business Owners to finalise the centralised Design Risk Register. - Facilitated a 2-day Integration of Design workshop with significant pre-read and in-workshop material development requirements on July 17 and 18. - Facilitated an Operating Model Review session with the Vice Chancellor and Executive Sponsors on 22 July. - Supported initial implementation planning, including development of an Enablers Log mapping every design proposal to one of six enablers to help inform change proposal. - Facilitated walkthroughs of detailed design documents across a range of functional areas to support briefing HR business partners and change team members.
Additional Support	G	Continued support to the Academic Change Proposal (see page 10)

Financial Details and Resourcing

CURRENT PERIOD: 1 JULY 2025 – 29 JULY 2025		
OSI STREAM	COST \$ (EXCL. GST)	TOTAL COST \$ (EXCL. GST)
Operating Model Program	s.14, cl4(a)(c)(d)	
Additional Support		
Expenses		
Total Cost + Expenses		

Breakdown by team member across period (1 – 29 July 2025)

Program Aligned	Role/Level	Team Member	W.C 01/07/2025	W.C 07/07/2025	W.C 14/07/2025	W.C 21/07/2025	W.C 28/07/2025	
			Actual Days	Actual Days	Actual Days	Actual Days	Actual Days	
All	out of scope personal information		s.14, cl4(d); 3(a)(b)					
Operating Model								
All								
Operating Model								
Operating Model								
Operating Model								
Operating Model								
Operating Model								
Operating Model								
Operating Model								
Operating Model								
Operating Model								
Operating Model								
Operating Model								
Operating Model								
Operating Model								
Operating Model								
Operating Model								
Operating Model								
Operating Model								
Additional Support								
Cost By Week (excl GST)			s.14, cl4(a)(c)(d)					
Expenses (excl GST)								
Total Cost + Expense (excl GST)								



Progress Reporting





Progress Details – Operating Model (1 of 4)

Overall Status	G				
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
SDM Blueprint	Update to the Enterprise SDM Blueprint following Integration Day to reflect the proposed future state of the University	- Finalisation of SDM Blueprint, in line with detailed design and Integration Day outputs - Socialisation of SDM Blueprint with Program Director and Executive Sponsors	90%	95%	Future State Enterprise SDM Blueprint
SDM Playbook	Update to the SDM Playbook following Integration Day to reflect the proposed future state of services, how to manage services going forward through Service Governance considerations, detailed service taxonomies and macro/micro-scenarios testing the future state services	- Finalisation of SDM Playbook, in line with detailed design and Integration Day outputs - Socialisation of SDM Blueprint with Program Director and Executive Sponsors	70%	80%	Completion of service design component of detailed design.
Detailed design: T1 finalisation of design documents	- Worked with Business Owners to address Executive Sponsor feedback & submitted final detailed design document: ✓ Legal, Risk & Compliance, Finance, Property, Data & Analytics and ITU	Finalisation of remaining detailed design document (Library)	90%	95%	Submitted and approved detailed design documents

Progress Details – Operating Model (2 of 4)

Overall Status					
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Detailed design: Summary paper	- Continued development of summary paper (Legal, Risk and Compliance, Property, Strategy/UPMO, Data Analytics, Finance, ITU, Learning & Teaching, Research Support HDR, External Engagements & Partnerships, Student Support & Admin, International, Management, Administration and Technical Support), bringing together view of rationale for change, proposed changes to service design, key enablers, cross-functional changes, indicative benefits and position impacts. - Considered how to integrate Tranche 2 information and outputs from Integration Day into document to provide a document that provides an overview of the detailed design approach, key design decision (i.e. cross-functional) and quanta of benefits.	Finalise the summary paper - noting a dependency on workforce data and costings aligned to financial model	80%	90%	Detailed Design summary paper
Detailed design: T2 finalisation of design documents	- Complete draft reviews with Exec Sponsors, DVC and Business owners for the following functions: ✓ International ✓ CSJI ✓ Student Support and Administration ✓ External Engagements & Partnerships ✓ Management, Administration and Technical Support - Work with Business Owners to address Executive Sponsor feedback and finalise the detailed design documents for ✓ International, SSA, L&T, CSJI - Agreed approach, timelines and program support relating to Research Support detailed design – meeting on 3 July with DVC and Business Owner. - Finalisation, validation and consolidation of costing information for each function alongside finance business partners for new roles, redundant roles and redundancy estimate costing for input into all detailed design documents	Finalise detailed design documents and submit as approved for External Engagements & Partnerships & Management, Administration and Technical Support	80%	90%	T2 detailed design documents submitted and approved

Progress Details – Operating Model (3 of 4)

Overall Status					
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Integration of Design Document	- Continued developing the structure of integration design document. This includes building out: - Future state functional blueprint - Draft scenarios for modelling (5 main scenarios and 5 – 10 minor scenarios that cuts across multiple functions in the University) - High-level implementation roadmap - Future state service delivery - Service governance principles - Testing and refining the content for the integration design document and integration day, including validating with nominated stakeholders where relevant - Testing and refining scenarios with Business Owners and key program sponsors where relevant - Prepare materials for integration day including any briefing documents, packs to be circulated, and on-the-day presentation materials / activities	N/A	15%	100%	- Integration Design Document that includes: - Future state functional blueprint - Service delivery model - Illustration of scenarios to demonstrate how selected personas will interact with and navigate the university's lifecycle - Functional overview for each function at UTS - Implementation considerations - Next steps - Integration Day Materials - Pre-read and presentation materials - Activities - Logistics considerations
Integration Days	- Running 2 Day Workshop with all BO's, ULT and OM Program Sponsors covering key activities such as: - Preparation and distribution of pre-read pack for all functions - Development of enterprise view of the future state - Preparation of materials to support service overview presentation by all business owners - Running numerous scenario and journey mapping analysis - Delivering Service Governance overview presentation - Facilitating discussion around implementation considerations	Consolidation of insights and perspectives captured during Integration Days into the final deliverables, namely the SDM Playbook and SDM Blueprint	N/A - New	100%	Outcomes from Integration Days to be captured as updates in the SDM Playbook and Blueprint.

Progress Details – Operating Model (4 of 4)

Overall Status					
Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Implementation Assistance	- Walkthroughs with Change Team & HR Business Partners - Detailed Design Document walkthroughs have occurred for all completed design documents, with Business Owners, HR BP's & Change team representatives - Some walkthroughs have occurred multiple times - Enablers Log - Identification & mapping of enablers from 16 Detailed Design to design proposals - Identification of people impacts of each design proposal - Create a summary viewpoint of how many FTE is being saved per design proposal - Identification of Position Description change requirements - Detailed Design completion checklist and tracker - Daily updates to FTE benefit savings by design proposal for various reporting demands - Detailed Design document completion tracker updated daily for preparation for stand ups to identify gaps in workload	- Walkthroughs to allow HR Business Partners a more detailed understanding of Position Description changes going into change proposals - Handover enabler log to HR Business Partners	N/A	95%	Completed Enablers Log from Detailed Design

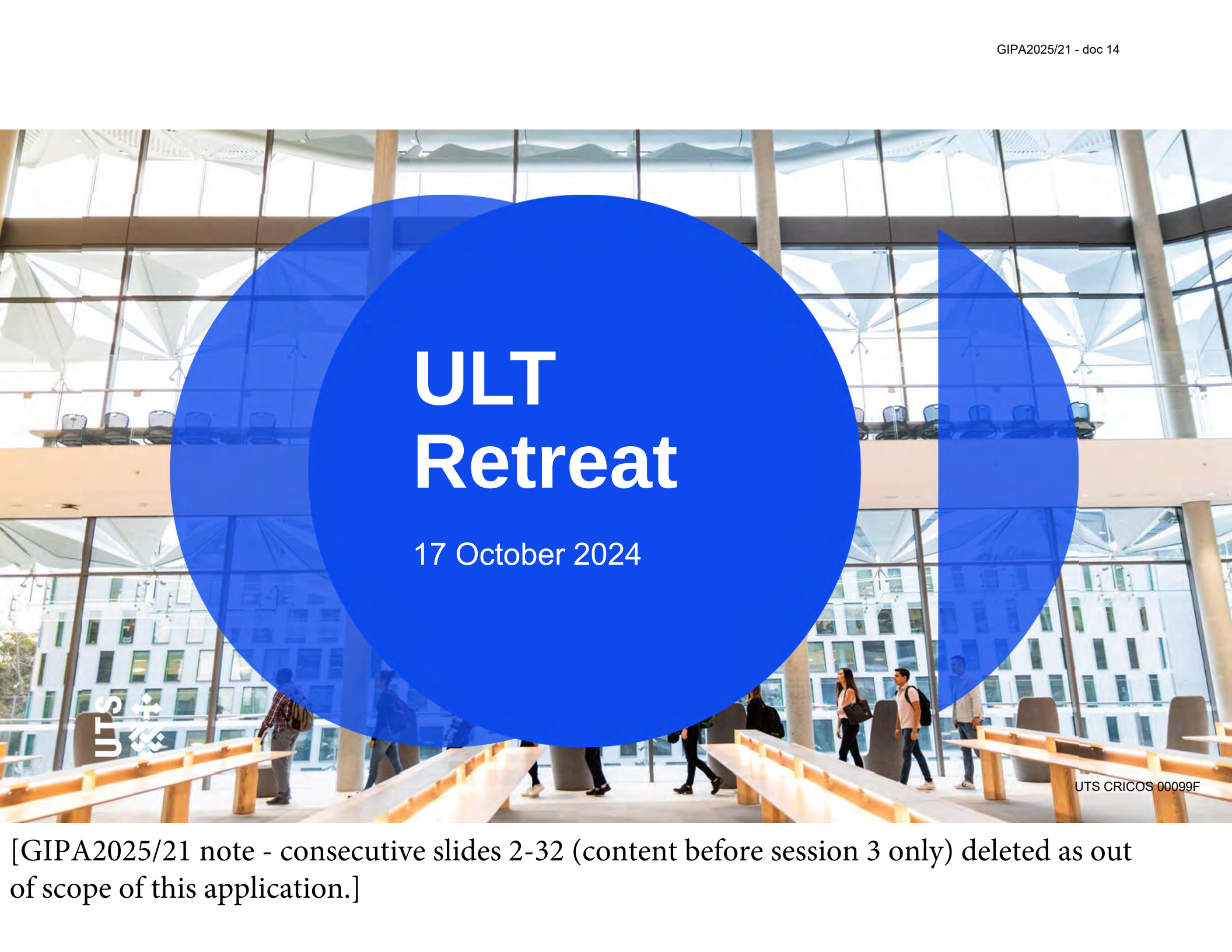
Progress Details – Additional Support

Overall Status



Category	Key Achievement of This Period	Key Focus for Next Period	Progress %		Key Output
			Previous	Current	
Alignment with OSI and Enterprise level comms and change	Maintained connection and dialogue with the communications and change interests at OSI and Enterprise level, ensuring alignment.	Maintain connection and dialogue	N/A	N/A – Ongoing as needed	N/A
Handover Change aspects to new staff member	Handed over through documentation and extensive meetings and dialogue with the new team member responsible for Change at Operating Model.	N/A – completed in this period	N/A	N/A	N/A
Academic Change Proposal Support	- Various updates to the sanitised list of courses and subjects as part of academic change proposal - Revision and changes to the summary list of current and final state UTS curriculum. - Creation of new slide with updated information for EFTSL/CP/FTE analysis - Updates to bar charts for CP/EFTSL etc based on revisions above	N/A	N/A	100%	N/A

Sum of Amount				Supplier Name	
Years (Inv D	Quarters (I	Months (In	Inv Date	KPMG	Grand Total
2024				910,071	910,071
2025				6,277,319	6,277,319
Grand Total				7,187,390	7,187,390



ULT Retreat

17 October 2024



UTS CRICOS 00099F

[GIPA2025/21 note - consecutive slides 2-32 (content before session 3 only) deleted as out of scope of this application.]



Session 3: Sustainable Finance Discussion

14 October 2024
KPMG

Lunch
1.30 – 2.15pm



Session 4: Options discussion

17 October 2024
A Parfit

Reflection

Lot to absorb and we're about to dive into deeper discussions, take a moment to consider

- How are you feeling about what we have looked at?
- Biggest challenges / opportunities?

Operational Sustainability

Initial scope

Five programs to remove \$50 – 60 Million per annum:

- Operating Model
- Sustainable Learning and Teaching Model
- Research Investment
- Revenue Growth Optimisation
- Cost Management Program

Operational Sustainability extended scope

Build on the initial five programs

Extended scope: removing \$100M per annum	
Operating Model expansion: • Right- sizing our professional service portfolios and avoiding duplication • Reducing general administration • Streamlining processes • Reviewing and adjusting spans of management • Reducing casual staff expenditure in line with reductions in work volume	Sustainable Teaching and Learning Model expansion: • Focus on: • Reducing subject portfolio with a negative margin • Consolidation of duplicate subjects • Assessing resourcing levels (staffing, other) in line with course requirements
Research Investment expansion: • Include a focus on research productivity • Evaluate the scope of research investment	Maintain revenue and cost management programs and explore other areas: • Academic structures • Property spend • Procurement • Other local area opportunities

Current transformation portfolio

- Operating Model
- Sustainable Teaching and Learning Model

out of scope



At varying stages of development and implementation

UPMO support and reporting

Options overview

Strategic opportunity	Low gross benefit (\$m)	High gross benefit (\$m)
Course portfolio: • Identification of areas for remediation or to cease • Teaching capacity	\$17.3m \$8.7m	\$40.5m \$17.4m
Identification of research areas of scale and focus	\$11.5m	\$15.3m
Potential changes to academic structures	\$2.5m	\$4m
Increasing the effectiveness and efficiency of professional services	\$33m	\$49.6m
Quick wins	\$20.5m	\$20.5m
Property	TBC	TBC
Enhancing student retention	TBC	TBC
Other cost opportunities	\$18m	\$29.2m

Discussion considerations

Discuss each option to capture:

- Pros and cons
- Change complexity, impact and key stakeholders
- What needs further exploration, anything that isn't clear?
- Alignment with existing priorities and themes?
- Change champions and implementation leads?

Strategic Lever 1: Reviewing the course portfolio could realise between ~\$26.0m - \$57.9m per annum

Overview		Action Required					
Pending appeal		Pending appeal					
Detailed Design / Implementation Considerations - A detailed assessment of the course portfolio should be undertaken. The future design should include additional overlays such as identification of core / elective subjects, specific subjects that may be a TEQSA requirement, and alignment to UTS strategy / areas of focus to enable UTS to refine its course and subject portfolio. - A deeper dive on how course and subject margins are allocated and calculated will also need to be undertaken to understand the full benefits that can be achieved. Supporting analysis should assess the growth in market demand for future courses / subject and the future research focus to ensure changes to the course portfolio is fit for the future. - The design of the future course/subject portfolio should be done in parallel with any changes to academic structures and research focus as this will inform the professional service delivery model.		Key Benefits Increased focus of subject offered at UTS and improve performance of subjects / courses. Key Risks <table><tr><th>Implementation</th><th>Ongoing</th></tr><tr><td> - The University's capability and capacity to execute the change - Change resistance from the UTS community - Disruption to BAU and student experience - Industrial action </td><td> - Loss of key talent from the academic community from both a research and teaching perspective </td></tr></table>		Implementation	Ongoing	- The University's capability and capacity to execute the change - Change resistance from the UTS community - Disruption to BAU and student experience - Industrial action	Loss of key talent from the academic community from both a research and teaching perspective
Implementation	Ongoing						
- The University's capability and capacity to execute the change - Change resistance from the UTS community - Disruption to BAU and student experience - Industrial action	Loss of key talent from the academic community from both a research and teaching perspective						
	Scale of the opportunity (p.a.)	\$26.0m - \$57.9m	Aggregated investment required across academic workstream	\$6m - \$8m (one off)	Execution Risk Rating	High	

Strategic Lever 2: Prioritising research areas of scale and focus could realise between ~\$11.5m - \$15.3m per annum

Overview

Pending appeal

Action Required

Pending appeal

Detailed Design / Implementation Considerations

- A detailed assessment of the researchers and their productivity should be undertaken. The future assessment should consider (i) the different expectations by Level and by Faculty based on Academic guidelines (ii) the scope of researchers that should be included (other than Level D's and E's), (iii) the line in the sand for review (i.e., should the review be based on Faculty expectations or the bottom 25th quartile), (iv) nuances that may need to be included when assessing different Faculties (e.g., Projects by DAB researchers would not be captured in the publication data used for this diagnostic) and (v) alignment to UTS' strategic direction.
- The design of the researcher profile at the university should be done in parallel with any changes to academic structures and course / subject portfolio as this will inform the professional service delivery model.

Key Benefits

Increased focus and investment in research areas of focus and improvement in productivity of researchers in the university.

Key Risks	
Implementation	Ongoing
• The University's capability and capacity to execute the change • Change resistance from the UTS community • Disruption to BAU and student experience • Industrial action	• Loss of key talent from the academic community from both a teaching and research perspective • Potential impact to UTS rankings depending on changes to academic profile

	Scale of the opportunity (p.a.)	\$11.5m - \$15.3m	Aggregated investment required across academic workstream	\$6m - \$8m (one off)	Execution Risk Rating	High
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Action Required

Pending appeal

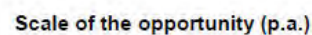
Key Benefits

Key Risks

Ongoing

- The University's capability and capacity to execute the change
- Change resistance from the academic community and professional workforce
- Industrial action
- Impacts to the student experience

- Loss of key talent from the academic community
- UTS' positioning in the market for specific disciplines that have been consolidated and therefore less visible
- Impact on UTS teaching outcomes and research performance



\$2.5m-\$4.0m

Estimated investment required

\$1.0m-1.5m (one off)

Execution Risk Rating

High

Strategic Lever 5: There are potentially \$33m - \$49.6m of savings through changes to the Professional Services footprint

Overview		Action Required						
Pending appeal		Pending appeal						
Detailed Design / Implementation Considerations - Define principles and agree overarching service delivery model - Clarification of service catalogue and accountabilities - Agreements of service level and expectations including governance		Key Benefits Increased operational effectiveness, FTE reduction and reduced third party spend. Key Risks <table><tr><th>Implementation</th><th>Ongoing</th></tr><tr><td> - University's capability and capacity to design and execute the change - Industrial action </td><td> - Staff workload - Impact on student & staff experience - Loss of key talent across Professional Services </td></tr></table>			Implementation	Ongoing	- University's capability and capacity to design and execute the change - Industrial action	- Staff workload - Impact on student & staff experience - Loss of key talent across Professional Services
Implementation	Ongoing							
- University's capability and capacity to design and execute the change - Industrial action	- Staff workload - Impact on student & staff experience - Loss of key talent across Professional Services							
	Scale of the opportunity (p.a.)	\$33m – 49.6m	Estimated investment required	\$10m - \$15m (one off)				
Execution Risk Rating			High					

Strategic Lever 5: There are additional quick win opportunities of \$20.5m across vacant positions, casuals and fixed term employees

Overview		Action Required							
Pending appeal		Pending appeal							
Detailed Design / Implementation Considerations - Define principles and agree overarching service delivery model - Clarification of service catalogue and accountabilities - Agreements of service level and expectations including governance - Reducing reliance on casual and fixed term staff		Key Benefits - Increased operational effectiveness and FTE reduction. Key Risks<table><tr><th>Implementation</th><th>Ongoing</th></tr><tr><td> - University's capability and capacity to design and execute the change - Industrial action </td><td> - Staff workload - Impact on student & staff experience - Loss of key talent across Professional Services </td></tr></table>				Implementation	Ongoing	- University's capability and capacity to design and execute the change - Industrial action	- Staff workload - Impact on student & staff experience - Loss of key talent across Professional Services
Implementation	Ongoing								
- University's capability and capacity to design and execute the change - Industrial action	- Staff workload - Impact on student & staff experience - Loss of key talent across Professional Services								
	Scale of the opportunity (p.a.)	\$20.5m	Estimated investment required	See prev. page.	Execution Risk Rating	Med			

Strategic Lever 3: Property – Opportunity to address future space shortfalls

Overview

Pending appeal

Action Required

- Further analysis is required to explore opportunities in:
- **Flexible Space Design:** Develop multi-purpose spaces that can be easily reconfigured to meet varying needs, reducing the need for bespoke spaces.
 - **Aligning to Future Needs Analysis:** Understand opportunities for additional property income across all buildings, including disposal.
 - **Cost Allocation Models:** Develop and implement a space charging model to incentivise efficient use of space by different departments.

Scale of the opportunity (p.a.)	TBC	Estimated investment required	TBC	Execution Risk Rating	High
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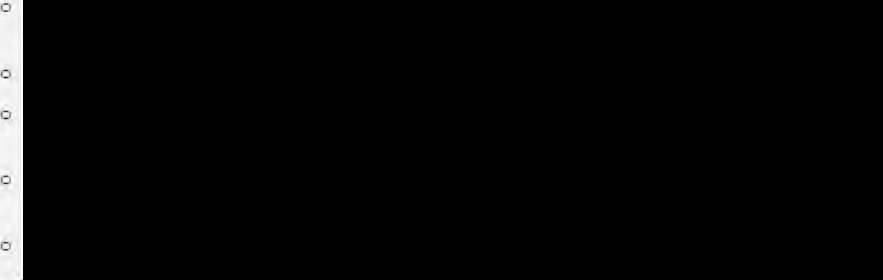


Strategic Lever 6: Further enhance revenue diversification opportunities

Overview

- UTS's Revenue Growth and Optimisation Paper has considered a number of options to improve income streams, including:

s.14, cl4(a)(c)(d)



s.14, cl4(a)(c)(d)



Action Required

Further analysis is required to understand viability of each of the above options for further revenue growth.

Scale of the opportunity (p.a.)	TBC	Estimated investment required	TBC	Execution Risk Rating	Low
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Strategic Lever 7: Opportunity to enhance student retention

Overview

Pending appeal

Action Required

- Further analysis is required to explore opportunities to:
- Enhance the financial performance and student intake of UTS College
 - Streamline and uplift capability in student services
 - Improve the overall student experience including conducting detailed analyses to understand the factors contributing to low retention in certain areas

Scale of the opportunity (p.a.)	TBC	Estimated investment required	TBC	Execution Risk Rating	Med
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Strategic Lever 8: Cost opportunities with strategic projects, working capital management, IT, and procurement

Overview

Pending appeal

s.14, cl4(a)(c)(d)

Action Required

- Further analysis should be given to the sequencing and interdependencies between the top 4 strategic projects in particular
- Further diagnostic analysis regarding working capital opportunities to improve performance and realise quantified value
- Technology rationalisation strategy and design of future, optimise IT operating model
- Further review of Procurement Strategy and Benefits Realisation Plan to determine if additional opportunities can be expanded / identified

Scale of the opportunity (p.a.)	\$18m - \$29.2m	Estimated investment required	TBC	Execution Risk Rating	Med
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This is documented in further detail within Strategic Lever 8: Other cost opportunities in the Appendix (page 125)

Gaps

Is there anything we haven't discussed that should be considered?

Afternoon tea
3.45 – 4.15pm



Session 5: Recap and next steps

17 October 2024
A Parfit

Operational Sustainability extended scope

Build on the initial five programs

Extended scope: removing \$100M per annum	
Operating Model expansion: • Right- sizing our professional service portfolios and avoiding duplication • Reducing general administration • Streamlining processes • Reviewing and adjusting spans of management • Reducing casual staff expenditure in line with reductions in work volume	Sustainable Teaching and Learning Model expansion: • Focus on: • Reducing subject portfolio with a negative margin • Consolidation of duplicate subjects • Assessing resourcing levels (staffing, other) in line with course requirements
Research Investment expansion: • Include a focus on research productivity • Evaluate the scope of research investment	Maintain revenue and cost management programs and explore other areas: • Academic structures • Property spend • Procurement • Other local area opportunities

Implementation and governance approach

- Three to four areas developing to be worked up and taken forward for detailed design
- Ultimately ULT will be the governing body
- But how do we manage BAU and transformational change implementation?
 - Transformation
 - UPMO
 - Business leads
 - Supporting capabilities

Upcoming communications and engagement plan

Comms activity	Timing	Who
All staff email: Strategic context and scale of the gap	18 Oct	AP
SLG update: Overview of the Discussion paper	24 Oct	AP
All staff Town Hall: Strategic context and discussion paper overview	30 Oct	AP
Discussion paper launch – open for three weeks (will include pack for SLG to use to guide discussions)	w/b 4 Nov	AP
Specific drop-in sessions during the consultation period	TBC	TBC
Discussion paper response	TBC	AP

Immediate next steps

- Keep today's discussions confidential at this stage
- Reflect and send any further comments or feedback to me
- We'll circulate the notes from today early next week
- Regroup at ULT before SLG

Final reflections

DOCUMENT 3.3**UNIVERSITY OF TECHNOLOGY SYDNEY****FINANCE COMMITTEE****AGENDA ITEM 3.3****MEETING 24/4****PROFESSOR ANDREW PARFITT
VICE-CHANCELLOR****14 NOVEMBER 2024****OPERATIONAL SUSTAINABILITY UPDATE****Purpose**

To present to the Finance Committee an update on the progress of the Operational Sustainability Initiative since the last committee meeting, with a focus on engagement and moving the expanded program into Initial Consultation and design phase, plus a specific Operating Model program update.

Recommendation

The Finance Committee to receive and note the report as detailed in Document 3.3 – *Operational Sustainability Initiative Update*.

Operational Sustainability Initiative update

Since the last Finance Committee meeting on 24 September, the focus has been on considering methods to address the need to sustainably reduce our expenditure by \$100 Million in 2026 and maintain this reduction in future years.

While the indicative international student caps have still not been legislated we are working on the basis that they will be introduced and as such have begun work to broaden the scope of the Operational Sustainability Initiative. As a result, we have focused activities on working with KPMG to aid external benchmarking and a high-level diagnostic of the strategic levers to deliver the necessary scale of savings. Flowing on from this work has been ongoing staff engagement on the scale of the issue and the commencement of initial consultation on future state options.

KPMG engagement:

Following the increase in scale of the expenditure reduction and the timeframes for design and implementation we had a competitive tender process to assist with initial analysis, benchmarking and options development. KPMG were selected to undertake this work over five weeks to evaluate strategic levers within the University, with initial analysis on complexity of the possible change and high-level benefits, including financial savings. The strategic levers they considered included:

- Teaching and research

- Academic structures
- Professional services
- Campus footprint
- Retention
- New revenue opportunities
- Other opportunities

They worked closely with teams across UTS, including Finance, People Unit, the Data Insight Unit alongside University, Divisional and Faculty Leadership to inform the findings.

The report was discussed by the University Leadership Team and they endorsed the expansion of the Operational Sustainability Initiative to include the following options for consideration and initial consultation with staff.

Figure 1: Operational Sustainability extended scope

Operational Sustainability - targeting \$100M expenditure savings	
Sustainable Teaching and Learning Redesigning the curriculum portfolio with an initial focus on: • Reducing subject portfolio with low numbers or negative margin • Consolidation of duplicate subjects • Streamlining assessment, in line with our approach to Gen AI in the curriculum • Assessing direct and indirect resourcing levels (staffing, other) in line with course and subject requirements Indicative savings range: \$26 - \$57.9 M	Research Productivity and Investment: • Supporting where research outcomes are being achieved • Evolving the profile of research activity • Evaluate the alignment of research investment with strengths and priorities, including course profile Indicative savings range: \$11.5 - \$15.3 M
Operating Model • Service delivery standardisation and reconfiguration • Reducing general administration • Streamlining processes • Reviewing and adjusting spans of management • Reducing casual staff expenditure in line with reductions in work volume Indicative savings range: \$33 - \$49.6 M	Other • Academic structures • Research centre funding support • Property and Infrastructure spend • Procurement policies • Other local area opportunities Indicative savings range: TBC

KPMG took a conservative approach when calculating the indicative savings ranges above, which ensures we have scope to determine the savings target in each area. They also factored in the investment and implementation costs needed to achieve these savings to give us a holistic picture of what is needed. The UTS Finance team continue to validate these numbers and the benefits phasing, this has been factored into the *Preliminary 2025 – 2029 Finance Plan and 2025 Budget*, Document 3.2.

In considering the options above it should be noted that:

- Given the significant savings required, there is no avoiding the need to reduce both professional and academic staffing levels. In early 2024 when we were looking for a lower reduction in expenditure, there was a focus on professional staffing levels, and a recognition that desirably UTS would maintain the level of academic staffing consistent with our student numbers and research aspirations. Now, given the reduction in student numbers under the international student caps and a larger reduction in expenditure required academic staffing also come into focus.
- Options of scale will require early design to ensure that they are both achievable and sustainable and that all factors are considered in the implementation.
- Small scale changes and quick wins, while contributing to the savings target, will not achieve the level of systematic savings required and may require considerably more effort than the financial return warrants.
- The finance plan allows up to 12 months to implement the chosen options.

The work with KPMG has been helpful, the accelerated timeframe in which it was produced alongside the scale and breadth of the findings have supported valuable ULT discussions and provided a clear options, that build on much of the work already in scope and underway in Operational Sustainability.

The KPMG analysis also underlined the fact that we have a sound reputation and that our financial position is strong which enables us to take a more strategic and planned approach to ensuring ongoing sustainability.

Staff engagement and initial consultation:

Alongside this work there has been a significant communication and engagement focus in the lead up to commencing initial consultation with all staff on the options outlined in figure one. This included a series of all staff emails and a Town Hall on Thursday 31 October, which was attended by over 1,500 people (in person and online), to outline our Foundations for 2030 and the strategic context for Operational Sustainability.

The culminated in the launch of *Operational Sustainability Initiative: Initial Consultation – Discussion Paper (Attachment 1)*, to all staff on Thursday 7 November.

This is a significant paper as it outlines the:

- The current external and internal environments

- Sets our strategic context as we evolve UTS 2027 to build our 2030 Foundations
- Invites staff feedback on the options which are under consideration to address the requirement for sustainable expenditure reduction in response to significant limitations on future revenue growth

The paper is not intended to be comprehensive in all aspects, but invites discussion, consideration and engagement with the key financial and operating conditions which now face the university. It is not a proposal for change, but begins the conversation and initial consultation with staff about a potential change that may have a significant effect on them. It outlines the reasons for the possible change and provides details of the university's desired outcomes.

Next steps

There will be a continued staff engagement focus throughout the initial consultation period (7 – 28 November), which will include email, face to face forums as well as sessions with our Senior Leaders Group to provide practical support as they lead through change.

Alongside that we have already begun further design and more detailed analysis and validation of the KPMG work to support detailed design on the options that we will progress, this builds on work already underway in the Operating Model Sustainable Teaching and Learning Programs and includes:

- Program governance and sponsorship
- Data reconciliation and validation
- Academic workforce analysis
- Functional blueprinting of the university
- Value chain analysis (which feeds into the benefits realisation plan and benefits tracking approach)
- Development of the business case for investment
- Determining the nature of the proposed changes and impacts on staff
- Developing the proposed implementation approach

At this point, no decisions have been made in relation to the final scope and mix of the proposed changes. Any related university change processes will not commence until 2025, we will know more about the timing following the detailed planning on the preferred options.

The indicative timeline below indicates the proposed approach to the design, consultation and implementation phases.

Q4 2024		Q1 2025			Q2 2025			Q3 2025			Q4 2025	
Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov
Initial consultation on Discussion Paper and response												
Detailed program design and sequencing for agreed initiatives, including: • Program governance and sponsorship • Develop implementation approach • Establish benefits realisation plan and benefits tracking approach												
Academic programs — Sustainable Teaching and Learning and Research Investment												
DESIGN • Deep dives into course / subject portfolio and research • Design future state					CONSULT & IMPLEMENT Development and release of Change Proposal(s), consultation, final decisions and implementation							
Operating Model Program												
DESIGN • including service delivery model and design of functions, services and accountabilities												
					CONSULT & IMPLEMENT (STAGED APPROACH) Development and release of Change Proposal(s), consultation, final decisions and implementation							
Core business — delivering the ambition of the university												

Operating Model program update

Alongside the overall Operational Sustainability work as outlined above work is ongoing in this program, since the September update to Finance Committee key activities include:

- Conducting several workshops with Enterprise Resource Planning (ERP) team to ensure alignment across the approaches, staff engagement and key People Unit design elements
- Progressing the framing of over 40 work packages to enable commencement of detailed co-design (with appropriate Faculty and Divisional representation). This includes deep current state analysis
- Refinement of the prioritisation framework to enable appropriate sequencing of the work packages.

Work packages represent an area of focus with specific outcomes and objectives. Each work package will have terms of reference that articulate its specific objectives and benefits criteria; its relationship with up- and downstream processes; its contribution towards university objectives; its key stakeholders; and any specific guiding principles. Table one, below, provides a high-level overview of selected work packages.

Table 1: Selected work packages (grouped)

Area	Work Package	Opportunity / Problem Statement
Education and Students	Student Support – Lifetime Learner Experience	Potential duplication of (non-academic) functional support across the Education & Students portfolio and faculties. Significant system limitations leading to delays and student inquiries.
	Learning & Teaching Support – Learning Design & Technology	Inconsistent approach across the university in Learning Design. Large number of people with capability to build courses, to be reviewed for efficiencies in terms of ROI, and strategic imperative to maintain capability at high head count.
	Internships – Work-Integrated Learning	Internship management with high levels of devolved faculty administration & overhead. Could be centralised to create efficiencies.
Research	Research Support - Admin	Duplication in enquiries - triple handling between School / Faculty / Research Office. Greater transparency required on who does what or centralise services for a one-stop shop.
	Management of Funded Research	All aspects identified for optimisation. Contract review, negotiation, finalisation; project management; financial management; OHS; lab & facility management; ethics.
	Research Enablement	Two teams that do Research Translation and Engagement within Faculties and External Engagement, could be brought together. This could result in a more unified whole of university proposition.
Academic Enablement Model	Development of guiding designs for faculty and division architecture	Opportunity to develop a model that details principles around a faculty construct, structure and operational processes as well as ways of working with Divisions. Will seek to drive greater role alignment and practice.
Pan University	Data and Reporting	Areas of ad-hoc, manual reporting without a clear tie to outcome or QA process. Potential to integrate data sources and templates; reduce low-utilisation reporting; and/or combine reporting functions.
	Contract Management	Opportunities to reduce the administrative burden of authoring, issuing, and maintaining contracts, and achieve faster outcomes, through better contracting tools and service design.
	Governance & Policy	Review current governance arrangements to ensure policy and procedures support intentional design (balance flexibility while minimising ad-hoc or non-standardised/unsupported practices). Ensure decisions and authorisations are made at the right levels.

The focus for the Operating Model program in Q4 includes:

- Further workshops with ERP to ensure ongoing alignment
- Plan and agree stakeholder involvement in the program and associated time commitments
- Commence detailed co-design for selected work packages
- Progress expectations of capability and capacity of HR functions to determine any external support requirements
- Develop the overall Change Proposal architecture that considers the optimal staff change experience; allows for a phased implementation while minimising operational disruption; and minimises industrial risk
- Refine the target benefit ranges
- Confirm benefit framework and tracking mechanism.

Attachment

1. Operational Sustainability Initiative: Initial Consultation – Discussion Paper

DOCUMENT 5.1

UNIVERSITY OF TECHNOLOGY SYDNEY

COUNCIL

AGENDA ITEM 5.1

MEETING 24/6

**DR JOHN LAKER AO
CHAIR, FINANCE COMMITTEE**

27 NOVEMBER 2024

REPORT FROM FINANCE COMMITTEE

Purpose

This report includes matters considered by the Finance Committee at its 24/4 meeting on 16 October 2024.

Recommendations

Council to:

- .1 receive and note the Report as detailed in Document 5.1 – *Report from Finance Committee*;
- .2 receive and note the *Financial Performance Report (for the period ending 30 September 2024)*, as detailed in **Attachment 1**; and
- .3 note that out of scope .

MATTERS FOR NOTING

out of scope [Pages 2, 4 and 5 also removed as out of scope content]

out of scope

Operational Sustainability

Since the last advice to Council at its 24/5 Meeting, the focus of the Operational Sustainability Initiative has been on engagement and on considering methods to address the need to sustainably reduce expenditure by \$100m in 2026 and maintain this reduction in future years.

The scope of the Initiative has been broadened on the basis that international student caps will be introduced. Hence, activities have been focussed on working with KPMG, chosen after competitive tender, to aid external benchmarking and a high-level diagnostic of the strategic levers to deliver the necessary scale of savings. KPMG's initial analysis was on the complexity of the possible change and high-level benefits, including financial savings. The strategic levers they considered included teaching and research; academic structures; professional services; campus footprint; retention; new revenue opportunities; and other opportunities.

KPMG's report was discussed by the University Leadership Team and they endorsed the expansion of the Initiative to include options for consideration and initial consultation with staff under the following broad heads:

- redesigning the curriculum portfolio to support sustainable teaching and learning;
- strengthening research productivity and investment;
- a streamlined and more efficient operating model; and
- other areas for operational cost savings.

KPMG took a conservative approach when calculating indicative savings ranges and also factored in the investment and implementation costs needed to achieve savings. The UTS Finance team continue to validate the numbers and the benefits phasing, to be factored into the Preliminary 2025-29 Finance Plan and 2025 Budget.

Given the significant savings required, there is no avoiding the need to reduce both professional and academic staffing levels. Moreover, small scale changes and quick wins will not achieve the level of systemic savings required. The Finance Plan allows up to 12 months to implement the chosen options.

Flowing on from this work has been ongoing staff engagement on the scale of the issue and the commencement of consultation with all staff on future state options. This included a series of all staff emails and a Town Hall on Thursday 31 October, which was attended by over 1,500 people (in person and online), to outline UTS's Foundations for 2030 and the strategic context for Operational Sustainability. This culminated in the launch of *Operational Sustainability Initiative: Initial Consultation – Discussion Paper* (provided at Agenda Item 3.3), to all staff on Thursday 7 November.

UNIVERSITY OF TECHNOLOGY SYDNEY
UNIVERSITY LEADERSHIP TEAM (ULT)

AGENDA ITEM:	2.1	ULT 12/12/2024
SPONSOR:	PROFESSOR ANDREW PARFITT	
	VICE-CHANCELLOR	
VISITOR/S:	UTS: Michelle Callen, Belinda Johnson, Lee Pruden, Emma Baker, Sarah Meaney, Mark Sandham, Fiona Thomas Item: 2.1.3.2 Joanne Gray and Jacqui McManus KPMG: out of scope personal information	
OPERATIONAL SUSTAINABILITY UPDATE AND NEXT STEPS		

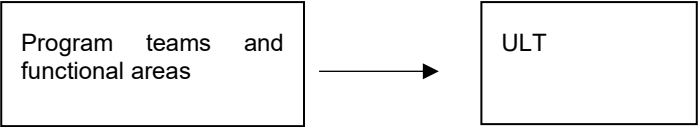
Purpose

☒ For Decision/Endorsement

Level of Confidentiality

☒ ULT Only

Consultation Pathway



Recommendation

That ULT consider and provide feedback on the attached papers:

2.1.2 Proposed Operational Sustainability governance

Program Plans:

2.1.3.1 Research Productivity and Investment: Program Sponsor: Kate McGrath

2.1.3.2 Sustainable Teaching and Learning: Program Sponsor: Kylie Readman

2.1.3.3 Operating Model: Program Sponsors: Glen Babington and Peta Wyeth

Executive Summary

The attached papers provide a summary of the proposed governance for the Operational Sustainability Initiative which is comprised of three key programs:

- Research Productivity and Investment
- Sustainable Teaching and Learning
- Operating Model

With a focus on removing \$100 Million in expenditure, which will also deliver significant non-financial benefits and alongside clear and co-ordinated plans to achieve sustainable revenue growth.

Each of the Program Sponsors have been developing the draft program plans for ULT discussion and endorsement to move into detailed design in preparation for implementation in 2025.

Overview of the papers:

2.1.2 Proposed Operational Sustainability governance

This outlines the proposed governance structure for the Operational Sustainability Initiative, including an overview of decision rights and the role and suggested membership of the Integration Committee. This also provides a summary of the approach to benefits management and tracking, which will be led by the UPMO in conjunction with Finance and other units as necessary.

2.1.3 Program Plans:

2.1.3.1 Research Productivity and Investment

2.1.3.2 Sustainable Teaching and Learning

2.1.3.3 Operating Model

The bulk of the discussion during the meeting will focus on the proposed program plans which provide an overview of the program; interdependencies; program benefits and costs plus a resourcing overview and the proposed detailed design plan.

Financial Implications

Each of the program plans include investment requirements and during the meeting item 2.1.3.4, *Overall Investment Ask*, will be presented, which will include the combined program asks as well as indicative requirements for key functional areas.

Communications

Each program plan contains information on the stakeholder engagement and communications plan. During the meeting an update on the approach to overall communications, engagement and change will be presented, this will continue to be refined throughout January 2025 and will come back to ULT for review and discussion in February.

This is confidential at this stage and not to be discussed outside of ULT.

Next Steps

Following the discussion with ULT any necessary updates to the proposed governance, program plans or benefits realisation and tracking will be made

Attachments

2.1.2 Proposed Operational Sustainability governance

Program Plans:

2.1.3.1 Research Productivity and Investment

2.1.3.2 Sustainable Teaching and Learning

2.1.3.3 Operating Model

Draft in progress only. No final decisions made.



UTS Operational Sustainability – Detailed Design Phase

Program Plan : Operating Model

December 2024

UTS CRICOS 00099F
UTS TEQSA PRV12060

Draft in progress only. No final decisions made.

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*Note further workstream planning to be performed in January for Workstreams 2 & 3 (refer to slide 5)

Draft in progress only. No final decisions made.



01

Program Overview

Program context, objectives, and workstreams

Draft in progress only. No final decisions made.

2.1 Program Overview

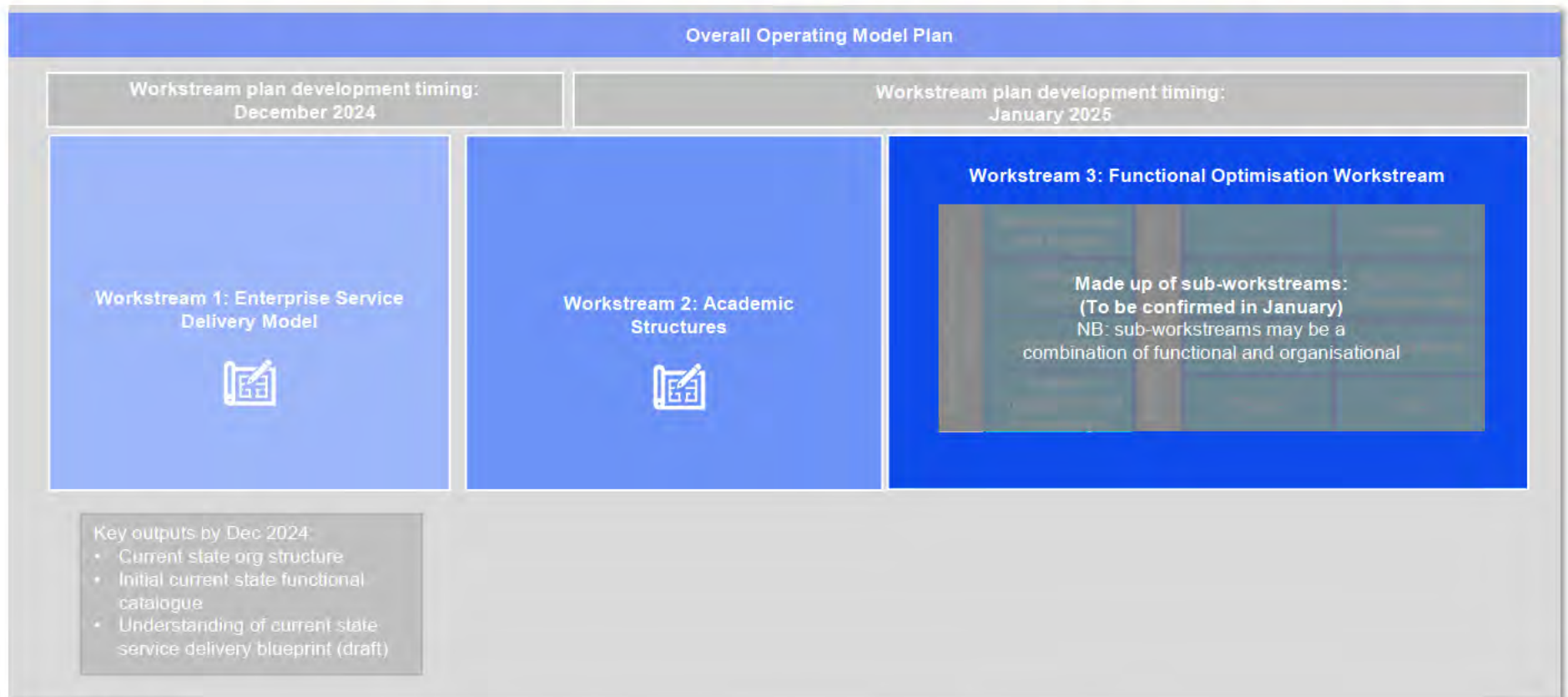
Program Title	Operating Model
Strategic Intent	The strategic intent of this program is to optimise UTS' Operational and Academic Services, to deliver consistent, high-quality support to the academic endeavour that are operationally and financially sustainable. This will be achieved through improved service delivery, structural refinement and innovative solutions that are adaptable to evolving academic and operational priorities.
Objectives	• Reduce non-academic work and associated costs across Academic and Operational Services to realise benefits of \$33.0m to \$49.6m by leveraging three drivers: reducing FTE, reducing third-party expenditure, while also considering opportunities to increase revenue. To account for the likely adjustment in the implementation period, it is necessary to design for 150% of the upper range target benefit, therefore \$74.4m. • Design a future state Enterprise Service Delivery Model (SDM) to improve the provision of academic and professional support services at the University, setting it up for an operational and financially sustainable future. • Identify enabling solutions and levers to 'take work out'. This includes stopping work, process improvements, automation and digitisation, outsourcing, and organisational design (OD) e.g. spans and layers. • To define a consistent architecture for UTS faculties, research centres, and institutes, establishing a 'standard' by which the University can assess the benefit potential of creating greater consistency and uniformity across existing structures in its faculties. • Leverage current work packages where applicable to enhance efficiency and achieve cost savings. • Scope exclusions include Jumbunna.
Program Sponsor	Glen Babington and Peta Wyeth
Workstreams	• Workstream 1: Enterprise Service Delivery Model • Workstream 2: Academic Structures • Workstream 3: Functional Optimisation (inclusive of sub-workstreams to be confirmed in January)
Governance (in order of hierarchy)	• ULT - Track progress, address issues and roadblocks, and ensure alignment with program goals and timelines. VC will be provided with regular updates to track progress and provide input or agree and endorse decisions made by the Project Sponsor(s). • Integration Committee* - To ensure integration at the Portfolio level, providing the opportunity for Programs to be considered together in a cohesive and coordinated manner. • Program Steering Committee - To collectively address challenges, remove roadblocks, and ensure full transparency and visibility of the program as a whole, ensuring collaborative progress towards the program's objectives



*To be established

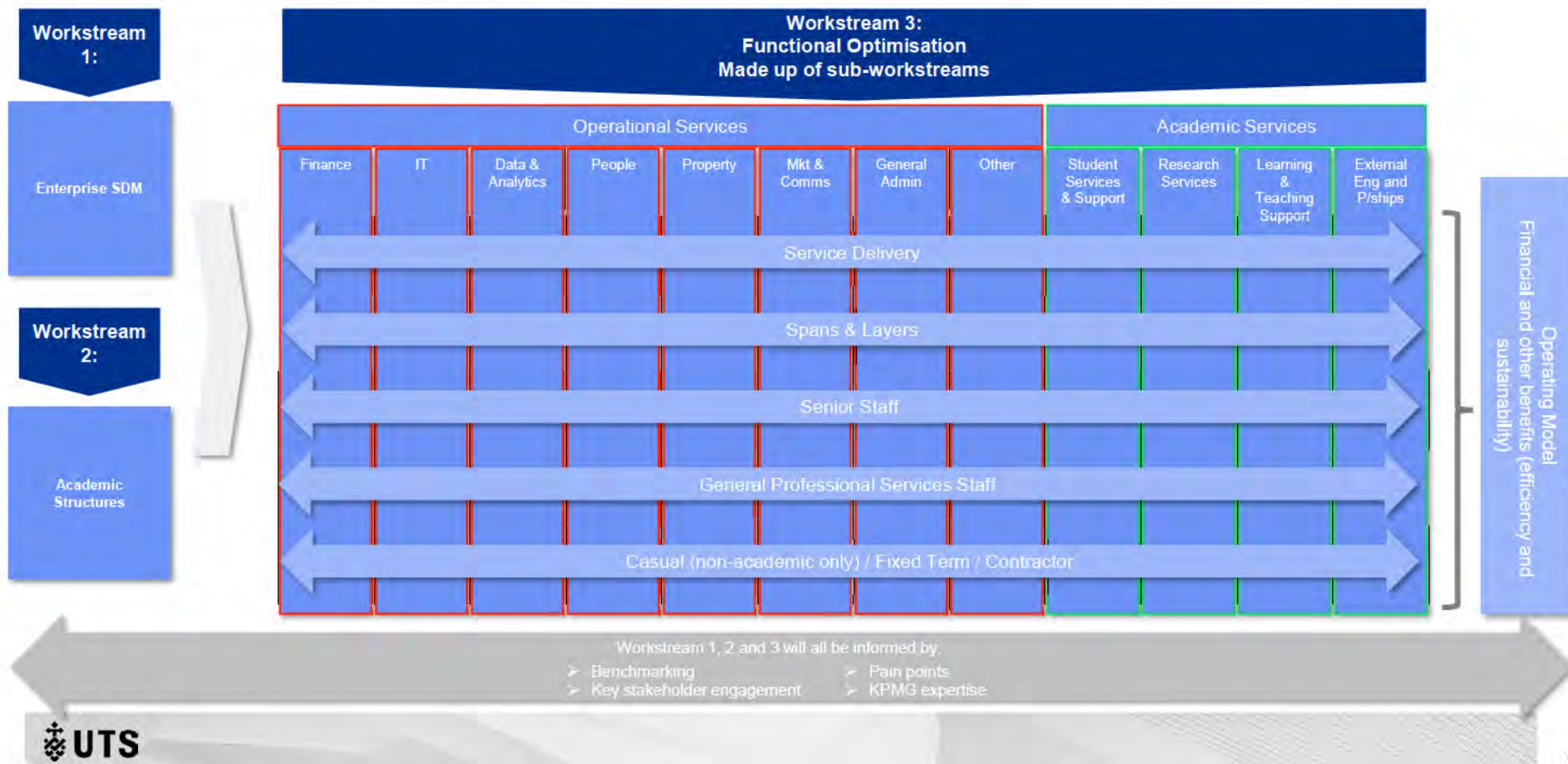
Draft in progress only. No final decisions made.

2.2 Structure and timing of building the operating model program plan



Draft in progress only. No final decisions made.

2.3 Functional approach to drive operating model financial benefit



Draft in progress only. No final decisions made.

2.4 An overarching approach to determining the functional scope

Step 1:

December 2024 – iterate into 2025

Functional (service) catalogue

(validation of existing work)

Organisational structure

(build out current state understanding)

Functional catalogue overlayed with the current
state Organisational Structure

Holistic view of which functions and/or where they are
currently performed at the University

Step 2:

December 2024 – iterate into 2025

Overlayed with current work packages

These will be leveraged to inform scope of
what is in or out with Program Sponsors

Step 3:

January 2025

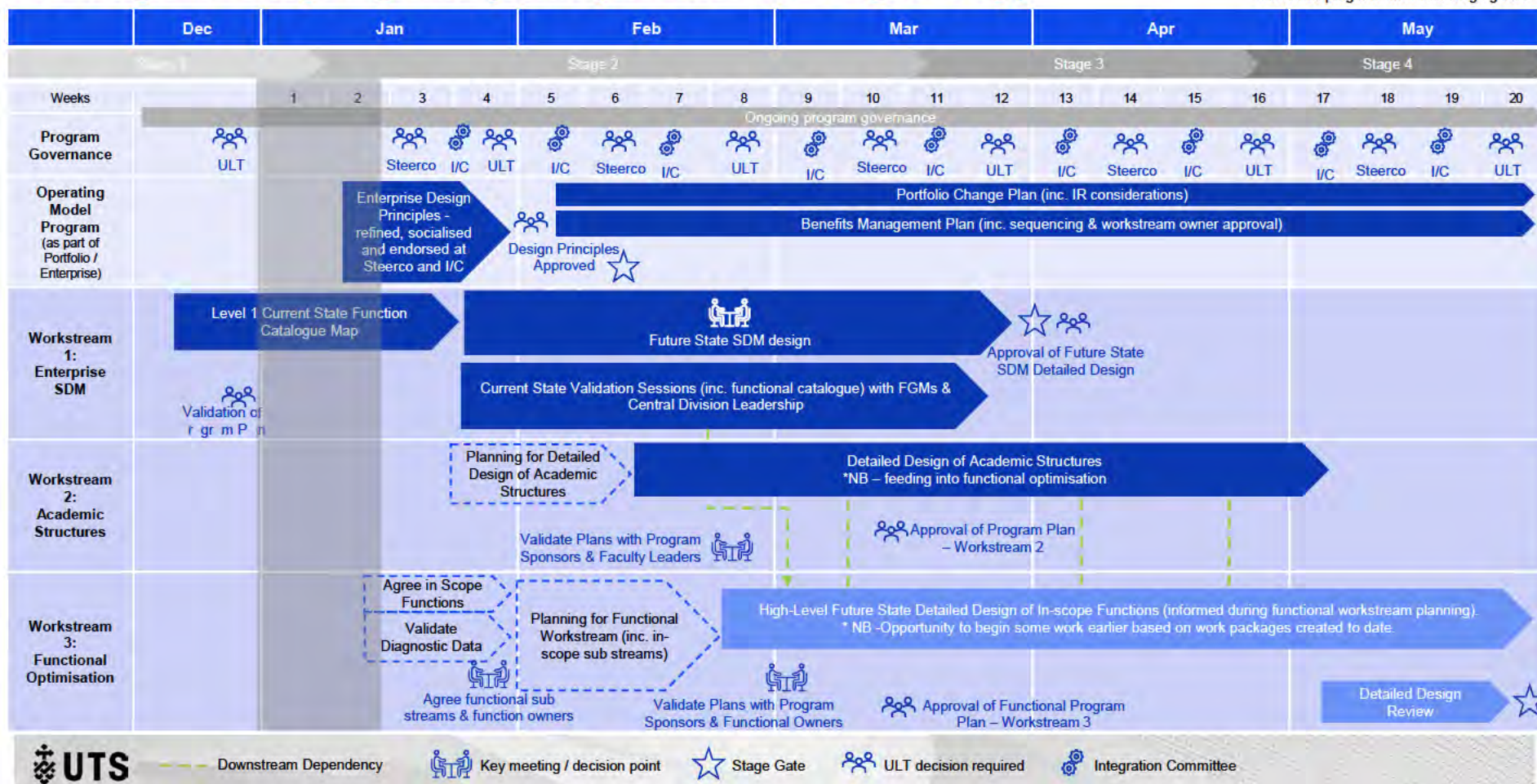
Functional sub stream scope

Draft in progress only. No final decisions made.

2.5 High level program plan (detailed design only)

■ Workstream 1/2 Activity
■ Workstream 3 Activity

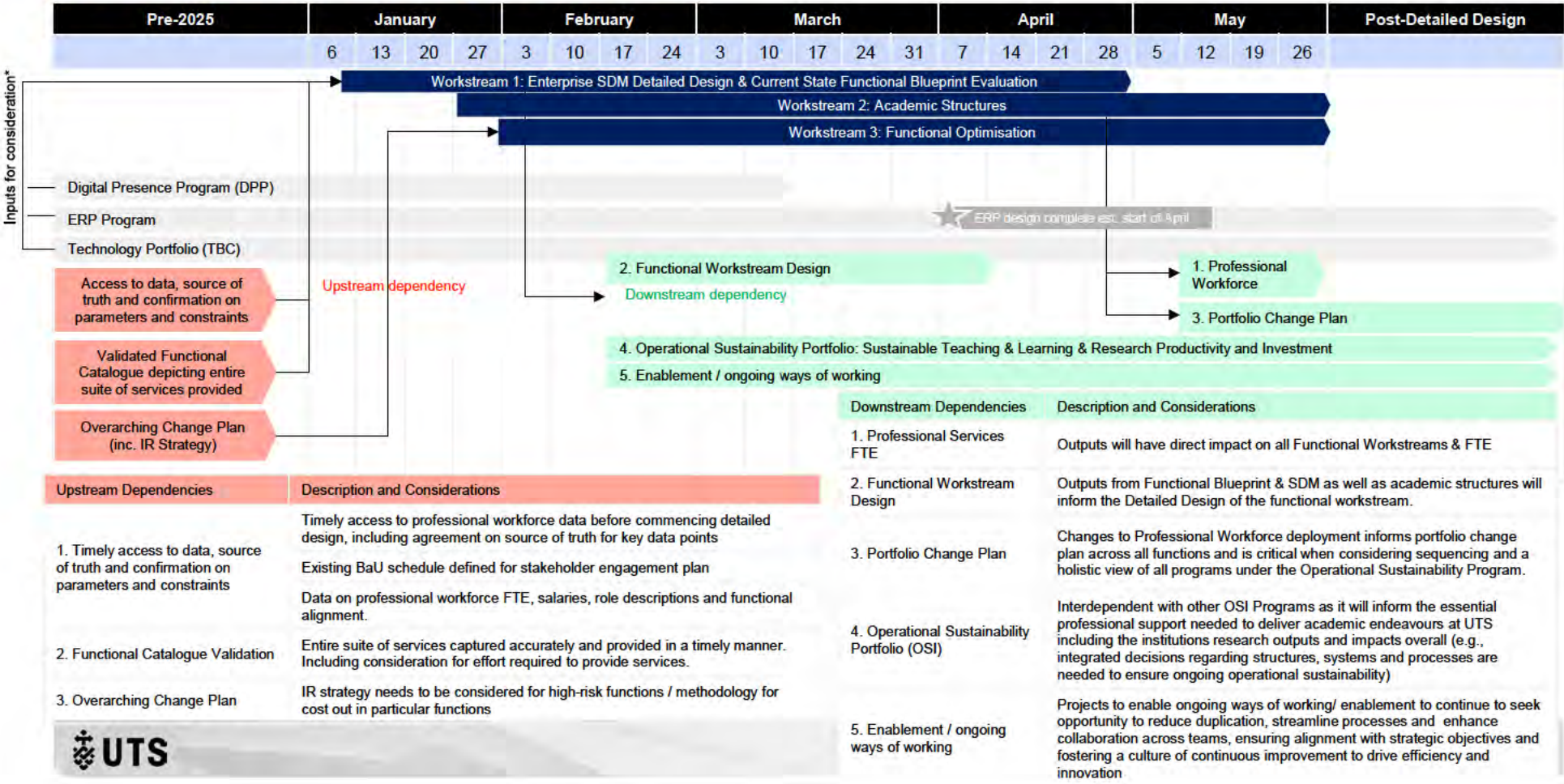
*Indicative program timeline & stage gates



Draft in progress only. No final decisions made.

NB: To be further iterated for workstream 2&3 in January

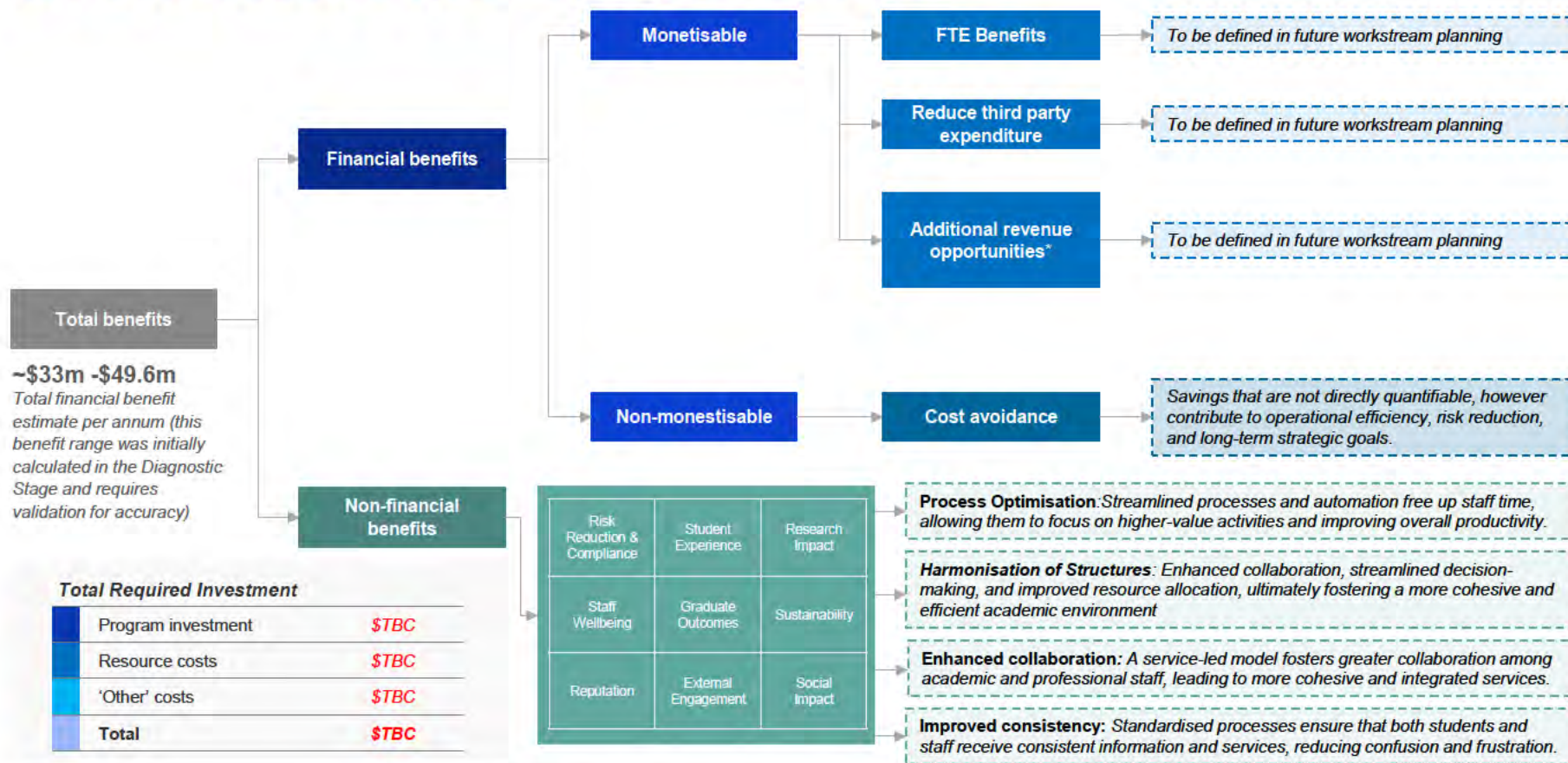
2.6 Program interdependencies



Draft in progress only. No final decisions made.

2.7 Consolidated view of program benefits

NB: To be further iterated for workstream 2&3 in January

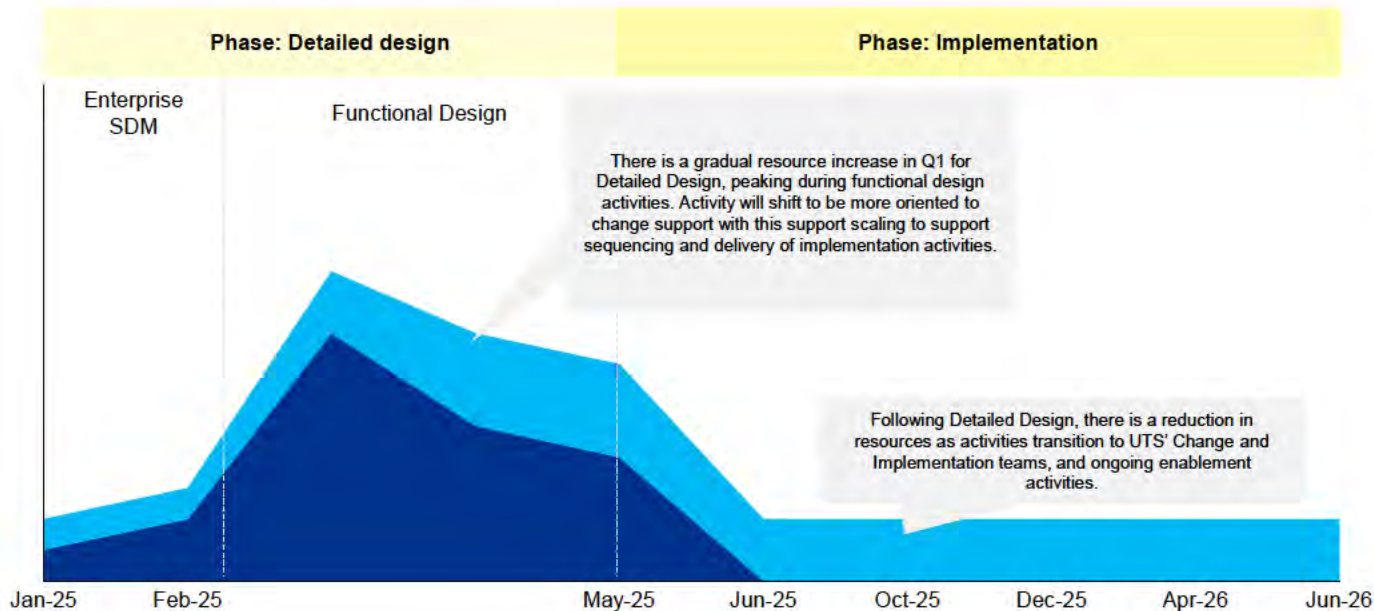


Draft in progress only. No final decisions made.

2.8 High level overview of resourcing profile across the program

High-level overview of the program's resourcing profile by phasing and scale (2025)

- Detailed Design team
- Change and Implementation team

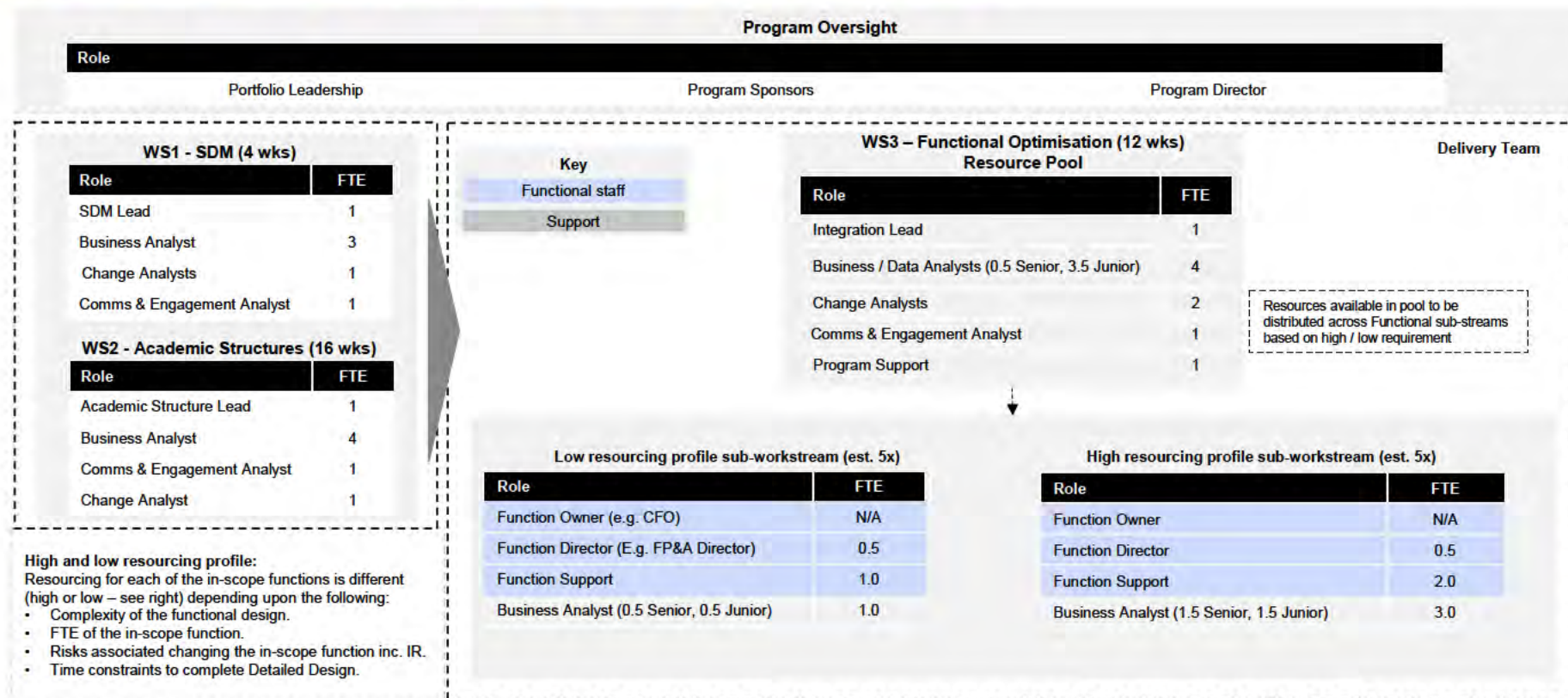


Key Notes:

Depending on the work required and the program's progress, the support profile may vary throughout the year to meet the organisation's evolving needs. These arrangements will be monitored and discussed on an ongoing basis with Program Sponsors / Directors.

Draft in progress only. No final decisions made.

2.8 Resourcing approach across workstreams



Program overview

Workstream 1 overview

Workstream 2 overview

Appendix

Draft in progress only. No final decisions made.

2.8 Program resourcing overview (1/3) – Core support

The following outlines the core UTS team required to execute the activities specified in this program plan and begin to support the program through its implementation phase (up to 12 months). This team has been budgeted for a 12 month period, covering both activation/initiation activities, the delivery of detailed design and partial implementation support required. The costing assumes that the same UTS resourcing profile will be necessary to support the implementation activities phase.

Team Member	Role	Description	Workstream 1	Workstream 2	Workstream 3	FTE Total (across all workstreams)	Indicative Cost (\$) 12 mths	Status
out of scope personal information	Program Sponsor	To make executive decisions as required	x	x	x	0.1	N/A	Current
	Program Sponsor	To make executive decisions as required	x	x	x	0.1	N/A	Current
	Functional Catalogue Owner	To own the review and validation of the Functional Catalogue as a SME		x		0.5	N/A	Current
	Organisation Managers	To provide validation and insights into Functional Catalogue work as required.		x		N/A	N/A	Current
	Program Director	To provide oversight of the entire Program	x	x	x	1.0	s.14, c4(d); 3(a)(b)	Current
	Integration Lead	To provide oversight of workstream 3 across all functional sub-workstreams and overall accountability			x	1.0		Current
TBC - UPMO	Business Analyst*	To conduct desktop research, develop data-driven insights, and support stakeholder engagement. Represents 15 people with scale spread across three workstreams (assume 6x senior, 9x junior) Timing: • Workstream 1 – 4 week period (to roll onto workstream 3) – (2 junior) • Workstream 2 – 16 week period – (1 senior, 1 junior) • Workstream 3 – 12 week period (5 senior, 8 junior)	2	2	13	15		Partial Vacant
TBC - UPMO	Communications and Engagement Analyst*	To develop & implement communications as required and develop strategies to engage the broader university as needed. Workstream 1 analyst to roll into workstream 3.	1	1	1	2.0		Vacant
TBC - UPMO	Change Analyst*	To lead and implement change initiatives and develop strategies to ensure successful adoption. Workstream 1 analyst to roll into workstream 3.	1	1	2	3.0		Vacant
TBC - UPMO	HR / IR SME	Provide expert advice and input on all change activities across the project, ensuring effective employee relations and compliance with industrial frameworks	x	x	x	0.5		Vacant
Total (excl. GST)								

Key

UTS Internal Resource

UPMO Internal Resource

Portfolio Level Resourcing Support:

- FGMs
- ADTL / ADR
- Change Team (People Unit)
- IR Support
- Finance Team

* Resourcing requirements

As a principle, engagement of UTS resources is the first preference. KPMG resources are engaged only when UTS has a capability and capacity constraint.

Program overview

Workstream 1 overview

Workstream 2 overview

Appendix

Draft in progress only. No final decisions made.

2.8 Program resourcing overview (2/3) – External support

The following outlines the external support required to execute the activities specified in the Operating Model program plan and support the program through its detailed design phase.

Team Member	Role	Description	Workstream 1	Workstream 2	Workstream 3	FTE Total (across all workstreams)	Indicative Cost (\$)	Status
out of scope personal information	Portfolio Leadership	To provide overarching leadership to the Operational Sustainability portfolio	x	x	x	0.2	s.14, c4(d); 3(a)(b)	External
	Op Model Specialist	To provide specialist insights pertaining to Operating Model Design and Implementation	x		x	0.6		External
	Portfolio Leadership & Academic Structures Specialist	To provide overarching leadership to the Operational Sustainability portfolio and provide specialist insight into the Academic Structure workstream		x	x	0.4		External
TBC	Academic Structures Lead	To provide overarching leadership to Academic Structures design.		x		0.5		External
TBC	SDM Lead	To provide overarching leadership to the Enterprise Service Delivery Model design. Assumes 6 week period.	x			0.5		External
TBC	Functional Specialist – High	To provide overarching guidance to the functional workstreams that require high resourcing. Represents 3 senior specialists at 0.5 FTE each for a 12 week period.			3	1.5		External
TBC	Functional Specialist – Low	To provide overarching guidance to the functional workstreams that require low resourcing. Represents 2 senior specialists at 0.2 FTE each for an 8 week period.			2	0.4		External
TBC	Business Analyst	To conduct desktop research and develop data-driven insights to support operating model decision-making across all workstreams. Resource pool to scale up across WS3 for the sub-streams, in line with WS1 completion. This should include: • 1x BA Specialist Workforce Planning Detail & timing: • 2x BA's WS1 SDM (4 weeks) • 1 Manager • 2x BA's WS2 Academic Structures (16 weeks) • 1 AD • 1 SC • 12x BA's WS3 Functional Optimisation (12 weeks) – including 2 BA's from workstream 1 to continue • 3 x AD's • 3 x Managers • 6 x SC's	1	2	12	14.0		External
TBC	Program Support	To assist in planning, tracking, and coordinating project activities to ensure timely delivery and adherence to project objectives	x	x	x	1.0		External

Key

UTS Internal Resource

UPMO Internal Resource

KPMG

Portfolio Level Resourcing Support:

- FGMs
- ADTL / ADR
- Change Team (People Unit)
- IR Support
- Finance Team

Workstream 3 Functional Complexity (high / low range):

- A functional workstream is considered 'high range' (versus 'low range') based on increased levels of scale, complexity and risk.

Total (excl. GST) \$2,893,000

Draft in progress only. No final decisions made.

2.8 Program Resourcing - Assumptions

Assumptions	
1. Time to recruit	Immediate program commencement may impact recruitment for defined roles. Interim contractor resources will be used to fill these roles, with regular reviews to identify more cost-effective solutions.
2. Timelines	Work will be delivered according to the detailed plan and timeline as outlined in this program plan.
3. Availability	Staffing profiles aligned with described roles and responsibilities will be available.
4. Regular assessments at stage gates	At each stage gate, the resourcing mix will be evaluated to identify opportunities for integrating more UTS resources. This includes assessing the performance and availability of current UTS staff and determining the feasibility of transitioning roles from contractors to UTS employees.
5. Continuation of resources	Staff who have been utilised within the 'Core UTS Team' will continue to be resourced as the program progresses into a continuous improvement phase (estimated 2026).
6a. Resourcing flexibility	Staffing and resourcing mixes will be agile to meet the needs of the work, considering complexity and volume.
6b. Resourcing flexibility (rapid stand up)	In recognition of the need to upskill quickly, there will be a blend of resources used with the intention of converting these to fixed term contracts or full-time in the future (and where appropriate).
7. Implementation of proposed Solution	The UTS resourcing profile partly includes the cost required for the implementation phase. These UTS resources have been resourced for 12 months from the start of detailed design.
8. Quantification of costings	Calculations and resourcing mix apply only to the Detailed Design phase for a time frame specific to each resource. The UTS UPMO resourcing costs have been calculated on the pricing provided by UPMO for a period of 12 months. All KPMG resources have been costed based on the agreed pricing rates outlined in SCM005 based on timing for each workstream per this program plan.
9. On-going costs and duration	There will be on-going implementation costs in 2026 as the program approaches its conclusion, this includes knowledge exchange and continuous improvement work undertaken.
10. KPMG resource notice period	The KPMG resource profile will be continuously monitored and agreed upon throughout the engagement. Adjustments to KPMG resources can be made to meet UTS's evolving needs, provided that a minimum of two weeks notice is given.

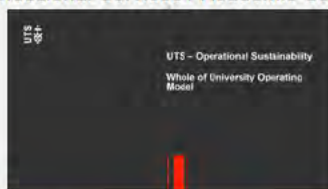
Draft in progress only. No final decisions made.

2.9 Key deliverables and implementation approach through 2025

DETAILED DESIGN

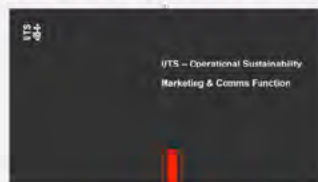
EXAMPLE: Whole of University operating model design

i.e. Professional Services / Academic Services

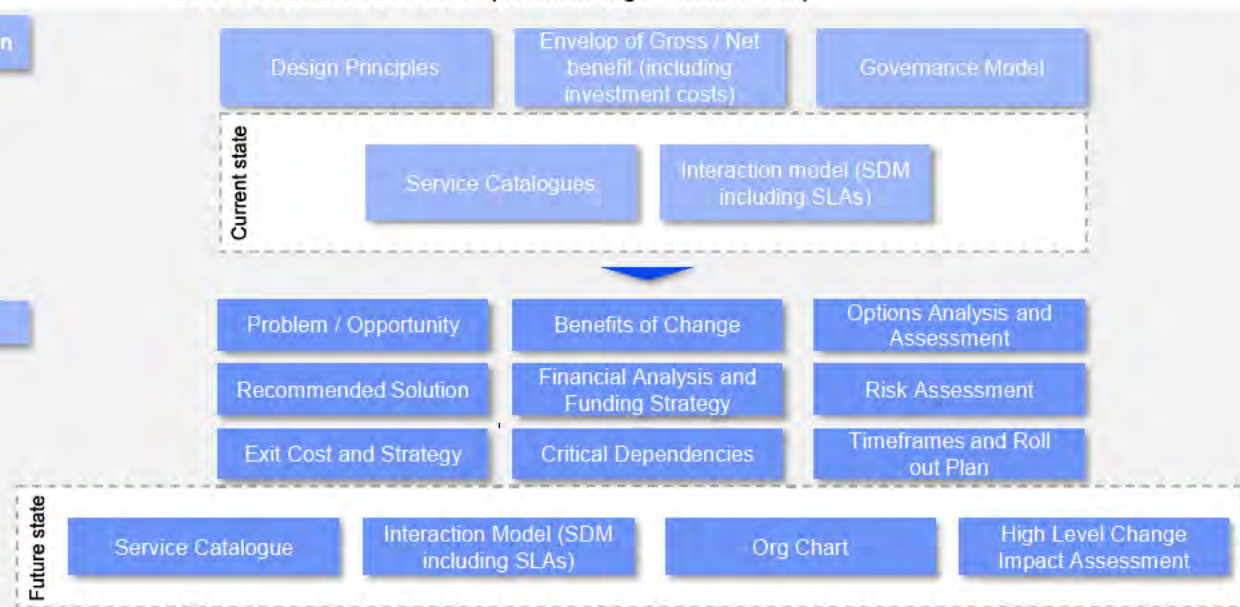


EXAMPLE: Functional Level Business Case

i.e. Marketing & Comms / Research Services, etc.



DETAILED DESIGN – DETAIL (Commencing December 2024)



IMPLEMENTATION



STAGE GATE (May / June 2025)

IMPLEMENTATION

FORMAL CHANGE PLAN FOR ACADEMIC AND PROFESSIONAL STAFF

Draft in progress only. No final decisions made.



02

Workstream 1 Overview

Detailed plan for Service Delivery Model

Draft in progress only. No final decisions made.

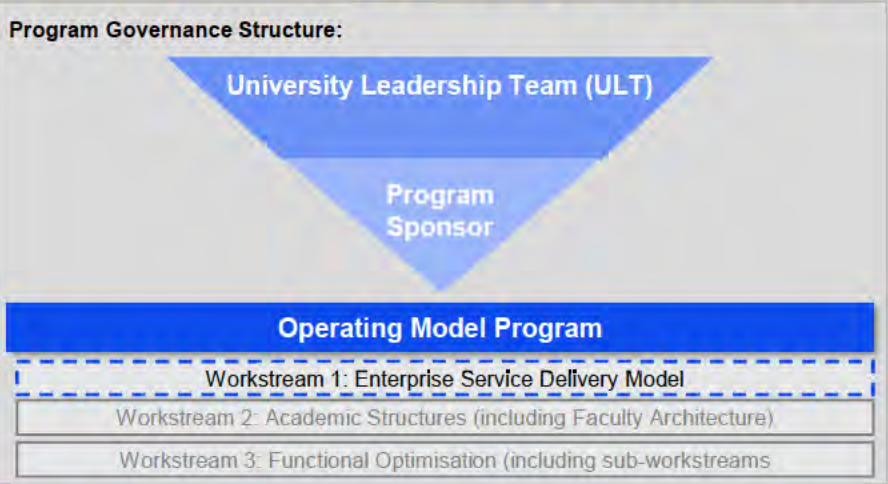
3.1 Enterprise SDM – Workstream overview, sponsor(s) and governance

Program Title	Operating Model
Workstream Title	Enterprise Service Delivery Model
Workstream Start Date	12 December 2024
Est. Workstream End Date	March 2024
Program Sponsor(s)	Glen Babington and Peta Wyeth
Program Director	Mark Sandham
Workstream Sponsor(s) or Key Stakeholder(s)	Glen Babington and Peta Wyeth
Exclusions	- Jumbunna - Further exclusions TBC



Workstream Objective:

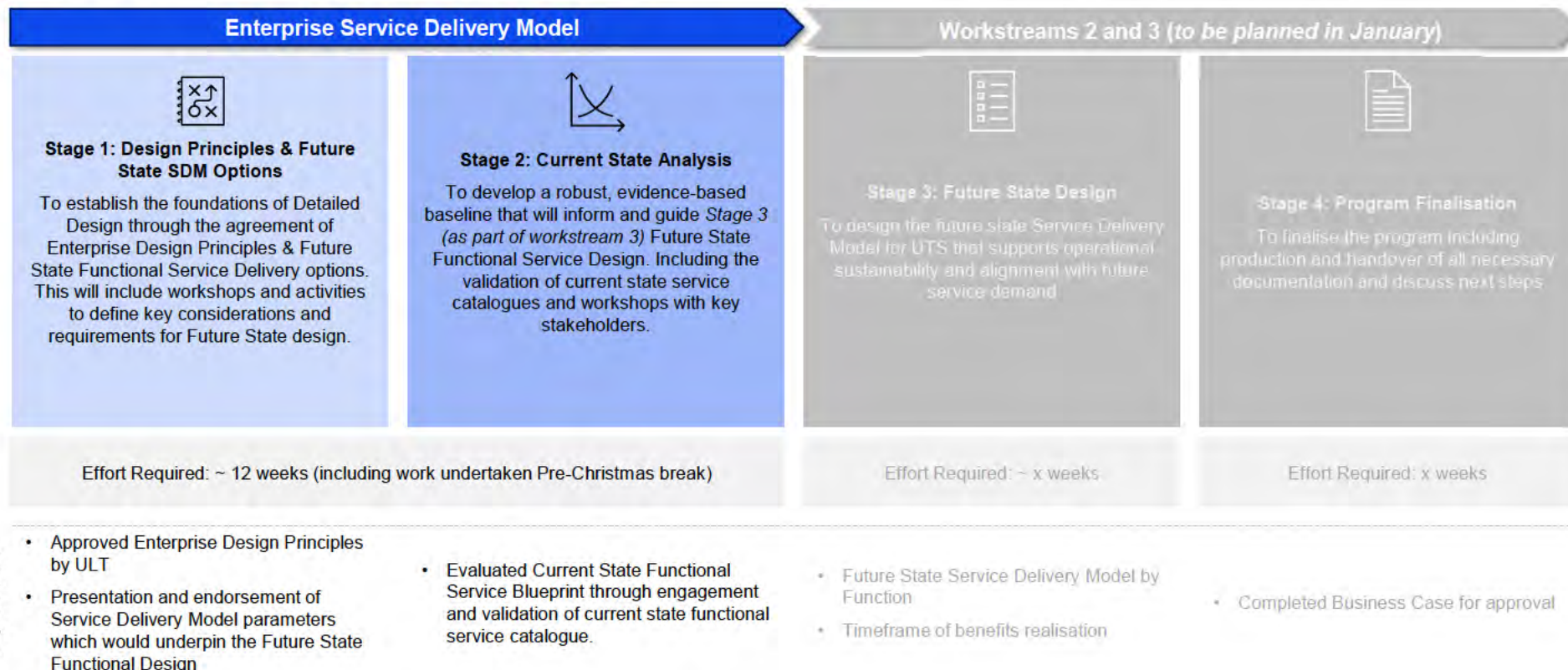
- Establish a comprehensive, efficient, and user-centric service delivery framework that aligns with the University's strategic goals. This framework aims to enhance service quality, accessibility, and accountability across all university divisions and faculties, ensuring that services are delivered effectively and meet the needs of students, faculty, and staff.



Key Governance	Purpose	Cadence
Program Sponsor(s)	Track progress, address issues and roadblocks, and ensure alignment with program goals and timelines	Weekly
ULT / VC	Provide regular updates to track progress, and to provide input or agree and endorse the decisions made by the Program Sponsor	Monthly
Integration Committee (TBC)	To ensure integration at the Portfolio level, providing the opportunity for Programs to be considered together in a cohesive and coordinated manner	Fortnightly
Program Steering Committee (TBC)	To collectively address challenges, remove roadblocks, and ensure full transparency and visibility of the program as a whole, ensuring collaborative progress towards the program's objectives	TBC

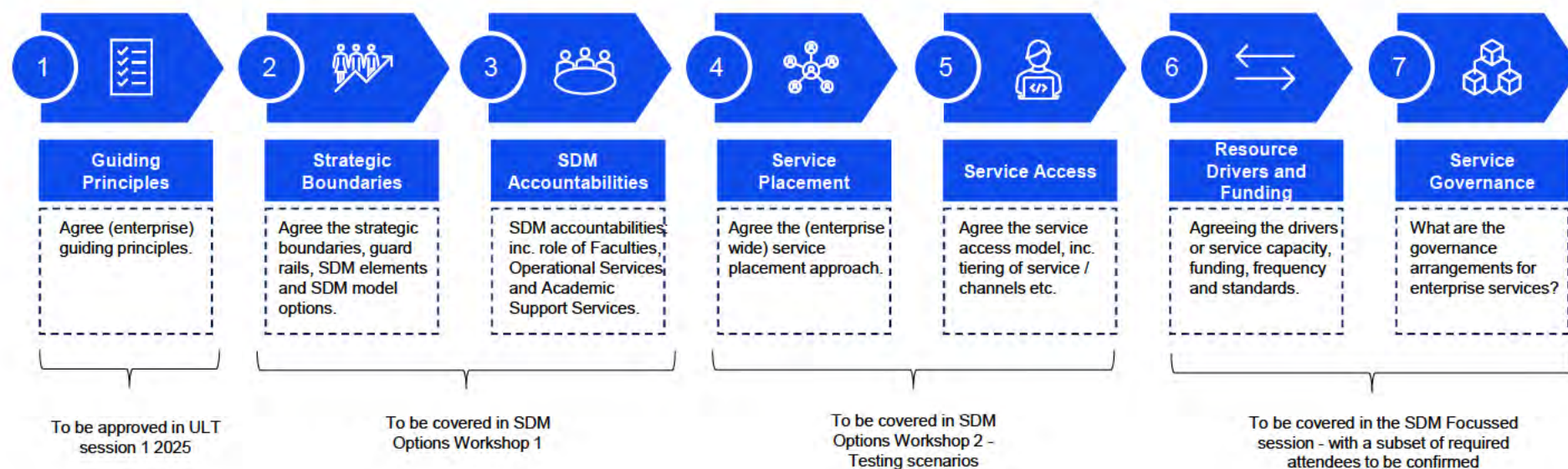
Draft in progress only. No final decisions made.

3.2 Detailed design analysis plan



Draft in progress only. No final decisions made.

3.3 Future state - enterprise service delivery model approach



Draft in progress only. No final decisions made.

3.4 Enterprise service delivery model approach – detailed steps (1/3)

2



Strategic Boundaries

- **Objective:** Establish a clear understanding of the strategic boundaries and guard rails that will guide the development and implementation of the Service Delivery Model (SDM). This step includes an introduction to what an SDM is and its importance in aligning services with the university's strategic goals.
- **Detailed Approach:** This step involves defining the scope and limitations within which the SDM will operate. It ensures that all stakeholders have a shared understanding of the strategic objectives and constraints. The introduction to SDM will cover its key components, benefits, and how it supports the university's mission and vision. This foundational knowledge will help in aligning subsequent steps with the overall strategic direction.



3



SDM Accountabilities

- **Objective:** Clarify and assign specific roles and responsibilities to faculties, operational (Operational) services, and academic support services within the SDM framework.
- **Detailed Approach:** This step focuses on delineating the accountabilities of different university divisions to ensure smooth and efficient service delivery. By clearly defining the roles of faculties, Operational services, and academic support services, the university can avoid overlaps and gaps in service provision. This clarity will facilitate better coordination and collaboration among various departments, leading to enhanced service quality and accountability.



Draft in progress only. No final decisions made.

3.4 Enterprise service delivery model approach – detailed steps (2/3)

4



Service Placement

- **Objective:** Developing a strategy for how services will be distributed and accessed across the university.
- **Detailed Approach:** Developing an enterprise-wide strategy for how services will be distributed and accessed across the university. It includes decisions on aspects such as centralisation versus decentralisation of services, physical versus digital service delivery, and the integration of various service channels.

3.2 Strategic Service Delivery Model options which can be considered at a high level



5



Service Access

- **Objective:** Categorise service delivery based upon their nature.
- **Detailed Approach:** Defining a multi-tiered approach to service delivery, where services are categorised into different levels based on their complexity and the required support.



Draft in progress only. No final decisions made.

3.4 Enterprise service delivery model approach – detailed steps (3/3)



Resource Drivers and Funding

- **Objective:** Identify the key drivers of service demand, establish funding mechanisms, and determine how services can be flexibly adjusted and funded.
- **Detailed Approach:** This step focuses on understanding what drives the demand for services and how these services will be funded. It includes identifying the factors that influence service usage, such as student enrolment numbers, academic cycles, and technological advancements. Additionally, it involves establishing funding mechanisms to ensure sustainable service delivery and determining how services can be scaled up or down based on changing needs and available resources.



Service Governance

- **Objective:** Implement a governance framework that ensures accountability, maintains service quality, and upholds standards.
- **Detailed Approach:** This final step involves setting up a governance structure to oversee the implementation and ongoing management of the SDM. It includes defining the roles and responsibilities of governance bodies, establishing service quality metrics, and setting standards for service delivery. Effective governance ensures that services are delivered consistently, meet quality expectations, and are continuously improved based on feedback and performance data.

Draft in progress only. No final decisions made.

3.5 Summation of enterprise service delivery model workstream plan*

*Further detail regarding key activities are provided in the appendix

Detailed Design (Post-Christmas)		Workstream 3: Functional Optimisation Workstream Activity to be planned in Jan	
Design Principles & SDM Options	Current State Analysis	Future State Service Delivery Model	Program Finalisation
Enterprise Design Principles, Guiding Principles, Strategic SDM options and categorised Functional Catalogues with agreed governance	Understand the Current State Enterprise SDM and the major pain points.	Develop a Future SDM which aligns to UTS' needs.	Approval and endorsement.
SDM Focussed Session Workshop 2 Workshop 1 1.1 Development of Enterprise Design Principles (Pre year-end) Review materials and documentation which have existing articulated design principles currently in use by UTS to ensure strategic alignment. We will then develop a series of Enterprise Design Principles which will be used to shape the construction of the new SDM. 1.2 Future State Enterprise Service Delivery Model Options Workshops There will be conduct 2 x half day workshops and 1 x SDM Focussed Session with required ULT members and functional leaders to ensure a comprehensive and structured approach to developing and implementing an Enterprise Service Delivery Model. 1.2.1 Agree (Enterprise) Guiding Principles, these will be approved by ULT in January's session. 1.2.2 Agree the strategic boundaries, guard rails and SDM elements, this includes defining the scope and limitations within which the SDM will operate. It ensures that all stakeholders have a shared understanding of the strategic objectives and constraints. 1.2.3 Agree and understand the accountabilities and roles of Faculties, Operational Services and Academic Support Services. This clarity will facilitate better coordination and collaboration among various departments, leading to enhanced service quality and accountability. 1.2.4 Agree the (enterprise wide) service placement approach for developing a enterprise-wide strategy for how services will be distributed and accessed across the university. 1.2.5 Agree the service access model where Functional services will be tiered and categorised based upon their nature, these will be plotted on a grid. 1.2.6 Agree the drivers of service capacity, understanding what drives the demand for services and how these services will be funded. It includes identifying the factors that influence service usage, such as student enrolment numbers, academic cycles, and technological advancements. 1.2.7 Formalising the governance arrangements by setting up a structure to oversee the implementation and ongoing management of the SDM. It includes defining the roles and responsibilities of governance bodies, establishing service quality metrics, and setting standards for service delivery. This must also consider other operating model elements, such as compliance obligations, structures and forums which are currently in place.	2.1 Finalise, Validate and Review of Functional Service Catalogues Through leveraging the functional service catalogues which have been developed, there will be a review and understanding of any gaps and duplication which have been identified to develop a current state understanding across the organisation. Gaps, pain points and duplication points which have been identified from the Service Catalogues will be validated with the key functional stakeholders, including Faculty General Managers. These engagement sessions will last for up to 1.5 hours in duration to understand the functional objectives, current service delivery model in further detail and collecting the pain points which are currently experienced. We will also seek to understand the current pain points from a service user perspective to ensure we are exhaustive in our Current State analysis approach. 2.2 High Level Functional Service Blueprint The development of a high-level Current State Functional Service Delivery blueprint will be undertaken from both the materials provided and the workshops undertaken. These will be tested and iterated though its development with key stakeholders.	3.1 Develop a Future State Service Delivery Model Options by Function leveraging best practice benchmarking 3.2 Testing of the Future State Service Delivery Model options through engagement, this will include a range of options to ensure that an exhaustive approach is undertaken, which best aligns to UTS' needs. There will be an examination of critical dependencies. 3.3 Documentation of the preferred future functional service delivery model option, this will include the benefits of change. There will also be a high-level impact assessment developed to understand the areas undergoing the largest change when moving to the Future State. 3.4 Future State Functional Service Blueprint	4.1 Final Future State workshop 4.2 Business case development and submission
• Endorsed Enterprise Service Delivery Model Design Principles • Endorsed Service Delivery Model options • Plotting of the Current State Functional Service Catalogues onto the Evaluation Grid	• Current State High level Functional Blueprint (as an input for functional design)	• Future State Functional Service Delivery Model Blueprint and scoring	• Completed Business Case for approval

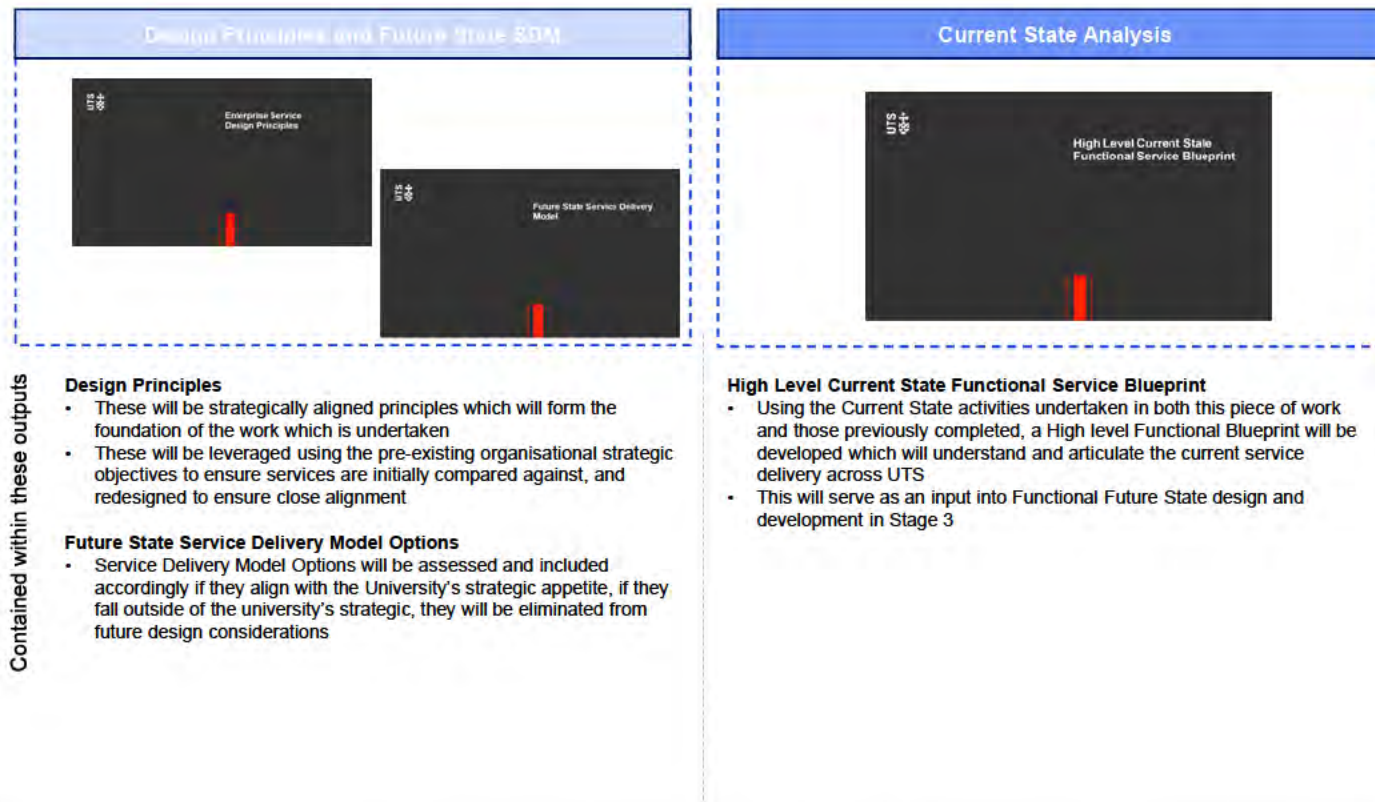
Draft in progress only. No final decisions made.

3.7 Program stakeholder engagement approach

	ID	Key Stakeholder Engagement(s)	Purpose	Proposed Number of Sessions	Proposed Duration	UTS Stakeholders
Design Principles & SDM Options	1.1	Guiding principles – Sponsor endorsement	Gain sponsor endorsement for the Enterprise Design Principles	1	1 hour	Glen Babington & Peta Wyeth
	1.1	Guiding principles – ULT approval	Agree (Enterprise) Guiding Principles, these will be approved by ULT in January's session	1	10 minutes within ULT	ULT members
	1.2.2 1.2.3	SDM workshop 1	- Establish a clear understanding of the strategic boundaries - Assign roles and responsibilities to faculties, operational services, and academic support services within the SDM framework	1	Approx. 3-4 hours	Key ULT members + Functional leaders (e.g. CFO):
	1.2.4 1.2.5	SDM workshop 2	- Developing a strategy for how services will be distributed and accessed across the university - Categorise service delivery based upon their nature	1	Approx. 3-4 hours	Key ULT members + Functional leaders (e.g. CFO):
	1.2.6 1.2.7	SDM Focussed Session	- Identify the key drivers of service demand, establish funding mechanisms, and determine how services can be flexibly adjusted and funded - Implement a governance framework that ensures accountability, maintains service quality, and upholds standards.	1	Approx. 3-4 hours	Targeted group of leaders TBC
Current State Analysis	2.1	Functional Catalogue Validation – Faculties	- Ensure the service catalogue accurately reflects the services which are currently provided across the university - Identify duplication, gaps and pain points in the current service delivery to carry forwards to future state design from both the work already undertaken and any additional finds we may discover	One per faculty leader (e.g. FGM)	1h 30m with each Faculty Leader	Relevant leader within each Faculty as required (e.g. Faculty General Managers)
	2.1	Functional Catalogue Validation – Central Divisions	- Ensure the service catalogue accurately reflects the services which are currently provided across the university - Identify duplication, gaps and pain points in the current service delivery to carry forwards to future state design from both the work already undertaken and any additional finds we may discover	One per central division leader	1h 30m with each Leader	Central Division Leaders (as identified via Ian's functional catalogue development activity)

Draft in progress only. No final decisions made.

3.8 Key outputs for the enterprise service delivery model (workstream 1)



Draft in progress only. No final decisions made.

3.9 Data request

■ Data to be provided in 2024 (pre-Christmas)

■ Data to be provided by Jan 10 2025

■ Data to be provided by Jan 17 2025

ID.	Data Request	Relevant Analysis	UTS Owner	Priority (H/M/L)	Anticipated Receipt Date	Comments
1	Workforce data (establishment data) including reconciliation to Finance FTE and Salary information	Professional Workforce	Dave H / Finance	High	13 January 2025	Finance data required to be reconciled with establishment data
2	Functional Catalogue (whole of University completed)	SDM	Ian M	High	13 December 2024	Completed service catalogue with org structure overlay
3	Confirmation of approach to key data points including; • Tagging of academic v professional staff • Identification of General Administration staff • Validation of centralised v decentralised staff numbers • Confirmation of spans or control analysis • Confirmation of layers analysis and associated assumptions around staff numbers by HEW level	Professional Workforce	Dave H	High	18 December 2024	Ensure a consistent approach when calculating key metrics
4	Work packages & engagement activity to date	Professional Workforce	Bel R	Low	Link provided for work packages with remaining expected 13 December 2024	Understanding required of who has been engaged with thus far within Operating Model Program for future engagement planning
5	Validation of Financial data analysis – verification of assumptions, refine/refresh	Diagnostic Analysis	Finance	Medium	17 January 2025	Verification of diagnostic analysis to confirm assumptions and refine as required

Draft in progress only. No final decisions made.

3.10 Key risks & mitigation strategies (1/4)

Risk Category	Risk ID	Description	Likelihood	Impact	Final Rating	Proposed Mitigation Strategy
People	1	Industrial Relations: Impact on time schedule, benefits realised and cost through ineffective management of the industrial relations implications of any potential changes. This could be heavily impacted if there is a requirement to go to Fair Work.	High	High	High	Ensure the UTS IR team are engaged in the process throughout. There is a clear execution of IR strategy throughout the work being undertaken with regular communications. Consider sequencing of IR comms and messaging.
People	2	Access to key decision makers: Availability of key stakeholders at critical stage gates in the program.	Low	Medium	Medium	Detailed key meeting plan distributed early to ensure decision makers are engaged as required
People	3	Employee Wellbeing: Negative impact on employee morale, productivity and wellbeing caused by the scale of change across the university.	High	High	High	Ensure adequate support for psychological safety is maintained through open channels of communication are available throughout the transformation program, including regular re-assessment of the UTS strategic approach and commitment to social justice.
Legal	4	EBA Considerations: Failure to comply with existing EBA can result in legal challenges and lead to enforcement actions from labour authorities	low	High	Medium	Ensure that an IR expert attends all key meetings and review proposed changes to proactively identify and address potential compliance issues.
Business Interruptions	5	Workload in Current State: Stage 2 of the workplan has significant workload to progress into detailed design of the functional workplans. This is a significant stage gate for progress.	Medium	High	High	Strong focus on key dependencies being the Functional Catalogue and key stakeholder engagement plan.
	6	Impact on business as usual: The potential significant change to the University in 2025 needs to be cognisant of the impact and disruption to the business as usual operations of the University. Impacts could be substantially larger in timeframe and numbers affected.	Medium	High	Medium	Ensuring that proposed design and implementation work aligns to the academic and research calendars to reduce disruption. Any proposed changes are discussed with the Provost to ensure sufficient mitigation are in place. Backfills can be used in place of roles which have been temporarily displaced.
	7	Potential misalignment of changes to the Academic structure and Service Delivery Model may cause confusion and / or delays to operational processes.	Medium	High	High	Well developed and detailed interdependencies which have been co-developed through coordinated conversations with impacted stakeholders will provide a strong approach.
	8	Due to the developing nature and iteration of the workstreams which are proposed to commence in January there may be need for changes to agreed plans which have been developed and approved. Changes could cause confusion both upstream and downstream, potentially causing delays.	Medium	Medium	Medium	Any changes to the current project plans due to changes in both upstream or downstream interdependencies which come to light will be communicated. These will be passed through the appropriate governance structures and forums to ensure that all pivots will be managed successfully.

3.10 Key risks & mitigation strategies (2/4)

Risk Category	Risk ID	Description	Likelihood	Impact	Final Rating	Proposed Mitigation Strategy
People	9	Impacted workforce diversity targets - In the short and medium term the University's diversity quotas and targets may be impacted due to changes in the staffing profile which are required to be undertaken when moving to the new Service Delivery Model, with targets being missed.	Medium	Medium	Medium	Any changes which are proposed will be done so in alignment to the University's policies
Strategic	10	Rigid approach in the design phase as a result of cost saving targets leading to Functional Services being slow to adapt to change. This would be felt most severely by users at a faculty level resulting in a feeling of dissatisfaction.	High	Medium	Medium	FGMs and Service Leads are well supported and provided with sufficient communications to ensure staff members feel sufficiently engaged through the change process.
Capability	11	Access to the skillsets required: A potential redesign of core functions of the University requires access to internal and external subject matter experts with the appropriate skillsets at the right time	Medium	Medium	Medium	Clear plan of skillset requirements built and presented to ULT that identifies both internal and external skillsets required and timeframe
Business Interruptions	12	BaU Disruption: Impact of further functional catalogue refinement and engagement with FGMs or Team Leaders on BaU	Low	Medium	Medium	Ongoing dialogue with Ian Menz to ensure any delay or rework is communicated early with those affected
Project	13	Functional Catalogue Completion: Functional Catalogue timely completion and level of detail, in terms of % of time spent on a service, may delay Functional Blueprint definition and review	Low	Medium	Medium	Ongoing dialogue with Ian Menz for rapid review of functional catalogue
Project	14	Alignment with existing projects: Inconsistencies with SDM and ongoing projects (e.g. ERP)	Low	Medium	Medium	Establish regular cadence with other project delivery teams to maintain a regular line of sight of other work. Delivery of the benefits is expected to align with UTS financial/budget planning
Data	15	Timely: Data requests not filled in a timely manner or do not provide the level of detail required to perform the detailed analysis.	Low	Medium	Medium	Ongoing dialogue with data owners and provide support where required to meet project requirements
Strategic	16	Financial Target: There is a risk to the Program that the anticipated financial envelope required is not achieved	Low	High	Medium	Thorough analysis to inform decision making, ensuring appropriate governance arrangements are in place to support decision making, and develop comprehensive strategies where not already in place to underpin robust decision making. This includes managing changes, communication, and IR as well as ongoing and rigorous benefits tracking and monitoring

Draft in progress only. No final decisions made.

3.10 Key risks & mitigation strategies (3/4)

Risk Category	Risk ID	Description	Likelihood	Impact	Final Rating	Proposed Mitigation Strategy
Regulatory and Compliance	17	Changes to the University's operation (inc. service delivery): This may inadvertently lead to non-compliance with accreditation standards or other regulatory requirements.	Low	High	Medium	Regular reviews and audits of mandatory requirements. Legalities and regulatory requirements are extensively tested through co-design and working sessions with both Faculties and Functional Services.
Decreased Quality of Education	18	Changing service provision: The University could impact core teaching and research activities and harm the institution's reputation and its ability to attract and retain students / researchers.	Medium	High	High	Faculties and staff will be involved to ensure impacts are understood, identified and monitored, including any critical needs and support which may be required. There will be a robust and well-developed communication plan to ensure all university stakeholders who are impacted are informed in an appropriate and timely manner. Critical programs are identified.
Viability	19	Short-Term Focus Over Long-Term Viability: Focusing on immediate changes to reduce operating costs may result in decisions that are detrimental to the university's long-term sustainability.	Medium	Medium	Medium	University strategic documentation and Enterprise design principles, along with clear and robust governance with agreed sign off processes will ensure that any decisions affecting the organisation will be approved at the appropriate level. Adopting a balanced approach which ensures cost reduction efforts align with the university's long-term vision and strategic plan.
Service Transition	20	Changes in service delivery without adequate consideration: Service transition might result in service disruption, poor user experience, increase costs, data loss, reduced productivity and loss of stakeholder confidence.	Low	High	Medium	Creating a detailed plan for service delivery transition including business readiness, service readiness / testing and transition management, providing support.
Staff Capacity and Capability	21	Insufficient capacity and capability: This could lead to program delays, increased costs, and impacts on business-as-usual (BAU).	Medium	High	High	Ensure there is a strong focus on capacity planning and workforce management, which is revised before entering into each different phase of the program. Roles will also be linked to the people strategy and the defined initiatives within.

Draft in progress only. No final decisions made.

3.10 Key risks & mitigation strategies (4/4)

Risk Category	Risk ID	Description	Likelihood	Impact	Final Rating	Proposed Mitigation Strategy
People	22	Current workloads: Workload data is not well collected or defined across the organisation therefore there isn't a detailed understanding of service utilisation or productivities. There could be services which are impacted in the short to medium term which may struggle with workloads. This includes seasonal workloads, current vacancies and starters and leavers into the organisation.	Medium	Medium	Medium	Data will be captured where possible on workforce utilisations. If this is not available then it will be raised through close consultations in engagement workshops to gain a detailed understanding of service demands, seasonal fluctuations.
Data	23	Data quality in some areas of the organisation are of low quality: These could impact measurements of benefits and current state analysis.	High	Low	Medium	Work alongside operational teams to understand and identify data vulnerabilities and areas where data is incomplete or inaccurate.
Benefits delays	24	Changes and adaptations to the service model may take longer than anticipated: This may impact the size of the benefits identified or time to implement.	Low	Medium	Low	All changes will be developed and planned through a thorough approach. These will be communicated in an appropriate and timely fashion with all stakeholders impacted. Timings will be developed in the planning stage and execution will be closely monitored at regular intervals in governance forums.
People	25	Communication: Lack of clear and effective communication can lead to misunderstandings, rumours, and decreased morale	Low	High	High	Implement a detailed communication plan that ensures timely, transparent and consistent information sharing with all stakeholders

Draft in progress only. No final decisions made.



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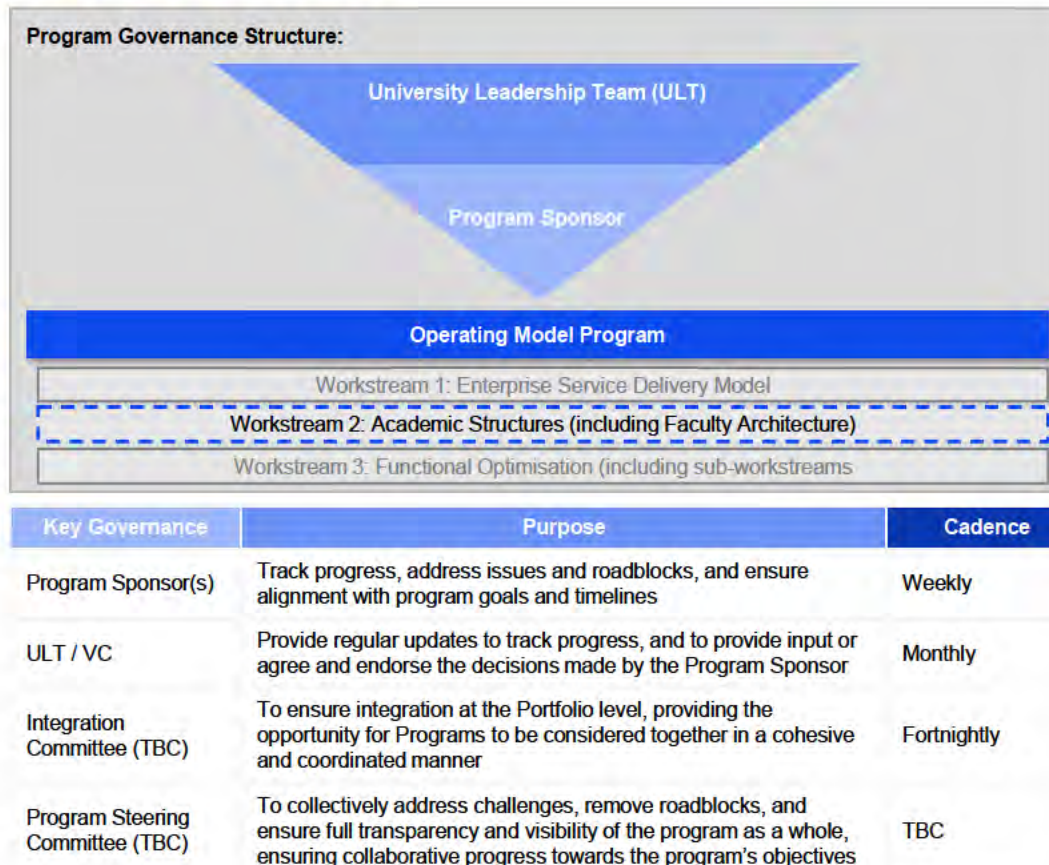
Workstream 2 Overview

High level summary for Academic Structures

Draft in progress only. No final decisions made.

4.1 Workstream 2 Overview: Academic Structures

Program Title	Operating Model – Academic Structures
Objectives	The overall objectives of Workstream 2: Academic Structures is to define a consistent architecture for UTS Faculties and research Centres and Institutes, establishing a 'standard' by which the University can assess the benefit potential of creating greater consistency and uniformity across existing structures in its Faculties. Specifically, the objectives of this workstream are to: • Faculty Model: Consider opportunities and rationale for Faculty consolidation at UTS • Faculty Principles: Identify and define ways to increase consistency and harmonisation within Faculties from a structural (incl. School, Institutes / Centres) and roles and responsibilities perspective, including the model workforce leadership structure for a Faculty / School • Faculty Operations: Application of Faculty Principles to improve operations. These improvements may include reducing duplication, increasing consistency, enhancing efficiency to optimise resource allocation, and defining clear roles and responsibilities for staff to improve coordination and accountability both within and across Faculties
Program Sponsor	Peta Wyeth
Governance	• Endorsement will be sought by the Program Steer Co* initially where there are key decision points • Once sponsor endorsement has been received this will then be tabled at ULT for approval • <i>Integration Committee* to be established</i>



Draft in progress only. No final decisions made.

4.2 Workstream phasing and timing

Academic Structures (Pre-Christmas)



Phase 1: Alignment on Scope

To gain agreement from ULT on the scope of an Academic Structure review. This alignment on scope is required to enable the development of a comprehensive Program Plan that will be built out in January 2025

What will this include?

Agreement on the three areas for inclusion in the scope for this workstream; specifically:

- **Faculty Model:** Consider opportunities and rationale for Faculty and / or School consolidation in UTS
- **Faculty Principles:** Identify and define ways to increase harmonisation within Faculties from a structural and roles and responsibilities perspective including the model workforce leadership structure for a Faculty / School
- **Faculty Operations:** Application of Faculty Principles to improve operations, which may include reducing duplication, increasing consistency, enhancing efficiency to optimise resource allocation, and defining clear roles and responsibilities for staff to improve coordination and accountability both within and across Faculties

Academic Structures (Post-Christmas)



Phase 2: Development of Program Plan

Based on the agreement received from the ULT on December 12, this input will guide the creation of a comprehensive Program Plan, which will be developed collaboratively with the Program Sponsor in January 2025

What will this include?

A comprehensive Program Plan which includes:

- Engaging with ULT through a workshop to discuss and agree on key guardrail considerations that will help establish parameters for progressing the Academic Structures workstream, e.g. guidance on faculty and school consolidation, what structures are degree awarding, delegations, and governance, etc.
- The stakeholder engagement approach and plan that will be required with the different UTS stakeholders (e.g., Provost, Faculty Deans, Heads of Schools, other nominated Faculty stakeholders, as required).
- Identifying and outlining the key interdependencies with other programs of work, including crucial considerations that these programs must account for during the analysis and future state design phases (such as the specific service delivery models and various options that should be evaluated)
- Detailing the broader considerations that must be taken into account, including alignment with governing bodies and associations, as well as meeting the requirements set by accrediting organisations
- Leveraging current work packages/work undertaken to-date, where applicable, to identify potential enhancements in efficiency and support operational sustainability into the longer-term
- Identification of key inputs, including data and benchmarking information, to inform the workstream

Draft in progress only. No final decisions made.

4.3 Why is this workstream important for UTS?

What are we doing?	Why is this important for UTS?	
Faculty Model: Consider opportunities and rationale for Faculty harmonisation in UTS	The current academic model has variably sized Faculties and Schools with an unclear Service Delivery Model. Economies of scale are hard to achieve across seven Faculties that have significant variability in the size and shape of their student base, teaching / research mix and professional support	Defining / enabling a consistent high level academic architecture with clear accountabilities ↓ Enabling an efficient and effective delivery of services to support and advance the academic endeavour
Faculty Principles: Identify and define ways to increase harmonisation within Faculties from a structural (School, Institutes / Centres) and roles and responsibilities perspective including the model workforce leadership structure for a Faculty / School	Roles and accountabilities at UTS require clarification to enable a sustainable future. Redefining the roles and accountabilities for core elements is a critical element to enable the new Service Delivery Model as part of Workstream 1: Operating Model	
Faculty Operations: Application of Faculty Principles to improve operations. These improvements may include reducing duplication, increasing consistency, enhancing efficiency to optimise resource allocation, and defining clear roles and responsibilities for staff to improve coordination and accountability both within and across Faculties	Considerations for Faculty Operations is highly interlinked with the different programs of work at UTS. For example: • There is a clear interdependency between Academic Structures and the value and ongoing nature of Institutes / Centres that will be informed by the Research Productivity and Investment Program led by the DVCR • There is a clear interdependency between Academic Structures and the Operating Model, as the Academic Structures will influence how services are delivered across the university, including the level of specificity and tailoring required for different service functions.	

A consistent high level academic architecture will enable clear accountabilities, as well as efficient and effective delivery of services



Draft in progress only. No final decisions made.

Appendix 1

Detailed Program Activities



Draft in progress only. No final decisions made.

Stage 1: Design Principles & Future State SDM Options

Develop the Design Principles and Future State Service Delivery Model Options through stakeholder workshops

Objectives

- Agree key stakeholders
- Develop the Enterprise Design principles in a co-design approach
- Understand the appetite for the Enterprise SDM options
- Agree high level functional service nature, including service drivers and key governance considerations



Outputs

- Endorsed Enterprise Service Delivery Model Design Principles
- Endorsed Service Delivery Model options
- Plotting of the Current State Functional Service Catalogues onto the Evaluation Grid



Stage 1 Key Activities

1.1 Development of Enterprise Design Principles (*Pre Christmas*)

Review materials and documentation which have existing articulated design principles currently in use by UTS to ensure strategic alignment. We will then develop a series of Enterprise Design Principles which will be used to shape the construction of the new SDM.

1.2 Future State Enterprise Service Delivery Model Options Workshops

We will conduct 3 x 90 minute workshops with required ULT members and functional leaders to ensure a comprehensive and structured approach to developing and implementing an Enterprise Service Delivery Model.

1.2.1 Agree (Enterprise) Guiding Principles, these will be approved by ULT in January's session.

1.2.2 Agree the strategic boundaries, guard rails and SDM elements, this includes defining the scope and limitations within which the SDM will operate. It ensures that all stakeholders have a shared understanding of the strategic objectives and constraints.

1.2.3 Accountabilities and roles of Faculties, Operational (Operational) Services and Academic Support Services, clearly defining the roles of faculties, Operational services, and academic support services. This clarity will facilitate better coordination and collaboration among various departments, leading to enhanced service quality and accountability.

1.2.4 Agree the (enterprise wide) service placement approach for developing a enterprise-wide strategy for how services will be distributed and accessed across the university.

1.2.5 Agree the service access model where Functional services will be tiered and categorised based upon their nature, these will be plotted not a grid.

1.2.6 Agree the drivers of service capacity, understanding what drives the demand for services and how these services will be funded. It includes identifying the factors that influence service usage, such as student enrolment numbers, academic cycles, and technological advancements.

1.2.7 Formalising the governance arrangements by setting up a structure to oversee the implementation and ongoing management of the SDM. It includes defining the roles and responsibilities of governance bodies, establishing service quality metrics, and setting standards for service delivery. This must also consider other operating model elements, such as compliance obligations.

Draft in progress only. No final decisions made.

Stage 2: Current State Analysis

Understand the Current State Service Delivery Model and the predominant pain points, duplication and gaps

Objectives

- Gain a detailed understanding of the current state functional service blueprint across the organisation, including review and validation of service catalogues
- Gather and synthesise the major pain points which are currently experienced to inform future state design



Outputs

- Current State High Level Functional Blueprint (which will be used as an input for design)



Stage 2 Key Activities

2.1 Finalise, Validate and Review of Functional Service Catalogues

Through leveraging the functional service catalogues which have been developed, there will be a review and understanding of any gaps and duplication which have been identified to develop a current state understanding across the organisation. Gaps, pain points and duplication points which have been identified from the Service Catalogues will be validated with the key functional stakeholders, including Faculty General Managers.

These engagement sessions will last for up to 1.5 hours in duration to understand the functional objectives, current service delivery model in further detail and collecting the pain points which are currently experienced.

We will also seek to understand the current pain points from a service user perspective to ensure we are exhaustive in our Current State analysis approach.

2.2 High Level Functional Service Blueprint

The development of a high level Current State Functional Service Delivery blueprint will be undertaken from both the materials provided and the engagement sessions undertaken. To ensure validation, these documents and materials will be tested and iterated through its development with key stakeholders. In this validation process, we will leverage existing work to date from priority work packages and build upon from the activities contained within this program and workstream.

Draft in progress only. No final decisions made.

Stage 3: Future State Design

Desire a Functional Service Delivery Model which aligns to the needs and future ambitions of the organisation

Objectives

- Detailed design of a Functional Service Delivery Model which meets the needs of UTS whilst delivering the monetizable benefits that are required.



Outputs

- Future State Functional Service Delivery Model Blueprint and scoring against Enterprise Design Principles



Stage 3 Key Activities

- 3.1 Develop a Future State Service Delivery Model Options by Function leveraging best practice benchmarking
- 3.2 Testing of the Future State Service Delivery Model options through engagement, this will include a range of options to ensure that an exhaustive approach is undertaken, which best aligns to UTS' needs. There will be an examination of critical dependencies.
- 3.3 Documentation of the preferred future functional service delivery model option, this will include the benefits of change. There will also be a high level impact assessment developed to understand the areas undergoing the largest change when moving to the Future State.
- 3.4 Future State Functional Service Blueprint

Draft in progress only. No final decisions made.

Stage 4: Program Finalisation

Approval and endorsement

Objectives

- Develop a robust business case for approve which considers all aspects and elements of implementation, providing sufficient comfort for approval



Outputs

- Completed Business Case which is submitted for approval



Stage 4 Key Activities

- 4.1 Final Future State workshop
- 4.2 Business case development and submission

Draft in progress only. No final decisions made.

Appendix 1 - Diagnostic analysis and potential benefits for validation

Key analysis from Diagnostic	Reconciliation / validation required	Impact to Detailed Design
Spans of Control	Reconcile with revised establishment data work performed by Dave and determine variances	To be validated prior to functional workstream plans to ensure correct envelope of benefit.
FTE & Salary amount	Establishment data sourced from Neo to be replaced with Finance data. Finance session required to understand approach and how this information can be brought into establishment data. Noting differences in Person vs. Assignment number.	Source of truth is considered to be Finance data and is required to correctly understand the benefit and provide a consistent approach across all programs
Person vs Assignment no & primary record	Decision required on taking person record with primary information only (assuming sum of total FTE and salary) or assignment no which provides multiple records per person. A headcount calculation should only take a primary record to avoid duplication.	To ensure consistent approach across all programs for how qualitative and quantitative data is captured for each staff member. I.e. Assignment number ensures split across multiple faculties can be recognised
Functional Allocation & Grade level	Functional allocation to be reflected by Ian's functional catalogue as source of truth noting gaps will need to be addressed and validated. Grade level to be used to determine academic or professional split.	To ensure a consistent approach across the program when calculating benefit.
Timing of establishment data	Refresh data requires 1 week to prepare, to be completed end of November (TBC timing of ITOM updates in Neo), next refresh expected in Feb. Includes variance to prior report (ie. New or removed staff). Decision on timing of data for source of truth to be confirmed (& Orgvue timing)	To ensure an aligned approach on the source of truth for workforce data and an approach for addressing new/removed staff during the detailed design phase.



Draft in progress only. No final decisions made.

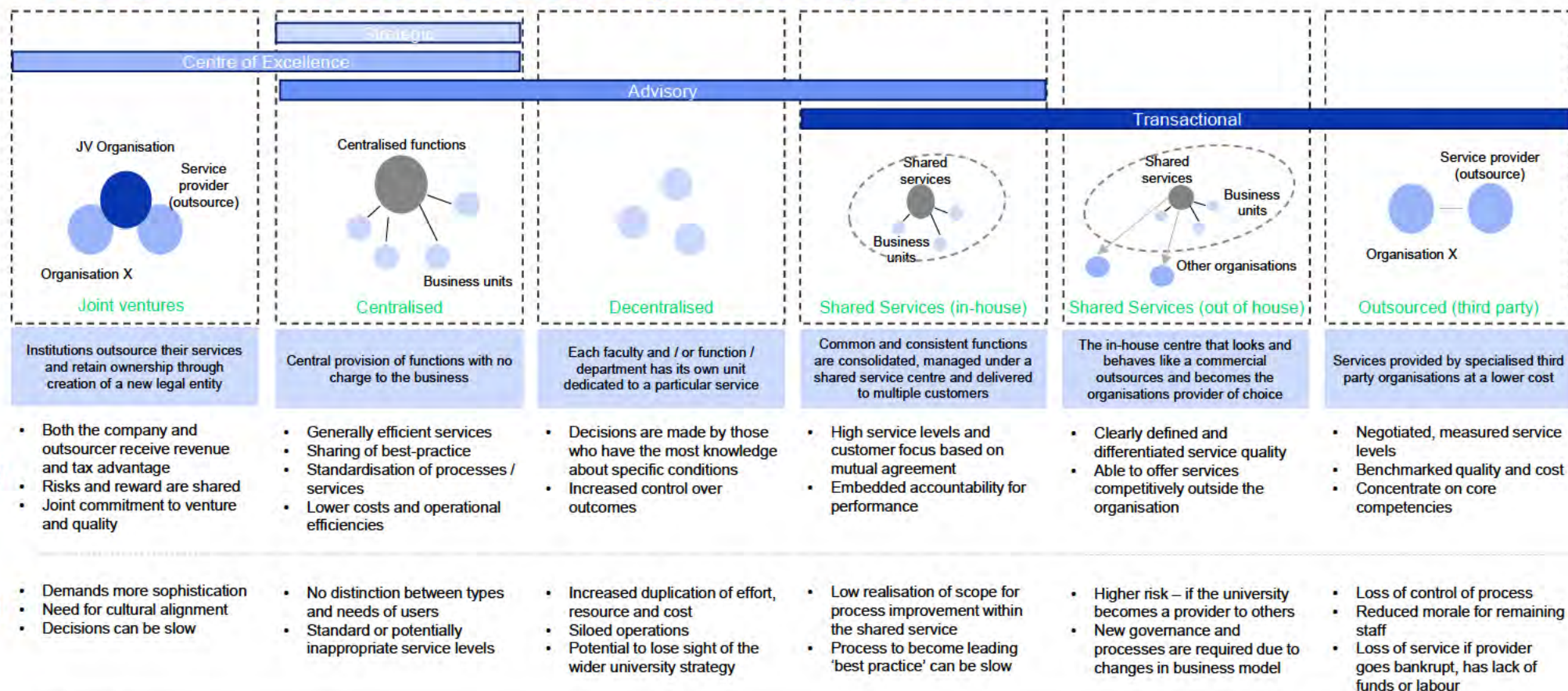
Appendix 2:

Future State Service Delivery Model
Option Considerations



Draft in progress only. No final decisions made.

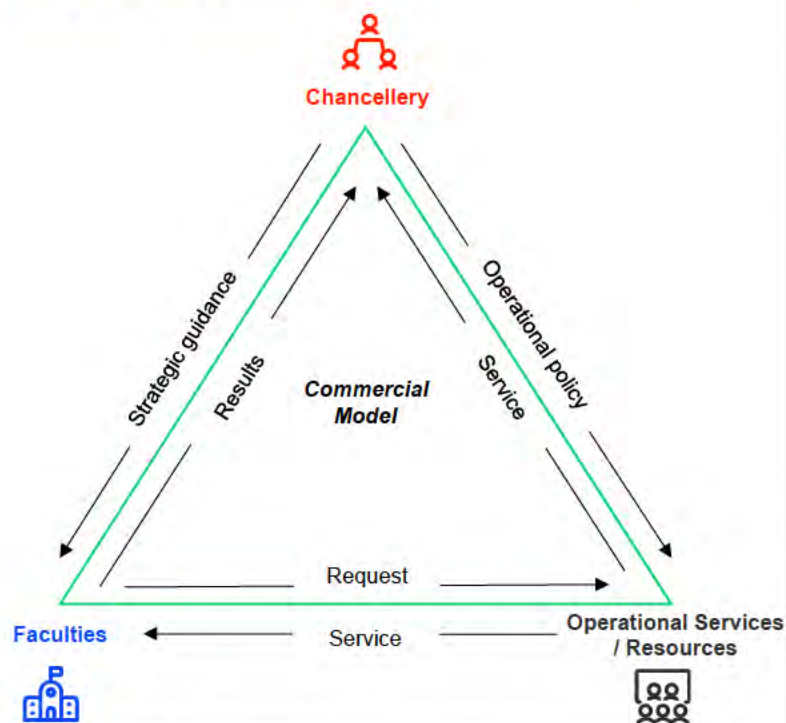
The universe of Service Delivery Model options



Draft in progress only. No final decisions made.

Service Governance

Key stakeholders to be involved in service governance



Purpose / Role



Chancellery

Serves as the **central hub for managing high-level governance**, strategic planning, and coordination of university activities.

From a governance of services perspective, the Chancellery will:

- Formulate policies to ensure consistency and **compliance with legal and regulatory requirements**.
- Monitor and **ensure the quality and effectiveness** of the university's services and operations.



Operational Services / Resources

Oversees the **operational aspects of the institution** to ensure its smooth functioning, efficient use of resources, and alignment with strategic goals.

From a governance of services perspective, the Operational Services / Resources will:

- Focus on **streamlining administrative processes**, optimising resource allocation, and improve operational efficiency across various departments and services within the university.
- Ensuring the university operates in compliance with relevant laws, regulations and policies, **minimising legal and regulatory risks**.
- Ensure **consistency of services** for all portfolios and functions.



Faculties

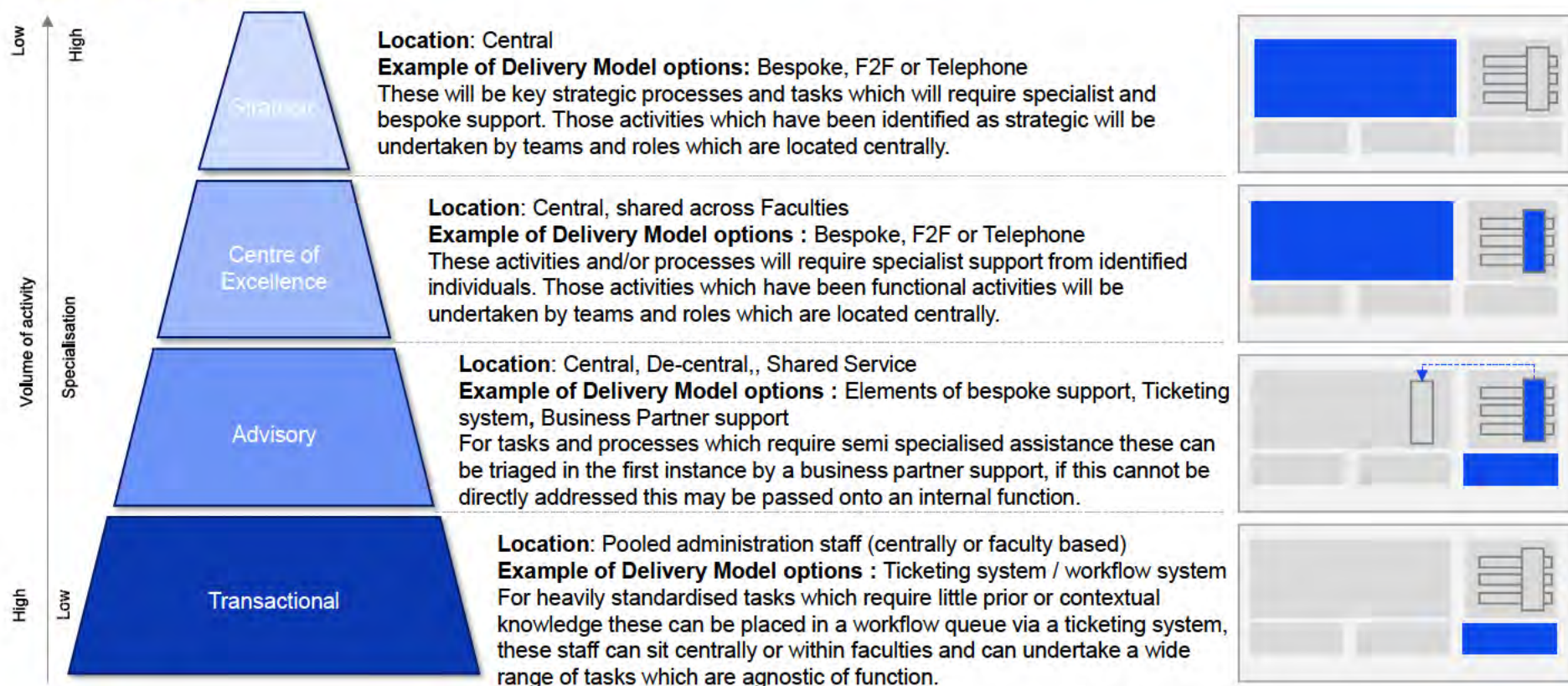
Serves as a **bridge between the needs of the university's stakeholders** (students, faculty, researchers, broader educational community) **and the practical implementation of services** within the University.

From a governance of services perspective, Faculties will:

- Provide **insights regarding the services** that are needed across the University.

Draft in progress only. No final decisions made.

Strategic Service Delivery Model options which can be considered at a high level



Draft in progress only. No final decisions made.

Service catalogue the nature of each task which is performed

Finance

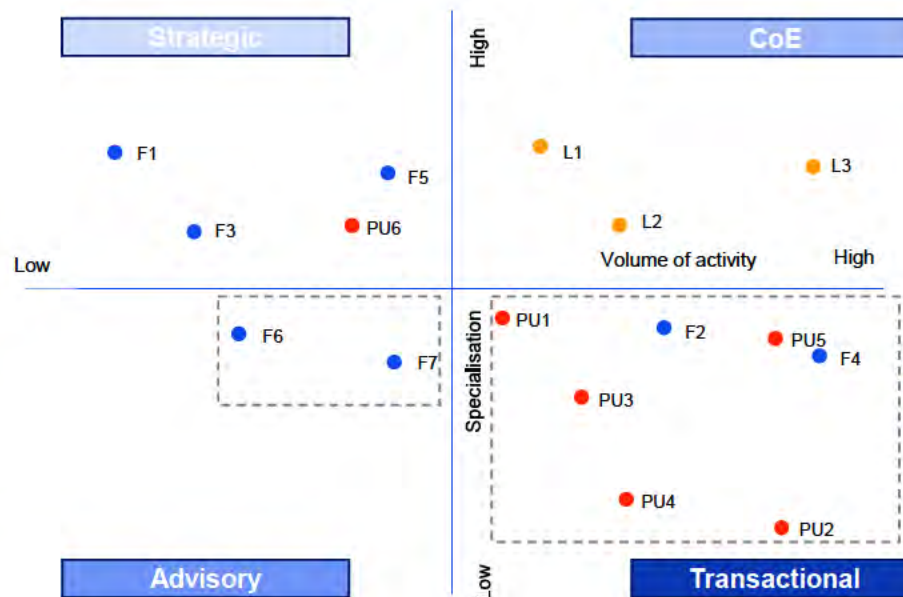
F1	Strategic financial advice
F2	Managing outgoing funds
F3	Financial planning
F4	Business case support
F5	Financial Management
F6	Controls and reporting
F7	Managing incoming funds

Legal

L1	IP and patent advice
L2	Contracts
L3	Business development strategy

People Unit

PU1	Organisation wide surveys
PU2	People reporting
PU3	Employee onboarding
PU4	Payroll
PU5	Employee offboarding
PU6	Diversity and inclusion



Program overview

Workstream 1 overview

Workstream 2 overview

Appendix

Draft in progress only. No final decisions made.

s.14, d14(a)(c)(d)



**Draft in progress
– no decisions
made**

UTS Operational Sustainability

Proposed Governance Model

12 December 2024

UTS CRICOS 00099F
UTS TEQSA PRV12060

Draft for discussion – no decisions made

Scope of the Operational Sustainability Initiative

The below presents the four programs under the Operational Sustainability Initiative. Each program is associated with a range of key objectives and overarching savings targets as outlined.

Sustainable Teaching And Learning

This program involves redesigning the curriculum portfolio with an initial focus on:

- Reviewing, then refining and enhancing, our subject offerings
- Merging duplicate subjects to create more robust and comprehensive course offerings
- Streamlining assessment, aligning with our innovative approach to GenAI in the curriculum
- Optimising direct and indirect resourcing levels focusing on enhancing students experiences

Savings: \$26 - \$57.9 million

Research Productivity And Investment

This program involves:

- Providing support to where research outcomes are being achieved
- Evolving the profile of research activity
- Evaluating the alignment of research investment with strengths and priorities, including course profile

Savings: \$11.5 – \$15.3 million

Operating Model

This program involves:

- Standardising and reconfiguring service delivery
- Reducing general administration
- Streamlining processes
- Reviewing and adjusting spans of management
- Reducing casual staff expenditure in line with reductions in work volume

Savings: \$33 – \$49.6 million

Other

This program involves reviewing:

- Academic structures – proposed this is positioned within the Operating Model program.
- Centres review: proposed this is positioned within the Research Productivity and Investment program
- Property and infrastructure spend and Procurement policies – which would be managed under the current Cost Management Program, led by the CFO
- Other local area opportunities

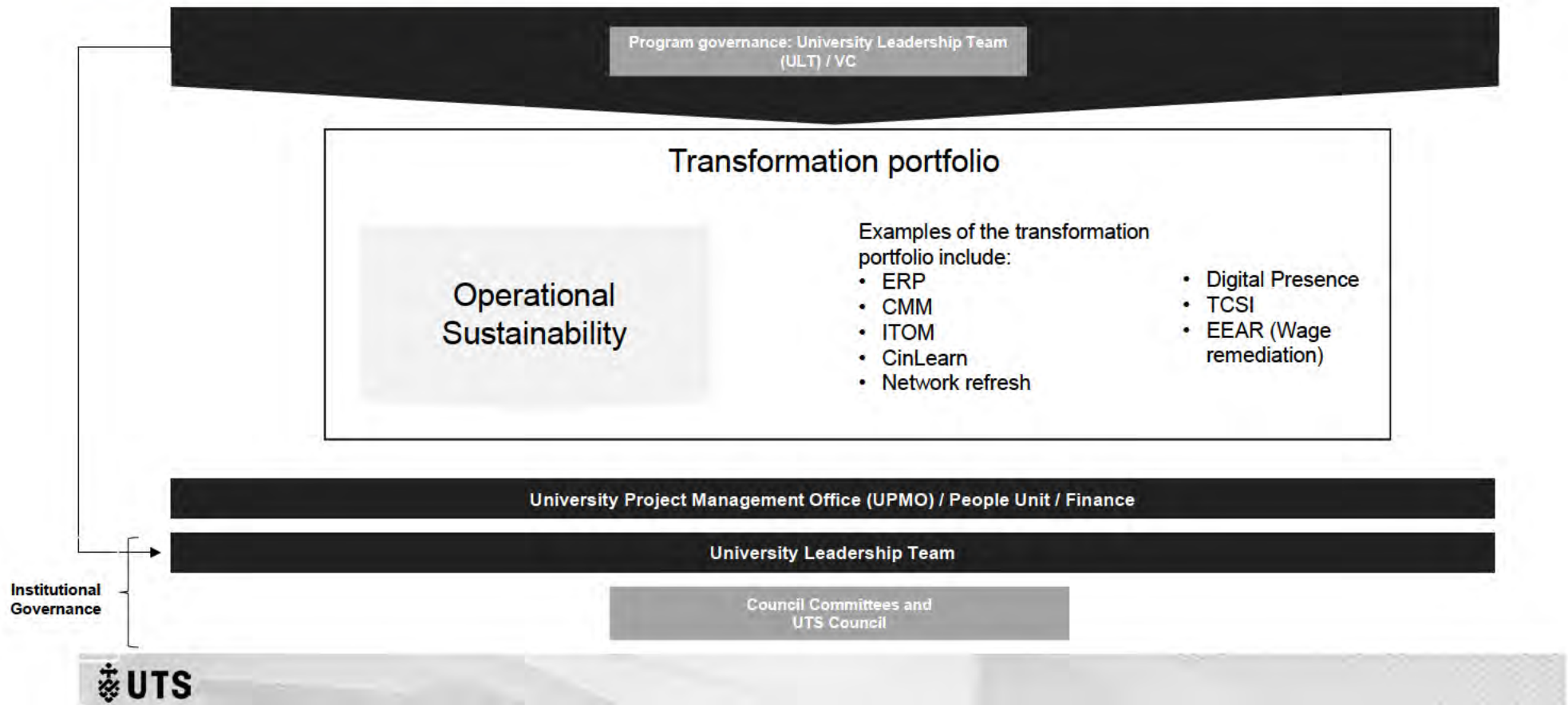
Savings: \$10 – 20 million (tbc)

Given the scale and impact of each program, they need to be delivered in a carefully sequenced and integrated manner to support UTS realising the required benefit targets, and to underpin sustainability into the future. As such, specific governance arrangements are required to support Operational Sustainability, and these are outlined on the following slides.

Draft for discussion – no decisions made

Overall governance

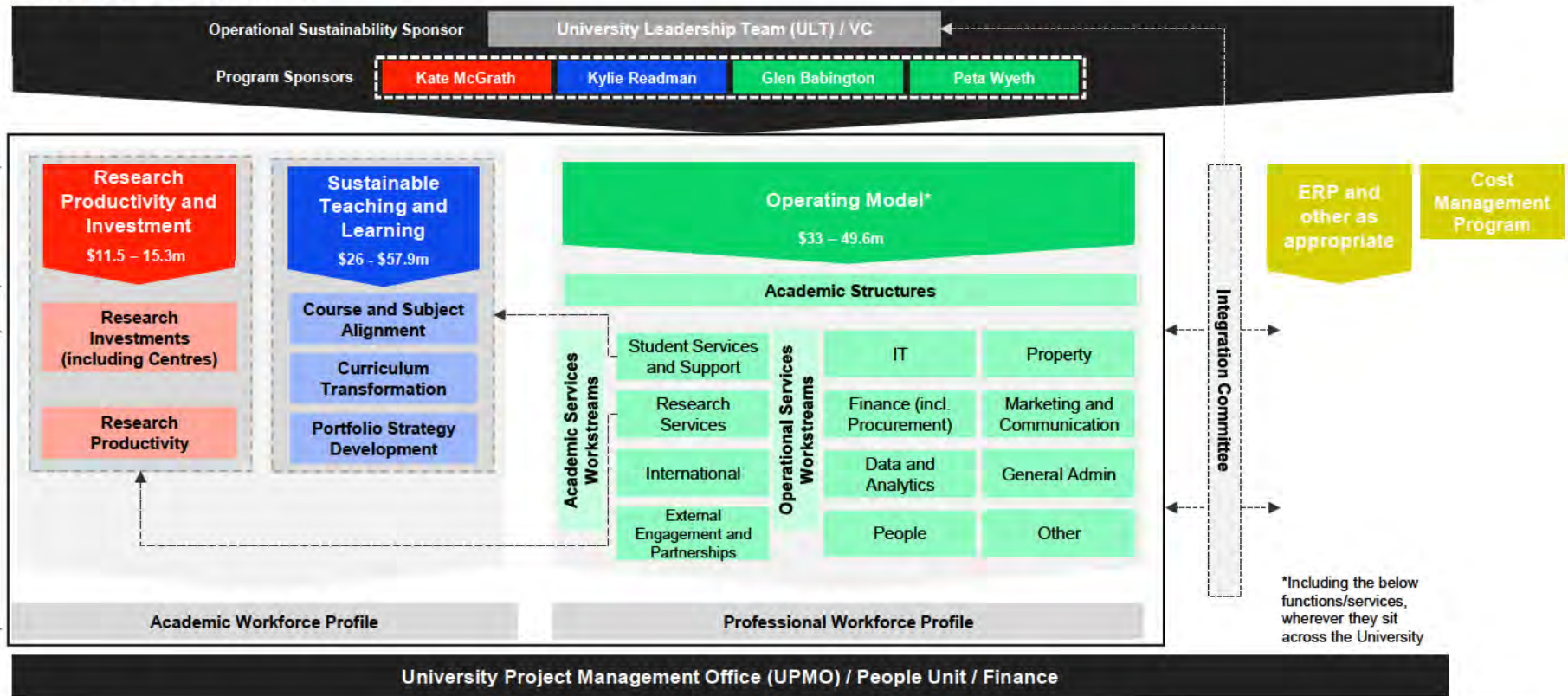
While Operational Sustainability will have its own governance it cannot be viewed in isolation of the broader, ongoing portfolio of activities.



Draft for discussion – no decisions made

Operational Sustainability governance model

The Operational Sustainability governance model is represented below, highlighting those responsible for the governance of the overall Initiative and each of its associated programs.



Draft for discussion – no decisions made

Summary of Operational Sustainability decision rights

Decision rights have been developed to frame the practicalities of the Operational Sustainability governance model by allocating responsibility and ensuring that decisions are made by those with the appropriate accountability.

Decision rights encompass defined roles and responsibility across various levels of the organisation to prepare for seamless transitions.

Key features of the decision rights framework include:

- The Vice Chancellor, through ULT, as the overall Sponsor and decision maker.
- Program Sponsors will be responsible for all decisions associated with the sequencing and engagement activities required to deliver Programs Plans (noting that they have other, broader delegations and decision rights within their substantive roles).
- The Strategic focussed areas of the decision rights' framework will leverage input from Program Teams, Finance, and members of the broader university, where relevant.
- The Execution focussed areas of the decision rights' framework cover the Program Plans, Implementation and Integration, and will require input from Program Teams, Finance and the People Unit, and members of the broader university when relevant.
- The Integration focussed decision area of the framework will leverage input from the Integration Committee (*see pages 10-11*) to ensure key interdependencies, risks and issues across programs are proactively managed.
- The University Project Management Office (UPMO) will provide strategic and program resources to support the delivery of Operational Sustainability, as required by Program Sponsors and identified within Program Plans. The UPMO will be responsible for facilitation of the Integration Committee, where regular reporting will be provided to support proactive oversight and management of an integrated portfolio of programs.



Draft for discussion – no decisions made

Operational Sustainability decision rights framework

The below provides the high-level framework for the Operational Sustainability decision rights, with some exemplar worked examples being developed.

	Decision area	Example decisions	Decide	Recommend	Input	Outcome
Strategic	Overall budget	- Level of benefit required per Program area, including timing - Level of investment required to deliver benefit, incl resourcing - Variation to benefits (+/-)	ULT / VC	Program Sponsor/s	Program Teams Finance	Program Sponsor/s accountable for operating within agreed budget parameters
	Degree of Change	- Course/subjects proposed to cease being offered - Proposed service delivery model for UTS	ULT / VC	Program Sponsor/s	Program Teams Finance / People Broader University	Program Sponsor's accountable for recommending proposed change to ULT for approval
Execution	Program Plan	- Scope and approach, including governance and workstreams, for each Program across detailed design - Variation to scope and approach (+/-)	ULT / VC	Program Sponsor/s	Program Teams Broader University	Agreed Program Plans with scope/approach parameters
	Implementation	Proposed sequencing of change proposals, including potential grouping of change activity	ULT / VC	Program Sponsor/s	Program Teams Finance People	ULT accountable for sequencing of Implementation of change activities
	Integration	Managing key integration and interdependencies across Programs and recommending actions / mitigations	ULT / VC	Integration Committee	Program Sponsor/s	Key integrations and interdependencies across Programs are proactively managed
Delivery	Sequencing	- Timing of activities to be delivered through detailed design - Variation of sequencing of activities (+/-)	Program Sponsor/s	Program Director/s	Program Teams Integration Committee	Program Sponsor/s accountable for sequencing of activities across detailed design
	Engagement	Levels of engagement with broader staff required to deliver Plan through detailed design	Program Sponsor/s	Program Director/s	Program Teams Integration Committee Broader University	As above

Draft for discussion – no decisions made

Operationalising the governance model

To operationalise the governance model the following elements, need to be in place:

Meeting cadence and content

A formal fortnightly meeting is required for the ULT (chaired by the Vice-Chancellor) to review the progress of the Operational Sustainability Initiative to the plan(s) agreed on 12 December 2024 ULT meeting. This will align with fortnightly Integration Committee.

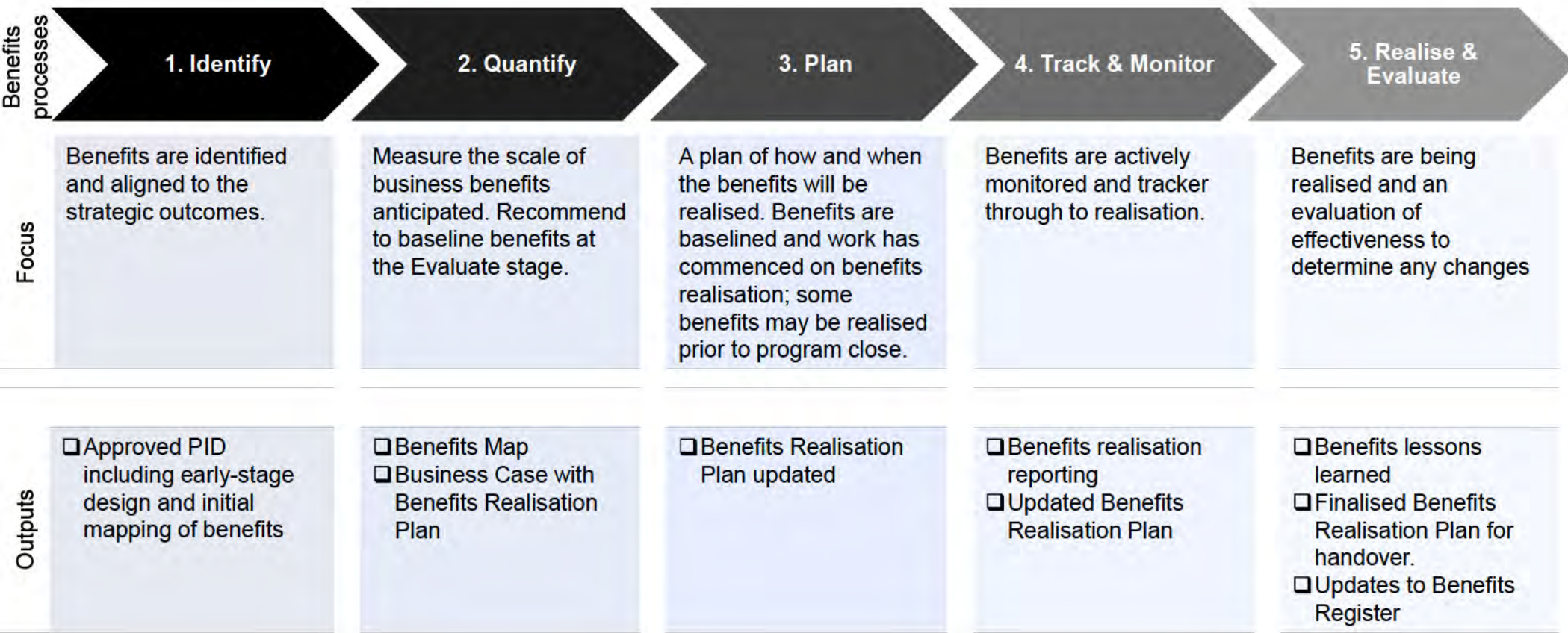
The UPMO will support development of materials and provide monthly reporting. The cadence and content of which will be reviewed as necessary the ensure the required information to enable the ULT to make informed decisions to ensure the success of the program of work.

Formal reporting for the Operational Sustainability Initiative needs to include, at a minimum, the following elements:

Element	Description
Degree of Change	The proposed levels of change being considered and/or recommended across the programs
Benefits	Financial (identified cost savings and/or revenue opportunities) and non-financial benefits that will be tracked and monitored across the programs
Time (Schedule)	Monitoring and management of the timeframes for delivery, including approval of revisions to program schedules and/or benefits realisation
Quality	Oversight of planning, design and implementation to ensure consistent and high-quality outcomes, with minimal business disruption
Budget	Oversight and management of the Operational Sustainability program budgets including approval of additional program costs
Key risks	Timely and ongoing assessment and mitigation planning to manage risks across the life of Operational Sustainability
Key issues	Identification of key issues for escalation and resolution outside of program sponsor level delegations

Draft for discussion – no decisions made

Benefits Management



Draft for discussion – no decisions made



Benefits Management – Support Function Alignment



- Sign off
- Acceptance



- Detailed analysis
- Realisation tracking



- Program Tracking
- Portfolio Reporting

Note:

- Agreement for financial benefit baseline to be as at 31 December 2024. Ongoing tracking incl. baseline variation to owned by Finance.

Draft for discussion – no decisions made

The role of the Integration Committee

Given the large scale, critical nature and fast-paced implementation of these programs, it is essential to coordinate and integrate across the portfolios of the UTS programs. This will be crucial to effectively mitigate risks and manage interdependencies.

Integration Committee purpose statement: The proposed Integration Committee will be responsible for overseeing program integration at the portfolio level, ensuring that all programs are cohesively and strategically coordinated.

Purpose and structure of the Integration Committee:

The Integration Committee will report to the ULT and is responsible for:

- A coordinated view across the portfolio to ensure current and emerging programs are planned, managed and delivered in a cohesive and coordinated manner
- Change management and communication planning across the portfolio, including endorsing the change approach and appropriate sequencing to deliver outcomes
- Developing and monitoring an integrated portfolio level schedule, including to identify and manage key interdependencies
- Risk and issue identification and management across the portfolio
- Enhancing quality standards and driving efficiencies and consistency across programs, including through adoption of leading practices.

Activation and operationalisation of the Integration Committee:

- Across the life of Operational Sustainability, the Integration Committee will be operationalised and managed by the UPMO
- The UPMO will provide data, information and insights to the Integration Committee for all programs in the portfolio
- The Integration Committee will meet fortnightly across 2025 (or more often if required) across the Operational Sustainability Initiative
- FutureProposed ToR and membership are provided on the following page
- In due course, ULT to consider whether the Integration Committee is required beyond the lifespan of the Operational Sustainability Initiative

Draft for discussion – no decisions made

Proposed Terms of Reference and membership of the Integration Committee (IC)

The proposed Integration Committee will be responsible for overseeing and enacting the ToR, ensuring that all programs are cohesively and strategically coordinated.

Terms of Reference (ToR)

The ToR outlines the roles, responsibilities and composition of the Integration Committee of the University Leadership Team (ULT), and the manner in which it discharges its responsibilities for UTS.

Purpose: The primary purpose of the Integration Committee is to ensure integration at the portfolio level to ensure programs are considered together in a cohesive and coordinated manner. *Noting that separate governance arrangements may be established as necessary to oversee the direction and delivery within specific programs.*

Confidentiality: All Committee members must ensure that confidential UTS information is protected and classified appropriately in line with the UTS Privacy Policy. Confidential information must be shared with Committee members only as necessary to effectively conduct the business of the Committee.

Operationality: Integration Committee meetings will be organised fortnightly across Q1-2 2025, with offline communication managed in a timely manner based on inputs and requests received from ULT. The Integration Committee will be operationalised, managed and reviewed by the UTS UPMO, who will provide data, information and insights to the Committee for all programs in the portfolio.

The Integration Committee will:
Develop and monitor an integrated portfolio level schedule, inclusive of all programs
Ensure dependency management within the portfolio (and outside, where possible)
Review and input into sequencing and/or prioritisation of activities across programs, including through using agreed criteria, e.g., benefits schedule, BAU readiness
Assess and consider the appropriate response to issues and risks as they may arise, including to support resolution and mitigation recommendations
Oversight of program and organisation design decisions to ensure alignment with design principles and future UTS needs
Monitor and report on benefits tracking across the portfolio leveraging an agreed benefits management framework to capture financial and non-financial impacts
Review and provide advice on change activity across the portfolio, including through specialist advice on change management approaches and/or industrial considerations
Monitor the implementation of stakeholder consultation across the portfolio, including to assess key considerations such as the academic calendar
Identify and manage duplication, including overlaps and/or gaps between programs
Report on significant variation and/or change from the approved scope of programs within the portfolio to provide timely communication on activities across program leadership within the portfolio
Lead an assurance function across the portfolio, including in areas such as governance, design principles, benefits tracking and reporting
Provide regular reporting to the ULT (and other governance bodies, as required), including recommendations to the Vice Chancellor for strategic investment and related outcomes

Proposed Integration Committee membership

Following ULT approval on the proposed approach to provide enhanced oversight, transparency and visibility across the UTS portfolio of programs, the Integration Committee will be formed. The Integration Committee membership is shown below:

- UPMO Director (Chair of IC)
- Operational Sustainability Program Sponsors and / or Program Directors
- Executive Director, People Unit (or delegate)
- CFO (or delegate)
- CDO (or delegate)
- Dean (1x)
- FGM (1x)
- Chief of Staff
- IR Expert
- UPMO Secretariat Support
- *Other representatives in attendance as required*



Draft in progress
– no decisions
made

UTS Operational Sustainability

Program Plans

12 December 2024

UTS CRICOS 00099F
UTS TEQSA PRV12060

Draft for discussion – no decisions made

Scope of the Operational Sustainability Initiative

The below presents the four programs under the Operational Sustainability Initiative. Each program is associated with a range of key objectives and overarching savings targets as outlined.

Sustainable Teaching And Learning

This program involves redesigning the curriculum portfolio with an initial focus on:

- Reviewing, then refining and enhancing, our subject offerings
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- Optimising direct and indirect resourcing levels focusing on enhancing students experiences

Savings: \$26 - \$57.9 million

Research Productivity And Investment

This program involves:

- Providing support to where research outcomes are being achieved
- Evolving the profile of research activity
- Evaluating the alignment of research investment with strengths and priorities, including course profile

Savings: \$11.5 – \$15.3 million

Operating Model

This program involves:

- Standardising and reconfiguring service delivery
- Reducing general administration
- Streamlining processes
- Reviewing and adjusting spans of management
- Reducing casual staff expenditure in line with reductions in work volume

Savings: \$33 – \$49.6 million

Other

This program involves reviewing:

- Academic structures – proposed this is positioned within the Operating Model program.
- Centres review: proposed this is positioned within the Research Productivity and Investment program
- Property and infrastructure spend and Procurement policies – which would be managed under the current Cost Management Program, led by the CFO
- Other local area opportunities

Savings: \$10 – 20 million (tbc)

Given the scale and impact of each program, they need to be delivered in a carefully sequenced and integrated manner to support UTS realising the required benefit targets, and to underpin sustainability into the future. As such, specific governance arrangements are required to support Operational Sustainability, and these are outlined on the following slides.

Draft for discussion only – no decisions made

Research Productivity and Investment

Kate McGrath

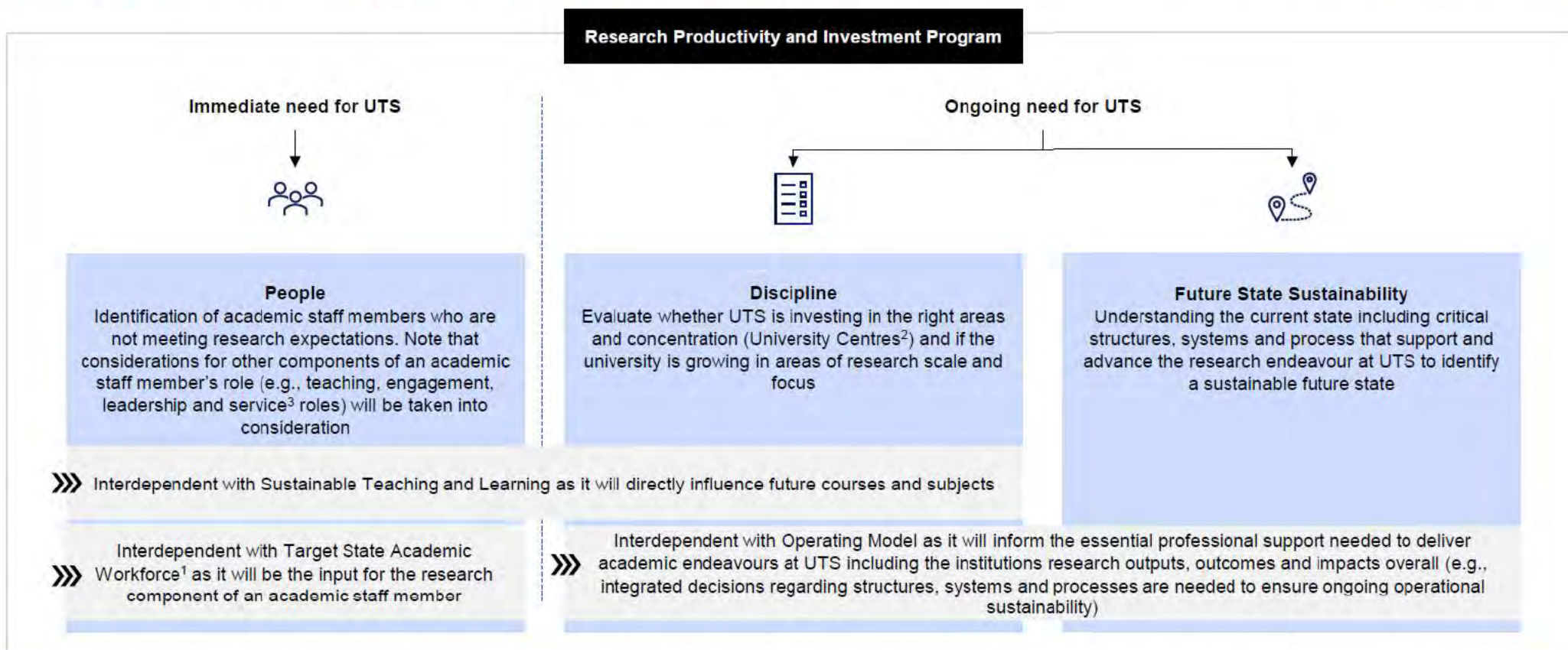
Draft for discussion only – no decisions made

1.1 Program Overview

Program Title	Research Productivity and Investment
Strategic Intent	The strategic intent of this program is to increase the impact we achieve with an internal research investment of more than \$200m each year, in addition to our external research income and Commonwealth Block Grant. Further, the Program recognises that there are opportunities to increase UTS' internal focus on areas achieving outcomes across a range of priority areas and to direct resources to those areas including research concentrations (University Centres) based on performance. For this document, University Centres include all research and non-research centres that are governed by university policy.
Objectives	The aim of this program is to increase UTS's internal focus on priority areas that are achieving significant outcomes and to allocate resources to these high-performing areas, including research concentrations (University Centres¹), based on their performance. The objectives of the program are to: 1. Assess UTS' research capacity, identifying strengths, opportunities, and areas for improvement. 2. Develop a confirmed and agreed list of academic staff members who are not meeting expectations for transition. 3. Provide recommendations for cost savings, strategic reallocation, and investment in research areas of scale and focus, aligned with UTS' strategic goals and research priorities.
Program Sponsor	Kate McGrath
Workstreams	1. Research Productivity (Core focus of this Program Plan) 2. Research Investment (Core focus of this Program Plan) <i>Note: The following sections of the Program Plan merge the two workstreams, Research Productivity and Research Investment into one to allow the analysis of UTS research.</i>

2.2 Detailed design analysis plan (1/5)

Draft for discussion only – no decisions made



Note: (1) The development of the program plan for the target state academic workforce is scheduled for January 2025. This plan will be created in parallel with the commencement of the Sustainable Teaching and Learning Program as well as the Research Productivity and Investment Program (2) University Centres include all research and non-research centres that are governed by university policy (3) An example of a service role is serving on UTS' Ethics Committee

2.2 Detailed design analysis plan (2/5)

Draft for discussion only – no decisions made

Our current state

 Focus of Detailed Design

Our future goals

Immediate Need

Ongoing Need

Purpose

To identify the indicative savings range of \$11.5m - \$15.3m identified in the Diagnostic phase that will contribute to UTS' overall target of \$100m in expenditure savings

To establish a strong and stable foundation for research at UTS that fosters a high-performing culture and environment within the university, ensuring that the university does not find itself in the same position again in the future. Our focus is to create a new standard for research at UTS that actively promotes growth, performance, innovation, and global competitiveness

Indicative Timeframe for Realisation

Short-Term
Identified with benefits realisation to commence from 2025

Long-Term
Expected to take two to three years to transform and cultivate the high-performing culture with appropriate supporting critical structures, systems, processes and professional staff resources that support and advance the research endeavour at UTS

Status

Significant progress has been made, with validation by Faculty Deans on the Initial list of UTS' academic staff members that are not meeting research expectations to be completed by 2024 (pre-Christmas shutdown).

Status

Preliminary work has started internally, with comprehensive analysis being the central focus of the detailed design phase

While addressing immediate considerations is crucial for UTS, it is equally—if not more—important to focus on enabling future state research sustainability, as this will be the key factor that allows the university to achieve true ongoing operational sustainability

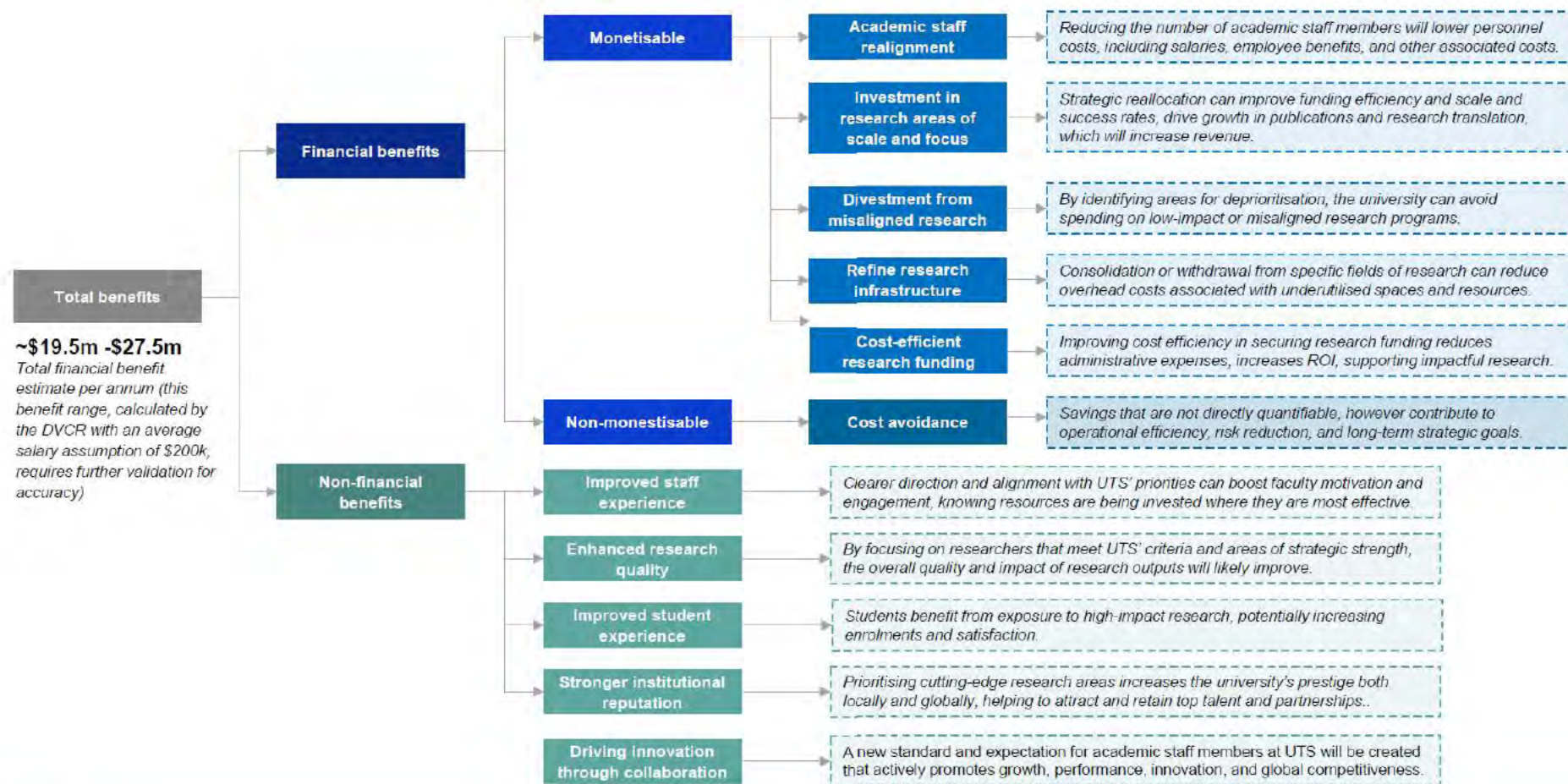
Draft for discussion only – no decisions made

2.7 UTS roles, responsibilities and resourcing requirements (2/2)

	Team Member	Role	Responsibilities	FTE	Indicative Cost (\$)	Status
Budgeted for a 12-month period	Kate McGrath	Program Sponsor	For any executive decisions required	0.2	Not required	Current
	Chris Turney	PVCR	For testing and validating insights related to evaluating research investments and strategic decision-making.	0.1	Not required	Current
	out of scope personal information	Research Productivity Lead	UTS point of contact to test and validate any insights related to research productivity	0.3	Not required	Current
		Research Finance Lead	UTS point of contact for all Research Finance data, including testing and validation of any insights	0.3	Not required	Current
		GRS Lead	UTS point of contact for all HDR data, including testing and validation of any insights	0.3	Not required	Current
		University Centres Lead	UTS point of contact to test and validate any insights related to University Centres	0.2	Not required	Current
		Director, Research Office	UTS point of contact to test and validate any insights related to research productivity and investment program	0.1	Not required	Current
	Faculty Representatives	FoH ADR (Angela Dawson) and FoS FGM (Liz Soilemezidis)	Faculty points of contact to test and validate research productivity and investment insights	0.1	Not required	Current
	Faculty Deans, Provost and DVC	Decision-making required for key activity 2.2 (January 2025)	These roles will support the review and validation of materials for key activity 2.2	0.2	Not required	Current
	TBC – UPMO	Program Director / Manager	Oversight of the entire Program	1.0	s.14, c4(a)(c)(d)	Vacant
	TBC – UPMO	Change Manager	Lead and implement change initiatives and develop strategies to ensure successful adoption	1.0		Vacant
	TBC – UPMO	IR SME	Provide expert advice and input on all change activities across the project, ensuring effective employee relations and compliance with industrial frameworks	0.3		Vacant
Budgeted until June 30	TBC – UPMO	Business Analyst	Conduct desktop research and develop data-driven insights to support research decision-making	1.0		Vacant
	TBC – UPMO	Communication Analyst	Develop and deliver clear, concise and accurate communications to support project objectives and stakeholder alignment	0.5		Vacant
	TBC – UPMO	PMO Support	Assist in planning, tracking, and coordinating project activities to ensure timely delivery and adherence to project objectives	0.5		Vacant
	KPMG	KPMG core and interim support team members	Strategic guidance and ongoing support including analysis and assessment requirements to enable UTS to deliver on its operational sustainability initiative and target	3.5		External Support
Total (excl. GST)					\$1,797,222	

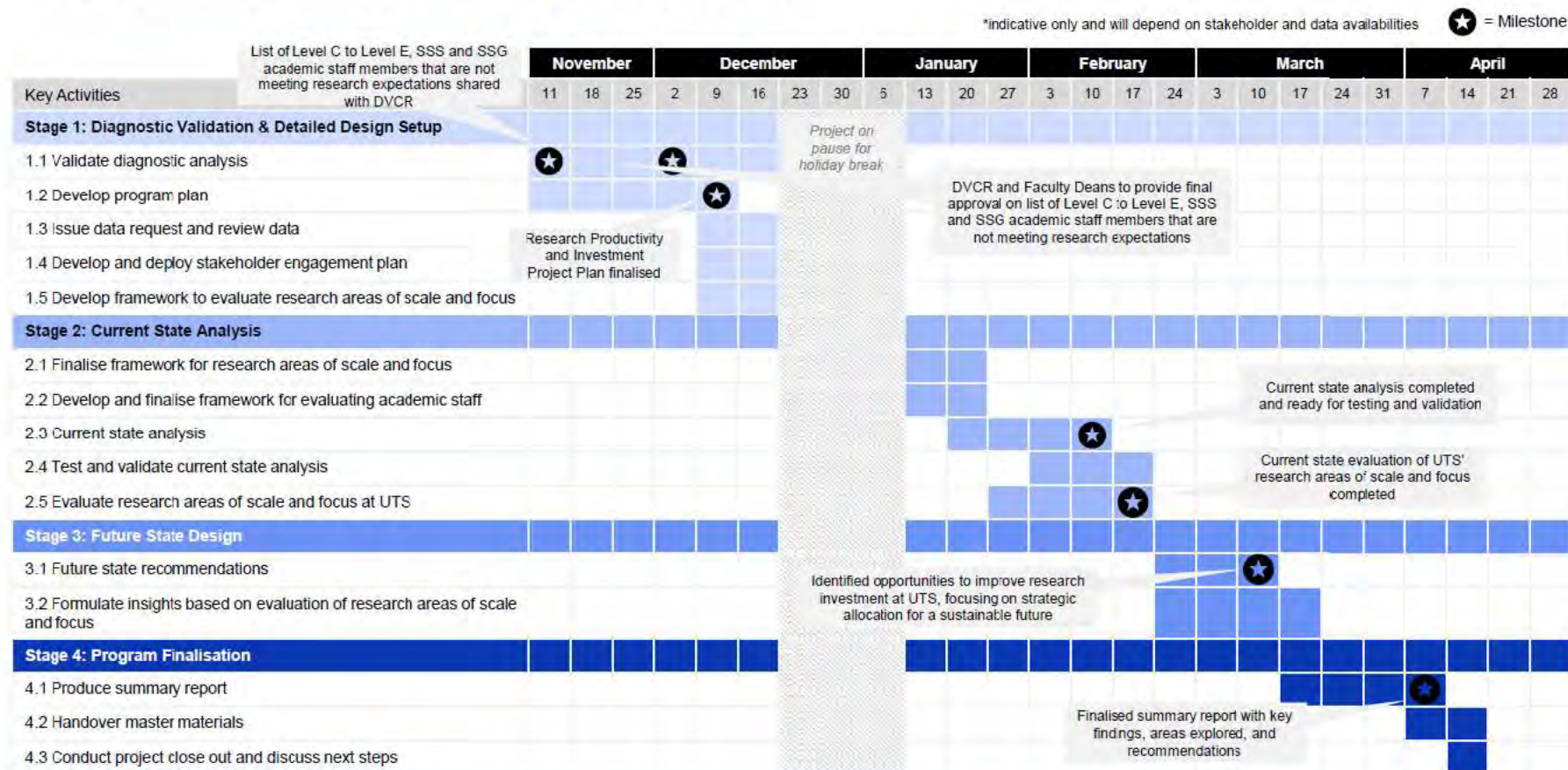
Draft for discussion only – no decisions made

1.3 Consolidated view of program benefits and costs



Draft for discussion only – no decisions made

2.3 Detailed schedule for design (2/2)



Draft for discussion only – no decisions made

Risk Category	Risk owner	Description	Likelihood	Impact	Final Rating	Proposed Mitigation Strategy
People	UTS People Unit Lead	Employee Wellbeing: Negative impact on employee morale, productivity, and overall wellbeing caused by the scale and continuous uncertainty within the university	High	High	High	Ensure adequate support and open channels of communications are available throughout the transformation program
People	Portfolio Strategic Comms Lead	Communication: Lack of clear and effective communication can lead to misunderstandings, rumours, and decreased morale	Medium	High	High	Implement a detailed communication plan that ensures timely, transparent, and consistent information sharing with all stakeholders
Operational	DVCR	Diverging Actions: Academic staff members or teams may begin to act and make decisions that are not aligned with the broader direction and goals of the program	High	High	High	Clearly articulate and continuously reiterate the program plan, and outline specific opportunities for academic staff members and teams to contribute their input to shape key decisions
Operational	Portfolio Program Director	Program Interdependencies: Program interdependencies risk causing cascading delays and complications, as setbacks in one program can negatively impact the timelines and success of interconnected programs and downstream dependencies	Medium	High	High	Ensure that robust communication channels are in place to promptly identify and escalate potential issues early for timely resolution. This includes standing up an Integration Committee to provide oversight and direction to help manage these complexities in a timely and responsive manner

Sustainable Teaching and Learning – ULT Presentation

Kylie Readman
12 December 2024

Draft for discussion – no decisions made

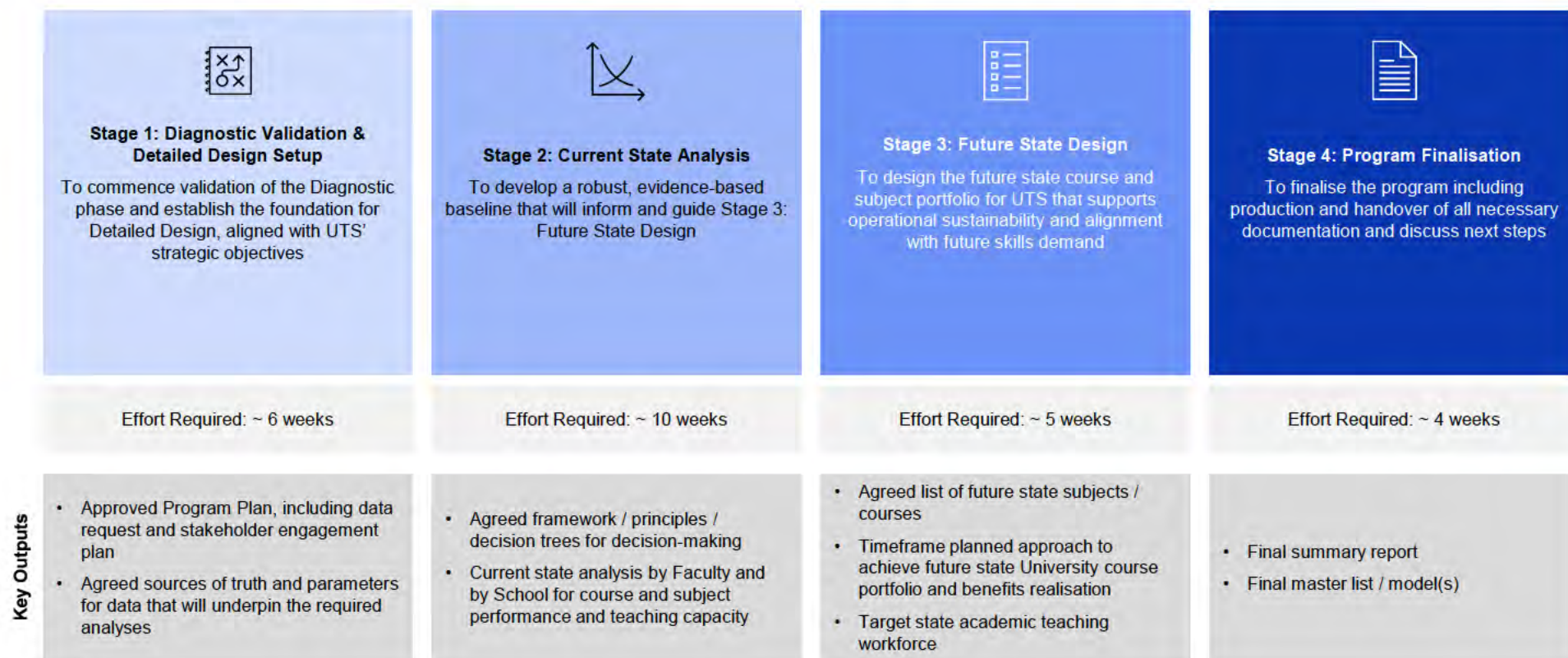
Program overview – Sustainable Teaching and Learning

Scope: University's course portfolio (all award and non-award course and short forms of learning, encompassing all online and offshore offerings)

Strategic Intent	Objectives	Workstream
1 Improve the quality of the student experience by streamlining course and subject options and delivery mode 2 Boost student progression and completion rates	Reviewing, then refining and enhancing, our subject offerings Merging similar subjects to create more robust and comprehensive course offerings Optimising direct and indirect resourcing to focus on enhancing students' experiences	Workstream 1 (Course and subject alignment): Using data, design principles and strategic direction that informs prioritisation of courses and subjects for curriculum transformation. This stream of work also includes reviewing the course portfolio in the context of low or reducing margins and merging similar subjects within and across Faculties
3 Enhance academic engagement and assurance of learning 4 Maintain academic quality and standards	Streamlining assessment, aligning with our innovative approach to GenAI in the curriculum Optimising direct and indirect resourcing to focus on enhancing students' experiences	Workstream 2 (Curriculum transformation): Course architecture and design, inclusive of assessment, teaching approaches, digital first approach and GenAI
5 Ensure curriculum relevance to increase graduate employment and employer satisfaction	Create more robust and comprehensive course offerings Streamlining assessment, aligning with our innovative approach to GenAI in the curriculum Optimising direct and indirect resourcing to focus on enhancing students' experiences	Workstream 3 (Portfolio strategy development): Based on our strategic direction and priorities, and enterprise-wide programs, this will create a clear statement that defines the university's desired portfolio of courses: what we teach, in what modality and to whom.

Draft for discussion – no decisions made

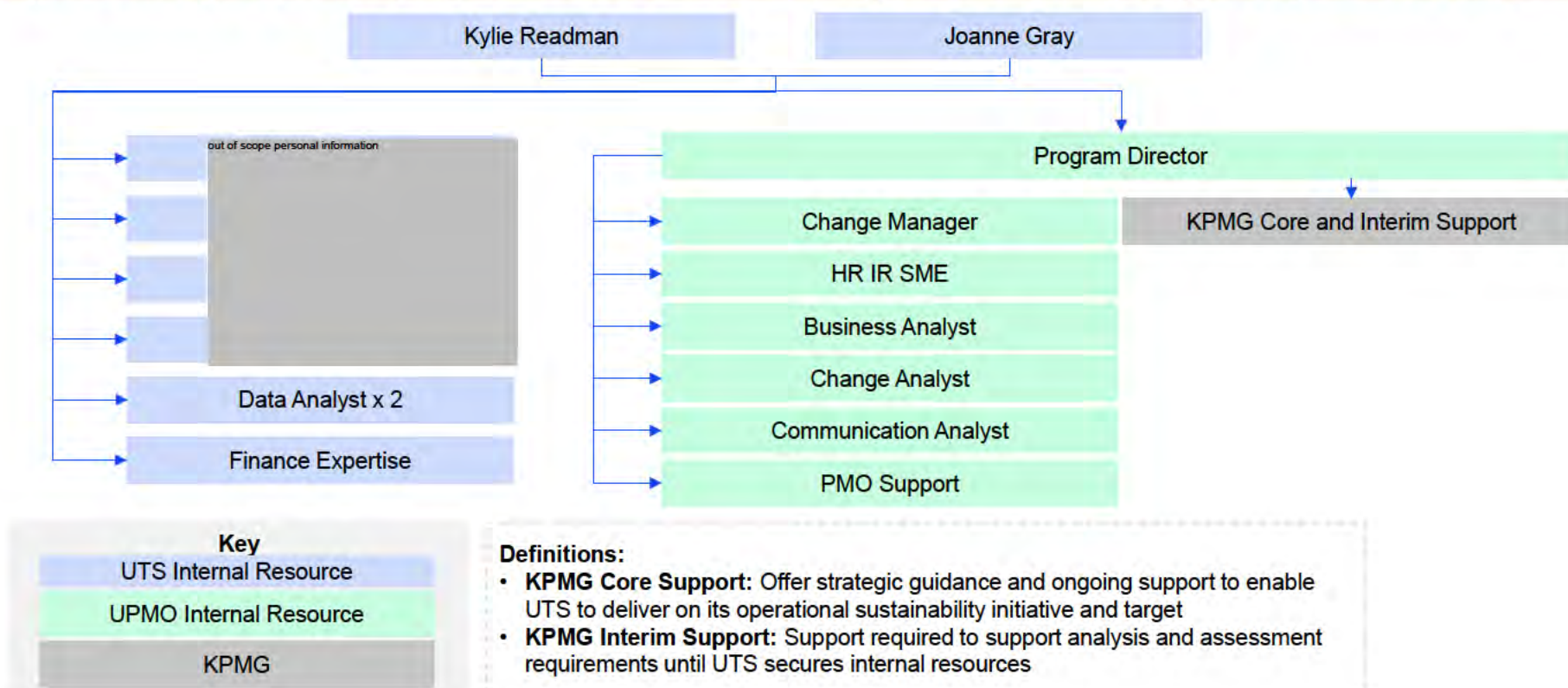
High-level analysis plan – Workstream 1: Course and subject alignment



Draft for discussion – no decisions made

Resourcing plan

The following outlines the core UTS team required to execute the activities specified in this program plan and support the program through its implementation phase. This team has been budgeted for a 24-month period, covering both activation/initiation activities, the delivery of detailed design and the ongoing implementation support required. The costing assumes that the same UTS resourcing profile will be necessary to support the implementation activities.



Note: (1) Please refer to slide 20 of the Program plan for full detail on KPMG's proposed complementary resourcing requirements for this program of work

Draft for discussion – no decisions made

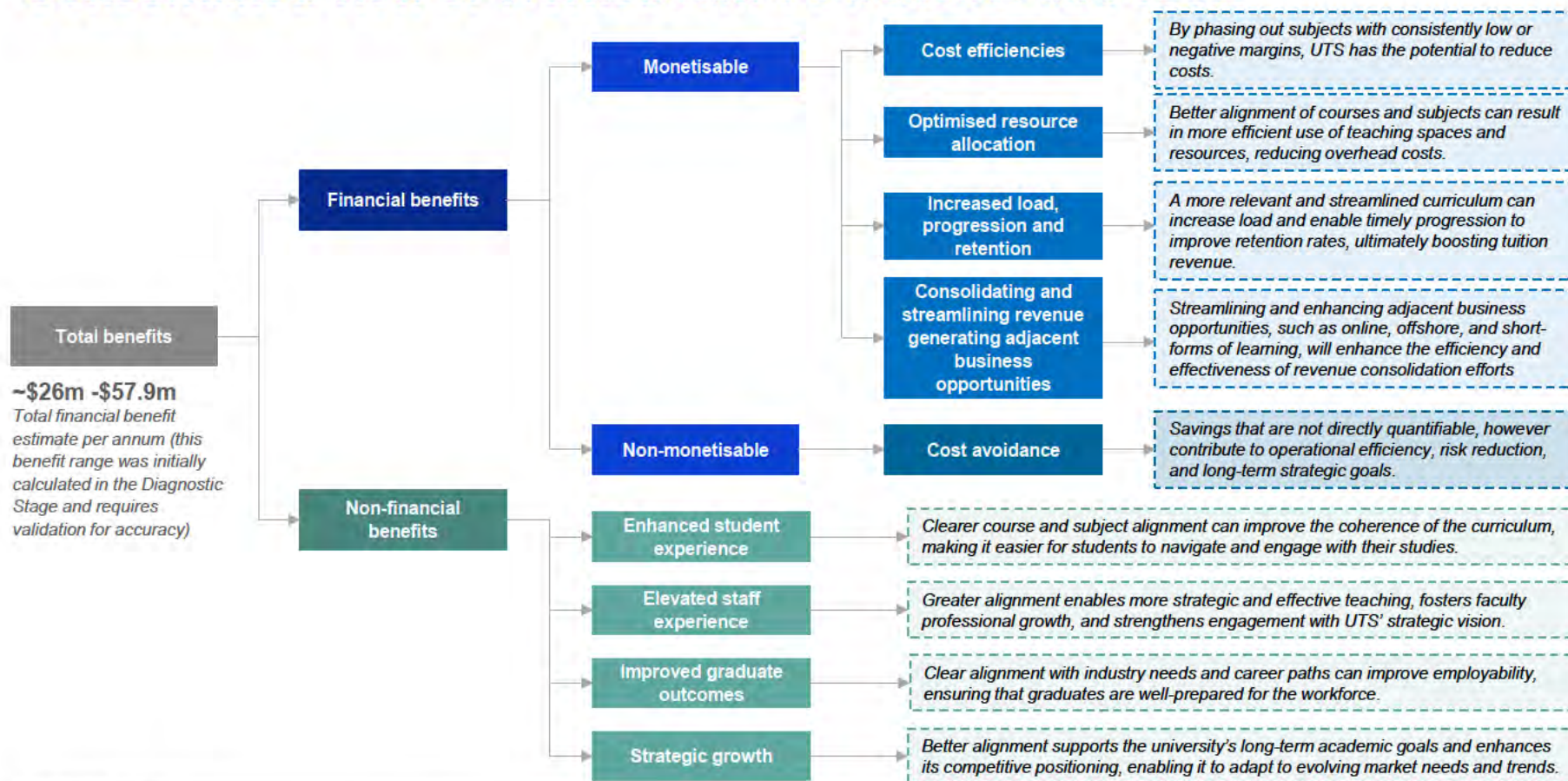
Resourcing plan

Team Member	Role	FTE	Indicative Cost (\$)	Status
Kylie Readman	Program Sponsor	0.5	Not required	Current
Joanne Gray	Business Sponsor	0.5	Not required	Current
out of scope personal information	Business Lead (Course and subject alignment)	0.4	s.14, c4(d); 3(a)(b)	Current (Backfill needed)
	Business Lead (Sustainable Teaching and Learning)	1.0	Not required	Current
	Business Lead (Curriculum Transformation)	1.0	Not required	Current
	Business Lead (Portfolio strategy)	0.4	s.14, c4(d); 3(a)(b)	Current (Backfill needed)
TBC - DAIU	Data Analyst	1.0	Not required	Current
TBC – DAIU	Data Analyst	1.0	s.14, c4(d); 3(a)(b)	Current (Backfill needed)
TBC – CFO	Finance Expertise	1.0		Current (Backfill needed)
TBC - UPMO	Program Director / Manager	1.0		Vacant
TBC – UPMO	Change Manager	1.0		Vacant
TBC – UPMO	HR IR SME	0.3		Vacant
TBC – UPMO	Business Analyst	1.0		Vacant
TBC – UPMO	Change Analyst	1.0		Vacant
TBC – UPMO	Communication Analyst	0.5		Vacant
TBC – UPMO	PMO Support	0.5		Vacant
KPMG ¹	KPMG core and interim support team members	3.5		External Support
Total (excl. GST)			\$3,360,919	

Note: (1) Please refer to slide 20 of the Program plan for full detail on KPMG's proposed complementary resourcing requirements for this program of work

Draft for discussion – no decisions made

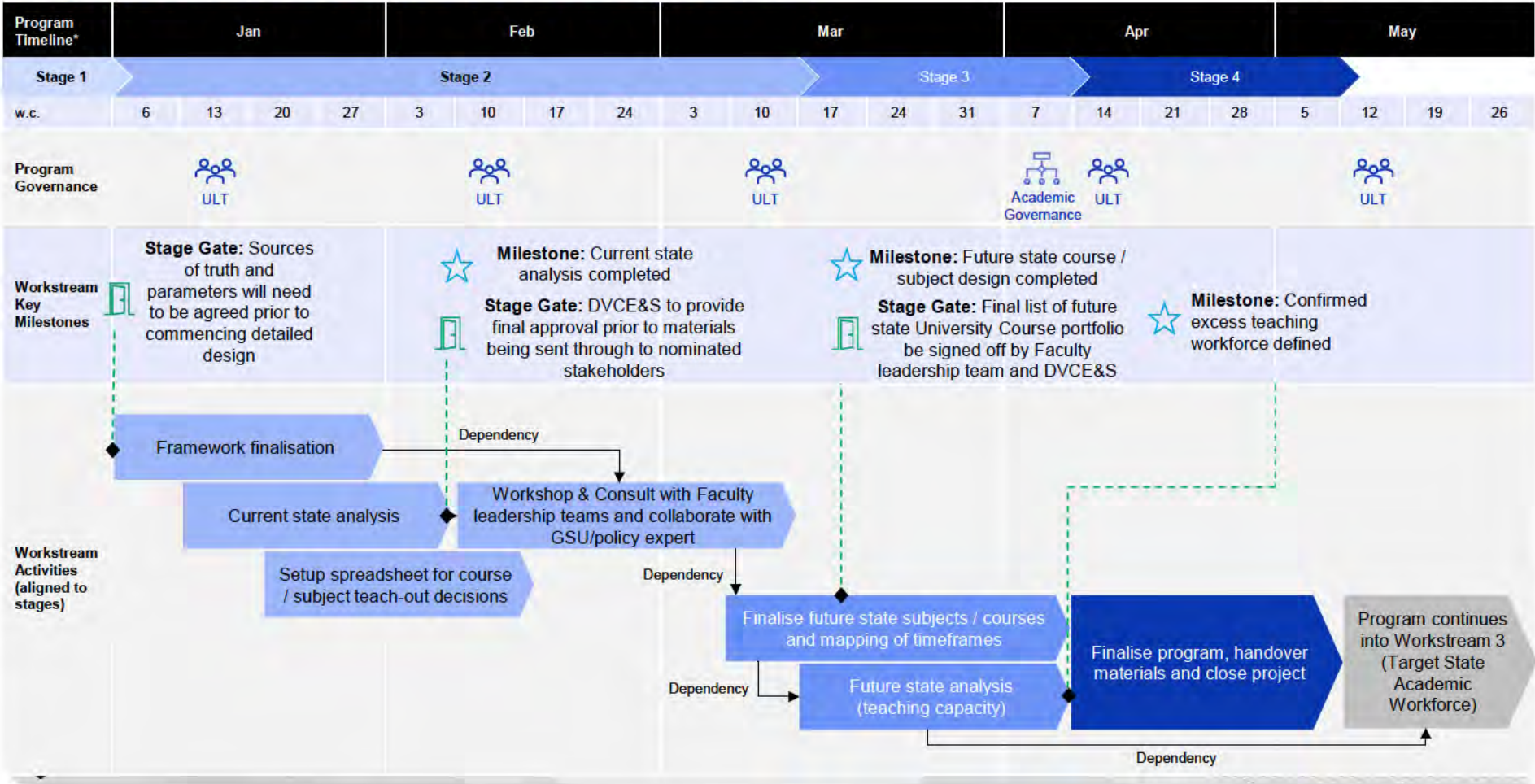
Consolidated view of Workstream 1's benefits and costs



Draft for discussion – no decisions made

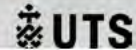
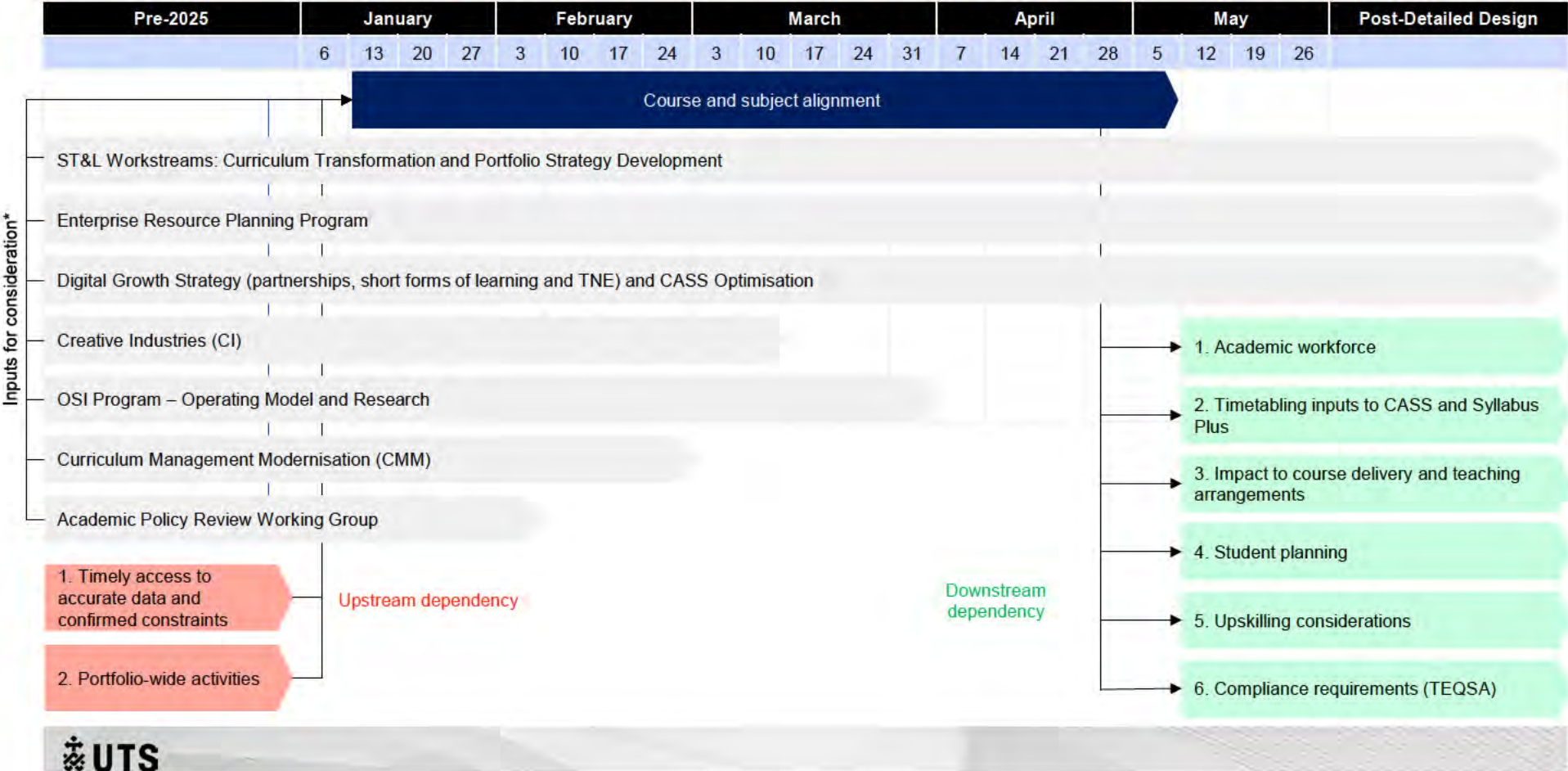
High-level timeframes for Workstream 1

*Indicative program timeline & stage gates



Draft for discussion – no decisions made

Workstream interdependencies including sequencing considerations



*The concurrent programs may provide inputs that the course and subject alignment workstream must consider. For example, CMM is now designated as the authoritative source for the list of courses and subjects at UTS, featuring built-in functionality that allows any changes to be submitted to governing boards via the platform

Draft for discussion – no decisions made

Workstream interdependencies including sequencing considerations

Upstream Dependencies	Description and Considerations
1. Timely access to accurate data and confirmed constraints	Timely access to academic workforce data, course and subject offerings (including offshore/online platforms) before commencing detailed design Existing curriculum guidelines, accreditation standards, and frameworks. Data on student performance, course completion rates, satisfaction surveys, and other student feedback mechanisms. Any external regulations or accreditation requirements (such as those set by accrediting bodies) will need to be considered. Academic calendar and timetabling constraints.
2. Portfolio-wide activities	Program management and governance, portfolio change and communication plan, IR strategy, and university-wide approach to benefits realisation.
Downstream Dependencies	Description and Considerations
1. Academic workforce	Outputs will have direct impact on Workstream 3: Target state academic workforce
2. Timetabling inputs to CASS (inc. optimisation) and Syllabus Plus	Changes in subjects / courses will need to be communicated at a certain cut-off date to enable timetabling. This will also have a flow on effect on room bookings and teaching spaces
3. Impact to course delivery and teaching arrangements	Changes to subjects / courses may impact adjustments to teaching staff assignments, teaching schedules, and course outlines
4. Student planning	Changes in course structure or alignment may affect student enrolment patterns, subject availability, and overall student experience
5. Upskilling considerations	Faculties may require training or professional development to adapt to new courses and teaching methods.
6. Compliance requirements (TEQSA) and external accreditations	Significant changes to the university's course portfolio may require notifying TEQSA and external accreditation providers to ensure compliance

Draft for discussion – no decisions made

Success will look like:

For students and learners

- Students are able to progress through their courses smoothly, experiencing high quality and well-resourced subjects that they enjoy and learn from.
- Students are able to select subjects that allow them to maintain a fulltime load and suit their availability
- Learners (and employers) are able to select from a well-curated group of short courses that suit their professional learning needs
- Students and learners are well equipped to enter the workforce and make a positive difference on the world

For staff

- Staff are supported to deliver impactful and interesting subjects broadly aligned to their expertise
- Approaches to teaching and assessment enhance academic engagement and assure student learning
- Staff get to spend more time on human-to-human interactions and less time on administration

For the university

- Resources to deliver the course portfolio are well directed and impactful
- We are confident that our curriculum is well aligned with industry and engages with industry partners for meaningful and sustained outcomes
- We can engage in designing curriculum that is future focused and attractive to a global audience



UTS Operational Sustainability – Operating Model Program Plan

December 2024

UTS CRICOS 00099F
UTS TEQSA PRV12060

Draft for discussion – no decision

Overview

Program Overview and Timeframe: Overarching approach, summary of workstreams and high-level plan

Program Benefits and Investment: Summary of program and investment required to achieve outcomes

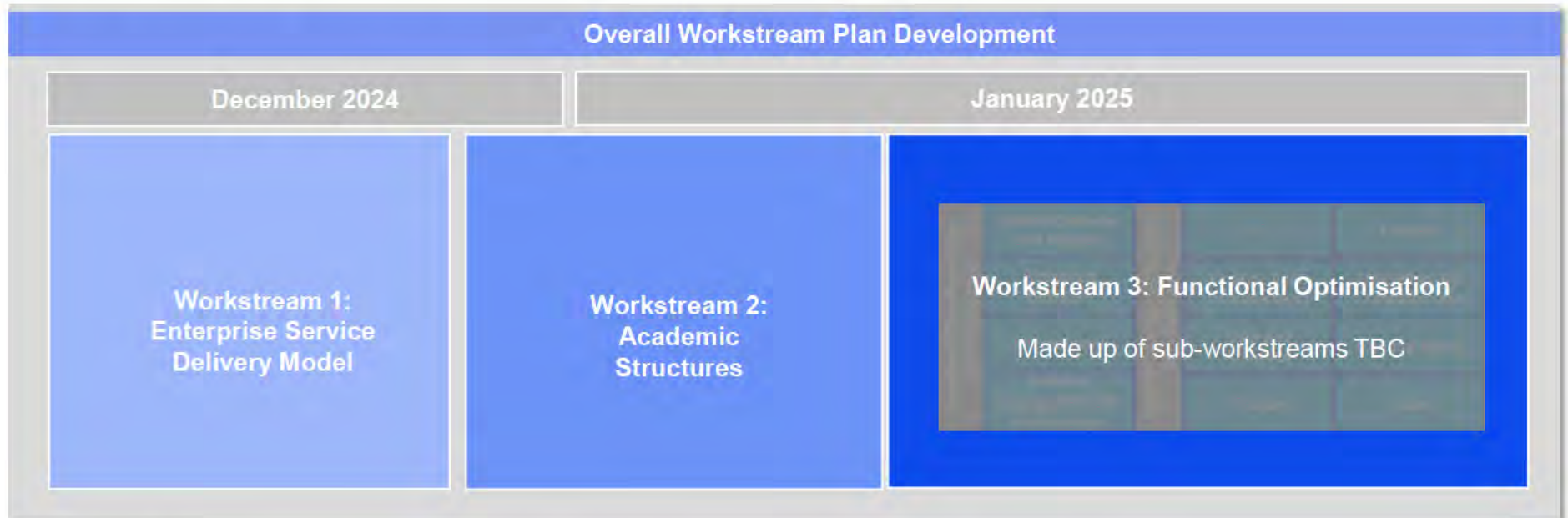
Risks and Future State: Identified risks in terms of people, strategy and BAU, and reflection on what success looks like

Draft for discussion – no decisions made

Program Overview

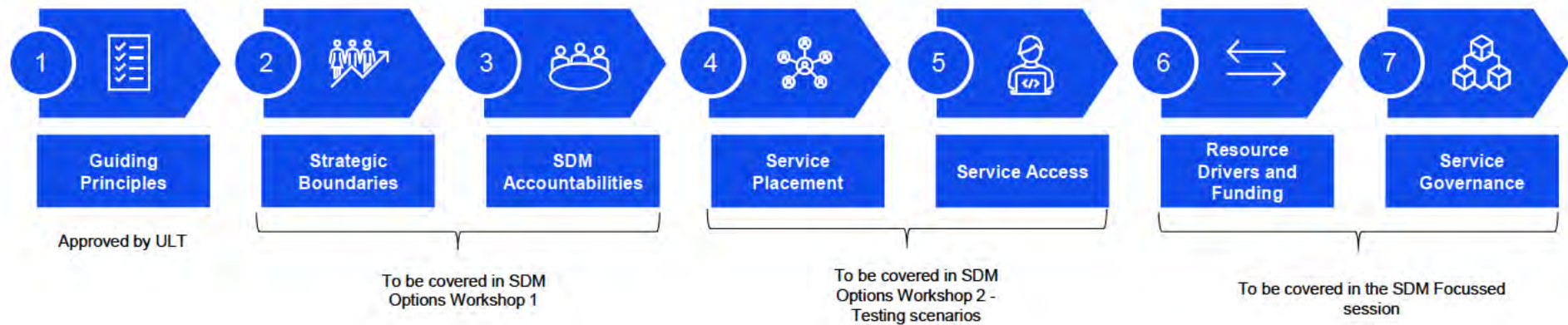
Focus: The delivery of sustainable, high-quality operational and academic services

Workstreams: WS1 Enterprise Service Delivery Model, WS2 Academic Structures, WS3 Functional Optimisation



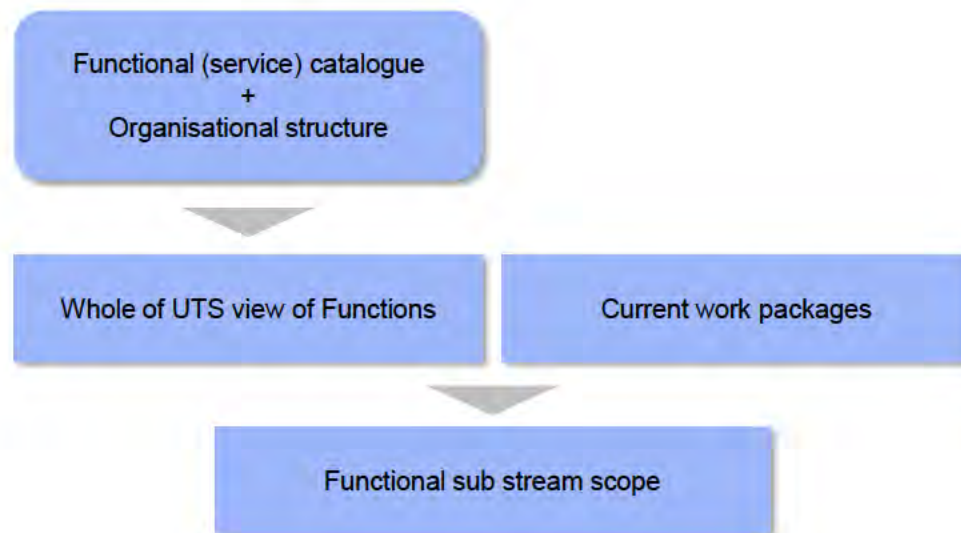
Draft for discussion – no decisions made

Enterprise Service Delivery Model - Design Approach



Draft for discussion – no decisions made

Determining Functional Scope



Cross-functional Considerations

Service delivery

Spans and layers

Senior staff

Administrative services

Casual, fixed-term and contract appointments

Draft for discussion – no decisions made

Workstream 2: Academic Structures

Objectives

Define a consistent architecture for UTS Faculties, Research Centres and Institutes

Establish a standard by which the University can assess the benefit potential of harmonisation, uniformity, transparency and consistency

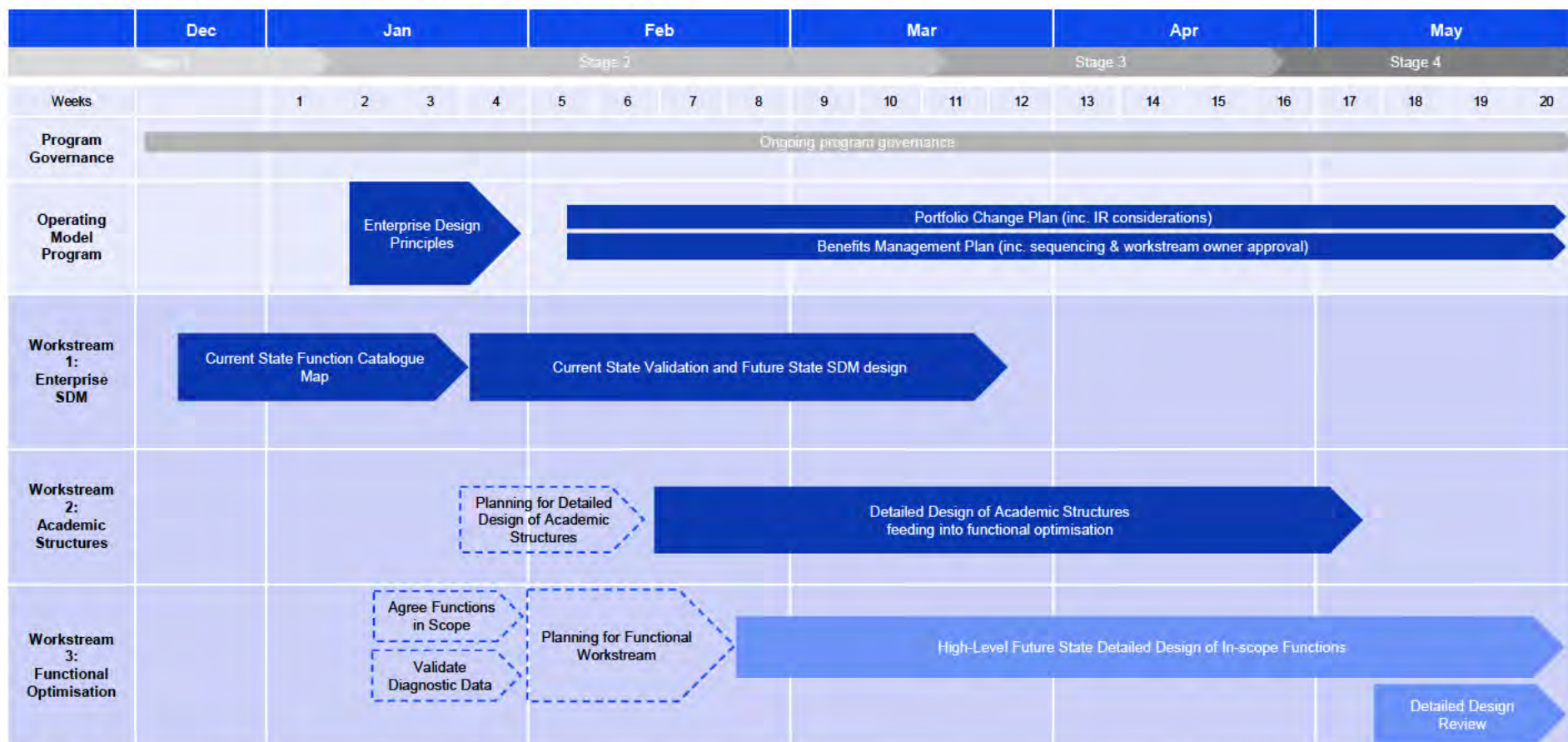
Investigate opportunities for Faculty harmonisation at UTS

Identify and define ways to increase consistency and harmonisation within Faculties (e.g., structures, roles, responsibilities)

Apply Faculty Principles to improve operations to reduce duplication and increase efficiency

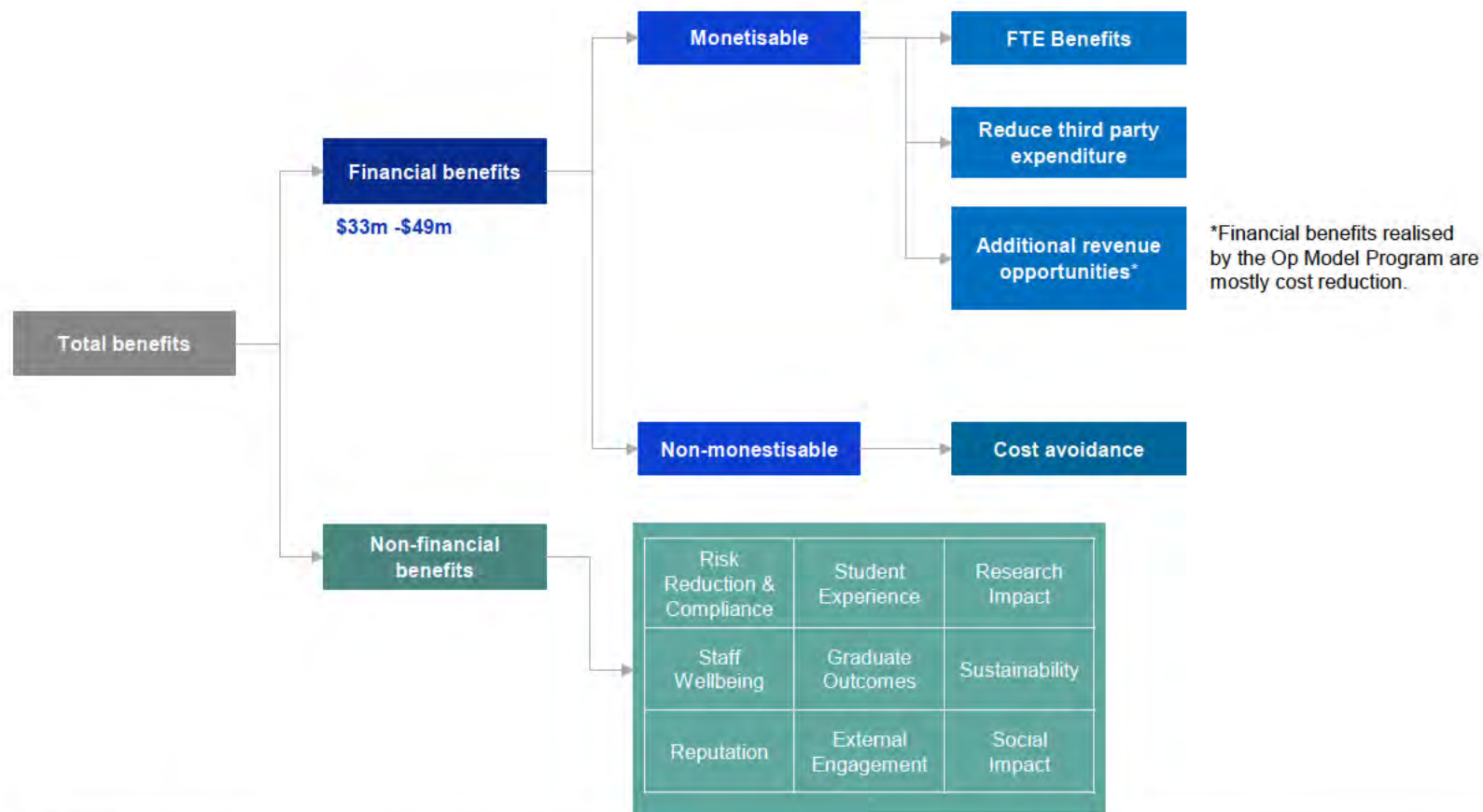
Draft for discussion – no decisions made

Program Plan – Detailed Design



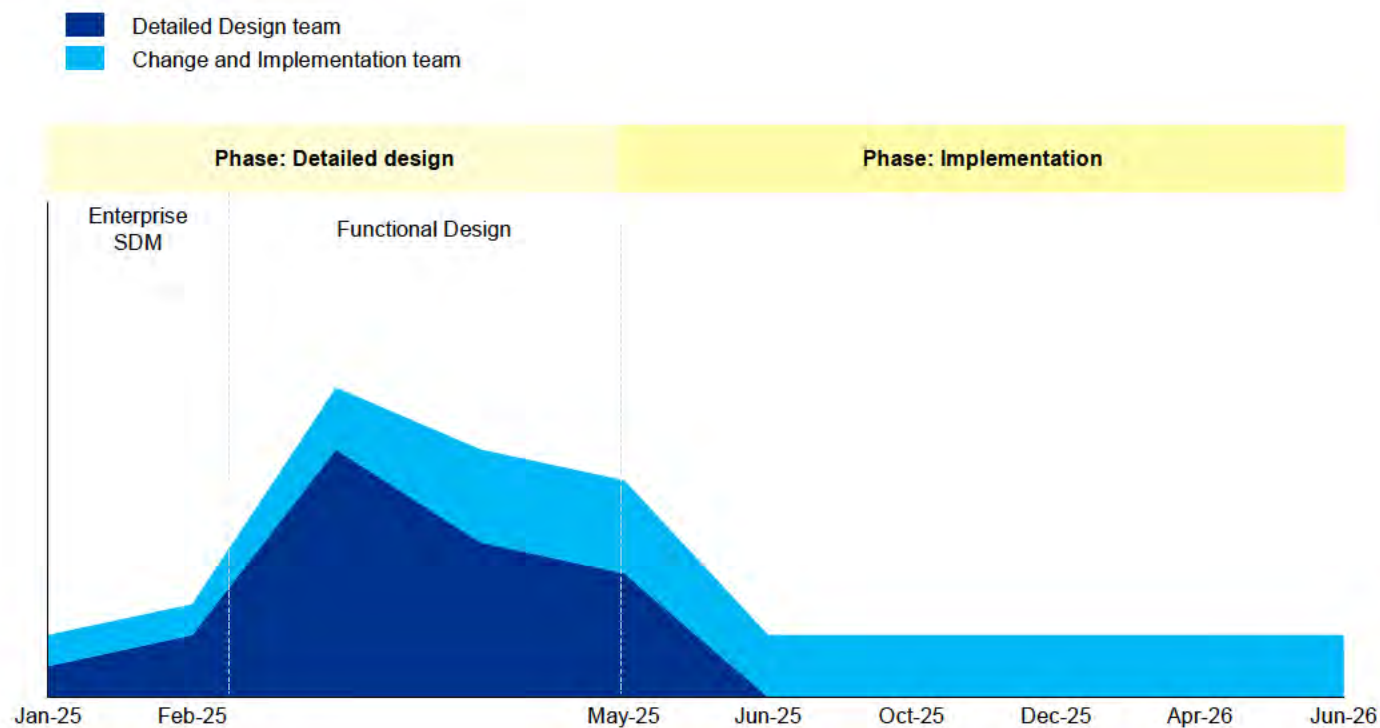
Draft for discussion – no decisions made

Program Benefits



Draft for discussion – no decisions made

Resourcing Profile



Draft for discussion – no decisions made

Investment Ask – \$7,125,000

Program Oversight					
Portfolio Leadership		Program Sponsors		Program Director	
WS1 SDM (4 weeks)		WS3 Functional Optimisation (12 weeks) – Resource Pool			
Role	FTE	Role	FTE		
SDM Lead	1	Integration Lead	1		
Business Analyst	3	Business / Data Analysts (0.5 Senior, 3.5 Junior)	4		
Change Analysts	1	Change Analysts	2		
Comms & Engagement Analyst	1	Comms & Engagement Analyst	1		
		Program Support	1		
WS2 Academic Structures (16 weeks)		Low Resourcing WS (5 weeks)		High Resourcing WS (5 weeks)	
Role	FTE	Role	FTE	Role	FTE
Academic Structure Lead	1	Function Owner (e.g. CFO)	N/A	Function Owner	N/A
Business Analyst	4	Function Director (E.g. FP&A Director)	0.5	Function Director	0.5
Comms & Engagement Analyst	1	Function Support	1.0	Function Support	2.0
Change Analyst	1	Business Analyst (0.5 Senior, 0.5 Junior)	1.0	Business Analyst (0.5 Senior, 0.5 Junior)	3.0

Draft for discussion – no decisions made

Risks

People

- industrial relations
- employee wellbeing
- capability and capacity of staff

Business interruptions

- E.g. misalignment of work streams

Strategic

- clear and effective communication
- meeting financial targets
- Losing our distinctive identity
- Loss of corporate knowledge

Impact of changes on core business

- E.g. delivery of quality education and research support

Draft for discussion – no decisions made

What success looks like

Processes will be optimised and improved

Unnecessary busy work will be taken out in the mid-term

Consistency will underpin all operational and academic services

Improved role clarity

Changes will enable enhanced collaboration across the university

The necessary savings are realised and sustained

People will feel that the process has been well-managed

Staff will experience the benefits of change



Draft in progress
– no decisions
made

UTS Operational Sustainability

Investment ask and overall risks

12 December 2024

UTS CRICOS 00099F
UTS TEQSA PRV12060

Draft for discussion – no decisions made

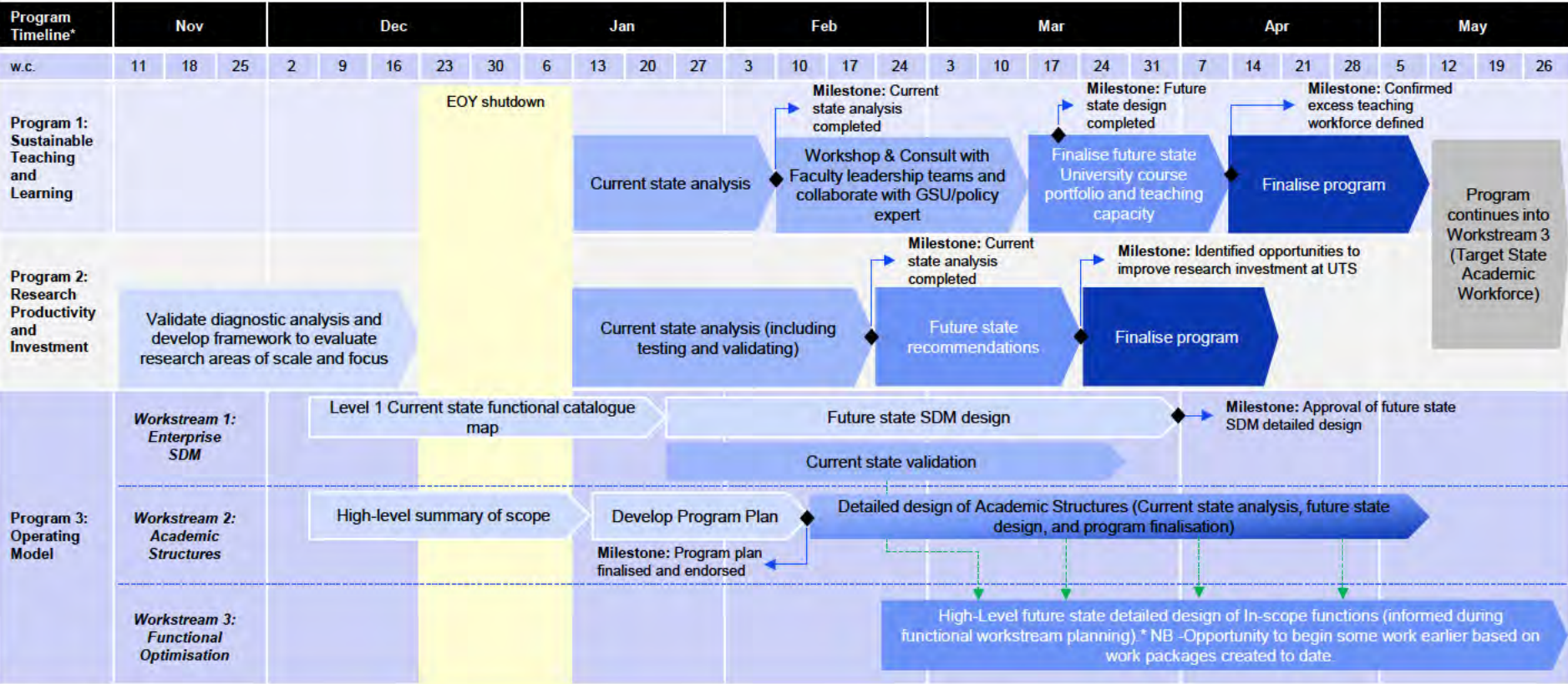
Integrated Programmatic Schedule

Stage 2
Current State Analysis

Stage 3
Future State Design

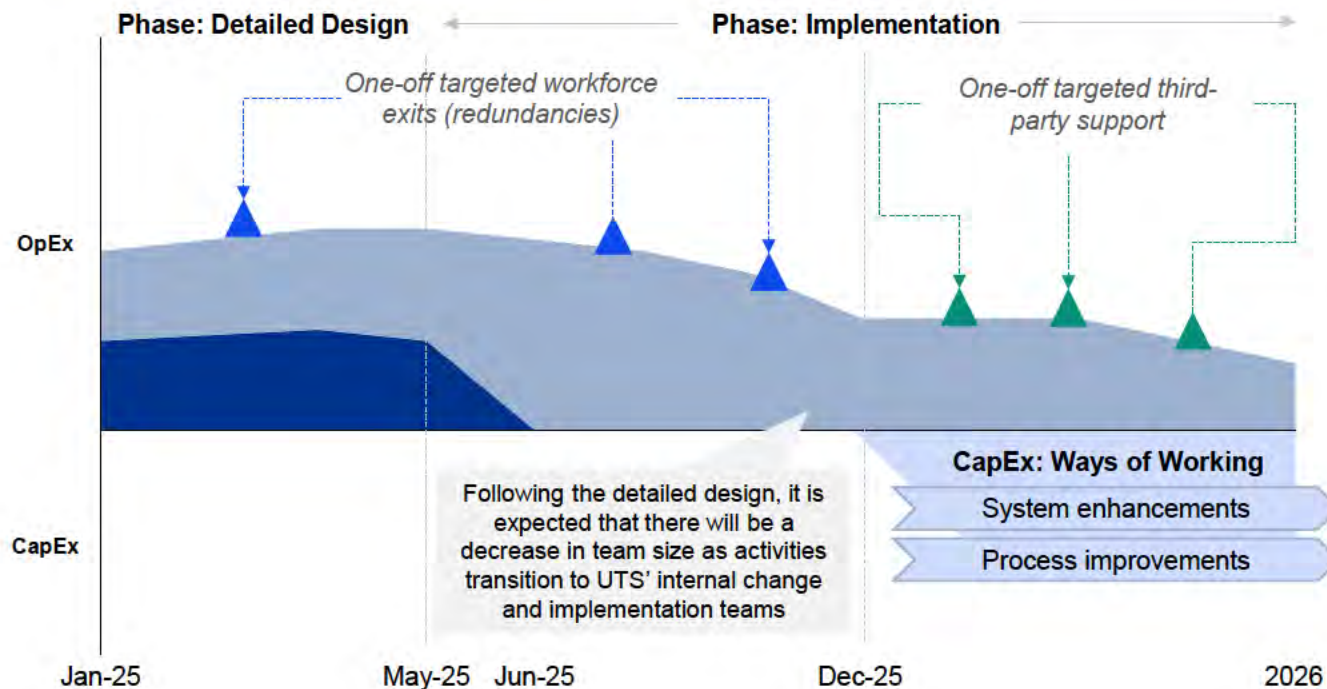
Stage 4
Program Finalisation

*Indicative program timeline & stage gates



Draft for discussion – no decisions made

Conceptual cost profile to support Operational Sustainability (2025-2026)



The investment schematic illustrates the cost profile for 2025 – 2026, highlighting the distribution of support needed for UTS' Operational Sustainability initiative. The graph illustrates how support requirements will extend beyond the detailed design work scoped for the three immediate programs

The upfront costs included in the cost-out and detailed design phase account for core and surge interim resourcing support, as well as any costs associated with proposed workforce reductions

Following the detailed design phase, ongoing investment will be required to enable operational sustainability across the university. This includes through the delivery of continuous improvement initiatives that promote efficient and effective ways of working and/or any supporting system enhancements required

The core objective of this investment is to ensure that UTS is set up and positioned for long-term sustainability

Legend:

- Base OpEx for program delivery
- Detailed design surge support (KPMG)
- ▲ One-off targeted workforce exits (redundancies)
- ▲ One-off targeted third-party support

Draft for discussion – no decisions made

Operational Sustainability – Program and Enabler costs

The costs outlined represent the critical investment in resourcing required to deliver the Operational Sustainability Program Plans. Core support costs for Detailed Design are based on high-confidence estimates detailed within the Plans, while implementation costs are indicative and require further validation. By Q1 2025, the resource requirements (capability and capacity) for implementation will be more clearly understood across the three Programs, and this updated view will be presented to ULT for approval. The UPMO will reassess resourcing requirements upon the completion of the majority of the project, anticipated within 18–24 months.

		Program Plan 1: Sustainable Teaching and Learning ¹	Program Plan 2: Research Productivity and Investment ²	Program Plan 3: Operating Model ³	Total
Additional UTS resources ⁴		s.14, c14(a)(c)(d)			
KPMG core and interim support					
Program Plan Costs (Investment required to deliver each Program Plan) Subtotal		\$3,360,918	\$1,797,222	\$7,125,000	\$12,283,140
			2025	2026	Total
UPMO Support	UPMO resources*	s.14, c14(d); 3(a)(b)			
	People Unit Specialist embedded in UPMO				
	Leadership Development Support				
People Support	Position Description Development (indicative only)				
	Organisation Design Specialists (indicative only)				
	HR IR SME x 2				
Finance Support	Placement Support (indicative only)				
	Finance Resource (indicative – HEW9)				
Enabling Programmatic Costs (Investment required to deliver and manage Operational Sustainability Programs) Subtotal			\$3,169,139	\$1,600,000	\$4,769,139
Total (Program Plan and Enabling Programmatic Costs)					\$17,052,279
Redundancy Costs (to be iterated throughout first half of 2025 to ensure accurate cost allocation across 2025 & 2026)					\$34,000,000

*This estimate is based on the difference between the current UPMO budget and proposed ask which includes specific roles to manage capability, benefits, quality, delivery and scheduling. UPMO resources will be reassessed following delivery of the majority of the work (i.e., in 18 – 24 months).

¹Program resourcing costs have been sourced from the ST&L Program Plan (page 7) and have been budgeted for a 24-month period.

²Program resourcing costs have been sourced from the RP&I Program Plan (page 7) and have been budgeted for a 12-month period.

³Program resourcing costs have been sourced from the Operating Model Program Plan (page 13-14) and have been budgeted for a 12-month period.

⁴Consists of UTS internal resources and UPMO internal resources.

Draft for discussion – no decisions made

Programmatic Resourcing Assumptions

ID	Assumptions
1	The budgeted timeframe for UTS' resourcing varies across different Program Plans due to the nature of the work and the specific requirements of each program. However, regardless of the program, the resourcing consistently covers activation and initiation activities, detailed design delivery and some implementation activity. Specifically, for Sustainable Teaching and Learning, UTS' resources are budgeted for 24 months, whereas for Research Productivity and Investment and Operating Model, the resources are budgeted for 12 months.
2	The calculations and resourcing mix which has been articulated in all programs is only applicable for the Detailed Design phase. For Sustainable Teaching and Learning and Research Productivity and Investment, KPMG resources have been budgeted for a six-month period, from January 9 to June 30, 2025 and for Operating Model, KPMG resources have been budgeted between a six-to-sixteen-week period, depending on specific workstream requirements.
3	As a principle, engagement of UTS' resources will be sought as the first preference. KPMG resources are engaged when UTS has a capability and/or capacity constraint.
4	Immediate program commencement may impact recruitment for defined roles. Interim contractor resources will be used to fill these roles, with regular reviews to identify more cost-effective solutions.
5	In recognition of the need to upskill quickly, there will be a blend of resources used with the intention of converting these to fixed term contracts or full-time in the future (and where appropriate).
6	The resource profile will be continuously monitored and agreed upon throughout the engagement with Program Sponsors. Where applicable, at each stage gate, the resourcing mix will be evaluated to identify opportunities for integrating more UTS resources. This includes assessing the performance and availability of current UTS staff and determining the feasibility of transitioning roles from contractors to UTS employees.
7	A stage gate review will take place at the end of Q1 (approximately late March) to assess and adjust the resourcing profile for the remainder of the engagement, including the resources required to support implementation activity.
8	The UTS Finance, People and UPMO resourcing costs have been calculated on the pricing provided to by the UPMO.
9	Work will be delivered according to the detailed plan and timeline as outlined in the respective Program Plans.
10	Staffing profiles aligned with described roles and responsibilities will be available.
11	There will be on-going implementation costs in 2026 as the program approaches its conclusion, this includes knowledge exchange and continuous improvement work undertaken.
12	All KPMG resources have been costed based on the agreed pricing rates outlined in SCM005.
13	Adjustments to KPMG resources can be made to meet UTS's evolving needs, provided that a minimum of two weeks' notice is given.
14	Finance team to work with program teams and KPMG to fully integrate investment into the Finance Plan (end of Feb 2025)

Draft for discussion – no decisions made

Operational Sustainability – Prioritised key risks across programs

The following risks have been identified as the most significant and critical for the Operational Sustainability initiative across all programs. They are prioritised based on the 'Final Rating' column, which reflects both the likelihood of occurrence and the potential impact. For each risk, a corresponding mitigation strategy has been proposed to effectively address and counteract it.

ID	Description	Likelihood	Impact	Final Rating	Risk Category ¹	Proposed Mitigation Strategy
1	Employee Wellbeing: The scale and ongoing uncertainty of the transformation may negatively impact employee morale, productivity, and overall wellbeing.	High	Critical	Critical	People / Health, safety and wellbeing	Provide adequate support and maintain open communication channels throughout the Operational Sustainability initiative.
2	Industrial Relations: Ineffective management of industrial relations implications could affect timelines, cost, and benefits, especially if escalated to Fair Work.	High	Critical	Critical	People / Legislation and Compliance	Engage the UTS IR team throughout the process and execute a clear IR strategy with regular, well-sequenced communications.
3	Financial Target: The anticipated financial envelope may not be achieved, there is also a risk that the benefits may not be sustained / sustainable.	Medium	High	High	Strategic / Financial	Conduct thorough analysis to inform decisions, establish strong governance processes, and set regular intervals for tracking progress of benefits. The Integration has been established to ensure sustainable design from the outset.
4	Program Interdependencies: Interdependencies between programs may cause cascading delays and complications.	Medium	High	High	Strategic / Operational	Set up robust communication channels to identify and escalate issues early. Establish an Integration Committee to oversee and manage interdependencies effectively.
5	Leadership alignment: Lack of leadership alignment may result in conflicting priorities, inconsistent messaging, and reduced project support.	Low	High	Medium	Strategic / Key stakeholders	Regular status updates to ensure leadership alignment on objectives, priorities, and roles. Implement a clear governance framework, maintain consistent communication, and monitor alignment through feedback mechanisms.



¹ Risk categories have been sourced from table '5.6 Applicable risks' in the UTS Risk Management Procedure document.

Legend: Critical High Medium Low

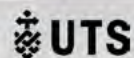
Draft for discussion – no decisions made

Operational Sustainability – Prioritised key risks across programs

The following risks have been identified as the most significant and critical for the Operational Sustainability initiative across all programs. They are prioritised based on the 'Final Rating' column, which reflects both the likelihood of occurrence and the potential impact. For each risk, a corresponding mitigation strategy has been proposed to effectively address and counteract it.

ID	Description	Likelihood	Impact	Final Rating	Risk Category ¹	Proposed Mitigation Strategy
6	Change Resistance: Faculty, staff, and students may resist changes due to fear, job security concerns, or disruption of routines.	Medium	Medium	Medium	Change	Engage stakeholders through workshops, forums, and feedback sessions to address concerns, build trust, and encourage ownership of the change process.
7	Impact on business as usual: Transformation efforts in 2025 may significantly disrupt the University's business-as-usual operations.	Medium	High	Medium	Business Interruptions	Align design and implementation with academic and research calendars, consult with the Provost for any proposed changes to ensure sufficient mitigation actions are in place, and use backfills for temporarily displaced roles.
8	Communication: Poor communication may result in misunderstandings, rumours, and decreased morale.	Medium	High	Medium	People / Key stakeholders / Reputational	Develop and execute a detailed communication plan to ensure timely, transparent, and consistent messaging for all stakeholders.
9	Inadequate Planning or Resourcing: Insufficient planning or resources may hinder execution, particularly in areas requiring specialised people and change capabilities. This could also impact the sustainability of outcomes.	Low	High	Medium	Strategic / Projects	Create a detailed execution plan with clear resource requirements and timelines, adopt a flexible resourcing approach, and regularly review and adjust plans to address evolving needs and ensure adequate engagement.

Next steps will involve further consultation and analysis with the UTS Risk team



¹ Risk categories have been sourced from table '5.6 Applicable risks' in the UTS Risk Management Procedure document.

Legend: Critical High Medium Low



Draft in progress
– no decisions
made

UTS Operational Sustainability

Approach to change and engagement

12 December 2024

UTS CRICOS 00099F
UTS TEQSA PRV12060

Draft for discussion – no decisions made

Operational Sustainability – Workplace Relations (WR) Strategy

Key Objective: Support the planning, design, consultation and implementation of the change initiatives in a timely, co-ordinated manner to minimise disruption to staff, students and other key stakeholders; ensure a fair and transparent process; minimise risk of disputation; and successfully achieve the University's outcomes.

Overarching Principles

- Planning and integration of change activity across all initiatives
- Logical grouping and co-ordination of change proposals
- Staff and Leader engagement throughout the change process
- Compliance with the change processes outlined in the *UTS staff Agreement 2021* and the *Senior Staff Group Agreement 2013*
- Detailed Change proposals
- Psychosocial risk assessment and assessment of the impact on workforce diversity in relation to the University's equity and Indigenous employment objectives (where relevant)
- Clear communication and consultation strategies implemented in a manner that ensures accessibility for a diverse range of staff and stakeholders
- Constructive engagement with unions throughout the change process

Engaging with Staff

The consultation period provides an opportunity for staff directly impacted by a proposed change to seek clarification, provide feedback on changes that affect their role or the way they work, suggest alternative solutions and raise matters for consideration prior to the final decision being made.

The approach to engagement and consultation with staff will include:

- Leader led communication with affected staff
- Highly impacted staff will be advised of individual impacts privately and before any group announcements, wherever practicable
- Interactions will be face-to-face wherever possible
- Alternative forms of communication will be available for staff who are on extended leave, or other circumstances where face-to-face interaction is not feasible, and
- Individual meetings will be followed by written communication to assist understanding and respond to specific questions and issues discussed, where relevant.

Engaging with Unions

The union can raise an industrial dispute about an issue relating to the interpretation, application or operation of any provision of the *UTS Staff Agreement 2021* or in relation to the National Employment Standards (NES). In the event of a dispute, the University will not be able to proceed with a change affecting the work, staffing or the organisation of work until the dispute settling process set out in Clause 12 of the *UTS Staff Agreement 2021* has concluded.

The approach to engaging with unions will include:

- An approach that includes regular written updates to the unions and briefings/discussions at key milestones in the program will demonstrate good faith
- Feedback received from Unions is typically based on concerns raised by their members, and as such, should be responded to promptly
- Unions provided with all Change Proposals following release to staff
- Individual staff may be represented by their union throughout the process

Note - for Professional and Academic staff, sub-clause 52.2 of the UTS Staff Agreement 2021 states:

Providing that the staff member has been employed in the same or substantially similar position and identically classified position in the same department (or equivalent), that staff member cannot be subject to more than one change process involving the potential redundancy of their position in any two-year period.

Draft for discussion – no decisions made

Components of the Workplace Relations Strategy

Planning and Integration Maintain oversight of integration of all change activities at an enterprise level to ensure that a logical sequence of change projects is implemented that provides staff with optimum opportunity and minimal change impact and disruption	Stakeholder Engagement Tailored engagement, communication and consultation tailored to the interests of a diverse number of stakeholders, including unions, with opportunities for meaningful engagement and focused on clear consistent updates about the change program to reduce misinformation	Process and Compliance Change processes are managed in line with the relevant Enterprise Agreement and other relevant industrial frameworks Redundancy decisions are consistent and compliant with the definition of redundancy
Risk Management Identify key IR risks relating to specific change initiatives and develop mitigation plans Ensure there is adequate PU support to avoid escalation of issues during high impact activities	Capacity/Capability Building Provide appropriate timeframes for transitional activities and support for staff who leave UTS, as well as adequate time and training for other staff to adapt to new roles and ways of working. Provide training and support to managers to lead change transitions effectively	Implementation Roadmap Design, consultation and implementation activities are managed well with clear communication Staff, Unions and other stakeholders understand the various phases of the change process and what to expect

Success Metrics

- Minimal disruption to operations and support to teaching and research activities
- Timely implementation of change
- Minimum disputation and legal intervention
- Staff engagement maintained
- Unions relations maintained

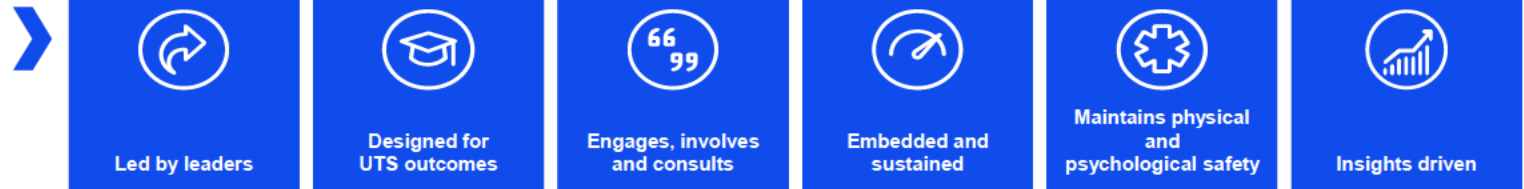
Draft for discussion – no decisions made

Organisational Change (Program Change) on a page

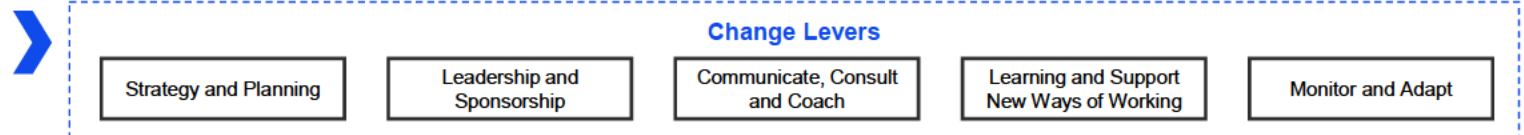
The UTS change approach will be leader-led and informed by data insights to create tailored experiences that help UTS stakeholders adopt new processes and ways of working, enabled by technology.

There will be an aligned change strategy to fit with the workplace relations strategy to ensure that we support the delivery change activities to be fit for purpose for our people.

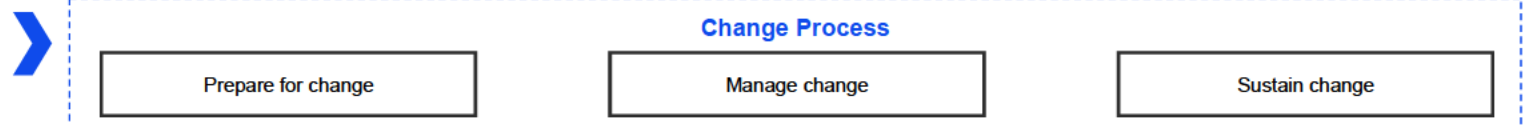
Change principles that shape and inform the design of the change experience and journey



Change levers that will be used to structure, plan and deliver change management activities



Change process that will deliver tailored and impactful change management experiences



Indicators of a successful change management experience



Draft for discussion – no decisions made

Communications and engagement objectives

These objectives form the backbone of the Operational Sustainability comms and engagement strategy and define the intended outcome of communications and engagement activities.

Deepen understanding

- There is a collective understanding amongst stakeholders of the need, the intent and desired outcomes of the Operational Sustainability Initiative and how it links to the overarching UTS 2030 Strategy
- Connect hearts and minds

Build trust through transparency

- Stakeholders understand the approach, how decisions are governed and safely implemented
- Workforce impacts are communicated when known through Change Proposals

Involve and engage all* layers

- Through ongoing engagement, staff have genuine opportunities to make meaningful contributions to improving the programs and shaping the future of UTS e.g. co-design future organization, Discussion Paper, University and local forums for engagement

Prepare for new ways of working

- Align and equip leaders to navigate their teams through the transformation
- Support impacted teams to prepare for new structures and ways of working through proactive engagement and business readiness preparations

Support adoption

- Link the future operating model design to UTS strategy
- Recognize and reward the right transformational behaviors
- Demonstrate progress and benefits realization



*Effort concentration will be determined

Draft for discussion – no decisions made

Communications and engagement design principles



Draft for discussion – no decisions made

Next steps

- Immediate focus is Discussion Paper feedback and UTS response (end Feb)
- Aligning resourcing and capability (Corporate Comms and UPMO)
- Reviewing and mapping program plans to feed into development of overarching Operational Sustainability Comms and Engagement plan. Noting each program has its own stakeholder engagement plan.
- Ongoing People Unit alignment re Organisational Change and WR strategy
- Not set and forget, the overarching Comms and Engagement Plan will iterate and respond to program and University needs



**Draft in progress
– no decisions
made**

UTS Operational Sustainability

Proposed Governance Model

9 December 2024

UTS CRICOS 00099F
UTS TEQSA PRV12060

Draft for discussion – no decisions made

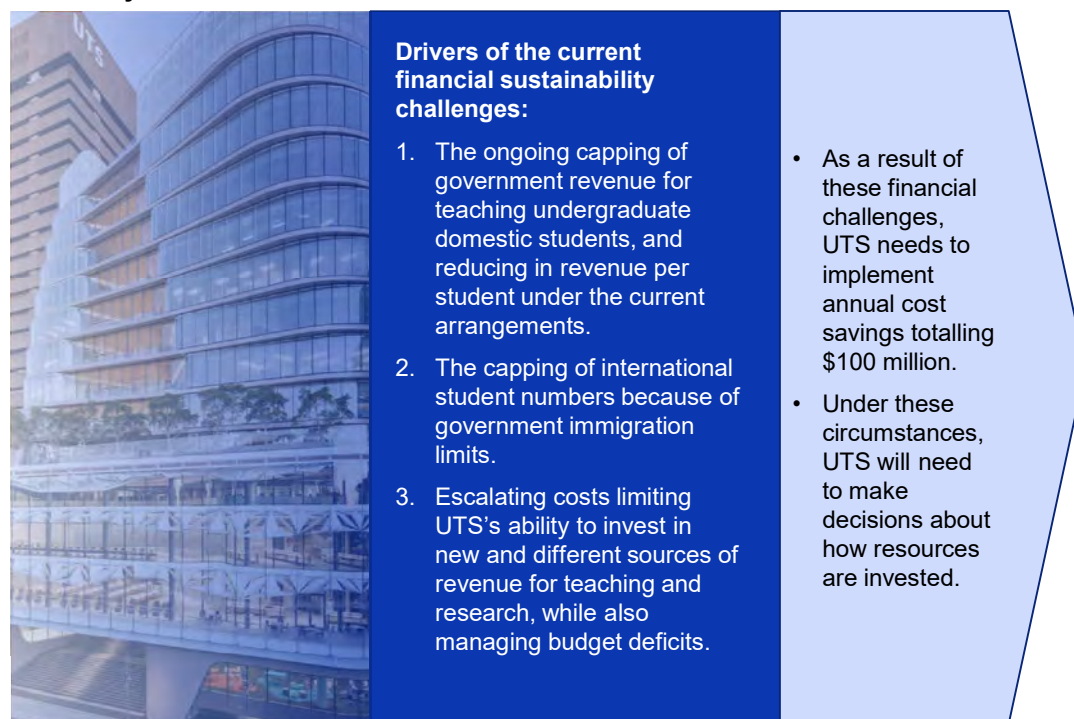
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Draft for discussion – no decisions made

Context of Operational Sustainability

UTS is a renowned teaching and research university, and like many others in the university sector, is preparing for a period of limited growth in domestic and international student numbers, and a need to reduce annual expenditure and increase savings. Although UTS has embarked on a similar cost savings project in the past, the remaining operating model was sub-optimal due to the lack of detailed pre-design and the urgency of the need to act. However, we now have the opportunity to invest and design a detailed future operating environment to ensure that the success of the university is sustained.



Operational Sustainability Initiative

- This document outlines a proposed way of working which will be adapted through implementation to suit UTS's governance needs.
- This Initiative recognises the need for a coordinated and clear plan to achieve sustainable revenue growth in ways that are not impacted by current government policy settings and the changing student market.
- Given that growth in revenue, whether through government policy or through UTS's own strategic actions is some years away, any changes to reduce expenditure under this Initiative must be sustainable.
- Given the significant savings required, there is no avoiding the need to reduce both professional and academic staffing levels. In early 2024 when we were looking for a lower reduction in expenditure, there was a focus on professional staffing levels, and a recognition that desirably UTS would maintain the level of academic staffing consistent with our student numbers and research aspirations. Now, given the reduction in student numbers under the international student caps and a larger reduction in expenditure required, academic staffing comes into focus.
- The target programs under the Operational Sustainability Initiative are:
 - Sustainable Teaching and Learning
 - Research Productivity and Investment
 - Operating Model
- This Initiative will transform how we work and operate, a clear and ongoing focus on ensuring business improvement is central.

Draft for discussion – no decisions made

Scope of the Operational Sustainability Initiative

The below presents the four programs under the Operational Sustainability Initiative. Each program is associated with a range of key objectives and overarching savings targets as outlined.

Sustainable Teaching And Learning

This program involves redesigning the curriculum portfolio with an initial focus on:

- Reviewing, then refining and enhancing, our subject offerings
- Merging duplicate subjects to create more robust and comprehensive course offerings
- Streamlining assessment, aligning with our innovative approach to GenAI in the curriculum
- Optimising direct and indirect resourcing levels focusing on enhancing students experiences

Savings: \$26 - \$57.9 million

Research Productivity And Investment

This program involves:

- Providing support to where research outcomes are being achieved
- Evolving the profile of research activity
- Evaluating the alignment of research investment with strengths and priorities, including course profile

Savings: \$11.5 – \$15.3 million

Operating Model

This program involves:

- Standardising and reconfiguring service delivery
- Reducing general administration
- Streamlining processes
- Reviewing and adjusting spans of management
- Reducing casual staff expenditure in line with reductions in work volume

Savings: \$33 – \$49.6 million

Other

This program involves reviewing:

- Academic structures – proposed this is positioned within the Operating Model program.
- Centres review: proposed this is positioned within the Research Productivity and Investment program
- Property and infrastructure spend and Procurement policies – which would be managed under the current Cost Management Program, led by the CFO
- Other local area opportunities

Savings: \$10 – 20 million (tbc)

Given the scale and impact of each program, they need to be delivered in a carefully sequenced and integrated manner to support UTS realising the required benefit targets, and to underpin sustainability into the future. As such, specific governance arrangements are required to support Operational Sustainability, and these are outlined on the following slides.

Draft for discussion – no decisions made

Timeframe for Operational Sustainability governance arrangements

The below is a high-level explanation of the key features of the UTS Operational Sustainability governance model.

- Operational Sustainability is a standalone initiative which requires its own governance arrangements to facilitate delivery of key outputs and milestone achievement in a timely manner, outside of the formal functional delegations of the University. **The governance arrangements proposed for Operational Sustainability will dissolve upon successful completion of the initiative, noting that the UPMO through a variety of mechanisms, including the Portfolio Insights report will continue to provide ULT with oversight of the broader Transformation Portfolio.**
- The University Leadership Team (ULT), and therefore the Vice Chancellor, are the overarching governing body/decision maker for the Operational Sustainability program.
- While operating as a standalone program, the Operational Sustainability must maintain alignment and awareness of key integration points and dependencies on other programs, e.g. ERP.
- While Operational Sustainability is represented as three distinct programs, it is important to recognise that there is significant overlap between each of these programs of work which will need to be considered carefully across detailed design.
- The proposed governance arrangements recognise the need for a careful balance to be struck between speed of delivery and the levels of rigor/validation required across detailed design.
- It is noted that the logical implementation of change may not follow the same sequence as design.
- Across the Operational Sustainability program, it is critical that the impact of changes to business as usual (BAU) are identified and managed/mitigated as required to support business continuity.

Diagnostic (2024)

This phase involved conducting the sustainable finance diagnostic review in response to expected significant limitations on future revenue growth for UTS. This led to UTS Executive commitment to achieve \$100 million in annualised cost savings by 2026.

Detailed Design (2024-25)

This phase is a **critical step in achieving the target costed savings, and broader sustainable outcomes** for UTS. Identification and analysis of workstreams, roles, responsibilities, timeframes and outputs will be undertaken and approved, prior to delivery of detailed assessment.

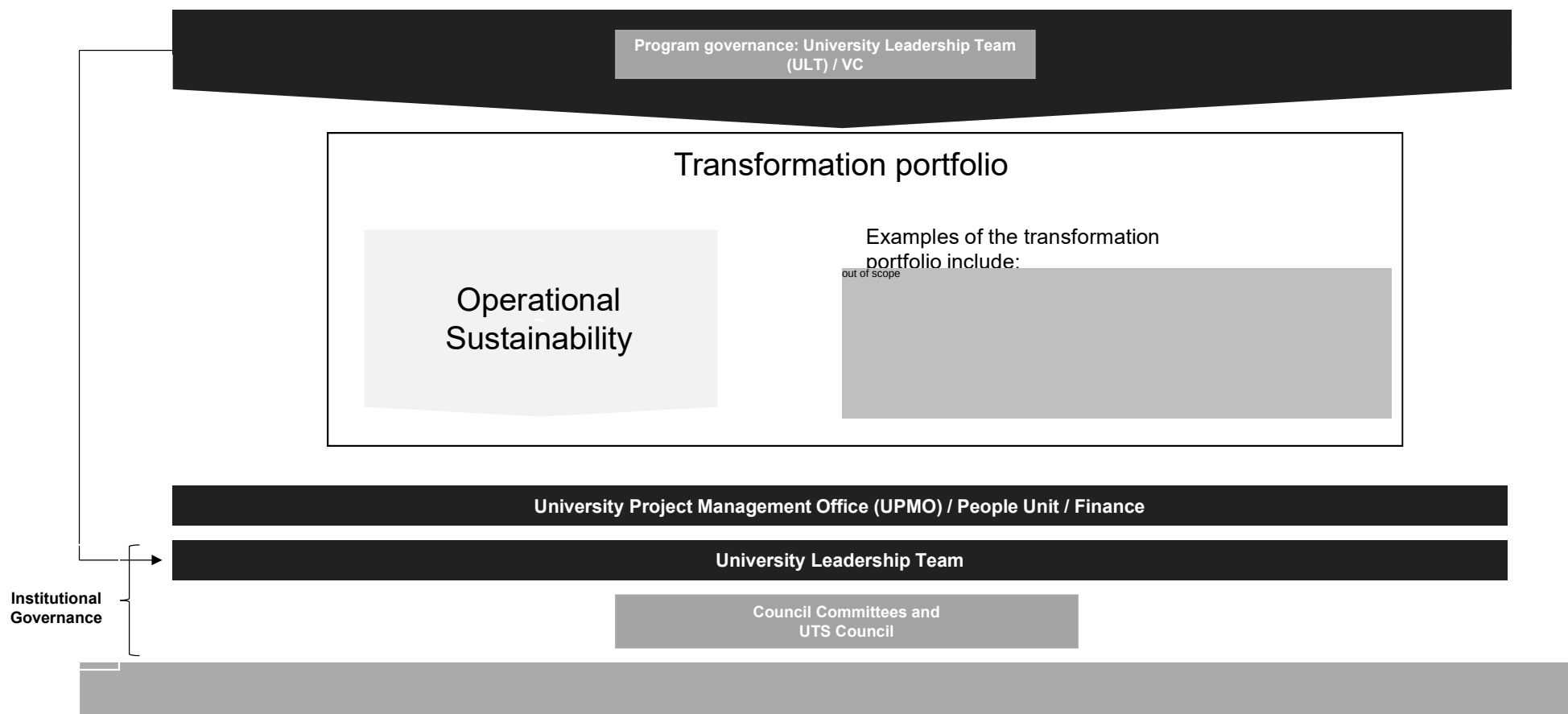
Implementation (2025-26)

Translating the outcomes and approved recommendations from detailed design **into action / business as usual activities**, including through carefully sequenced change activities with key integrations, interdependencies and risk/issues managed to enable benefits realisation (financial and non-financial).

Draft for discussion – no decisions made

Overall governance

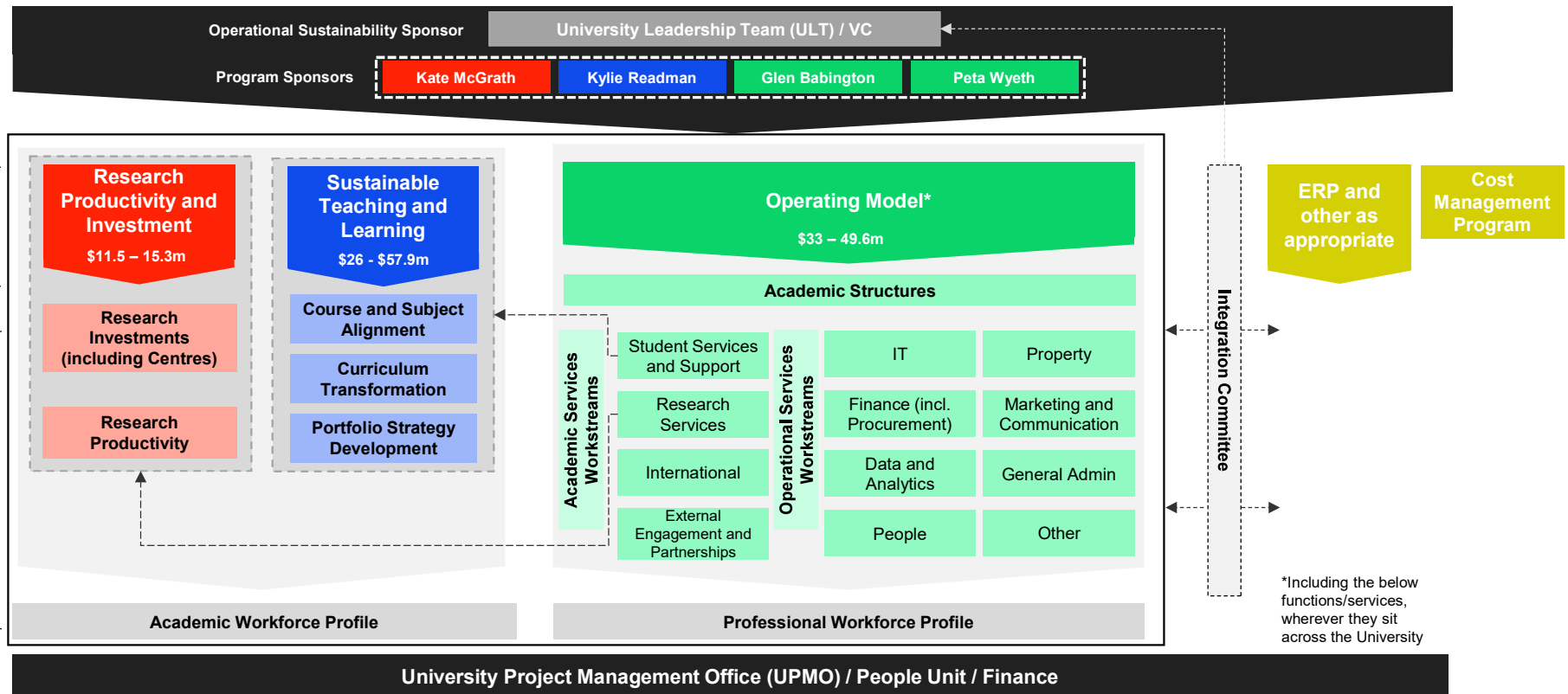
While Operational Sustainability will have its own governance it cannot be viewed in isolation of the broader, ongoing portfolio of activities.



Draft for discussion – no decisions made

Operational Sustainability governance model

The Operational Sustainability governance model is represented below, highlighting those responsible for the governance of the overall Initiative and each of its associated programs.



Draft for discussion – no decisions made

Key definitions

Term	Definition
Operational Sustainability	UTS initiative aimed at improving operational effectiveness and providing a pathway to financial and operational sustainability. Operational Sustainability is targeting \$100m expenditure savings to be identified and delivered through a staged approach across 2025. Noting that it will also deliver significant non-financial benefits and it is key enabler of our 2030 Strategy.
Operational Sustainability Sponsor	The Vice Chancellor, through the University Leadership Committee (ULT), responsible for approval of the overarching scope, benefits/investment, sequencing, degree of change, and interdependencies oversight for Operational Sustainability.
Program Sponsors	University Leadership Team members responsible and accountable for the oversight and delivery of the key objectives and associated indicative savings targets across the Operational Sustainability programs.
Programs	Defined priority areas identified to achieve the Operational Sustainability objectives through agreed initial focus areas and activity to be delivered across detailed design and implementation. The Operational Sustainability programs are: Sustainable Teaching and Learning, Research Productivity and Investment, and Operating Model.
Workstreams	Specific projects/work packages identified within each program, designed to deliver the key objectives and associated indicative savings targets across the Operational Sustainability. Workstreams will have approved Program Plans.
Integration Committee	To be established to support the delivery of Operational Sustainability; the Committee will be responsible for overseeing program integration at the portfolio level, ensuring that all programs are cohesively and strategically coordinated.
Portfolio	The group of current and emerging strategic programs and/or projects being delivered or planned across UTS; this includes other programs that sit outside of Operational Sustainability.
Program Plan	Document outlining the scope and approach for program across detailed design, including governance and workstreams, engagement plans, timelines, risk management and mitigation, and resourcing requirements.

Draft for discussion – no decisions made

Summary of Operational Sustainability decision rights

Decision rights have been developed to frame the practicalities of the Operational Sustainability governance model by allocating responsibility and ensuring that decisions are made by those with the appropriate accountability.

Decision rights encompass defined roles and responsibility across various levels of the organisation to prepare for seamless transitions.

Key features of the decision rights framework include:

- The Vice Chancellor, through ULT, as the overall Sponsor and decision maker.
- Program Sponsors will be responsible for all decisions associated with the sequencing and engagement activities required to deliver Programs Plans (noting that they have other, broader delegations and decision rights within their substantive roles).
- The Strategic focussed areas of the decision rights' framework will leverage input from Program Teams, Finance, and members of the broader university, where relevant.
- The Execution focussed areas of the decision rights' framework cover the Program Plans, Implementation and Integration, and will require input from Program Teams, Finance and the People Unit, and members of the broader university when relevant.
- The Integration focussed decision area of the framework will leverage input from the Integration Committee (*see pages 10-11*) to ensure key interdependencies, risks and issues across programs are proactively managed.
- The University Project Management Office (UPMO) will provide strategic and program resources to support the delivery of Operational Sustainability, as required by Program Sponsors and identified within Program Plans. The UPMO will be responsible for facilitation of the Integration Committee, where regular reporting will be provided to support proactive oversight and management of an integrated portfolio of programs.



Draft for discussion – no decisions made

Operational Sustainability decision rights framework

The below provides the high-level framework for the Operational Sustainability decision rights, with some exemplar worked examples being developed.

	Decision area	Example decisions	Decide	Recommend	Input	Outcome
Strategic	Overall budget	- Level of benefit required per Program area, including timing - Level of investment required to deliver benefit, incl resourcing - Variation to benefits (+/-)	ULT / VC	Program Sponsor/s	Program Teams Finance	Program Sponsor/s accountable for operating within agreed budget parameters
	Degree of Change	- Course/subjects proposed to cease being offered - Proposed service delivery model for UTS	ULT / VC	Program Sponsor/s	Program Teams Finance / People Broader University	Program Sponsor's accountable for recommending proposed change to ULT for approval
Execution	Program Plan	- Scope and approach, including governance and workstreams, for each Program across detailed design - Variation to scope and approach (+/-)	ULT / VC	Program Sponsor/s	Program Teams Broader University	Agreed Program Plans with scope/approach parameters
	Implementation	Proposed sequencing of change proposals, including potential grouping of change activity	ULT / VC	Program Sponsor/s	Program Teams Finance People	ULT accountable for sequencing of Implementation of change activities
	Integration	Managing key integration and interdependencies across Programs and recommending actions / mitigations	ULT / VC	Integration Committee	Program Sponsor/s	Key integrations and interdependencies across Programs are proactively managed
Delivery	Sequencing	- Timing of activities to be delivered through detailed design - Variation of sequencing of activities (+/-)	Program Sponsor/s	Program Director/s	Program Teams Integration Committee	Program Sponsor/s accountable for sequencing of activities across detailed design
	Engagement	Levels of engagement with broader staff required to deliver Plan through detailed design	Program Sponsor/s	Program Director/s	Program Teams Integration Committee Broader University	As above

Draft for discussion – no decisions made

Operationalising the governance model

To operationalise the governance model the following elements, need to be in place:

Meeting cadence and content

A formal fortnightly meeting is required for the ULT (chaired by the Vice-Chancellor) to review the progress of the Operational Sustainability Initiative to the plan(s) agreed on 12 December 2024 ULT meeting. This will align with fortnightly Integration Committee.

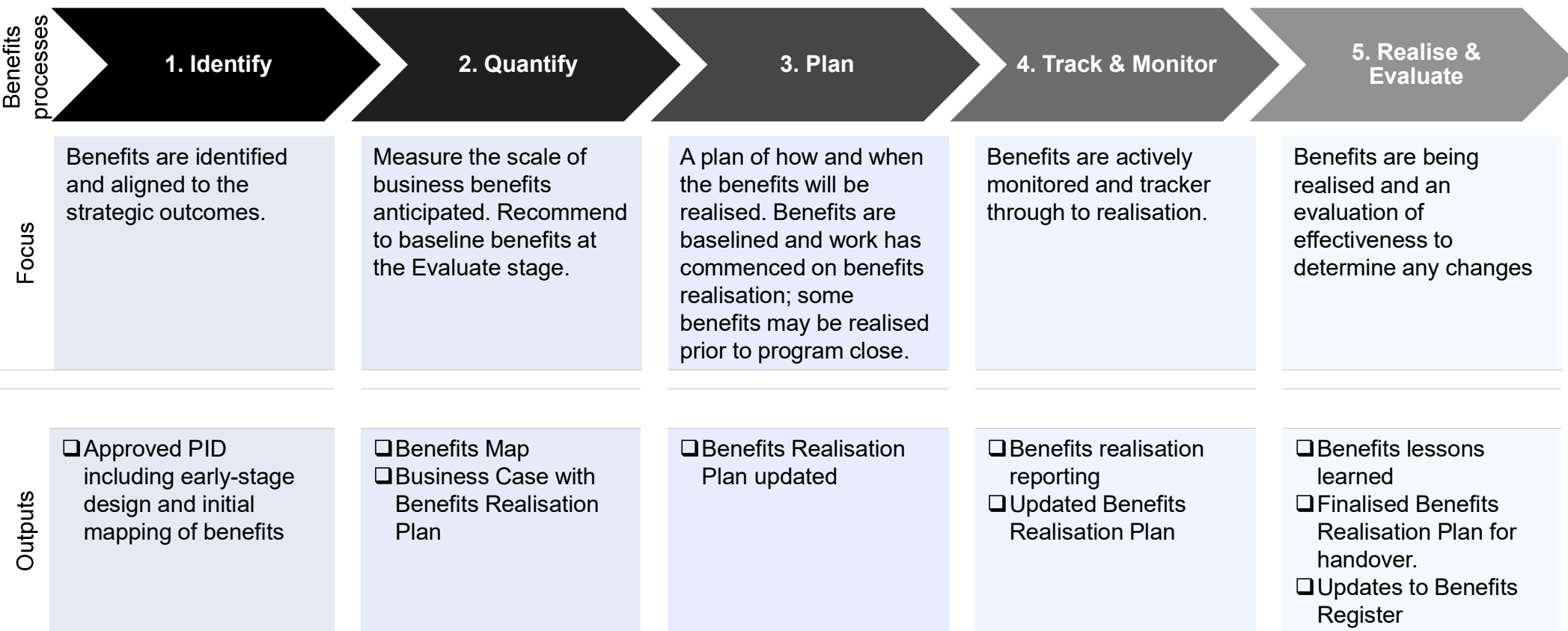
The UPMO will support development of materials and provide monthly reporting. The cadence and content of which will be reviewed as necessary to ensure the required information to enable the ULT to make informed decisions to ensure the success of the program of work.

Formal reporting for the Operational Sustainability Initiative needs to include, at a minimum, the following elements:

Element	Description
Degree of Change	The proposed levels of change being considered and/or recommended across the programs
Benefits	Financial (identified cost savings and/or revenue opportunities) and non-financial benefits that will be tracked and monitored across the programs
Time (Schedule)	Monitoring and management of the timeframes for delivery, including approval of revisions to program schedules and/or benefits realisation
Quality	Oversight of planning, design and implementation to ensure consistent and high-quality outcomes, with minimal business disruption
Budget	Oversight and management of the Operational Sustainability program budgets including approval of additional program costs
Key risks	Timely and ongoing assessment and mitigation planning to manage risks across the life of Operational Sustainability
Key issues	Identification of key issues for escalation and resolution outside of program sponsor level delegations

Draft for discussion – no decisions made

Benefits Management



Draft for discussion – no decisions made

Benefits Management – Support Function Alignment

Executive

- Sign off
- Acceptance

BAU Functions
Finance /
HR / etc

- Detailed analysis
- Realisation tracking

UPMO

- Program Tracking
- Portfolio Reporting

Note:

- Agreement for financial benefit baseline to be as at 31 December 2024. Ongoing tracking incl. baseline variation to owned by Finance.

Draft for discussion – no decisions made

The role of the Integration Committee

Given the large scale, critical nature and fast-paced implementation of these programs, it is essential to coordinate and integrate across the portfolios of the UTS programs. This will be crucial to effectively mitigate risks and manage interdependencies.

Integration Committee purpose statement: The proposed Integration Committee will be responsible for overseeing program integration at the portfolio level, ensuring that all programs are cohesively and strategically coordinated.

Purpose and structure of the Integration Committee:

The Integration Committee will report to the ULT and is responsible for:

- A coordinated view across the portfolio to ensure current and emerging programs are planned, managed and delivered in a cohesive and coordinated manner
- Change management and communication planning across the portfolio, including endorsing the change approach and appropriate sequencing to deliver outcomes
- Developing and monitoring an integrated portfolio level schedule, including to identify and manage key interdependencies
- Risk and issue identification and management across the portfolio
- Enhancing quality standards and driving efficiencies and consistency across programs, including through adoption of leading practices.

Activation and operationalisation of the Integration Committee:

- Across the life of Operational Sustainability, the Integration Committee will be operationalised and managed by the UPMO
- The UPMO will provide data, information and insights to the Integration Committee for all programs in the portfolio
- The Integration Committee will meet fortnightly across 2025 (or more often if required) across the Operational Sustainability Initiative
- Future state capability requirements for the UPMO to facilitate and deliver the requirements of the Integration Committee are included/referenced in the Future State UPMO Paper
- Proposed ToR and membership are provided on the following page
- In due course, ULT to consider whether the Integration Committee is required beyond the lifespan of the Operational Sustainability Initiative

Draft for discussion – no decisions made

Proposed Terms of Reference and membership of the Integration Committee (IC)

The proposed Integration Committee will be responsible for overseeing and enacting the ToR, ensuring that all programs are cohesively and strategically coordinated.

Terms of Reference (ToR)

The ToR outlines the roles, responsibilities and composition of the Integration Committee of the University Leadership Team (ULT), and the manner in which it discharges its responsibilities for UTS.

Purpose: The primary purpose of the Integration Committee is to ensure integration at the portfolio level to ensure programs are considered together in a cohesive and coordinated manner. *Noting that separate governance arrangements may be established as necessary to oversee the direction and delivery within specific programs.*

Confidentiality: All Committee members must ensure that confidential UTS information is protected and classified appropriately in line with the UTS Privacy Policy. Confidential information must be shared with Committee members only as necessary to effectively conduct the business of the Committee.

Operationality: Integration Committee meetings will be organised fortnightly across Q1-2 2025, with offline communication managed in a timely manner based on inputs and requests received from ULT. The Integration Committee will be operationalised, managed and reviewed by the UTS UPMO, who will provide data, information and insights to the Committee for all programs in the portfolio.

The Integration Committee will:
Develop and monitor an integrated portfolio level schedule, inclusive of all programs
Ensure dependency management within the portfolio (and outside, where possible)
Review and input into sequencing and/or prioritisation of activities across programs, including through using agreed criteria, e.g., benefits schedule, BAU readiness
Assess and consider the appropriate response to issues and risks as they may arise, including to support resolution and mitigation recommendations
Oversight of program and organisation design decisions to ensure alignment with design principles and future UTS needs
Monitor and report on benefits tracking across the portfolio leveraging an agreed benefits management framework to capture financial and non-financial impacts
Review and provide advice on change activity across the portfolio, including through specialist advice on change management approaches and/or industrial considerations
Monitor the implementation of stakeholder consultation across the portfolio, including to assess key considerations such as the academic calendar
Identify and manage duplication, including overlaps and/or gaps between programs
Report on significant variation and/or change from the approved scope of programs within the portfolio to provide timely communication on activities across program leadership within the portfolio
Lead an assurance function across the portfolio, including in areas such as governance, design principles, benefits tracking and reporting
Provide regular reporting to the ULT (and other governance bodies, as required), including recommendations to the Vice Chancellor for strategic investment and related outcomes

Proposed Integration Committee membership

Following ULT approval on the proposed approach to provide enhanced oversight, transparency and visibility across the UTS portfolio of programs, the Integration Committee will be formed. The Integration Committee membership is shown below:

- UPMO Director (Chair of IC)
- Operational Sustainability Program Sponsors and / or Program Directors
- Executive Director, People Unit (or delegate)
- CFO (or delegate)
- CDO (or delegate)
- Dean (1x)
- FGM (1x)
- Chief of Staff
- IR Expert
- UPMO Secretariat Support
- *Other representatives in attendance as required*

Program Performance

This report shows the current program performance against previously reported performance to enable visibility of performance and trends over time.

Programs		Over-all	Scope	Sched	Costs	Benefit	Resource	Risks	Issues	Program Comments	UPMO Comments
UTS Operating Model Evaluate	Current	A	G	A	G	A	A	A	A	Overall status is AMBER, moved from RED , following :- - progressing to revised schedule as endorsed at Steerco with detailed - design concluding mid Jun, noting 2-week contingency to end June; and - formal acknowledgement of benefits being realised primarily in 2026. Program currently focused on - validation of data and service taxonomies (part of detailed design) - cross-functional integration - challenge forums to ensure sufficient rigour and appropriate risk calibration of efficiency opportunities - develop and apply scenarios for the testing of the design - engaging each area in support of completion of the respective designs, including target state organisational structures, FTE reductions, position thumbnails and enablers required for associated efficiencies - the final integrated detailed design report	- UPMO recruitment of OSI Transformation Delivery Team to support people / process transition and business continuity is lagging. - All Programs have resource gaps and recruitment has been challenging. Program Directors now in place: STL commenced 12 May; RPI commenced 9 March and new Op Model Director part time in May and full time from 1 June. - Implementation business case and funding request to be developed after change proposal milestone. - Programs managing risks largely related to:- - establishing and achieving benefits target, - capacity and capability to deliver Change on concurrent proposals and - adequacy of support for psychological safety and staff wellbeing. - Approach to OSI Benefits – establishment, baseline, measures and realisation plan being presented to ULT early May. - STL and RPI phase 1 design outcomes merge into planning and delivering the future academic workforce. Programs have pivoted efforts to target state academic workforce and Change Proposal for July.
	Last (Mar 2025)	R	G	A	G	A	A	R	R		
Sustainable Teaching and Learning Evaluate	Current	A	G	G	G	A	A	A	G	Overall status is AMBER . - Program confident on delivering to plan ,revised scope and budget. - Program rescope and agreed KPMG deliverables (removed current teaching capacity and replaced with future state courses / similar subject (code) analysis and summary observations and insights for UTS to consider for future). - ST&L Implementation scope and planning will follow academic workforce change proposal. - Program focused on sourcing and validating academic workforce data and first master establishment data. (WF validation not in KPMG scope – UTS team responsible)	
	Last (Mar 2025)	A	A	A	G	A	A	G	G		
Research Productivity and Investment Evaluate	Current	A	G	G	G	A	A	A	G	Overall status is AMBER - Program focused on completing current state analysis, Research Centre analysis and Framework for Research Scale and focus by end May. - Program managing moderate risks related to resourcing , workload and ensuring WF reduction aligns to subject / course STL rationalisation. - RP&I Implementation scope and planning will follow academic workforce change proposal.	
	Last (Mar 2025)	G	G	A	G	A	A	G	G		
Cost Management Evaluate	Current	G	A	G	G	G	G	A	A	Overall status is GREEN 2025 budgets have been established to provide trajectory to achieving \$20m benefits into 2026 - Scope is being finalised over May & June following completion of Finance budget “bottom up” line-item detail to enable a more forensic review of spend. Key issue has been obtaining detail on some areas of spend to better analyse and assess options - The working group continues to progress ideas and monitor execution - It is anticipated that preliminary ideas and proposals would be available for ULT consideration in early June	

Appendix A Updated Traffic Light RAG Definitions

	Green: Program Not Affected. Progressing as planned	Amber: Program Potentially Affected. Proactive program leadership action may be required	Red: Program Affected. Program leadership action required	Inputs
Financials	+/- 5% variation in forecast or spend to budget for approved scope.	- Variation of +/- 5-10% in forecast or spend to budget for approved scope, OR - Financial variations (PVRs) are in progress, requiring access to separated contingency equivalent to <10% of program budget.	- Financials are not approved, OR - Variation of +/- >10% in forecast or spend to budget for approved scope, OR - Financial variations (PVRs) are in progress requiring access to separated contingency equivalent to >10% of program budget.	- Approved CY Program budget. - YTD Program forecast for CY. - YTD Program spend for CY. - Dollar value of variations sought this CY.
Scope	- Scope is approved, AND - No scope variations (PVRs) are in progress.	- Scope is approved, AND - Scope variations (PVRs) are in progress.	- Scope is not approved and/or - Scope variations (PVRs) are in progress that could impact costs, benefits or schedule baselines.	- Approved Business Case. - Approved and/or in progress Scope PVRs.
Schedule	- Program on track for all baselined value release and/or gold milestones and no slippage of baselined critical path has occurred, AND - No schedule variations (PVRs) are in progress.	- Baselined Schedule exists but has not fully articulated value and gold milestones and critical path for this CY/phase, OR - Slippage of up to 30 days of any value release and/or gold milestones or baselined critical path has occurred, OR - Schedule variations (PVRs) are in progress.	- Baselined Schedule does not exist, OR - Slippage of more than 30 days of any value release and/or gold milestones or slippage of critical path has occurred, OR - Schedule variations (PVRs) are in progress that would lead to slippage of more than 30 days.	- Approved baselined schedule including value/ gold/ silver and bronze milestones, and the critical path. - Approved baselined Schedule includes agreed Phases and Gates. - Actual status for value/ gold milestones and critical path against approved baseline.
Benefits	- Benefits are identified, categorised, approved, measurement and benefits realisation tracking are in place, AND - Benefits ownership in place.	- There is difficulty in measuring / tracking a benefit category or identifying / assigning a Benefits Owner (only relevant for later Phases of project delivery), OR - Benefits variations (PVRs) are in progress, with a likely reduction of <10% to a benefit category.	- Benefits don't yet exist in the Program, OR - Benefits variations (PVRs) are in progress that have a likely reduction of more than 10% in any benefit category.	- Approved benefits (normally as part of Business Case). - Approved benefits register (held by UPMO).
Resourcing	- Team is at planned capacity (staff/ contractors/ consultants/ vendors), AND - The current team have the requisite access to UTS subject matter experts.	- Team is under planned capacity by <10% (staff/ contractors/ consultants/ vendors), OR - The current team do not have the requisite access to some of the UTS subject matter experts.	- Team is under planned capacity by >10% (staff/ contractors/ consultants/ vendors), OR - The current resources do not have the requisite access to a significant proportion of the UTS subject matter experts.	- Approved resource plan, includes onboarding schedule, roles and responsibilities, required capacity/ forecast days per role/ run rate. - Map of UTS subject matter experts and availability.
Risks and Issues	- Risks and issues registers up to date, all updates within the last 14 days, AND - There are no risks or issues with a current rating of Critical or High that have been open for >14 days without an agreed (and on-track) treatment plan.	- Risks or issues registers have not been updated the last 14 days, OR - One or more treatment plans for current Critical and High rated risks and issues are behind schedule by <30 days, OR - One open issue is rated as High.	- Risks or issues registers do not exist or are not up to date, with risks that have not been updated in the last 30 days, OR - One or more treatment plans for current Critical and High rated risks and issues, are behind schedule by >30 days, OR - Multiple open issues are rated as High.	- Risk and issues register in ProjectConnect, all mandated fields completed. - Approved risk treatment plans in Project Connect. - Approved issue agreed paths to resolution, and resolution date in ProjectConnect.

UNIVERSITY OF TECHNOLOGY SYDNEY
UNIVERSITY LEADERSHIP TEAM (ULT)

AGENDA ITEM:	4.2.1	ULT 01/05/2025
ULT SPONSOR:	PROF KYLIE READMAN, DEPUTY VICE-CHANCELLOR (EDUCATION AND STUDENTS) PROF KATE MCGRATH, DEPUTY VICE-CHANCELLOR (RESEARCH)	
VISITOR/S:	SARAH MEANEY, DIRECTOR (INTERIM), UPMO MARSHALL CRADDOCK, ED PEOPLE & CULTURE	
OPERATIONAL SUSTAINABILITY – SUSTAINABLE TEACHING AND LEARNING		

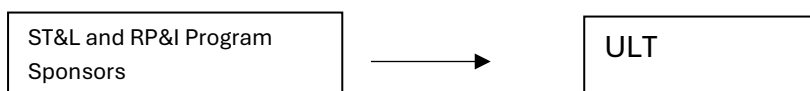
Purpose

☒ Endorse

Level of Confidentiality

☒ ULT Only

Consultation Pathway



Recommendation

That ULT receive and discuss an analysis of current student state and approach to managing study plans, marketing of courses for 2026 and student communication.

ULT will also discuss recommendations on approach to specific course sub-sets and governance related to Operational Sustainability initiative, specifically focusing on the academic workforce, and endorse the approaches proposed.

Executive Summary

The paper considers the operational sustainability of specific aspects of the courses and subject alignment workstream. It provides detailed student data, highlighting the impact on students based on course enrolments and progression rates. It also outlines the approach to combined courses, OPM, similar subjects and research pathways, emphasizing the need for governance. The student communication strategy emphasizes proactive support and tailored messaging designed to meet student expectations and address their concerns effectively.

Financial Implications

The administrative and governance activity required to implement proposed changes to courses and subjects outline below will be managed through the OSI programs. Several resources are shared across programs to ensure consistency, coherence and minimal disruption to business as usual, for example, communication and stakeholder engagement. The UPMO is responsible for budget, recruitment and management of these resources. Some activities will necessarily impact staff and where this is the case, all efforts will be made to minimise additional workload with advance warning, automation/IT assistance, negotiation with unit leaders and consideration for procedural efficiencies, such as bulk approvals for like transaction etc.

Risks/Challenges

Overall, the biggest risk for proposed workforce change relates to the management of industrial relations and consultation throughout the change process. This paper does not address these directly. Risks and challenges relating to the administrative and governance processes outlined below largely lie with resourcing and the tight timelines. Coordinating all the very complex components of the proposed changes will require dedicated expertise in the programs (as outlined in the business cases) and close attention to developments to modify plans to achieve planned outcomes on time. These roles have not all been filled to date. More broadly, there is a very significant risk that the impact of the change on the university community will reduce morale further, resulting in reduced productivity and willingness to participate in changes, as required.

Communications

Any feedback from ULT will be communicated by Project Sponsors to the ST&L and RP&I teams, and the relevant parties.

Next Steps

The Project Sponsors with the ST&L and RP&I team to progress the implementation of the Academic Workforce initiative.

Key Student Figures and Likely Student Impact

Table 1 - Key Facts and Figures (as at 11 April 2025 – post Autumn Census Date)

Facts	Figures
Total number of identified courses analysed	250
Total number of students in identified courses	4,703 (10.1% of total university student headcount)
- Students subject enrolled - Students not subject enrolled	3,761 965 (20.5% of all students in identified courses)

Students on track to complete in 2025	942 (25% of enrolled students in identified courses)
Credit point summary (all subject enrolled students) • Total credit points required • Credit points gained • Credit points outstanding • Credit points enrolled (2025 academic year) • Credit points remaining as at end-2025	Credit Points (EFTSL) 466,740 (9,723.75) 162,651 (3,388.56) 304,089 (6,335.19) 110,095 ¹ (2,293.65) 174,864 (3,643.00)
Credit point summary (all non-enrolled students) • Total credit points required • Credit points gained • Credit points outstanding • Credit points enrolled (2025 academic year)	Credit Points (EFTSL) 97,224 (2,025.50) 17,627(367.23) 79,621 (1,658.77) 317*

* Enrolment relates to previous academic years and indicates outstanding marks/grades.

As per the table above, **a total of 3,761 students are actively (i.e. subject) enrolled** in one of the 250 identified courses, **of which up to 942 will complete this academic year** if they remain on-track.

Of the 2,819 subject enrolled students who will not complete in 2025:

- 30 are inbound (international) exchange students; and
- 417 are offshore students (SILC).

Of the remaining 2,372 subject enrolled students:

- only 148 (1.2%) are international students (all but 12 postgraduate students)
- 1,442 are domestic postgraduate students and 782 are domestic undergraduate students
- 1,206 students could complete in 2026 (i.e. 48cp or less to complete);
- 436 students could complete in 2027 (i.e. if they take the necessary load in 2026 and 2027);
- 330 students could complete in 2028 (i.e. if they take the necessary load from 2026-2028);
- 400 will not complete until 2029 or later.

The table below details the total number of students completing in 2026 or beyond by course credit point requirement. 144cp is typically taken over three years (if full-time), with the majority of combined undergraduate degrees being 240cp over five years (if full-time). Of the 844 students undertaking a 240cp course, 271 (32.1%) commenced in 2025 and would not be expected to complete their degrees until end-2029 at the earliest. However, depending on the degree, and with careful planning, it might be possible for them to attain their award despite the course itself no longer being offered in its current form.

¹ This number will likely increase between now and Spring session as many students don't enrol in the full year.

Table 2 – Course CP Requirement

Required CP	No. of Students
24	226
48	115
72	583
90	54
96	136
120	1
144	135
192	195
198	17
216	6
240	844
246	5
258	33
264	10
288	11
300	1
Total	2,372

Of the 2025 commencing cohort (1,396 subject enrolled students), 413 students are enrolled to complete in 2025, with 983 completing in 2026 or later:

- 492 students could complete in 2026 if they take the necessary load in 2026;
- 128 students could complete in 2027 if they take the necessary load in 2026 and 2027;
- 62 students could complete in 2028 if they take the necessary load each year;
- But 302 students would not complete until 2029 or later even if they take a full-time load between now and end-2028.

The 2,819 subject enrolled students who will not complete in 2025 fall into one of nine cohort years, of which 2,720 (96.5%) commenced in 2022 or later:

Table 3 – Students by Cohort Year

Cohort Year	Student Count
2017	1
2018	1
2019	2
2020	15
2021	80

2022	170
2023	380
2024	1,163
2025	1,008
Total	2,820

A further 965 students are course enrolled, but **not subject enrolled** in one of the 250 identified courses of which:

- 110 are on an approved Leave of Absence (LOA)
- 382 are likely non-genuine students, of which:
 - o 3 commenced in 2023, 130 commenced in 2024, and 249 commenced in 2025;
 - o 13 are international students, 180 are domestic undergraduates and 190 are domestic postgraduate students; and
 - o 138 are OPM students.
- 115 could possibly complete this academic calendar year if they enrol in their remaining subjects in 2025 (some are likely on an unapproved LOA, others might have had no Autumn session enrolment options).
- 83 Diploma of Innovation students have never subject enrolled (these students have not been withdrawn as they are enrolled other UTS award courses)
- Two Diploma of Languages students have never subject enrolled (these students have not been withdrawn as they are enrolled other UTS award courses)

Outline of likely impact on enrolled students

As detailed above, the number of impacted students will depend upon the following:

- final number of impacted courses;
- number of students actively enrolled in impacted courses not set to complete until 2026 or later and their respective progression rates;
- return dates of students taking an approved LOA and their respective progression rates;
- detailed analysis of those students with unsatisfactory progression rates (approx. 100);
- potential number of students enrolled in other courses whose study plans might also be impacted (i.e. shared core subjects);
- intersection between impacted courses and subjects in student study plans; and
- decisions made and action taken regarding other non-enrolled students.

However, the maximum number of students **directly** impacted (i.e. enrolled in courses being phased out) based on 250 identified courses is **4,703²**. Once it is understood how many students will be impacted by the phasing out of courses and the phase out plans proposed by faculties have been articulated (i.e. phase out schedule, permitted subject substitutions including cross-institutional study options where appropriate/necessary, impact of electives, etc.), further analysis will be possible to identify those students who:

- are on-track to complete within the phase out period (monitor);
- are not on track to complete (for whatever reason) within the phase out period (intervene/monitor);
- have core subject sequencing risks (intervene);
- require immediate and potentially extensive intervention;

² This number will increase if these courses have a Spring 2025 intake.

Proactive student support is anticipated and, in addition to the high-level communication strategy outlined below, personalised communications will be necessary to all impacted students with advice relevant to them – appropriately managed, personalised communications will help manage the expectations of impacted students as well as allay their concerns.

On-track Students – No Study Plan Intervention

Communications to students identified as on-track and likely to complete within the phase out period without any study plan intervention will be 'light-touch' – students will be congratulated on their success to date, encouraging them to maintain their current rate of progress and assured that by doing so, they will not be impacted by phasing out of their course, and inviting them to reach out (via a dedicated email address) should they wish to discuss any changes to their study plan, etc. These students will also be proactively monitored to ensure they maintain their rate of progress. Ideally, these communications would be from the respective Dean (but produced and dispatched by LLE).

On-track Students – Some Study Plan Intervention

Communications to students identified as on-track and likely to complete within the phase out period given some study plan intervention will also be 'light-touch'. However, in addition to the messaging above, details of the changes made to their study plans will be communicated. For instance, this might be that a particular subject has been removed from their study plan and substituted with another UTS subject. Ideally, these communications would also be from the respective Dean (but produced and dispatched by LLE).

At-risk Students – Tailored Intervention Needed

Communications to students identified as at-risk of not completing within the phase out period will likely take the form of an invitation to meet for a personalised consultation session. These sessions might be in the form of a one-on-one with a member of LLE's Study Plan Management (SPM) team, the Course Director/Responsible Academic Officer (RAO), or both.

The need for reactive student support is also anticipated and a response plan will be necessary to ensure student enquires via all enquiry channels are appropriately managed – counter, phone, online, and classroom. Anticipated FAQs will be developed and shared to all front-line staff (professional and academic). Resource requirements cannot be estimated until the scope of work and degree of impact is fully articulated/understood.

Other student management considerations

An appropriately resourced squad consisting of SMEs from LLE and ITU will be required to conduct a process and systems audit to identify potential risks to the phase out plan. For instance, a change to the Leave of Absence (LOA) process (currently managed in the first instance by robotic process automation) will be necessary to ensure students in impacted courses do not have their LOA automatically approved, putting their completion pre-phase out at risk.

Likewise, resources will be required to work with faculties (likely Course Directors and RAOs) to develop study plan solutions. E.g. by identifying appropriate subject substitutes, whether they are UTS subjects or subjects offered by other universities. The more upfront planning the better.

Other student management considerations include (but are not limited to):

- all outstanding marks and grades for students in identified courses need to be resolved as a matter of priority
- status of courses (all versions in CASS) to be double checked to confirm (whether they are already phasing out or not)
- review study plans and cross check against subjects to be discontinued for courses currently phasing out
- review of UTS Student Rules and policies to determine what exemptions might be sought/amendments made to better manage progression (e.g. PRR and subsequent course withdrawal processes for non-enrolment)³
- identify potential early/alternative exit options for flagged courses
- where early/alternative exit options exist, identify students admitted that meet the requirement at the end of 2025 (highlighting any with progression concerns)
- guidance (coordinated information sessions) and FAQs will be required for RAOs, Course Directors and Student Centre staff prior to notifying students admitted to impacted courses
- consider workload implications for RAOs (each faculty manages RAO role differently)
- consider workload implications for LLE and other frontline student support staff.

Market considerations

ULT is reminded that:

- While students who commenced in Autumn 2025 might be taking full-time loads, we will not be able to determine their potential progress rates until Autumn session results release
 - Implication – intervention plans may vary and UTS might need to consider varying its usual approach to academic support and advice for commencing 2025 students identified for academic caution.
- Some courses have Spring 2025 intakes – many international students have already accepted their offers and applied for visas given the political environment
 - Implication – student analysis post Spring Census date will also be necessary.
- 2026 course offerings are already in market (i.e. being advertised by UAC as well as through our normal domestic and international student recruitment activities)
 - Implication – reputational risk as well as the risk of alienating potential students if applications are received for courses we subsequently withdraw from market. Additional resource may be required for outreach activities to ensure prospective students still preference UTS offerings. UAC may impose a charge for changes post-publication.
- Applications for the 2026 Early Entry Program open on Wednesday, 4 June
 - Implication – reputational risk as well as the risk of alienating potential students if applications are received for courses we subsequently withdraw from market. Additional resource may be required for outreach activities to ensure prospective students still preference UTS offerings. UAC may impose a charge for changes post-publication.
- Open Day will be held on Saturday, 30 August this year
 - Implication – planning and logistics underway and changes to collateral, signage, etc. likely to incur additional costs. Careful consideration should be given to messaging on the day (e.g. scripting of responses to questions from prospective students/parents).

³ In Autumn 2025, s.14, 64(a) students received a PRR sanction for non-enrolment in the first half of this academic year. All were sent an email communication warning them that failure to enrol in the second half of this academic year would result in course withdrawal.

- International student recruitment has a lead time of approximately 18 months
 - o Implications – UTS has been promoting the full suite of courses in the international markets for some time. Reputational and partnership (agents) risk mitigation strategies need to be developed with changes in our offerings communicated to agents as soon as possible. Fortunately, the percentage of international students in the identified courses is relatively small.

Student communication and engagement plan

As we progress with changes to subjects and courses as part of the Operational Sustainability Initiative, it is reasonable that students are aware of and can comment on changes that will impact them directly. It is important they feel reassured that their educational needs have been considered as we move to remove subjects and teach out courses. Therefore, careful management of the process and timing is required. This commitment to transparency and student involvement ensures that the university's strategic changes will enhance the overall student experience while maintaining high standards of education and support.

High level communications to all students from May 2025 will become more consistent and ongoing with a multi-channel communication and engagement approach. In addition to regularly scheduled meetings of student representatives and the DVCES, other communication channels will increasingly be utilised including the student section of the UTS website, Associate Deans list, Faculty Board meetings, and interviews with the DVCES and student media (UTS Vertigo). Regular high-level updates will also be included in the regular Student newsletter.

In the short term, the study planning and student consultation process will need to be planned, resourced and executed in 2025. Some considerations and commitments we could make to students include:

- All current students will be able to complete their courses in a timely manner. If, as a result of staff consultation, changes needed to be made, individual students affected would be contacted with a range of options.
- An appropriate amount of electives will continue to be available, chosen based on trends in student enrolment and interest.
- Students directly impacted by changes to electives will receive information about their options and have the opportunity for a study plan consultation.
- Changes to the way some subjects are taught will be driven by pedagogical considerations, with a focus on simplifying course structures, reforming assessments, integrating Generative AI ethically, and improving graduate employability (CxT workstream).
- Continued consultation with student leaders to inform them about potential impacts and to make decisions with student representation.

Approach to combined courses

Combined course in 2024 have been analysed to inform options that will create a future focused, sustainable course portfolio aligned to the UTS 2030 strategy. There is a significant number of courses with persistent low enrolments. The analysis focused on combined courses with EFTSL of 20 or less and a negative margin (as identified using the ST&L viability model). Some of these include a single course proposed by the owning faculty for discontinuation. Of the remaining low EFSTL courses, it is proposed that they are considered for discontinuation. Removing low demand combined courses will not impact the viability of any single course in the combined course suite, including the courses that are only available in a combined course

(Bachelors of Creative Intelligence and Innovation, International Studies, and Sustainability and Environment). The discontinuation of these courses will, however, provide the opportunity for more purposefully shaping the University course portfolio into a sustainable one aligning the UTS 2030 strategy in addition to cost savings.

Whilst the low EFTSL combined courses arguably incur minimal additional cost⁴, taking into account opportunity costs consideration at the University course portfolio level can lead to a 'different position. For example, CSP allocation could be directed to other courses with greater strategic priority, higher returns and/or high demand. This is partially dependent on the type of courses combined. There were four broad categories of combined courses in 2024: courses only available combined, combined undergraduate courses, vertical stacked combined courses and combined postgraduate courses. Combined postgraduate courses in 2024 did not have CSP allocation, whereas all other categories did.

The financial performance of combined courses may be impacted by the owning faculty of the course. Revenue and costs are allocated at the subject level and while a subject revenue/EFTSL and direct costs do not vary, the allocation of indirect varies across faculties based on a range of factors under the academic course viability calculation (ACV). Consequently, some combined courses return lower margins than the owning faculty's single course due to different revenue bands aligned to a subject field of education (FoE) and cost allocations under the academic course viability (ACV) model that takes into account teaching and professional staff, space, and resources costs associated with subjects and the faculty.

There are also additional costs incurred in offering combined courses that need to be considered in evaluating their performance and viability. These include:

- the costs related to governance, quality assurance and student administration; and
- the opportunity cost, particularly in relation to the allocation of Commonwealth Supported Places (CSP).

Approach to Online Program Management (OPM)

Courses s.14, cl4(a)(c)(d) are being considered separately, considering contractual commitments and future options for online learning as detailed in the ULT paper titled '*Future Options for Online Learning Courses at UTS*'. In 2024 the OPM portfolio consisted of 16 course suites covering 66 courses. The courses are designed at the Master level with nested Graduate Diploma and Graduate Certificate courses. s.14, cl4(a)(c)(d)

[REDACTED] Using the viability model for ST&L, [REDACTED] were identified for consideration and 9 of which have already been suspended in 2025. s.14, cl4(a)(c)(d)

⁴ Associated with governance, quality assurance and student administration and additional hidden costs may be incurred if attrition to a single degree is common for a particular combined course.

Table 4 - OPM Summary per faculty

Faculty	Number of Course	Number of Suites	Number of courses identified on 2024 ACV	Number of courses suspended in 2025	Qualify for discontinuation
BUS	s.14, cl4(a)(c)(d)				
DAB					
FASS					
FEIT					
FoH					
FoS					
Total					

The courses that remain fall into the following categories:

- 1. Growing courses – these are new courses that are still attracting development costs for the short term. These courses are attracting higher enrolments.
- 2. Potentially viable courses – high enrolments, but the course structure and/or financial management needs adjustment to create viability.
- 3. Viable courses – returning a positive margin.

Those courses falling into category 2 (s.14, cl4(a)(c)(d)) have high teaching and associated costs that could be better managed to achieve viability. In 2023, the OPM Academic Director, OPM team and faculties worked to consolidate an academic workload allocation model to ensure consistency across the student learning experience, and to facilitate better workload and cost allocation. These recommendations were not taken up and applied consistently by all faculties and an action to manage these now is the most viable option given the contractual obligations and the opportunity to make this sub-portfolio profitable.

The following actions are recommended:

- 1 (s.14, cl4(a)(c)(d))
- 2
- 3
- 4

Approach to similar subject

The ST&L team are in the process of identifying and analysing similar subjects to determine whether efficiencies can be returned by removing some 'duplication' across subjects. Faculties have largely addressed this within and across their disciplines. This activity is focused on potential duplication across faculties (excluding subjects in research courses, refer to Approach to Research Pathways below). Work complete to date is summarised below.

A program approved by the Artificial Intelligence Operations Board was used to identify similarities in subject information recorded in the curriculum management system, CourseLoop. The program identifies 75% similarity and higher across subject learning outcomes, topics (content) and subject descriptions. 75 % similarity was used because it is the benchmark for recognising prior learning and will be the minimum similarity before any detailed review is undertaken.

The KPMG team supporting the ST&L Program are in the process of analysing the list of subjects generated to remove any outliers or obvious mismatches. Any subjects proposed by faculty for discontinuation will also be removed from the list generated once agreed. The ST&L Program team will then examine the remaining subjects in more detail and consider whether it is worth examining the potential to merge identified similar subjects. If after examination subjects are deemed similar enough for further investigation, the Program team will then facilitate a discussion with relevant faculties to examine content across different disciplines and determine if it makes sense to merge and/or discontinue similar subjects.

Approach to research pathways / subjects and courses

Consideration will be given to all MRes and PhD courses and subjects using a broad and where possible pan-university lens, considering any discipline specific content compared with generic research training. The principles of the OnePhD strategy will be applied. The relationship with Honours programmes will be explored and analysis of viability, noting that Research Degrees are generally not revenue driving and a different viability context will need to be agreed.

Governance and external notifications

Any necessary academic and corporate governance required to review proposals for course and subject discontinuation, including teach out plans, will be supported by the ST&L team. Notification of proposed and/or approved changes to external bodies that will be required include:

- the Commonwealth regarding proposals to close courses or majors with Commonwealth Supported Places (CSP) before making plans public by 31 July 2025, in accordance with the Commonwealth Government Support Funding Agreement⁵
- external accrediting bodies, in accordance with accreditation conditions
- Tertiary Collection of Student Information (TCSI) and international agents.

⁵ CI 23 Before closing any undergraduate and postgraduate courses of study in which Commonwealth supported students have been enrolled for more than two years (including a major within a course of study), the Provider must notify the Commonwealth of its plans in writing.

UNIVERSITY OF TECHNOLOGY SYDNEY
UNIVERSITY LEADERSHIP TEAM (ULT)

AGENDA ITEM:	3.1.1.1	ULT 27/05/2025
ULT SPONSOR:	PROFESSOR KATE MCGRATH, DVC RESEARCH PROFESSOR JOANNE GRAY, ACTING DVC EDUCATION & STUDENTS	
VISITOR/S:	JENNIFER TURNER, UPMO PROGRAM DIRECTOR, RESEARCH PRODUCTIVITY AND INVESTMENT	
OSI – TARGET STATE ACADEMIC WORKFORCE PROPOSAL		

Purpose

☒ Endorse

Level of Confidentiality

☒ ULT Only

Consultation Pathway



Recommendation

That ULT endorse the Faculty proposed Schools, disciplines, courses and subjects for discontinuation. These proposed decisions will then form the basis of the academic staff change proposal to proceed to consultation and ensure that the University has a clear path to achieving its academic operational sustainability objectives.

Executive Summary

This paper has been developed to support ULT decision-making on the Academic Program within the Operational Sustainability Initiative. From its inception, the Academic Program has been designed as an integrated initiative to identify the optimal target state academic workforce, refine the course and subject portfolio, and realign research focus areas to institutional strengths, ensuring the most effective use of future research investment.

The four criteria below were applied to refine the subject and course offering

1. *current demand* (headcount/EFTSL)
 - courses with a negative total margin (based on 2023 and 2024 Academic Course Viability) and less than 40 EFTSL
 - subjects with less than 50 headcount with a negative total margin.
2. *financial viability*; total negative margin (based on 2023 and 2024 Academic Course Viability)
3. *sustainability* (enrolment trend over time); and

4. *strategic alignment* (primarily alignment between research and education strengths but may also include alignment to future strategic portfolio).

Financial Implications

Refer to Paper

Risks/Challenges

Refer to Paper

Communications

Refer to Paper

Next Steps

Finalised approach to be used to develop the Academic Workforce

Attachments

1. Final Recommendations Presentation

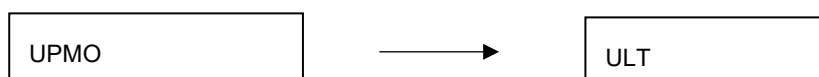
**UNIVERSITY OF TECHNOLOGY SYDNEY
UNIVERSITY LEADERSHIP TEAM (ULT)**

AGENDA ITEM:	3.1.1.3	ULT 27/05/2025
SPONSOR:	ANDREW PARFITT	
	VICE-CHANCELLOR	
VISITOR:	SARAH MEANEY	
	INTERIM DIRECTOR UPMO	
OSI – REQUEST TO RELEASE FUNDING		

Purpose

☒ For Decision/Endorsement

Consultation Pathway



Recommendation

That the ULT:

- Approve the release of \$1.980m for June / July 2025 to complete the Design phase and plan for Implementation for UTS Operating Model, Sustainable Teaching and Learning and Research Productivity and Investment programs.
- Note that Executive Sponsors and Program Directors of the OSI programs have commenced the scoping and planning for implementation. This funding request will support the development of the Implementation Business Cases for the programs which will be presented to ULT for review and consideration in July.

Executive Summary

In 2025, the transformation investment includes six inflight transformation programs out of scope and four new operational sustainability (OSI) programs to ensure the financial capacity to realise UTS 2030.

In Feb 2025 ULT endorsed an allocation of \$5.9M (Jan – May 2025) for the Design Phase of Operational Sustainability Initiative that consists of four programs:

- Operating Model Program
- Sustainable Teaching and Learning (STL) Program
- Research Productivity and Investment (RPI) Program
- Cost Management Program

All Programs are supported by the UPMO Change and Implementation services model.

The funding of \$5.9M was 75% of the full \$7.9M Design phase ask. OSI programs are on track to deliver Design phase outcomes (with some revised scope within the fixed price KPMG contract). Due to the complexity and rigor to phase 1, the Sponsors and Programs seek the balance of Design

Phase funding of \$1.980M to complete final detailed design and prepare the implementation business case.

Note, in May 2025, ULT endorsed the UPMO Implementation services model to support Operational Sustainability Initiative (OSI) programs and approved incremental funding of \$3.9M (May – December in 2025). This funding supports Communications, Portfolio Change, Scheduling and Implementation incl. HR / Payroll / Analysis resources (May – Dec 2025). This recognised that the BAU People Unit and the Payroll Team do not have capacity to support the Transformation Portfolio given the scale of changes underway and is not part of this request.

Financial Analysis

OSI programs are tracking to the \$5.9M funding released for Design (Jan – May). The current forecast is for a small \$160K overspend Jan – May. UPMO Implementation Services are on track to spend the \$3.9M released for the balance of 2025.

The full program funding requirement for 2025 is in planning. The release of \$1.980M will cover resource costs in June / July and enable completion of forward planning refer appendix A.

Table 1 – Financial Analysis Design and Implementation phases OSI

Financial Forecast	Design phase			Implementation phase		WoL Full Program \$'000
	2024 Actuals	2025F Jan - May	2025 Request June / July	2025F *	2026F	
UTS Op Model	\$ 2,483	\$ 3,851				
Sustainable T&L		\$ 1,062		*	*	*
Research P&I		\$ 629	\$ 1,820			
Cost Management		\$ 28				
UPMO Change & Implementation		\$ 528		\$ 3,913	\$ 3,215	\$ 7,656
Forecast	\$ 2,483	\$ 6,098	\$ 1,820	\$ 3,913	\$ 3,215	\$ 7,656
Approved Funding Released	\$ 2,483	\$ 5,938	\$ 1,980	\$ 3,913		
		\$7,918				

WOL = Whole of Life

Funds requested of \$1.980M includes forecast overspend of \$160K Jan / May and June / July resourcing.

OSI tracking to budget Jan - May 2025, forecasting \$160K overspend largely related to additional KPMG support

* pending business case development and approval

Risks

The release of funding to complete design and plan for implementation will support the mitigation of the schedule and costs risks and therefore the achievements of the OSI saving targets and planned transformational outcomes. This proposal faces the following risks:

- Incomplete design - final design is essential for sustainability and transformation
- Inadequate planning and resourcing of Implementation phase - mitigated with detailed planning by newly on-boarded Program Directors and UPMO functional Leads.
- Benefits realisation of \$100M cost savings for a sustainable business model – manage through rigorous analysis, planning and scheduling to support informed decision making.

Attachments

1. Portfolio Insight Report to ULT May 2025.

Appendix A – Operational Sustainability Forecast (Jan – July 2025)

Company (All)							
Row Labels	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25
OM	s.14, cl4(a)(c)(d)					198,182	375,110
RP&I						61,554	70,787
ST&L						89,433	102,848
UPMO						420,687	518,290
Cost Management						-	-
Grand Total						769,857	1,067,035
Cumulative total						6,851,232	7,918,268
Company UTS							
Row Labels	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25
OM	232,011	137,423	289,679	198,034	215,996	198,182	375,110
RP&I	-	-	18,187	18,720	25,774	61,554	70,787
ST&L	-	-	10,440	8,558	45,993	89,433	102,848
UPMO	7,839	41,478	82,814	123,605	119,314	420,687	518,290
Grand Total	239,850	178,901	401,120	348,917	407,077	769,857	1,067,035
Company KPMG							
Row Labels	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25
OM	s.14, cl4(a)(c)(d)					-	-
RP&I						-	-
ST&L						-	-
UPMO						-	-
Cost Management						-	-
Grand Total						-	-

Note: KPMG costs for June / July reflected in month of May, timing movement only.

Program Performance

This report shows the current program performance against previously reported performance to enable visibility of performance and trends over time.

Programs		Over-all	Scope	Sched	Costs	Benefit	Reso-urce	Risks	Issues	Program Comments	UPMO Comments
UTS Operating Model <i>Evaluate</i>	Current	A	G	A	A	R	G	A	A	Status remains at AMBER with the availability of the contingency and manageable program delivery risks and issues. - Consideration is being given to a third change proposal to include research as a standalone design. - Go to Green plan includes focus challenge sessions with each executive and business owner to understand the risks and tradeoffs of delivering further benefits, developing an integrated whole of university view to discuss with ULT and test scenarios, the arrival of a new PD to drive the next phase of planning , resource and manage the evolving risks.	- OSI Programs, Change and Transformation Implementation Teams are at near full resourcing following successful recruitment activity in May / June. OSI programs are dependent on BAU SMEs including Strategic Business Partners, communication support from MCU and Business Analysts in DA&I and Business Improvement Services. - In relation to the target state academic workforce, OSI Programs have focused on sourcing and validating academic workforce data and first master establishment data. - All teams, OSI, UPMO, PU, MCU, Faculties are collaborating and driving final Executive decisions to prepare and release the Academic Change Proposal and commence consultation 3 July. - Leadership and Staff support toolkits, SharePoint and support programs have launched and are available. - Programs managing risks largely related to:- - establishing and achieving benefits target, - capacity and capability to deliver Change on concurrent proposals and - adequacy of support for psychological safety and staff wellbeing. - Implementation business case and funding request to be developed after change proposal milestone. - The approach to OSI Benefits and a consistent method for tracking benefits realisation is still underway for the Operational Sustainability Initiative as a whole and will be tailored to each Program as required
	Last (May2025)	A	G	A	G	A	A	A	A		
Sustainable Teaching and Learning <i>Evaluate</i>	Current	A	G	G	G	A	A	A	G	Overall status is AMBER. - Program confident on delivering to WS 1 plan, revised scope and budget. - Resource gaps are being addressed to ensure activities around proposed discontinued courses & subjects can be managed to meet key dates (e.g. external notifications, handbook publication, open day, enrollment date). - Detailed implementation scope and planning for WS2 and WS3 will follow academic workforce change proposal with an ST&L business case produced. No major issues to report – Scope, Schedule, Benefits, Resources and Risks will be re-assessed with detailed WS2 and WS3 planning.	
	Last (May 2025)	A	G	G	G	A	A	A	G		
Research Productivity and Investment <i>Evaluate</i>	Current	A	G	A	G	A	A	A	G	Overall status is AMBER - Program confident on delivering to plan, revised scope and budget. - The additional work undertaken to complete the Target State Academic Workforce has resulted in an amendment of deliverables by KPMG. Program rescope and agreed KPMG deliverables (removed future state recommendations and insights document on research area of scale and focus). - RPI Program tracking to baseline schedule. Currently focused on completing current state analysis, Research Centre analysis and Framework for Research Scale and Focus by end May. - RP&I Implementation scope and planning will follow academic workforce change proposal release	
	Last (May 2025)	A	G	G	G	A	A	A	G		
<i>Cost Manage – ment Evaluate</i>	Current (May 2025)	G	A	G	G	G	G	A	A	Overall status is GREEN, on track 2025 budgets have been established to provide trajectory to achieving \$20m benefits into 2026 .Business Unit detail on non workforce spend has progressed, with risks and opportunities against budget finalised for ULT review. This will also be leveraged for initiative identification. The working group continues to progress ideas and monitor execution	
<i>UPMO Change Management and Implementation</i>	Current	A	A	A	G		A	R	A	Overall status is AMBER - Change proposal scope is evolving, and schedule has critical dependencies on Executive decisions, Faculty addendums and IR advice. - Issues are amber due to absence of a register. High and Critical Risks are registered and continue to be analysed and assessed. - Many resources recently recruited and on-boarding while delivering.	

**UNIVERSITY OF TECHNOLOGY SYDNEY
UNIVERSITY LEADERSHIP TEAM (ULT)**

AGENDA ITEM:	3.1.2	ULT 09/07/2025
SPONSOR:	GLEN BABINGTON	
	CHIEF OPERATING OFFICER	
VISITOR:	SARAH MEANEY, DIRECTOR UPMO BELINDA JOHNSON, CFO MARSHALL CRADDOCK, ED OF PEOPLE AND CULTURE	
PORTFOLIO IMPLEMENTATION SERVICES		

Purpose

☒ For Decision/Endorsement

Consultation Pathway



Recommendation

That the ULT approve:

- a. Approve funding the release of \$3.57m in funding until the end of the year to enable appropriate resourcing for the implementation phase of the Operating Program.

And note:

- b. RP&I and ST&L are operating within resource budget and scope approved in the December 2024 ULT meeting and are not requesting any additional funding at this time for 2025.
- c. RP&I and ST&L have amended the due date of some deliverables as agreed with Executive Sponsors due to resource allocated to work on the Target State Academic Workforce.

Executive Summary

The Operating Model Program under the Operational Sustainability Program requires funding approval until the end of the year 2025 to ensure finalization of the design, implementation scoping, design and builds can commence.

Current OM Program Resources

The current resourcing within the OM program has been heavily reliant on the use of KPMG to lead the design phase, with some augmentation with some internal UTS contractor resources. There is currently no funding approved beyond July.

In addition, there will be a requirement to change the capability mix as design efforts move into implementation scoping and planning. See page 2 of PPT.

Required OM resourcing

There is additional design to be completed by KPMG which has been approved by the VC to ensure integration of the design is finalized and any iteration on the existing design is seen to completion. The extended timeline has been driven by slower than expected endorsement of the designs including executives looking for more savings than the original guideposts set earlier in the year.

Operationalisation of the Operating Model program requires a unique set of skills to ensure that risks are mitigated in a timely manner (see page 3 of PPT outlining approach). This involves moving to a squad iterative deployment approach which will help facilitate accelerated benefit realisation whilst maintaining service and managing the significant change impacts of the new operating model (see page 2 of PPT). The size and shape of these teams may change once the detailed design, and initial scoping is complete. A prudent approach to recruitment and onboarding throughout will be managed through Sponsor/s.

The resourcing required includes the following:

- Implementation Program Lead
 - Serve as the key implementation lead across the Operating Model Program, supporting the Program Director and Executive Sponsors in a successful delivery.
 - Manage and align all implementation activities across workstreams, systems, people, processes, and governance.
 - Own operational readiness planning, from go-live coordination through to metrics, testing, staff enablement and student experience assurance.
- Senior Program Officer
 - They will help steer effective program governance, prepare high-quality communications for executive and board-level stakeholders, and ensure the program's leadership stays aligned and informed.
 - Act as the central coordination point for board-level communications and governance reporting for the Operating Model Program.
 - Support the Program Director and leadership team by preparing briefings, status updates, and board packs that inform executive decision-making
- Squad Lead x 3
 - Lead and translate design into action: build implementation plans, metrics, and transition strategies
 - Drive readiness activities across teams, ensuring they're enabled to operate in the new model
 - Collaborate with HR, IT, Finance, and student services to ensure capability, process and cultural alignment
- Process Analyst x 2
 - Work with subject matter experts to document current and future state processes.
 - Facilitate process workshops across key functions and faculties.
 - Analyse inefficiencies and identify opportunities for improvement, standardisation and automation.
 - Support the integration of new processes into organisational structures, systems and roles.
- Change Analyst

- Support the development and delivery of stakeholder engagement plans and change impact assessments.
- Develop tailored communication materials, briefing packs and FAQs.
- Track stakeholder sentiment and feedback to help inform program decisions.
- Coordinate engagement sessions, workshops and town halls

The approach to recruiting for all these roles has been discussed and agreed with procurement which would be to engage a partner to source all our outstanding needs. This will ensure expediency and all roles will be on a secondment basis, removing additional overheads and giving control back to UTS to lead this work with the right capability.

Note, as the detailed design is finalised and enablers are further understood across the Operational Sustainability Program full implementation business cases will be developed for each initiative to outline scope, deliverables and associated costs for 2026.

Risks

The risk of not endorsing funding include:

- Business continuity, due to level of effort required to move from the existing Operating Model to the new one and associated psychosocial risks
- Non enterprise aligned implementation
- Ability to fully realize benefits of the program
- Finding the right talent in a timely manner – mitigated with known providers and recruiting the functional leads as a priority

Attachments

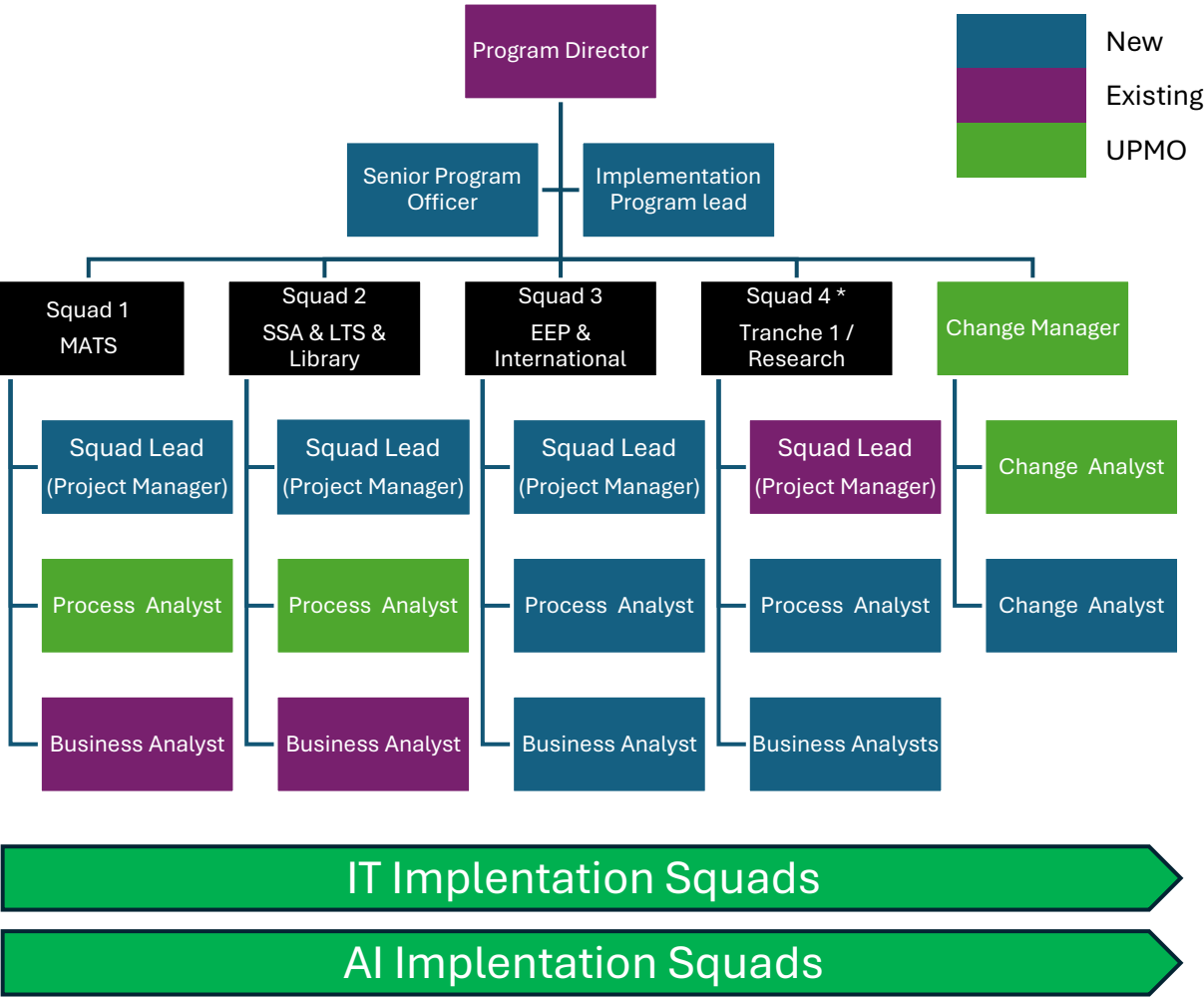
1. Operating Model Funding Request PPT
2. RP&I and ST&L Resource Profile PPT

For Decision

Decision #1 – Endorsement of funding to commence recruitment to support the Implementation Phase

1. **Background:** As we near the end of detailed design , to continue into implementation, new capability and resourcing is required
2. **Problem Statement:** Funding release is required to de-risk the benefit realisation timeline and ensure we commence in earnest the implementation planning. There is currently no budget for OM post July which is a significant risk for the program to finalize design and commence implementation scoping and planning
3. **Recommendation:** Recommend that the Op Model SteerCo endorse the release of \$3.42m in funding until the end of the year to enable appropriate resourcing for the implementation phase.

Resourcing the Implementation Team – augmenting existing capability from the OM Program and the UPMO



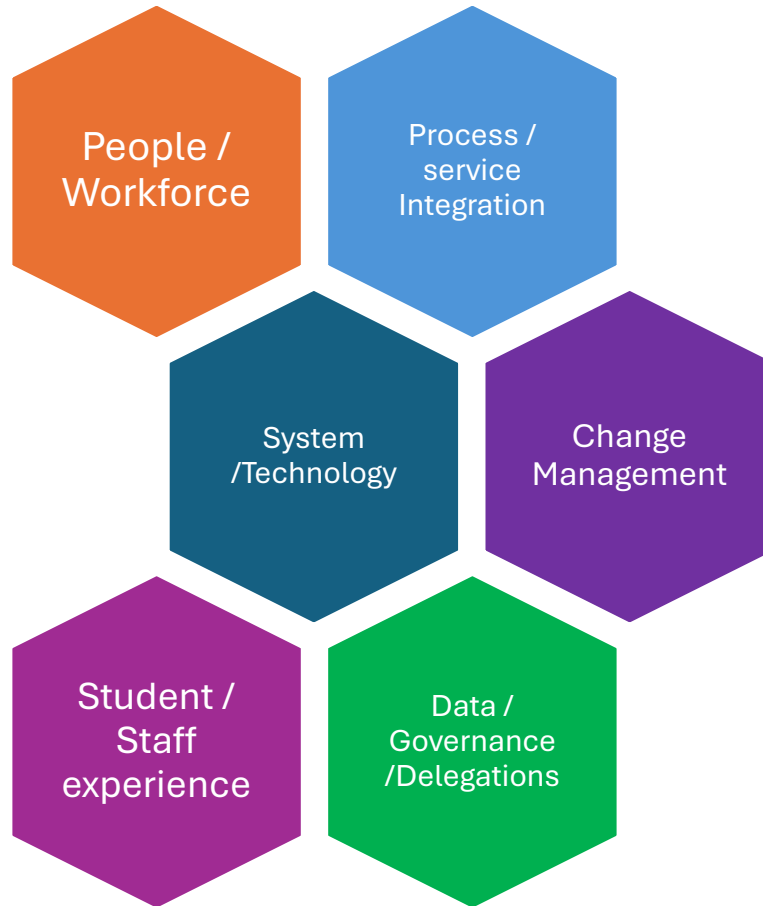
FROM	Detailed design phase required: ▪ Organisational design capability with high level of subject matter expertise in higher education and corporate service contexts ▪ Workforce business analytics to support data driven approach ▪ Change management capability to support communication strategy and enterprise change ▪ Program management and delivery capability to support program mechanics including governance, risks & issue management , program scheduling, reporting (creation and cadence), administrative support
TO	Implementation phase will require: ▪ Implementation Operating Model capability with some subject matter expertise in leading implementation, process design, workforce and operational excellence ▪ Operational business analytics to support data driven approach to include workforce, performance, process, benefit tracking and change readiness analysis ▪ Continued Change management capability to support not just the communication strategy and enterprise change but also to conduct detailed change impact and change artefact creation ▪ Continued Program management and delivery capability to support program mechanics including governance, risks & issue management , program scheduling, reporting (creation and cadence), administrative support

* Assumes Research Support will go into a Tranche 3 for change considerations – which means the squad can focus on implementation of Tranche 1 as immediate priority

Implementation Planning and Deliverables

GIPA2025/21 - Doc 27

We need to consider multiple factors to ensure when the new operating model is stood up, we can continue to deliver on our commitments to students and staff. This commences with scoping and prioritisation of all requirements and using a robust prioritisation methodology, we can assess the sequencing and dependencies to manage work out of the University



The scoping work will need to look at all these factors and ensure we are operationally ready which may include:

- Finalisation of new roles and recruitment process completed
- System / technology enablers are in place (which may include new workflows, channels and work management tools)
- Process documentation exists (where applicable) and new processes may need to be developed
- Delegation rules have been updated and amended
- Change management is complete to help communicate changes in the way people will access services
- End-to-end experience has been considered including digital hand-offs and metrics to support better experiences for staff and students alike

Activities to commence Implementation phase

- **Leading and scoping of all enablers to support stand up of the new OM** including interaction with enabling functions to create a consolidated view and dependency mapped (involves co-design and workshops with business owners)
- **Prioritisation of all the enablers to drive implementation planning**
- Finalizing and **agreeing operational readiness** across People/workforce; Process/service integration; System/Technology; Change Management; Data/Governance; CX; Business continuity / Disaster Recovery
- **Agree GO/ NO GO criteria** and apply to functional view to decide phasing of the implementation
- Ensure **dependency across academic and professional changes** and ensure sequencing is well considered
- **Commence builds for post consultation of academic changes relating to professional change**
- Development of the **implementation master schedule post consultation outcomes**

Financials

Portfolio / Program OM

Row Labels	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25	TOTAL	JUN YTD	YTG	Current DD approved budget	Funding Needed
KPMG	S.14, cl4(a)(c)(d)								-	-	-	-	5,028,359	3,428,359	1,600,000		
UTS	232,011	137,423	289,679	208,308	228,835	98,728	260,292	198,652	207,622	207,622	189,681	144,829	2,403,683	1,194,984	1,208,699		
New	-	-	-	-	-	-	50,400	252,372	264,390	264,390	240,354	180,266	1,252,172	-	1,252,172		
Grand Total	S.14, cl4(a)(c)(d)								472,012	472,012	430,036	325,095	8,684,213	4,623,343	4,060,871	5,114,388	3,569,825

The funding request will support

- \$1.6m for approved KPMG extension until the end of August
- \$1.2m to extend all existing resources until the end of the year
- \$1.25m for new resources



UTS Sustainable Finance DRAFT Report

*Draft for Discussion ONLY –
No decisions made*

—
14 October 2024

Executive Summary

Background

- UTS is ranked in the Top 100 globally and has an ambitious new vision to be a leading public University of Technology recognised for its global impact.
- The University must address a range of challenges driving financial pressures across the higher education sector and has already strategically responded to these challenges through the operational sustainability program; the recently announced international caps mean that further measures are now required.

Scope of this report

- This Executive Summary Report maps out a pathway to sustainability, providing options that will allow UTS to be operationally resilient for the long term and deliver on its strategic intent.
- A range of strategic options have been considered to enable UTS to achieve sustainability, including more structural changes, e.g. course and subject changes, potential changes to academic structures and refinement of research focus. Successful deliver of a portfolio of the options presented in this Report would enable the University to achieve a pathway to sustainability within its existing settings.
- The options presented have been assessed on size of potential benefit, scale of investment required, and the level of risk and alignment to UTS' core purpose.
- The Executive Summary Report is intended to provide an evidence-base for executive level decisions regarding the strategic levers the University wants to further analyse in a detailed design phase.



For discussion only – no decisions made

Executive Summary (cont.)

Key Findings

- The diagnostic analysis that has been presented in this Report indicates that the University has strategic opportunities totalling \$111m – \$176m to consider. These strategic opportunities include:

Strategic Opportunity	Low gross benefit (\$m)	High gross benefit (\$m)
Strategic Lever 1a: Course portfolio (Identification of areas for remediation or to cease)	\$17.3m	\$40.5m
Strategic Lever 1b: Course portfolio (Teaching capacity)	\$8.7m	\$17.4m
Strategic Lever 2: Identification of research areas of scale and focus	\$11.5m	\$15.3m
Strategic Lever 4: Potential changes to academic structures	\$2.5m	\$4.0m
Strategic Lever 5a: Increasing the effectiveness and efficiency of your professional services	\$33.0m	\$49.6m
Strategic Lever 5b: Quick wins	\$20.5m	\$20.5m
Strategic Lever 8: Other cost opportunities	\$18.0m	\$29.2m

Note: Further analysis is required for Strategic Lever 3: Leveraging your campus footprint, Strategic Lever 6: Identification of opportunities to diversify your revenue streams, and Strategic Lever 7: Enhancing student retention rates to identify potential \$ benefits

Next Steps

- To realise the benefits presented in this Executive Summary Report it is recommended that the agreed portfolio of strategic levers/opportunities are further analysed in a detailed design phase.
- In parallel, it is recommended that implementation planning is undertaken, including to identify and establish the appropriate levels of program support and governance arrangements.

For discussion only – no decisions made



01. Background and Context

UTS CRICOS 00099F
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UTS CRICOS 00099F

For discussion only – no decisions made

UTS is ranked in the top 100 globally and has an ambitious new vision, to be a leading public university of technology recognised for its global impact



With over 44,000 students, **UTS is one of the largest universities in Australia**, offering over **130 undergraduate and 210 postgraduate courses across traditional and emerging disciplines** such as architecture, built environment, business, communication, design, education, engineering, information technology, international studies, law, midwifery, nursing, pharmacy and science.

The University's steady rise in international rankings over several years demonstrates that UTS has been on a successful trajectory through a sustained program of investment in research and teaching, and campus infrastructure to support innovation in both.



The UTS 2027 Strategy defines clear commitments and initiatives to achieve the vision, outlining the key areas of focus and priorities for the University going forward:



Prioritising learning, research, partnerships, working together and building a distinct UTS identity



Committing to social justice and accessibility, responsible leadership, and excellence in Indigenous higher education and research



Ensuring the values of discover, engage, empower, deliver, and sustain guide all interactions



The University is now in its transformational phase having first established a solid foundation through the first phase of its Strategy UTS 2027. Financial sustainability will be critical to deliver on the University's bold ambitions into the future, including to provide flexibility for growth and future revenue opportunities.

UTS excels in a number of academic and professional areas, including recent achievements:

#1

Ranked No.1 young university in Australia

#88

UTS has achieved a new high in the QS World University Rankings

#62

Ranked 62nd in the world for graduate employability

Current reality: UTS must address a range of challenges driving financial pressures across the higher education sector

The University sector is facing financial headwinds

The Australian government has announced that there is a 270k cap on international students for both higher education and vocational education course. This still requires parliamentary approval, but UTS needs to start considering its impact now

Adjusting to new modes of learning delivery and embedding work-integrated learning while maintaining quality education amidst financial constraints and evolving student needs

Adapting to changes in government funding models and compliance with new regulatory environments while maintaining service excellence and managing financial sustainability

Growth in student expectations regarding engagement, service provision and outcomes from their learning



Investing in digital infrastructure, AI and cybersecurity to support advanced learning environments, operational efficiency, and data protection, within a constrained budgetary framework

UTS faces specific financial and operational challenges

- ✂ **Financial challenges:** UTS has a financial imperative to identify opportunities to save cost through its operating model design whilst also ensuring that it builds a platform for financial sustainability and growth.
- ✂ **International Student Revenue:** The University is facing the need to adapt to regulatory changes regarding international caps (~1,000 EFTSL impact to UTS), with pivotal financial implications.
- ✂ **Maintaining Educational Quality Amidst Inflation:** High inflation rates put pressure on operating costs, affecting the university's commitment to quality education. UTS faces challenges in managing the increased costs of workforce, technology, and supplies that impact financial sustainability.
- ✂ **Tech-Intensive Capital:** An increasing shift towards cloud-based technology investments by UTS necessitates judicious financial planning due to their impact on operational expenses. These investments must align with the broader strategic objectives to ensure value and maintain competitive technological capabilities.
- ✂ **Regulatory and Funding Model Adaptation:** A shift towards more cloud-based technology investments that impact operational expenses requires careful financial planning. UTS aligns these investments with the university's broader strategic goals, notably in digital strategy and campus improvement initiatives.

For discussion only – no decisions made

Recent changes to international student caps have significant ongoing revenue impacts for the University, while UTS' cost base is increasing

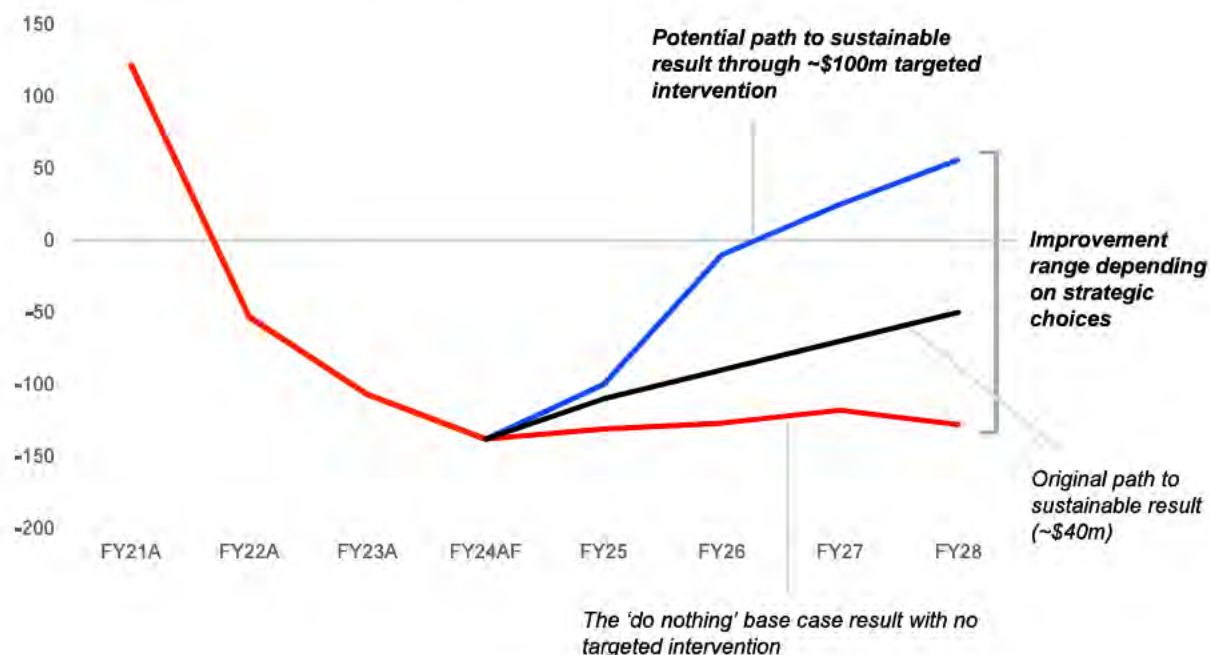
UTS has been facing significant financial challenges over the years. In FY22, the University experienced a deficit of -\$52m and this increased to -\$107m in FY23.

The University has already commenced an operational sustainability program.

The financial situation has been further impacted by recent changes to Australia's migration strategy, and the proposed introduction of international student caps.

The University needs to consider more strategic options and the 'do nothing' scenario is not an option.

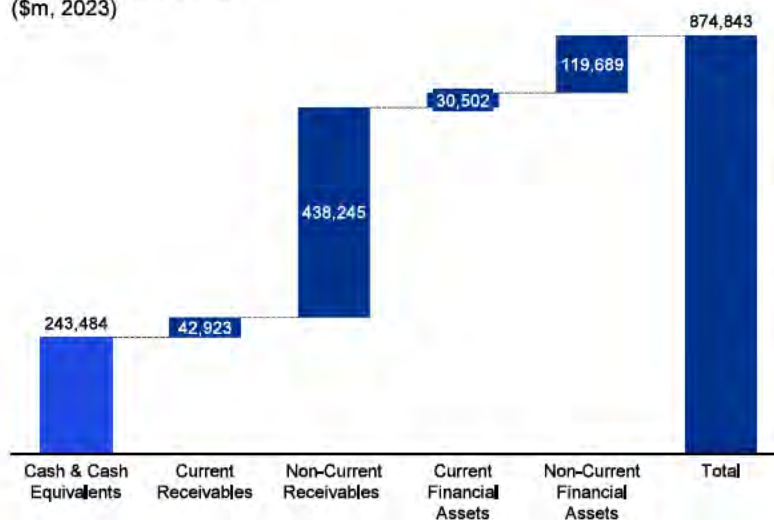
UTS actual and projected net (P&L) result
(\$m, FY21-FY28)



For discussion only – no decisions made

However, UTS' underlying financial position is strong enabling it to take a more strategic and considered approach to its response

Balance Sheet Extract
(\$m, 2023)



In the August 2024 Spring Forecast, cash was **favourable** to budget by \$95,000 due to higher cash opening balance and favourable other income and Non-Salary Items.

Full year forecast for projects is **also favourable** to budget as per the Spring Forecast.

UTS has a strong credit rating (Aa1 - Moody's May 2022) and on the condition of taking appropriate strategic steps to address the operating loss would be in a strong position to refinance its existing \$300m bond or pay this down through other debt facilities.



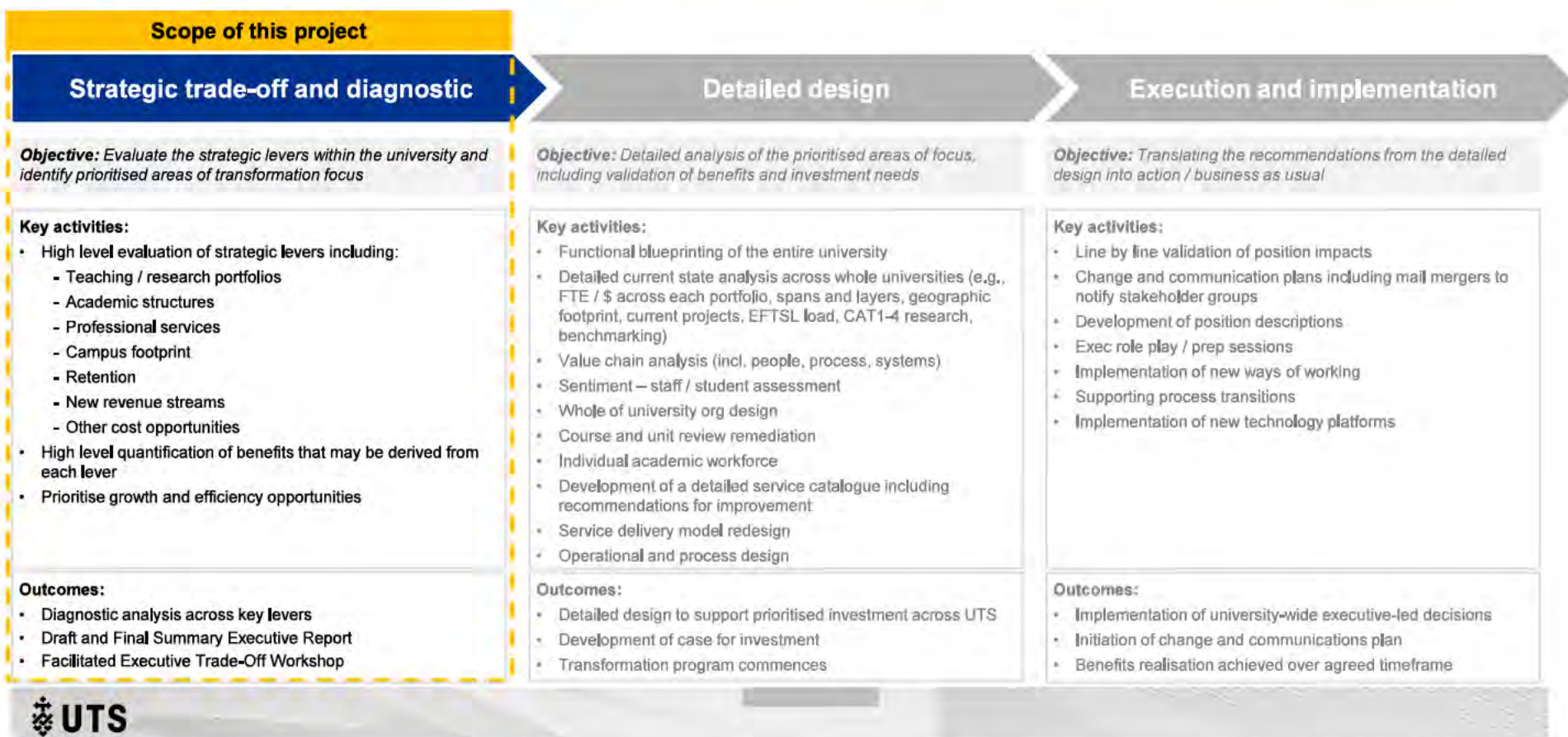
Source: 2023 Annual Report Data

Comparative University Metrics

	University of Technology Sydney	GIPA 5.3.6				
Credit Rating (Moody's)	Aa1	NR	NR	Aaa	NR	NR
Student Information						
EFTSL	33,740	22,840	34,878	68,421	52,073	51,862
% International Students	27.2%	31.2%	18.5%	45.9%	18.9%	28.3%
Financials (\$'000s)						
Revenue	1,194,058	1,133,267	715,472	3,295,880	1,188,315	1,623,638
EBITDA	43,392	98,824	6,490	380,066	59,969	118,052
Interest Expense	17,619	1,621	585	23,268	6,717	11,712
Cash, Deposits & Financial Assets	393,675	881,071	572,128	4,471,548	916,149	526,181
Total Debt	421,248	51,153	17,875	516,446	125,367	378,165
Metrics						
EBITDA Margin (%)	3.6%	8.7%	0.9%	11.5%	5.0%	7.2%
Total Debt / EBITDA	9.71	0.52	2.75	1.39	2.09	3.20
EBITDA / Interest Expense	2.46	60.96	11.09	16.33	8.92	10.08

For discussion only – no decisions made

KPMG was engaged to help support a strategic options analysis to provide the evidence base for a University-led decision on the areas to explore further in a future detailed design phase



For discussion only – no decisions made



02. Summary of Strategic opportunities

UTS CRICOS 00099F
UTS CRICOS 00099F
UTS CRICOS 00099F

For discussion only – no decisions made

KPMG reviewed a range of strategic levers across UTS to provide the evidence base for a university-led decision on the areas to explore further in detailed design

KPMG's Higher Education Financial Sustainability Framework

The following strategic levers have been explored in this Report:

This analysis in this Report did not consider the following areas:

1. COURSE / SUBJECT PORTFOLIO	a. Identification of areas for remediation or to cease
	b. Academic teaching capacity
2. IDENTIFICATION OF RESEARCH AREAS OF SCALE AND FOCUS	
3. LEVERAGING YOUR CAMPUS FOOTPRINT	
4. POTENTIAL CHANGES TO ACADEMIC STRUCTURES	
5. INCREASING THE EFFECTIVENESS AND EFFICIENCY OF YOUR PROFESSIONAL SERVICES	
6. IDENTIFICATION OF OPPORTUNITIES TO DIVERSIFY YOUR REVENUE STREAMS	
7. ENHANCE STUDENT RETENTION	
8. OTHER COST OPPORTUNITIES	

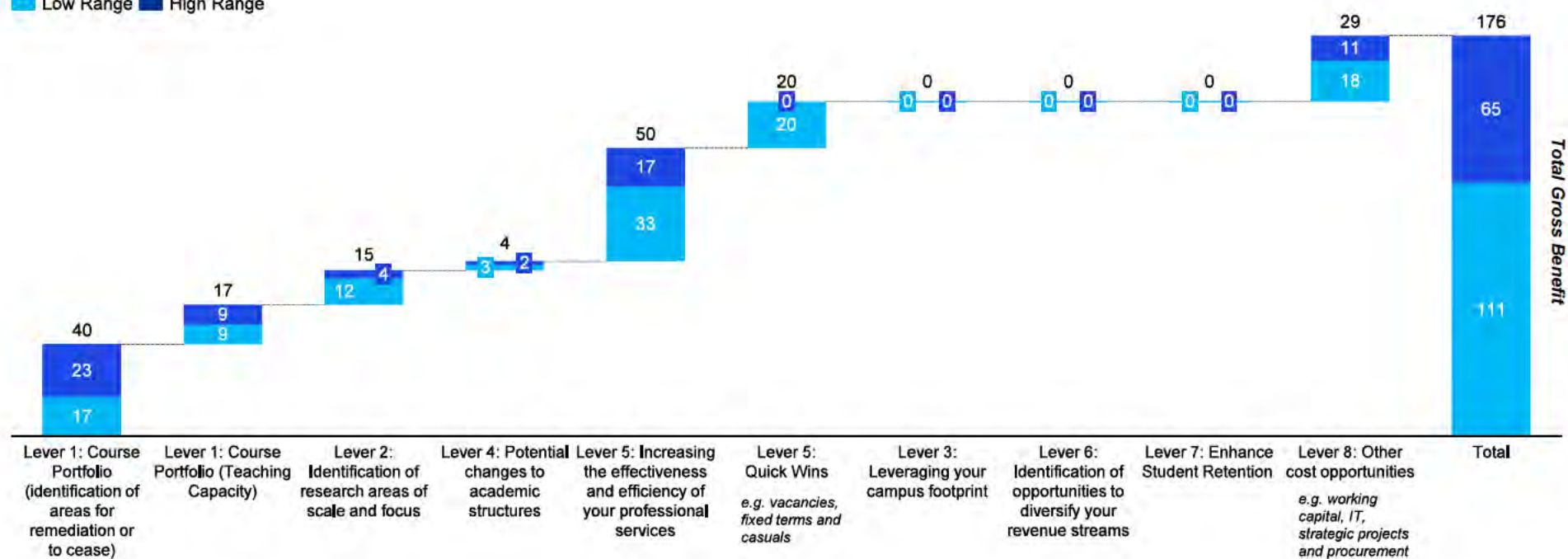
- Assumed no change to UTS provider category
- Assumed UTS will remain a stand-alone comprehensive university
- No assessment of offshore initiatives, partnerships and/or strategies
- No review of controlled entities, incl. UTS Beijing, UTS Global, UTS Shenzhen
- No detailed process redesign has been conducted
- Review / design of future organisational structures, position descriptions, roles and responsibilities, etc.
- Assessment of the UTS research infrastructure

For discussion only – no decisions made

The evaluation of these strategic levers led to identifying potential gross benefits ranging from \$111m to \$176m

Overview of potential benefits that can be extracted from each lever (\$m)

Low Range High Range



For discussion only – no decisions made

Strategic Lever 1: Reviewing the course portfolio could realise between ~\$26.0m - \$57.9m per annum

Overview

The course portfolio of the University has been reviewed to understand and identify areas for immediate review and performance improvement. Observations from this analysis includes:

- Most of UTS' Faculties have been returning a negative total margin for their courses over 2022 – 2023.
- There is an opportunity to simplify choice of subjects that can be counted towards course completion.
- ~44% of subjects offered at UTS have less than 10 EFTSL and a negative total margin.
- Even if indirect costs are removed, there are still 216 subjects (~10%) that have negative direct margin and less than 10 EFTSL, warranting further review.
- There are duplicate offerings for subjects with a positive margin.
- The teaching capacity available in UTS currently exceeds what is required.

Detailed Design / Implementation Considerations

- A detailed assessment of the course portfolio should be undertaken. The future design should include additional overlays such as identification of core / elective subjects, specific subjects that may be a TEQSA requirement, and alignment to UTS strategy / areas of focus to enable UTS to refine its course and subject portfolio.
- A deeper dive on how course and subject margins are allocated and calculated will also need to be undertaken to understand the full benefits that can be achieved. Supporting analysis should assess the growth in market demand for future courses / subject and the future research focus to ensure changes to the course portfolio is fit for the future.
- The design of the future course/subject portfolio should be done in parallel with any changes to academic structures and research focus as this will inform the professional service delivery model.

Action Required

The University can immediately review / performance improve its courses / subjects) that are currently returning a negative margin and consolidate duplicate subjects that have a positive margin. The benefits of these would be:

- to increase focus and quantity of subjects offered at UTS; and
- to improve the margin of courses as a result of the review on subjects.

Benefit calculation:

- Consolidation of positive margin duplicate subjects: assumed 90% of revenue captured through consolidating subjects and costs are reduced by 20% - 25%. Potential benefit realised: ~\$2.2m - \$8.2m
- Immediate review / performance improvement of negative margin subjects: assumed reduction of losses between 55% to 75% for any subjects with less than 10 EFTSL and 10% to 20% for any subjects with more than 10 EFTSL. Potential benefit realised: ~\$15.1m - \$32.2m
- Rebalancing teaching capacity: assumed only 50% - 75% of benefits can be realised due to specialised knowledge and capabilities across Faculties. Potential benefit realised: \$8.7m - \$17.4m

Key Benefits

Increased focus of subject offered at UTS and improve performance of subjects / courses.

Key Risks

Implementation

Ongoing

- The University's capability and capacity to execute the change
- Change resistance from the UTS community
- Disruption to BAU and student experience
- Industrial action
- Loss of key talent from the academic community from both a research and teaching perspective

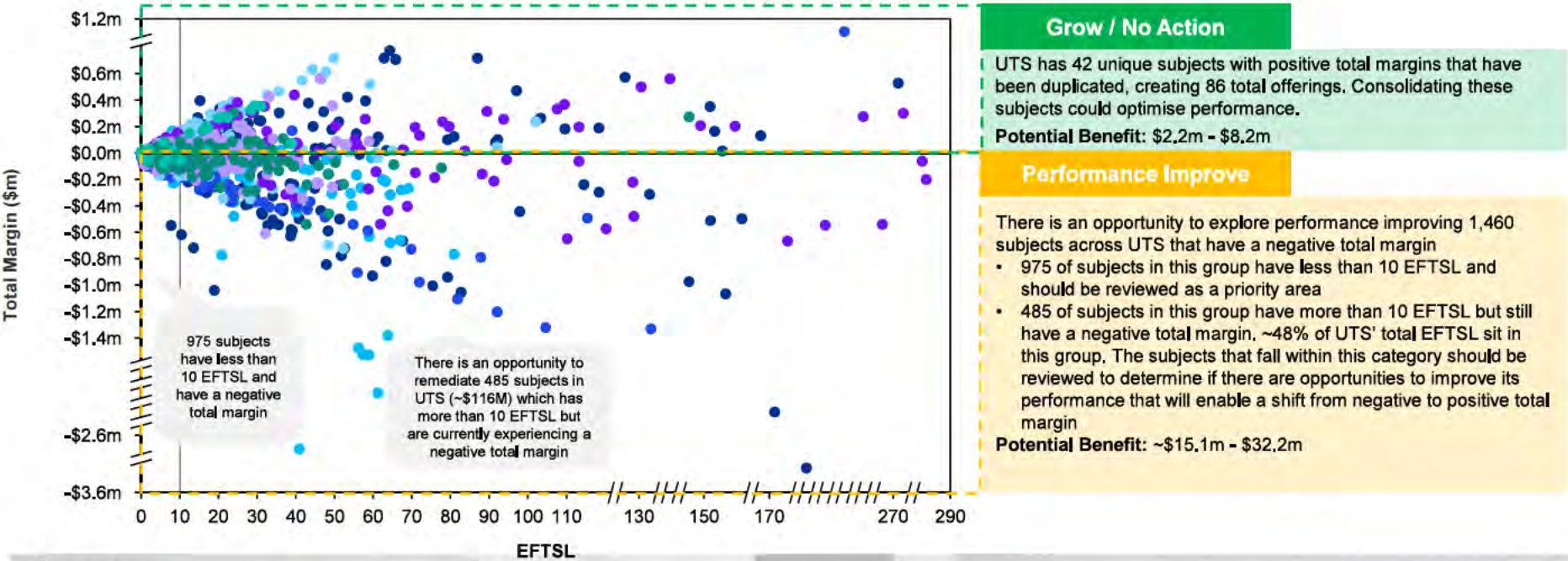
	Scale of the opportunity (p.a.)	\$26.0m - \$57.9m	Aggregated investment required across academic workstream	\$6m - \$8m (one off)	Execution Risk Rating	High
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For discussion only – no decisions made

Strategic Lever 1: 66% of subjects have a negative total margin, of which 67% have an EFTSL of less than 10, warranting further investigation

Overview of Subject Performance Based on EFTSL and Total Margin
(\$m for Margin, # for EFTSL, 2023)

GIPA s.3.5

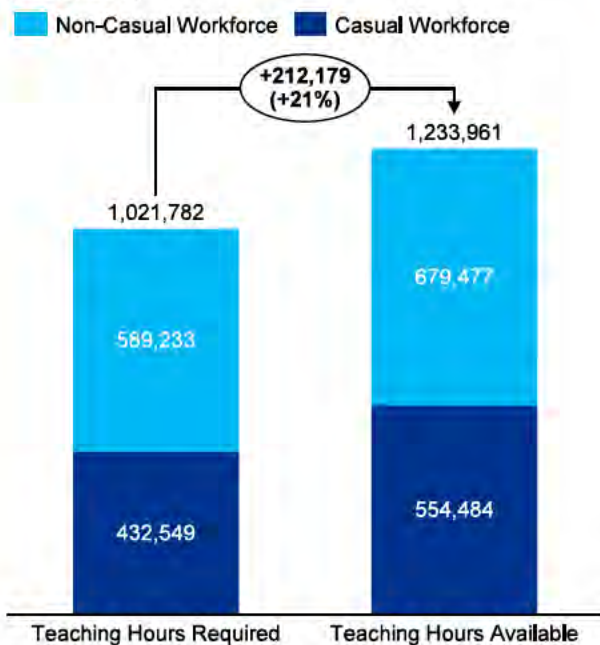


Source: ACV Subject Revenue and Expenses (2022 & 2023) 1

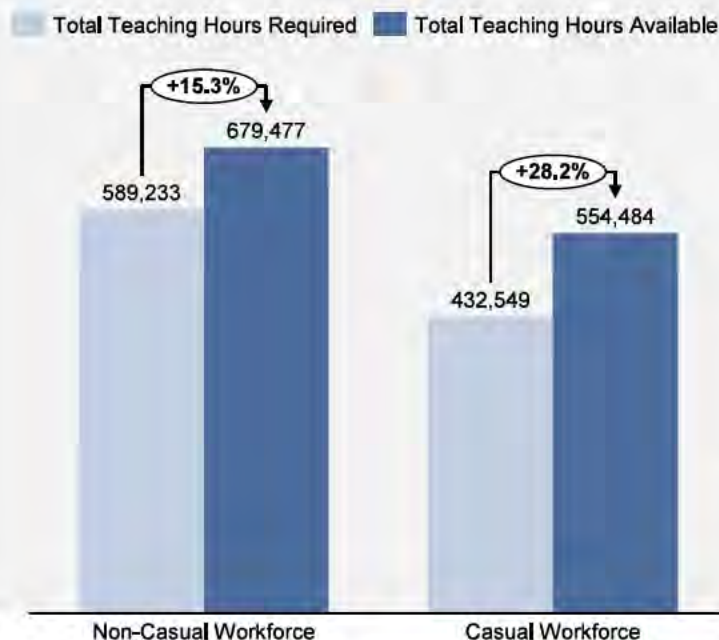
For discussion only – no decisions made

Strategic Lever 1: UTS has 212,179 teaching hours more than required (incl. casuals), which is equivalent to an excess of ~131.8 FTE

Total Academic Teaching Hours Required and Teaching Hours Available Broken Down by Casual vs. Non-Casual Workforce
(Hours, 2023)



Breakdown of Total Academic Teaching Hours Required and Teaching Hours Available by Non-Casuals and Casuals
(Hours, 2023)



UTS may consider rebalancing the use of its non-casual and casual workforce to support the teaching capacity required given that both workforce cohorts have teaching hours available exceeding teaching hours required

Potential Benefit from Reducing Excess Teaching Hours: \$8.7m - \$17.4m

For discussion only – no decisions made

Strategic Lever 2: Prioritising research areas of scale and focus could realise between ~\$11.5m - \$15.3m per annum

Overview

The research activity and performance of the University has been reviewed to identify at a high level 'under-productive' researchers and strategically misaligned Centres and Institutes. Observations from this analysis includes:

- UTS has a diverse research portfolio which exceeds global excellence benchmarks and the university's ERI has increased by ~27% over 2019 – 2023.
- Relative to its peers (ATN Universities, NSW Universities and selected others), it appears that UTS has lower research productivity, with a higher percentage of research staff.
- There are 167 active Level D and E researchers in UTS that are in the bottom 25th quartile of research income and/or publications generated and 58 inactive Level D and E researchers that have generated zero income and/or zero publications.
- From a HDR supervision perspective, 135 Level D and E supervisors are in the bottom 25th quartile.

Note: Active researchers are defined as researchers that have been published or worked on an externally funded project in the past five years and inactive researchers are defined as researchers that have generated zero income and / or zero publications across multiple years.

Detailed Design / Implementation Considerations

- A detailed assessment of the researchers and their productivity should be undertaken. The future assessment should consider (i) the different expectations by Level and by Faculty based on Academic guidelines (ii) the scope of researchers that should be included (other than Level D's and E's), (iii) the line in the sand for review (i.e., should the review be based on Faculty expectations or the bottom 25th quartile), (iv) nuances that may need to be included when assessing different Faculties (e.g., Projects by DAB researchers would not be captured in the publication data used for this diagnostic) and (v) alignment to UTS' strategic direction.
- The design of the researcher profile at the university should be done in parallel with any changes to academic structures and course / subject portfolio as this will inform the professional service delivery model.

Action Required

The University can review its 'under-productive' researchers and identify ways to improve research productivity across its academic profile and review its list of institutes and centres to determine strategic alignment. The benefits of these would be:

- to focus and invest in researchers that are meeting or exceeding expectations;
- to improve the productivity of the researcher cohort in the university; and
- to enable greater alignment of resources to research areas of focus.

Benefit calculation:

- Review of 'under-productive' researchers: assumed only the bottom 25th quartile and inactive Level D and E researchers are in scope. Potential benefit: \$11.5m - \$15.3m

Key Benefits

Increased focus and investment in research areas of focus and improvement in productivity of researchers in the university.

Key Risks

Implementation

- The University's capability and capacity to execute the change
- Change resistance from the UTS community
- Disruption to BAU and student experience
- Industrial action

Ongoing

- Loss of key talent from the academic community from both a teaching and research perspective
- Potential impact to UTS rankings depending on changes to academic profile



Scale of the opportunity (p.a.)

\$11.5m - \$15.3m

Aggregated investment required across academic workstream

\$6m - \$8m (one off)

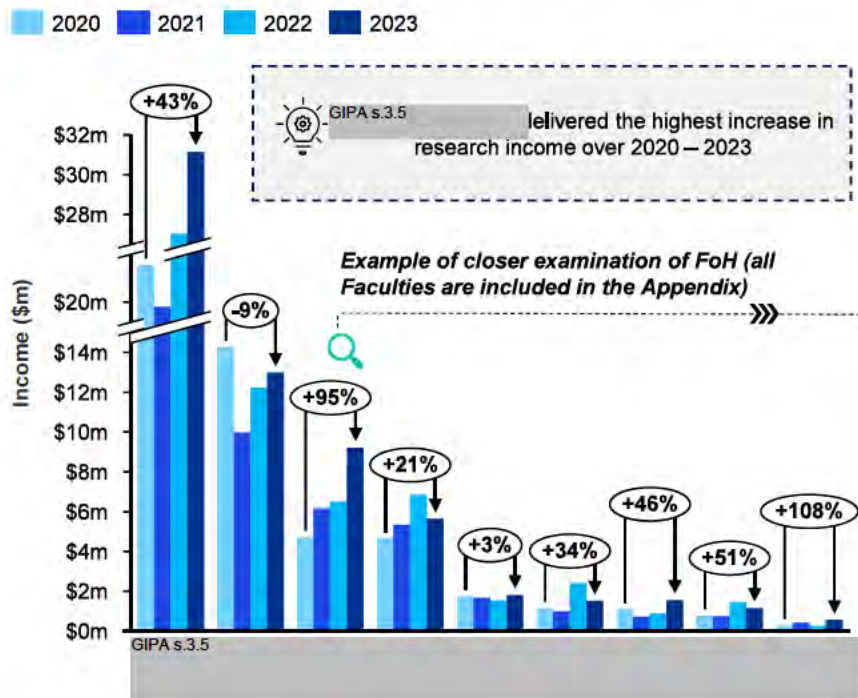
Execution Risk Rating

High

For discussion only – no decisions made

Strategic Lever 2: Most of UTS' Faculties experienced an increase in research income over 2020 - 2023; a closer examination of contributions by Faculty and by academic level indicates the quanta of 'under-productive' Level D and E researchers

Trend in Research Income per Faculty excl. Fixed Term and Contractors (\$m, 2020-2023)



GIPA s.3.5



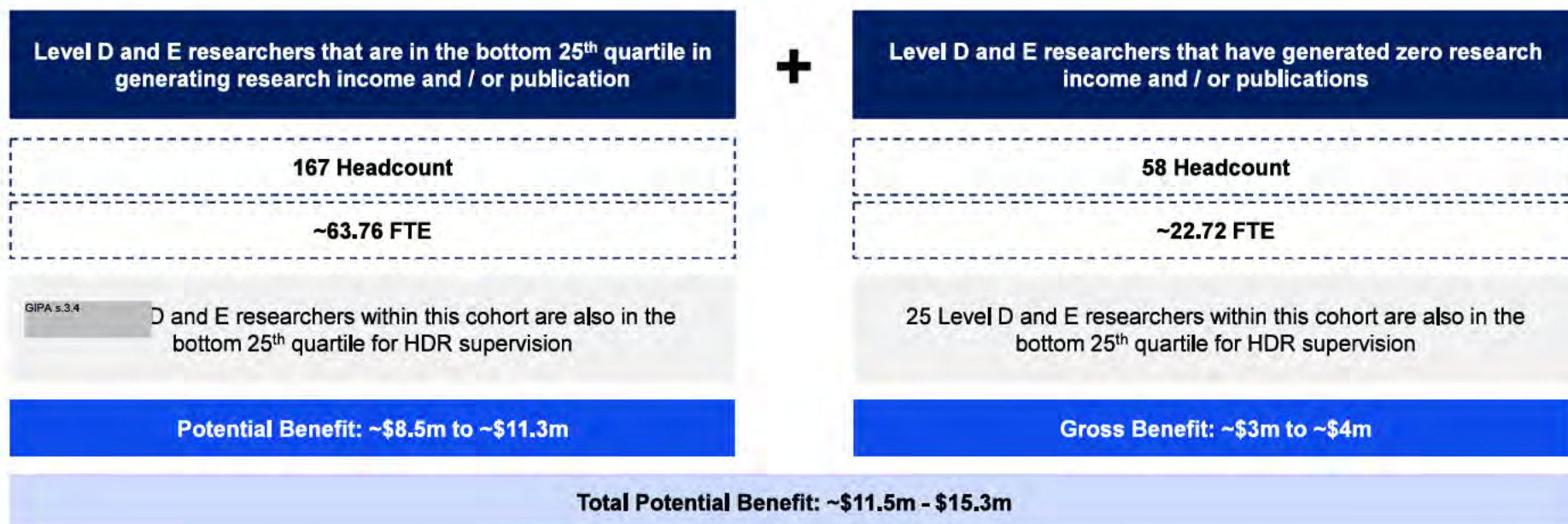
There are 19 Level D's and E's that have generated income less than or equal to the bottom 25th quartile across 2021 – 2023. 36% of Level D's and 34% of Level E's are in the bottom 25th quartile. The average income generated by Level B and C's that are not in the bottom 25th quartile outperforms 80% of Level D's and 59% of Level E's



There are GIPA s.3.4 (total Level D researchers) and GIPA s.3.4 (total Level E researchers) that have less than or equal to the bottom 25th quartile of publications across 2021 – 2023. In the same period, there are 52 researchers across Level A to C that produced more publications than the bottom 25th quartile of Level D and E (~14% of total researchers)

For discussion only – no decisions made

Strategic Lever 2: There are 225 (~86.48 FTE for research) headcount of Level D and E researchers in UTS that are 'under-productive' across 2021 - 2023



There is an opportunity to review this cohort of Level D and E research staff to understand the reason for 'under-productivity'

For discussion only – no decisions made

Strategic Lever 2: There are also ~443.22 FTE (~\$84m in total workforce costs) in UTS' operationally funded Research Centres that can be explored further to determine strategic alignment

Faculty / Portfolios	Centres	Professional FTE	Academic FTE	Total FTE	Total Workforce Costs
FEIT	Australian Artificial Intelligence Institute	0,5	10	10,5	GIPA s.3.4 and s.3.5
	Robotics Institute	4	0	4	
	The Data Science Institute	3	24	27	
	Centre for Quantum Software and Information	0	3	3	
FoH	INSIGHT: Transforming Health and Well-being	6	4	10	
	Australian Stuttering Research Centre	5	3,7	8,7	
	Centre for Health Economics Research and Evaluation	1	27,14	28,14	
	WHO Collaborating Centre	3,2	5,4	8,6	
	Centre for Improving Palliative, Aged and Chronic Care through Clinical Research and Translation (IMPACCT)	6,6	7,8	14,4	
LAW	Australasian Legal Information Institute	2	1	3	
	Centre for Media Transition	2	2	4	
	Anti-Slavery Australia	5,4	1,8	7,2	
SCI	Australian Institute for Microbiology and Infection	7,6	27,2	34,8	
	Centre for Inflammation	2	10	12	
	Climate Change Cluster	9,86	19,5	29,36	
	The Kidman Centre	3,43	1	4,43	
BUS	Centre for Climate Risk and Resilience	0	3	3	
Provost & SVP	Jumbunna Institute for Indigenous Education and Research	12,8	32,41	45,21	
	Centre for Social Justice and Inclusion	52,83	1,55	54,38	
Central Faculties	Human Technology Institute	13,8	3	16,8	
DVC & VC	Australia-China Relations Institute	4	4	8	
	Institute for Public Policy and Governance	11,6	2	13,6	
	Institute for Sustainable Futures	45,8	47,3	93,1	

KPMG Drafting Note: Research income data is being sought and will be included w.c. 14th October as per DVCR request



Centres across UTS vary in size, with the largest Centre being ISF with 93,1 FTE, resulting in workforce costs of GIPA s.3.4. Conversely, the smallest Centre only has 3 FTE, resulting in workforce costs of GIPA s.3.4 and s.3.5. While larger Centres are often focused on finding efficiencies, the analysis shows that smaller Centres also warrant exploration as it is critical to understand both the size and shape of the Centre

Commentary

- Of all the Centres listed, the Institute for Sustainable Futures (ISF) has the most FTE (93.1) and highest corresponding workforce cost of approximately GIPA s.3.4 and s.3.5. The Centre has a relatively even split of academic and professional staff. There is a total of 53 academic headcount in this Centre, with the most staff at Level B (17 headcount), followed by Level D (16 headcount) and Level C (14 headcount)
- While the relative size of the Australia-China Relations Institute is small, majority of the roles are senior positions. Out of the four academics, GIPA s.3.4 and out of the four professional GIPA s.3.4
- The Australasian Legal Information Institute is the smallest Centre with only 3 total FTE; however, all its staff members are senior with GIPA s.3.4. Given the two professional roles have a non-specific position title – Project Officer and Systems Administrator, there may be an opportunity to evaluate if the same responsibilities can be achieved by staff at a lower HEW level
- The Centre for Social Justice and Inclusion is the second largest Centre based on total FTE (54,38),
 - Out of the 54,38 FTE, only 1,55 FTE is attributed to academics, evenly split between Level B and Level E
 - Professional staff account for 52,83 FTE and of this 52,83, ~27% of staff are Level 8's and 9's, ~29% are Level 7's. Based on the number of FTE to each level, the shape of the Centre is an inverted pyramid. This warrants further analysis to understand the roles that are required and the most appropriate shape for the Centre



Refers to Centres that are not research focussed (e.g., may be an entity that is an engagement focused)

For discussion only – no decisions made

Strategic Lever 4: Changes to academic structures through the consolidation of Faculties and Schools could realise between \$2.5m – 4.0m per annum

Overview

The seven-Faculty model of the University has been reviewed for consistency and focus. Observations from this analysis include:

- Inconsistent (EFTSL, number of courses and FTE) size of the different faculties.
- Variability in the level of professional support (Academic:Professional ratio) each Faculty receives.
- This variability covers both specialist teaching/research support (as you would expect in FEIT, Science and Health) but also in areas of general administration (which should be more uniform).
- Lower levels of teaching only academic roles in areas (e.g. business) than expected or in comparison to some university peers.
- A greater number of Faculties (7) compared to many of UTS' peers – many ATN universities have 3/4.
- Unclear accountabilities for services between Faculties, Schools, corporate services and academic support services.
- Inconsistent Faculty architecture – e.g. size and reporting lines for research centres, research institutes.

Detailed Design / Implementation Considerations

- A detailed design of the potential consolidation combinations of Faculties, Schools and Departments with the associated trade-offs and benefits for all options should be undertaken. The future design should be underpinned by clear academic guiding principles, be aligned to the refreshed UTS strategy and enable economies of scale.
- Supporting analysis should assess the growth in market demand for future courses / subjects, the future research focus as well as expected future academic staff (and workload) profile in light of changes to course/subject portfolios.
- The future design of the academic structures should be designed in parallel to the refreshed future course/subject portfolio and research focus and inform the professional service delivery model.

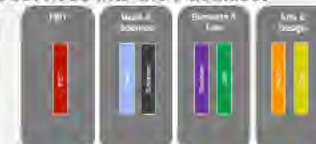
Action Required

The University can consolidate Faculty structures (and potentially schools) – both a four Faculty and three Faculty option have been presented. The benefits of these consolidated structures would be:

- to reduce the size and cost of Faculty level management (and potentially school level); and
- create greater scale (EFTSL, courses, FTE) to enable a change in the service delivery model for both corporate services and academic support services into the Faculties.

Benefit calculation:

- Assume Faculty office cost \$800k-900k (x3 or x4) and school office cost \$300k-\$400k x3 or x4)
- Assume only 75% of potential benefit realised:
\$2.5m-\$3.0m for a four Faculty model or \$3.0-\$4.0m for a three Faculty model



Key Benefits

Reduction in the number of Faculty and school management staff (FTE reduction). This would also be a key enabler of the improvements in the delivery of service delivery model benefits to be realised through the professional services workstream.

Key Risks

Implementation

- The University's capability and capacity to execute the change
- Change resistance from the academic community and professional workforce
- Industrial action
- Impacts to the student experience

Ongoing

- Loss of key talent from the academic community
- UTS' positioning in the market for specific disciplines that have been consolidated and therefore less visible
- Impact on UTS teaching outcomes and research performance



Scale of the opportunity (p.a.)

\$2.5m-\$4.0m

Estimated investment required

\$1.0m-1.5m (one off)

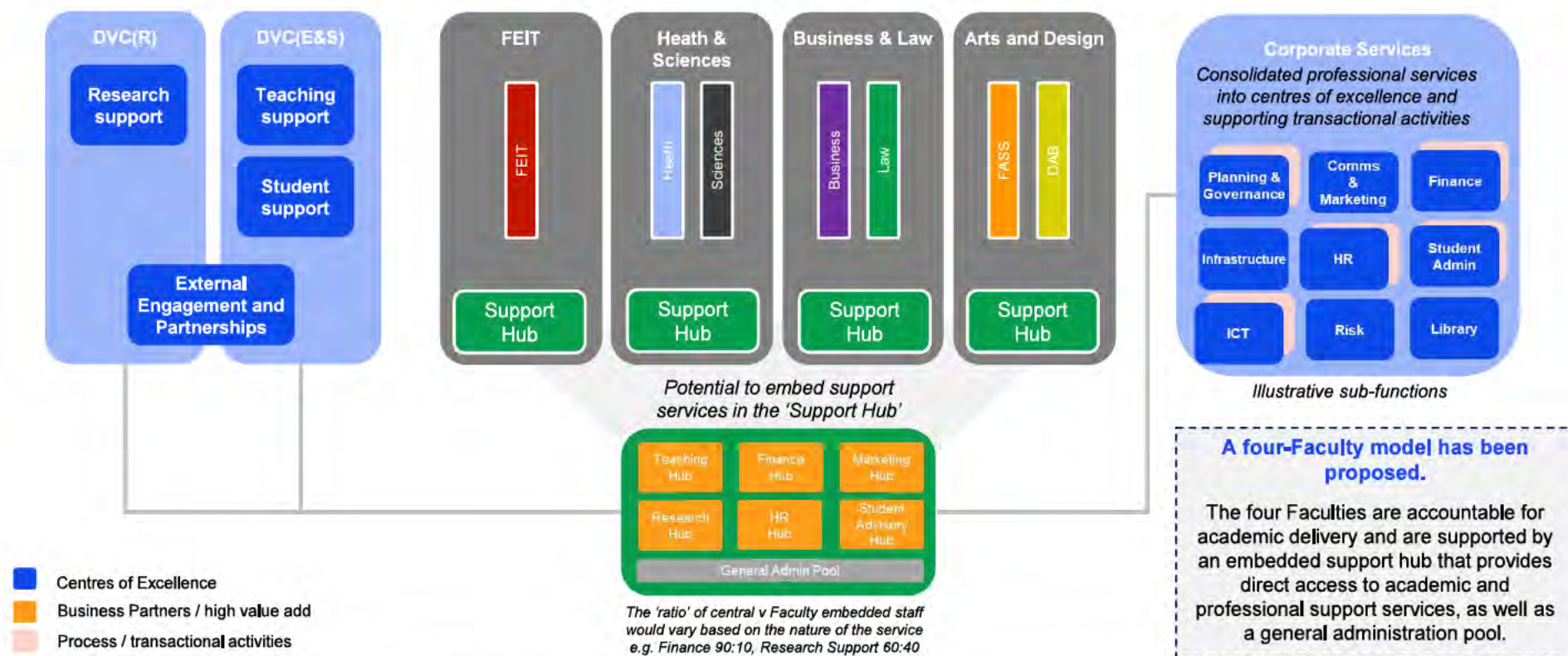
Execution Risk Rating

High

For discussion only – no decisions made

Strategic Lever 4: The future academic model should form part of an integrated service delivery model

Potential future conceptual integrated service delivery model



For discussion only – no decisions made

Strategic Lever 4: Redefining the roles and accountabilities for the core elements is a critical part of a new service delivery model



Serves as the **central hub for managing high-level governance**, strategic planning, and coordination of university activities.

- Formulate policies to ensure consistency and **compliance with legal and regulatory requirements**.
- Monitor and **ensure the quality and effectiveness** of the university's services and operations.



Faculties

- Own the **academic delivery** for the University.
- Critical input into the services required from the rest of the University to deliver on the academic endeavour.



Academic Support Services

- Accountable for the **academic support services** for the University (e.g. research / teaching support.)

- Support the Faculties with quality, assurance and enabling academic services to support the Faculty lead academic delivery.

Faculties

Strategy & Governance

Academic Support Services

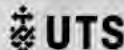
Corporate Services

Corporate Services

- Oversees the **operational** aspects of the institution to ensure the effective and efficient use of resources, compliance and an **enabler of the academic delivery**.
- Ensure alignment with strategic goals.

For discussion only – no decisions made

Strategic Lever 5: There are potentially \$33m - \$49.6m of savings through changes to the Professional Services footprint

Overview		Action Required									
To optimise the professional services footprint and achieve cost savings while improving the service mindset within the University, the following opportunities have been identified: • The professional services workforce appears large compared to benchmarks and is growing rapidly, with an opportunity to also align growth with EFTSL rates. • HR is under-resourced, whereas Finance, IT, Marketing, and International Services appear overstaffed • Professional services appear overweight in senior roles, with a span of control significantly below industry standards. Streamlining senior roles and improving manager control can enhance efficiency. • The current service delivery model to Faculties and divisions is unclear, leading to duplication of efforts. Developing a clear and efficient service delivery model is crucial to reduce impact of any FTE reduction and improve service quality. • Shifting from a task-oriented to a service-oriented mindset is necessary. This involves fostering a culture that prioritises service delivery and student/staff satisfaction over merely completing tasks.		The University can enhance the efficiency and effectiveness of the professional services workforce. The benefits of this would include: • Reduced duplication and decentralisation across the University; • A clear service delivery model, fostering a service-oriented mindset across professional services; and • Streamlined senior roles and enhanced spans of control. Benefit calculation: • Align size of Professional Service FTE with benchmark and EFTSL growth – (low \$18.8m – high \$28.2m) • Reduction in significant administrative type roles with unstructured service delivery model – (low \$3.3m – high \$5m) • Reshape overweight senior roles and adjust spans of control - (low \$10.9m – high \$16.4m) More information is provided within the Strategic Lever 5 contained within the Appendix (page 80)									
Detailed Design / Implementation Considerations • Define principles and agree overarching service delivery model • Clarification of service catalogue and accountabilities • Agreements of service level and expectations including governance		Key Benefits Increased operational effectiveness, FTE reduction and reduced third party spend. <table><tr><th colspan="2">Key Risks</th></tr><tr><th>Implementation</th><th>Ongoing</th></tr><tr><td> • University's capability and capacity to design and execute the change • Industrial action </td><td> • Staff workload • Impact on student & staff experience • Loss of key talent across Professional Services </td></tr></table>				Key Risks		Implementation	Ongoing	• University's capability and capacity to design and execute the change • Industrial action	• Staff workload • Impact on student & staff experience • Loss of key talent across Professional Services
Key Risks											
Implementation	Ongoing										
• University's capability and capacity to design and execute the change • Industrial action	• Staff workload • Impact on student & staff experience • Loss of key talent across Professional Services										
	Scale of the opportunity (p.a.)	\$33m – 49.6m	Estimated investment required	\$10m - \$15m (one off)	Execution Risk Rating	High					

For discussion only – no decisions made

Strategic Lever 5: There are additional quick win opportunities of \$20.5m across vacant positions, casuals and fixed term employees

Overview

Fixed-term contracts are comparable with the sector, but casual staffing is significantly higher than benchmarks from ATN universities. Reducing reliance on casual staff can lead to cost savings.

For both fixed term and casual staff, careful review is needed to ensure essential vacancies are not impacted, i.e. differentiation between core/critical roles ongoing and genuine opportunities for benefit is required.

Quick Wins:

- Addressing casual, fixed-term contracts and vacancies can provide immediate cost savings.

Detailed Design / Implementation Considerations

- Define principles and agree overarching service delivery model
- Clarification of service catalogue and accountabilities
- Agreements of service level and expectations including governance
- Reducing reliance on casual and fixed term staff

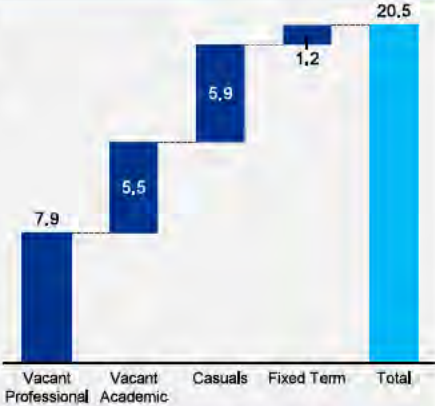
Action Required

The University can enhance the efficiency and effectiveness of the professional services workforce. The benefits of this would be (which can be seen on the graph on the right):

- Reduced reliance on casual and fixed term staff; and
- Remove vacant positions.

Benefit calculation:

- Do not hire vacant positions (across Professional Service staff & Academics staff - \$13.4m;
- 10% reduction in Professional Services casual workforce reduction - \$5.9m;
- 10% reduction in Professional Services fixed term contracts - \$1.2m.



Key Benefits

Increased operational effectiveness and FTE reduction.

Key Risks

Implementation

Ongoing

- | | |
|---|---|
| <ul style="list-style-type: none">• University's capability and capacity to design and execute the change• Industrial action | <ul style="list-style-type: none">• Staff workload• Impact on student & staff experience• Loss of key talent across Professional Services |
|---|---|



Scale of the opportunity (p.a.)

\$20.5m

Estimated investment required

[See prev. page.](#)

Execution Risk Rating

Med

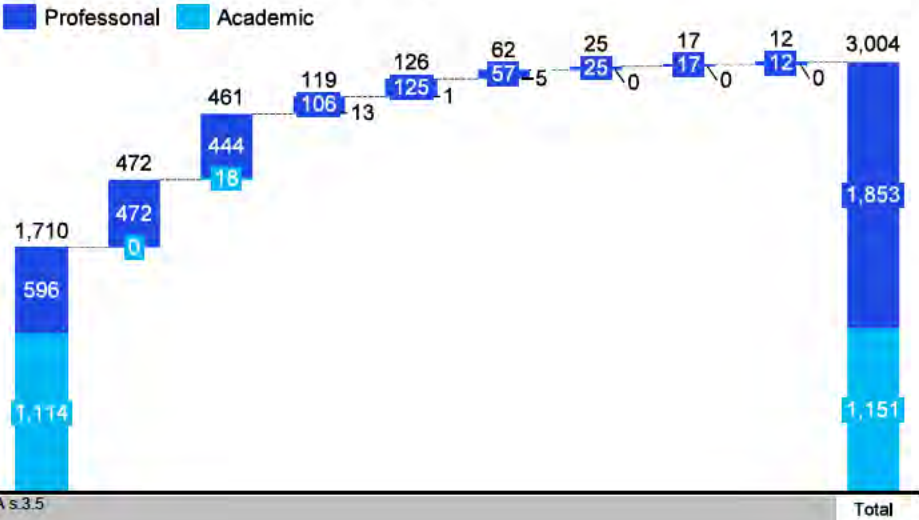
For discussion only – no decisions made

Strategic Lever 5: Professional Services make up 62% of continuing and fixed term FTE at UTS, positioning it as the second highest Professional Services FTE among [redacted] in terms of institutional overheads

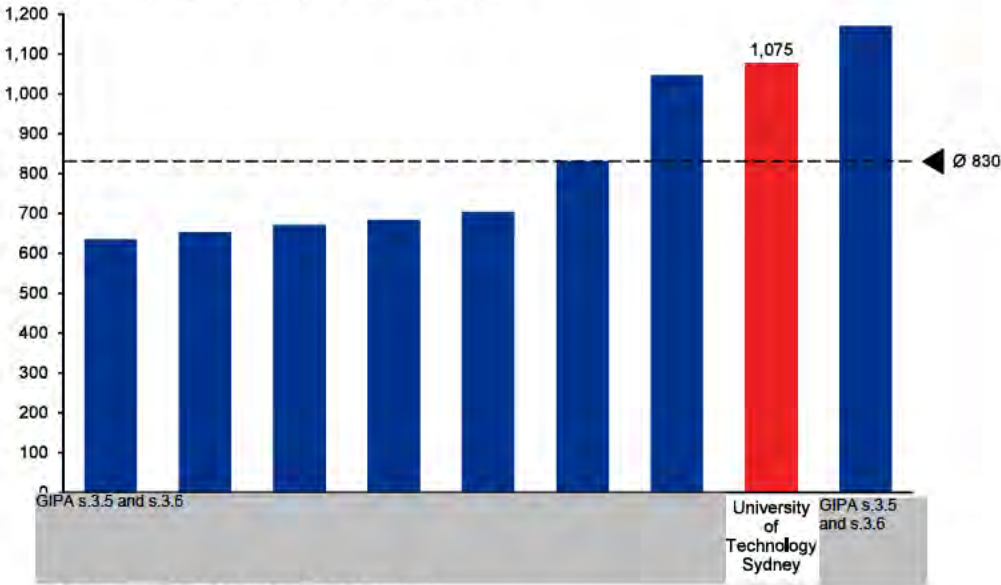
GIPA s.3.5

The professional services FTE footprint in institutional overhead roles is ~ 245 FTE above [redacted]

Graph 1: FTE Breakdown of Academic & Professional Services by Portfolio
(Professional and Academic FTE, Portfolios)



Graph 2: Professional Services FTE by Institution Overhead Organisation Unit
(Professional Service FTE, Australian universities)



Reduction of 245 Professional Services FTE

Potential investment required year 1 (redundancy costs)*	\$(20,983,270)	Year 2 benefit savings - average salary (including on costs)*	\$37,624,895
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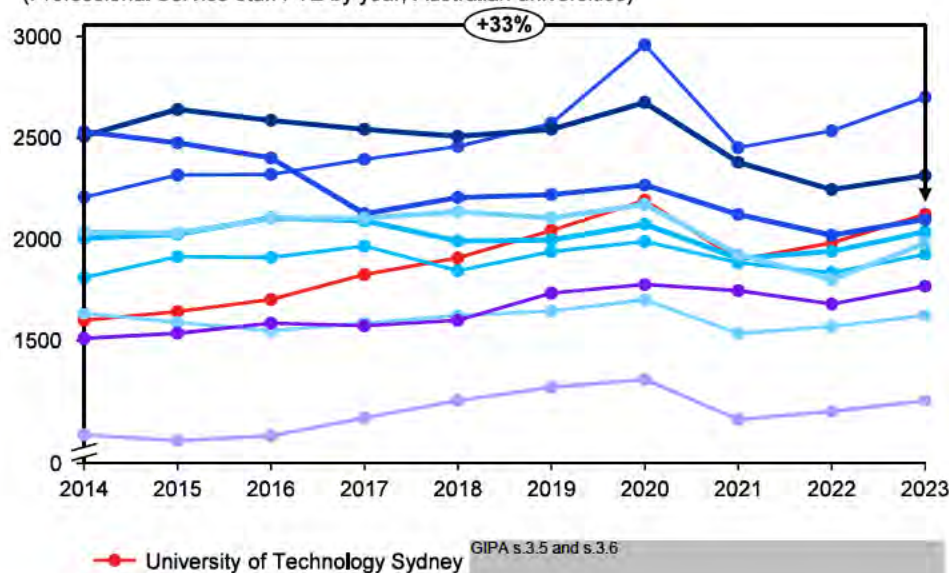
Source: Autumn forecast, Establishment data Aug 24, Staff 360 PowerBI

Source: Higher Education Statistics 2022, UTS YTD actual average salary

For discussion only – no decisions made

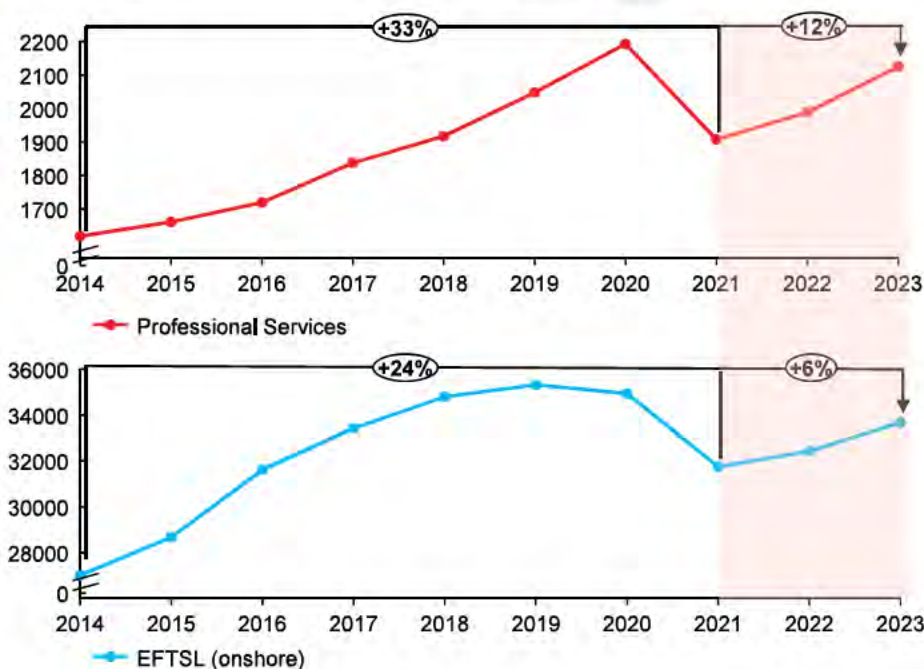
Strategic Lever 5: Over the last 10 years, UTS Professional Services FTE has grown faster than GIPA s.3.5 and grown at twice the rate of EFTSL growth since 2021

Professional Service FTE Growth
(Professional Service staff FTE by year, Australian universities)



UTS Professional Service FTE v EFTSL 10 Year Growth
(Professional Service staff FTE by year, EFTSL by year)

If Professional Services were to have grown at the same rate as EFTSL from 2021 (6%), total Professional Services FTE would be 2010. Using average salary costs (\$153,571), this would represent a potential saving of \$17m.

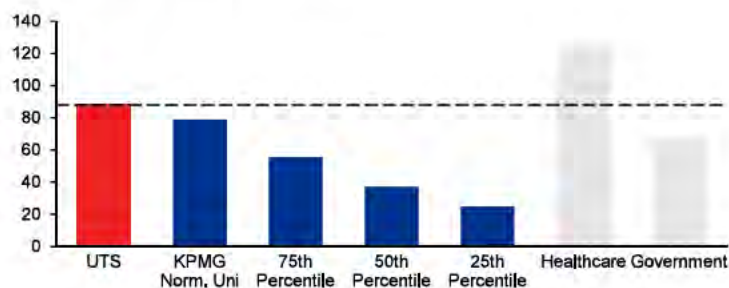


For discussion only – no decisions made

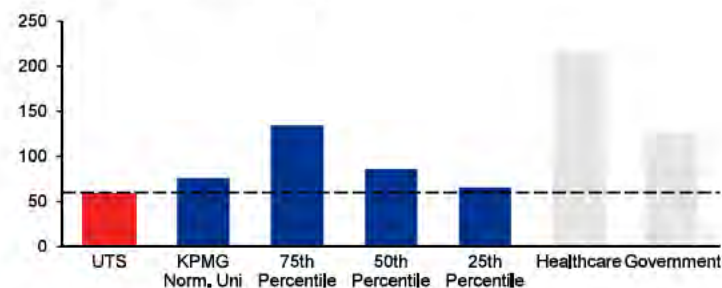
Strategic Lever 5: It appears that the number of centralised Finance, Marketing and IT roles are above benchmarks; HR is below

The number of HR roles at UTS ranks in the 25th percentile of organisations of similar size.

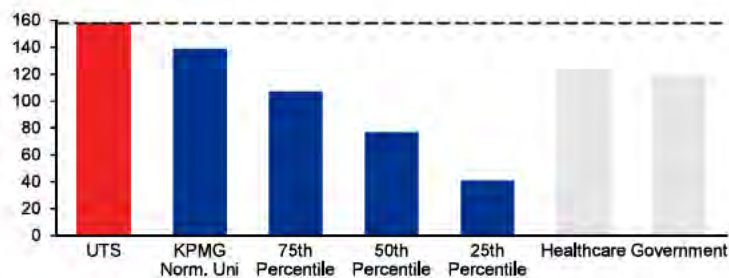
FTE Finance Benchmarking
(FTE, KPMG benchmark data)



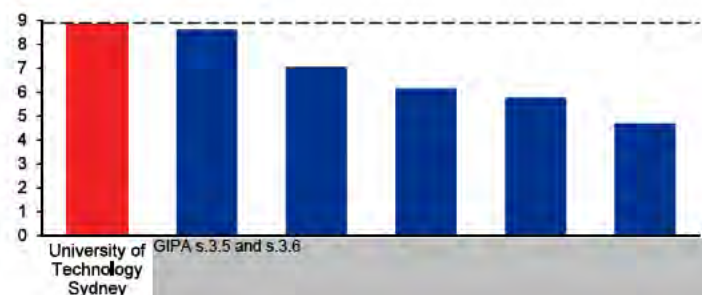
FTE HR Benchmarking
(FTE, KPMG benchmark data)



FTE Marketing Benchmarking
(FTE, KPMG benchmark data)



IT Investment as a % of Revenue Benchmarking
(CAUDIT Reporting, 2024)



For discussion only – no decisions made

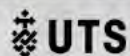
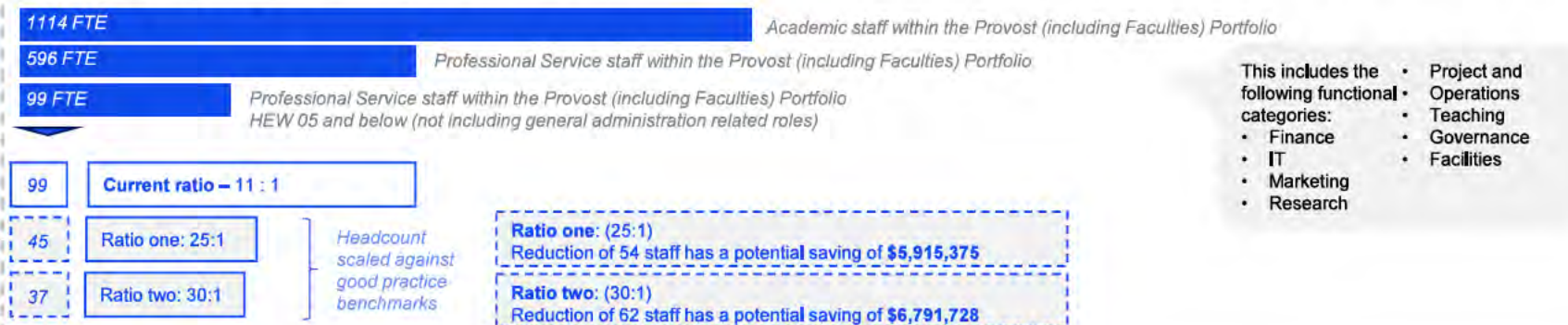
Strategic Lever 5: Currently, 42% of the Professional Services workforce operates in a decentralised manner. There is an opportunity to align administrative roles (HEW05 & below), with good practise benchmarks

1) Centralised and Decentralised functional roles by FTE split across UTS

	Finance	IT	Marketing	People Unit	Research	Proj. & ops	Teaching	Governance	Facilities	Average
Centralised	87%	83%	34%	92%	36%	13%	68%	55%	38%	58%
Decentralised	13%	17%	66%	8%	64%	87%	32%	45%	62%	42%
Functional FTE	90	322	296	60	195	208	355	55	100	-

Source: Staff 360 PowerBI 13/09/24, Establishment Data, and Autumn forecast

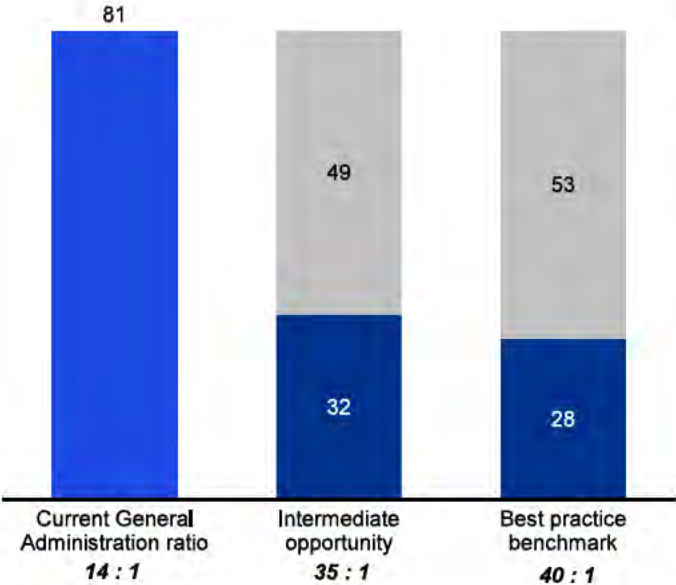
2) There is an opportunity to reduce your de-centralised functional roles HEW05 and below, which sit within the Provost (including Faculties) Portfolio that support your Academic staff (continuing and fixed term staff)



For discussion only – no decisions made

Strategic Lever 5: There is also an opportunity to align UTS’ General Administration staff within the Provost (including Faculties) Portfolio to good practice benchmarks

A reduction in the General Administration ratio amongst the Provost (including Faculties) Portfolio provides an opportunity to remove 49 FTE or 53 FTE based upon the UTS appetite, unlocking a potential opportunity of ~\$6,681,392.



The number of FTE which could provide opportunity to align closer to the best practice benchmark. This would equate to ~\$6,681,392 reduction in FTE expenditure.

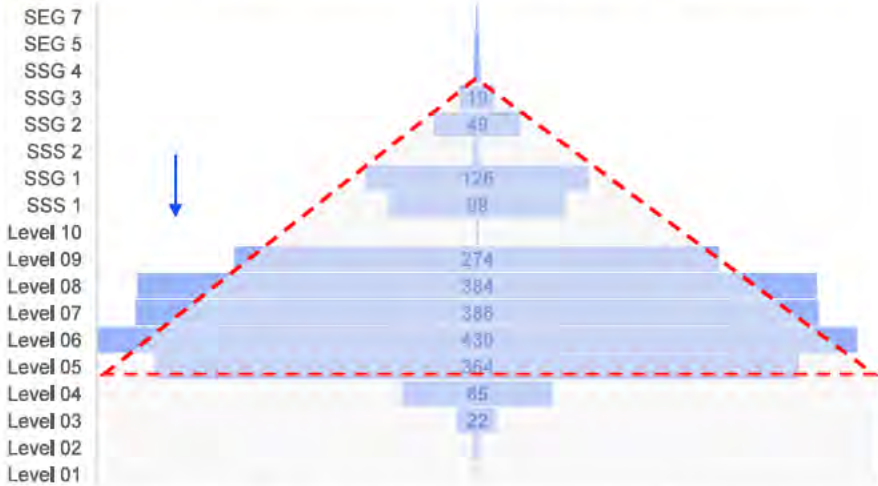
Academic staff to General Administration staff ratio in Provost (including Faculties) portfolio	FTE reduction opportunity identified	Gross opportunity value
Current ratio	14 : 1	-
Intermediate opportunity	35 : 1	49
Good practice benchmark	40 : 1	53



For discussion only – no decisions made

Strategic Lever 5: Across all Portfolios, there is a large representation of senior professional services roles with minimal direct reports, where more than 70% have seven or more layers from the Vice Chancellor

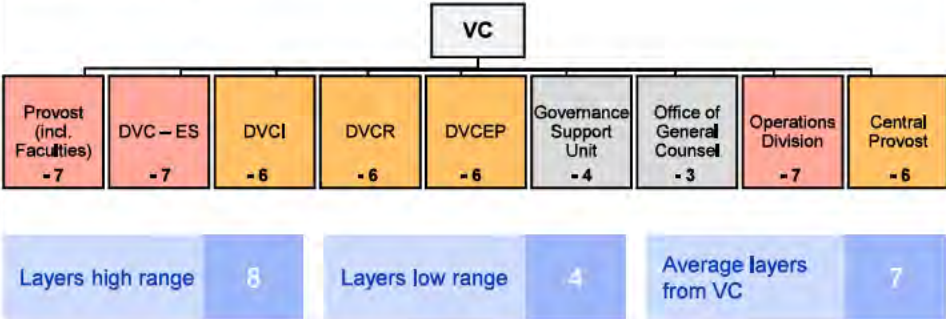
Distribution of Professional Services HEW & Senior classifications



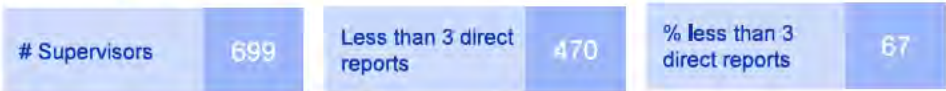
Potential to **reshape** the professional services workforce to address the overrepresentation of HEW 06 – 09 & senior levels and align to industry best practice ie. A pyramid like structure.

Potential opportunity of \$43.7m across SSG1 & HEW 06 – 09

Summary of Layers



Summary of Spans



There is potential opportunity of \$18.6m – \$37.8m to improve spans of control (SOC) assuming a 25-50% reduction in number of supervisors with 3 or less direct reports (ie. 50% to achieve a target SOC of 1:6)



For discussion only – no decisions made

Strategic Lever 5: The number of fixed-term contracts are consistent with sector standards, but casual workers appear significantly overrepresented. Addressing vacant positions offers a quick win opportunity

Commentary

Vacant positions

- Vacant Professional Services roles estimated at \$7.9m
- Vacant Academic roles estimated at \$5.5m

Fixed term contracts

- \$12.38m fixed term contracts ending before Dec 2024
- Additional \$26.6m over the following 3 years

Inspection only under GIPA2025/04-1R

For both fixed term and casual staff, careful review is needed to ensure essential vacancies are not impacted, i.e. differentiation between core/critical roles ongoing and genuine opportunities for benefit is required.

Inspection only under GIPA2025/04-1R

Vacant Positions by role type (\$m)



Fixed term contracts end year (\$m, 2024 - 2027)



Casual staff by Portfolio (\$)



For discussion only – no decisions made

Strategic Lever 3: Property – Opportunity to address future space shortfalls

Overview

- The UTS Space Management team has identified the importance of optimising campus facilities to realise operational savings on current operating costs of \$141m (2023).
- Four key themes emerged from the analysis:
 - Significant underutilisation:** ~15% actual reported utilisation across 234 teaching spaces;
 - Lack of centralisation / shared ownership:** A culture of 'free occupancy' and resistance to hand back surplus as emerged;
 - Bespoke spaces:** Specialist learning spaces have an actual frequency rate of 10 - 18%; and
 - Inactive space:** 2032 Future Needs analysis identified 8,671m2 of inactive space.
- Furthermore, based on the Future Needs Analysis, the projected changes in building supply, workspace, commercial leasing & student-focused space are:
 - Supply:** Anticipated increase in supply due to development and refurbishment;
 - Workspace:** Creation of multi-purpose areas that can be re-configured;
 - Commercial Leasing:** Expected shift towards more leasing activities, supporting commercial sustainability; and
 - Student Focused Space:** Development of more collaborative and social areas.
- These initiatives aim to enhance financial sustainability by optimising existing resources and reducing unnecessary expenditures, whilst ensuring the campus remains vibrant and functional.

Action Required

Further analysis is required to explore opportunities in:

- Flexible Space Design:** Develop multi-purpose spaces that can be easily reconfigured to meet varying needs, reducing the need for bespoke spaces.
- Aligning to Future Needs Analysis:** Understand opportunities for additional property income across all buildings, including disposal.
- Cost Allocation Models:** Develop and implement a space charging model to incentivise efficient use of space by different departments.

Scale of the opportunity (p.a.)	TBC	Estimated investment required	TBC	Execution Risk Rating	High
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Strategic Lever 6: Further enhance revenue diversification opportunities

Overview

- UTS's Revenue Growth and Optimisation Paper has considered a number of options to improve income streams, including:
 - Improve market share of domestic post graduate award courses, stack large (Master) award courses and combine teacher education degrees;
 - Business to business initiative with large Australian based organisations;
 - Scholarships for high performing Chinese students, increasing partnerships beyond China to Vietnam and Indonesia;
 - Leveraging UTS flagship curriculum internationally with a 10 year BCII licencing arrangement with University of Arizona; and
 - Various price point offerings for life long learning market including international expansion and investment in early business education trends within the tertiary sector.
- Donations & Endowments are tracking marginally below average compared to other Australian universities, providing additional opportunity to further explore.

Action Required

Further analysis is required to understand viability of each of the above options for further revenue growth.

Scale of the opportunity (p.a.)	TBC	Estimated investment required	TBC	Execution Risk Rating	Low
---------------------------------	-----	-------------------------------	-----	-----------------------	-----

For discussion only – no decisions made

Strategic Lever 7: Opportunity to enhance student retention

Overview

- **UTS College** serves as a vital entry pathway for students into UTS, but it is currently experiencing a decline in financial performance. Additionally, new international caps are impacting its operations;
- UTS has a **higher number of roles** dedicated to teaching and **student support services** compared to its peers;
- Student services roles are more **decentralised** compared to benchmarks;
- The current **student experience** at UTS is **below the sector average**;
- Despite the below-average student experience, UTS boasts **high student retention rates**, exceeding the national average; and
- Retention rates are **lowest in master's** courses, indicating a potential area for further exploration.

Given the significance and importance of student experience, there is a warranted opportunity to explore and enhance student retention strategies.

Action Required

Further analysis is required to explore opportunities to:

- Enhance the financial performance and student intake of UTS College
- Streamline and uplift capability in student services
- Improve the overall student experience including conducting detailed analyses to understand the factors contributing to low retention in certain areas

Scale of the opportunity (p.a.)	TBC	Estimated investment required	TBC	Execution Risk Rating	Med
---------------------------------	-----	-------------------------------	-----	-----------------------	-----



Strategic Lever 8: Cost opportunities with strategic projects, working capital management, IT, and procurement

Overview

Strategic Projects:

- The University has the option to delay or stop any number of strategic projects; and
- Portfolio scenario options presented to InvestCo include 10 projects with no net benefit realised over the next two years, warranting further analysis.

Working Capital:

- Analysis of the Universities working capital suggests potential improvement opportunities.

IT:

- UTS's IT Investment was compared to other universities, ranking 6th overall; and
- There is an opportunity for operational expenditure savings through more efficient management of IT platforms, networks, PCs, and IT staff.

Procurement & other goods and services:

- There appears to be a robust benefits realisation approach in place, with potential savings of \$11.8 million between 2023 and 2025 (this is assumed the program of work is in place to deliver this benefit and thus not included in the aggregated benefits of this report); and
- Unaddressed opportunities exist across International Agency Fees, Fees and Subscriptions, OPM, and Travel.

Action Required

- Further analysis should be given to the sequencing and interdependencies between the top 4 strategic projects in particular
- Further diagnostic analysis regarding working capital opportunities to improve performance and realise quantified value
- Technology rationalisation strategy and design of future, optimise IT operating model
- Further review of Procurement Strategy and Benefits Realisation Plan to determine if additional opportunities can be expanded / identified

Scale of the opportunity (p.a.)	\$18m – \$29.2m	Estimated investment required	TBC	Execution Risk Rating	Med
---------------------------------	-----------------	-------------------------------	-----	-----------------------	-----

This is documented in further detail within Strategic Lever 8: Other cost opportunities in the Appendix (page 125)

For discussion only – no decisions made

UTS has multiple levers it can use to realise financial benefits in a sustainable manner – all with different benefit profiles and timescales

Professional services levers and potential savings (%)

Lever	Consolidation and economies of scale	Process standardisation and efficiencies	Digitisation and automation	Changes to service provision	Outsource
Examples	➤ Remap redundant layers ➤ Economies of scale through team consolidation and synergies	➤ Standardise and harmonise policy ➤ Increase productivity through less variation in process	➤ Automate highly manual processes ➤ Introduce automation via software e.g. invoice/ purchasing	➤ Differentiated levels of service for certain services e.g. reporting ➤ Reduction in ad hoc support capacity ➤ Increase in timeframe response e.g. 72hrs from 24hrs	➤ Transition to third party providers e.g. childcare, IT, payroll, cleaning ➤ Lower single unit cost ➤ Benefits scaled by volume
Level of benefit	5-10 % reduction in duplication	10-15% reduction in manual processes	10-20% improve through digitisation	10-25 % through reduced frequency of service	10-30% in cost due to outsourcing

For discussion only – no decisions made



03. Pathway to sustainability

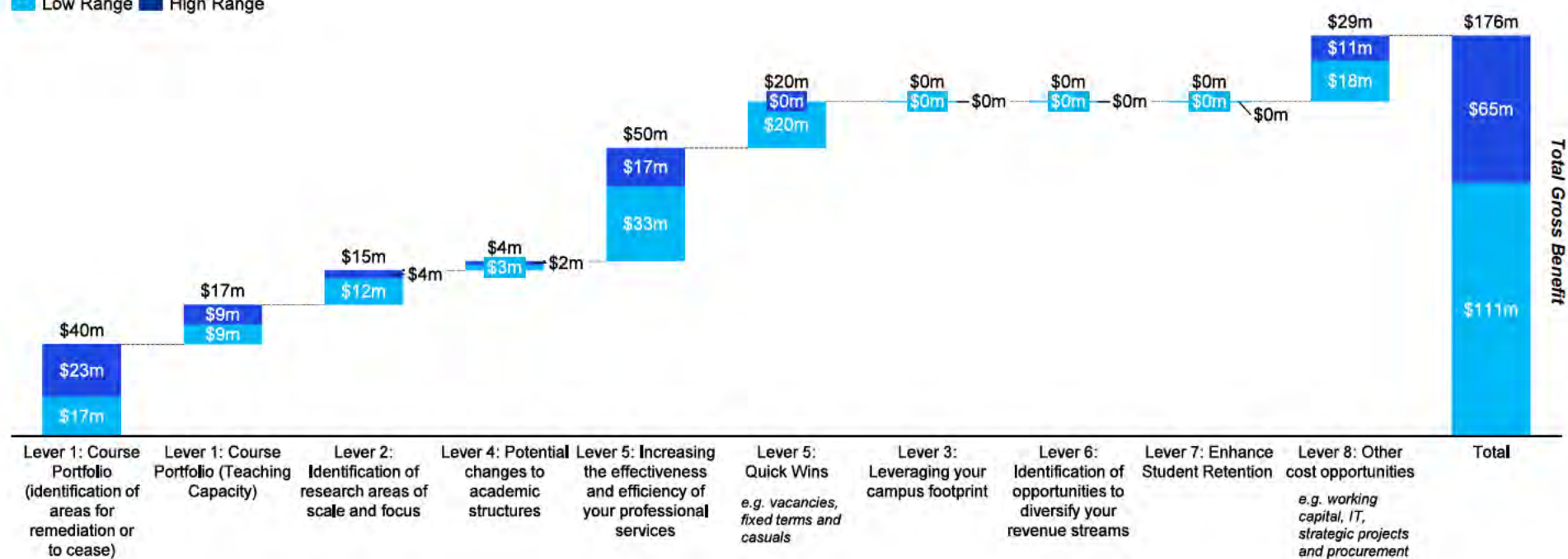
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UTS CRICOS 00099F
UTS CRICOS 00099F

For discussion only – no decisions made

The evaluation of these strategic levers led to identifying potential gross benefits ranging from \$111m to \$176m

Overview of potential benefits that can be extracted from each lever (\$m)

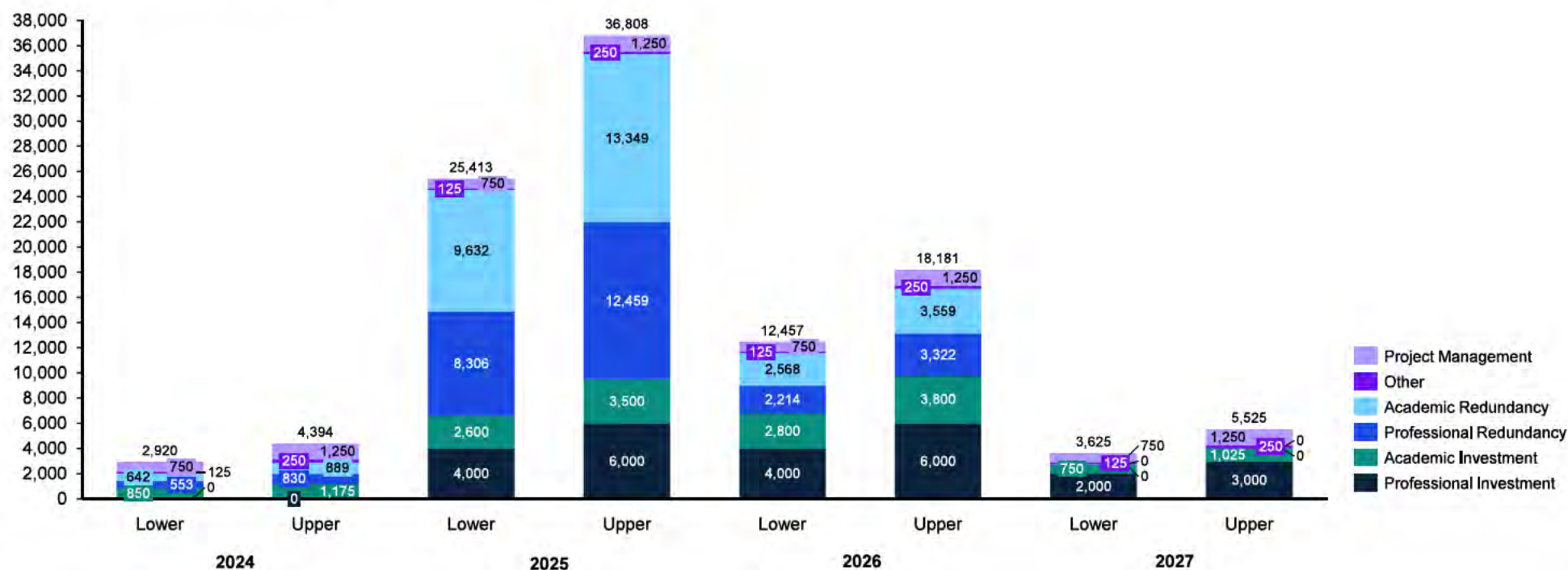
Low Range High Range



For discussion only – no decisions made

Potential implementation costs would be heaviest in 2025 with costs associated with potential reduction in FTE being the largest category

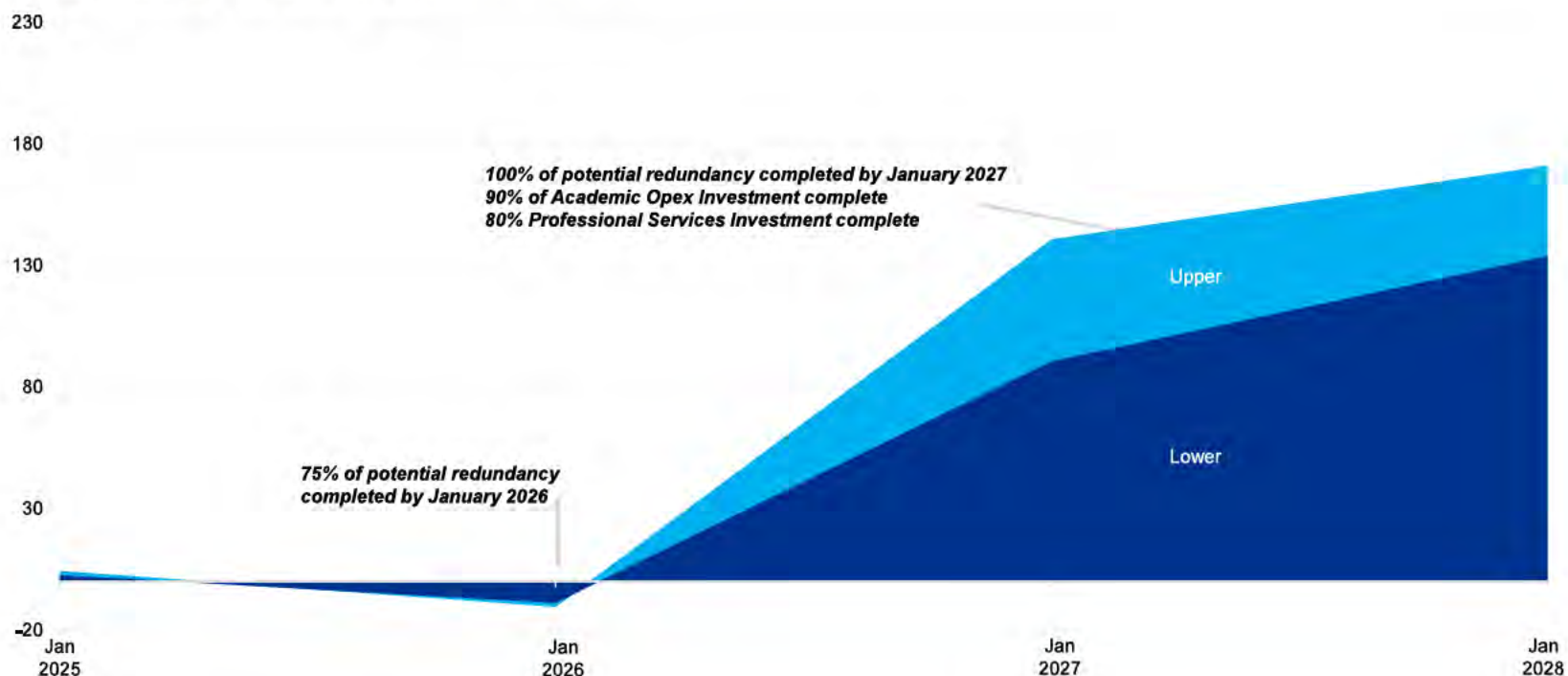
Potential Implementation Costs per year (\$m)
(KPMG Indicative Implementation Plan)



For discussion only – no decisions made

Net benefits will accumulate overtime for all opportunities with the majority of the benefits being realised from 2026 onwards

Net Benefit Profile – Major Benefit Realisation from 2025 (\$m)
(KPMG Indicative Implementation Plan)



For discussion only – no decisions made

Your future architecture needs to be cognisant of the complex interconnection between teaching, research, engagement and professional services to ensure sustainability and benefits realisation

Net Benefit Realisation – Major Cost Plan per Opportunity (\$'000)
(KPMG Indicative Implementation Plan)

	Gross Benefit (annualised benefit)		Redundancy cost (one-off)		Other Investment (one-off)		Net Benefit (\$'000)	
	High	Low	High	Low	High	Low	High	Low
Lever 1: Course Portfolio	40,480	17,340					32,480	11,340
Lever 1: Teaching Capacity	17,440	8,700	6,067	4,045	8,000	6,000	11,373	4,655
Lever 2: Research	15,300	11,500	9,986	7,489			5,314	4,011
Lever 4: Academic Structures	4,000	2,500	1,745	1,309	1,500	1,000	755	191
Lever 5: Professional Services	49,600	33,000	16,612	11,074	15,000	10,000	17,988	11,926
Lever 5: Quick Wins	20,470	20,470					20,470	20,470
Lever 8: Other	29,200	18,000			1,000	500	28,200	17,500
Total net benefit (net of one-off costs)							116,580	70,093
Project Management							5,000	3,000
Total net benefit							111,580	67,093

Assumptions

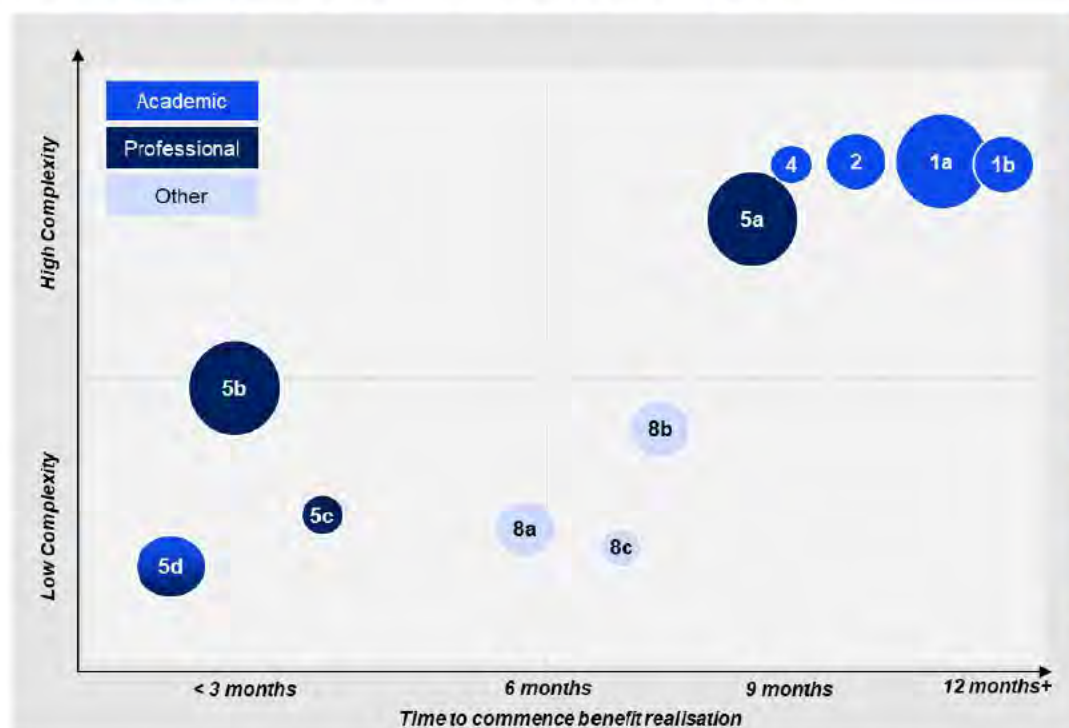
- Average Redundancy Cost (Academic): \$144,340
- Average Redundancy Cost (Professional): \$73,832
- Investment in Course Portfolio captures Teaching Capacity & Research.
- Investment in Professional Services captures quick wins.
- Professional Services Investment includes Process Mapping, Ways of Working Improvements and other similar operational investment
- Project Management includes Third Party Support, costs to be realised in a straight line across a 3-year period.

N.B this net benefit range includes the one-off costs to deliver the benefits. From year two (2026) the net benefit would grow as most of the one-off costs would have already been incurred.

For discussion only – no decisions made

Benefits realisation will require careful assessment and sequencing, reflecting the differentiated effort and complexity of the identified opportunities noting expected benefits will be realised over varying timescales

Effort and Complexity Matrix to realise Benefits from the Identified Opportunities



Strategic Lever

Opportunity Size

Lever 1a: Course Portfolio (Identification of Areas for Remediation or to Cease)	Large
Lever 1b: Course Portfolio (Teaching Capacity)	Medium
Lever 2: Identification of Research Areas of Scale and Focus	Medium
Lever 4: Potential Changes to Academic Structures	Small
Lever 5a: Increasing the Effectiveness and Efficiency of Your Professional Services	Large
Lever 5b: Quick Wins (Fixed Term Contracts)	Large
Lever 5c: Quick Wins (Casuals)	Small
Lever 5d: Quick Wins (Vacancies)	Large
Lever 8a: Other Cost Opportunities (Working Capital)	Medium
Lever 8b: Other Cost Opportunities (IT)	Medium
Lever 8c: Other Cost Opportunities (Procurement)	Small

Potential scale of Benefits

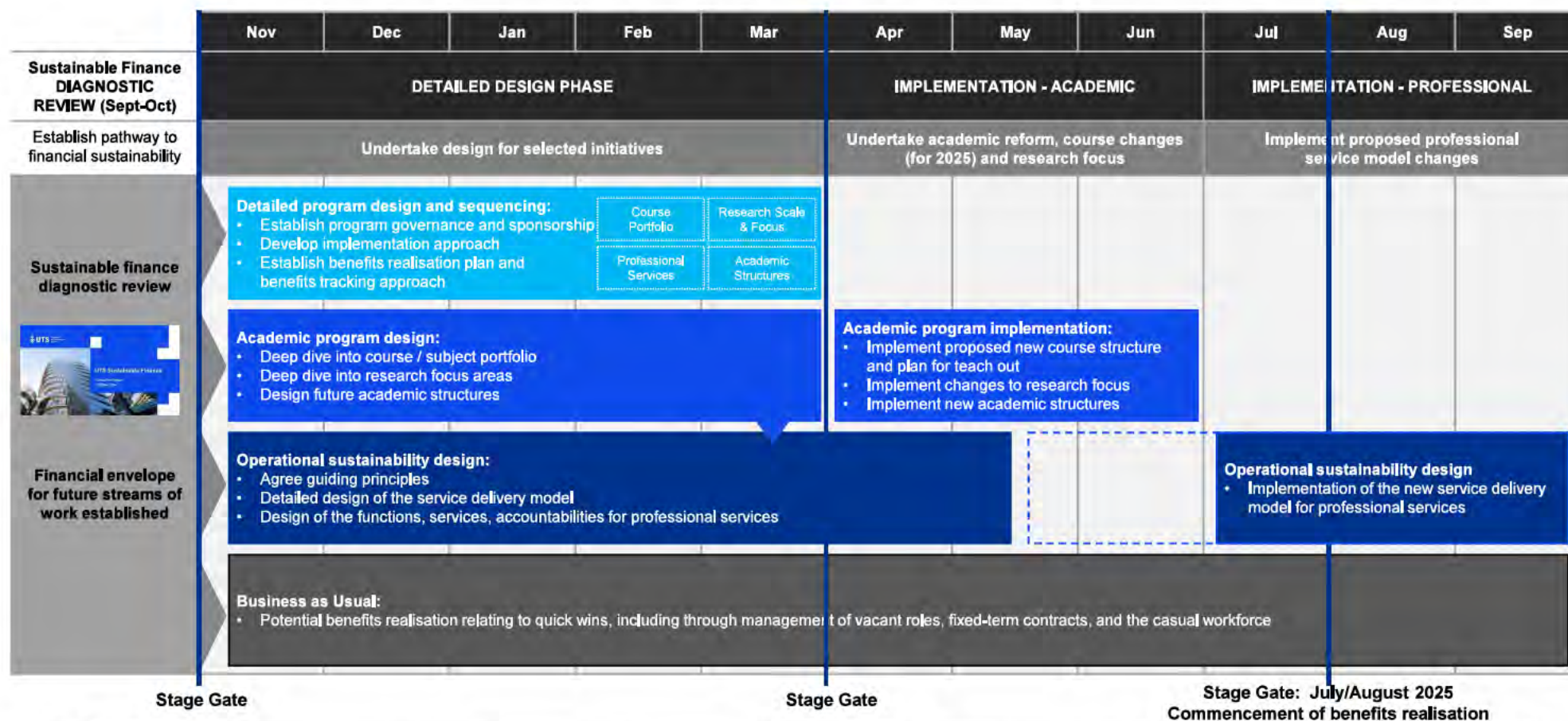
Opp < \$10m

Opp > \$10m
but < \$20m

Opp > \$20m

For discussion only – no decisions made

We have developed a high-level overview of how the detailed design could be sequenced



For discussion only – no decisions made

There are a range of key risks that need to be considered as we look forward to the detailed design phase; the identified critical success factors will help manage these risks and delivery annualised savings for UTS

Key risks in undertaking this transformation at UTS include

Lack of Executive leadership alignment
Lack of HR / Change Management capability and capacity
Low morale which impacts UTS staff ability to continue delivering BAU
Impacts on the UTS student experience, and/or UTS teaching, research and engagement strategic objectives
Workplace relations challenges and potential industrial action
Limited capacity to drive the transformation, incl. through competing organisational priorities
Inability to realise identified annualised benefits

Critical success factor

Description

A clear narrative	• 'Burning ambition' not a burning platform. Being clear why UTS is doing this is critical, including to support delivery of the overarching strategic ambition and facilitate a long-term rebasing of the University. • A successful cultural change process will require active engagement of the organisation, particularly the academic community – lose their trust and the change program will stall
Strength of leadership	• Do not start unless the executive leadership team is aligned and in full support of the challenge ahead, with the appropriate structure in place to support decision-making at pace • Programs like this will, by their nature, at times challenge the decision rights of the institution and reform will fall over if there is not consistent, collective commitment and trust across the executive team
Clarity regarding implementation approach	• Change fatigue is real. UTS should be cognisant of other strategic programs/priorities. Careful sequencing of activities will be important, including through academic input to inform timing considerations • A well-considered 'big bang' is more likely to deliver larger benefits and avoid prolonged change fatigue
Dedicated capabilities	• A program of this scale can not be delivered off the side of a desk, and in some areas will require specialist capability. UTS should ensure it appoints an executive sponsor in a substantive role to lead the change, and seek the expert capability and capacity that is required
Realistic achievable targets	• UTS should have a balanced portfolio of realistic benefits that have the appropriate level of investment • Key sponsors should be identified to provide leadership across work programs, with agreed levels of accountability against targets
Communication	• UTS should not underestimate the level and consistency of communication required in support a program of this nature and broader organisational outcomes

For discussion only – no decisions made

Proposed next steps and recommended actions

- To realise the benefits presented in this Report it is recommended that the agreed portfolio of strategic levers/opportunities are further analysed in a detailed design phase.
- In parallel, it is recommended that implementation planning is undertaken as a priority, including to identify and establish the appropriate levels of ongoing program support requirements and governance arrangements.

»»»	Establishment of a dedicated program team Design and establishment of an Office to provide ongoing leadership, oversight and delivery of outcomes
»»»	Detailed design for each strategic level selected for deeper assessment Detailed assessment of the strategic levers that have been selected, including a corresponding business case for each scope of work
»»»	Nomination of an Executive Sponsor(s) Identification and agreement of the appropriate Executive Sponsors to provide leadership and oversight of delivery across each scope of work
»»»	Ensuring appropriate levels of resourcing Identification of resourcing requirements to support the transformation program, including within the Transformation Office and across each scope of work. Resourcing needs should also consider specialist capability requirements and organisational capacity.
»»»	Establishing appropriate governance structures UTS will require consistent, collective commitment across the Executive leadership team, with the appropriate committee structures and agreed levels of responsibility and accountability to support decision-making at pace
»»»	Other actions, as required As UTS progresses implementation planning, other actions will be identified for management and decision



UTS Sustainable Finance DRAFT Report

APPENDIX - Supporting analysis for each Strategic Lever

*Draft for Discussion ONLY –
No decisions made*

—
October 2024

For discussion only – no decisions made



Strategic Lever 1: Course Portfolio (Identification of Areas for Remediation or to Cease)

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UTS TEQSA PRV12060

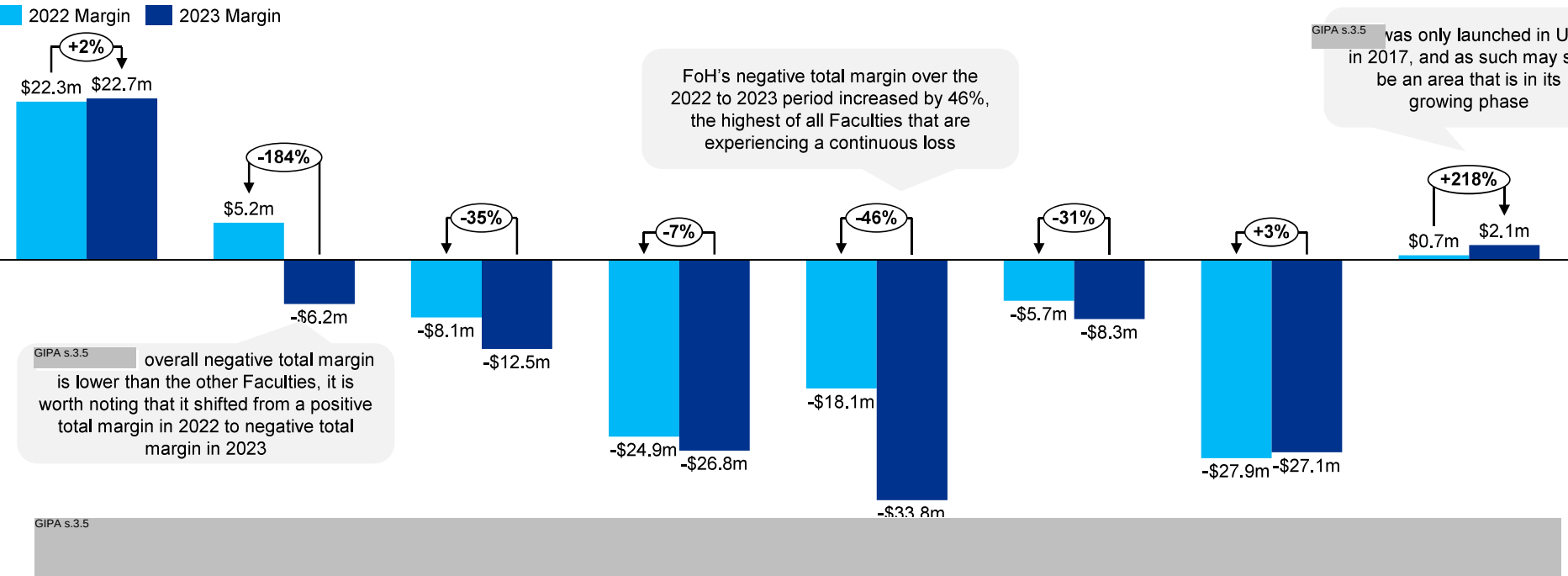
For discussion only – no decisions made

Course and Subject Portfolio Summary: There are potentially \$26m - \$57.9m of benefits through changes to the course / subject portfolio

Analysis Undertaken	Gross \$ Value	Lever	Expected Changes to Enable Lever	Reference Slide(s)
➤ Performance improvement / remediating UTS' subject portfolio with a negative total margin could have a potential gross benefit opportunity of \$25.2m - \$40.3m	\$25.2m - \$40.3m	Reduction in headcount	- Reduce duplication of effort - Improvement in processes	Slide 20 - 22
➤ Consolidating duplicate subjects that have positive total margins could optimise performance and have a potential gross benefit opportunity of \$3.7m - \$10.3m	\$3.7m - \$10.3m	Reduction in headcount	Reduce duplication of effort	Slide 19
➤ Rebalancing the academic teaching capacity across UTS could have a potential gross benefit opportunity of \$14.5m - \$21.8m	\$14.5m - \$21.8m	Reduction in headcount	- Improvement in workload allocations - Improvement in processes	Slides 30 - 34
Total Gross Benefits	\$43.4m - \$72.4m			
Reduce duplication (40%)	\$26.0m - \$43.4m			
Reduce duplication (20%)	\$34.7m - \$57.9m			
Total Gross Benefits (incl. casuals and after duplication reduction)	\$26.0m - \$57.9m			

Most of UTS' Faculties have been returning a negative total margin for their courses over 2022 to 2023

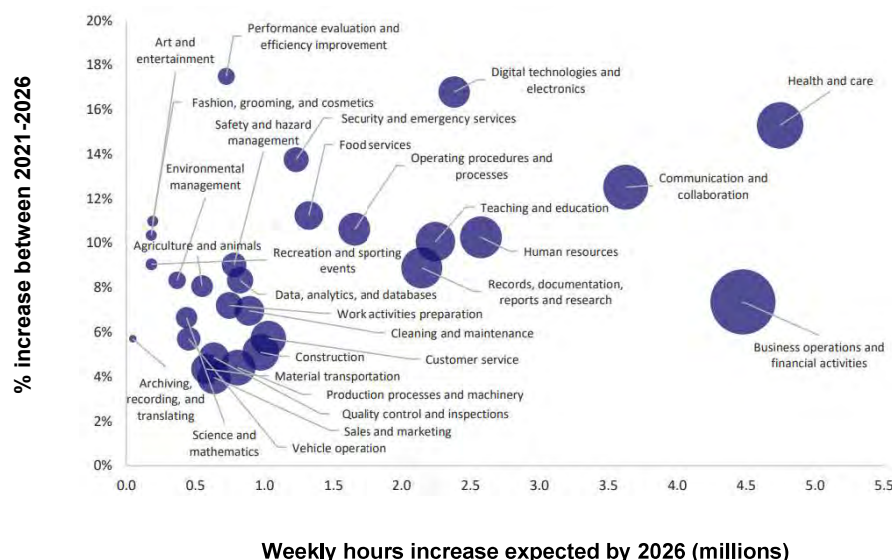
Breakdown of UTS' Course Performance by Faculty
(\$m, 2022 - 2023)



Source: ACV Course Revenue and Expenses 2023 – Enrolled basis

UTS' courses are largely aligned with skill demand growth but there is opportunity to consider growth in adjacencies, e.g. the 'support diversity and inclusion skills' cluster

Demand for skills by skills cluster family, projected growth from 2021-2026
(Millions of hours worked, 2021-2026)



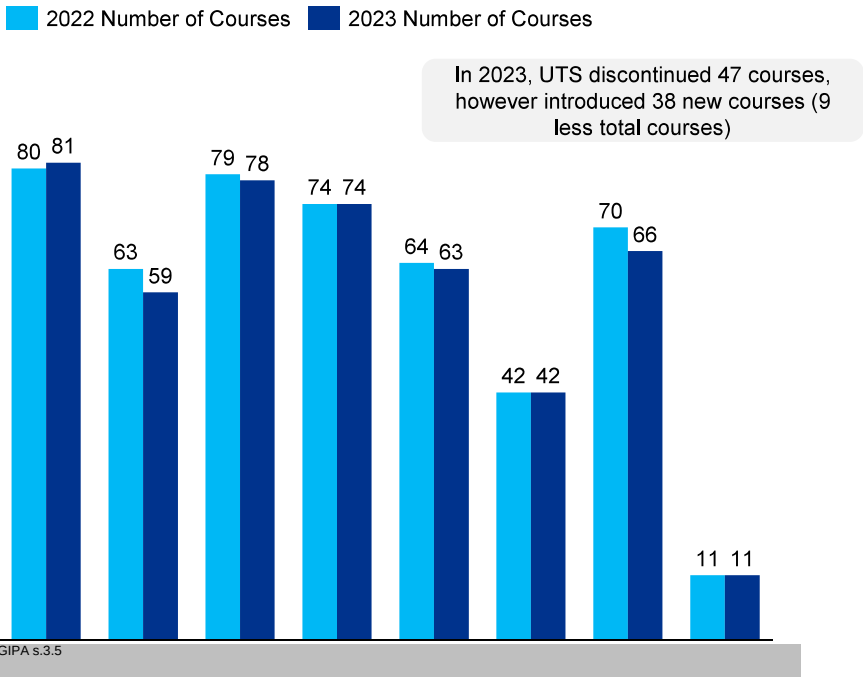
¹Please note that the Support Diversity and Inclusion Cluster is not depicted in the above diagram. Instead, it is highlighted as additional written analysis and as a separate case study in the National Skills Commission report.

Commentary

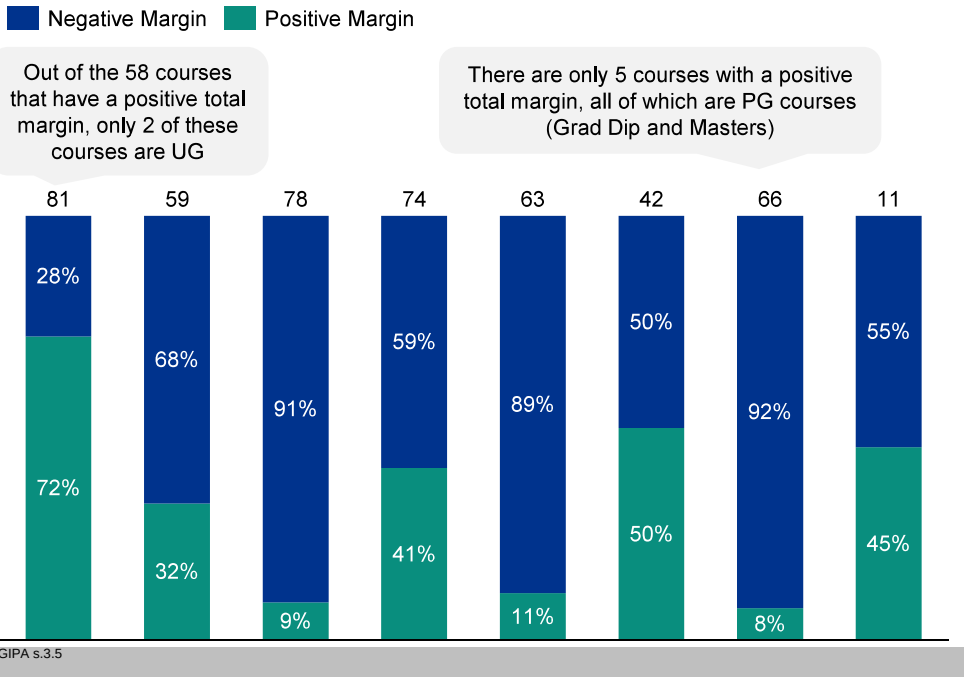
- The *National Skills Commission* conducted a review of Australia's current, emerging and future workforce skill needs to predict future skills demand across sectors. Through understanding projected growth of expertise requirements, UTS can shape their course offerings to better suit and cater for a continuously changing workforce
- Insights from the review pertaining to projected demand for skills:
 - Health and Care** skills cluster family is expected to have the largest increase in hours worked, adding 4.7 million hours by 2026, with a growth rate of 15%. Much of this increase will come from frontline medical staff and care workers
 - The **Business Operations and Financial Activities** skills cluster family will see the second-largest increase in hours worked, adding 4.4 million hours by 2026, though with a lower growth rate of 7.3%
 - Digital Technologies and Electronics** skills will remain high in demand, with an additional 2.4 million hours per week by 2026 and a growth rate of 16%. These skills are heavily used in IT roles, including Software and Application Programmers
 - The **Communicate and Collaborate** skills cluster is expected to grow by 1.4 million additional hours per week by 2026, a 12.4% increase
 - The **Support diversity and Inclusion** skills cluster, which involves understanding cultural and accessibility needs of a diverse community, is also expected to see a rapid increase in hours worked of 26%¹
- Courses offered at UTS are largely aligned with skill demand growth with courses catering to health, business and finance, technology and communication, but there is room for improvement in continuing to expand offerings in the Support diversity and Inclusion skills cluster to align with job market trends.
- UTS should continuously evaluate the evolution of their course offerings and strategically hire in areas where there is a high demand for skills.

Faculties have reduced their number of courses; however, a significant proportion of courses are operating at a negative total margin

Graph 1: Count of Number of Courses Offered in UTS by Faculty
(#, 2022 – 2023)

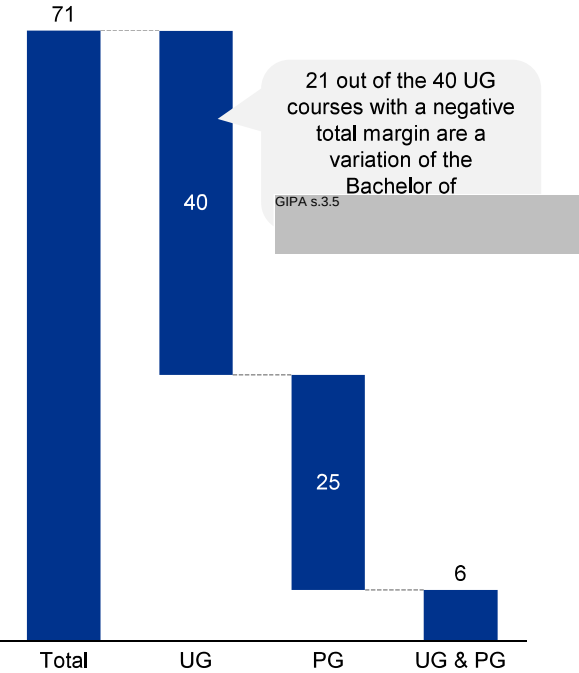


Graph 2: Split of Positive and Negative Total Margin Performing Courses by Faculty
(%, 2023)

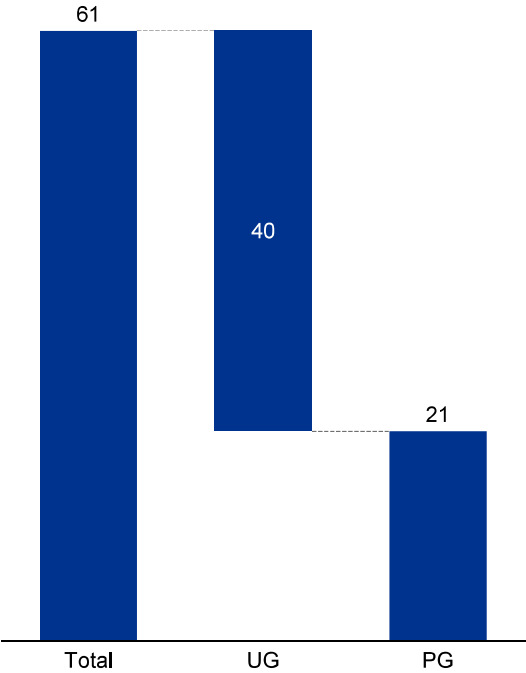


Over 90% of the courses within [redacted] are operating at a negative total margin, with UG courses being the primary contributing factor

Graph 1: Breakdown of [redacted] Courses with a Negative Total Margin (#, 2023)



Graph 2: Breakdown of [redacted] Courses with a Negative Total Margin (#, 2023)



Commentary

[redacted]

- The sum of negative total margin made b [redacted] or courses which include a Bachelor [redacted] amounts to ~\$6m. This represents 42% of the total negative margin for the whole Faculty
- The variations of the Bachelor [redacted] makes up 11 out of the top 20 courses in [redacted] at have a negative total margin

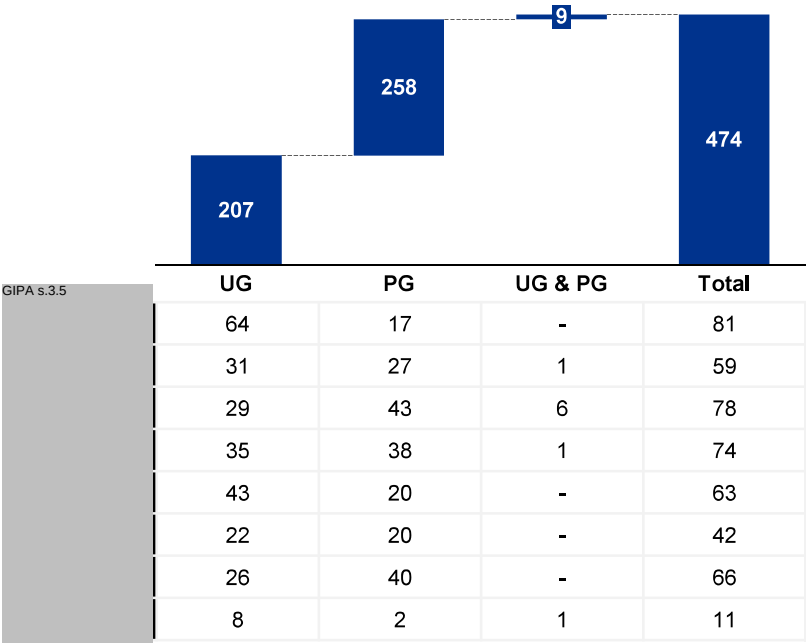
[redacted]

- Top 10 courses with a negative total margin fo [redacted] relate to Bachelor degrees
- Bachelo [redacted] s the course with the highest negative total margin at ~6.5m, representing 24% of the total Faculty's loss

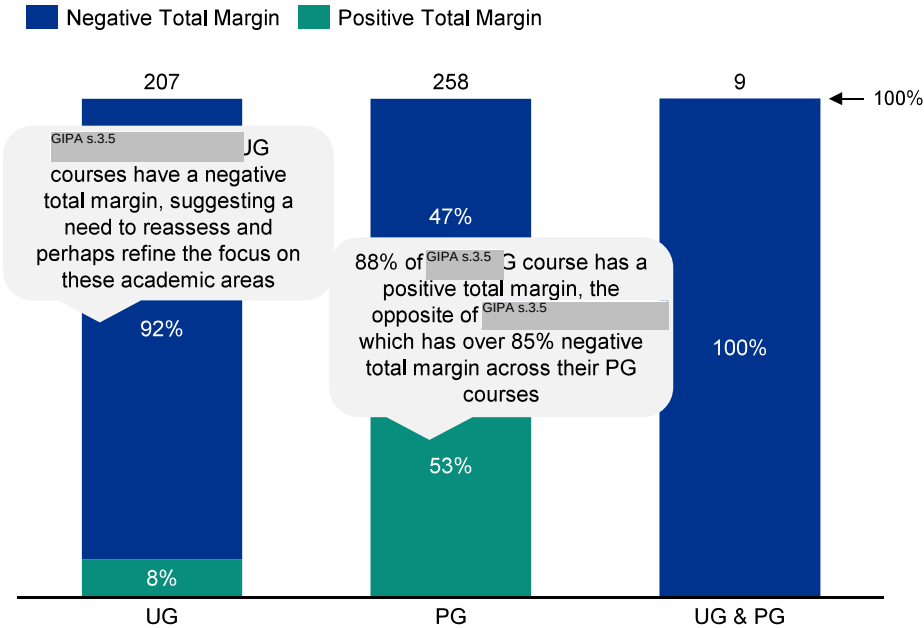
Source: ACV Course Revenue and Expenses 2023 – Enrolled basis

Deeper analysis reveals that only 8% of UG courses have a positive total margin compared to 53% in PG, suggesting the need to consider a more targeted course offering by Faculty

Graph 1: Count of UG, PG and UG & PG Courses across UTS (#, 2023)



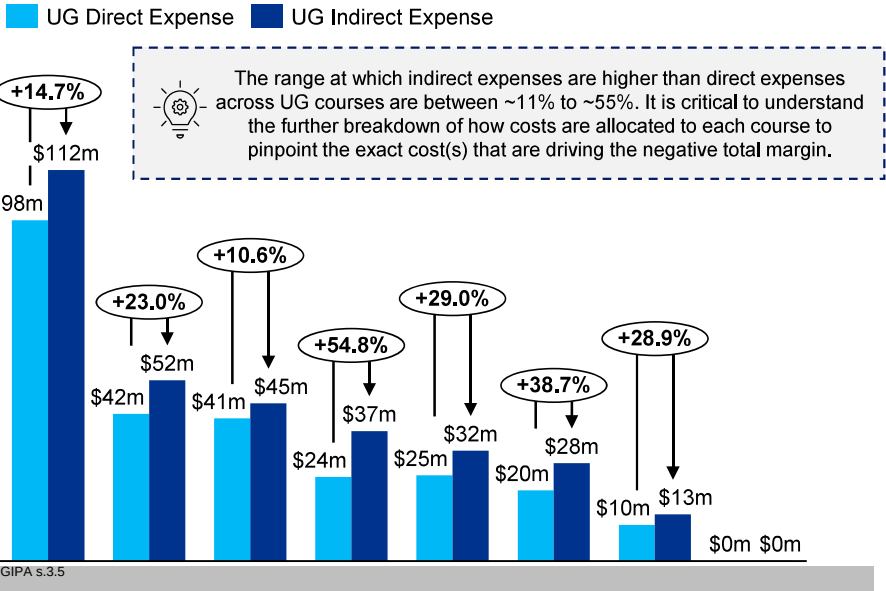
Graph 2: Breakdown of UG, PG and UG & PG courses across UTS by Positive or Negative Total Margin (#, 2023)



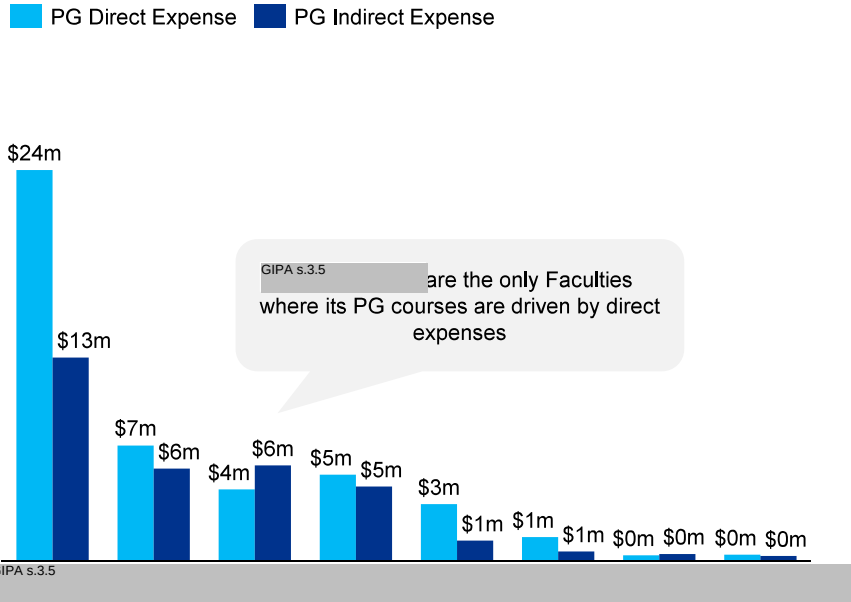
Source: ACV Course Revenue and Expenses 2023 – Enrolled basis
Note: (1) UG course are all courses with a Bachelor in the name, PG courses refer to all Master or Graduate Cert / Diploma and UG & PG refers to Diploma courses that can be taken alongside UG and PG

Indirect expenses are the primary cost driver for UG courses, while direct expenses drive PG courses

Graph 1: Cost Breakdown for UG Courses with a Negative Total Margin Across UTS (\$m, 2023)



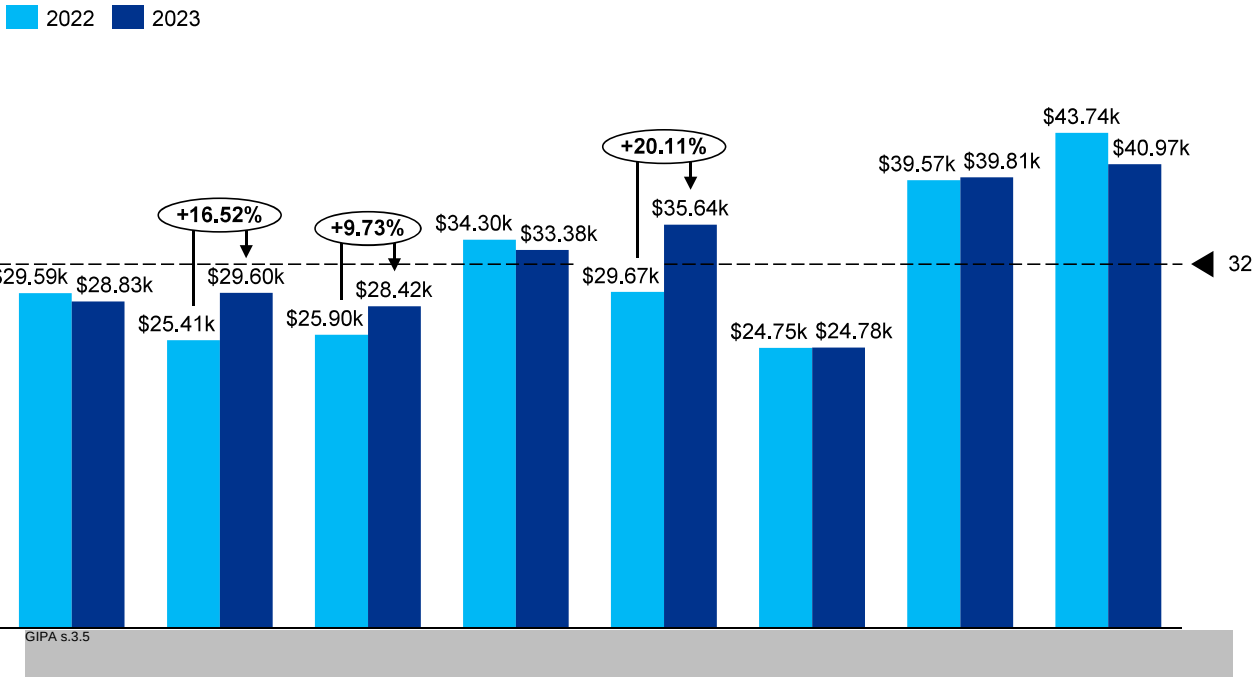
Graph 2: Cost Breakdown for PG Courses with a Negative Total Margin Across UTS (\$m, 2023)



Source: ACV Course Revenue and Expenses 2023 – Enrolled basis

The average cost to serve UTS students is increasing over time across most Faculties

Course Average Cost per EFTSL by Faculty
(\$k, 2022 – 2023)



Commentary

- GIPA s.3.5 has a higher average cost per EFTSL compared to UTS' average cost per EFTSL, based on 2023 data
- An increase in average cost per EFTSL may indicate that UTS is accepting more domestic students on top of student caps, which would result in the University only receiving the revenue from student contributions (and not from Government)

GIPA s.3.5 had an increase of 181.71 EFTSL (4335.42 in 2022 to 4517.13 in 2023)

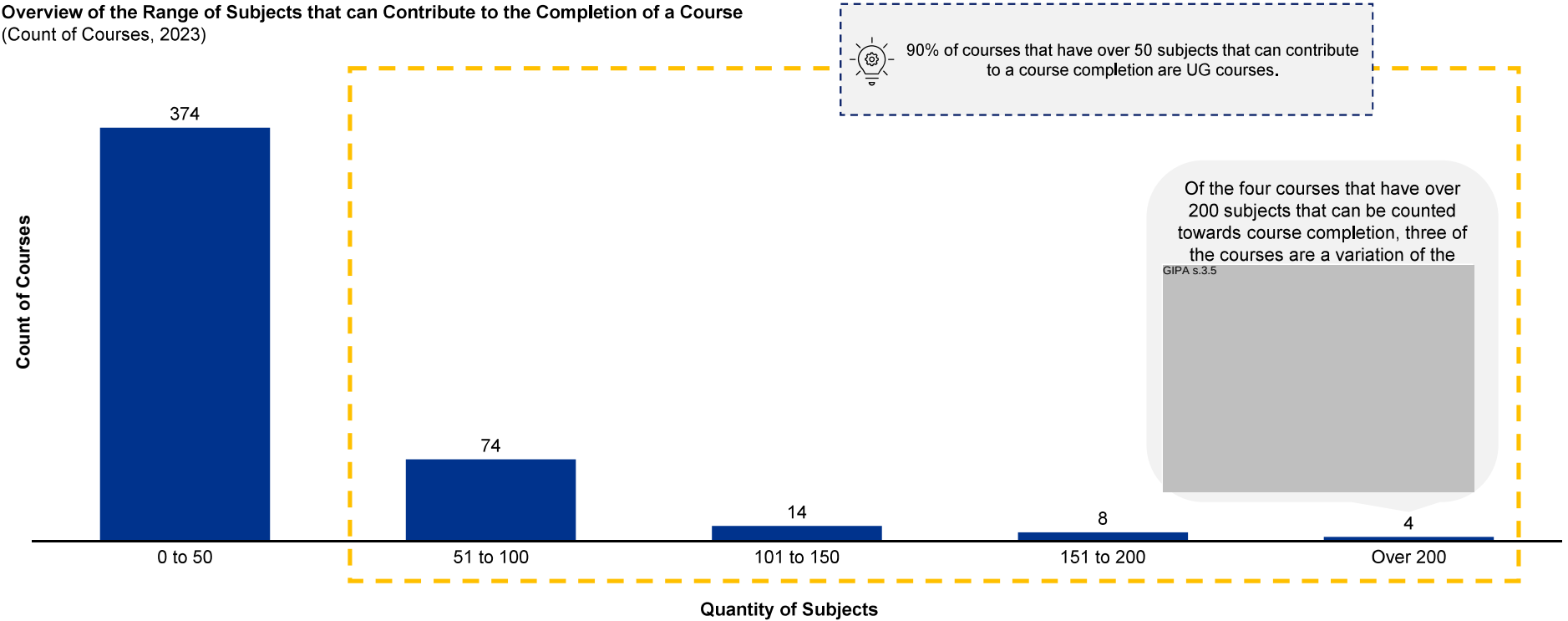
GIPA s.3.5 had an increase of 31.65 EFTSL (3778.02 in 2022 to 3809.67 in 2023)

GIPA s.3.5 had an increase in 173.1 EFTSL (3368.5 in 2022 to 3541.6 in 2023)

Source: ACV Course Revenue and Expenses 2023 – Enrolled basis

~21% (100) of courses at UTS offer over 50 subjects that can be counted towards course completion, indicating an opportunity to simplify choice

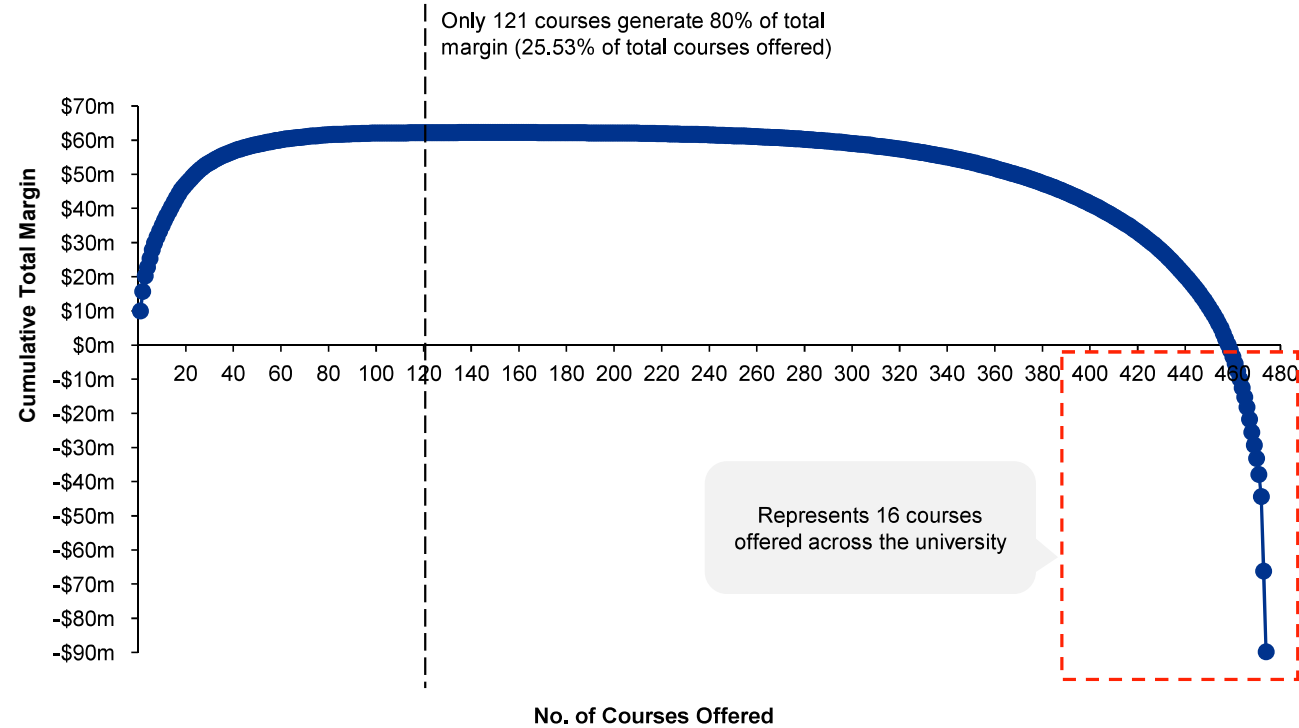
Overview of the Range of Subjects that can Contribute to the Completion of a Course
(Count of Courses, 2023)



Source: ACV Subject Revenue and Expenses (2022 & 2023) 1

Only 25.53% (121) of courses generate 80% of UTS’s total margin

Percentage of Courses which Contribute a Positive Total Margin
(\$m, 2023)



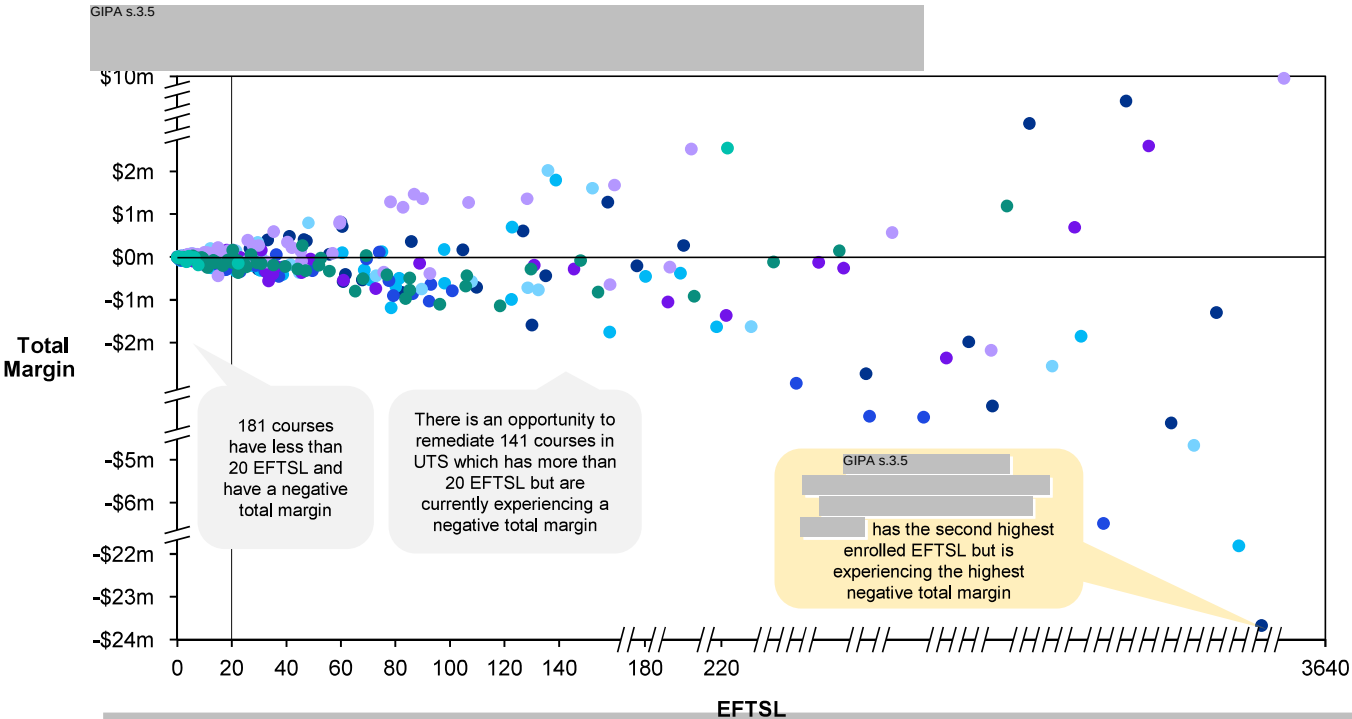
Commentary

- 60 out of the 121 courses that generate 80% of UTS’ positive total margin has less than 20 EFTSL
- GIPA s.3.5 is the top contributor to UTS’s positive total margin, ~\$10m
- Out of the 121 courses that generated 80% of UTS’ positive total margin,
 - 23.14% (28) were taught by GIPA s.3.5
 - 35.54% (43)
 - 14.88% (18)
 - 4.96% (6) by
 - 11.57% (14)
 - 1.65% (2) by
 - 5.79% (7) by
 - 2.48% (3) by

Source: ACV Course Revenue and Expenses 2023 – Enrolled basis

322 courses (~68%) have a negative total margin and warrant further exploration to determine if it requires performance remediation

Overview of Course Performance Based on EFTSL and Total Margin
(\$m for Margin, 2023)



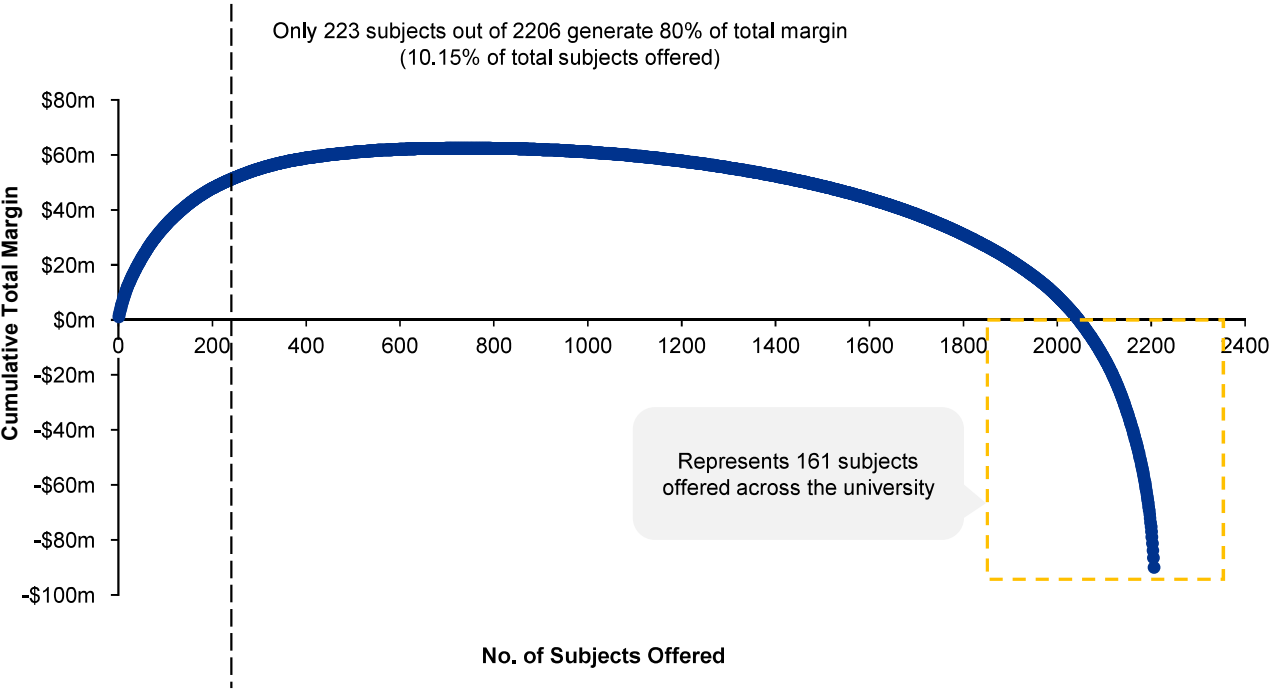
Commentary

- There are a 181 courses (~38%) in UTS that have less than 20 EFTSL and have a negative total margin. The negative total margin associated with these courses amount to ~\$8.9m. Breakdown of Faculty courses that fall within this category
 - GIPA s.3.5 had 39 courses each contributing to (~\$2.3m and ~\$1.7m respectively)
 - GIPA s.3.5 had 35 courses contributing to ~\$2m
 - had 26 courses contributing to ~\$0.6m
 - had 19 courses contributing to ~\$1m
 - had 13 courses contributing to ~\$0.9m
 - had 5 courses each contributing to (~\$0.3m and ~\$0.1m respectively)
- 202 courses in UTS have more than 20 EFTSL but only 61 of these also have a positive margin, indicating that there is an opportunity to remediate 141 courses in UTS

Source: ACV Course Revenue and Expenses 2023 – Enrolled basis

Only ~10% (223) of subjects contribute to 80% of UTS' positive total margin, amounting to a total of ~\$49.8M

Percentage of Subjects which Contribute a Positive Total Margin (\$m, 2023)



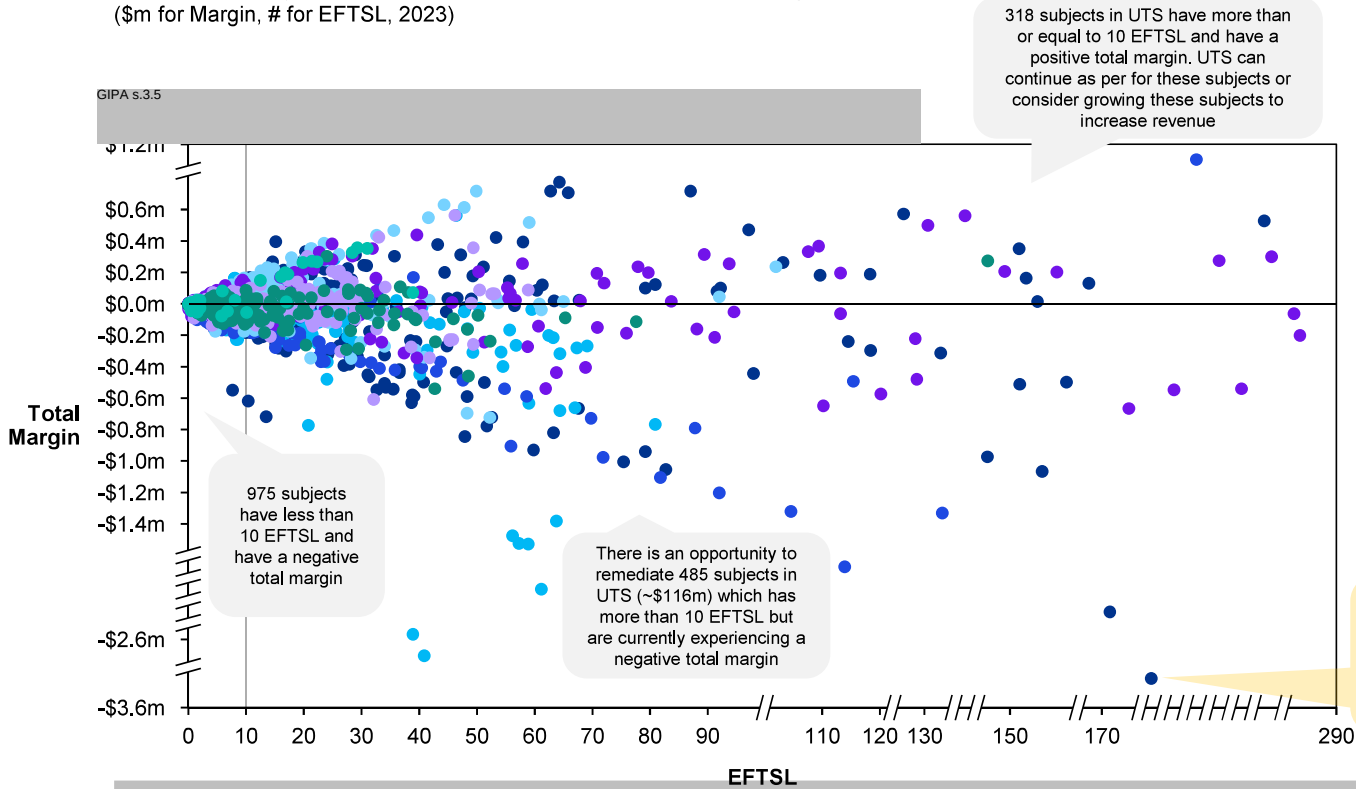
Commentary

- 99 out of the 223 subjects that generate 80% of UTS' positive total margin has less than 20 EFTSL
- GIPA s.3.5 is the top contributor to UTS' positive total margin, ~\$1.1m
- Out of the 223 subjects that generated 80% of UTS' positive total margin
 - 28% (63) were taught by GIPA s.3.5
 - 23% (51)
 - 18% (40)
 - 10% (23)
 - 5% (11) t
 - 3% (7) b
 - 2% (5) b

Source: ACV Subject Revenue and Expenses (2022 & 2023) 1

975 subjects (~44%) have less than 10 EFTSL and a negative total margin that amounts to ~-\$36M

Overview of Subject Performance Based on EFTSL and Total Margin
(\$m for Margin, # for EFTSL, 2023)



Commentary

- Out of the 2206 unique subjects on offer in UTS, 1460 (~66%) of these subjects are returning a negative total margin and 1403 (~64%) have less than 10 EFTSL
- There are 975 subjects with less than 10 EFTSL and have a negative total margin. The total negative margin associated with these subjects amount to ~\$36m. Breakdown by Faculty:

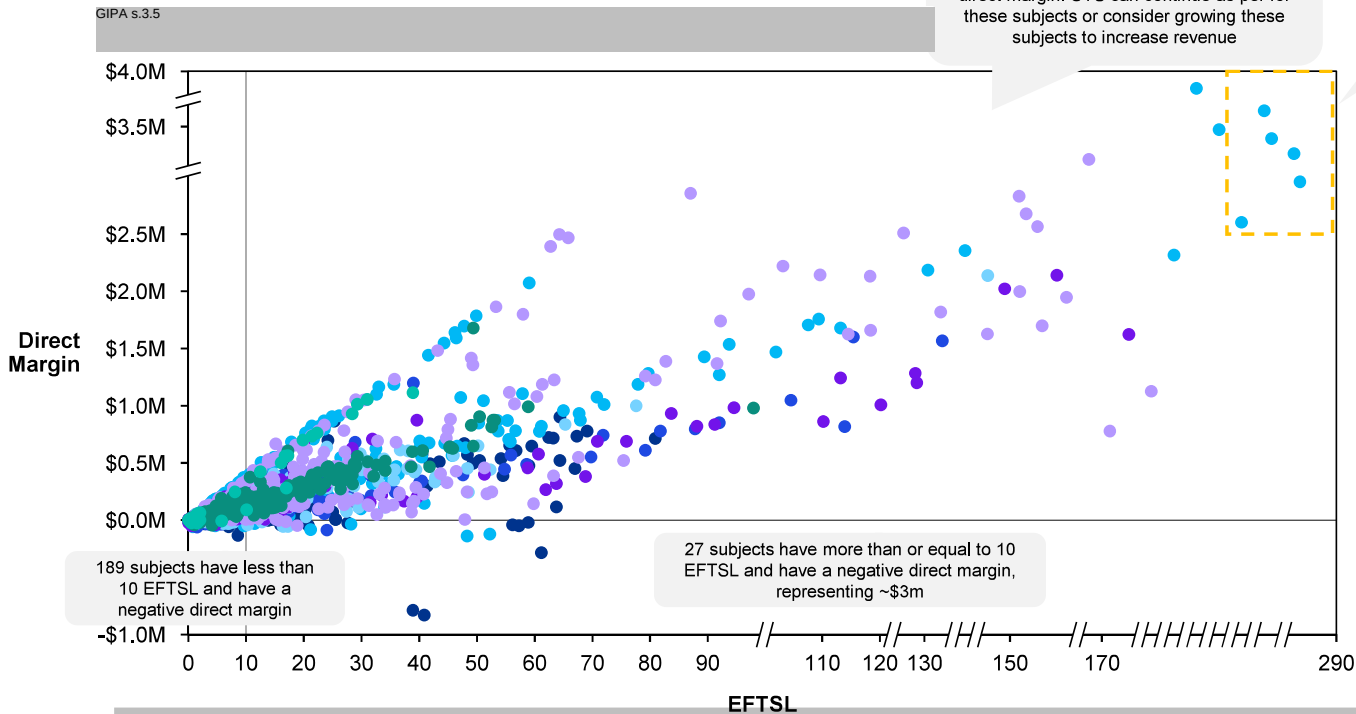
GIPA s.3.5	174 subjects contributing to ~\$8m
S:	170 subjects contributing to ~\$5m
:	137 subjects contributing to ~\$3m
:	133 subjects contributing to ~\$3m
:	132 subjects contributing to ~\$8m
:	125 subjects contributing to ~\$5m
:	83 subjects contributing to ~\$3m
:	21 subjects contributing to ~\$0.5m

GIPA s.3.5 has the highest negative total margin out of all subjects in UTS. When we overlay this with the course information where GIPA s.3.5 has the second highest enrolled EFTSL but is experiencing the highest negative total margin, the data shows us that GIPA s.3.5 is the top contributor for the course's negative total margin

Source: ACV Subject Revenue and Expenses (2022 & 2023) 1

Even if indirect costs are removed, there are still 216 subjects that have negative direct margin and less than 10 EFTSL, warranting further review

Overview of Subject Performance Based on EFTSL and Direct Margin Only
(\$m for Margin, # for EFTSL 2023)



The top 5 subjects with the highest number of EFTSL and have a positive direct margin are all taught by GIPA s.3.5. This represents ~4% of total EFTSL across all 2206 subjects

Commentary

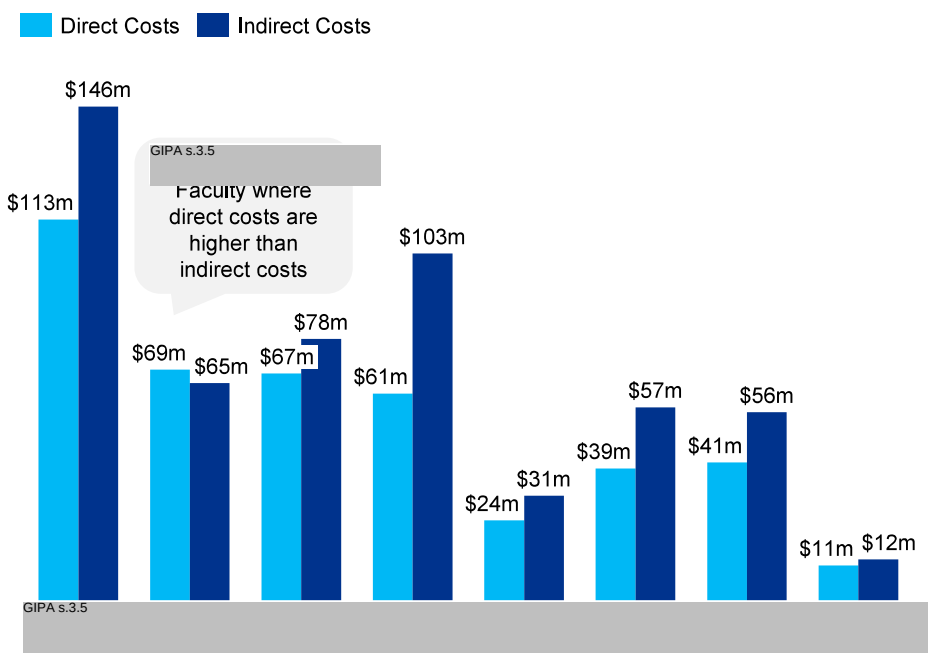
- Out of the 2206 subjects on offer, 1990 subjects have a positive direct margin, representing 90% of all subjects
- There are 189 subjects with less than 10 EFTSL and have a negative direct margin. The total negative direct margin associated with these subjects amount to ~\$2.7m. Breakdown by Faculty:

GIPA s.3.5
 - 47 subjects contributing to ~\$0.7m
 - 43 subjects contributing to ~\$0.8m
 - 33 subjects contributing to ~\$0.3m
 - 31 subjects contributing to ~\$0.5m
 - 14 subjects contributing to ~\$0.2m
 - 12 subjects contributing to ~\$0.1m
 - 8 subjects contributing to ~\$0.2m
 - 1 subject contributing to ~\$0.00m

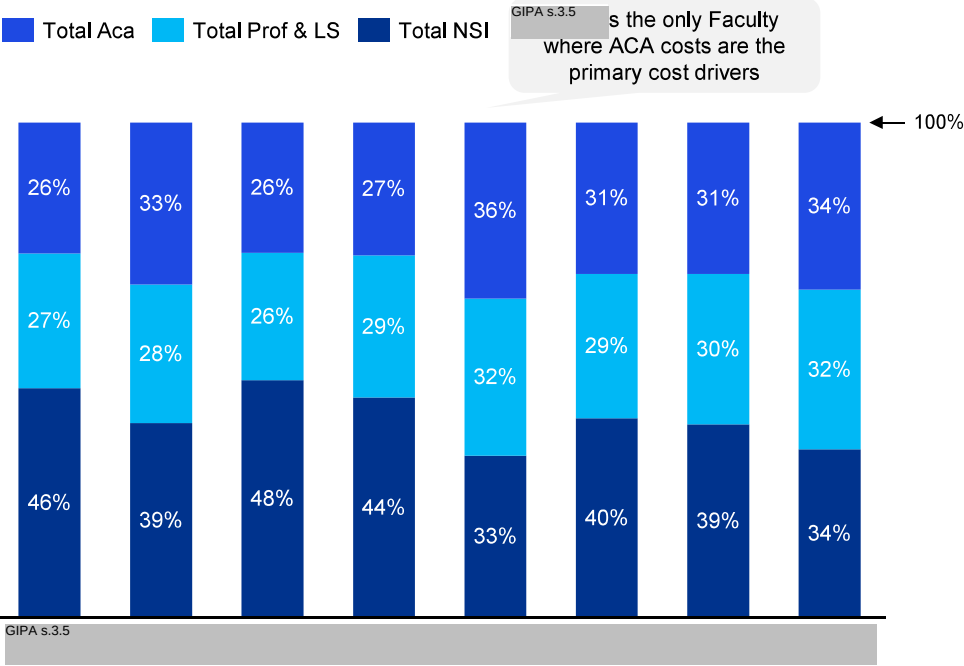
Source: ACV Subject Revenue and Expenses (2022 & 2023) 1

Generally, indirect costs are the primary cost drivers and Non-Salary Items (NSI) is the main cost category for all Faculties

Graph 1: Total Subject Direct and Indirect Cost Breakdown by Teaching Faculty (\$m, 2023)



Graph 2: Breakdown of Academic (ACA), Professional and Labour Services (P&LS) and Non-Salary Items (NSI) Costs by Teaching Faculty (% , 2023)



This is consistent for subjects with a negative total margin which aligns with the broader analysis conducted across all Faculties

Faculty	No. of Subjects with a Negative Total Margin	Total Negative Margin	Driver of Cost (Direct vs Indirect)		Driver of Cost (ACA / Prof & LS / NSI)		
GIPA s.3.5	285	-\$37m	Direct	Indirect	ACA	Prof & LS	NSI
	230	-\$42m	Direct	Indirect	ACA	Prof & LS	NSI
	217	-\$11m	Direct	Indirect	ACA	Prof & LS	NSI
	175	-\$9.5m	Direct	Indirect	ACA	Prof & LS	NSI
	194	-\$31m	Direct	Indirect	ACA	Prof & LS	NSI
	220	-\$11m	Direct	Indirect	ACA	Prof & LS	NSI
	117	-\$11m	Direct	Indirect	ACA	Prof & LS	NSI
	22	-\$0.5m	Direct	Indirect	ACA	Prof & LS	NSI



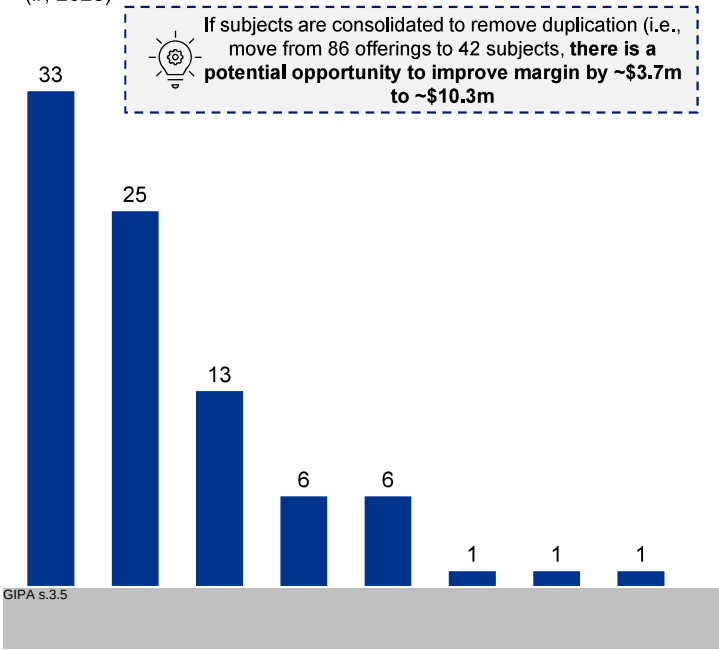
GIPA s.3.5 had the highest number of subjects with a negative total margin. GIPA s.3.5 the Faculty that had the highest costs at ~\$174m. This is ~\$47m higher than GIPA s.3.5 costs indicating that the Faculty is potentially experiencing higher costs per subjects

Commentary

- The proportion of Prof & LS costs across all Faculties fall between 26% - 32% of total costs. GIPA s.3.5 had the highest % of Prof & LS costs at 32% whereas GIPA s.3.5 had the lowest % of Prof & LS costs at 26%
- TDI had the highest proportion of costs allocated to ACA (47%). This is 19% higher than SCI which had the lowest proportion of costs allocated to ACA at 28%
- NSI across all Faculties range from 24% to 47%, a 23% difference between the lowest GIPA s.3.5 and highest GIPA s.3.5

UTS has 42 unique subjects with positive total margins that have been duplicated, creating 86 total offerings; consolidating these could optimise performance

Count of Duplicate Subjects by Faculty
(#, 2023)



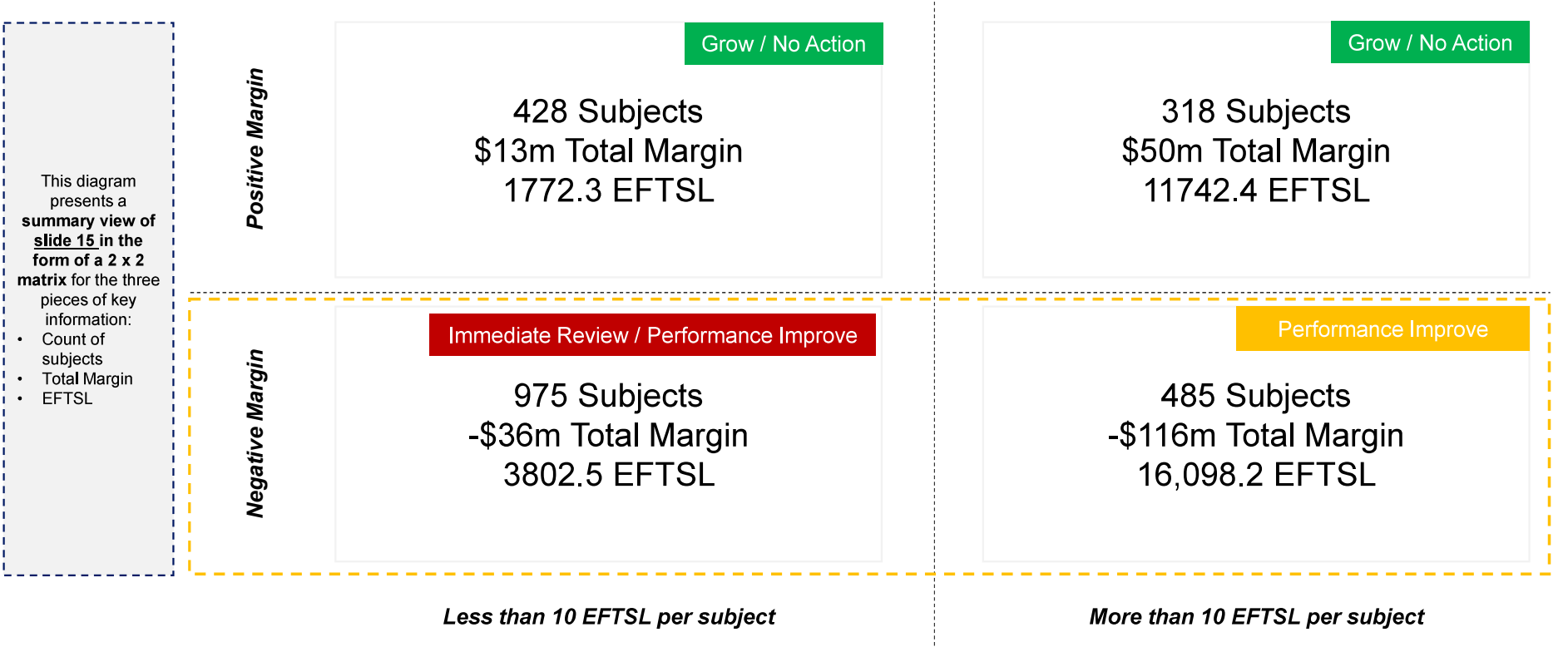
Commentary

- There are 42 unique subjects with positive total margins that have been duplicated (based on subject title alone), creating 86 total offerings and this is present across all Faculties, though it is more prevalent in GIPA s.3.5
- Of all the duplicate subjects, all are duplicated twice; however, there is one subject in particular GIPA s.3.5 that have been duplicated 4 times (Three times in GIPA s.3.5 and once in GIPA s.3.5). Interestingly, Applied Financial Management taught by GIPA s.3.5 has the highest EFTSL at 10.2 and all three subjects offered by GIPA s.3.5 as a total combined EFTSL of 4.2
- 9 out of the 42 unique subjects are offered across multiple Faculties
- To accurately calculate the potential benefits that may be derived from reducing duplicate subjects, a further understanding on how subjects are delivered is required as an overlay (e.g., when a subject is delivered, timetabling coordination, availability of subject, space utilisation etc)

Key Assumptions

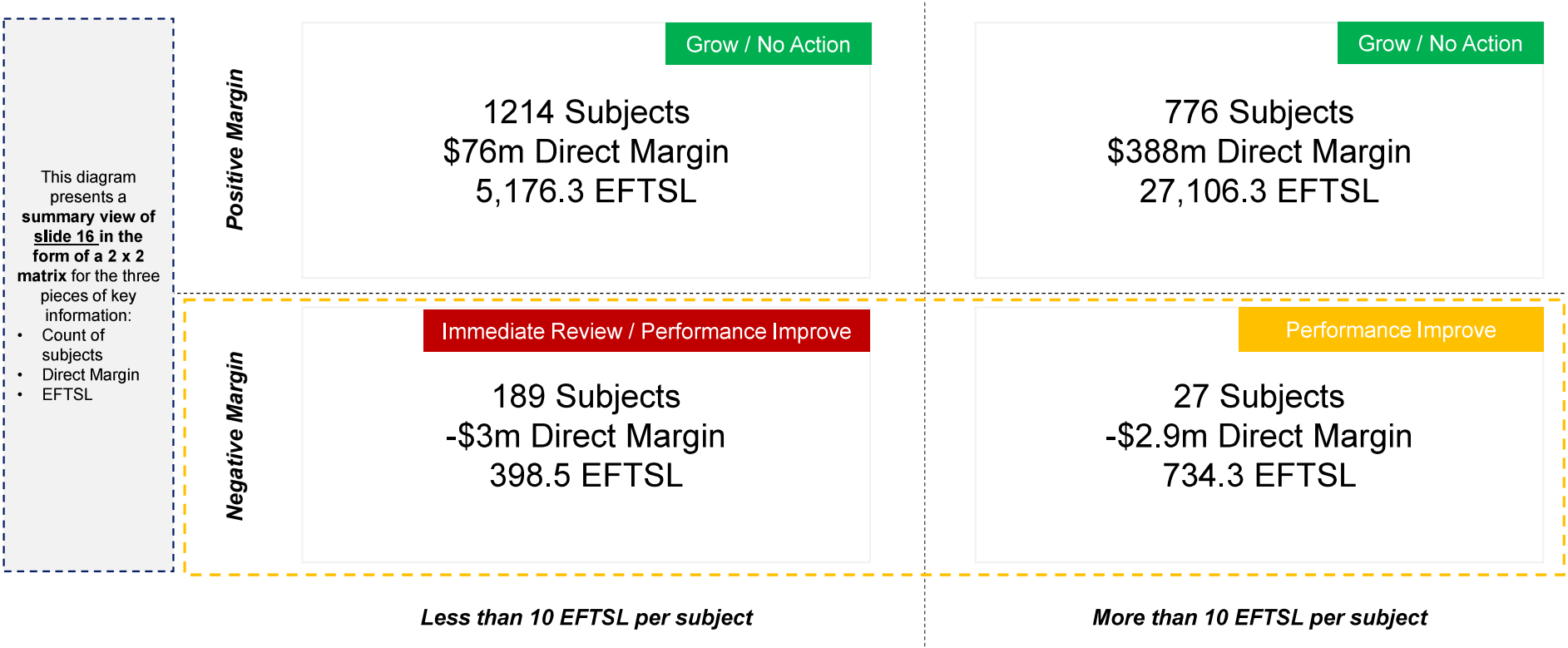
- When consolidating subjects, assume 90% of revenue across all duplicate subjects will be captured
- Assume that consolidating subjects to remove duplicates has the potential to reduce costs by 20% - 35%
- Duplicate subjects have been identified solely using subject names. Some subjects with same names have not been included in the duplicate list due to the nature of the subject (e.g., clinical placement, clinical practice, directed study, exchange subjects, honours project, international internship, professional experience, professional internship, professional learning, professional placement, professional practice, research paper, research project
- Potential consolidation of duplicate subjects are only assessed for subjects with a positive margin as any duplicate subjects with a negative margin will be reviewed as part of the course portfolio

Total margin view: In summary, there is an opportunity to explore performance improvement of 1,460 subjects across UTS (~66% of total subjects), while also considering how to better leverage and grow subjects with a positive total margin



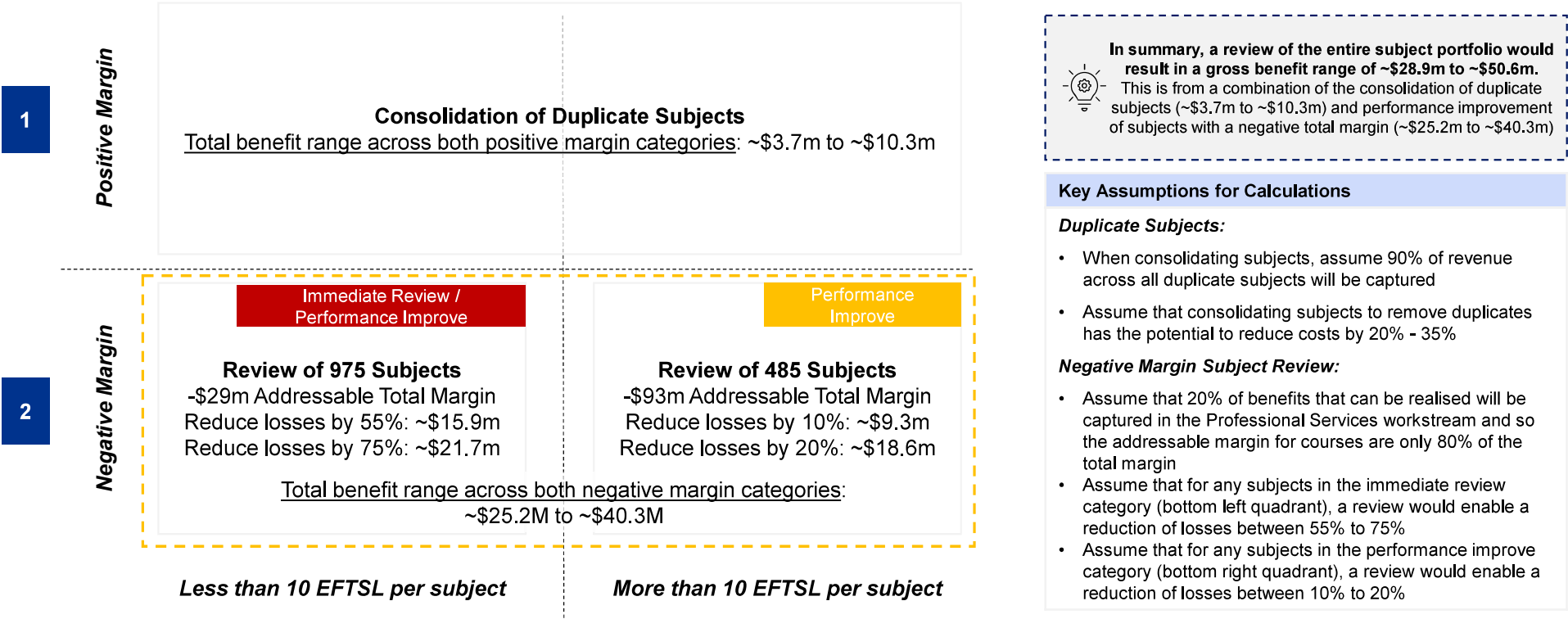
Source: ACV Subject Revenue and Expenses (2022 & 2023) 1

Direct margin only view: When analysing subject performance focusing solely on direct margin, there are performance improvement opportunities for 216 subjects across UTS, representing approximately \$5.9m



Overall summary of benefits: A review of the subject portfolio has the potential to provide UTS with a gross benefit range of ~\$28.9m to ~\$50.6m

The benefit range is driven by two key factors: (i) consolidation of duplicate subjects, and (ii) immediate review / performance improvement of subjects with a total negative margin



For discussion only – no decisions made

Key Assumptions – Course and Subject Portfolio

Analysis Category	Key Assumptions	UTS Validating Representative	Date Validated
Overall	ACV data (Course and Subject) has been used as the primary source of data for all course and subject analysis. KPMG is working on the assumption that there are 474 courses and 2,206 subjects being offered by UTS. This data is used in its current state and does not include any filters including filtering for any honours courses / subjects or courses / subjects that are currently undergoing a 'teach out'	Tested with DVC E&S	2 October 2024
	UG course are all courses with a Bachelor in the name, PG courses refer to all Master or Graduate Cert / Diploma and UG & PG refers to Diploma courses that can be taken alongside UG and PG	Tested with UTS Project Team	4 October 2024
	Average cost per EFTSL is calculated by taking Total Expense divided by EFTSL	Tested with UTS Project Team	4 October 2024
	Direct Margin is calculated by taking Revenue minus Direct Costs	Tested with UTS Project Team	4 October 2024
	Threshold for course performance analysis that requires immediate review is 20 EFTSL and below	Tested with Provost	9 October 2024
	Threshold for subject performance analysis that requires immediate review is 10 EFTSL and below	Tested with Provost	9 October 2024
Duplicate Subject Analysis	Duplicate subjects have been identified solely using subject names. Some subjects with same names have not been included in the duplicate list due to the nature of the subject (e.g., clinical placement, clinical practice, directed study, exchange subjects, honours project, international internship, professional experience, professional internship, professional learning, professional placement, professional practice, research paper, research project)	Tested with DVC E&S	2 October 2024
	Potential consolidation of duplicate subjects are only assessed for subjects with a positive margin as any duplicate subjects with a negative margin will be reviewed as part of the course portfolio	Tested with DVC E&S	2 October 2024
	When consolidating subjects, assume 90% of revenue across all duplicate subjects will be captured	Tested with DVC E&S	2 October 2024
	Assume that consolidating subjects to remove duplicates has the potential to reduce costs by 20% - 35%	Tested with DVC E&S	2 October 2024
Negative Margin Subject Review Benefits Calculation	Assume that 20% of benefits that can be realised will be captured in the Professional Services workstream and so the addressable margin for courses are only 80% of the total margin	KPMG Assumption	N/A
	Assume that for any subjects in the immediate review category (bottom left quadrant), a review would enable a reduction of losses between 55% to 75%	KPMG Assumption	N/A
	Assume that for any subjects in the performance improve category (bottom right quadrant), a review would enable a reduction of losses between 10% to 20%	KPMG Assumption	N/A

For discussion only – no decisions made

Defining Direct, Indirect & NSI Cost Categories

Direct Costs – Faculty P&L		Allocated / Indirect Costs – Divisional and COH P&L	
Revenue		Allocated / Indirect Workforce	
Direct Workforce		Academic Workforce – Salaries, On-Costs, Other Benefits	
Academic Workforce – Salaries, On-Costs, Other Benefits		Professional Workforce – Salaries, On-Costs, Other Benefits	
Professional Workforce – Salaries, On-Costs, Other Benefits		Allocated / Indirect Other costs	
Other Costs		Total Allocated / Indirect Costs	
Total Direct Costs		Teaching Surplus	
Faculty Gross Margin			

- Direct costs embedded in faculties
- Costs:
 - Allocated to subjects and rolled up to courses
 - Direct Costs are typically allocated using an EFTSL driver

- Division and Central Overhead costs
- Allocated using drivers including EFTSL, FTE, Usable Floor Area (UFA) or a blend

NSI – Non – Salary Items

Corporate Costs – e.g. Bad & Doubtful Debts, Borrowing Costs, Leasing, Audit Fees, Insurance, Bank Charges
Occupancy Costs – e.g. Depreciation Amortisation & Impairment, Buildings & Grounds (inc. repairs & maintenance, cleaning, energy consumption, security)
Other Goods & Services – e.g. Scholarships & Prizes, Legal Fees, Consulting, Marketing, Fees & Subs, International Agency Fees, Contributions, Miscellaneous, Travel Costs
Total NSI Costs

For discussion only – no decisions made

Overview of Margin Calculations

Total Margin	=	Total Revenue	-	Total Expenses		
Total Direct Margin	=	Total Revenue	-	Total Direct Costs		
Total Direct Costs	=	Aca Direct	+	Prof & LS Direct	+	Non-Salary Items (NSI) Direct
Total Indirect Costs	=	Aca Allocated	+	Prof & LS Allocated	+	Non-Salary Items (NSI) Allocated
Total Expenses	=	Total Direct Costs	+	Total Indirect Costs		

Key Assumptions

- LS represents Labour Services and this includes agency staff, temporary augmented staff, non-payroll labour. Note that this has been verified by Lee Pruden on 19 September 2024
- NSI represents non-salary items and includes tech. including depreciation. Note that this has been verified by Lee Pruden on 19 September 2024

For discussion only – no decisions made

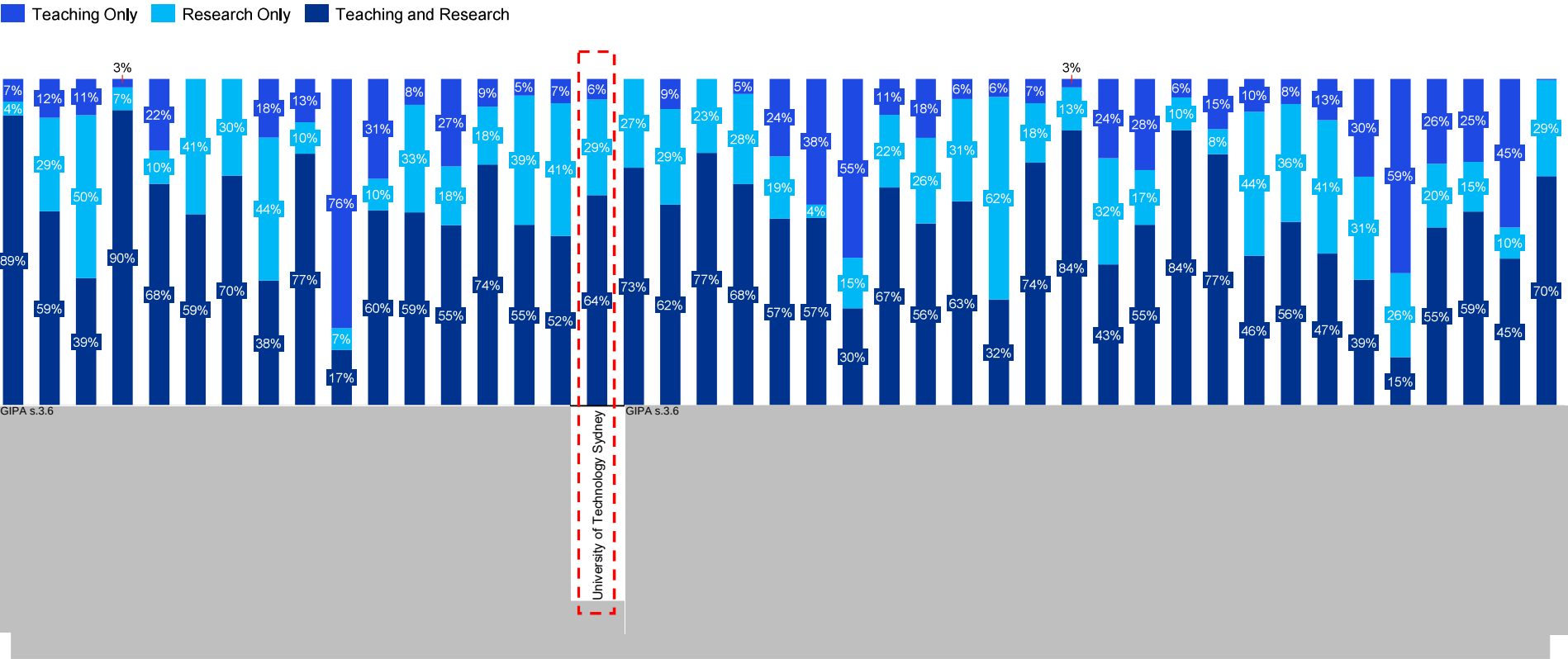


Strategic Lever 1: Course Portfolio (Teaching Capacity)

UTS CRICOS 00099F
UTS TEQSA PRV12060

The majority of UTS' Academic roles are focussed on teaching and research (64%), followed by research only (29%) and teaching only (6%)

Split of Academic Roles by University
(%, 2023)

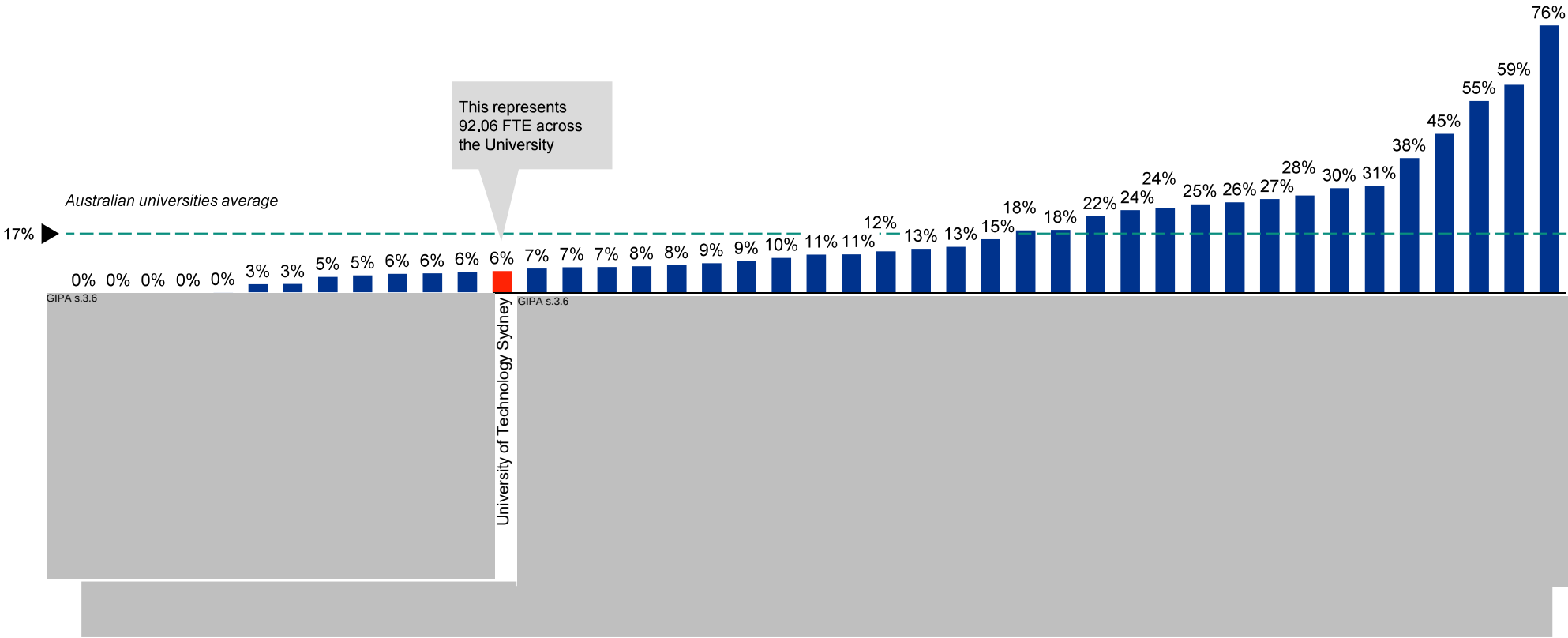


Source: Department of Education 2024, 2023 Staff full-time equivalence

Academic Role Overview	UTS Teaching Hours Required	UTS Teaching Hours Available	Benefit Summary	For discussion only – no decisions made
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At UTS, only 6% of its academic workforce is designated to teaching-only roles, 11% below the national average for universities across Australia

Comparison of Teaching Only Roles vs Total Academic Roles Across All Universities in Australia
(%, 2023)

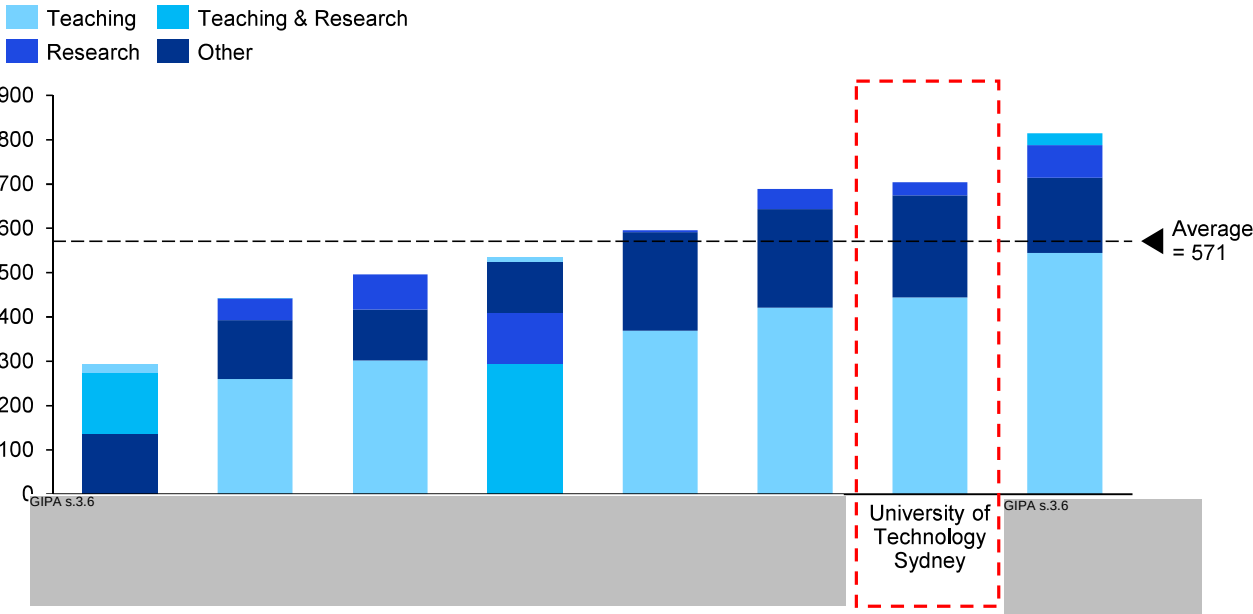


Source: Department of Education 2024, 2023 Staff full-time equivalence

UTS also has the second highest number of casual FTE’s compared to Universities

GIPA s.3.6

Academic Casual FTE by Function
(FTE, 2022)



UTS ranks second highest for total academic casual staff. It is the largest for 'Other' and second largest for 'Teaching Only' roles

Commentary

- Benchmarked against the mix of casual academic staff is second highest for Teaching Only roles (444) and largest for Other roles (231).
- UTS ranked second highest for total Academic Casual Staff (704) which is 133 FTE above average.
- As a percentage of Academic Casual Staff, UTS' teaching only roles account for 63% using 2022 data. This ranks second against the other

It has been estimated that the university requires 589,233 hours of effort from its non-casual staff to deliver UTS' subjects for 2023

Teaching Faculty	Teaching Hours	Associated Activity Hours	Total Teaching Capacity Hours
GIPA s.3.5	38,012	First time course: 60,819	106,434
		Repeat course: 7,602	
	39,645	First time course: 63,431	111,005
		Repeat course: 7,929	
	16,711	First time course: 26,737	46,789
		Repeat course: 3,342	
	46,876	First time course: 75,001	131,252
		Repeat course: 9,375	
	30,148	First time course: 48,236	84,414
		Repeat course: 6,030	
	16,903	First time course: 27,045	47,329
		Repeat course: 3,381	
	20,841	First time course: 33,345	58,354
		Repeat course: 4,168	
	1,306	First time course: 2,089	3,656
		Repeat course: 261	
Total Teaching Hours Required			589,233

Key Assumptions

- ACV subject count has been used as the source of truth for the analysis, though we note that there are discrepancies in the subject count between the ACV data (2206 subjects) and timetable allocation data (2514 subjects)
- Assumed that all activity types listed in the timetable allocation spreadsheet are a form of teaching activity. This assumption is guided by the EBA which states that a seminar, design studio, lab, block or other forms of delivery by any other name may be the primary form of education delivery
- Assumed that for each teaching activity, the associated activity hours requires is 2 hours for first time teaching activity and 1 hour for repeat teaching activity
- Assumed that 80% of teaching activities are first time and 20% of teaching activities are a repeat, particularly given the definition of 'repeat' has to occur within a period of 7 days
- Anything above 180 minutes of booking per subject session is considered a bulk booking
- For any bulk bookings, it is assumed that only 80% of that actual booking is used for teaching purposes

Casual staff employed to support delivery provide an additional 432,549 hours of effort, making the total teaching hours required 1,021,782

Teaching Faculty	Teaching Hours (Casual)	Teaching Hours Ongoing
GIPA s.3.5	111,113	106,434
	92,347	111,005
	58,545	46,789
	65,458	131,252
	42,606	84,414
	32,914	47,329
	24,133	58,354
	5,434	3,656
Total Hours Required	432,549	589,233
Net Total Hours	1,021,782	

Key Assumptions

- As the data for casual allocations is by paid hours, the analysis assumes that paid hours equals the total number of hours required and does not include additional hours for associated activity
- Data has been filtered only for subjects that have a created date in 2023 as the analysis is mapped to ACV 2023 data
- All contract types in the casual allocation dataset has been included as it is assumed to be a form of teaching activity, including those tagged as "Other"

It has been estimated that the total teaching capacity available equates to 1,233,961 hours; 212,179 hours more than required

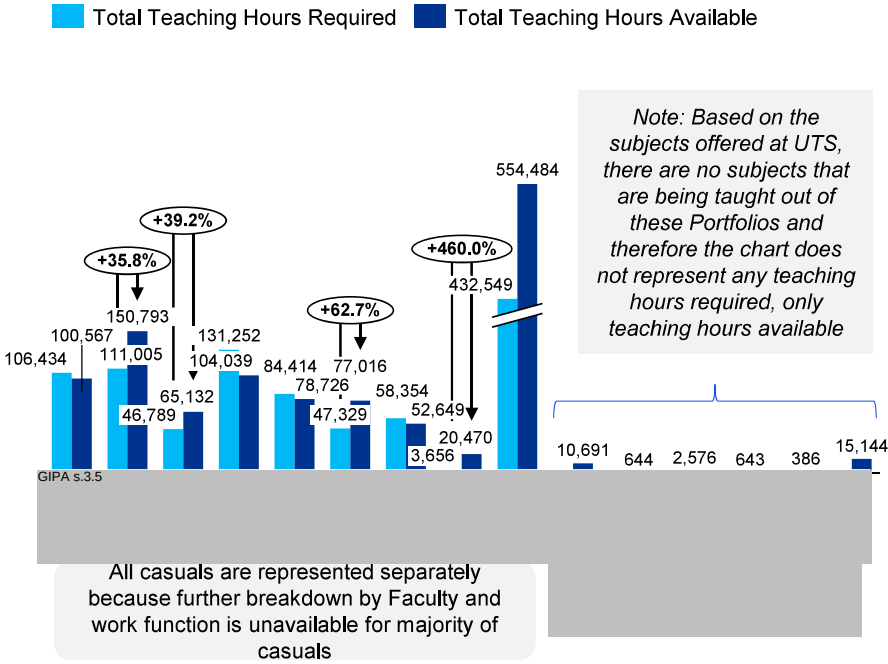
GIPA s.3.5	FTE			Hours		
	Total Research	Total Teaching	Total Admin	Total Research	Total Teaching	Total Admin
	67.08	62.46	35.58	107,992	100,567	57,288
	118.63	93.66	59.25	190,998	150,793	95,389
	40.03	40.45	21.15	64,441	65,132	34,046
	56.41	64.62	32.63	90,814	104,039	52,539
	73.53	48.90	36.76	118,385	78,726	59,185
	39.62	47.84	24.77	63,787	77,016	39,886
	29.13	32.70	17.10	46,894	52,649	27,528
	12.68	12.71	6.59	20,414	20,470	10,614
		344.4			554,484	
	7.34	6.64	3.62	11,818	10,691	5,828
	3.20	0.40	1.40	5,152	644	2,254
	7.62	1.60	3.38	12,269	2,576	5,442
	0.40	0.40	0.20	643	643	322
	0.24	0.24	0.12	386	386	193
	17.72	9.41	9.09	28,522	15,144	14,640
Total	473.61	766.44	251.65	762,515	1,233,961	571,500

Key Assumptions

- Casual academic staff has been included as a separate 'casuals' category as majority of the work functions breakdown (i.e. Teaching Only, Research Only, Teaching and Research) and Faculty breakdown is unavailable. This information was taken from the Autumn Forecast data and filtered for ACA_CAS
- Casual workforce is assumed to be teaching only and dedicates 100% of their time to teaching efforts only (i.e. it would not follow the same workload split as ongoing teaching intensive staff)
- There are 4.41 Academic FTE (non-casuals) that have 'others' tagged as its work function and have therefore been excluded from the analysis
- Assumed 1610 hours of work per year for academics based on UTS' EBA
- Assumed that the balance workload split for GIPA s.3.5 is the same as the rest of the Faculties – 40:40:20
- Assumed that teaching intensive workload split for all Faculties are 70:30 based on UTS' EBA
- Assumed that research intensive workload split for all Faculties are 70:30, extrapolated based on Faculty GIPA s.3.5 workload guidelines

The additional 212,179 hours available (incl. casuals) is equivalent to an excess of ~131.8 FTE

Total Academic Teaching Hours Required and Teaching Hours Available Broken Down by Teaching Faculty (incl. casuals)
(Hours, 2023)



There is an opportunity to reduce a total of ~131.8 Academic FTE (including casuals) based on the exceeded 212,179 hours. This would result in a potential cost reduction of ~\$29,098,145 based on the average Academic salary of \$220,775 (incl. oncosts).

As Academics are not interchangeable across Faculties due to specialised knowledge and capabilities, the range of potential benefits would more likely fall between 50% - 75% of the maximum benefits \$14,549,073 - \$21,823,609.

Commentary

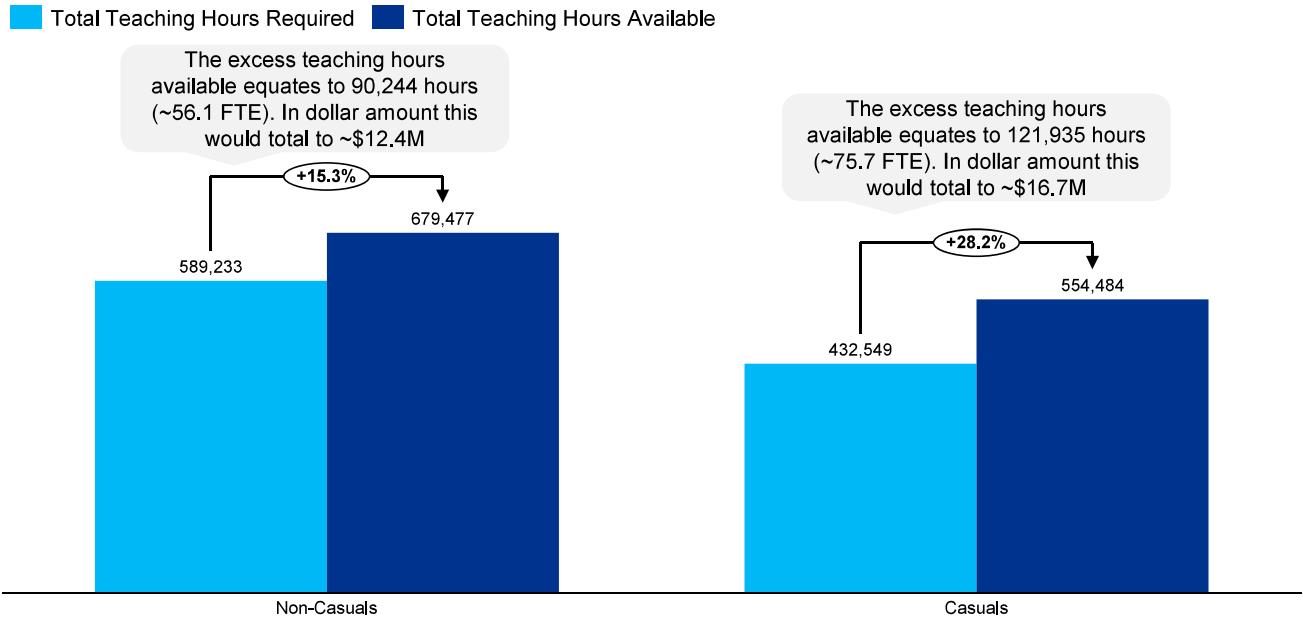
- Based on the analysis of teaching hours required / available, it is evident that the teaching hours available in GIPA s.3.5 are exceeding the teaching hours required. From a % perspective, GIPA s.3.5 to have the highest difference, 486%
- Though GIPA s.3.5 appears to be under in terms of teaching hours required, it is important to note that this view may not be accurate as the current data available does not allow casual breakdown by Faculty and work function. This will need to be explored in the detailed design to enable an accurate view of teaching hours required and available by Faculty

Key Assumptions

- Average academic salary used for any calculations (incl. casuals) is \$GIPA s.3.4 This figure was extracted from the UTS YTD actual average salary provided by UTS Finance and already includes oncosts
- Equivalent FTE is calculated using teaching hours required divided by 1,610 hours which is the assumed hours of work per year for academics based on UTS' EBA

UTS may consider rebalancing the use of its non-casual and casual academic workforce to support the teaching capacity required

Breakdown of Total Academic Teaching Hours Required and Teaching Hours Available by Non-Casuals and Casuals (Hours, 2023)



Key Assumptions

- Average academic salary used for any calculations (incl. casuals) is \$GIPA s.3.4. This figure was extracted from the UTS YTD actual average salary provided by UTS Finance and already includes oncosts
- Equivalent FTE is calculated using teaching hours required divided by 1,610 hours which is the assumed hours of work per year for academics based on UTS' EBA

Source: Autumn Forecast Data; ACV Subject Revenue and Expenses (2022 & 2023) 1; 8a timetable allocations; 8b casual allocations; Faculty of Health Academic Benchmarks; FEIT Academic Teaching, Research and Engagement Benchmarks, DAB Academic Staff Workload Guidelines; UTS Business School Academic Performance Benchmarks; Faculty of Science Academic Benchmarks; FASS Academic Benchmarks; UTS Enterprise Agreement

For discussion only – no decisions made

Key Assumptions – Academic Teaching Capacity (1/2)

Analysis Category	Key Assumptions	UTS Validating Representative	Date Validated
Teaching Hours Required	ACV subject count has been used as the source of truth for the analysis, though we note that there are discrepancies in the subject count between the ACV data (2206 subjects) and timetable allocation data (2514 subjects)	Tested with DVC E&S	2 October 2024
	Assumed that all activity types listed in the timetable allocation spreadsheet are a form of teaching activity. This assumption is guided by the EBA which states that a seminar, design studio, lab, block or other forms of delivery by any other name may be the primary form of education delivery	Tested with UTS Project Team and Arul (Lead Visual and BI Delivery Specialist)	4 October 2024
	Assumed that for each teaching activity, the associated activity hours requires is 2 hours for first time teaching activity and 1 hour for repeat teaching activity. This assumption is guided by the EBA	Tested with DVC E&S and Provost	2 October 2024; 9 October 2024
	Assumed that 80% of teaching activities are first time and 20% of teaching activities are a repeat, particularly given the definition of 'repeat' has to occur within a period of 7 days	Tested with Provost	9 October 2024
	Anything above 180 minutes of booking per subject session is considered a bulk booking	Tested with Provost	9 October 2024
	For any bulk bookings, it is assumed that only 80% of that actual booking is used for teaching purposes	Tested with Provost	9 October 2024
	As the data for casual allocations is by paid hours, the analysis assumes that paid hours equals the total number of hours required and does not include additional hours for associated activity	KPMG Assumption	N/A
	Data has been filtered only for subjects that have a created date in 2023 as the analysis is mapped to ACV 2023 data	KPMG Assumption	N/A
	All contract types in the casual allocation dataset has been included as it is assumed to be a form of teaching activity, including those tagged as "Other"	KPMG Assumption	N/A
	Ongoing teaching hours required are calculated based on timetable bookings (i.e., timetable allocation data) and casual hours required are calculated based on 'paid hours'	KPMG Assumption	N/A

For discussion only – no decisions made

Key Assumptions – Academic Teaching Capacity (2/2)

Analysis Category	Key Assumptions	UTS Validating Representative	Date Validated
Teaching Hours Available	The Autumn forecast has been used as the primary source of data for FTE, Headcount and Salary values, excluding 261 vacant positions and 182 staff IDs for which no data was found in the establishment and staff list. KPMG is working on the assumption that externally funded FTE is not included in the Autumn forecast data.	Tested with UTS Project Team	4 October 2024
	Qualitative information such as Portfolio, Supervisor ID, Parent organisation, Grade Level etc, are derived from a combination of establishment data and staff listing, with Staff ID serving as the unique identifier across all data sets	Tested with UTS Project Team	4 October 2024
	The classification of Academic vs Professional has been driven by job family, followed by exclusion of any grade type not relevant to Academic or Professional	Tested with UTS Project Team	4 October 2024
	Casual academic staff has been included as a separate 'casuals' category as majority of the work functions breakdown (i.e. Teaching Only, Research Only, Teaching and Research) and Faculty breakdown is unavailable. This information was taken from the Autumn Forecast data and filtered for ACA_CAS	Tested with UTS Project Team	4 October 2024
	Casual workforce is assumed to be teaching only and dedicates 100% of their time to teaching efforts only (i.e. it would not follow the same workload split as ongoing teaching intensive staff)	Tested with Provost	9 October 2024
	Through discussion with the Provost on 9 October 2024, KPMG understands that each Faculty across UTS is in the process of finalising its workload guidelines. Given the timing of KPMG's 'Diagnostic' work, the updated workload guidelines have not been factored into KPMG's analysis	Tested with Provost	9 October 2024
	Assumed 1610 hours of work per year for academics based on UTS' EBA	Tested with DVC E&S	2 October 2024
	Assumed that the balance workload split for BUS, LAW and TDI is the same as the rest of the Faculties – 40:40:20	Tested with DVC E&S	2 October 2024
	Assumed that teaching intensive workload split for all Faculties are 70:30 based on UTS' EBA	Tested with DVC E&S	2 October 2024
	Assumed that research intensive workload split for all Faculties are 70:30, extrapolated based on Faculty of Science's workload guidelines	Tested with DVC E&S	2 October 2024
Benefits Calculation	Average academic salary used for any calculations (incl. casuals) is \$GIPA s.3.4. This figure was extracted from the UTS YTD actual average salary provided by UTS Finance and already includes oncosts	Tested with UTS Project Team	4 October 2024
	Equivalent FTE is calculated using teaching hours required divided by 1,610 hours which is the assumed hours of work per year for academics based on UTS' EBA	Tested with DVC E&S	2 October 2024

For discussion only – no decisions made



Strategic Lever 3: Identification of research areas of scale and focus

UTS CRICOS 00099F
UTS TEQSA PRV12060

For discussion only – no decisions made

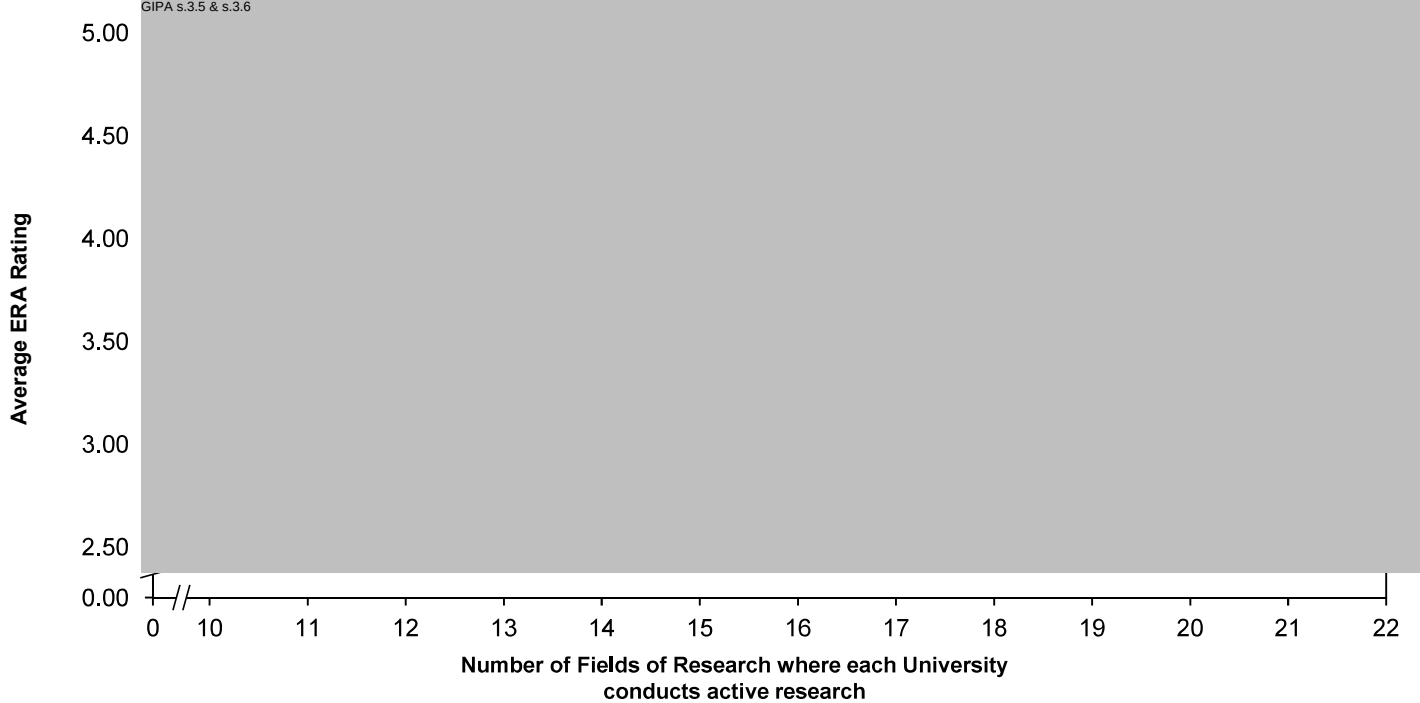
Identification of Research Areas of Scale and Focus Gross Benefits Summary

Analysis Undertaken	Gross \$ Value	Lever	Expected Changes to Enable Lever	Reference Slide(s)
➤ Reviewing ‘under-productive’ Level D and Level E <u>active</u> researchers to understand the reason for under-productivity could have a potential gross benefit opportunity of \$14.1m Note: For the purpose of this analysis, active researchers are defined as researchers that have been published or worked on an externally funded project in the past five years. It does not represent staff that are still working in UTS as of 2024-09-26 based on UTS HR records. However, staff that are no longer working in UTS have been removed from all benefit calculations	\$14.1m	Reduction in headcount	- Greater alignment of resources to research areas of focus - Clear expectations of research outcomes	Slide 48 to 59
➤ Reviewing ‘under-productive’ Level D and Level E <u>inactive</u> researches to understands the reason for under-productivity could have a potential gross benefit opportunity of \$5m	\$5m	Reduction in headcount	- Greater alignment of resources to research areas of focus - Clear expectations of research outcomes	Slide 60
Total Gross Benefits	\$19.1m			
Assumption for low range (realise 60% of gross \$ value)	\$11.5m			
Assumption for high range (realise 80% of gross \$ value)	\$15.3m			
Total Gross Benefits	\$11.5m - \$15.3m			

For detailed assumptions underpinning the analysis, please refer to the conclusion of this section.

UTS has a diverse research portfolio which exceeds global excellence benchmarks

Research Portfolio ERA Outcomes by Number of Disciplines
(2018 (latest available data))



UTS produces diverse (19 FoR) yet highly recognised research outcomes. In 2024, UTS was ranked the 90th University globally (QS world ratings) showcasing its high academic reputation.

QS World Rankings (2024)

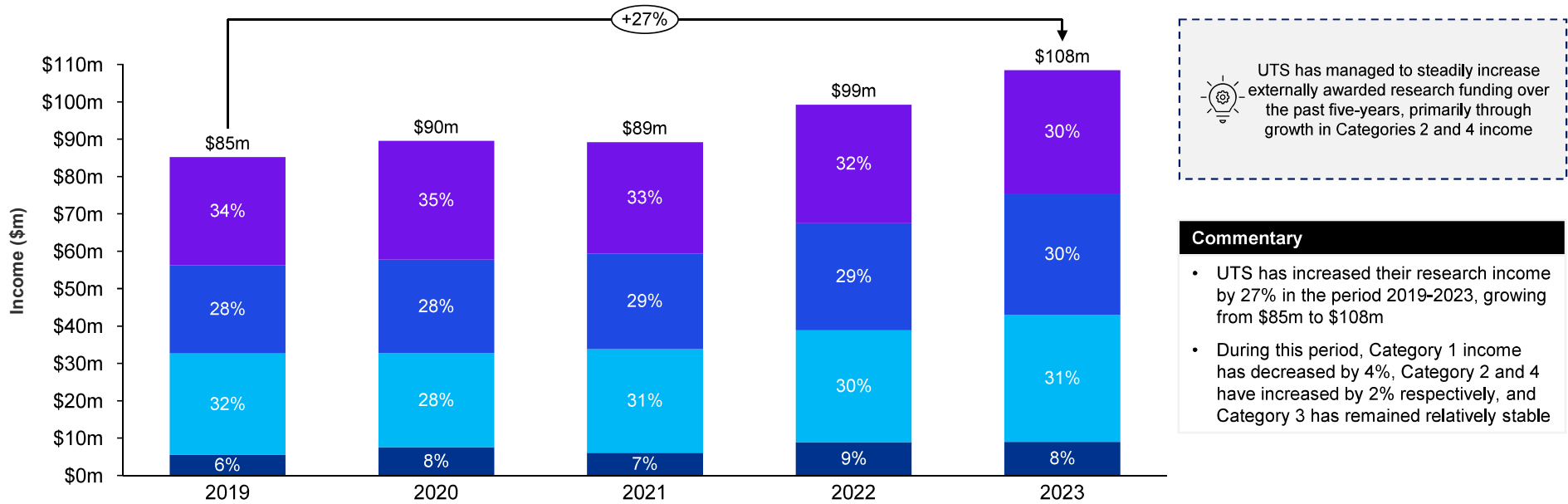
University	Rating
GIPA s.3.6	14
	19
	19
	34
	43
	43
	72
	89
University of Technology Sydney	90
GIPA s.3.6	130
	140
	162
	173
	183
	189
	233
	307
	326
	375
	651-660
	801-850
	951-1000

External research and development income has increased by over 27% at UTS over a five-year period; CAT1 has decreased while other categories have remained relatively stable

UTS HERDC Income Trend

(\$m, 2019 - 2023)

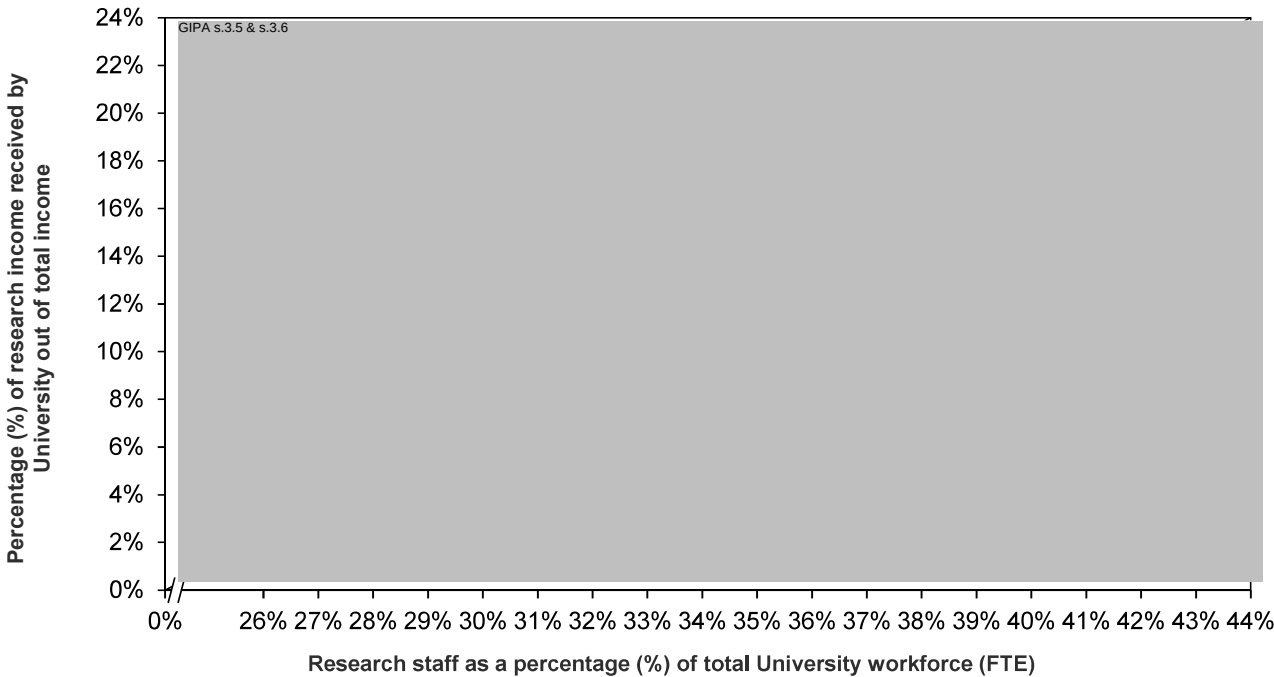
Category 1 - Australian Competitive Grants Category 2 - Other public Sector Category 3 - Industry and Other Category 4 - CRC



Source: UTS HERDC Submissions 2019-2023

Relative to peers, it appears that UTS has lower research productivity, with a higher percentage of research staff

Comparison of % of Research FTE and % of Research Income Received of Total Income between UTS and other NSW and GIPA s.3.6
(%, 2022 (latest available data))



While ~41% of UTS staff are dedicated to research (compared to average of 37.6%), only 9.5% of revenue is attributable to external research funding (compared to average of 11.4%)

Commentary

- ~41% of total fulltime staff at UTS conduct research, which includes research full time, or in conjunction with teaching. This equates to 1,314 FTE which is higher than the average of 37.6% in comparable universities
- However, when assessing total income/revenue only 9.5% of UTS's income is attributable to CAT1-4 funding, which is low compared to the average of 11.4%
- This signifies that while UTS have a significant portion of staff dedicated to conducting research-related activities, this may not directly correlate to portion of external research received
- There are six comparable Universities which have a lower percentage of staff dedicated to research, yet higher percentage of research income received of total income
- These Universities are: GIPA s.3.6

Source: Department of Education Research and Development Income Time Series, Department of Education Staff 1 Fulltime Equivalence, University Annual Reports 2022, Autumn Forecast

Despite an increase in research income, the average funding generated per research FTE at UTS is still lower compared to other

Commentary

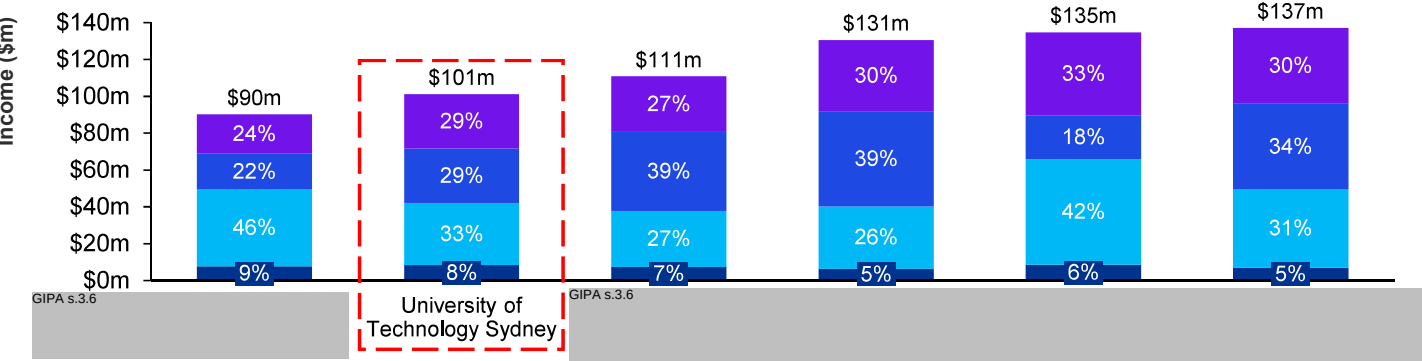
- UTS received the 2nd lowest total research income, whilst having the 3rd largest number of research staff (1314), behind
- The average funding per research FTE for is ~\$96,629. UTS falls behind this average by 25.5%, receiving an average of ~\$77,000, highlighting that there is potential to enhance research productivity. If UTS is able to improve its funding per research FTE to be equivalent to the average across , this would have the potential to generate an additional ~\$25,802,343 in total, noting research FTE still remains the same.



While UTS' research income has increased, in comparison to other , the external research funding received per research FTE is the second lowest, indicating that there is opportunity for UTS to enhance research productivity

Comparison of External CAT 1-4 Research Income between UTS and other - with only 965 research FTE, they receive the most research income.

Category 1 - Australian Competitive Grants
Category 2 - Other public Sector
Category 3 - Industry and Other
Category 4 - CRC

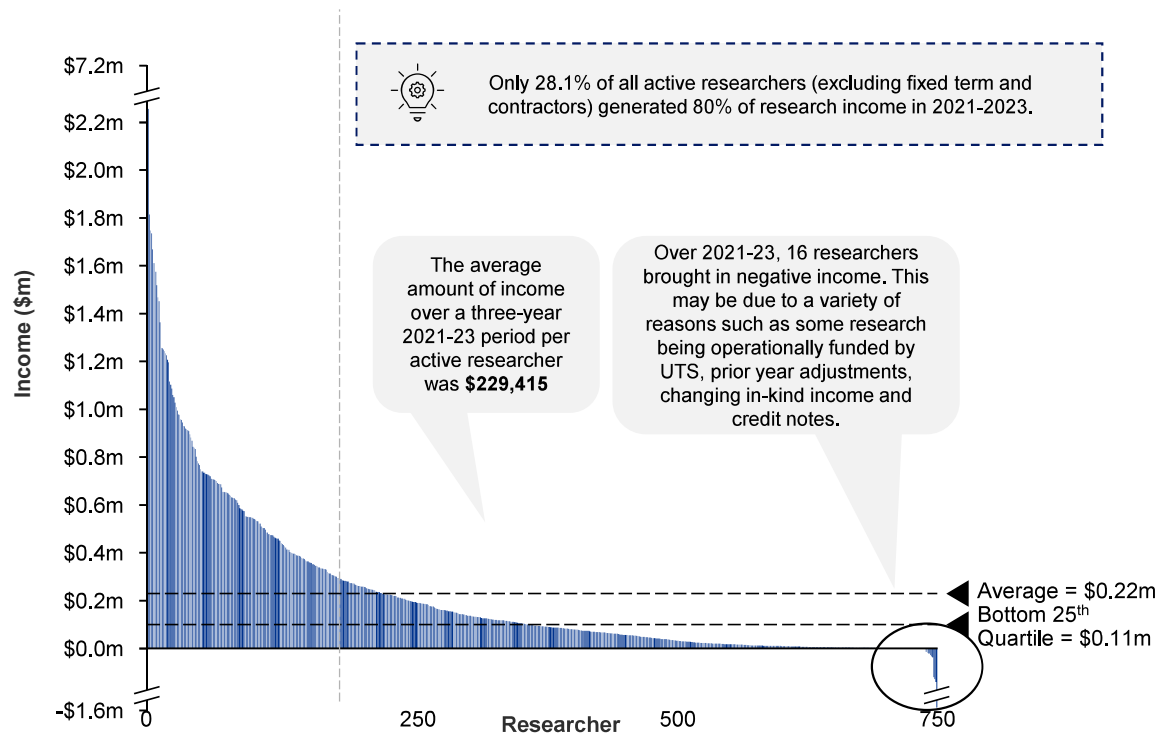


	Number of Research Staff (FTE)	Funding per one research FTE
	965	~\$142,093
	1,151	~\$110,298
	897	~\$100,533
	1,576	~\$82,820
University of Technology Sydney	1,314	~\$76,992
	1,653	~\$67,037

Source: Department of Education Research and Development Income Time Series

The average income generated per active researcher over the three-year period (2021–2023) was ~\$229,415

Total Research Income per Researcher (Headcount) Across UTS excl. Fixed Term and Contractors (\$m, 2021 - 2023)



Commentary

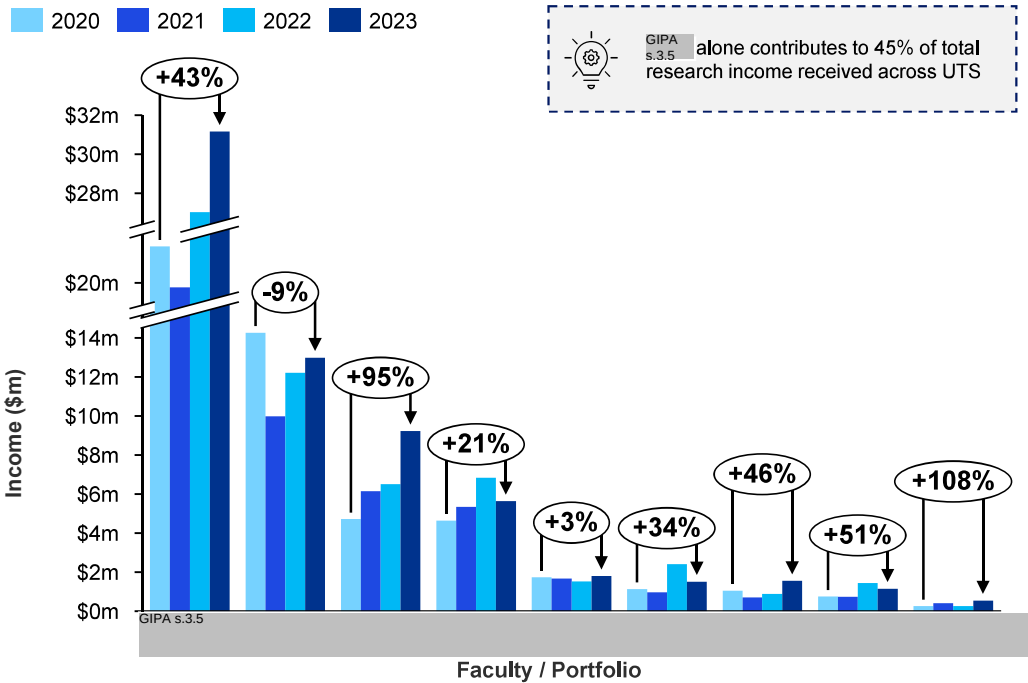
- The number of active researchers at UTS producing income in the period 2021-2023 was **743** (excluding fixed term and contractors), and the total amount of income attributable to these staff over the three years totals **\$170.46m**
- The highest amount of income generated by a single researcher across the 2021-23 period was **\$1.7m**, and the next highest amount of income generated by an individual was **\$1.1m**
- The average total income over the 2021-2023 period was **\$229,415 per active researcher**
- 522 researchers generated income that was below the average income per active researcher (~70% of all active researchers)
- There are 404 researchers in the bottom 25th quartile (\$114,707 or less). It is important to understand the academic level and the Faculty that the researcher belongs to as there will be different expectations across level and Faculty

Key Assumptions

- Active researchers are defined as researchers that have been published or worked on an externally funded project in the past five years
- Data does not include inactive researchers where inactive researchers are defined as researchers that have generated zero income and / or zero publications across multiple years

GIPA s.3.5 delivered the highest increase in research income over 2020 – 2023; was the only Faculty that experienced a decline

Trend in Research Income per Faculty excl. Fixed Term and Contractors (\$m, 2020-2023)



Commentary

- GIPA s.3.5 was the only Faculty that experienced a consistent year on year growth from 2020 – 2023. In fact, it experienced its highest growth between 2022 to 2023, 42%
- While GIPA s.3.5 experienced an increase in research income over 2020 – 2023, this is off the back of a decline in 2022 – 2023
 - GIPA s.3.5 income decreased by 18%; GIPA s.3.5 income decreased by 37%; GIPA s.3.5 income decreased by 20%
- GIPA s.3.5 is the only Faculty that has a relatively consistent research income across 2020 – 2023
- Though GIPA s.3.5 experienced a decline in 2020 – 2023, it is worth noting that the Faculty experienced a steady increase from 2021 – 2023, after the sharp decline from 2020 – 2021. This therefore shows that the Faculty is in a recovery phase

Note: Despite a 27% increase in ERI over a five-year period (2019-2023), the university's investment has remained consistent. In 2024, the Central Research Budget has approximately \$60m in funding allocations, of which a \$13.8m portion represents the University's direct investment in strategic initiatives

Key Assumptions

- Analysis excludes any fixed term and contractor positions, as advised by the DVCR
- For research income, analysis excludes staff members that have other grade level classifications other than Level A to E. This is guided by Faculty Academic Benchmarks where expectations are only listed for Level A to E academics
- Analysis only includes academics that are within the Faculties or are in DVCR

Most Faculties saw an increase in average research income per academic FTE from 2020 to 2023, except for GIPA s.3.5 which experienced a decline

Average Research Income per FTE for Ongoing Academic Staff (excl. contract researchers and teaching only) by Faculty and Centre (\$, 2020 – 2023)

While GIPA s.3.5 experienced the largest decline in average research income per FTE over 2022-2023, it is important to note that this is accompanied by a third of a decline in staff when compared to 2020

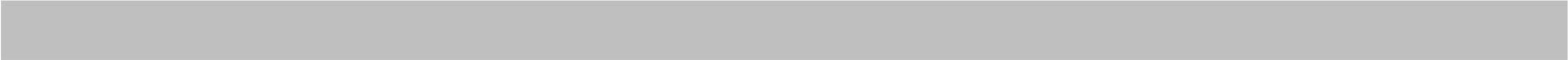
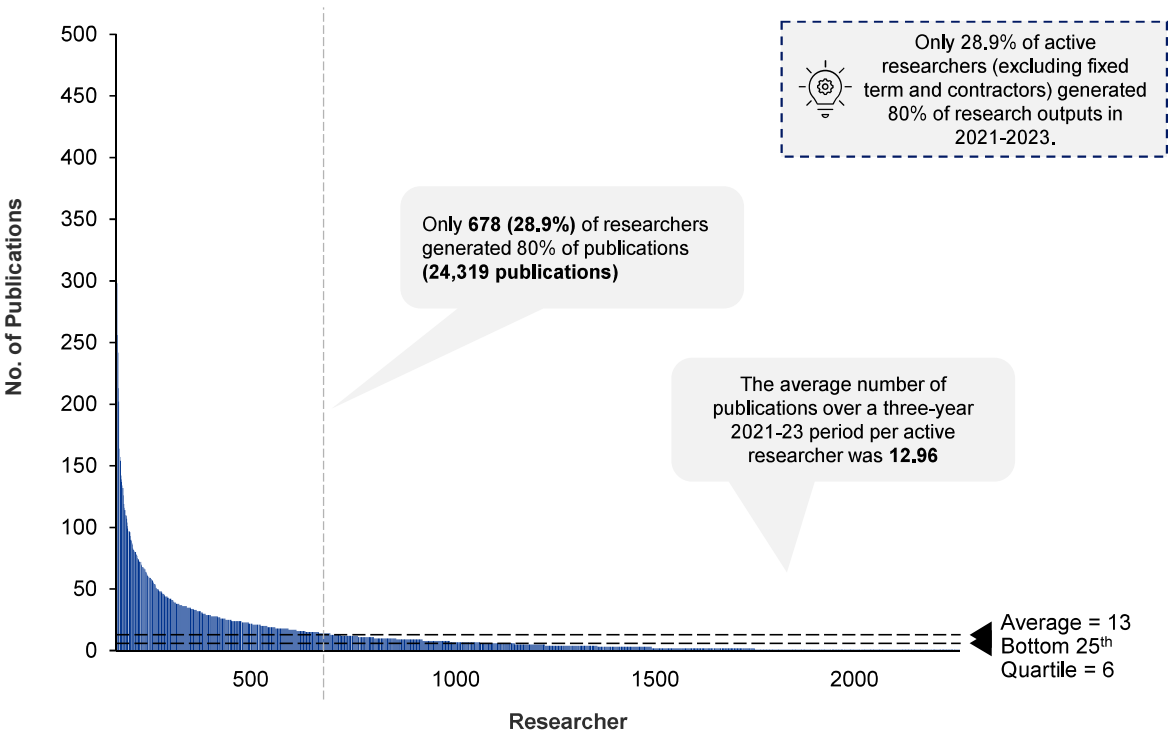
Faculty/Centre	2020	2021	2022	2023
GIPA s.3.5	\$139,424	\$87,049	\$172,656	\$159,597
	\$108,103	\$131,110	\$156,811	\$171,214
	\$85,761	\$81,947	\$98,139	\$98,084
	\$29,802	\$28,111	\$37,094	\$23,878
	\$15,669	\$26,153	\$28,864	\$39,698
	\$13,255	\$23,265	\$15,148	\$17,622
	\$36,515	\$12,572	\$11,930	\$12,959
	\$11,768	\$3,187	\$10,127	\$31,243
	\$59,093	\$62,568	\$37,380	\$189,259
	\$46,429	\$55,468	\$26,132	\$28,564
	\$203,532	\$265,683	\$354,625	\$351,389

Commentary

- Of all the Faculties and Centres presented, GIPA s.3.5 had the highest average income per academic FTE, ~\$351,000. This is more than double the average income of FEIT academics (\$171,000)
- GIPA s.3.5 has been experiencing a relatively steady growth over 2020 to 2022 with the average research income per academic FTE growing from by 31% from 2020 to 2021, and by 32% from 2022 to 2023. Over 2022 to 2023, the growth did experience a slight decline, 1%
- Out of all the Faculties GIPA s.3.5 had the highest average research income per FTE in 2023, and experienced a 58.4% increase in average ERI between the years 2020 to 2023
- GIPA s.3.5 had the highest percentage increase of research income per FTE from period 2020 to 2023, 220.3%
- Both GIPA s.3.5 secured less than a third of the ERI per FTE in 2021 compared to 2020
- Average income per academic FTE for GIPA s.3.5 increased by a substantial 166% between 2020 and 2023
- Average income per FTE for GIPA s.3.5 also increased substantially by 98% between 2021 and 2022

The average publication produced per active researcher over 2021 – 2023 was ~13 publications

Total Publications per Researcher (Headcount) Across UTS excl. Fixed Term and Contractors
(Count of Publications, 2021 - 2023)



Source: PowerBI Research 360

Commentary

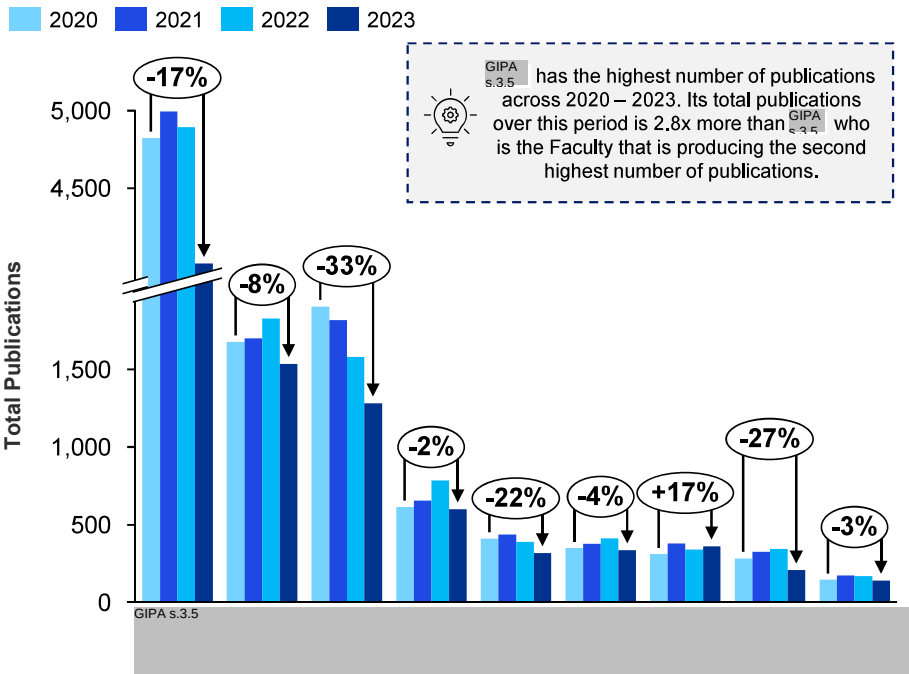
- The number of active researchers producing publications at UTS in the period 2021-2023 was **2345 individuals (excluding contractors and fixed term staff)**, and the total publications produced was **30,399 (19,851 unique publications)**.
- The highest number of publications produced by a single researcher across the 2021-23 period was **491 publications by [redacted]**, and the next highest amount of publications was **362 contributions by [redacted]**.
- The average total publications over 2021-2023 period was **12.96 (rounded to 13) publications, significantly less than the above**
- The number of researchers which produced less than the average of 12.96 papers or less was (accounting for 13 or less) was **1750 researchers** which equates to **74.62% of continuing staff**
- There are 1,334 researchers in the bottom 25th quartile (6 publications or less). It is important to understand the academic level and the Faculty that the researcher belongs to as there will be different expectations across level and Faculty (e.g., expectations for Level A and Level E will be quite different)

Key Assumptions

- Active researchers are defined as researchers that have been published or worked on an externally funded project in the past five years
- Data does not include inactive researchers where inactive researchers are defined as researchers that have generated zero income and / or zero publications across multiple years

Most Faculties experienced a decline in number of publications generated over 2020 – 2023

Trend in Research Publications by Faculty excl. Fixed Term and Contractors
(Count of publications, 2020 - 2023)



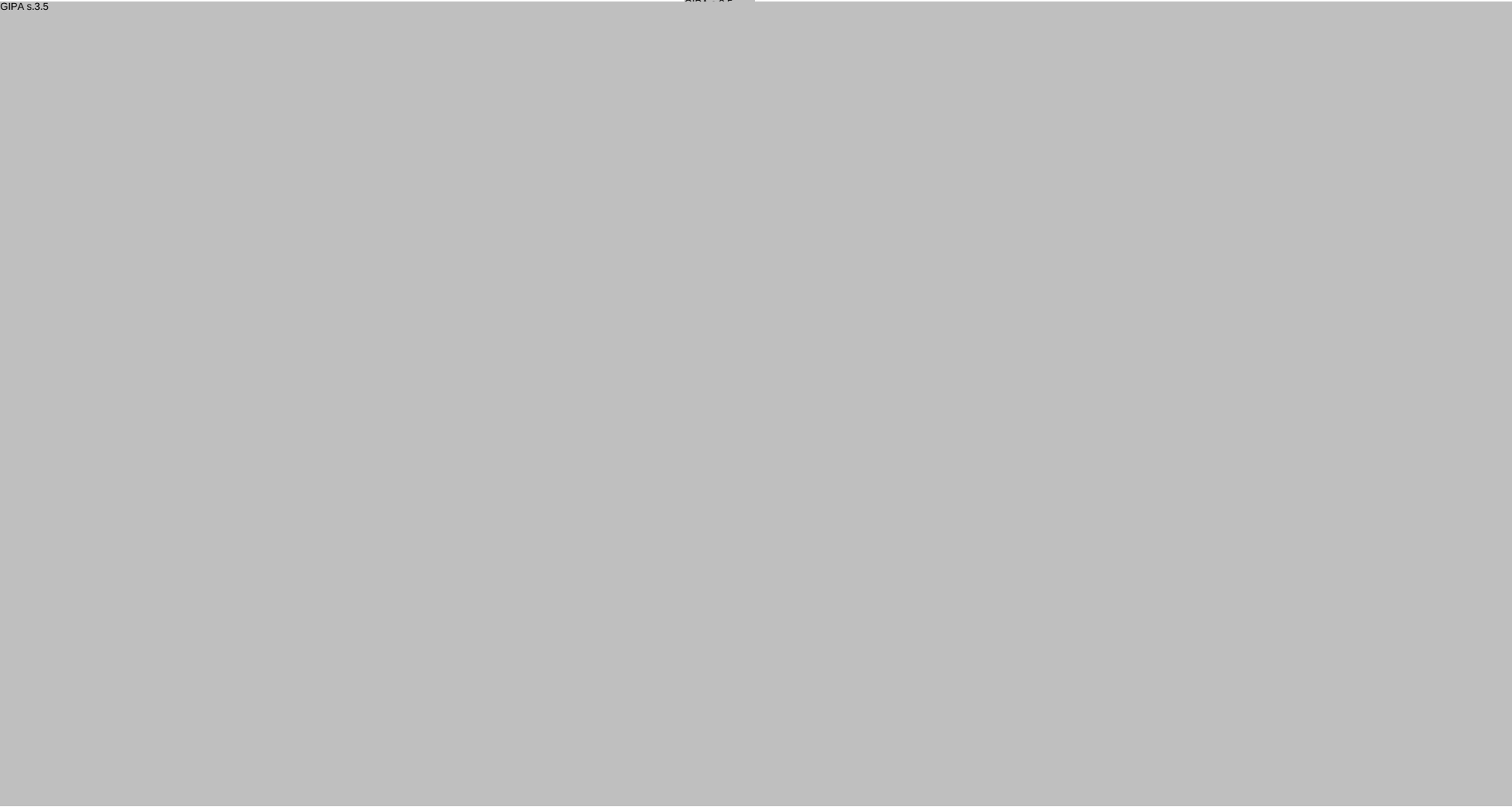
Commentary

- GIPA s.3.5 experienced the largest decline in number of publications since 2020, 33%. This declining trend is consistent year-on-year for the Faculty
- While GIPA s.3.5 experienced a decline in number of publications generated over 2020 – 2023, it is worth noting that all three Faculties were increasing the number of publications generated from 2020 – 2022 and only experienced a decline from 2022 – 2023
- GIPA s.3.5 has experienced a consistent decline since 2021, after a slight increase from 2020 – 2021, 7%
- Other than GIPA s.3.5 that experienced the largest decline from 2022 – 2023, 40%, GIPA s.3.5 was the Faculty that had the largest decline at 23%. Across GIPA s.3.5, the decrease from 2022 – 2023 is relatively similar, all sitting between the 17% – 23% range

Key Assumptions

- Analysis excludes any fixed term and contractor positions, as advised by the GIPA s.3.5
- For research publication, analysis excludes staff members that have other grade level classifications other than Level A to E, but includes staff members where no information is available as the levels are unclear for these staff
- Analysis only includes academics that are within the Faculties or are in DVCR GIPA s.3.5
- FTDI and TD have been combined to form TDI

Research Portfolio Overview	Research Income	Research Publications	Research Centres	Identification of 'under-productive' Researchers	Academic Workforce Analysis	For discussion only – no decisions made
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Source: PowerBI Publications 2020 – 2023; PowerBI Researcher Income 2020 - 2023

Research Portfolio Overview	Research Income	Research Publications	Research Centres	Identification of 'under-productive' Researchers	Academic Workforce Analysis	For discussion only – no decisions made
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Source: PowerBI Publications 2020 – 2023; PowerBI Researcher Income 2020 - 2023

Research Portfolio Overview	Research Income	Research Publications	Research Centres	Identification of 'under-productive' Researchers	Academic Workforce Analysis	For discussion only – no decisions made
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GIPA s.3.5



Source: PowerBI Publications 2020 – 2023; PowerBI Researcher Income 2020 - 2023

Research Portfolio Overview	Research Income	Research Publications	Research Centres	Identification of 'under-productive' Researchers	Academic Workforce Analysis	For discussion only – no decisions made
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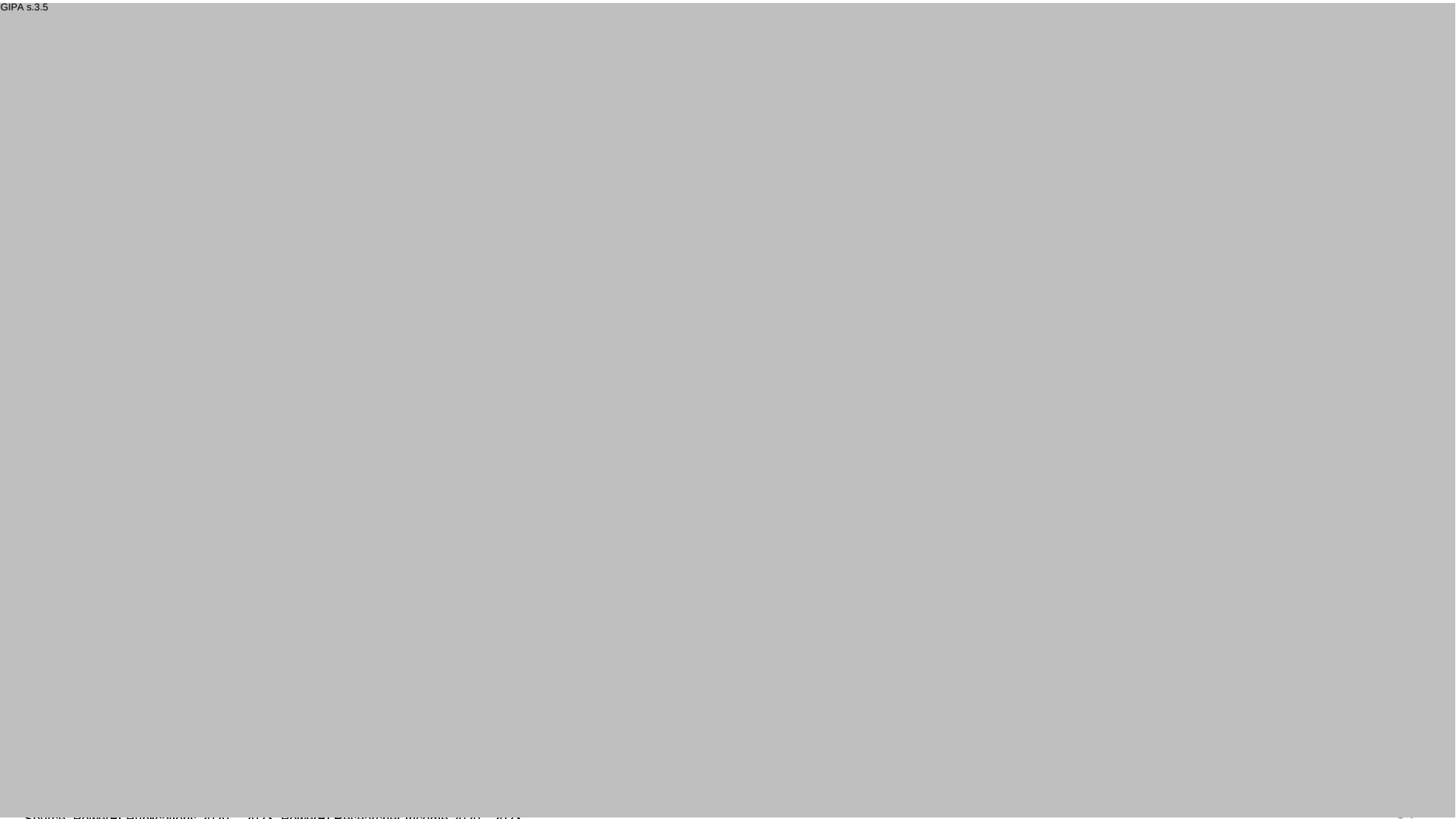
Source: PowerBI Publications 2020 – 2023; PowerBI Researcher Income 2020 - 2023

Research Portfolio Overview	Research Income	Research Publications	Research Centres	Identification of 'under-productive' Researchers	Academic Workforce Analysis	For discussion only – no decisions made
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Source: PowerBI Publications 2020 – 2023; PowerBI Researcher Income 2020 - 2023

Research Portfolio Overview	Research Income	Research Publications	Research Centres	Identification of 'under-productive' Researchers	Academic Workforce Analysis	For discussion only – no decisions made
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Source: PowerBI Publications 2020 – 2023, PowerBI Researcher Income 2020 – 2023

Research Portfolio Overview	Research Income	Research Publications	Research Centres	Identification of 'under-productive' Researchers	Academic Workforce Analysis	For discussion only – no decisions made
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Source: PowerBI Publications 2020 – 2023; PowerBI Researcher Income 2020 - 2023

Research Portfolio Overview	Research Income	Research Publications	Research Centres	Identification of 'under-productive' Researchers	Academic Workforce Analysis	For discussion only – no decisions made
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Source: PowerBI Publications 2020 – 2023; PowerBI Researcher Income 2020 - 2023

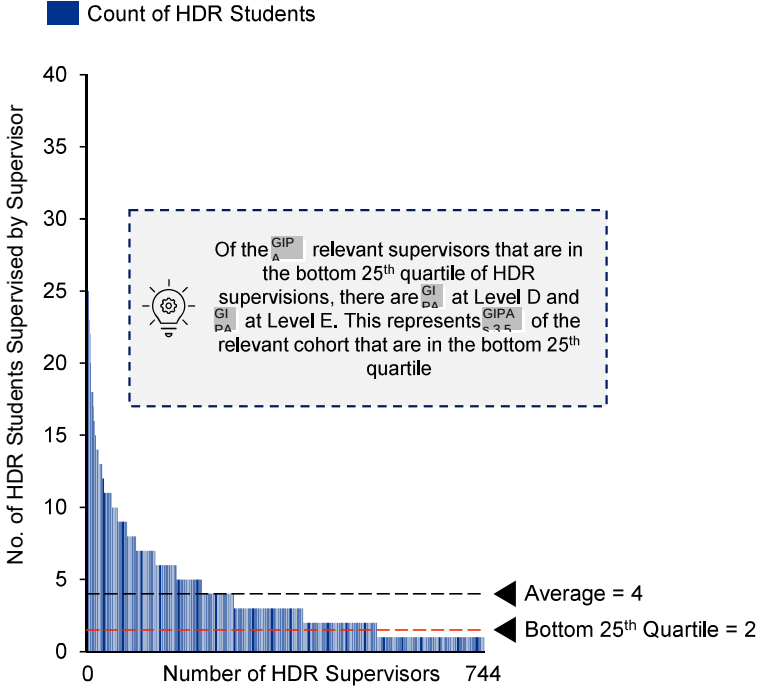
GIPA s.3.5

GIPA s.3.5

Level D and E supervisors are in the bottom 25th quartile for HDR supervision, with having the highest proportion (%)

GIPA s.3.5

Number of HDR Students Supervised per Supervisor (Headcount) in UTS excl. Fixed Term and Contractors (#, 2021 - 2023)



Commentary

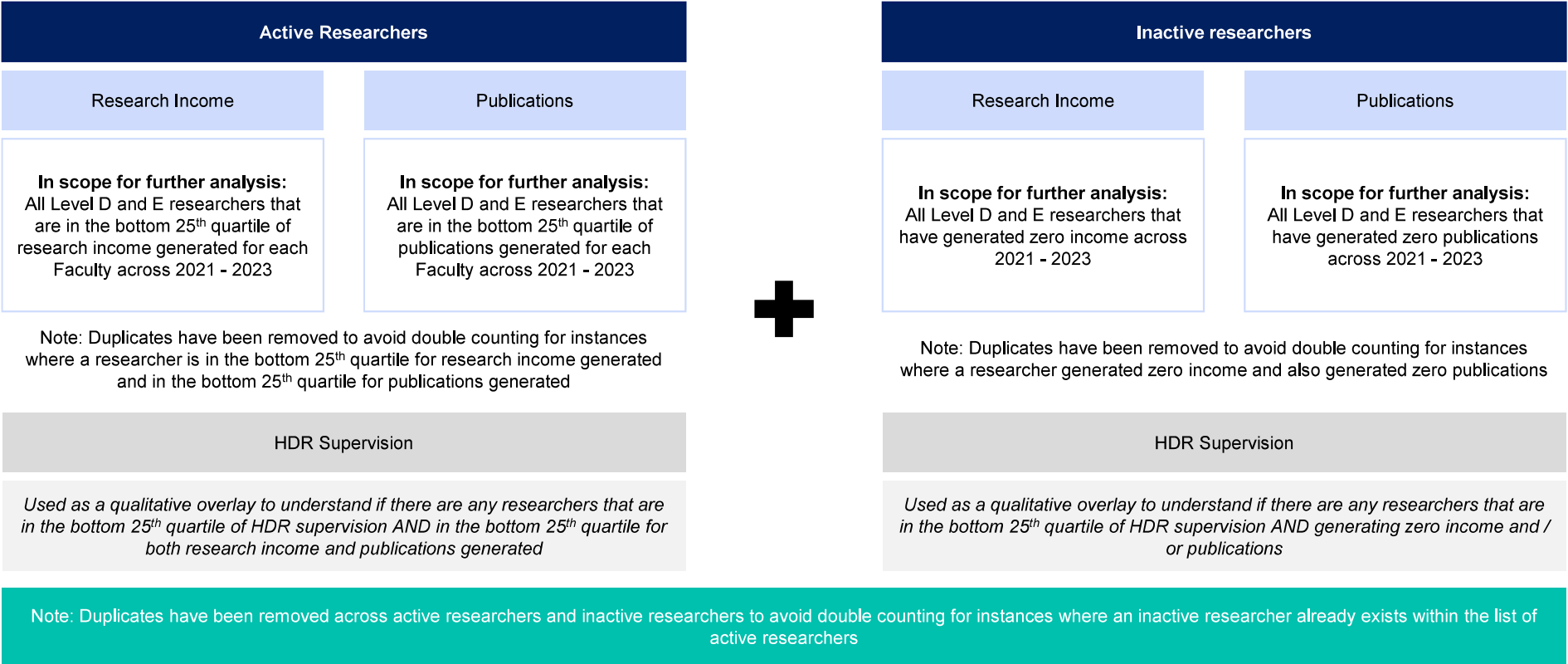
- Over a three-year period, the average number of HDR students per supervisor at the university is four. Based on this average, there are $GIPA$ supervisors out of $GIPA$ that have less than 4 HDR students over a three-year period ($GIPA$)
- There are $GIPA$ relevant supervisors out of $GIPA$ total supervisors that are in the bottom 25th quartile of HDR student supervisions where relevant supervisors are defined as Level B to E supervisors
- Out of the $GIPA$ there are $GIPA$ Level D and E supervisors who are in the bottom 25th quartile of HDR supervision. Breakdown by Faculty and Centre:
 - $GIPA$

Key Assumptions

- The supervisors that are relevant for this analysis only includes supervisors with students over a three-year period (2021 to 2023) and any supervisors that currently still have an enrolled student but does not have students admitted in the 2021 to 2023 period
- Analysis excludes any fixed term and contractors where contractors are assumed to be any staff with “no info” tagged to their employment term
- Enrolled students have been included despite not being in the three-year period as these students are considered active students (i.e., have not withdrawn from the course) and the student's completion would have the potential to generate income for the university
- Data from 2024 has been excluded given the year is still in session when this analysis is being conducted
- The analysis on the bottom 25th quartile excludes Casuals, Level A academics and SSG academics. This is guided by the Faculty Academic Benchmarks where expectations are only listed for Level A to E academics and Level A's generally do not have supervisory expectations
- Assumed that supervisors with no grade level information available are relevant supervisors where relevant supervisors are defined as Level B to E supervisors
 - $GIPA$

Source: HDR Thesis Supervisory Load_02102024; Establishment Data_Aug

Overview of framework to identify ‘under-productive’ researchers



There are GIPA s.3.5 active Level D and E researchers in UTS that are in the bottom 25th quartile of research income and/or publications generated



There are GIPA s.3.4 total active Level D and E researchers that are either (i) performing in the bottom 25th quartile for research income generated (ii) performing in the bottom 25th quartile for publications generated or (iii) performing in the bottom 25th quartile for research income and publications generated. Using the workload allocation split for balanced researchers (40:40:20) and research intensive (70:30), the GIPA s.3.4 headcount of active researchers equate to GIPA s.3.5 research FTE. There is an opportunity to review this cohort further, which reflects an investment of \$14,075,878.

Note: There are GIPA s.3.5 Level D and E researchers that are in the bottom 25th quartile for research income generated, publications generated, and HDR students supervised

			Key Assumptions
2021 - 2023 Researchers Income Overview: Bottom 25th Quartile Total headcount of active researchers generating income: 743 No. of researchers in the bottom 25th quartile of research income: GIPA s.3.4 & s.3.5 There are GIPA s.3.4 Level D and E researchers that are performing in the bottom 25th quartile for research income generated	2021 - 2023 Publications Overview: Bottom 25th Quartile Total headcount of active researchers producing publications: 2,345 No. of researchers in the bottom 25th quartile of research publications: GIPA s.3.4 & s.3.5 There are GIPA s.3.4 Level D and E researchers that are performing in the bottom 25th quartile for publications generated	2021 - 2023 HDR Supervision Overview: Bottom 25th Quartile Total headcount of active researchers supervising HDR students: 744 No. of researchers in the bottom 25th quartile of HDR supervision: GIPA s.3.4 & s.3.5 There are GIPA s.3.4 Level D and E researchers that are performing in the bottom 25th quartile for HDR supervision	- Analysis only includes Level D and E researchers - Calculations excludes 1 FTE whose position type is tagged as 'other' - The same assumptions from individual Faculty charts are carried over to enable the calculations (i.e., any exclusion criteria) - Average academic salary used for any calculations is \$ GIPA s.3.4 this figure was extracted from the UTS YTD actual average salary provided by UTS Finance and already includes oncosts - For any roles where FTE information is unavailable, it is assumed that the staff member is operating at 1 FTE - Calculations exclude any staff member that are no longer in UTS as of 2024-09-26. Based on the list of Level D and E researchers that are in the bottom 25th quartile from the PowerBI data, a match was performed to determine if all staff member from the list still exists in the Research Activity – Academic Staff Performance (2020 – 20240926). Staff that does not exist in Research Activity – Academic Staff Performance (2020 – 20240926) have been removed from the calculations. When performing the matching exercise, there was GIPA s.3.5 that are not on the Research Activity list, bringing the total Level D and E researchers down to GIPA s.3.5

There are 58 inactive Level D and E researchers in UTS that have generated zero income and/or zero publications



There are 58 total inactive Level D and E researchers that have either generated zero income and/or produced zero publications. Using the workload allocation split for balanced researchers (40:40:20) and research intensive (70:30), the 58 headcount of inactive researchers equate to 22.72 research FTE. There is an opportunity to review this cohort further, which reflects an investment of \$5,016,008.

2021 - 2023 Researchers Income Overview: Zero Income

Total headcount of inactive researchers generating zero income : 57

FTE of inactive researchers generating zero income:

- FEIT GIPA s.3.4
- SCI:
- FoH:
- BUS:
- FAS:
- DAB:
- LAW
- TDI:
- DVC

2021 - 2023 Publications Overview: Zero Publications

Total headcount of inactive researchers producing zero publications: 2

FTE of inactive researchers generating zero publications:

GIPA s.3.4

Key Assumptions

- Inactive researchers are defined as researchers that have generated zero income and / or zero publications across multiple years
- There are two data cuts that enable the identification of inactive researchers:
 - Data filtered for all researchers with no year attached as these researchers are still employed by the university and they have generated zero income and zero publications for multiple years
 - Data filtered for 2021 – 2023 period to identify the sum of fractionised income amount a researcher has received over the three years and the inactive researchers are those that have a \$0 sum
- To avoid “double counting”, the inactive list of researchers is checked against the list of active researchers in the bottom 25th quartile. Where duplications exist, this is removed from the list of ‘inactive’ researchers
- Analysis only includes Level D and E researchers
- Analysis only includes researchers that sit within Faculties and in DVCR
- Data excludes any fixed term, contractor, and honorary positions where applicable, as advised by the DVCR. It is assumed that any staff with “no info” represent contractors
- Organisation Hierarchy, Grade Level, Work Function and FTE is mapped against Establishment Data_Aug
- Average academic salary used for any calculations is \$ GIPA s.3.4 This figure was extracted from the UTS YTD actual average salary provided by UTS Finance and already includes oncosts

Research Portfolio Overview	Research Income	Research Publications	Research Centres	Identification of 'under-productive' Researchers	Academic Workforce Analysis	For discussion only – no decisions made
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There are also ~443.22 FTE (~\$84m in total workforce costs) in UTS' operationally funded Research Centres that can be explored further to determine strategic alignment

Faculty / Portfolios	Centres	Professional FTE	Academic FTE	Total FTE	Total Workforce Costs
FEIT	Australian Artificial Intelligence Institute	0.5	10	10.5	GIPA s.3.4
	Robotics Institute	4	0	4	
	The Data Science Institute	3	24	27	
	Centre for Quantum Software and Information	0	3	3	
FoH	INSIGHT: Transforming Health and Well-being	6	4	10	
	Australian Stuttering Research Centre	5	3.7	8.7	
	Centre for Health Economics Research and Evaluation	1	27.14	28.14	
	WHO Collaborating Centre	3.2	5.4	8.6	
	Centre for Improving Palliative, Aged and Chronic Care through Clinical Research and Translation (IMPACCT)	6.6	7.8	14.4	
LAW	Australasian Legal Information Institute	2	1	3	
	Centre for Media Transition	2	2	4	
	Anti-Slavery Australia	5.4	1.8	7.2	
SCI	Australian Institute for Microbiology and Infection	7.6	27.2	34.8	
	Centre for Inflammation	2	10	12	
	Climate Change Cluster	9.86	19.5	29.36	
	The Kidman Centre	3.43	1	4.43	
BUS	Centre for Climate Risk and Resilience	0	3	3	
Provost & SVP	Jumbunna Institute for Indigenous Education and Research	12.8	32.41	45.21	
	Centre for Social Justice and Inclusion	52.83	1.55	54.38	
Central Faculties	Human Technology Institute	13.8	3	16.8	
DVC & VC	Australia-China Relations Institute	4	4	8	
	Institute for Public Policy and Governance	11.6	2	13.6	
	Institute for Sustainable Futures	45.8	47.3	93.1	

KPMG Drafting Note: Research income data is being sought and will be included w.c. 14th October as per DVCR request

Centres across UTS vary in size, with the largest Centre being ISF with 93.1 FTE, resulting in workforce costs of ~\$84m. Conversely, the smallest Centre only has 3 FTE, resulting in workforce costs of GIPA s.3.4. While larger Centres are often focused on for finding efficiencies, the analysis shows that smaller Centres also warrant exploration as it is critical to understand both the size and shape of the Centre

Commentary

- Of all the Centres listed, the Institute for Sustainable Futures (ISF) has the most FTE (93.1) and highest corresponding workforce cost of approximately \$84m. The Centre has a relatively even split of academic and professional staff. There is a total of 53 academic headcount in this Centre, with the most staff at Level B (17 headcount), followed by Level D (16 headcount) and Level C (14 headcount)
- While the relative size of the Australia-China Relations Institute is small, majority of the roles are senior positions. Out of the four academics, GIPA s.3.4 and out of the four professionals, GIPA s.3.4
- The Australasian Legal Information Institute is the smallest Centre with only 3 total FTE; however, all its staff members are senior GIPA s.3.4. Given the two professional roles have a non-specific position title – Project Officer and Systems Administrator, there may be an opportunity to evaluate if the same responsibilities can be achieved by staff at a lower HEW level
- The Centre for Social Justice and Inclusion is the second largest Centre based on total FTE (54.38).
 - Out of the 54.38 FTE, only 1.55 FTE is attributed to academics, evenly split between Level B and Level E
 - Professional staff account for 52.83 FTE and of this 52.83, ~27% of staff are Level 8's and 9's, ~29% are Level 7's. Based on the number of FTE to each level, the shape of the Centre is an inverted pyramid. This warrants further analysis to understand the roles that are required and the most appropriate shape for the Centre

Note: Please refer to assumptions on the key assumptions' pages outlined at the start of this section

Refers to Centres that are not research focussed (e.g., may be an entity that is an engagement focused)

Research Portfolio Overview	Research Income	Research Publications	Research Centres	Identification of 'under-productive' Researchers	Academic Workforce Analysis	For discussion only – no decisions made
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UTS' own recent research analysis also supports the hypothesis that there are a range of opportunities to improve research productivity

Extract from UTS Research Productivity: An External Research Income Perspective
Financial comparison between UTS and Australian Higher Education Sector excluding the Go8
(\$, number of FTE, 2017 - 2021)

Sector Excluding Go8	2017	2018	2019	2020	2021	CAGR (5 years)	2019	2020	2021	CAGR (3 yrs)
Research Only FTE	6,127	6,432	6,621	7,144	6,872		6,621	7,144	6,872	
Teaching & Research FTE	16,580	16,566	16,870	17,006	16,164		16,870	17,006	16,164	
Total FTE	22,707	22,998	23,491	24,150	23,036		23,491	24,150	23,036	
HERDC	\$1,363,427,968	\$1,416,459,083	\$1,528,119,687	\$1,644,761,935	\$1,831,883,384		\$1,528,119,687	\$1,644,761,935	\$1,831,883,384	
HERDC/FTE	\$60,043	\$61,591	\$65,051	\$68,106	\$79,523		\$65,051	\$68,106	\$79,523	
HERDC/FTE (adj. for CPI)	\$54,240	\$54,505	\$56,863	\$57,328	\$63,063		\$56,863	\$57,328	\$63,063	

UTS	2017	2018	2019	2020	2021	CAGR (5 years)	2019	2020	2021	CAGR (3 yrs)
Research Only FTE	320	427	484	521	480		484	521	480	
Teaching & Research FTE	876	886	963	1,012	884		963	1,012	884	
Total FTE	1,197	1,313	1,447	1,533	1,364		1,447	1,533	1,364	
HERDC	\$62,398,311	\$75,586,175	\$85,199,413	\$89,550,260	\$87,206,172		\$85,199,413	\$89,550,260	\$87,206,172	
HERDC/FTE	\$52,145	\$57,568	\$58,880	\$58,415	\$63,934		\$58,880	\$58,415	\$63,934	
HERDC/FTE (adj. for CPI)	\$47,105	\$50,945	\$51,469	\$49,171	\$50,701		\$51,469	\$49,171	\$50,701	

In 2021 UTS's average HERDC income per FTE was \$64,000 compared to \$79,500 for the entire sector. This gap has been widening from 2019 to 2021.

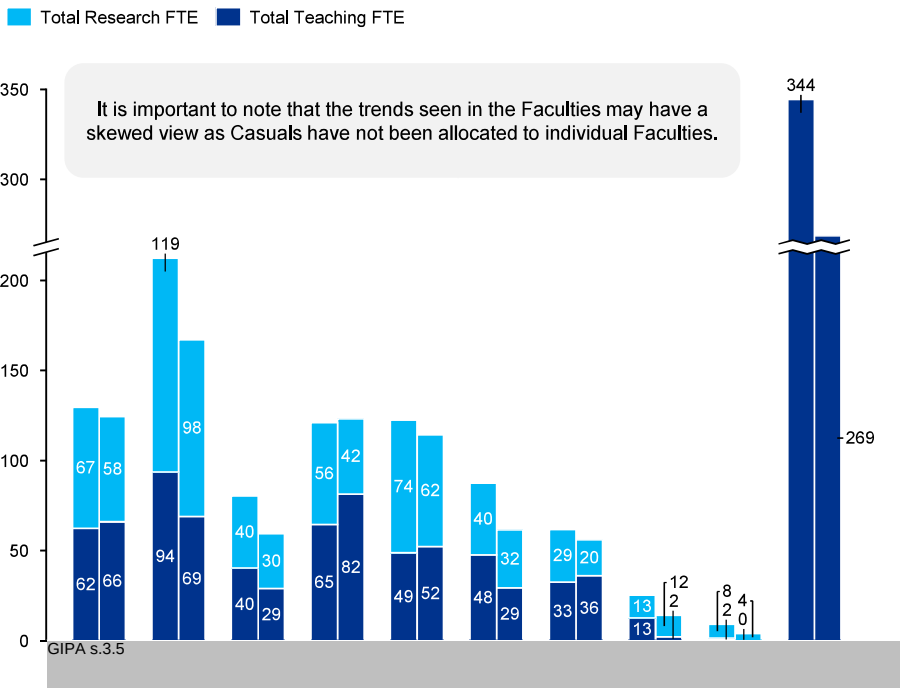
The above trends suggest it will be increasingly challenging to maintain ongoing research growth given UTS' ambition to diversify and intensify research activities, whilst also delivering sustainable research income and global impact

Commentary

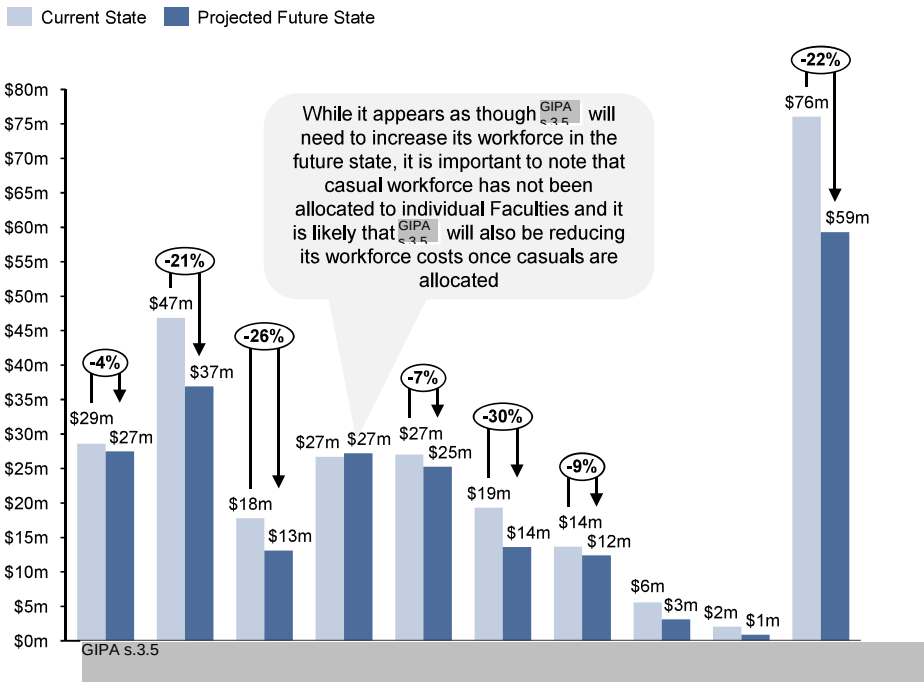
- In 2022, the UTS Research Finance Division conducted analysis into UTS's research productivity, assessing external research income. Analysis conducted in 2022 provides similar insight to KPMG's analysis in terms of decreasing trend of external research income per FTE.
- UTS's report was conducted due to significant changes in the University's operating environment, regarding the increase in number of ongoing research staff positions, the amount and distribution of ERI and ongoing funding reviews.
- Findings from the report highlight that while UTS's growth strategy for the decade through to 2019 led to significant increases in research activity and income in absolute terms, its relative performance is below that of peers, partly due to a higher ratio of research-only staff (which has decreased slightly from 1:2.7 to 1:1.8 since 2017). Despite UTS research income growing faster than the market since 2017 (UTS CAGR 9% vs. Sector CAGR 8%), HERDC income per FTE shows lower productivity growth (UTS CAGR 5% vs. Sector CAGR 7%). More concerning is that in the period from 2019-2021, UTS's income growth fell further behind the sector (UTS CAGR 5% vs. Sector CAGR 10%) with HERDC income per FTE also underperforming (UTS CAGR 4% vs. Sector CAGR 9%).

Most Faculties will experience a reduction in academic workforce in the projected future state, based on teaching and research analysis

Overview of Current State vs Projected Future State FTE by Faculty (FTE, 2024)



Overview of Current State vs Projected Future State Workforce Costs by Faculty (\$m 2024)



Source: Autumn Forecast including casuals

For discussion only – no decisions made

Key Assumptions – Research (1/4)

Analysis Category	Key Assumptions	UTS Validating Representative	Date Validated
Overall	The primary source of data for research income and publications are from PowerBI Research 360 dashboards – specifically 'Group Researcher Insights' reports from 2021 – 2023	KPMG Assumption	N/A
	Active researchers are defined as researchers that have been published or worked on an externally funded project in the past five years. It does not represent staff that are still working in UTS as of 2024-09-26 based on UTS HR records. This definition was provided by Arul (UTS BI Specialist) and Angel Lee	KPMG Assumption	N/A
	Inactive researchers are defined as researchers that have generated zero income and / or zero publications across multiple years	KPMG Assumption	N/A
	Data excludes any fixed term and contractor positions where applicable, as advised by the DVCR. It is assumed that any staff with "no info" represent contractors. All staff with employment terms that have returned a value of 0 and #N/A are still included in the data set as it is unclear which of these staff are potentially fixed term or contractors. Reconciliation will be required to confirm classification of said roles	Tested with UTS Project Team and DVCR	4 October 2024; 10 October 2024
	Where information is unavailable in the PowerBI Research 360 extract (e.g. Work function and Employment Term), the information sourced from the Establishment Data_August	Tested with UTS Project Team	4 October 2024
	For all analysis that requires comparison with other universities (e.g., ERI Growth, Research Portfolio Assessment) KPMG has used the HERDC submissions provided by UTS (2019-2023) for UTS and the latest publicly available information from the Department of Education statistics for other universities.	KPMG Assumption	N/A
	In-scope researchers: For research income, analysis excludes staff members that have other grade level classifications other than Level A to E. This is guided by Faculty Academic Benchmarks where expectations are only listed for Level A to E academics	Tested with DVCR	10 October 2024
	In-scope researchers: For research publication, analysis excludes staff members that have other grade level classifications other than Level A to E, but includes staff members where no information is available as the levels are unclear for these staff. Where applicable, each slide on the Faculties will outline the total number of staff that fall within this category	Tested with DVCR	10 October 2024
	Count of publications have been rounded down when it is not a whole number (e.g., 4.2 count of publications will be represented as 4 publications)	KPMG Assumption	N/A
	Bottom 25 th quartile is calculated by halving the average research income, average publication count or average number of HDR students supervised for all researchers	KPMG Assumption	N/A
	Assumed that FTDI and TD are the same Faculty	KPMG Assumption	N/A

For discussion only – no decisions made

Key Assumptions – Research (2/4)

Analysis Category	Key Assumptions	UTS Validating Representative	Date Validated
Overall (cont.)	Average academic salary used for any calculations (incl. casuals) is \$ ^{GIPA s.3.4} This figure was extracted from the UTS YTD actual average salary provided by UTS Finance and already includes oncosts	Tested with UTS Project Team	4 October 2024
	Average professional salary use for any calculations is \$ ^{GIPA s.3.4} This figure was extracted from the UTS YTD actual average salary by UTS Finance and already includes oncosts	Tested with UTS Project Team	4 October 2024
	DVCR as a Portfolio has been included in the analysis as DVCR includes researchers from GRS, IPPG and ISF. All other Portfolios have been excluded for the purposes of this section	Tested with DVCR	10 October 2024
	While in-scope looks at Level A to E academics, all analysis call outs are focussed on Level D and E academics only	Tested with DVCR	10 October 2024
Research Portfolio and World Ranking	Analysis to compare UTS's research outcomes and number of fields of research is based on 2018 ERA Outcomes as that is the latest publicly available data	KPMG Assumption	N/A
	The overlay of world rankings uses QS World University Rankings 2024 only and does not include other rankings (e.g., Times Higher Education World Rankings)	KPMG Assumption	N/A
External Research Income (ERI) Growth and Comparative University ERI	Research staff as a percentage of total University workforce (FTE) is calculated including by totalling research only and teaching and research staff. This has not accounted for any research intensive or balanced workload split	KPMG Assumption	N/A
Centres	While KPMG acknowledges that the University has over 40 Centres, analysis has only been conducted on 23 Centres as no information is available for the remaining Centres. It is assumed that this is because the remaining Centres may be externally funded and the data available to KPMG only includes those that are operationally funded	Tested with DVCR	10 October 2024
	Analysis is based on the Autumn Forecast data. Where qualitative information is unavailable (e.g., Org Name and Abbreviated Org Name), this information is extracted from the Establishment Data_Aug	Tested with UTS Project Team	4 October 2024
	Analysis is based on the Autumn Forecast data and includes casuals, with any corresponding qualitative data derived from Establishment Data_Aug. For the purpose of this analysis, data includes both fixed term positions and contractors	KPMG Assumption	N/A
	There is 1 FTE from the Human Technology Institute with no information on its professional / academic classification. It is assumed that this staff member is a professional based on their position title		
	There is 1 FTE from the Institute of Sustainable Futures with no information on its professional / academic classification. It is assumed that this staff member is an academic based on their position title	KPMG Assumption	N/A

For discussion only – no decisions made

Key Assumptions – Research (3/4)

Analysis Category	Key Assumptions	UTS Validating Representative	Date Validated
Centres (cont.)	There are 3.6 FTE from the WHO Collaborating Centre with no information on its professional / academic classification. Based on the position titles, 0.8 FTE has been allocated to professional, 0.8 FTE to academic, and 2 FTE has been excluded due to unclear classification of 'contractors'	KPMG Assumption	N/A
	There is 0.8 FTE from IMPACCT with no information on its professional / academic classification. It is assumed that this staff member is an academic based on their position title	KPMG Assumption	N/A
	Assumed that Centre of Social Justice and Inclusion and PCV Social Justice and Inclusion are the same Centre	KPMG Assumption	N/A
	In the Establishment Data, under the column titled 'Abbreviated Org Name,' the Centre of Health Economics Research and Evaluation is classified under INSIGHT. For the purposes of this analysis, KPMG has kept the two separate. This is guided by UTS' website where the two Centres have not been collapsed into one	KPMG Assumption	N/A
Faculty Specific Analysis	Average income / publication per year is calculated by taking the total income / publication over that specific year and divided by the number of in-scope researchers	KPMG Assumption	N/A
	Average income / publication for 2021 – 2023 is calculated by taking the sum of total income / publication over the three years and divided by the number of in-scope researchers. This value appears higher than the yearly average as there are multiple instances where a researcher may only have income or publication for one or two of the years instead of all three, therefore skewing the results	KPMG Assumption	N/A
HDR Supervision	The supervisors that are relevant for this analysis only includes supervisors with students over a three-year period (2021 to 2023) and any supervisors that currently still have an enrolled student but does not have students admitted in the 2021 to 2023 period Enrolled students have been included despite not being in the three-year period as these students are considered active students (i.e., have not withdrawn from the course) and the student's completion would have the potential to generate income for the university	Tested with DVCR	10 October 2024
	Data from 2024 has been excluded given the year is still in session when this analysis is being conducted	Tested with DVCR	10 October 2024
	The analysis on the bottom 25th quartile excludes Casuals, Level A academics and SSG academics. This is guided by the Faculty Academic Benchmarks where expectations are only listed for Level A to E academics and Level A's generally do not have supervisory expectations	Tested with DVCR	10 October 2024
	Assumed that supervisors with no grade level information available are relevant supervisors where relevant supervisors are defined as Level B to E supervisors	KPMG Assumption	N/A
	Education Faculty has been included as part of FASS, IT in FEIT and Graduate School of Health in FoH	KPMG Assumption	N/A
	Assumed that all Level D and E academics are allowed to be a principal supervisor	Tested with DVCR	10 October 2024

For discussion only – no decisions made

Key Assumptions – Research (4/4)

Analysis Category	Key Assumptions	UTS Validating Representative	Date Validated
Active Researcher Benefits Calculation	Analysis only includes Level D and E researchers as advised by the DVCR	Tested with DVCR	2 October 2024
	Calculations excludes 1 FTE whose position type is tagged as 'other'	KPMG Assumption	N/A
	For any roles where FTE information is unavailable, it is assumed that the staff member is operating at 1 FTE	KPMG Assumption	N/A
	Calculations exclude any staff member that are no longer in UTS as of 2024-09-26. Based on the list of Level D and E researchers that are in the bottom 25 th quartile from the PowerBI data, a match was performed to determine if all staff member from the list still exists in the Research Activity – Academic Staff Performance (2020 – 20240926). Staff that does not exist in Research Activity – Academic Staff Performance (2020 – 20240926) have been removed from the calculations. When performing the matching exercise, there were 22 staff members that are not on the Research Activity list, bringing the total Level D and E researchers down to 167 from the initial 189	KPMG Assumption	N/A
Inactive Researcher Benefits Calculation	There are two data cuts that enable the identification of inactive researchers: - Data filtered for all researchers with no year attached as these researchers are still employed by the university and they have generated zero income and zero publications for multiple years - Data filtered for 2021 – 2023 period to identify the sum of fractionised income amount a researcher has received over the three years and the inactive researchers are those that have a \$0 sum	KPMG Assumption	N/A
	To avoid "double counting", the inactive list of researchers is checked against the list of active researchers in the bottom 25 th quartile. Where duplications exist, this is removed from the list of 'inactive' researchers	KPMG Assumption	N/A
	Analysis only includes Level D and E researchers as advise by the DVCR	Tested with DVCR	2 October 2024

For discussion only – no decisions made



Strategic Lever 4: Potential changes to Academic Structure

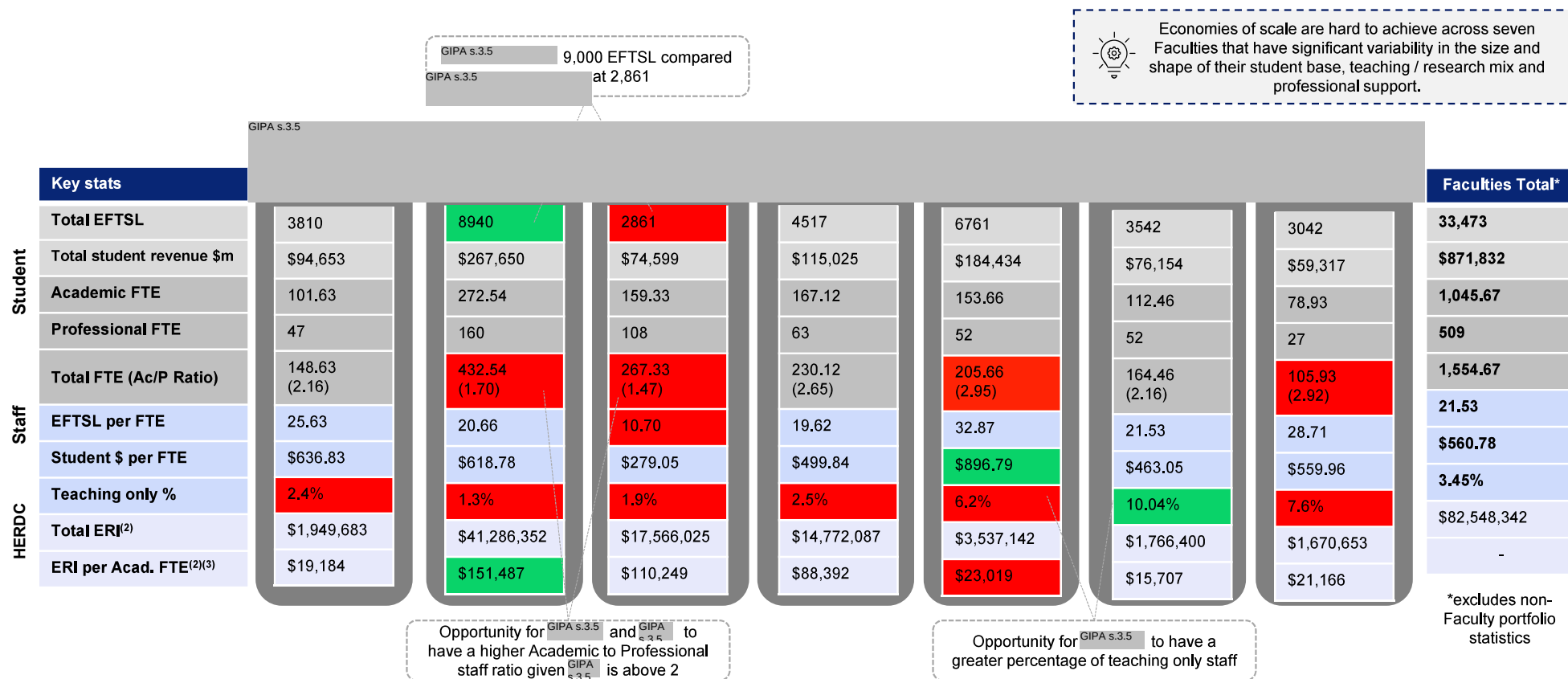
UTS CRICOS 00099F
UTS TEQSA PRV12060

For discussion only – no decisions made

Academic Structures Summary: There are potentially \$2.5m - \$4m of benefits through consolidation of Faculties and Schools

Analysis Undertaken	Gross \$ Value	Lever	Expected Changes to Enable Lever	Reference Slide(s)
➤ Consolidating UTS' Faculty and Schools structures either to three Faculties or four Faculties could have a potential gross benefit opportunity of \$3.6m - \$4.8m	\$3.3m - \$5.2m	Reduction in headcount	- Reduce duplication of effort - Improvement in processes	Slides 70 - 77
Total Gross Benefits	\$3.3m - \$5.2m			
Assume only 75% of potential benefits realised	\$2.5m - \$3.9m			
Total Gross Benefits	\$2.5m - \$3.9m			

The current academic model has variably sized Faculties with an unclear service delivery model



Sector benchmarking illustrates that UTS has a complex academic structure compared to other universities



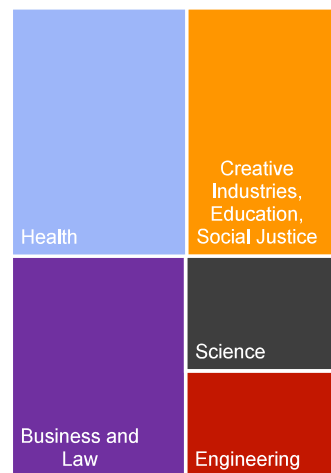
UTS' Faculty structure is currently similar to many Go8 universities. Other (non-Go8) highly ranked institutions have chosen to consolidate their structures to provide greater scale and focus.



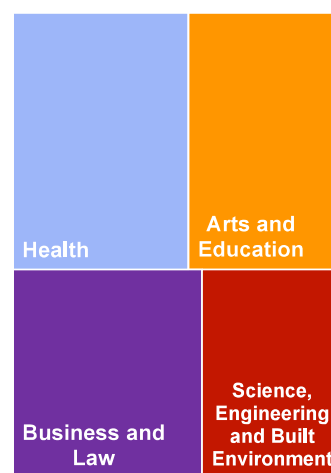
7 Faculties



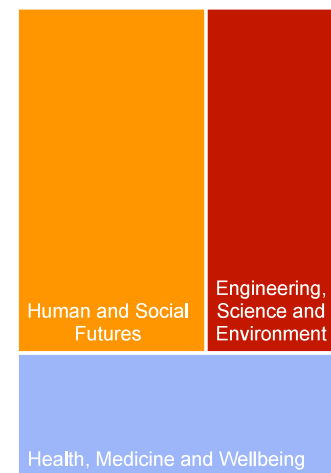
5 Faculties



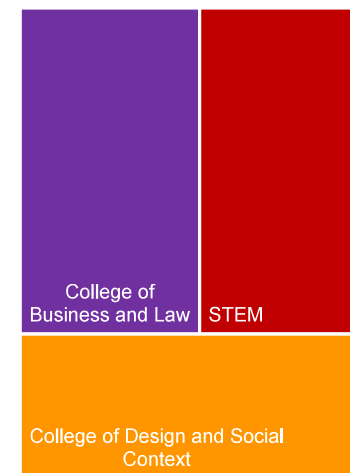
4 Faculties



3 Faculties

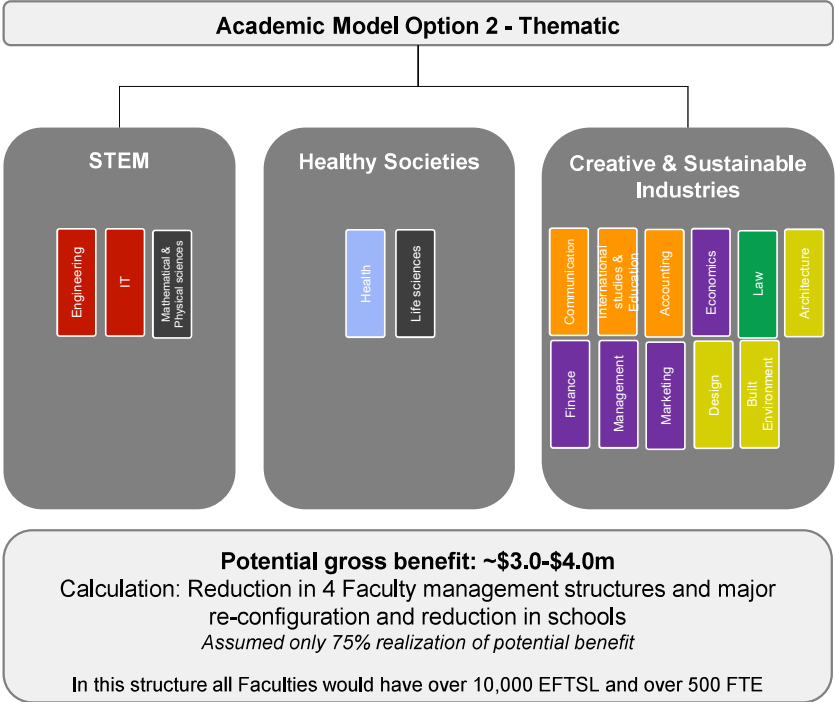
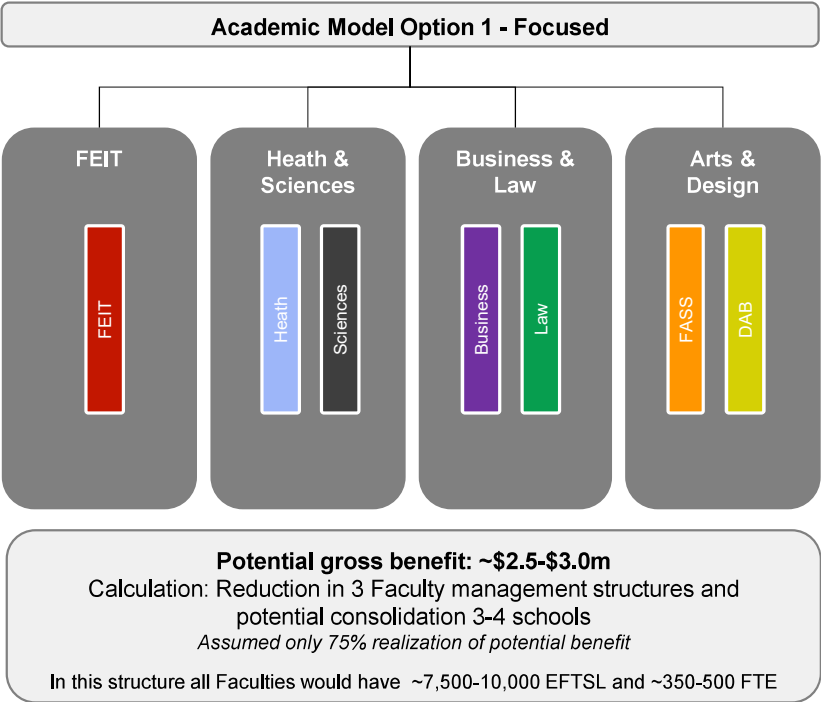


3 Faculties



Two academic model options have been considered that consolidate existing Faculties, Schools and Departments

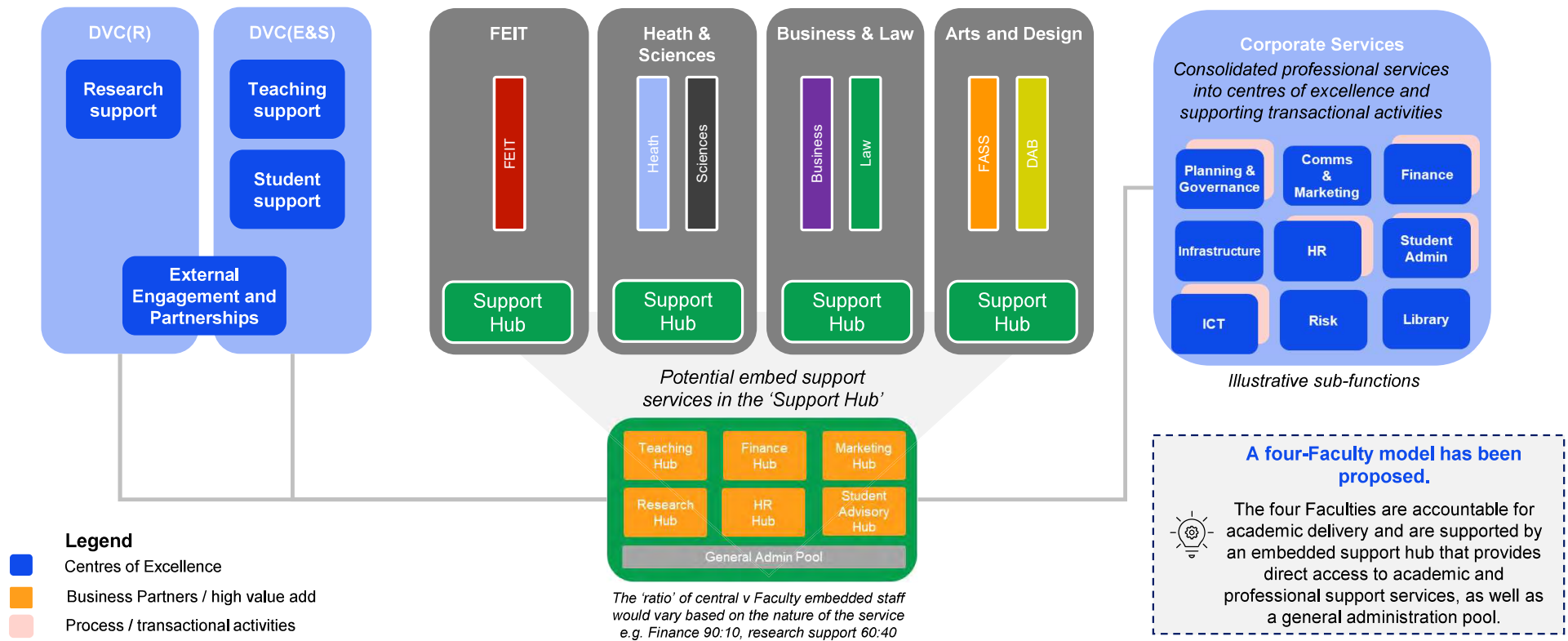
UTS' Faculty structure is currently similar to many Go8 universities. Other (non-Go8) highly ranked institutions have chosen to consolidate their structures to provide greater scale and focus.



Recommended potential future academic structure to explore in detailed design.

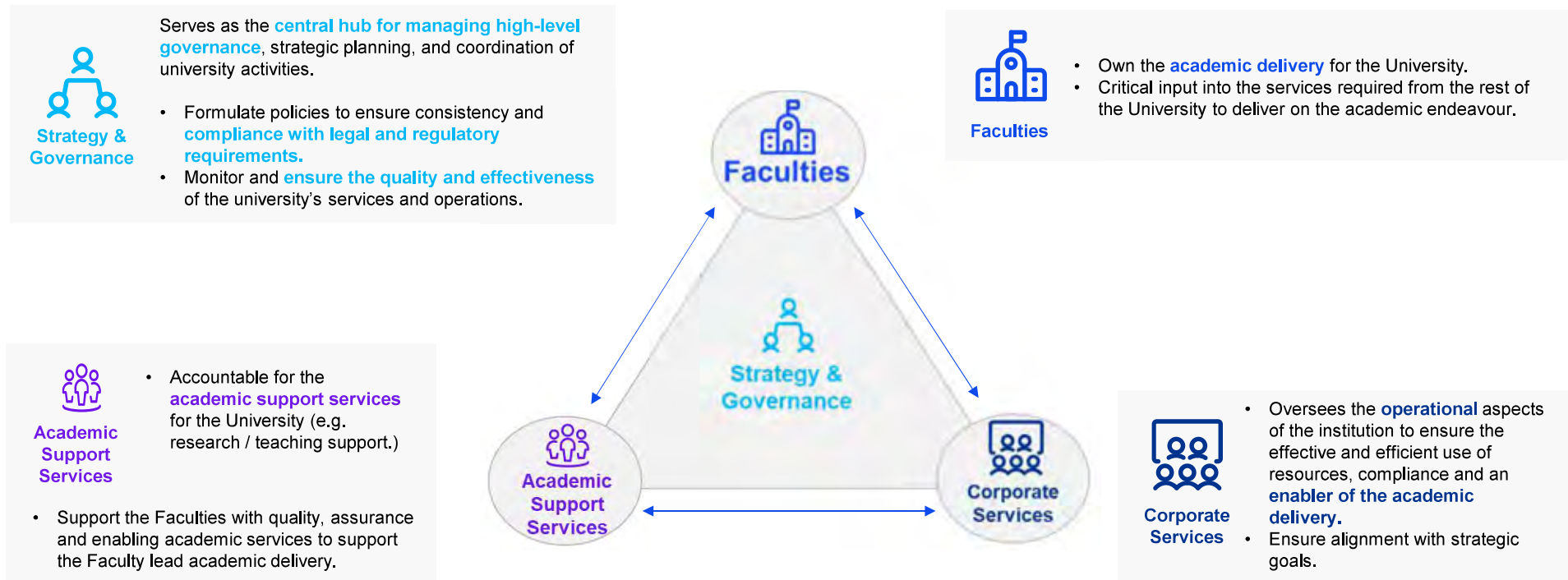
The proposed future academic model should form part of an integrated service delivery model

Potential future conceptual integrated service delivery model



Conceptual model – not intended to be an organisational chart and not all portfolios mapped

Redefining the roles and accountabilities for core elements is a critical part of a new service delivery model



Clarifying the accountabilities in a new service delivery model requires clear allocation principles

Potential Allocation principle

Description

Core defines strategy, policy and planning



- Allocate governance, strategy, policy, planning and control functions to the core
- No operational activity allocated to the core

Common support services are done once



- Common support activity is consolidated and delivered from a single location – be it corporate services or teaching/research support services – no duplication

Common support services are allocated to the most aggregated level possible



- Default allocation of common support services to corporate services
- Services which are demonstrably unique, location critical, response/effectiveness critical, have clear location based competitive advantage, or are cost effective for local delivery should be located with the Faculties / Schools

School support is focused on critical teaching and research support



- Activity at the School level focused on delivery of teaching, learning and research
- Schools should not manage any service which demonstrates economies of scale or scope, or has common requirements across either Faculties or Schools

Resources are not necessarily directly aligned



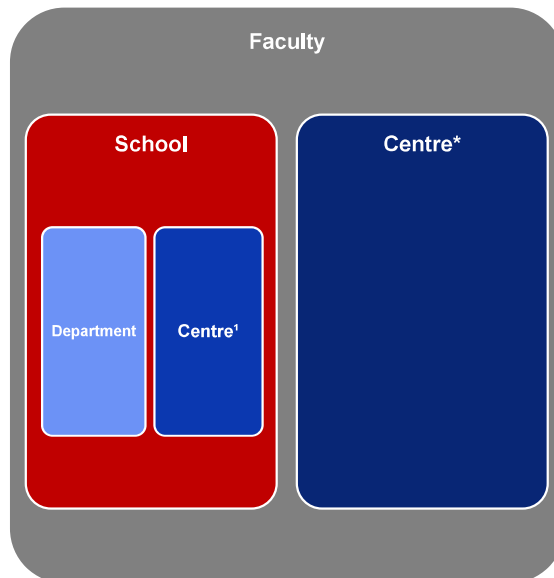
- Where possible, accountability sits with an individual
- Outcome delivery may remain separate from accountability provided that the individual accountable is able to draw on resources as appropriate



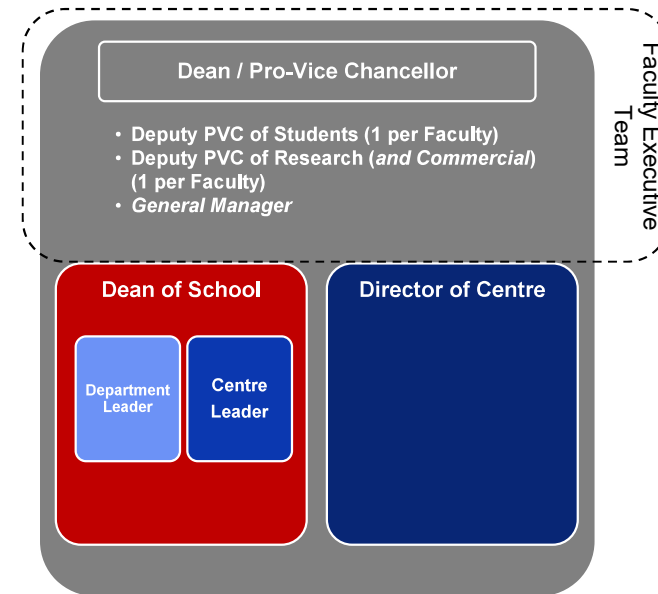
A consistent high level academic architecture will enable clear accountabilities as well as efficient and effective delivery of services

Consistent organisational architecture and design enables clarity of accountabilities and the scaling of services

Illustrative high level Faculty architecture



Illustrative leadership roles



*Clarity is required on when a Centre is standalone or remains within a Faculty (e.g. greater / less than \$10m)

A consistent academic architecture needs to be supported by clear accountabilities and decision rights for each layer of the academic structure

Example accountabilities and decision rights

Structure	Purpose	Potential accountabilities and decision rights
Strategy & Governance (Chancellery)	Sets overall strategic direction and provides governance oversight	- Sets the overall strategy (vision, values, strategy) and direction for the university - Governs overarching performance of UTS University - Sets aspirational standards - research, teaching, learning - Set clear targets for UTS in conjunction with Dean / PVC - Sets budgets - Enable and monitor the Graduate Research School, TDI
Faculty	In conjunction with the overall strategy, devise Faculty strategy	- Course portfolio - Course structure - Senior academic recruitment - Academic promotion - Academic workload – setting, tracking and changing
School	Design and deliver courses in line with Faculty strategy	- Course Design – Schools recommend to colleges - Load – accountable for delivering (Faculty sets targets) - Engagement – quality and student experience - External engagement (professional) - Retention & attrition - Research – quality - Teaching allocation - Role in marketing
Department	Generate and deliver curriculum	- Delivery of teaching curriculum - Identify new program areas and recommend to School/Faculty - Maintain integrity – content, standards, subjects - Inform decision making on teaching allocation - Execute academic recruitment

For discussion only – no decisions made

Key Assumptions – Academic Structures

Analysis Category	Key Assumptions	UTS Validating Representative	Date Validated
Academic Structure	The proposed structures are a conceptual model and not intended to be reflect an agreed organisational chart. Only an indicative section of UTS portfolios have been mapped to the conceptual model to provide a working example	KPMG Assumption	N/A
	The conceptual model has assumed mapping of existing Faculties, and not considered the potential reallocation of existing structures within Faculties, e.g. Schools, Research Centres, etc. Detailed design of the potential consolidation combinations of Departments, Schools and Faculties with the associated trade-offs and benefits for all options should be undertaken	KPMG Assumption	N/A
	Potential benefits calculations associated with Faculty consolidation should be validated through detailed design; the future design of the academic structures should be designed in parallel to the refreshed future course/subject portfolio and research focus and inform the professional service delivery model	KPMG Assumption	N/A
	Potential gross benefit assessment is based on the theoretical removal of three faculty management teams and school management teams for the low range and four faculty management teams and schools for the high benefit	KPMG Assumption	N/A
	Allocation principles for a new service model provided are indicative/draft only and subject to UTS validation and approval	KPMG Assumption	N/A

For discussion only – no decisions made



Strategic Lever 5: Increasing the effectiveness and efficiency of your Professional Services

UTS CRICOS 00099F
UTS TEQSA PRV12060

For discussion only – no decisions made

Professional Services summary: there are potentially \$33m - \$49.6m of savings through changes to the Professional Services footprint

Analysis Undertaken	Potential Value	Gross \$ Value	Lever	Expected Changes to Enable Lever	Reference Slide(s)
➤ UTS has the second highest Professional Services FTE in institutional overheads among ATN Universities.	37.6m – <i>reducing the size in line with benchmark</i>	37.6m	Reduction in headcount	- Improvement in workload allocations - Improvement in processes	Slide 81-82
➤ Right-sizing professional staff could save \$16M by aligning growth with EFTSL rates	17m - <i>Benefit of this is captured already above</i>	-	Reduction in headcount	- Align to EFTSL growth rates - Improvement in workload allocations - Improvement in processes	Slide 83 - 87
➤ Degree of centralisation/decentralisation of professional services and align decentralised lower HEW levels with good practice benchmarks ➤ Significant general administration roles in Faculties indicate a need to clarify the service delivery model	13.4m - <i>Consider 50% benefit in addition to above due to unstructured service delivery</i>	6.7m	Reduction in headcount	- Reduce duplication of effort - Improvement in processes	Slide 88 - 90
➤ Reshaping the workforce to reduce middle to upper HEW levels could save \$43.7M.	43.7m - <i>Consider 50% benefit in addition to above due to larger representation of senior roles</i>	21.85m	Reduction in headcount	- Improvement in workload allocations - Improvement in processes	Slide 91 - 94
➤ Two-thirds of Professional Services Supervisors maintain a SOC ratio of 1:3 or lower.	18.6-37.8m - <i>Benefit of this is captured already above</i>	-	Reduction in headcount	- Improvement in workload allocations - Improvement in processes	Slide 95
➤ Fixed-term contracts align with the sector, but casuals are significantly overrepresented (quick win opportunity)	FT: 12.38m Dec 24 (additional 38.9m until FY27) - <i>Considered separately within quick wins bucket</i> Casuals: 2m- 5.9m - <i>Considered separately within quick wins bucket</i>	-	Reduction in headcount	- Improvement in workload allocations - Improvement in processes	Slide 96 - 100
➤ Quick wins include Professional Services and Academic vacancies	13.4m - <i>Considered separately within quick wins bucket</i>	-	Reduction in headcount	Improvement in workload allocations	Slide 101 - 102
Total Gross Benefits		66m			
Reduce duplication (25%)		(16.5m)			
Reduce duplication (50%)		(33m)			
Total Gross Benefits (after duplication reduction)		33m-49.6m			

For detailed assumptions underpinning the analysis, please refer to the conclusion of this section.

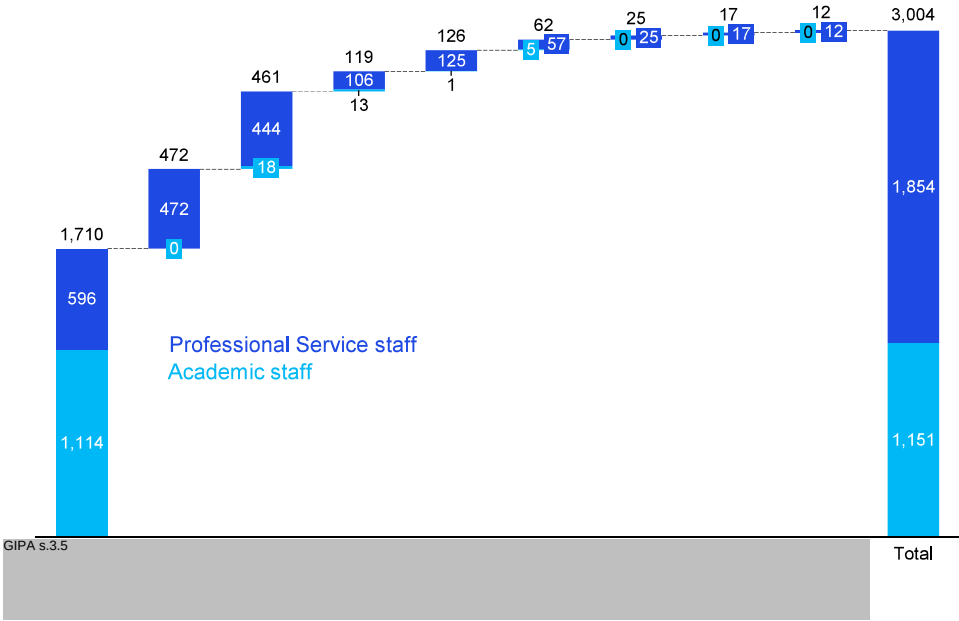
There is a total of 3,004 continuing and fixed term FTE across UTS; 62% of these make up the Professional Services workforce

Commentary

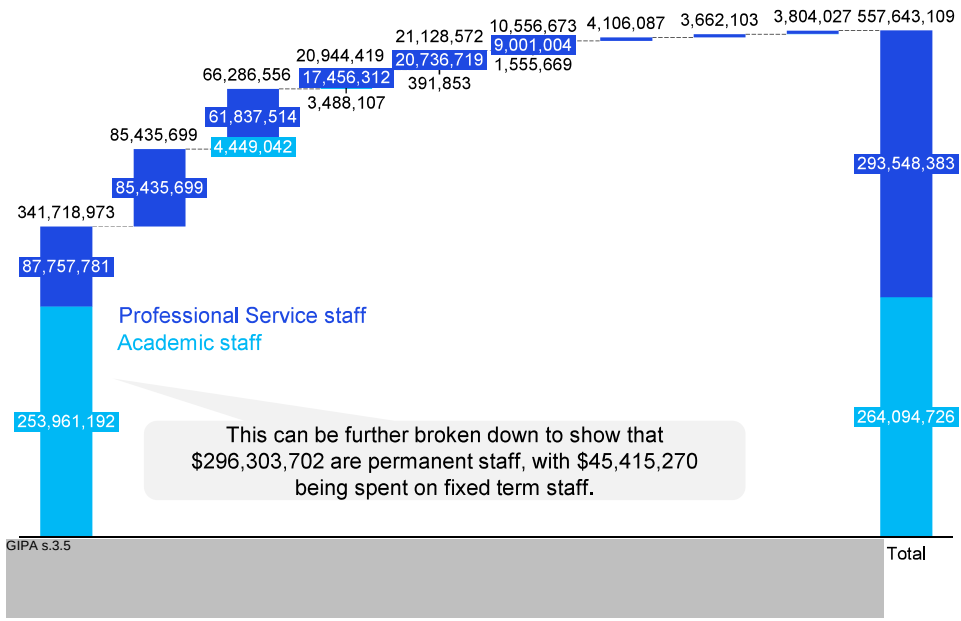
- The majority of staff sit within the Provost (including Faculties) Portfolio – 1,710 FTE, with 596 Professional Services staff
- The smallest six (6) Portfolios only account for 12% of the University's permanent and fixed term staff
 - The smallest three include only 1.8% of permanent and fixed term staff

The Provost (including Faculties) Portfolio houses the majority of staff within UTS, this also equates to the majority of the FTE expenditure

Graph 1: FTE Breakdown of Academic an Professional Services by Portfolio
(Professional and Academic FTE, Portfolios)



Graph 2: Salary Cost Breakdown by Portfolio
(FTE (\$) expenditure, Portfolios)

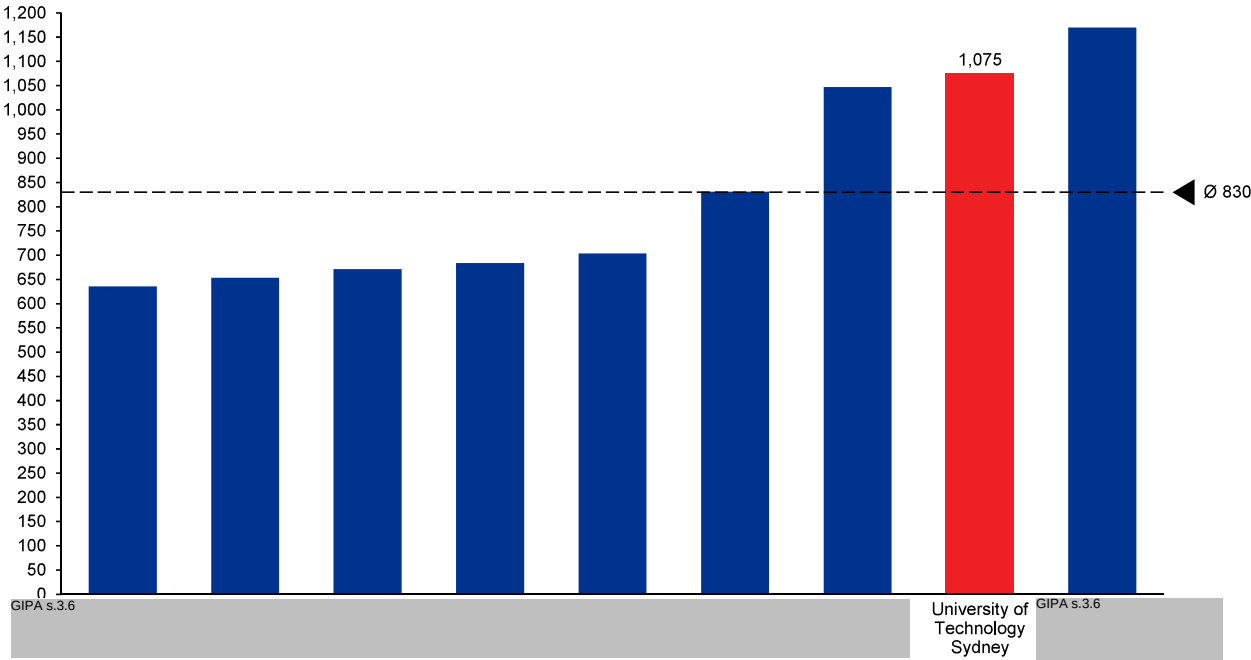


This can be further broken down to show that \$296,303,702 are permanent staff, with \$45,415,270 being spent on fixed term staff.

UTS has the second highest Professional Services FTE in institutional overheads

GIPA s.3.5

Professional Services FTE by Institution Overhead Organisation Unit
(IT functional FTE, Australian universities)



The professional services FTE footprint in institutional overhead roles is ~ **245 FTE above** GIPA s.3.5 average

Commentary

- When benchmarked GIPA s.3.5 for Professional Service FTE in non-academic units such as institution overheads, UTS ranks:
 - 8/9 for institution overheads roles, with 1075 professional service FTE (as per High Education statistics 2022)
 - Amongst GIPA s.3.5 UTS ranks second highest behind GIPA s.3.5 only for institution overheads
 - Institution Overhead roles include units such as Finance, HR, Marketing and other back-office functions
- When compared to the average GIPA s.3.5 FTE within Institution Overheads, UTS has ~ 245 FTE above average, which could represent a potential cost reduction warranting further analysis.

Reduction of 245 Professional Services FTE	
Potential investment required year 1 (redundancy costs)*	\$(20,983,270)
Year 2 benefit savings - average salary (including on costs)*	\$37,624,895

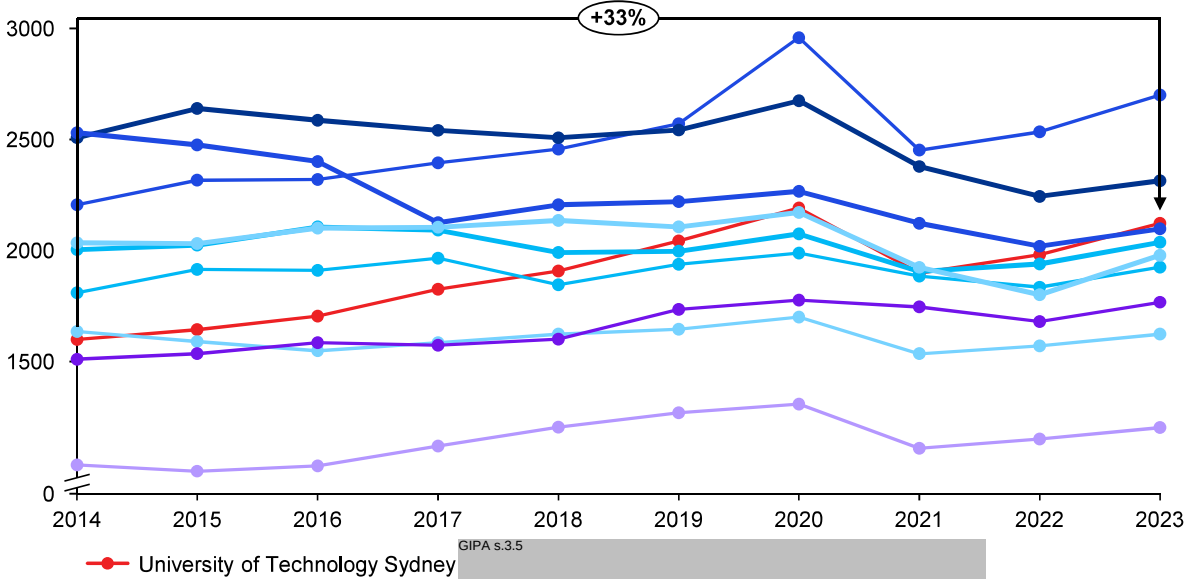
Source: Higher Education Stats, 2022, UTS YTD actual average salary

Over the last 10 years, UTS Professional Services FTE has grown faster than comparative

GIPA s.3.5

In the 10 years from 2014, UTS Professional Services staff footprint has grown 33%.

Professional Service FTE Growth
(Professional Service staff FTE by year, Australian universities)

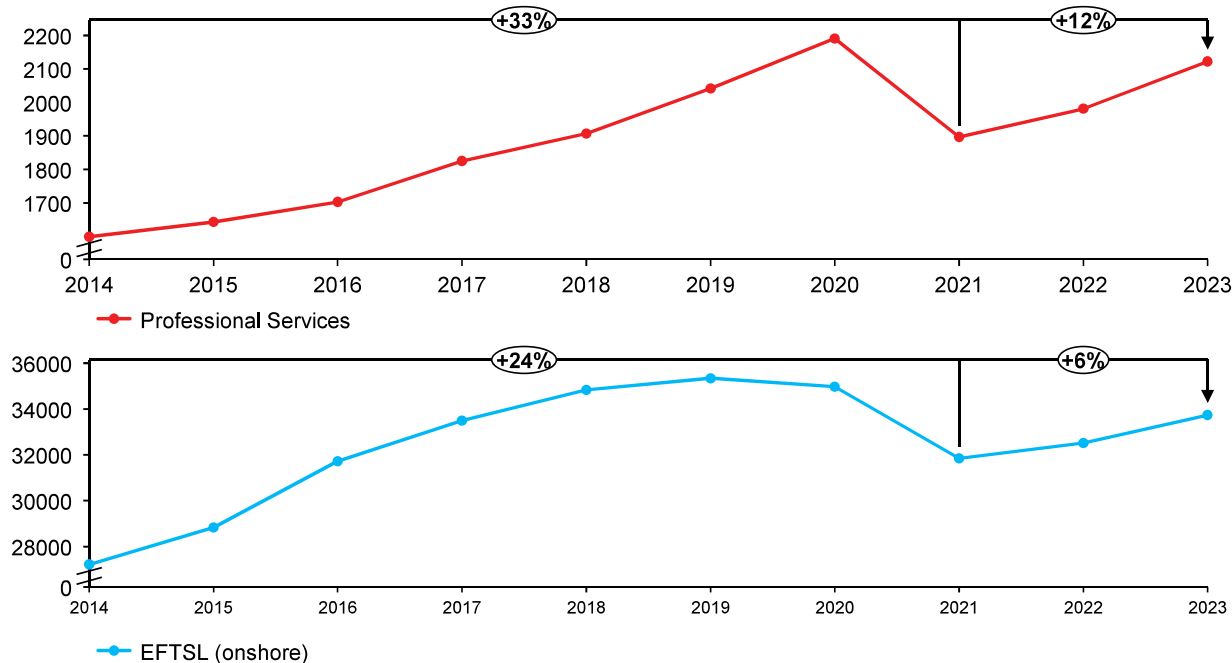


Commentary

- From 2014 to 2023 Professional Services staff at UTS has grown 33%, from 1599 FTE to 2122 FTE.
- In comparison to Universities with similar profiles, UTS has grown the fastest:
GIPA s.3.5
- Since 2021, UTS Professional Services has grown 12%, compared to:
GIPA s.3.5
- Both University of Technology Sydney and other universities have reduced Professional Service FTE across the same period.
GIPA s.3.5

Additionally, the Professional Service staff FTE within UTS has grown at twice the rate of EFTSL growth since 2021

UTS Professional Service FTE v EFTSL 10 Year Growth
(EFTSL (onshore loading) by year, Professional Service FTE by year)



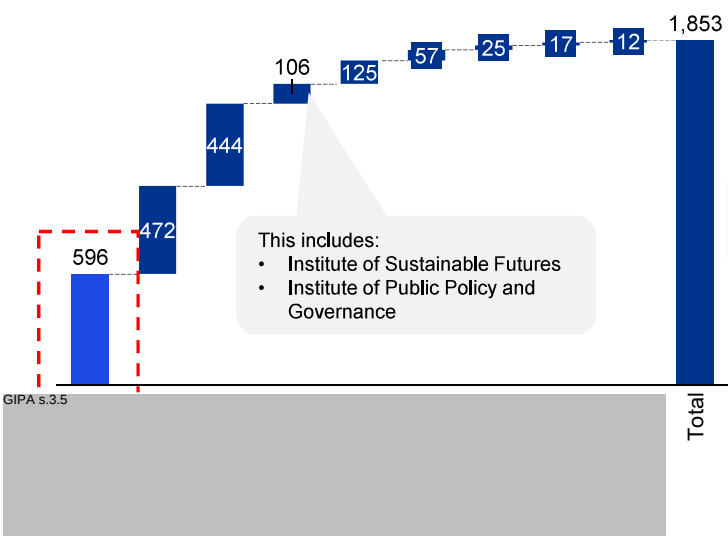
In the 10 years from 2014 – 2023, Professional Services FTE has outgrown EFTSL growth by 9%

Commentary

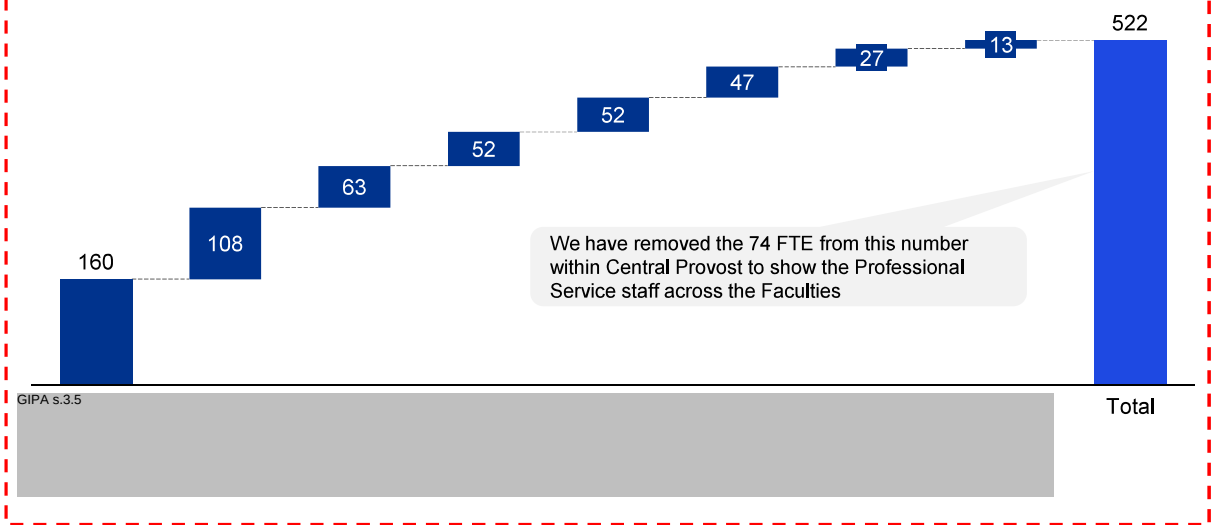
- From 2014 to 2023 the Professional Services FTE footprint has increased by 33%, 9% higher than EFTSL growth across the same time period (24%).
- In absolute terms, Professional Services FTE has grown from 1,599 in 2014 to 2,122 in 2023. EFTSL has grown from 27,218 to 33,740 in 2023.
- Growth in Professional Services FTE has also been disproportionately high since the COVID period in 2021, where **EFTSL has grown 6% since 2021 and professional services FTE has grown at double the rate at 12%.**
- If Professional Services were to have grown at the same rate as EFTSL from 2021 (6%), total Professional Services FTE would be 1010. This would represent a potential saving of **\$17,199,952.**

32% of Professional Services FTE sit within the Provost (including Faculties) Portfolio of which 63% sit within 3 Faculties (GIPA s.3.5)

Professional Staff FTE breakdown across UTS Portfolios
(Staff 360 PowerBI data 13/09/24, Autumn Forecast Data)



Professional Staff FTE breakdown across the Faculties
(Staff 360 PowerBI data 13/09/24, Autumn Forecast Data)



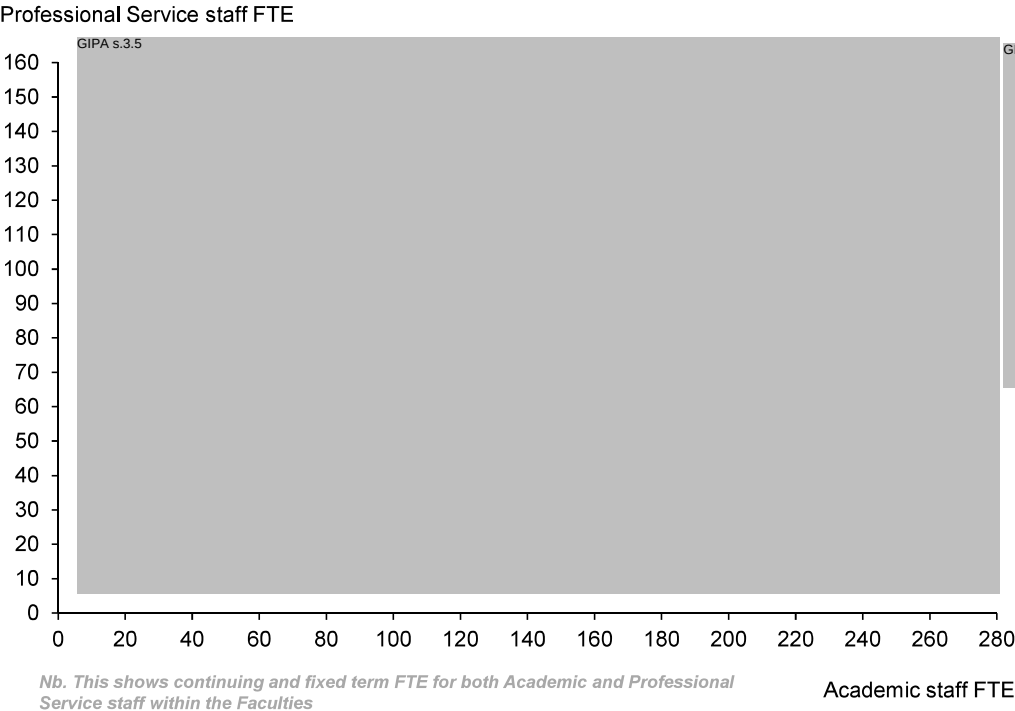
Commentary

- The 81.6% of the Professional Service staff within the organisation are sat across three Portfolios – Provost (including Faculties) Portfolio, Operations and DVC-ES
- Of the 596 Professional Service staff sitting within the Provost (including Faculties) Portfolio, 45% sit within GIPA s.3.5
- For Professional Service staff as a whole across the organisation, only 6% are currently sitting within the four smallest Portfolios
- Operations contains 267 IT FTE, with a further 55 IT focused FTE acting in decentralised roles across the organisation's Portfolios

GIPA s.3.5 have a high concentration of Professional Service staff when compared against Academic staff, both significantly below the UTS average

 Professional Staff GIPA s.3.5 costs \$14,413,801 – if the Faculty was weighted in line with the average ratio (2.06) this could reduce costs by \$4,112,685

Academic Faculty Staff against Professional Service Faculty Staff
(Faculty Professional Service staff FTE, Faculty Academic Staff FTE)



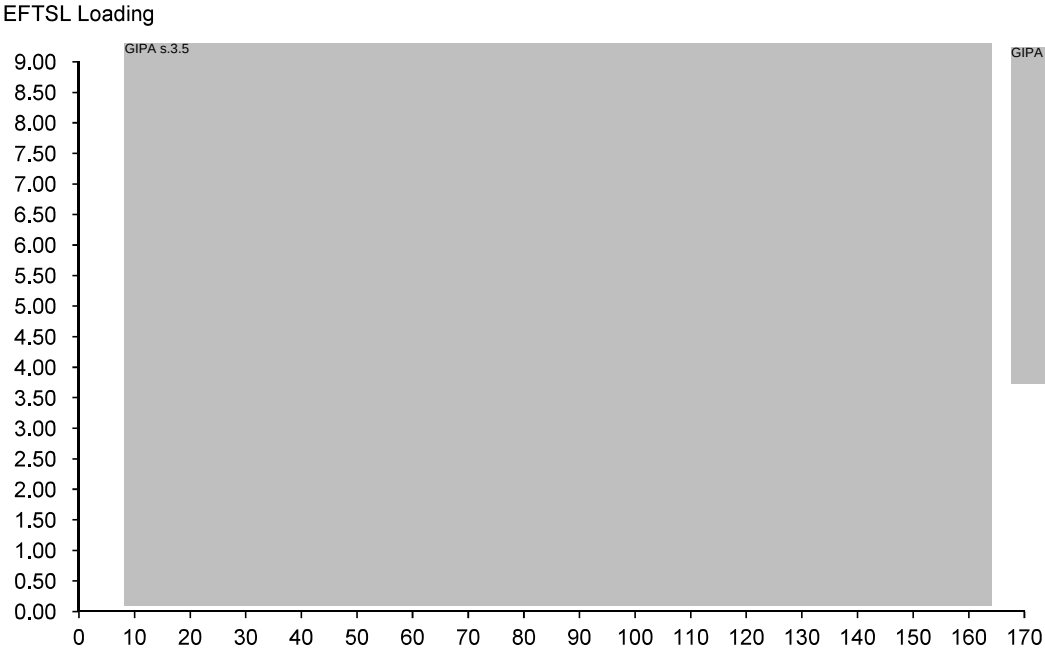
Faculty	Acad. staff FTE : Prof. Service staff FTE
GIPA s.3.5	1.47:1
	1.70:1
	2.06:1
	2.17:1
	2.18:1
	2.50:1
	2.65:1
	2.87:1
	2.96:1

Commentary

- The GIPA s.3.5 ce is disproportionately sized when the number of permanent Professional Service staff FTE are compared against permanent Academic Staff FTE against the other Faculties
- Similarly GIPA s.3.5 have a high number of Professional Staff FTE servicing their Faculty (below the average), potentially indicating the operation of shadow functions
- Although relatively small in comparison – GIPA s.3.5 had the strongest ratio, showing almost three times the number of permanent Academic staff FTE against the number of Professional Service staff FTE

Additionally, GIPA s.3.5 both have a heavily concentrated number of Professional Service staff FTE to EFTSL, with GIPA s.3.5 fewer than twice the average ratio

Professional Service Staff against Faculty EFTSL
(EFTSL Loading 2023 by Faculty, Professional Service staff FTE)



Nb. This shows continuing and fixed term FTE for Professional Service staff within the Faculties

Professional Service staff FTE

GIPA s.3.5 has the smallest number of EFTSL loading ratio to Professional Service staff FTE across the Faculties. This is a similar story when Academic Staff FTE is compared against Professional Service staff FTE

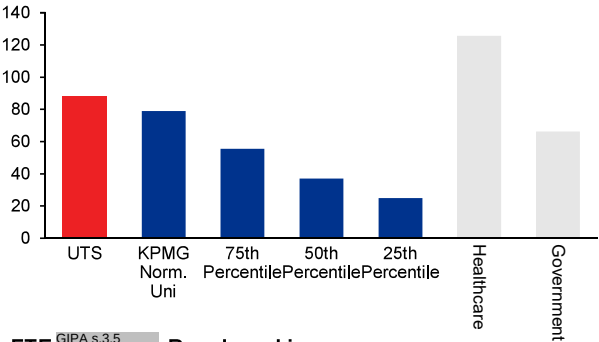
Faculty	Professional Service staff to EFTSL ratio
GIPA s.3.5	21:1
	26:1
	56:1
	64:1
	72:1
	73:1
	75:1
	113:1
	130:1

- Commentary
- GIPA s.3.5 the largest number of Professional Service staff FTE (160 FTE), but are also has the third lowest ratio amongst all Faculties
 - GIPA s.3.5 has the smallest ratio but this is largely due to the very small EFTSL loading of 269

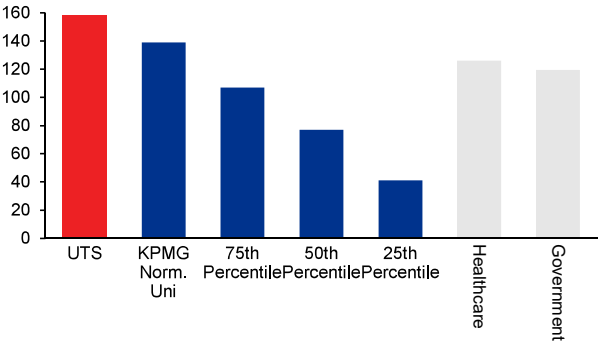
Right sizing	Growth	Centralised vs Decentralised	Re-shaping	Spans of Control	Fixed-term Contracts, Casuals and Vacancies	Deep Dives	For discussion only – no decisions made
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It appears that the number of centralised benchmark comparisons; GIPA s.3.5 roles are above GIPA s.3.5 below

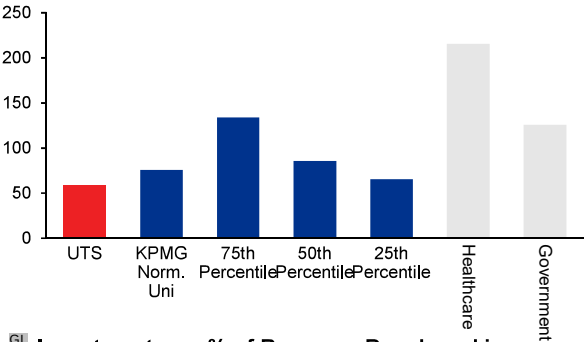
FTE GIPA s.3.5 Benchmarking
(FTE, KPMG benchmark data)



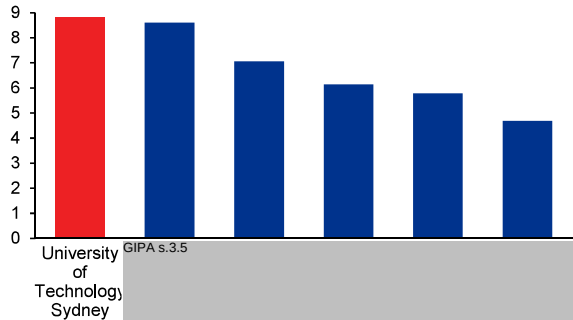
FTE GIPA s.3.5 Benchmarking
(FTE, KPMG benchmark data)



FTE GIPA s.3.5 Benchmarking
(FTE, KPMG benchmark data)



Investment as a % of Revenue: Benchmarking
(GIPA s.3.5 Reporting, 2024)





UTS appears higher in Finance, Marketing and IT as a central function; there is also duplication of these roles sitting within Faculties

Commentary

- KPMG Normalised University Benchmarking:
 - GIPA s.3.5 has 88 FTE within GIPA s.3.5. This is above KPMG normalised university benchmarking and organisations of similar size
- Within Operations, the Functional role footprints compared to organisations with similar revenue and FTE are:
 - GIPA s.3.5 has 59 FTE within GIPA s.3.5. This is below KPMG normalised university benchmarking and in the 25th percentile of organisations of similar size
 - GIPA s.3.5 has 158 FTE within GIPA s.3.5. This is above KPMG normalised university benchmarking and beyond the 75th percentile of organisations of similar size
- Given the number of contractors involved with strategic projects such as the ERP, further details on IT benchmarking can be found at slide 142.

Source: Staff 360, PowerBI 13/09/24, and KPMG Self-Service Benchmarking Data (Asia-Pac, Revenue \$1 billion to \$5 billion & Employees between 1k and 10k)

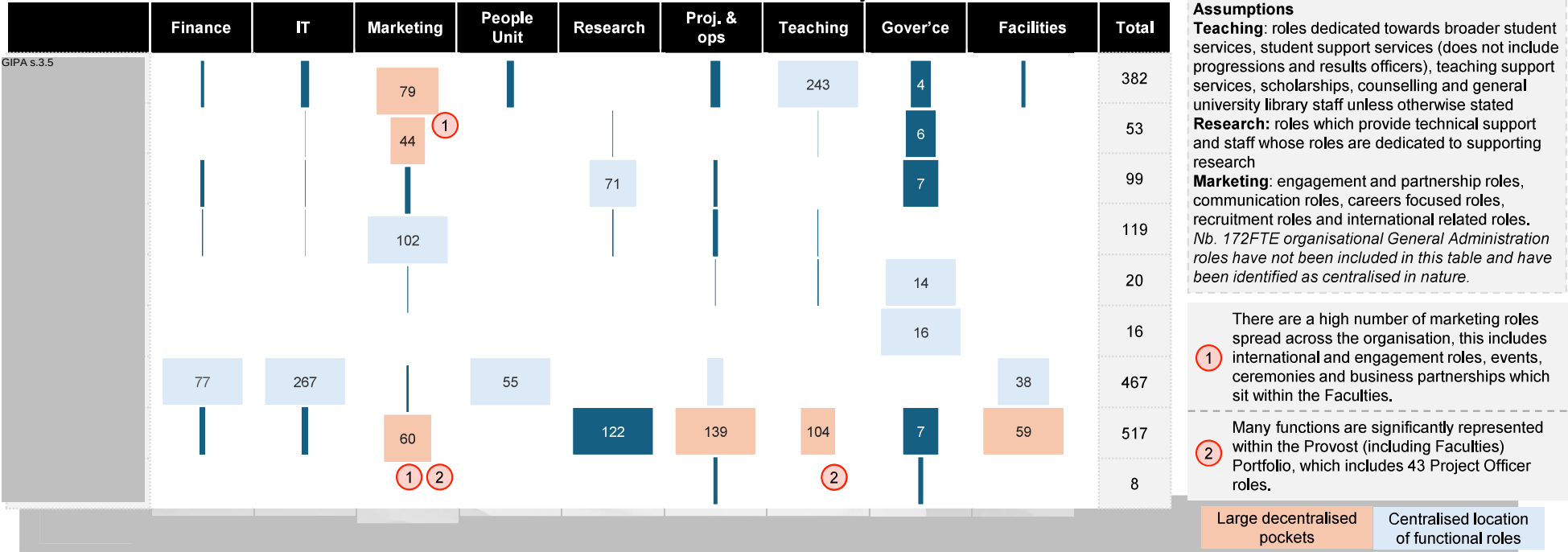
Right sizing	Growth	Centralised vs Decentralised	Re-shaping	Spans of Control	Fixed-term Contracts, Casuals and Vacancies	Deep Dives	For discussion only – no decisions made
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Based on functional roles, 42% of the Professional Services workforce are decentralised in nature across the organisation

Table 1: Functional FTE role centralisation across UTS Nb: this table excludes the Vice Chancellor and excludes staff who have been identified as General Administration as their functional role

	Finance	IT	Marketing	People Unit	Research	Proj. & ops	Teaching	Governance	Facilities	Average
Centralised	87%	83%	34%	92%	36%	13%	68%	55%	38%	58%
Decentralised	13%	17%	66%	8%	64%	87%	32%	45%	62%	42%
Functional FTE	90	322	296	60	196	208	355	55	100	-

Table 2: Functional FTE role breakdown across the Portfolios to enable identification of areas of heavy decentralisation



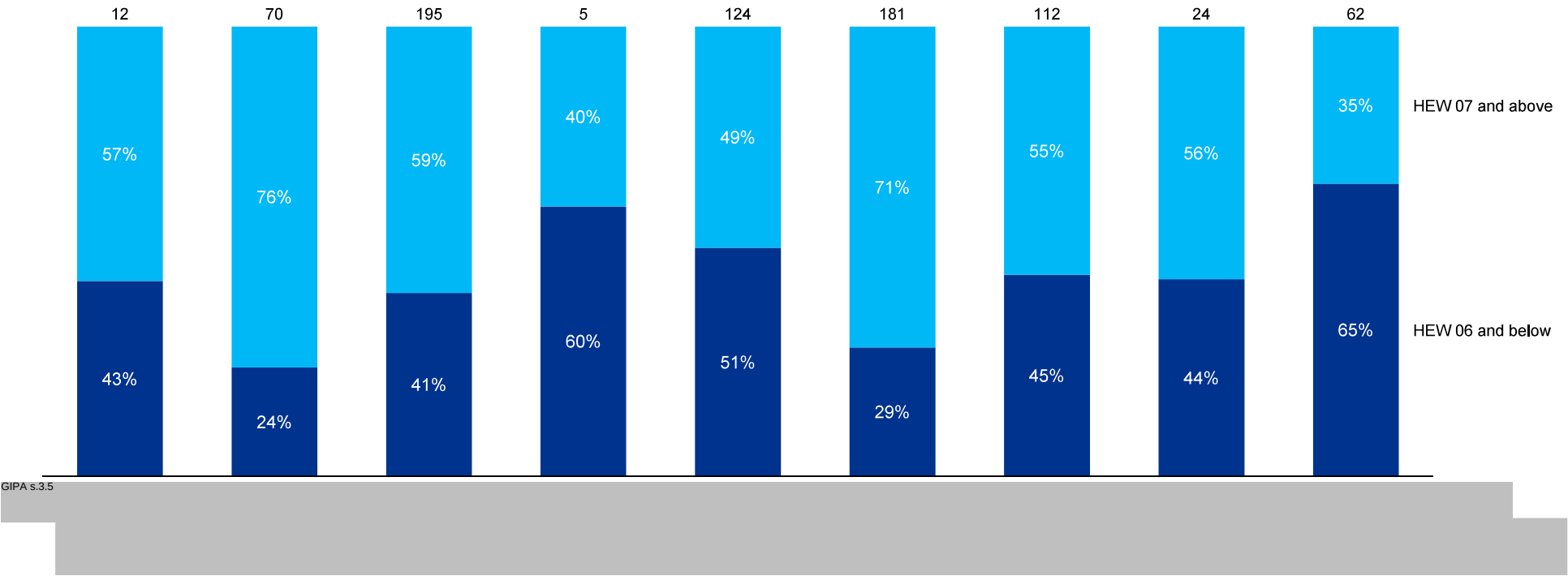
Source: Staff 360 PowerBI 13/09/24, Establishment Data Aug 24, and Autumn forecast

Nb. These functional FTE figures have been rounded to the nearest FTE.

Of the decentralised functional roles, 465 FTE sit above HEW 07, 116 FTE of these roles relate to [redacted]

- Commentary**
- [redacted] functional staff are heavily centralised within the Operations Portfolio with [redacted] functional roles dispersed across the organisation
 - In total, there are 785 decentralised Professional Service staff roles across UTS, with 35% of these roles being HEW 07 and above.
 - 65% of decentralised FTE are HEW 06 and below, with Facilities having the highest concentration of junior staff sitting outside operations, with the majority providing Faculty support for [redacted] within the Faculties
 - [redacted] roles include [redacted] roles

The HEW breakdown of those sitting within decentralised functional roles across UTS



Source: Staff 360 PowerBI 13/09/24, Establishment Data Aug 24, Autumn forecast

There is an opportunity to reduce administrative type roles within the Provost (including Faculties) Portfolio to unlock a reduction in expenditure of up to ~\$13.4m

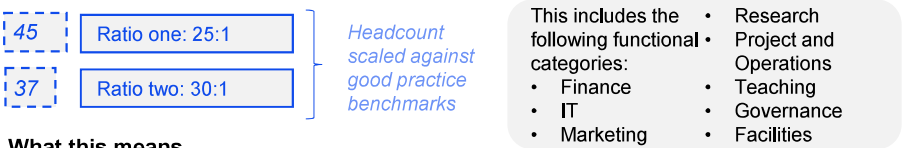
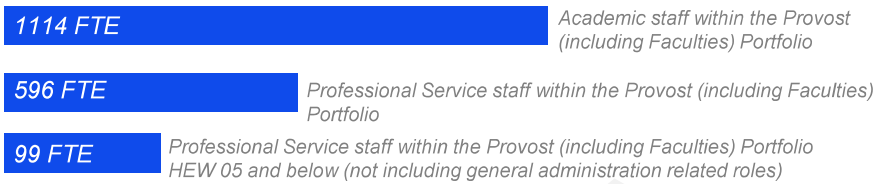
Commentary

- Professional Service staff HEW 05 and below within the Provost (including Faculties) Portfolio is more concentrated when compared with good practice benchmarks within the sector and other industries. If ratio one was used there could be a potential reduction of 54 FTE. Furthermore, if ratio two was used there could be a potential reduction of 62 FTE against good practice depending on the appetite of UTS.

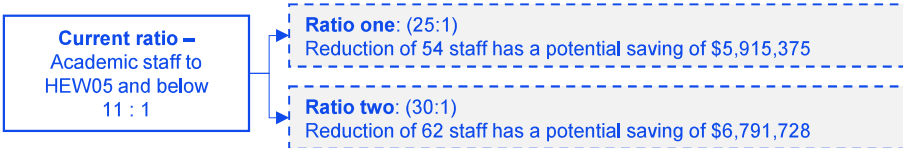
There are a substantial number of junior level administration staff which are currently sitting across the Faculties (99 FTE), these could be reduced by ~50% if they were sized in line with best practice benchmarks

81 FTE allocated to General Administration sitting within the Provost (including Faculties) Portfolio costs a total of \$10,211,251

1) There is an opportunity to reduce your de-centralised functional roles HEW05 and below, which sit within the Provost (including Faculties) Portfolio that support your Academic staff (continuing and fixed term staff)



What this means...

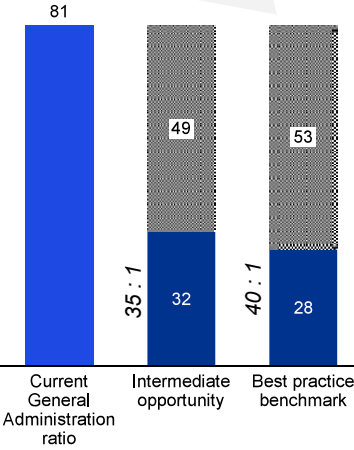


2) There is also an opportunity to reduce UTS' General Administration staff who support the Academic staff within the Provost (including Faculties) Portfolio

A reduction in the General Administration ratio amongst the Provost (including Faculties) Portfolio provides an opportunity to remove 49 FTE or 53 FTE based upon the UTS appetite, unlocking a potential opportunity of ~\$6,681,392.

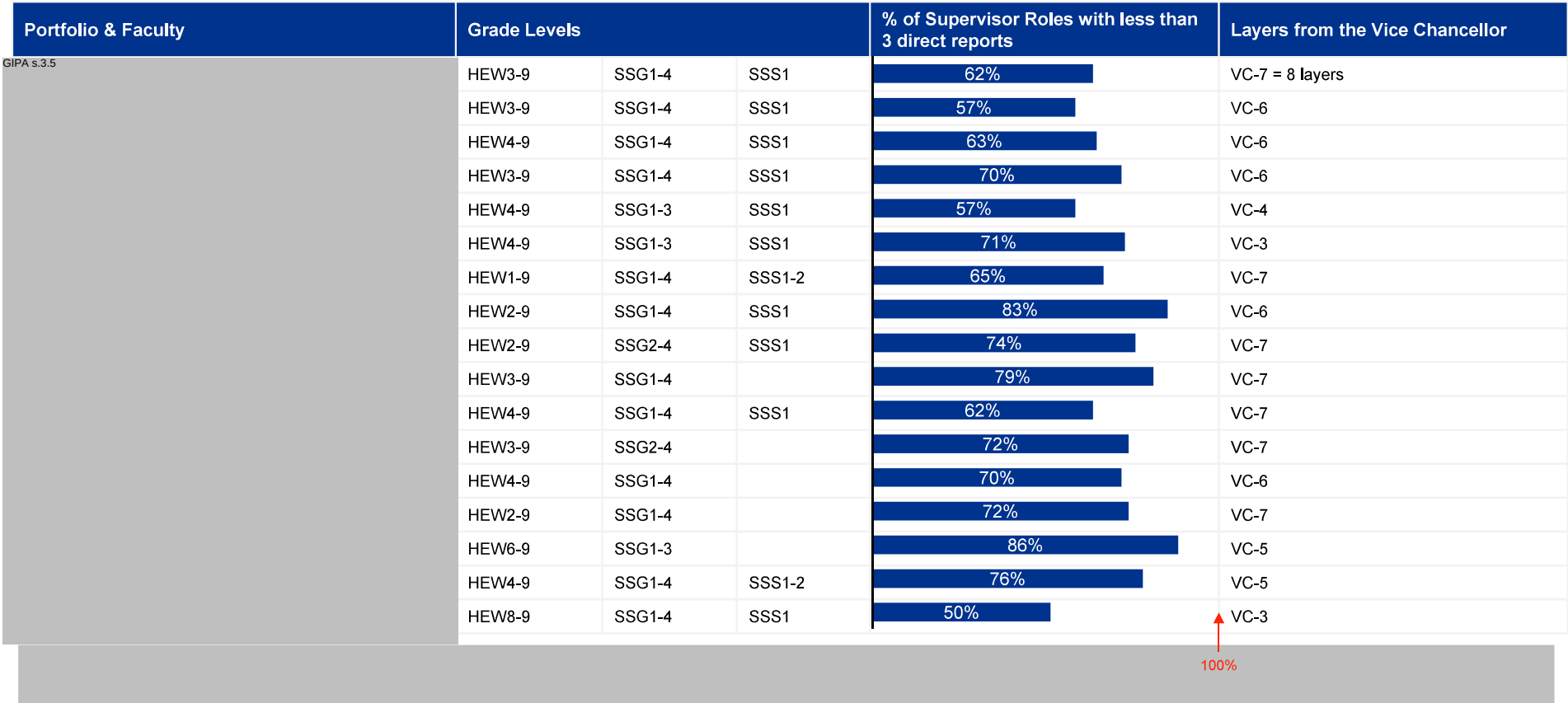
The number of FTE which could provide opportunity to align closer to the best practice benchmark. This would equate to ~\$6,681,392 reduction in FTE expenditure.

Academic staff to General Administration staff ratio	# Removal of FTE	Opportunity
Current ratio	14 : 1	-
Intermediate opportunity	35 : 1	49 \$6,177,176
Good practice benchmark	40 : 1	53 \$6,681,392



Across all Portfolios incl. Faculties, there is a large representation of senior Professional Services roles with minimal direct reports, resulting in a structure where more than 70% of roles have seven or more layers from the Vice Chancellor

Professional Services Grade Levels, Supervisors with 3 or less direct reports and Layers from the Vice Chancellor per Portfolio and Faculty



Source: Staff 360 PowerBI 13/09/24, Establishment Data Aug 24, Autumn forecast

When compared across the Portfolios, there is substantial representation of HEW levels 06 – 09 specifically within Operations and Provost (including Faculties) Portfolio, 295 FTE and 413 FTE respectively

Professional Services FTE at each HEW, SSS and SSG level across the Portfolios

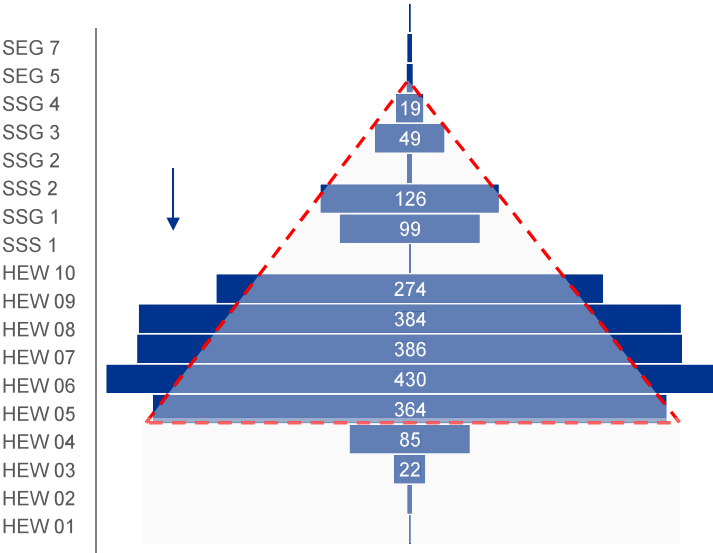
 Operations have 132 professional services FTE considered SSG and SSS levels

GIPA s.3.5									
Total Headcount	510	63	161	149	26	19	525	788	13
Total FTE	444	57	106	125	25	17	472	596	12
SEG 7	GIPA s.3.4 and s.3.5								
SEG 5									
SSG 4									
SSG 3									
SSG 2									
SSS 2									
SSG 1									
SSS 1									
HEW 10									
HEW 09									
HEW 08									
HEW 07									
HEW 06									
HEW 05									
HEW 04									
HEW 03									
HEW 02									
HEW01									

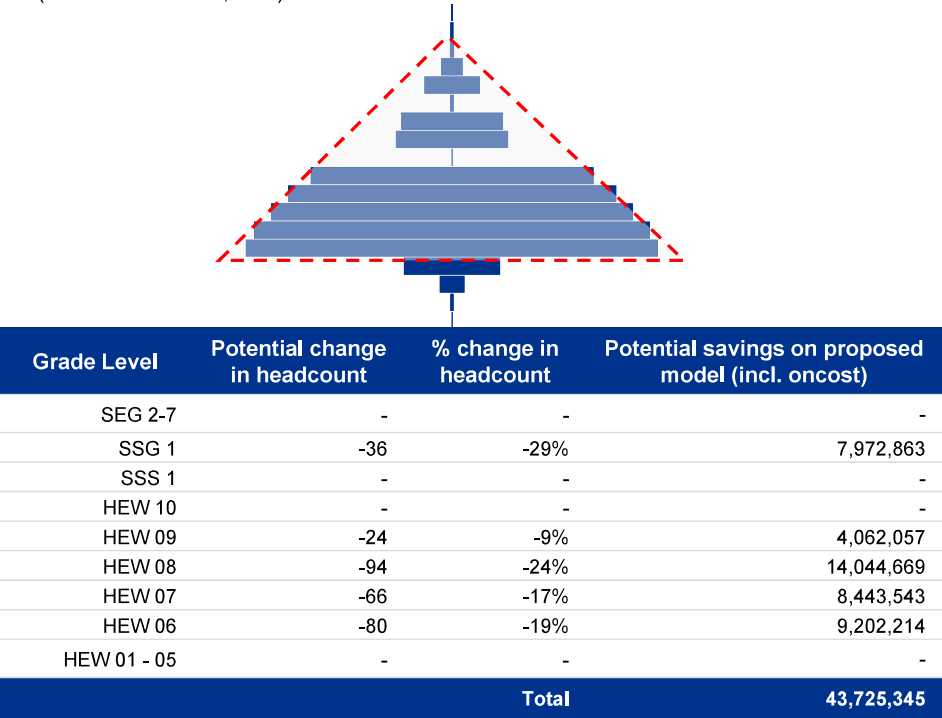
Source: Autumn Forecast, Establishment Data, Staff 360 listing PowerBI 13/09/24

Assessing Professional Services headcount across all HEW levels indicates a potential to reshape the Professional Services workforce to address the overrepresentation of HEW 06 – 09 and senior levels

Graph 1: Current size and shape of the professional services workforce (Professional Level, FTE)

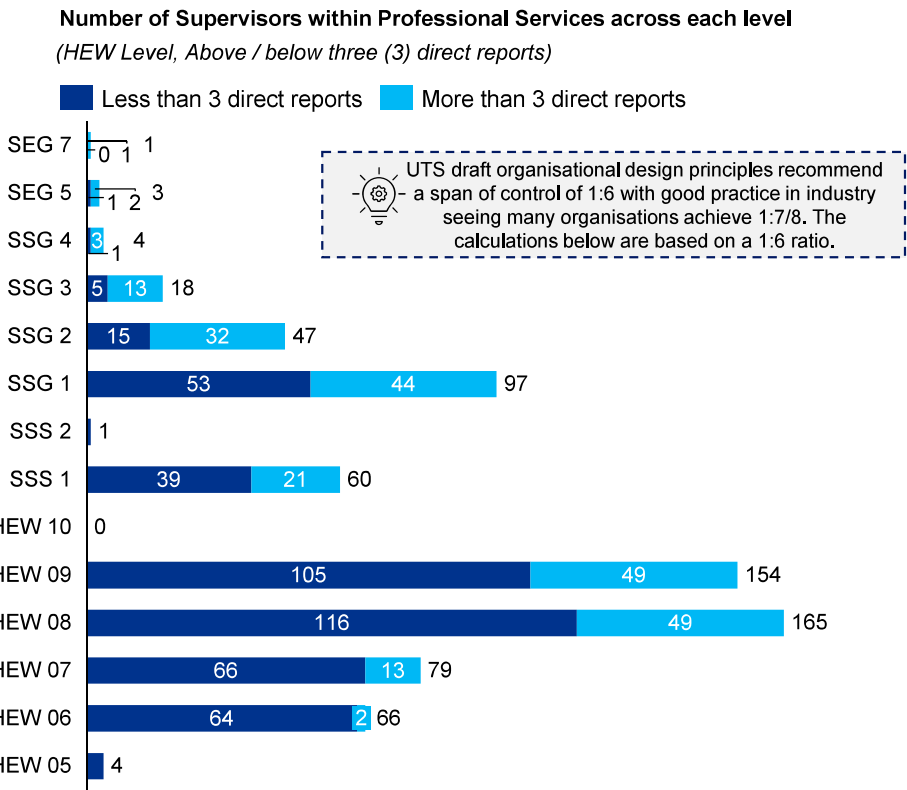


Graph 2: Potential future size and shape of the professional services workforce (Professional Level, FTE)



Source: Autumn Forecast, Establishment Data, Staff 360 listing PowerBI 13/09/24

With two-thirds of Professional Services supervisors maintaining a span of control (SOC) ratio of 1:3 or lower, there is opportunity to widen to 1:6, which is still below industry good practice of 1:7/8



Levels	# of Supervisors	# of Supervisors with 3 or less direct reports (including 0)	# of Supervisors with more than 3 direct reports	% of Supervisors with 3 or less	Potential benefits (\$) assuming a 25-50% reduction in number of supervisors with 3 or less reports (50% to achieve a SOC of 1:6)
SEG 7	1	0	1	0%	n/a
SEG 5	3	1	2	33%	n/a
SSG 4	4	1	3	25%	0
SSG 3	18	5	13	28%	\$334,950 - \$669,899
SSG 2	47	15	32	32%	\$896,206 - \$2,091,148
SSG 1	97	53	44	55%	\$2,861,664 - \$5,723,328
SSS 2	1	1	0	100%	0
SSS 1	60	39	21	65%	\$1,792,278 - \$3,783,698
HEW 10	0	0	0	0%	0
HEW 09	154	105	49	68%	\$4,400,561 - \$8,801,123
HEW 08	165	116	49	70%	\$4,332,930 - \$8,665,860
HEW 07	79	66	13	84%	\$2,046,919 - \$4,221,771
HEW 06	66	64	2	97%	\$1,840,443 - \$3,680,885
HEW 05	4	4	0	100%	\$101,638 - \$203,276
Total				67%	\$18,607,589 - \$37,840,988

Source: Autumn Forecast, Establishment Data, Staff 360 listing PowerBI 13/09/24

Right sizing	Growth	Centralised vs Decentralised	Re-shaping	Spans of Control	Fixed-term Contracts, Casuals and Vacancies	Deep Dives	For discussion only – no decisions made
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UTS has 103 Professional Services FTE on fixed-term contracts ending December 2024, potentially freeing up \$12.39m if not renewed

Portfolio	% of Professional Staff that are on contracts		Contracts ending Dec 2024		\$ freed up if contracts are not renewed
	FTE	Headcount	Number of FTE	Number of Headcount	
GIPA s.3.4 and s.3.5	9%	9%	19.6	21	\$1.9m
	18%	18%	2	2	\$244k
	13%	13%	6.9	8	\$883k
	4%	4%	2.6	3	\$286k
	16%	15%	29.1	33	\$3.1m
	17%	16%	0	0	
	12%	12%	1	1	\$72k
	18%	18%	41.8	43	\$5.9m

Source: Fixed Term Contracts Establishment Data Staff360 PowerBI 13/09/24

Commentary
- UTS currently as \$12.39m worth of fixed term contracts ending on or before 31 December 2024. This is representative of a headcount of 114 roles. The majority of these potential annualised savings sits within GIPA s.3.5 (\$5.9m), GIPA s.3.5 (\$3.1m) and GIPA s.3.5 (\$1.9m). - Using current staff lists, excluding casuals, in PowerBI, the % of professional staff on fixed term contracts as at 13.9.2024 are highest within GIPA s.3.5 (18%), Operations (18%) and GIPA s.3.5 (17%). - For both fixed term and casual staff, careful review is needed to ensure essential vacancies are not impacted, i.e. differentiation between core/critical roles ongoing and genuine opportunities for benefit is required.

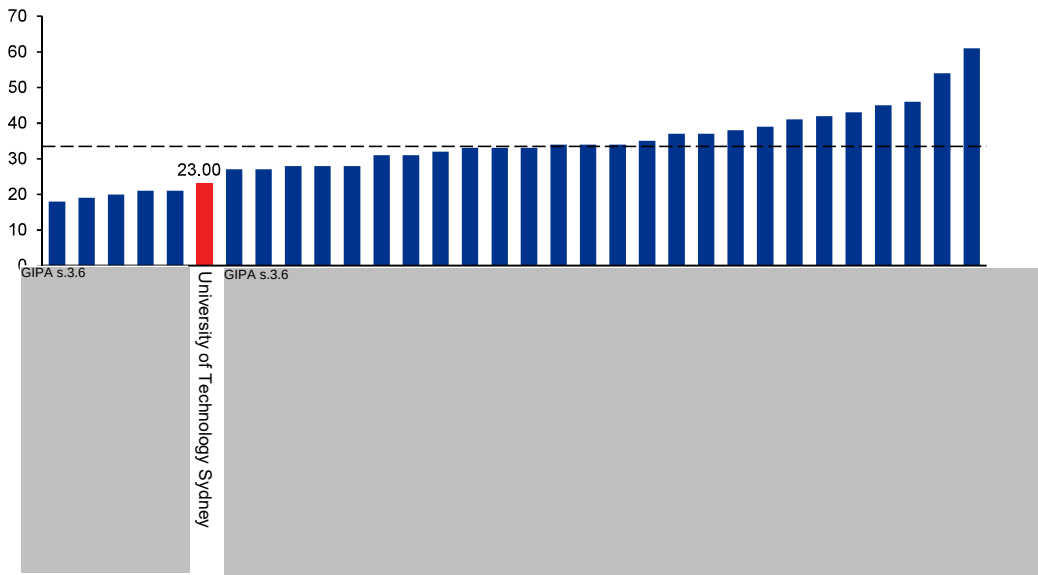
Source: Autumn Forecast, Establishment Data, Staff 360 listing PowerBI 13/09/24

Despite being below average in fixed term FTE when compared to other universities, beyond 2024, there is an additional annualised potential savings totalling \$26.6m if contracts are not renewed

Fixed Contract \$ Amount
(Portfolio, by years 2025-2027)

Portfolio	2025	2026	2027	Total
GIPA s.3.4 and s.3.5	\$2,160,889	\$80,044	\$163,000	\$2, 403, 933
	\$972,987	\$367,521	-	\$1, 340, 508
	\$461,136	\$739,818	\$583,504	\$1, 784, 458
	\$422,051	-	-	\$422, 051
	\$649,073	\$204,000	\$189,888	\$1, 042, 961
	\$427,307	-	-	\$427, 307
	\$6,739,103	\$2,799,242	\$1,386,844	\$10, 925, 189
	\$80,044	\$73,641	\$354,600	\$508, 285
	\$180,420	-	-	\$180, 420
	\$5,384,525	\$1,549,694	\$644,850	\$7, 579, 069
	\$17, 477, 535	\$5, 813, 960	\$3, 322, 686	\$26, 614, 181

Fixed Contract FTE Benchmarking inc. Academic
(Fixed contract FTE, Australian universities, 2023)



Commentary

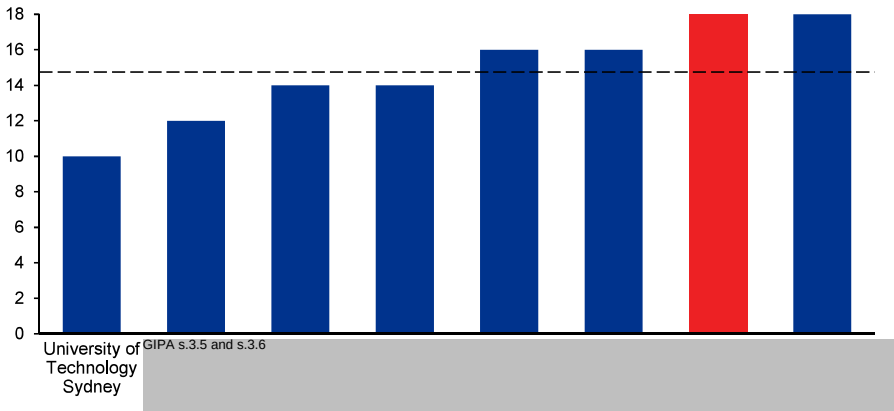
- In the years 2025 – 2027 UTS will experience \$26.6m worth of fixed contract FTE's expiring. The majority of these fixed contracts sit within GIPA s.3.5. Including the 2024 year, this represents a potential annualised saving of **\$39.08m**.
- In comparison with all other Australian Universities, the fixed contract FTE footprint is below average at 23% as at 2023. Note, these figures include both professional and academic staff.

In contrast to fixed term FTE benchmarking, UTS has the highest % of casual staff FTE of

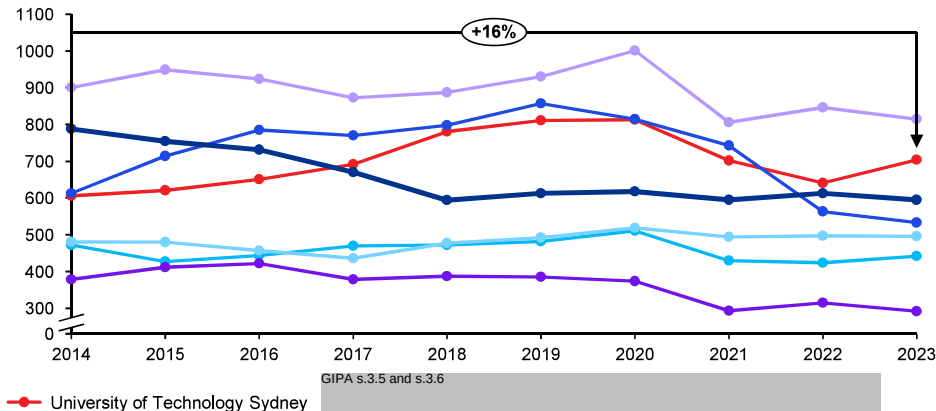
GIPA s.3.5

UTS is one of only two to grow its Casual FTE footprint over the last 10 years (16%).

Graph 1: Casuals as a % of total FTE
(Casual FTE %, Australian universities)



Graph 2: Casual FTE – 10 Year Growth
(Casual FTE by year, Australian universities)



Commentary

- UTS has 3.25% more casual staff as a percentage of total FTE compared to GIPA s.3.5 Excluding Academics, casuals represent 2061 headcount total and a spend of \$59.8m
- Over a 10 year period, UTS casual staff footprint has increased 16%, GIPA s.3.5 have decreased their casual staff FTE over the same time period excluding the GIPA s.3.5

Excluding the Provost (including Faculties) Portfolio - have the highest Professional Service Casual spend, totalling \$8.4m

GIPA s.3.4 and s.3.5

Casual staff sitting within HEW 05 & 06 in GIPA s.3.4 and s.3.5 may be disproportionately expensive. Total estimated spend \$14,971,510

GIPA s.3.4 and s.3.5

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Total Headcount	662	10	52	33	1	0	88	1215	0
Est. \$ (P&L)	\$6,052,222	\$185,027	\$485,827	\$383,286	\$25,550	\$49,868	\$2,404,708	\$50,241,402	\$0

GIPA s.3.4 and s.3.5

SSG 4	
SSG 3	
SSG 2	
SSS 2	
SSG 1	
SSS 1	
HEW 10	
HEW 09	
HEW 08	
HEW 07	
HEW 06	
HEW 05	
HEW 04	
HEW 03	
HEW 02	
HEW 01	

Right sizing	Growth	Centralised vs Decentralised	Re-shaping	Spans of Control	Fixed-term Contracts, Casuals and Vacancies	Deep Dives	For discussion only – no decisions made
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Within the

GIPA s.3.4 and s.3.5

 totalling \$20.2m

have the highest Casual Staff spend by Faculty,

GIPA s.3.4 and s.3.5

has the largest headcount casual professional service footprint, with

GIPA s.3.4 and s.3.5

 have the largest \$ spend on casuals, with \$11.6m p.a

GIPA s.3.5								
Total Headcount	85	140	51	157	54	100	97	37
Est. \$ (P&L)	\$7,304,900	\$8,670,133	\$8,001,452	\$11,662,798	\$2,529,200	\$4,881,400	\$5,022,040	\$965,379
SSG / SEG	GIPA s.3.4 and s.3.5							
HEW 10								
HEW 09								
HEW 08								
HEW 07								
HEW 06								
HEW 05								
HEW 04								
HEW 03								
HEW 02								
HEW 01								

Commentary

- Within the HEW 06 and HEW 05 casuals identified, the following role profiles exist:

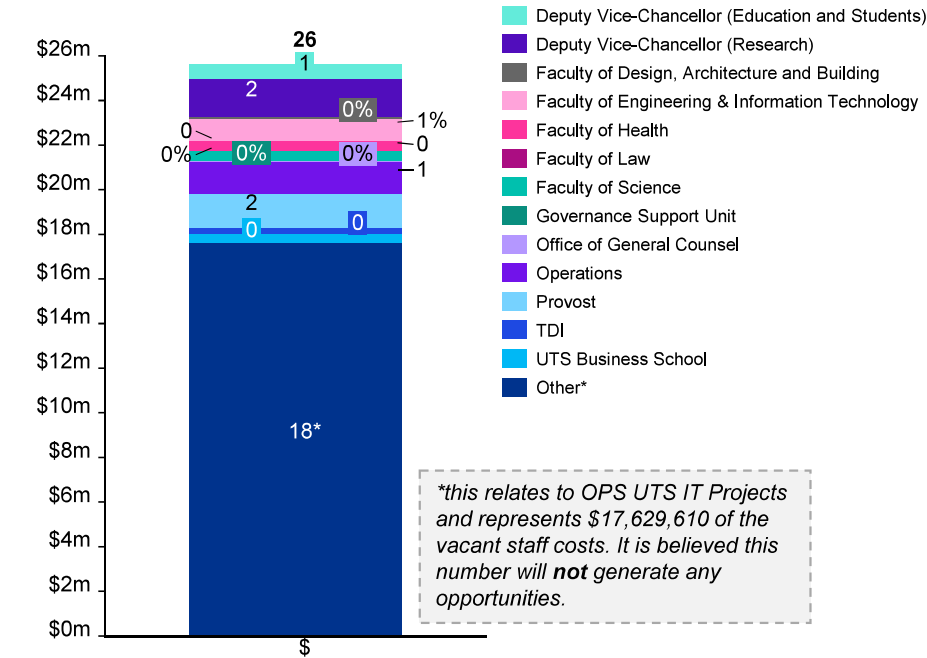
GIPA s.3.4

There are currently many vacant professional staff positions across the Portfolios and Faculties with a total potential cost of \$25.6M (Opportunity reduced to \$8m due to OPS UTS IT Projects cost)

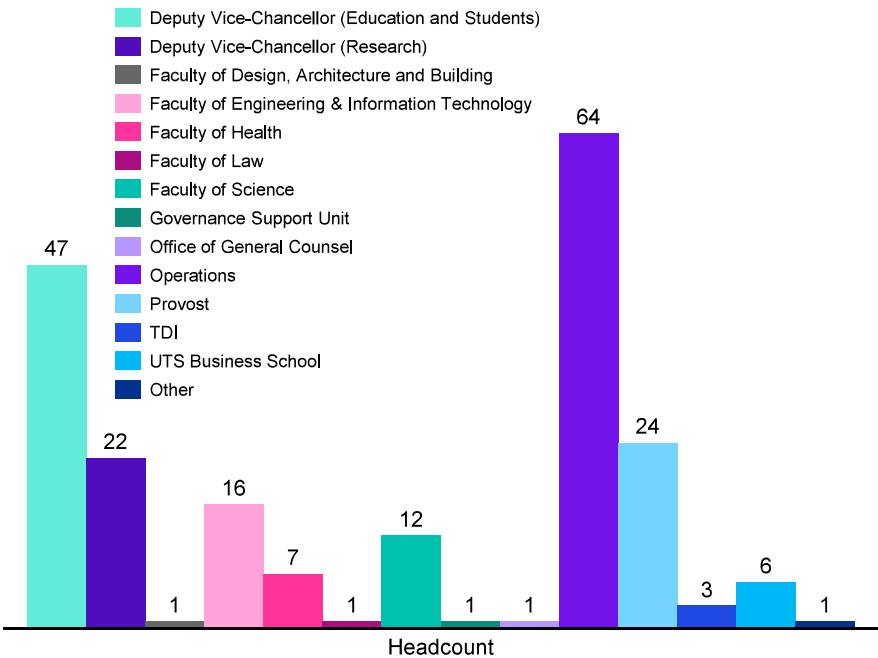


31% of vacancies are sitting within the DVC- R, equating to \$1.7m. For both fixed term and casual staff, careful review is needed to ensure essential vacancies are not impacted, i.e. differentiation between core/critical roles ongoing and genuine opportunities for benefit is required.

Graph 1: Estimated Vacant Professional Staff total \$ salary cost (\$m, Organisation unit, salary cost)



Graph 2: Estimated Vacant Professional Staff headcount (Organisation unit, count of vacant headcount)

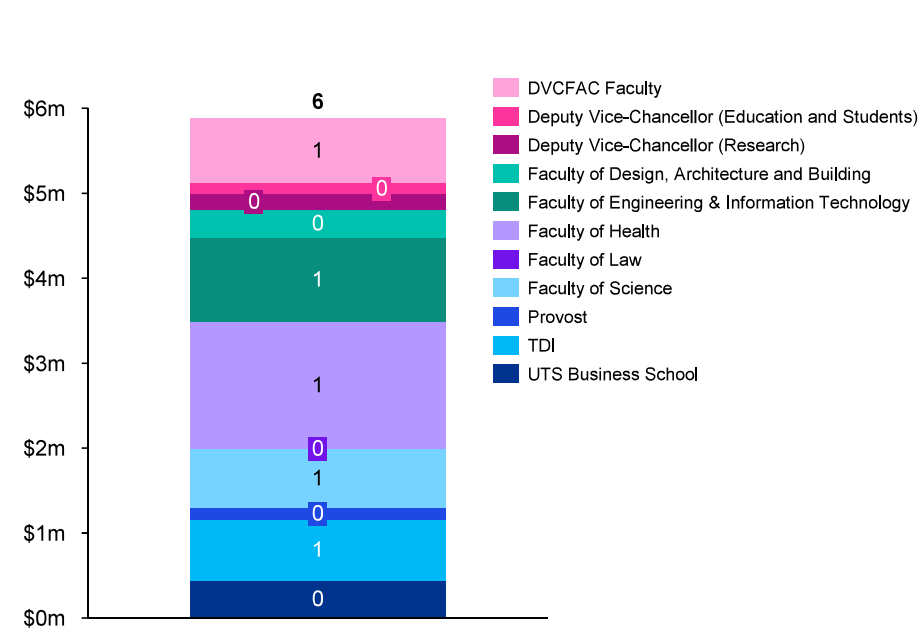


There are currently 56 vacant academic roles across the Portfolios and Faculties with a total potential cost of \$5.5M

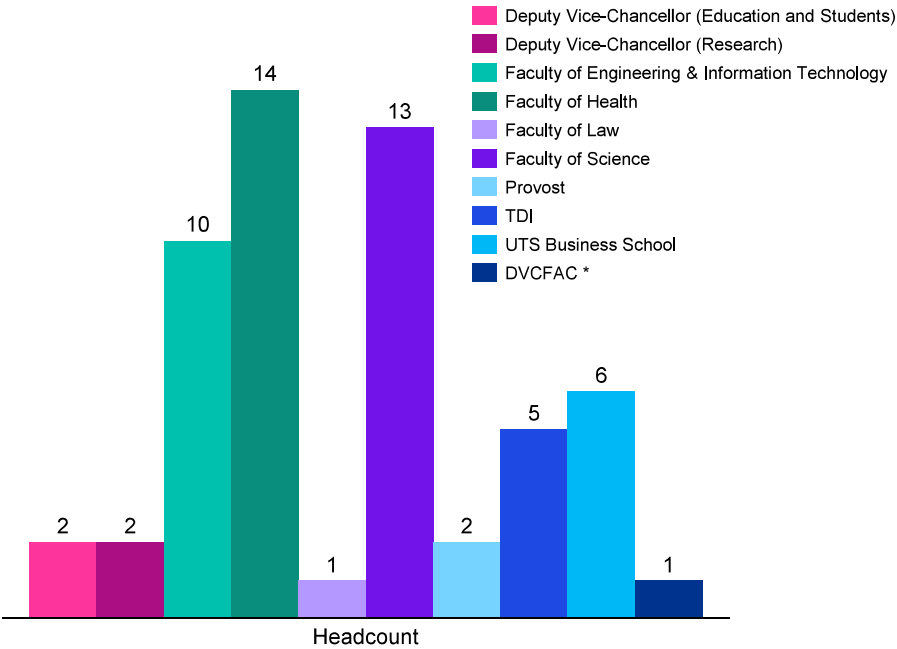


1.5m vacant Academic position costs (14 headcount) sit within the Faculty of Health. For both fixed term and casual staff, careful review is needed to ensure essential vacancies are not impacted, i.e. differentiation between core/critical roles ongoing and genuine opportunities for benefit is required.

Graph 1: Vacant Academic Staff total \$ salary cost (\$m, Vacant staff salary, organisation unit)



Graph 2: Vacant Academic Staff headcount (Headcount, Organisation unit)



*this is a pool of money allocated to a potential new DVCFAC

Right sizing	Growth	Centralised vs Decentralised	Re-shaping	Spans of Control	Fixed-term Contracts, Casuals and Vacancies	Deep Dives	<i>For discussion only – no decisions made</i>
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GIPA s.3.5



Source: Autumn Forecast, Establishment Data, Staff 360 listing PowerBI 13/09/24, UTS EBA 2021

Right sizing	Growth	Centralised vs Decentralised	Re-shaping	Spans of Control	Fixed-term Contracts, Casuals and Vacancies	Deep Dives	<i>For discussion only – no decisions made</i>
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Right sizing	Growth	Centralised vs Decentralised	Re-shaping	Spans of Control	Fixed-term Contracts, Casuals and Vacancies	Deep Dives	<i>For discussion only – no decisions made</i>
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GIPA s.3.5

Right sizing	Growth	Centralised vs Decentralised	Re-shaping	Spans of Control	Fixed-term Contracts, Casuals and Vacancies	Deep Dives	<i>For discussion only – no decisions made</i>
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Right sizing	Growth	Centralised vs Decentralised	Re-shaping	Spans of Control	Fixed-term Contracts, Casuals and Vacancies	Deep Dives	<i>For discussion only – no decisions made</i>
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GIPA s.3.5

Source: Autumn Forecast, Establishment Data, Staff 360 listing PowerBI 13/09/24

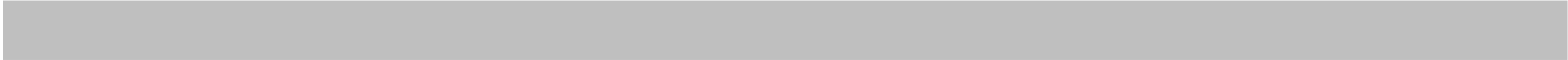
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For discussion only – no decisions made

GIPA s.3.5

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GIPA s.3.5



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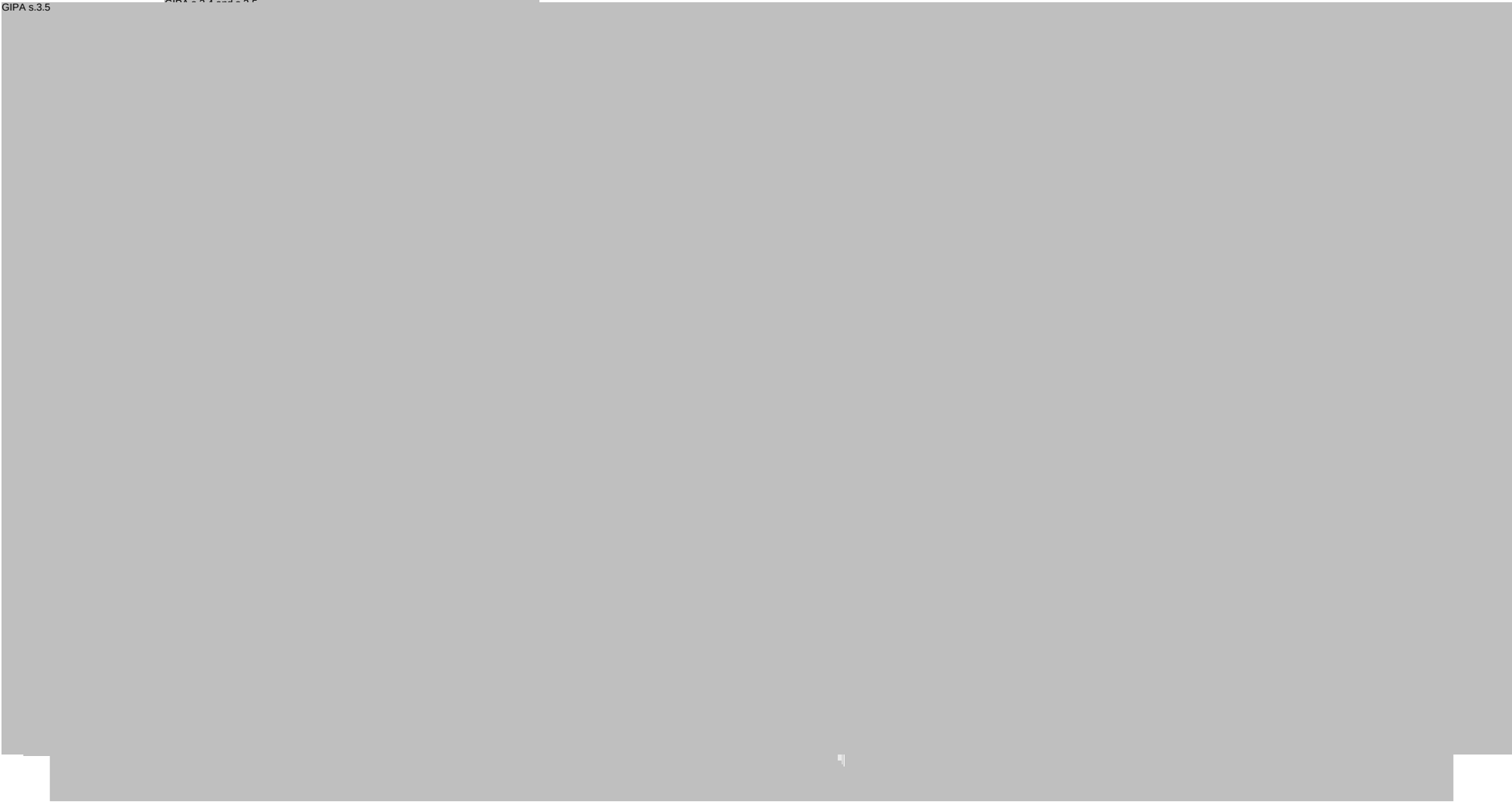
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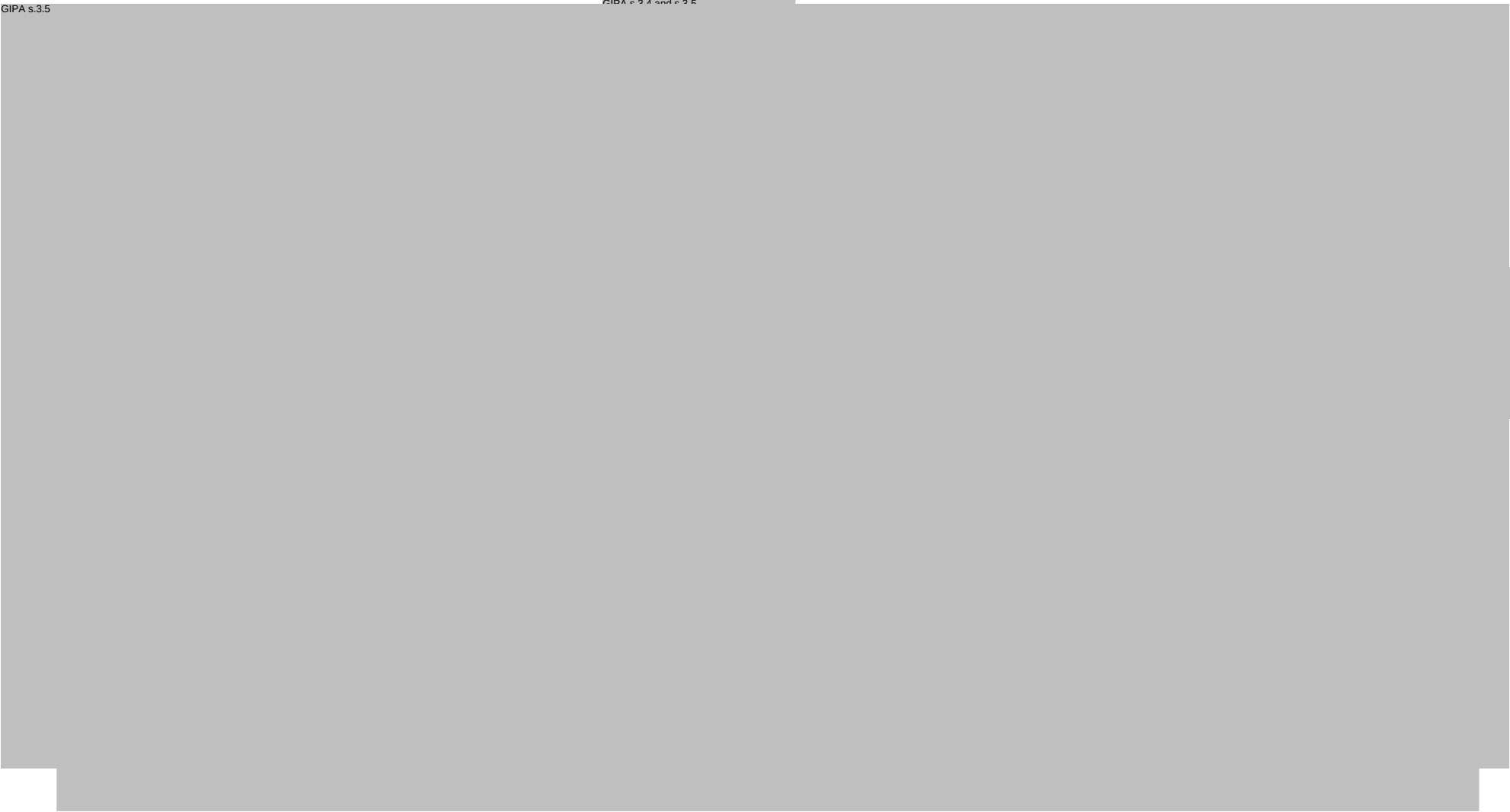
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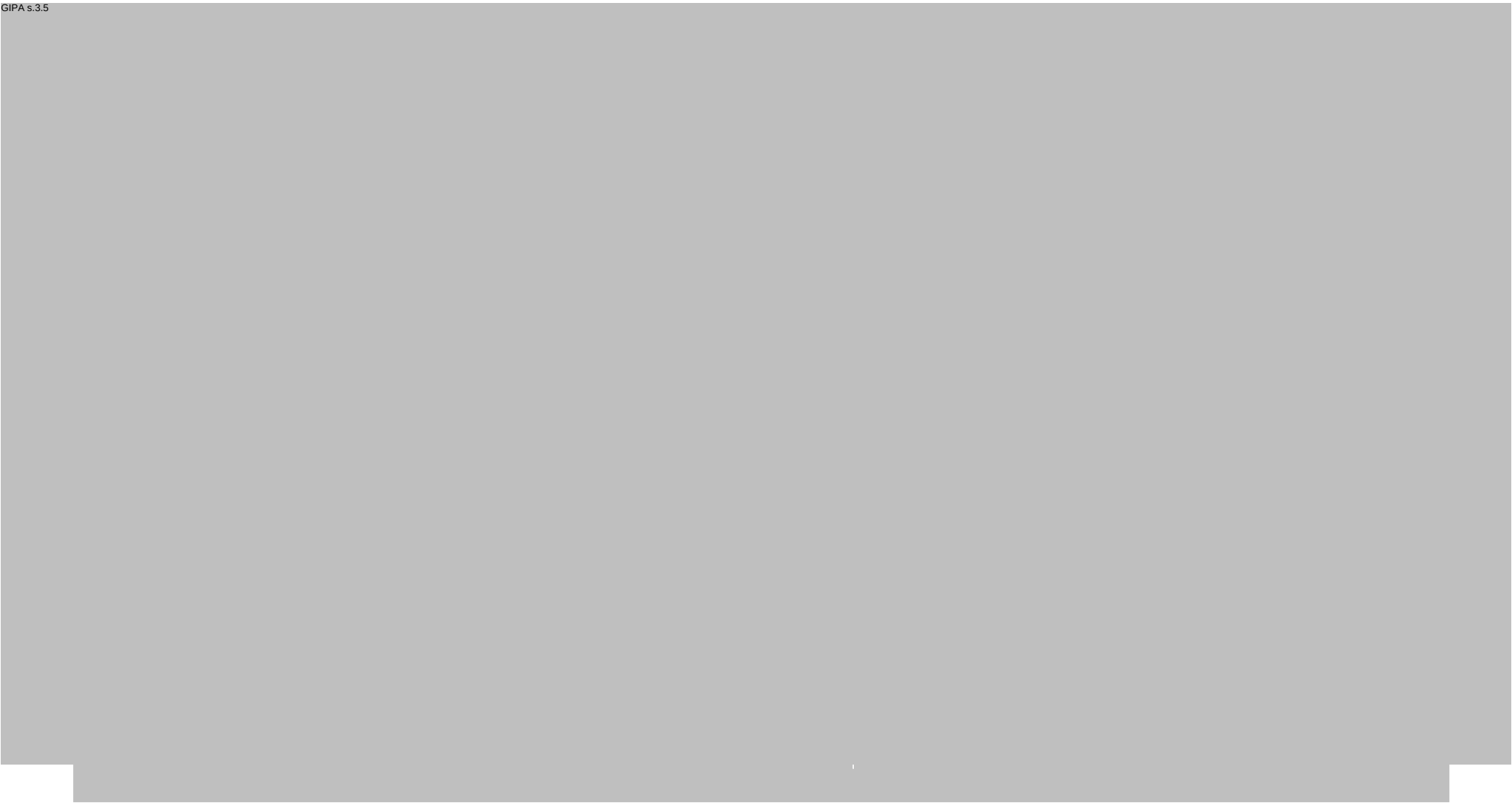
Source: Autumn Forecast, Establishment Data, Staff 360 listing PowerBI 13/09/24

Right sizing	Growth	Centralised vs Decentralised	Re-shaping	Spans of Control	Fixed-term Contracts, Casuals and Vacancies	Deep Dives	<i>For discussion only – no decisions made</i>
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GIPA s.3.5



Source: Autumn Forecast, Establishment Data, Staff 360 listing PowerBI 13/09/24

For discussion only – no decisions made

Assumptions - Professional Services Summary (1/2)

Analysis Category	Assumptions	UTS Validation	Date Validated
General FTE and Salary Related Data	The autumn forecast has been used as the primary source of data for FTE, Headcount and Salary values. Excluding vacant positions \$31M and \$26.6M for which no data was found in the establishment and staff list. Noting the additional autumn forecast variance of \$4M to the autumn forecast GL (total 61.6M variance to autumn forecast GL equating to 9% of total GL operating salary). We are working on the assumption that externally funded FTE is not included in the autumn forecast data. Vacant positions and casuals have also been excluded and considered as sperate calculation.	Tested with UTS Project Team	4 October 2024
	Qualitative information such as Portfolio, Supervisor ID, Parent organisation, Grade Level etc. are derived from a combination of establishment data and power bi staff listing (as at 13.9.24), with Staff ID serving as the unique identifier across all data sets.	Tested with UTS Project Team	4 October 2024
	The classification of Academic vs Professional has been driven by job family, followed by exclusion of any academic grade.	Tested with UTS Project Team	4 October 2024
Indicative Compensation Package Calculation	KPMG has used the average salary which includes oncosts and indicative compensation package provided by UTS Finance for all calculations – <i>UTS YTD actual average salary</i> . Where there is an exception, this will be called out under the key assumptions for each strategic lever.	Tested with UTS Project Team	4 October 2024
Centralised/Decentralised	Functional allocations have been determined by job title in the absence of activity analysis.	Tested with UTS Project Team	4 October 2024
	General Administration staff have been considered as centralised as a functional cohort regardless of Portfolio.	Tested with UTS Project Team	4 October 2024
Size & Shape	On costs of 24.87% have been assumed as included in the autumn forecast salary costs.	Tested with UTS Project Team	4 October 2024
	Average salary at each level is calculated by taking the total salary of all professional services staff from the Autumn forecast (nb. As a result may not equate to 1 FTE but average FTE).	Tested with UTS Project Team	4 October 2024
Spans – Number of Managers	The basis for the number of supervisors is based on those marked as “Y” is Supervisor in the establishment data. The calculation of supervisors with less than three direct reports includes those with zero based on the above filtering on the assumption they are paid to be a supervisor.	Tested with UTS Project Team	4 October 2024
	The calculation of supervisors with less than three direct reports includes those with zero based on the above filtering on the assumption they are paid to be a supervisor	Tested with UTS Project Team	4 October 2024
	SEG's have not been included in the consolidation of supervisor calculation.	Tested with UTS Project Team	4 October 2024
	On costs of 24.87% have been assumed included in the autumn forecast salary costs.	Tested with UTS Project Team	4 October 2024

For discussion only – no decisions made

Assumptions - Professional Services Summary (2/2)

Analysis Category	Assumptions	UTS Validation	Date Validated
Layers	Layers to the VC have been determined assuming Supervisor ID is accurate per staff list. Assume that for any layers where a manager's manager does not roll up to VC, we add +1 to VC (minimum).	Tested with UTS Project Team	4 October 2024
Benchmarking benefit (including investment required calculations)	Redundancy cost and average salary for calculations related to redundancy uses figures provided by UTS YTD actual average salary.	Tested with UTS Project Team	4 October 2024
	KPMG best practise benchmarks are indicative of high performing organisations operating in the same or similar sector(s).	Tested with UTS Project Team	4 October 2024
Vacancies	Assume that FTE, headcount and anticipated salary cost of vacant positions is per Autumn Forecast as the most accurate data available.	Tested with UTS Project Team	4 October 2024
Fixed Term	Data has been gathered from Power Bi: Fixed Term Staff Eligibility for Conversion to Permanent or CRE dashboard	Tested with UTS Project Team	4 October 2024
	Assume that as contract end date is a required data point, fixed term data is sourced from staff list (power bi) and not autumn forecast.	Tested with UTS Project Team	4 October 2024
	Assume that on costs are included in fixed term power bi dashboard	Tested with UTS Project Team	4 October 2024
Casuals	Data has been gathered from Power BI: Staff list with casuals as at 13.9.2024, including salary. Total spend on casuals per faculty gathered from P&L at the cost centre level.	Tested with UTS Project Team	4 October 2024
	Assume total benefit derived from 5-10% reduction in total Casual Salary using above Power BI data.	Tested with UTS Project Team	4 October 2024
General Admin (functional allocation)	Functions have been mapped to specific roles according to the job titles as outlined in the most recent Autumn forecast. - Teaching: roles dedicated towards broader student services, student support services (does not include progressions and results officers), teaching support services, scholarships, counselling and general university library staff unless otherwise stated - Research: roles which provide technical support and staff whose roles are dedicated to supporting research - Marketing: engagement and partnership roles, communication roles, careers focused roles, recruitment roles and international related roles	Tested with UTS Project Team	4 October 2024
Reduce Duplication	Assumed duplication "double count" across all calculations between 25-50%	Tested with UTS Project Team	4 October 2024

For discussion only – no decisions made



Strategic Lever 3: Leveraging your campus footprint

UTS CRICOS 00099F
UTS TEQSA PRV12060

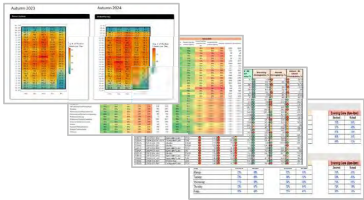
Strategic Lever 4: Property – no immediate opportunity but operational and capital expenditure too large to not be considered in detailed design

(NB. Not included in benefits calculation)

Opportunity #1: Supporting the Implementation of Space Optimisation Initiatives

Current state overview - The UTS Space Management team has identified the importance of optimising campus facilities, noting significant space-related operating costs of \$141m (2023). Accordingly, recommendations have been proposed to the Property Steering Committee to implement a space management policy and establish a space charging model to realise operational savings and capital expenditure benefits.

Significant underutilisation:	In Autumn 2024, actual reported utilisation across 234 teaching spaces was ~15% compared to bookings of 33%. Weekday occupancy (actual) was between 42 – 49%, indicating potential opportunities for consolidation / efficiency.
Lack of centralisation / shared ownership:	A culture of ownership, perception of ‘free occupancy’ and resistance to hand back surplus space is driving consistently low utilisation across all faculties in 2024 between 2 – 38% (source: HDR (GTS) Dashboard). Overall, the actual class size vs. room capacity was on average 21.5% (broadly unchanged from the prior year) with six Faculties (out of thirty four) reporting levels at or below 15%.
Bespoke spaces:	Specialist teaching spaces such as workshops, studies and specialist labs have a low frequency booked rate of 12 - 25% and an even lower frequency actual rate of 10 - 18%. Tailoring particular spaces for individual Faculty needs and then reallocating these areas for other occupants will incur additional capital expenditure that may not be better utilised.
Inactive space:	The 2032 UTS Future Needs Analysis identified 8,671m2 of decant / inactive space which is forecast to grow to 9,763m2 by 2032 (representing 5% of overall demand).



Potential Actions

- We would recommend the Space Management Team consider partnering with an independent specialist to accelerate cost saving outcomes and identify additional opportunities to enhance space utilisation / cost savings. The independent specialist can provide objective observations / insights to provide market-tested solutions from organisations facing similar challenges. Potential scope items could include:
- Conducting independent stakeholder workshops and surveys to deep-dive and quantify the underlying drivers of underutilisation.
- Undertaking a strategic review of how investment decisions are made for specialist spaces and consider areas for improvement by:
- Assessing the investment parameters for how capital allocation decisions are made for specialised fit-outs and the effectiveness of the process to date.
 - Exploring initiatives to drive improved Faculty-level space ownership which may include alternatives to a space charging model, e.g.
 - Introducing a ‘make-good’ charge whereby a Faculty would be responsible for converting specialised space back to its initial, standardised form
 - Implementing a centralised approach to space whereby inactive / underutilised areas are returned to a collective pool system with space allocated on a competitive basis
 - Introducing reward-type KPIs at a Faculty-level to drive efficiency outcomes for existing space

Key Benefits
Providing independent perspectives and support to accelerate the adoption of space optimisation initiatives which includes driving operational effectiveness and ongoing cost savings. Improve centralised decision-making and space management capability and driving improved asset performance from existing buildings to meet future needs

Key Risks

Implementation

University’s capability and capacity to execute initiatives to improve space optimisation given cultural resistance by Faculty staff and other internal stakeholders

Scale of the opportunity (p.a.)	[potential \$5 - 10m] (not included in benefits calculation)	Estimated investment required	[TBC]	Execution Risk Rating	High
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* Preliminary estimate only based on indicative information and subject to change

Property summary: There are avenues to address future space shortfalls by exploring potential development opportunities and initiatives

Current state overview		Action Required			
The UTS Property Portfolio currently encompasses over 40 buildings covering 248,337sqm of usable floor space across various locations (predominantly clustered around the City Campus comprising Ultimo, Broadway and Haymarket).		Undertaking a highest & best use (H&BU) analysis across the Portfolio to identify the maximum allowable floor space under existing controls and explore potential opportunities to drive rezoning outcomes under the Central State Significant Precinct designation for the UTS City Campus - Utilising the H&BU outcomes and other quantitative / qualitative factors (e.g. underutilisation, potential floor area uplift, residual land values) to identify redevelopment opportunities whereby the university may offer land to a delivery partner in exchange for greater floor area / development upside - Undertaking a market sounding with developers to receive feedback on potential partnership structures, including entering into a procurement process to select a partnership(s) for redevelopment on selected sites to deliver new space creation on existing sites - Additional property income potential across university buildings (e.g. new commercial leases) to fund value-add developments - Additional properties for disposal and ability to use proceeds to fund value-add developments including opportunities to improve Faculty space allocations across buildings (including potential consolidation where possible)			
Opportunity #2: Supporting Future Needs for Space		Key Benefits			
Building underutilisation:	While inactive space only represents 5% of overall usable space (excluding student accommodation), there are a number of sites where over 20% of the building's overall usable space is not being utilised (e.g. CB05D, BP03 and CB05C).	Addressing future space shortfalls; delivering more student-focused space to improve educational outcomes; implementing flexible working models to drive engagement and reduce space requirements; and exploring value-add opportunities to drive greater space by leveraging market partners and sharing risks.			
Marginal net leasing income:	The premises lease plan includes 16 commercial tenancies, 16 retail leases and 5 external rental arrangements. Overall, UTS appears to be collecting ~\$3.16million in net income from tenants and paying \$2.99million to external landlords.				
Faculty dispersion:	the Faculty space footprint appears dispersed across multiple assets. On average, each Faculty occupies 3.5 buildings with an average space allocation of 3,781sqm (~30% of total utilised space). Most Faculties occupied only a small portion of another building (less than 500sqm).				
Future Needs Analysis document		Key Risks			
Falling supply:	Building supply is projected to decrease due to several buildings being removed or going offline or growing inactive/decant space (projected to increase by 12.6%). By 2032, it is projected that building supply will be less than projected area, creating a shortfall of 10,142 sqm.	Implementation			
Increased flexibility:	Workspace is projected to fall 13.3% by 2032 as the University is implementing a flexible workspace model to increase working from home.	- Developments will involve a number of project risks (e.g. funding, construction, timing and planning) which will need careful consideration before decisions are made - University's capability and capacity to accept the generally high complexities and risks involved with development - Cultural resistance to Faculty consolidation			
Reduced commercial leasing:	Commercial leased space is projected to decrease 91% to only 783 sqm by 2032 due to the removal of Building 5 from supply.				
Growing student-focused space:	GIPA s.3.5				
		Scale of the opportunity (p.a.)	TBC	Estimated investment required	TBC
		Execution Risk Rating (Initial)			High

Source: Summary space by building and allocation

For discussion only – no decisions made



Strategic Lever 6: Identification of opportunities to diversify your revenue streams

UTS CRICOS 00099F
UTS TEQSA PRV12060

For discussion only – no decisions made

Strategic Lever 8: Other revenue opportunities

Analysis Undertaken	Lever	Expected Changes to Enable Lever	Reference Slide(s)
GIPA s.3.5	➤ Identification of opportunities to diversify your revenue streams	• Refer to analysis paper	Slide 126
	➤ Identification of opportunities to diversify your revenue streams	• Enhance Alumni and Donor Engagement Programs	Slide 127

Within your *Revenue Growth and Optimisation Options Paper* you have considered a number of options to improve UTS' income streams

GIPA s.3.5

Further opportunity also exists relating to growth in Donations and Endowments at UTS, which are tracking marginally below average compared to other Australian universities

GIPA s.3.5 and s.3.6

For discussion only – no decisions made



Strategic Lever 7: Enhance Student Retention

UTS CRICOS 00099F
UTS TEQSA PRV12060

For discussion only – no decisions made

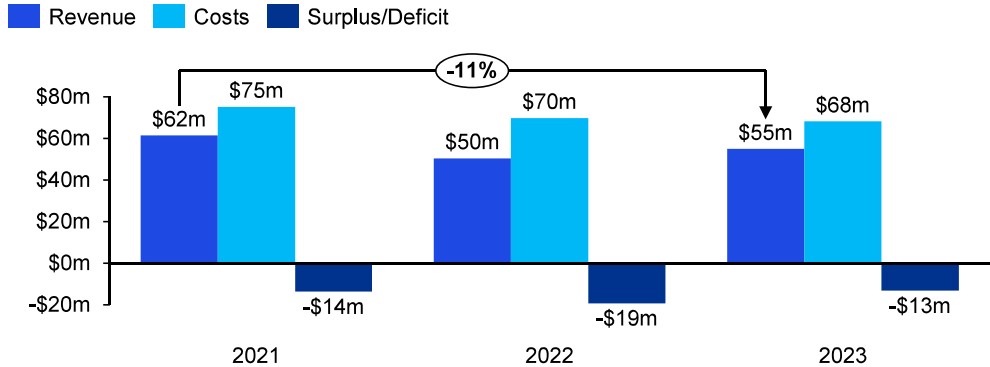
Strategic Lever 7: Opportunity to enhance student retention

Analysis Undertaken	Lever	Expected Changes to Enable Lever	Reference Slide(s)
UTS College ➤ UTS College is a crucial entry point for students aiming to join UTS ➤ Despite its importance, UTS College is facing a decline in financial performance ➤ This decline can be attributed to various factors, including new international caps that limit the number of international students, which traditionally form a significant portion of its student body	➤ Other cost opportunities	• Strengthen performance of UTS college	Slide 130
Student Services ➤ UTS allocates a higher number of roles to teaching and student support services compared to its peers ➤ This allocation reflects UTS's commitment to providing comprehensive support to its students, ensuring they have access to the necessary resources and assistance to succeed academically	➤ Enhance student retention rates ➤ Increasing the effectiveness and efficiency of your professional services	• Improvement in workload allocation • Improvement in processes	Slide 131
Decentralised Roles ➤ There is a larger decentralised portion of student services compared to a similar university	➤ Enhance student retention rates ➤ Increasing the effectiveness and efficiency of your professional services	• Reduce duplication of effort • Improvement in processes	Slide 132
Student Experience ➤ The student experience at UTS is currently below the sector average	➤ Enhance student retention rates	• Enhance student experience	Slide 133
Retention Rates ➤ Despite the below-average student experience, UTS has managed to maintain high student retention rates, which exceed the national average ➤ Retention rates are lowest in master's courses	➤ Enhance student retention rates	• Enhance student experience • Enhance student support	Slide 134 - 135
Opportunity for further analysis ➤ Given the importance of student retention for the University's success, there is a clear opportunity to explore and enhance retention strategies			

UTS College’s operating revenue declined by 11% between 2021 – 2023. This decline is expected to worsen due to the recently announced caps on international students



UTS College Net Operating Revenue for period 2021-2023 (\$m, 2021-2023)



Commentary

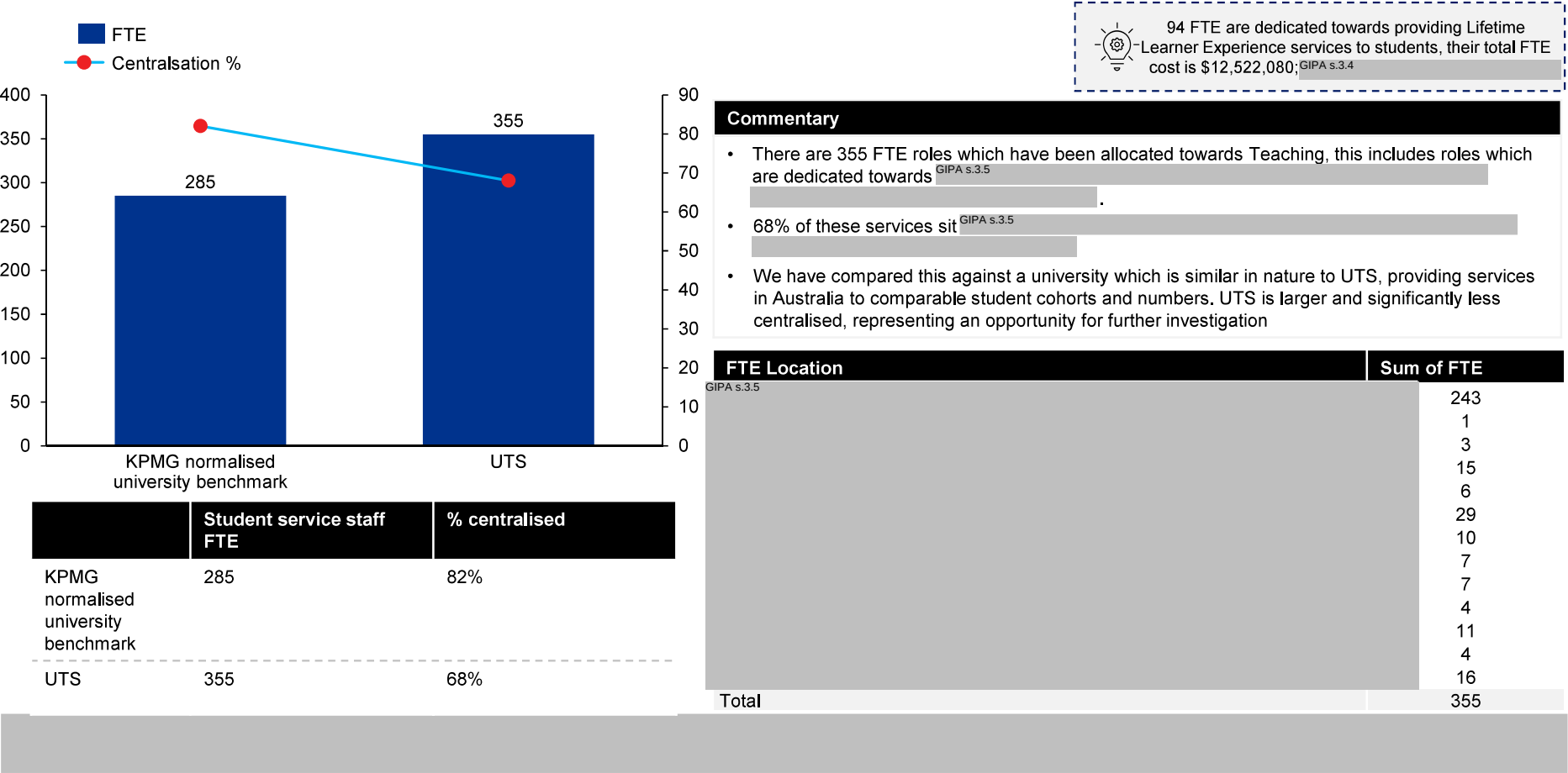
- UTS College has been operating at a deficit over the past three years (2021 – 2023). The College’s operating revenue has declined by 11% across 2021 – 2023 (from ~\$62M to ~\$55M); however the College has managed to reduce its costs by 9% (from ~\$75M to ~\$68M)
- 2022 was a particularly difficult year for the College as its deficit grew by 41% (from ~\$14M to ~\$19M). The reduction in number of student enrolments that by 12% was one of the drivers of this deficit
- Of the four course types on offer at UTS GIPA s.3.5

As UTS College is one of the key pathway providers to UTS, it is expected that any impacts from student caps on the College would have a subsequent impact on the University. Based on DoE and PRISMS data, in 2025, it is expected that the

GIPA s.3.5 and s.3.6

from the reduced number of students feeding into the University as a result of student caps to cash injections that may be required as the College has been consistently operating at a deficit

UTS has a greater number of roles allocated to providing teaching and student support services and have a higher decentralised (32%) percentage when compared to benchmarks



Commentary

- There are 355 FTE roles which have been allocated towards Teaching, this includes roles which are dedicated towards GIPA s.3.5
- 68% of these services sit GIPA s.3.5
- We have compared this against a university which is similar in nature to UTS, providing services in Australia to comparable student cohorts and numbers. UTS is larger and significantly less centralised, representing an opportunity for further investigation

Of the centralised FTE within GIPA s.3.5, there are GIPA s.3.5 are sitting within the GIPA s.3.5 costing UTS \$26,751,867

Employment term	
Continuing	196
Fixed Term	10
Total	206

Commentary
- There are many roles undertaken within GIPA s.3.5 GIPA s.3.5

GIPA s.3.4 and are dedicated towards providing GIPA s.3.5, their total FTE cost is \$12,522,080; GIPA s.3.4

Functional breakdown	
Teaching	94
General Administration	54
Marketing	42
Project and operations	7
HR (People unit)	5
IT	2
Governance	2
Total	206

FTE costs broken down by function	
Teaching	GIPA s.3.4
General Administration	
Marketing	
Project and operations	
HR (People unit)	
IT	
Governance	
Total	\$26,751,867

GIPA s.3.5 sit within UTS and their HEW breakdown

	GIPA s.3.4 and 3.5
SSG 2	
SSG 1	
SSS1	
HEW 10	
HEW 09	
HEW 08	
HEW 07	
HEW 06	
HEW 05	
HEW 04	
HEW 03	
HEW 02	

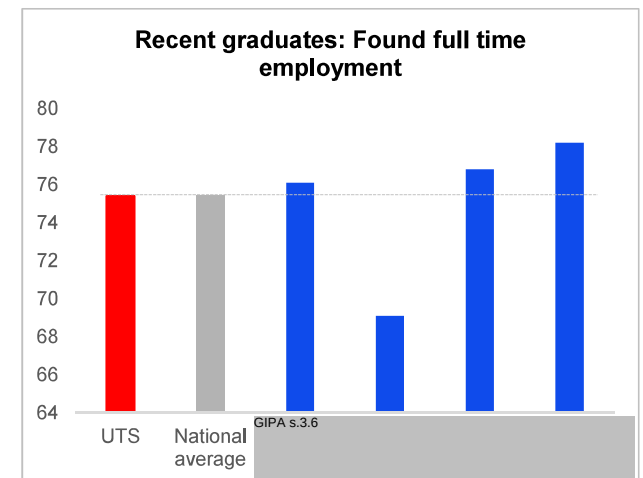
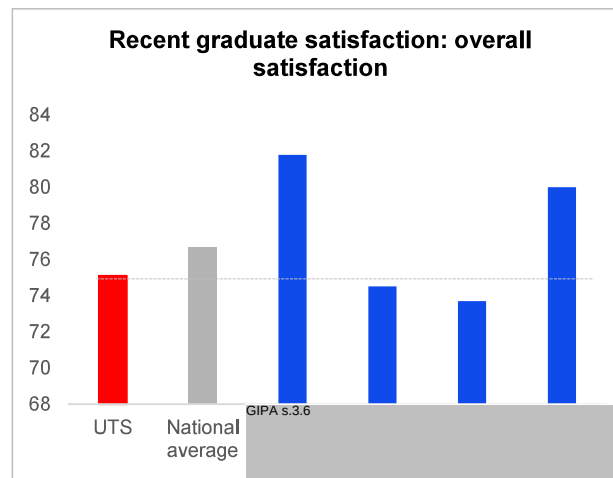
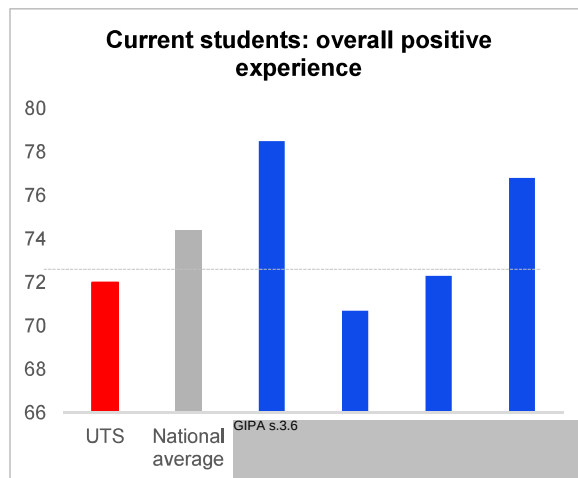
Teaching functional allocation includes roles such as student services, timetabling, student support and advice and senior school partnerships officers and admissions officers

Centralised

UTS has a below sector average student experience, representing an opportunity to consider emerging student needs and the effectiveness and efficiency of student supports

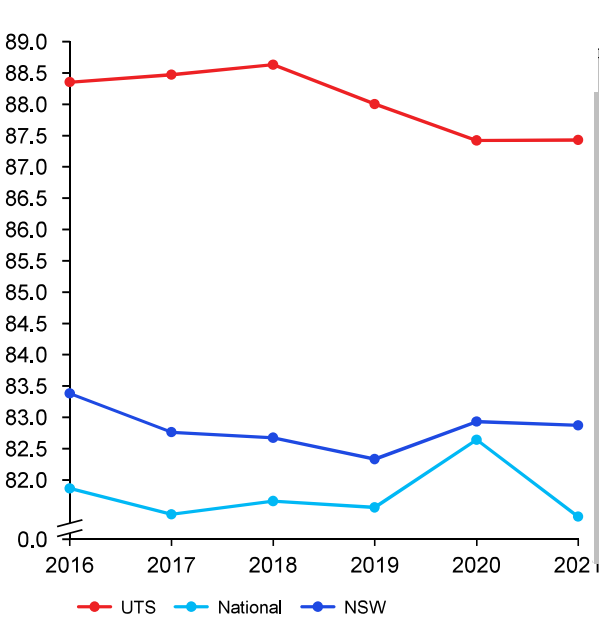


Analysis of UTS' QILT (Quality in Learning and Teaching) scores indicate that there are opportunities to improve the student experience. UTS is below the national average for overall satisfaction in 2023 survey data for both current students and recent graduates. UTS is currently at the national average for employment outcomes.

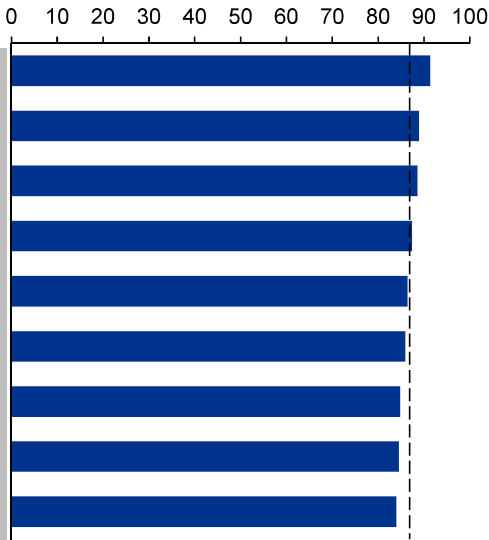


However, overall student retention at UTS significantly exceeds the national average

Retention Rate Benchmarking
(Retention Rate %, 2021)
Higher Education Statistics



Retention Rate by Faculty
(Retention Rate %, 2024)



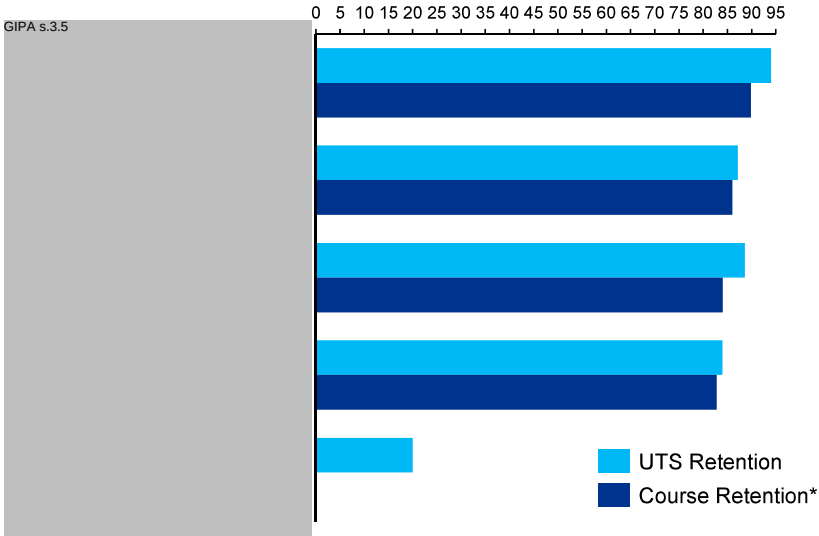
Student retention **exceeds national** averages, however, there are some masters offerings underperforming

Commentary

- UTS consistently achieves a higher retention rate (87.43% in 2021) when compared to all other Australian Universities (81.41% in 2021).
- From a Faculty perspective, GIPA s.3.5 achieved the highest retention rate in Autumn 2024.
- GIPA s.3.5 were the worst performing, however they all still were above the national average.
- Diving deeper into the courses with the lowest retention rate GIPA s.3.5
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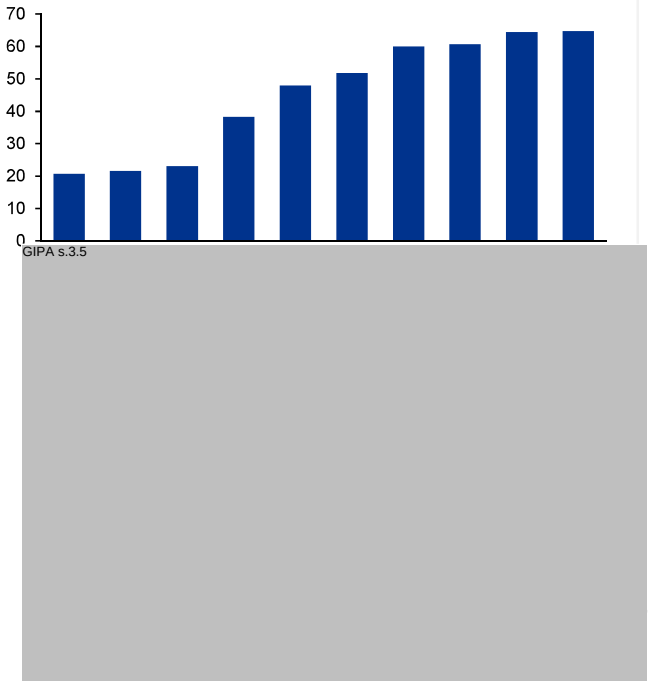
There are GIPA s.3.5 courses at UTS that make up the top 10 lowest retention rate by courses (with less than 25 EFTSL)

Retention Rate by Fee Type
(Retention Rate %, 2024)



*Course retention refers to students who have moved courses, rather than left the University

Retention Rate by Courses with EFTSL >25
(Retention Rate %, 2024)



Commentary

- Of the top 10 lowest retention rate courses (with EFTSL >25), GIPA s.3.5
- The undergraduate course with the lowest retention rate from GIPA s.3.5
- The undergraduate course with the lowest retention rate from a GIPA s.3.5
- Retention rates for GIPA s.3.5

For discussion only – no decisions made



Strategic Lever 8: Other cost opportunities

UTS CRICOS 00099F
UTS TEQSA PRV12060

For discussion only – no decisions made

Other cost opportunities represent a potential savings of \$18m – \$29.2m

Analysis Undertaken	Gross \$ Value	Lever	Expected Changes to Enable Lever	Reference Slide(s)
➤ Analysis of the strategic projects presented to InvestCo revealed that 10 strategic projects would not realise any net benefit within the first two years	-	Reduce third party expenditure	Delay or stop major program spend	Slide 138
➤ Analysis of your working capital suggests potential improvements of circa \$10m	10m	Optimise cash flow	Efficient cash management via managing receivables and payables	Slide 139 - 141
➤ IT : There are potentially \$8m – \$16m of operational expenditure savings through more efficient management of IT platforms, network, PCs and IT staff	8m – 16m	Reduce third party expenditure	- Rationalise and Optimise Technology Portfolio - Reduce IT labour costs - Stop major IT program spend	Slide 142 – 143
➤ Procurement - Other Goods and Services : Unaddressed opportunity size of \$1.6m to \$4m exists across International Agency Fees, Fees and Subscriptions, OPM and Travel.	1.6m – 4m	Reduce third party expenditure	- Ensure purchasing through agreed University panels - Avoid expenditure	Slide 144 – 145
Total Gross Benefits	19.6m – 30m			
Reduce duplication (25%) <i>(applicable to IT labour costs only of \$3.2m)</i>	(0.8m)			
Reduce duplication (50%) <i>(applicable to IT labour costs only of \$3.2m)</i>	(1.6m)			
Total Gross Benefits (after duplication reduction)	18m – 29.2m			

The University could also choose to delay or stop any number of strategic projects – portfolio scenario options presented to InvestCo are detailed below

Commentary	Portfolio Scenarios	Scenario 1				Scenario 2				Scenario 3						
- We understand the following strategic initiatives are in the pipeline for UTS. - Although not included in our benefits calculation, further analysis should be given to the sequencing and interdependencies between the top three strategic projects to mitigate risk of delivery failure and maximise return on investment: - ERP Implementation - UTS Operating Model - CinLearn GIPA s.3.5	All scenarios have constrained 2025 portfolio contingency (high risk). 2026 / 27 contingency includes full ERP ask for delivery phase	ERP & CinLearn fully funded. Complete CMM and ITOM with BAU resourcing. No Operating Sustainability programs funded. (Op Model / ERP co-design at risk)				ERP & CinLearn fully funded. Partly fund CMM, ITOM and DPP to complete & close May 2025. CI funded from BAU. No Operating Sustainability programs funded. (Op Model / ERP co-design at risk)				ERP & CinLearn fully funded. Partly fund CMM, ITOM and DPP to complete & close May 2025. CI marketing moves to operating. Fully fund Operating Sustainability programs and realise financial benefits.						
	Programs / Projects - Cost Forecast	2025	2026	2027	2028	2025	2026	2027	2028	2025	2026	2027	2028			
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000			
	CASS to CLOUD (CASS)	GIPA s.3.5														
	ServiceConnect (SCP) (excl pre 2023 \$)															
	Curriculum Management Modernisation (CMM)															
	IT Operating Model (ITOM)															
	Digital Presence Program (DPP)															
	Enterprise Resource Planning (ERP)															
	UTS Operating Model (Op Model)															
	Sustainable Teaching and learning (ST&L)															
	CinLearn															
	Creative Industries (CI) (excl property)															
	Contingency - variable%															
	Total															
	Programs / Projects - Benefits Forecast															
	CASS															
	SCP															
	CMM															
	ITOM															
	DPP															
	ERP															
	Op Model															
	Sustainable T&L															
	CinLearn															
	Creative Industries (excl property)															
	Total															
	Net Financial Cost Benefit															
	Cumulative - Net Financial Cost Benefit (2025-28)													-\$25,166		
	Note CMM financial benefits of \$650K pa is not disclosed in the program benefits register, and subject to a Change proposal															
	Note DPP is tracking lead generation for benefits. Revenue generation is an indirect benefit.															

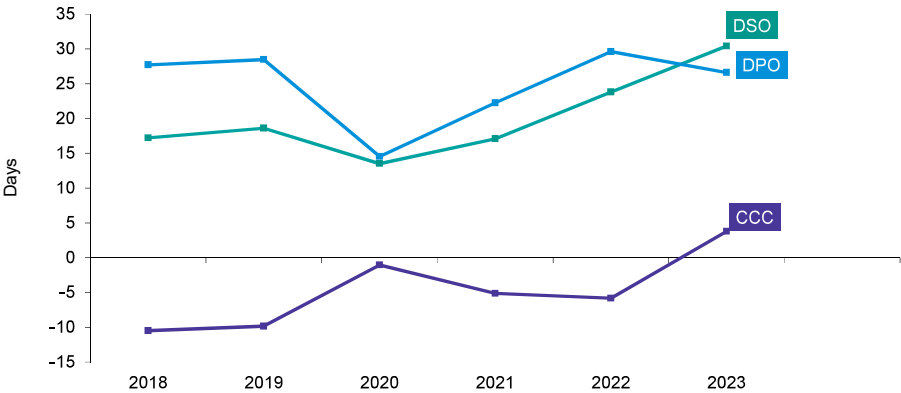
Other costs - Our analysis of your working capital suggests potential improvements of ~\$10m

Working capital opportunity identified

To quantify the potential working capital opportunity of ~\$10m, we have benchmarked UTS' FY23 working capital metrics¹ against its historical best performance and against a list of comparable peers² operating in the higher education sector.

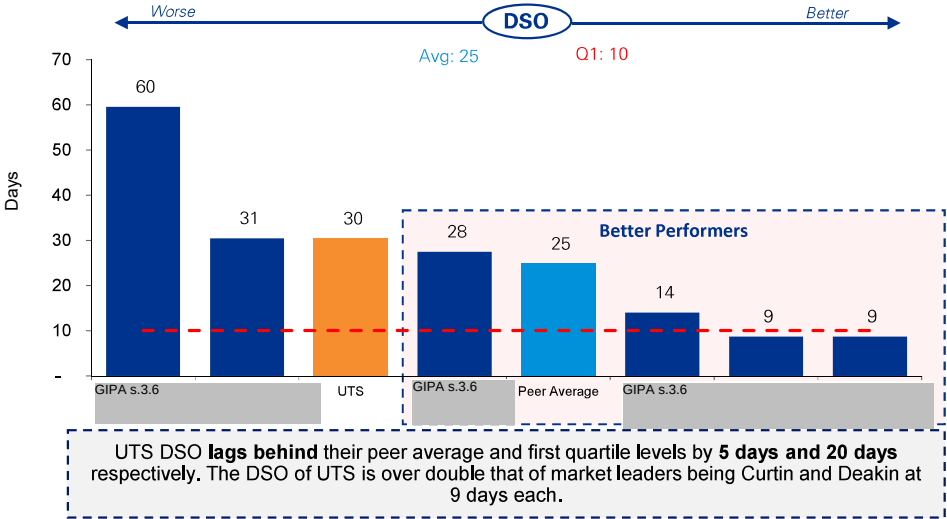
Accounts used in the calculation of working capital metrics (e.g. revenue³) have been **manually adjusted** to help **aid comparability of benchmarks**. Our estimate is based on various desktop assumptions of UTS returning to historical best levels (e.g. DSO of **30 days** in 2023 vs DSO of **13 days** in 2015) and also peer comparisons (based on UTS being able to **match the peer average or peer first quartile levels**). The deltas have then been multiplied by the value of a **day of COGS** (equivalent to **\$2.0m**) and a **day of revenue** (equivalent to **\$1.4m**).

UTS Historical Working Capital Performance



UTS DSO in 2023 was **30 days** compared to their historical best of **14 days** in 2020. This represents a **gap of 16 days** and equates to **\$24m in upside**. DPO also **lags historical best by 3 days** which if matched equates to **\$6m in upside**.

DSO Peer Benchmarking



UTS DSO **lags behind** their peer average and first quartile levels by **5 days** and **20 days** respectively. The DSO of UTS is over double that of market leaders being Curtin and Deakin at 9 days each.

Key execution risks for the engagement include **availability of critical information** (e.g. transactional data), **data quality and accuracy**, **timely responses to queries** and **UTS team capacity**.

Working capital opportunity	~\$10m	Estimated investment required	\$0.2m (Diagnostic) ~\$0.6m (Phases 2 & 3)	Execution Risk Rating	Low
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1. Financial information has been sourced from UTS' annual reports.
2. Differences in accounting treatment for peer financials and limited availability of financials may impact comparability of metrics. Peer working capital metrics are sourced from Capital IQ.
3. Revenue excludes Federal and State Government financial assistance, Royalties, trademarks and licenses, Other revenue and income, and Investment income (Note 2 in UTS FY2023 annual report).

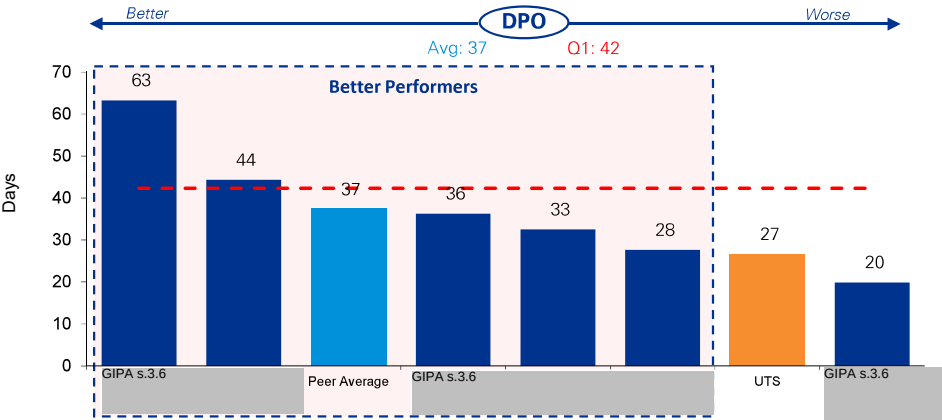
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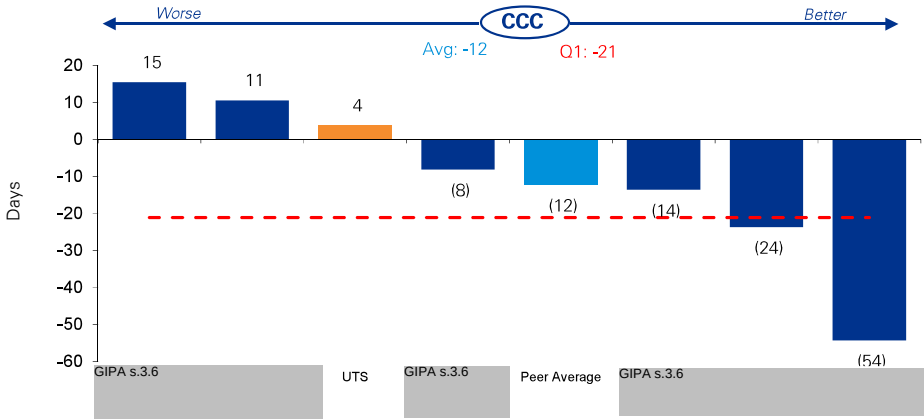
Accounts used in the calculation of working capital metrics (e.g. revenue³) have been **manually adjusted** to help **aid comparability of benchmarks**. Our estimate is based on various desktop assumptions of UTS returning to historical best levels (e.g. DSO of **30 days** in 2023 vs DSO of **13 days** in 2015) and also peer comparisons (based on UTS being able to **match the peer average or peer first quartile levels**). The deltas have then been multiplied by the value of a **day of COGS** (equivalent to **\$2.0m**) and a **day of revenue** (equivalent to **\$1.4m**).

DPO Peer Benchmarking



Whilst peer comparison has limitations, UTS DPO **lags behind** the peer average and first quartile levels by **10 days and 15 days** respectively. This delta is worth **\$22m and \$32m** respectively if UTS were to achieve those levels.

CCC Peer Benchmarking



UTS CCC **lags behind** their peer average and first quartile levels by **16 days and 25 days** respectively. The existence of many peers which have a negative cash conversion cycle (favourable) suggests that such results are achievable and the same could be potentially achieved for UTS.

Working capital opportunity	~\$10m	Estimated investment required	\$0.2m (Diagnostic) ~\$0.6m (Phases 2 & 3)	Execution Risk Rating	Low
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1. Financial information has been sourced from UTS' annual reports.

2. Differences in accounting treatment for peer financials and limited availability of financials may impact comparability of metrics. Peer working capital metrics are sourced from Capital IQ.

3. Revenue excludes Federal and State Government financial assistance, Royalties, trademarks and licenses, Other revenue and income, and Investment income (Note 2 in UTS FY2023 annual report).

Other costs - Our analysis of your working capital suggests potential improvements of ~\$10m

Steps to realise the upside value			
Steps	Phase 1 – Rapid Diagnostic	Phase 2 – Implementation Planning	Phase 3 – Implementation
Estimated Duration	4 – 6 weeks	2 – 3 weeks	~6 months
Key Benefits / Outcomes	- Quantification of the potential working capital upside based on analysis of transactional data. Identification of potential working capital opportunities to improve performance and realise quantified value. - Gaps to best practice working capital management across OTC, PTP, Cash Culture and cash flow forecasting. - Prioritisation of initiatives based on biggest return on investment and critical tasks to target first.	- Develop a prioritised list of initiatives to commence implementation as part of first phase. - Develop Rapid Action Plans for selected opportunities. These will breakdown opportunities into detailed implementation steps, acknowledge key risks and requirements and set tangible milestones for delivery. - Implementation project mobilisation and establishment of joint WC SteerCo with Management and KPMG.	Realisation of quantified working capital benefits and regular reporting, governance, frameworks and tracking to support outcomes from each initiative. - Improved cash culture, reporting, visibility and awareness of working capital. Foundational working capital gaps addressed if identified e.g. data, processes, documentation. - Improved policies, processes, templates to guide and improve business activities and behaviours.

Key information required for a Rapid Diagnostic

Order to Cash	Purchase to Pay	Cash Culture
- Invoice-level transactional data covering customer collections over last 18 months. - Customer master file including details such as terms, segmentation. - Standard customer terms and conditions. - Month-on-month aged debtor reports. - Sample customer invoices and contracts. - Collection and invoicing process documentation.	- Invoice-level transactional data covering supplier payments over last 18 months. - Vendor master file including details such as terms, segmentation. - Standard supplier terms and conditions. - Sample supplier invoices and contracts. - Payments process documentation incl. regular payment runs etc.	- Month-on-month Management accounts over last 36 months. - Internal working capital reporting (e.g. OTC & PTP KPIs). - Documentation on in-flight or previously conducted working capital initiatives. - Organisational chart - Cash flow forecasting model and process documentation.

Key execution risks for the engagement include **availability of critical information (e.g. transactional data), data quality and accuracy, timely responses to queries and UTS team capacity.**

Working capital opportunity	~\$10m	Estimated investment required	\$0.2m (Diagnostic) ~\$0.6m (Phases 2 & 3)	Execution Risk Rating	Low
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1. Financial information has been sourced from UTS' annual reports.

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3. Revenue excludes Federal and State Government financial assistance, Royalties, trademarks and licenses, Other revenue and income, and Investment income (Note 2 in UTS FY2023 annual report).

Other costs (IT) - UTS's IT Investment was compared to other universities, ranking 6th overall, based on CAUDIT reporting

Overview of UTS IT Operational Spend (FY24)		Insights from CAUDIT analysis																																			
The cost to run IT across the University was estimated at \$101 million*, with IT operational spend split across spend on technologies, infrastructure and licensing, IT staff and the strategic workforce fund :																																					
Total cost to run IT :		\$101.0* million																																			
- Technology operational spend, including cost of platforms, licensing and infrastructure: - IT staff costs (excluding contractors): - IT strategic workforce fund that supports the delivery of strategic programs:		\$36.2 million \$36.8 million \$28 million																																			
UTS Technology Portfolio Comparison																																					
The Council of Australasian University Directors of Information Technology (CAUDIT) 2022 report was analysed to provide the benchmarking snapshot below. The CAUDIT report includes IT investment bench marking, staffing costs, non-staffing costs, and central IT investment data. Based on 2022 data, the following snapshot was identified: - Total UTS investment (green below) into IT totalled at \$101.0m, including staffing, remuneration, central IT investment and other costs. - The total investment on IT as a percentage of revenue (blue below) was 8.84% of \$1,142.2M. - Analysis of investment into IT staff (orange below) revealed UTS ranked 7th at \$42.0M; however, UTS was 10th overall in net FTE. IT FTE trended down 5.0% whilst UTS FTE decreased by 12.1%, considerably more than the average.																																					
Total IT Investment as compared to Go8 and Tech Universities <table><tr><td>GIPA s.3.6</td><td>203.6M</td></tr><tr><td></td><td>190.8M</td></tr><tr><td></td><td>165.5M</td></tr><tr><td></td><td>141.8M</td></tr><tr><td></td><td>137.0M</td></tr><tr><td>UTS</td><td>101.0M</td></tr><tr><td>GIPA s.3.6</td><td>100.3M</td></tr><tr><td></td><td>84.7M</td></tr><tr><td></td><td>72.2M</td></tr><tr><td></td><td>66.2M</td></tr><tr><td></td><td>65.2M</td></tr></table>		GIPA s.3.6	203.6M		190.8M		165.5M		141.8M		137.0M	UTS	101.0M	GIPA s.3.6	100.3M		84.7M		72.2M		66.2M		65.2M	IT Investment as a % of Revenue <table><tr><td>UTS</td><td>8.84% (\$101.0M)</td></tr><tr><td>GIPA s.3.6</td><td>8.62% (100.2M)</td></tr><tr><td></td><td>7.07% (84.8M)</td></tr><tr><td></td><td>6.15% (84.77M)</td></tr><tr><td></td><td>5.78% (141.7M)</td></tr><tr><td></td><td>4.69% (165.1M)</td></tr></table>		UTS	8.84% (\$101.0M)	GIPA s.3.6	8.62% (100.2M)		7.07% (84.8M)		6.15% (84.77M)		5.78% (141.7M)		4.69% (165.1M)
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		IT Staffing FTE trend from 2020-2021 <table><tr><td>UTS</td><td>-12.1%</td></tr><tr><td>Average</td><td>-5.0%</td></tr></table>		UTS	-12.1%	Average	-5.0%																														
UTS	-12.1%																																				
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- UTS ranked 6th of 49 universities in total IT investment, which was below many of the Group-of-Eight (Go8) universities, GIPA s.3.6 - When comparing IT as a percentage of revenue, UTS ranked the highest and far above the net average of 6.84%. This indicates that UTS spends significantly more than other similarly sized or focussed universities. - The cost of UTS IT staff is above the average despite significant relative decrease in FTE from previous years. This indicates that UTS IT staff remuneration is higher. - UTS central IT investment is far below the average, indicating a lack of shared resource leveraging (UTS: 60.2%, AVG: 83.4%, CAUDIT 2022).																																					
The comparison of UTS to other universities has revealed opportunities to support more sustainable operations of UTS IT, with the following key costing saving levers: - Reduction in costs to run technology systems and platforms - Optimisation of IT staffing profile - Postponing key strategic investments																																					

*Awaiting validation from CIO
Source: consultations, IT division xls and CAUDIT benchmarks

Other costs (IT) - There are potentially \$8m - \$16m of operational expenditure savings through efficient management of IT platforms, network, PCs & IT staff

Overview

A high-level review and comparison of IT spend at the University, identified an initial hypothesis that there are potentially operational expenditure savings possible of \$8-\$15 million through rationalising and optimising the technology Portfolio, reducing IT labour as well as strategic workforce costs by 5-10%, and pausing the ERP program.

The following cost saving levers were identified for the IT Portfolio using an assumption-based approach:

- Rationalise and Optimise Technology Portfolio:** Estimated savings of \$2.7 - \$ 5.1 million;
- Reduce IT Labour Costs:** Estimated savings of \$3.2 - \$ 6.5 million; and
- Stop or reduce major ERP Program Spend:** Estimated capital expenditure saving of \$15 – 30 million over 3 years, and \$2-4 million in OPEX increase

Detailed Design / Implementation Considerations
Technology rationalisation strategy and design of future, optimise IT operating model

Key Benefits

- Increased operational effectiveness; reduced 3rd party spend; reduction in labour costs; and modernised and more secure network.

Action Required

- To realise a lower IT investment while maintaining capability, UTS could investigate the following cost saving opportunities:
- 1. Rationalise and Optimise Technology Portfolio**
 - Review management of PC fleet and other equipment across the University, which is estimated to lead to savings of \$1.0m - \$2.0m.
 - Harmonisation of technologies (including rationalisation of applications, enabling tools and cloud providers), estimated to realise savings of \$1.4m - \$2.4m.
 - Go to market for managed services agreement for network provider and modernise the network, which could deliver operational efficiency gains of \$0.3m – \$0.7m.
 - 2. Reduce IT Labour Costs**
 - Explore a range of levers, including re-benchmarking IT staff remuneration, optimising the IT operating model, and realising efficiencies through Student Management System uplift to realise an estimated savings of \$1.84m - \$3.68m.
 - Optimise the spending of the Strategic Workforce fund, which could lead to estimated savings of \$1.4m - \$2.8m.
 - 3. Stop Major ERP Program Spend**
 - Postpone the ERP program, leverage existing resources and technologies, which is anticipated to save capital expenditure of \$15.0m - \$30.0m over the next 3 years
 - Stopping the ERP program is also estimated to halt an approximate increase in operational expenditure of \$2.0m - \$4.0m annually reflecting increases in licensing, support and maintenance costs thereafter.

Key Risks	
Implementation	Ongoing
- University's capacity to execute the change - Increased implementation costs, due to complexity uncovered in modernisation of network - Balancing optimisation of IT staff profile so as not to compromise maintaining the operational support and strategic objectives of the University - Continuation of complex and ageing ecosystem of HR and Finance applications	- Ability to keep up with strategic demand - Increases in storage and cloud consumption costs

Scale of the opportunity (p.a.)	\$8m - \$16m	Estimated investment required	\$TBC	Execution Risk Rating	Low
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Other costs - Unaddressed opportunity size of \$1.6m to \$4m exists across International Agency Fees, Fees and Subscriptions, OPM and Travel

Overview

A review of UTS' General Ledger Actuals FY23 data set with a focus on Expenses: Other Goods and Services was completed.

The review was completed with the aim to identify the largest expense categories and scale opportunities for cost out based on addressable spend. Based on cost saving trends with focused cost out (2-5% improvement) a total benefit range identified was between \$5.7m to \$14.2m p.a. across the highest spend categories. Contributions, Scholarships and Prizes were determined to be out of scope reducing the **total target benefit range to \$3.1m to \$7.9m.**

UTS appears to already have a Procurement Strategy and Benefits Realisation Plan in place working towards a benefit range target between \$2.5m to \$3m for 2024. Following a review of the Benefits Dashboard October 2024 there appears to be a robust benefits realisation approach in place with the potential savings of \$11.8m* between 2023 to 2025. The categories of this benefit dashboard extend beyond the scope of Other Goods and Services, as such a high-level comparison between the identified opportunities was completed against the GL total target benefit range. In total 1.75m of benefits were mapped to 4 of the target categories indicating that low range benefits are addressed with potential to push for an additional \$2m in benefits based on high range forecasts.

An unaddressed opportunity size of \$1.6m to \$4m exists across International Agency Fees, Fees and Subscriptions, OPM and Travel which UTS should consider bringing into scope to maximise benefits.

Category	Estimated high benefit	Estimated low benefit
International Agency Fees	\$1.5m	\$0.6m
Fees and Subscriptions	\$1.3m	\$0.5m
OPM	\$0.7m	\$0.3m
Travel	\$0.5m	\$0.2m
Total	\$4m	\$1.6m

Action Required

- Procurement Strategy and Benefits Realisation team members to be engaged to review existing benefit target categories to determine if additional opportunities can be expanded / identified
- Existing Procurement Strategy and Benefits Realisation Plan to be reviewed with team taking into consideration the identified unaddressed opportunity categories to validate savings potential.
- Post validation, effort to be forecast to determine if additional spend categories / opportunities can be absorbed within existing benefits realisation activities or additional resourcing / support required to deliver

Key Benefits
Reduced 3rd party spend.

Key Risks

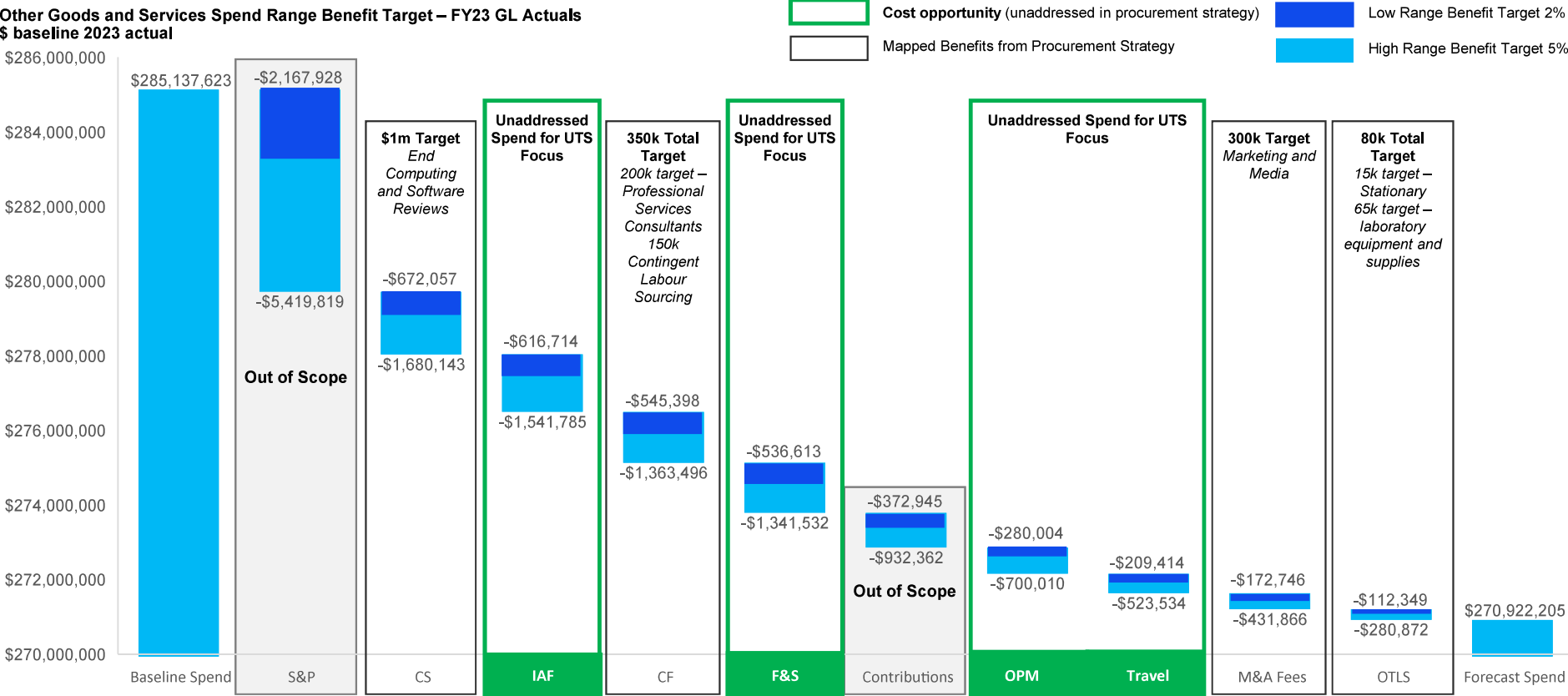
Implementation

- Benefits realisation team effort at full capacity leading to inability to expand scope
- Benefit targets identified negatively impact operational delivery and student outcomes

Scale of the opportunity (p.a.)	\$1.6m-4m	Estimated investment required	\$TBC	Execution Risk Rating	Low
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*assumed the program of work is in place to deliver this benefit and thus not included in the aggregated benefits of this report)

Other costs - Unaddressed opportunity size of \$1.6m to \$4m exists across International Agency Fees, Fees and Subscriptions, OPM and Travel.





Operational Sustainability

ST&L Program Status Report

Week commencing 27 January 2025

UTS CRICOS 00099F
UTS TEQSA PRV12060

	From	To
Period (dates)	27/01/25	31/01/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

Status Update

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Initial Data Request	- Team has continued working with DAU (Craig Napier and David Hockridge) to clarify / confirm our understanding of the data and the parameters and where relevant, have asked followed up questions - Team received the initial FP&A data request on 28 Jan 2025 - Team has received the master list for courses and subjects offered under the University's course portfolio and have just received the master list for Sfl and Enterprise Learning on 28 Jan 2025	- Follow up and continue working closely with the team for anything that is outstanding or requires clarification - Team is in the process of reconciling the master lists noting that there are gaps in some of the data that have been identified and raised to the relevant team members. Team has been advised that the full list of Sfl and EL courses / subjects offered by UTS will be provided on 24 Jan 2025. Team will follow up with respective members for the requested data - Team is in the process of working through the financial data provided to identify if the data provided is sufficient for the first cut of analysis or if there are additional drill down requests that may be needed	30%	
Frameworks	- Team presented the first draft of frameworks to assess similar subjects and identify future state courses and subjects on 23 Jan 2025 - Team had a follow up meeting with Jacqui McManus on 24 Jan 2025 for further feedback and direction	- Team is in the process of refining the frameworks with an aim to share with Kylie Readman and Jacqui McManus on week commencing 27 January for further feedback - Team will work on organising a meeting with Jacqui McManus and Travis Bransgrove to discuss feasibility and reliability of using the POC machine learning algorithm developed to assess and expedite the analysis on similar subjects	25%	UTS branded summary report that consolidates all analyses conducted to date
Current State Analysis (Course / Subject Performance)	<u>Master list of courses and subjects:</u> - From the data provided to the team, it has been identified that there are 2,769 subjects excl. Sfl and Enterprise Learning; however, CourseLoop currently has a record of 3,766 active subjects - Master list of courses have also identified 645 courses excl. Sfl and Enterprise Learning; however, CourseLoop currently has a record of 802 courses including 613 active courses and 45 draft	- Team will continue working with data owners to confirm the final number of courses and subjects offered in UTS as this will be the baseline for the analysis - Team will incorporate Sfl and EL courses and subjects to the relevant master lists	25%	

Status Update

	From	To
Period (dates)	27/01/25	31/01/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Current State Analysis (Course / Subject Performance)	<u>Core vs elective subjects</u>: Team has completed the first cut of core vs elective analysis; however, team notes that this is based on the 2,769 subjects and within that list there are also 226 subjects that are not able to be categorised into a Faculty or School	- Team has raised the issue regarding the 226 subjects and the data owner is currently investigating, noting that they were on leave on w.c. 20 Jan - Team will need to update the analysis once the master list of subjects is finalised	25%	- UTS branded summary report that consolidates all analyses conducted to date - Master Excel spreadsheet that contains the future state courses and subjects to be offered at UTS
	<u>Student enrolment numbers (headcount) per course and subject</u>: Team has commenced the analysis on student enrolment numbers and is in the process of refining the analysis and identifying insights / trends	Team aims to share the first cut of analysis during week commencing 3 Feb 2025	10%	
	<u>Curriculum related e-requests</u>: The team has started the analysis but notes that examining the reasons for the waiver is challenging due to the high volume of e-requests and the reasons being provided in a free text format	Team will work with Jacqui McManus to assess whether a different type of analysis is needed or if it is sufficient to understand the number of waiver-related eRequests by Faculty/Portfolio and then drill down into the courses and subjects with the most eRequests	10%	
	<u>Student success rates and student satisfaction rates</u>: Team has commenced analysis and is in the process of refining and calling out limitations to the data and analysis where relevant	Team aims to share the first cut of analysis during week commencing 3 Feb 2025	10%	
	<u>(1) Academic FTE and headcount per course and subject (2) frequency and appropriateness of Sfl / subject offerings per year (3) financial performance of courses and subjects including identifying the year in which a course / subject first becomes non-viable (4) evaluation of how current courses and subjects align to UTS' strategic portfolio (5) mapping of courses and subjects into distinct categories of performance (i.e. to scale, misaligned areas etc)</u>: Analysis has not commenced for any of these categories	Team to commence analysis during week commencing 27 Jan 2025 where possible, noting that some of these analysis will have dependencies on other analysis being completed	0%	

	From	To
Period (dates)	27/01/25	31/01/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

Status Update

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Current State Analysis (Teaching Capacity)	Team to commence analysis on teaching capacity during week commencing 27 Jan noting that there will be a dependency on confirming the master list of subjects before analysis can be completed	While awaiting final list of subjects, team will progress the analysis as much as possible including reconciling and confirming data with respective data owners	0%	Excel spreadsheet that calculates the current state and future state teaching capacity for the University's course portfolio



High level program risk tracking

	From	To
Period (dates)	27/01/25	31/01/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

Key Risks	STATUS: 	Proposed Mitigation Steps	Date Raised	Status
1 Pending UTS access for broader KPMG team members will delay team's ability to progress current state analysis		- Team has reached out to Marcus Rayner to request for access and have now also looped in PMO team (Sarah Meaney) to expedite this request - In the absence of UTS access, team has downloaded and begun working on analysis for non-sensitive data (i.e., data that does not have any personal staff information included)	16 Jan 2025	Resolved
2 Delays in data request may result in delays in the ability to progress analysis		- Team has consistently been following up with the team and will continue to do so throughout this week. In the meantime, the team will progress analysis in other areas - If no response is received by FP&A upon Lee Pruden's return on the 23rd of Jan, team will need to decide who is the next best contact person - Team has escalated this data request to Belinda Johnson (CFO) who has advised that Lee Pruden is back from leave and will be able to provide the team with the necessary data. Team has requested the data to be provided by first half of week commencing 27 Jan and have informed Lee that the data can be delivered in a staggered manner to expedite receipt and prevent delays in analysis	16 Jan 2025	In progress
3 Timeframe required to evaluate subjects given the quanta of subjects offered at UTS		- Team to discuss the best approach and tools that may be available to support the analysis (e.g., machine learning) - Team to continuously refine frameworks to ensure it is targeted enough to yield a more manageable data set for evaluation - Team to identify and confirm subjects that will be part of UTS' future state and therefore can be removed from the list for evaluation	23 Jan 2025	In progress
4 Data provided is of varying quality with varying degrees of completeness and accuracy. As additional time is required to validate and correct data, this may impact program milestones and timelines		- Team has continued and will continue to work closely with the different data providers to clarify and confirm data provided - Team will raise with Program Sponsor should there be any issues with the data that is unable to be resolved	29 Jan 2025	In progress



Operational Sustainability

RP&I Program Status Report

Week commencing 10 February 2025

UTS CRICOS 00099F
UTS TEQSA PRV12060

	From	To
Period (dates)	10/02/25	14/02/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

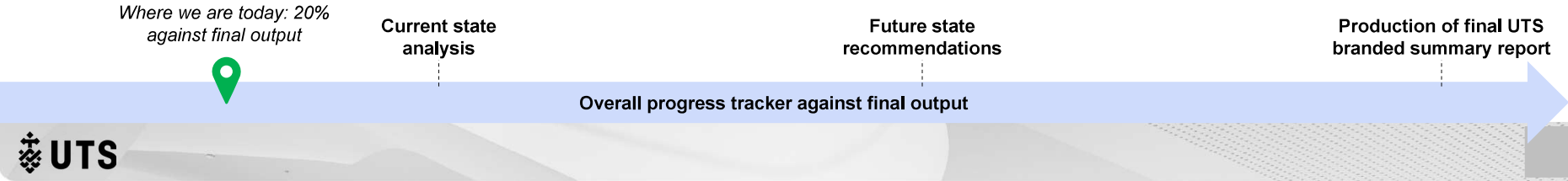
Status Update

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Research Areas of Scale and Focus Framework	- A meeting with Ivan Smirnov on 31 January 2025 provided the first set of data comparing UTS to USYD and UNSW in terms of thesis areas. - On 6 February, Renee Estrella provided additional data segmenting CAT 1–4 funding. The KPMG team has since restructured and mapped this data to categorise funding by FoR codes. - The framework has been updated to include a detailed breakdown by FoR for: - CAT 1–4 funding - HDR completions - Average income generated per FTE - Team has shared the revised framework with the DVCR on 11 February 2025 and DVCR has provided a steer on how to refine the framework further	Team to work on revising the framework based on the direction provided by DVCR	75%	- Development of a UTS branded summary report that consolidates all analyses conducted to date - Excel spreadsheet with all calculations undertaken as part of the conducted analysis
Current State Analysis (Research Productivity)	- Team updated research productivity analysis by FoR code based on feedback provided by DVCR 3 Feb and RP&I Leadership 4 Feb, including identification in commentary of smaller disciplines, and HDR completions per discipline by enrolments. Team is currently awaiting HDR EFTSL. - Team worked through data validation and reconciliation issues with Research Finance team over three separate sessions. Note: Please see log of data issues at the end of this pack which outlines the specific data challenges	- Team will share full draft of research productivity with DVCR this week, excluding the following items below: - Additional cuts on FTE by discipline (received 4pm 13/2, still undergoing validation and completeness check) - HDR completions by EFTSL (not yet received)	45%	

	From	To
Period (dates)	10/02/25	14/02/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

Status Update

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Current State Analysis (Research Investment)	- Team presented the first cut of analysis to the DVCR on 29 Jan 2025 and have incorporated feedback. This includes additional analysis on the grants supported by the RO to understand relative effort. - Team also worked through data validation and reconciliation issues with Research Finance team over five separate sessions, including identification of error in ABS submission methodology skewing 'other Commonwealth Government' data. - Cost profile of generating ERI per income category is still awaiting data. Research Finance is confirming outstanding IT Research and Library Subscription data with the Finance Partners.	- Team will share full draft of research investment with DVCR this week, excepting following item dependent on data requests: - Cost of generating ERI per income category	50%	- Development of a UTS branded summary report that consolidates all analyses conducted to date - Excel spreadsheet with all calculations undertaken as part of the conducted analysis
Current State Analysis (HDR Deep Dive)	Team has completed first draft of analysis.	ERI generated by HDR students	50%	
Current State Analysis (Research Concentrations)	Team has completed first draft of all University Centres by research/non-research, ERI, FTE and expenditure. Currently includes all research and non-research Centres, with 27 of these not established as separate org units in the Finance system. As a result, these have no income/expenditure data.	Team will share full draft of research concentrations with DVCR this week, noting that this will need to be refined once we receive confirmation of Centres in scope.	40%	



High level program risk tracking

	From	To
Period (dates)	10/02/25	14/02/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

Key Risks	STATUS: 	Proposed Mitigation Steps	Date Raised	Status
1 Pending UTS access for broader KPMG team members will delay team's ability to progress current state analysis		- Team has reached out to Marcus Rayner to request for access and have now also looped in PMO team (Sarah Meaney) to expedite this request - In the absence of UTS access, team has downloaded and begun working on analysis for non-sensitive data (i.e., data that does not have any personal staff information included); however, it is critical for the broader team to be set up with access to minimise bottlenecks (e.g., access to PowerBI data) and avoid version control issues	16 Jan 2025	Resolved
2 Data provided is of varying quality with varying degrees of completeness and accuracy. As additional time is required to validate and correct data, this may impact program milestones and timelines (refer issue log overleaf)		- There are key errors in the source data (e.g. in P&Ls, sub-category figures do not add up to overarching category). These have been raised with data owners and are in varying stages of resolution. - All data issues will continue to be noted in assumptions and limitations alongside commentary.	29 Jan 2025	In progress
3 Challenges in extracting the necessary data due to the provided files and their formats (refer issue log overleaf)		- Team has raised this with the relevant data owner and new formats have been provided to the team. - If the team continues to experience difficulties in extracting the data, we will request the data owner to extract the information for us to avoid unnecessary delays and repetitive exchanges.	7 Feb 2025	In progress
4 Delays in additional data requested impacts the team's ability to progress the necessary analysis (Note: Sometimes this may be due to personal reasons – e.g., death in the family) (refer issue log overleaf)		- Team has asked for an estimate of the time required to produce the data and have also articulated deadlines. - Team has consistently followed up with relevant data owners as needed and where appropriate. - Where multiple data requests have gone to a single data owner, team has outlined which data sets are a priority.	7 Feb 2025	In progress
5 Manual intervention has been required for multiple datasets based on Research Finance advice (e.g. due to incompleteness) (refer issue log overleaf)		- Team has only conducted manual intervention on source data where nominated by Research Finance. - Where this has occurred, Research Finance may need to sign off on all changes to source data (to be discussed). In the case of ERI by CAT 1-4, Research Finance advised that manual interventions were immaterial (comfort level to be tested); however, more detailed validation may be required for re-allocation of RTP/RSP in HERDC funding sources and interpolation of CRB data into UTS Strategic Fund research investment.	11 Feb 2025	In progress

Data issues log

Estimated materiality/priority		
High	Medium	Low

Category	Versions of data provided to date	Key issues	Analysis impacted	Suggested resolution
Research expenditure data	Three , following reconciliation meetings (first UTS Strategic Fund was missing, followed by discovery that CRB was missing from UTS Strategic Fund). Manual intervention by KPMG required	1. Faculty investment is incomplete due to finance system tagging. Suggested methodology to resolve would only be available for 2021-2022 (ACV matching) or 2023-24 (Payroll salary matching), which would not be able to be analysed across a four-year trend. 2. Reconciliation issues for 2024 data, as it has not yet been audited (e.g. \$2.3m in employee benefits at 'Division' level, but 0 at the sub-divisions 'Prov & Senior VP' and 'DVC & VP Education'. 3. CRB data had to be manually added to UTS Strategic Fund.	• Research investment by funding source • Research investment by Faculty • Research investment by category • Employee benefits breakdown • Other goods and services breakdown	Working session with Research Finance w/c 17/2 to confirm comfort with analysis conducted on available data, and whether narrative is disproportionately skewed.
Research capital expenditure data	One, with manual intervention by KPMG required	1. CAPEX type was previously missing for 2024; manually updated based on Research Finance advice 2. Only includes data for FEIT and SCI	• Research CAPEX by Faculty	To be confirmed with Research Finance w/c 17/2 whether narrative and analysis to date is complete based on existing data.
Cost profile of generating ERI	Not yet provided	Not yet provided	• Cost profile of generating ERI	Not yet provided – followed up with Renee 13/2.

Data issues log

Estimated materiality/priority		
High	Medium	Low

Category	Versions of data provided to date	Key issues	Analysis impacted	Materiality and suggested resolution
FTE per discipline	Three	1. Significant data issues in first two iterations with around 2/3 of total records attributed to Language, Communication and Culture.	- Publications per discipline - ERI per discipline - HDR supervisors per discipline (currently supervisor discipline assumed to be the same as the HDR student they are supervising as an assumption)	Data request provided to 4/2 and followed-up 11/2. Provided 13/2 – undergoing checks.
HDR EFSTL	Not yet provided	Not yet provided, meaning we cannot complete HDR completions by enrolled EFTSL / discipline (as requested by DVCR)	HDR completions by enrolled EFTSL per discipline	Requested 10/2, to be followed up with Yamini 14/2.

Data issues log

Estimated materiality/priority		
High	Medium	Low

Category	Versions of data provided to date	Key issues	Analysis impacted	Materiality and suggested resolution
HERDC funding sources	One, with manual intervention by KPMG required	'Other Commonwealth Government' funding was extremely low compared to other Universities. This category included CRC (excl. Australian Competitive Grants), RSP and RTP. Analysis on RSP and RTP for the same time period identified that this total was higher than the entire 'Other Commonwealth Government' category funding.	HERDC funding sources across ATN Universities and comparators	Resolved – Research Finance advised to manually add RSP/RTP block funding to 'Other Commonwealth Government' and remove from 'General University' funds as UTS's ABS submission methodology was incorrect. Complete.
CAT 1-4 ERI by discipline	Two, with manual intervention by KPMG required	- Approximately \$10m ERI per year could not be attributed to an FoR code. Where possible Research Finance looked up blank records from another dataset and manually added. - FoR codes were linked to proportions in string format (e.g. FoR1.23.FoR2.37.FoR3.40 indicated that the ERI should be allocated 23% to FoR 1, 37% to FoR 2 etc.). Due to this data format manual intervention was required to split out the fields and allocate each activity code ERI proportionally. - For around 115 records (4% of all records) the proportions did not add up to 100% despite being linked to FoR codes. Research Finance advised manual intervention was required to allocate equally across the available codes, and that this would not be material.	- Annual ERI by FoR % of CAT 1-4 by ERI - Research areas of scale and focus framework	Resolved - Manual intervention to ensure proportions added to 100% for ~4% (115 rows) of records as Research Finance advised changes would not be material. Complete.



Operational Sustainability

RP&I Program Status Report

Week commencing 10 February 2025

UTS CRICOS 00099F
UTS TEQSA PRV12060

	From	To
Period (dates)	10/02/25	14/02/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

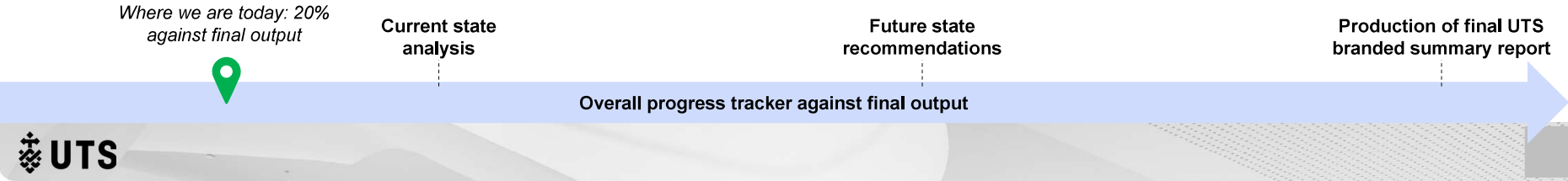
Status Update

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Research Areas of Scale and Focus Framework	- A meeting with Ivan Smirnov on 31 January 2025 provided the first set of data comparing UTS to USYD and UNSW in terms of thesis areas. - On 6 February, Renee Estrella provided additional data segmenting CAT 1–4 funding. The KPMG team has since restructured and mapped this data to categorise funding by FoR codes. - The framework has been updated to include a detailed breakdown by FoR for: - CAT 1–4 funding - HDR completions - Average income generated per FTE - Team has shared the revised framework with the DVCR on 11 February 2025 and DVCR has provided a steer on how to refine the framework further	Team to work on revising the framework based on the direction provided by DVCR	75%	- Development of a UTS branded summary report that consolidates all analyses conducted to date - Excel spreadsheet with all calculations undertaken as part of the conducted analysis
Current State Analysis (Research Productivity)	- Team updated research productivity analysis by FoR code based on feedback provided by DVCR 3 Feb and RP&I Leadership 4 Feb, including identification in commentary of smaller disciplines, and HDR completions per discipline by enrolments. Team is currently awaiting HDR EFTSL. - Team worked through data validation and reconciliation issues with Research Finance team over three separate sessions. Note: Please see log of data issues at the end of this pack which outlines the specific data challenges	- Team will share full draft of research productivity with DVCR this week, excluding the following items below: - Additional cuts on FTE by discipline (received 4pm 13/2, still undergoing validation and completeness check) - HDR completions by EFTSL (not yet received)	45%	

	From	To
Period (dates)	10/02/25	14/02/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

Status Update

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Current State Analysis (Research Investment)	- Team presented the first cut of analysis to the DVCR on 29 Jan 2025 and have incorporated feedback. This includes additional analysis on the grants supported by the RO to understand relative effort. - Team also worked through data validation and reconciliation issues with Research Finance team over five separate sessions, including identification of error in ABS submission methodology skewing 'other Commonwealth Government' data. - Cost profile of generating ERI per income category is still awaiting data. Research Finance is confirming outstanding IT Research and Library Subscription data with the Finance Partners.	- Team will share full draft of research investment with DVCR this week, excepting following item dependent on data requests: - Cost of generating ERI per income category	50%	- Development of a UTS branded summary report that consolidates all analyses conducted to date - Excel spreadsheet with all calculations undertaken as part of the conducted analysis
Current State Analysis (HDR Deep Dive)	Team has completed first draft of analysis.	ERI generated by HDR students	50%	
Current State Analysis (Research Concentrations)	Team has completed first draft of all University Centres by research/non-research, ERI, FTE and expenditure. Currently includes all research and non-research Centres, with 27 of these not established as separate org units in the Finance system. As a result, these have no income/expenditure data.	Team will share full draft of research concentrations with DVCR this week, noting that this will need to be refined once we receive confirmation of Centres in scope.	40%	



High level program risk tracking

	From	To
Period (dates)	10/02/25	14/02/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

Key Risks	STATUS: 	Proposed Mitigation Steps	Date Raised	Status
1 Pending UTS access for broader KPMG team members will delay team's ability to progress current state analysis		- Team has reached out to Marcus Rayner to request for access and have now also looped in PMO team (Sarah Meaney) to expedite this request - In the absence of UTS access, team has downloaded and begun working on analysis for non-sensitive data (i.e., data that does not have any personal staff information included); however, it is critical for the broader team to be set up with access to minimise bottlenecks (e.g., access to PowerBI data) and avoid version control issues	16 Jan 2025	Resolved
2 Data provided is of varying quality with varying degrees of completeness and accuracy. As additional time is required to validate and correct data, this may impact program milestones and timelines (refer issue log overleaf)		- There are key errors in the source data (e.g. in P&Ls, sub-category figures do not add up to overarching category). These have been raised with data owners and are in varying stages of resolution. - All data issues will continue to be noted in assumptions and limitations alongside commentary.	29 Jan 2025	In progress
3 Challenges in extracting the necessary data due to the provided files and their formats (refer issue log overleaf)		- Team has raised this with the relevant data owner and new formats have been provided to the team. - If the team continues to experience difficulties in extracting the data, we will request the data owner to extract the information for us to avoid unnecessary delays and repetitive exchanges.	7 Feb 2025	In progress
4 Delays in additional data requested impacts the team's ability to progress the necessary analysis (Note: Sometimes this may be due to personal reasons – e.g., death in the family) (refer issue log overleaf)		- Team has asked for an estimate of the time required to produce the data and have also articulated deadlines. - Team has consistently followed up with relevant data owners as needed and where appropriate. - Where multiple data requests have gone to a single data owner, team has outlined which data sets are a priority.	7 Feb 2025	In progress
5 Manual intervention has been required for multiple datasets based on Research Finance advice (e.g. due to incompleteness) (refer issue log overleaf)		- Team has only conducted manual intervention on source data where nominated by Research Finance. - Where this has occurred, Research Finance may need to sign off on all changes to source data (to be discussed). In the case of ERI by CAT 1-4, Research Finance advised that manual interventions were immaterial (comfort level to be tested); however, more detailed validation may be required for re-allocation of RTP/RSP in HERDC funding sources and interpolation of CRB data into UTS Strategic Fund research investment.	11 Feb 2025	In progress

Data issues log

Estimated materiality/priority		
High	Medium	Low

Category	Versions of data provided to date	Key issues	Analysis impacted	Suggested resolution
Research expenditure data	Three , following reconciliation meetings (first UTS Strategic Fund was missing, followed by discovery that CRB was missing from UTS Strategic Fund). Manual intervention by KPMG required	1. Faculty investment is incomplete due to finance system tagging. Suggested methodology to resolve would only be available for 2021-2022 (ACV matching) or 2023-24 (Payroll salary matching), which would not be able to be analysed across a four-year trend. 2. Reconciliation issues for 2024 data, as it has not yet been audited (e.g. \$2.3m in employee benefits at 'Division' level, but 0 at the sub-divisions 'Prov & Senior VP' and 'DVC & VP Education'. 3. CRB data had to be manually added to UTS Strategic Fund.	• Research investment by funding source • Research investment by Faculty • Research investment by category • Employee benefits breakdown • Other goods and services breakdown	Working session with Research Finance w/c 17/2 to confirm comfort with analysis conducted on available data, and whether narrative is disproportionately skewed.
Research capital expenditure data	One, with manual intervention by KPMG required	1. CAPEX type was previously missing for 2024; manually updated based on Research Finance advice 2. Only includes data for FEIT and SCI	• Research CAPEX by Faculty	To be confirmed with Research Finance w/c 17/2 whether narrative and analysis to date is complete based on existing data.
Cost profile of generating ERI	Not yet provided	Not yet provided	• Cost profile of generating ERI	Not yet provided – followed up with Renee 13/2.

Data issues log

Estimated materiality/priority		
High	Medium	Low

Category	Versions of data provided to date	Key issues	Analysis impacted	Materiality and suggested resolution
FTE per discipline	Three	1. Significant data issues in first two iterations with around 2/3 of total records attributed to Language, Communication and Culture.	- Publications per discipline - ERI per discipline - HDR supervisors per discipline (currently supervisor discipline assumed to be the same as the HDR student they are supervising as an assumption)	Data request provided to 4/2 and followed-up 11/2. Provided 13/2 – undergoing checks. out of scope
HDR EFSTL	Not yet provided	Not yet provided, meaning we cannot complete HDR completions by enrolled EFTSL / discipline (as requested by DVCR)	HDR completions by enrolled EFTSL per discipline	Requested 10/2, to be followed up with Yamini 14/2.

Data issues log

Estimated materiality/priority		
High	Medium	Low

Category	Versions of data provided to date	Key issues	Analysis impacted	Materiality and suggested resolution
HERDC funding sources	One, with manual intervention by KPMG required	'Other Commonwealth Government' funding was extremely low compared to other Universities. This category included CRC (excl. Australian Competitive Grants), RSP and RTP. Analysis on RSP and RTP for the same time period identified that this total was higher than the entire 'Other Commonwealth Government' category funding.	HERDC funding sources across ATN Universities and comparators	Resolved – Research Finance advised to manually add RSP/RTP block funding to 'Other Commonwealth Government' and remove from 'General University' funds as UTS's ABS submission methodology was incorrect. Complete.
CAT 1-4 ERI by discipline	Two, with manual intervention by KPMG required	- Approximately \$10m ERI per year could not be attributed to an FoR code. Where possible Research Finance looked up blank records from another dataset and manually added. - FoR codes were linked to proportions in string format (e.g. FoR1.23.FoR2.37.FoR3.40 indicated that the ERI should be allocated 23% to FoR 1, 37% to FoR 2 etc.). Due to this data format manual intervention was required to split out the fields and allocate each activity code ERI proportionally. - For around 115 records (4% of all records) the proportions did not add up to 100% despite being linked to FoR codes. Research Finance advised manual intervention was required to allocate equally across the available codes, and that this would not be material.	- Annual ERI by FoR % of CAT 1-4 by ERI - Research areas of scale and focus framework	Resolved - Manual intervention to ensure proportions added to 100% for ~4% (115 rows) of records as Research Finance advised changes would not be material. Complete.



Operational Sustainability

**RP&I & Target State Academic Workforce Program
Status Report**

Week commencing 24 February 2025

UTS CRICOS 00099F
UTS TEQSA PRV12060

RP&I Status Update

	From	To
Period (dates)	17/02/25	28/02/25
Overall confidence in project delivery against plan, within scope and achieving outcomes as aimed		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Overall Program	On Thursday 20 February 2025, during the combined meeting, DVCR has agreed that efforts towards RP&I can slow down to allow the team to accelerate the work on ST&L as both programs will come together as part of target state academic workforce	Team has pivoted effort towards ST&L program and target state academic workforce and only progressing items on RP&I that will help inform decisions on ST&L	N/A - Ongoing	
Initial Data Request / Validation	Team has completed the initial data request that is required to support the current state analysis. On the pending data from UTS regarding non-research Centres to be included as part of this engagement, this will be advised by the DVCR during the review of research concentrations	N/A. All next steps will be captured as part of current state analysis	100%	
Framework	- The framework has been updated to include a detailed breakdown by FoR for: - CAT 1–4 funding - HDR completions - Average income generated per FTE - FWCI - Team presented the fourth iteration of the framework on 18 Feb 2025 and received further guidance and feedback from the DVCR - Team shared revised framework with DVCR for feedback 25 Feb 2025	- For the time being, the team is focusing on the quantitative aspects of the framework. Team will update based on further feedback from DVCR - For the qualitative component of this framework: - Team to reach out to Tania Bezzobs (i) on the survey data that was sent out to all funders that provided funding to understand if UTS is delivering against market demand and (ii) to understand if there is any other internal data that can be used to support the understanding of market opportunities and whether UTS is appropriately responding to variation in market demands	60%	- Development of a UTS branded summary report that consolidates all analyses conducted to date - Excel spreadsheet with all calculations undertaken as part of the conducted analysis
Current State Analysis (Research Productivity)	- Team shared first draft of research productivity analysis with DVCR on 14 Feb 2025 as per the timeline outlined in the program plan. This draft excluded: - Additional cuts on FTE by discipline - HDR completion by EFTSL - These cuts were completed and provided as part of an extract to the RP&I Leadership Forum 18/2; they will also be included in the next iteration of the full pack. - Team also met with Research Finance 19/2 to validate findings.	Pending detailed feedback from DVCR on current state analysis pack. Team will incorporate the feedback once received.	70%	

	From	To
Period (dates)	17/02/25	28/02/25
Overall confidence in project delivery against plan, within scope and achieving outcomes as aimed		

RP&I Status Update

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Current State Analysis (Research Investment)	- Team shared first draft of research investment analysis with DVCR on 14 Feb 2025 as per the timeline outlined in the program plan. This excluded cost of generating ERI by category given data delays; this has since been completed and will be included in the next iteration. - Team also met with Research Finance 19/2 to validate findings and provided an extract for comment; assumptions/limitations were updated. These will also be included in the next iteration.	Pending detailed feedback from DVCR on current state analysis pack. Team will incorporate the feedback once received.	70%	- Development of a UTS branded summary report that consolidates all analyses conducted to date - Excel spreadsheet with all calculations undertaken as part of the conducted analysis
Current State Analysis (HDR Deep Dive)	- Team shared first draft of HDR deep dive with DVCR on 14 Feb 2025 as per the timeline outlined in the program plan. - Team met with Director, Graduate Research School (Yamini Sindoba Sandiran) on 19 Feb 2025 to confirm and validate any assumptions made, run through data sources and confirm that the analysis and narrative presented aligns with their understanding of the current state at UTS. - Team also completed additional cuts on PT/FT HDR student enrolments by Faculty/Portfolio as requested by DVCR; these will be included in the next iteration.		70%	
Current State Analysis (Research Concentrations)	- Team completed first draft of all University Centres by research/non-research, ERI, FTE and expenditure. Currently includes all research and non-research Centres, with 27 of these not established as separate org units in the Finance system. As a result, these have no income/expenditure data. - Team met with Research Finance 19/2 to validate; Research Finance advised of key limitations in presenting expenditure and suggested restricting analysis to ERI and FTE. - Team has shared full draft of research concentrations with DVCR on 14 Feb, noting that this will need to be refined once we receive confirmation of Centres in scope.		70%	



Target State Academic Workforce Program Status Report

	From	To
Period (dates)	17/02/25	28/02/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Program Plan	- Post OSI meeting on 6 Feb 2025, team recognised the urgent need to bring together ST&L and RP&I to enable discussions around the target state academic workforce - Team developed a high-level work plan for target state academic workforce in the lead up to ULT on April 3rd and post April 3rd. Parts of the workplan was presented to Kylie Readman and Kate McGrath on 20 Feb 2025. In this session: - We agreed as a team that we would present one preliminary analysis paper for ULT that would have insights and key inputs from ST&L and RP&I - Agreed on the proposed high-level outline for ULT preliminary analysis discussion - Agreed that we would overlay a discipline view in ST&L and RP&I to determine if there are any whole disciplines that UTS can divest from	Team to run through the workplan as a whole in the next session to ensure alignment with key activities, timeline, and key questions that will be answered as part of this program	50%	Preliminary Analysis – April ULT paper
Data Request	- Team has requested the source of truth for workforce data for the whole OSI program - Team has shared the first cut of the master establishment data on 19 Feb 2025 noting that the dataset is still being validated and that there will be anomalies at the lower levels of data, as well as to expect further iteration / refinement as the team gets feedback from the business - Note: For the OSI Program as a whole, we have agreed on 20 Jan 2025 as the extraction date for workforce data	- Team to advise once workforce data is finalised and no further movements are expected - Team to provide vacancies data once available	70%	UTS branded summary report that consolidates all analyses conducted to date
Current State Analysis	- Team has commenced developing the current state view of the academic workforce at UTS. This includes analysis on: - Total FTE and headcount by Faculty / Portfolio and by School - Shape of the academic workforce by Faculty / Portfolio and by School - Split of academic workforce by ongoing / casual - Proportion of teaching only, research only and teaching and research workforce at UTS and how this is split by Faculty	Team to continue progressing the current state analysis and will engage with FP&A (Elyse Murray) once the analysis is ready for the inclusion of workforce costs	10%	

	From	To
Period (dates)	17/02/25	28/02/25
Overall confidence in project delivery against plan, within scope and achieving outcomes as aimed		

High level program risk tracking

Key Risks		STATUS: 	Proposed Mitigation Steps	Date Raised	Status
1	Pending UTS access for broader KPMG team members will delay team's ability to progress current state analysis		- Team has reached out to Marcus Rayner to request for access and have now also looped in PMO team (Sarah Meaney) to expedite this request - In the absence of UTS access, team has downloaded and begun working on analysis for non-sensitive data (i.e., data that does not have any personal staff information included); however, it is critical for the broader team to be set up with access to minimise bottlenecks (e.g., access to PowerBI data) and avoid version control issues	16 Jan 2025	Resolved
2	Data provided is of varying quality with varying degrees of completeness and accuracy. As additional time is required to validate and correct data, this may impact program milestones and timelines		- Team has continued and will continue to work closely with the different data providers to clarify and confirm data provided - Team will raise with Program Sponsor should there be any issues with the data that is unable to be resolved	29 Jan 2025	In progress



Operational Sustainability

**ST&L & Target State Academic Workforce Program
Status Report**

Week commencing 24 February 2025

UTS CRICOS 00099F
UTS TEQSA PRV12060

	From	To
Period (dates)	17/02/25	28/02/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

ST&L Status Update

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Revised ST&L work plan (tranche 1 analysis)	Team has worked with Jacqui McManus to further refine the stakeholder engagement plan in the lead up to April 3rd ULT and have received broad alignment from Kylie Readman that this aligns with expectations	No other action required from a workplan perspective, unless further feedback is provided by Kylie Readman, Joanne Gray, and Jacqui McManus	100%	Revised work plan (tranche 1 analysis)
Data Request (to support revised work plan)	- Team has received the data from FP&A on individual academic workforce allocation - Team has raised to FP&A that there are ~652 staff members across the different Faculties that require further validation as the data set shows that there are: - Some members that have a possible default teaching allocation (i.e., 1% across all subjects taught in the Faculty) - Some members that have 0% teaching allocation but have an allocation to subjects - Some members have a teaching allocation but are not allocated to any subjects - FP&A have advised that for those where there is 0% teaching allocation but have subjects allocated, to assume that there is no teaching being done - Team has provided the dataset, by Faculty, of staff members that require further validation to FP&A - FP&A have briefed Faculty Finance Partners on 26 Feb 2025 on the ask and to provide an update no later than 5 March 2025 for all items that require clarification	Pending update from Faculties and FP&A on the items that are pending validation	80%	N/A

	From	To
Period (dates)	17/02/25	28/02/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

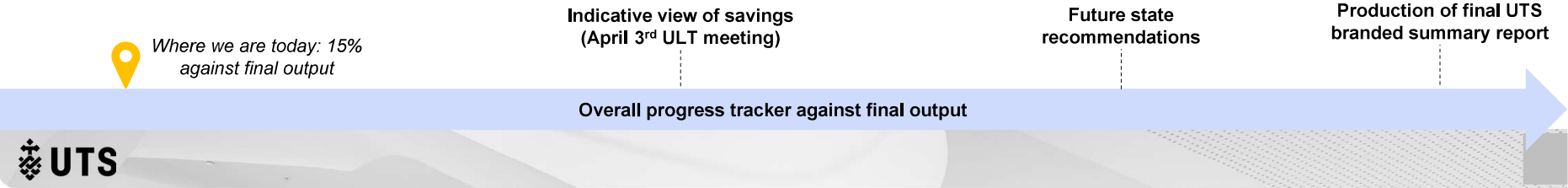
ST&L Status Update

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Frameworks (to support revised work plan)	Aligned to the last update, the framework has now largely been agreed upon along with the corresponding thresholds	The thresholds associated with the framework criteria will likely need to be refined iteratively as we evaluate the extent to which the framework effectively identifies courses and subjects for discontinuation.	95%	Tranche 1 analysis for presentation to ULT (viability analysis key findings)
Current State Analysis (Course / Subject Performance)	<u>Course and subject performance</u> - Team applied the ST&L viability framework to assess which courses and subjects fall within the 'high risk' category where immediate intervention is required - Team included the overlay received from Law in terms of subject performance rationalisation and identification of other subjects to potentially be added to the list of 'high risk' subjects - Team shared the first cut of analysis to Kylie Readman, Joanne Gray and Jacqui McManus on 26 Feb 2025 - Team ran through the data with Jacqui McManus on 27 Feb 2025 to receive any high level feedback - Team tested the SfL and EL analysis and narrative with DAIU (David Hockridge) and FP&A (Elyse Murray) - Team shared the first cut of consolidated analysis on SfL and EL courses to Kylie Readman, Joanne Gray and Jacqui McManus on 26 Feb 2025 - In parallel, team is working on mapping the associated workforce required to teach the subjects at UTS (FTE and teaching hours effort). Team is in the process of validating and reconciling the academic workforce data to support the analysis required.	- Team to present and run through the first cut of analysis on course and subject performance (incl. SfL and EL) on 28 Feb 2025 - Team will incorporate any feedback provided by Kylie Readman, Joanne Gray, and Jacqui McManus - Team to split the master pack shared on 26 Feb 2025 to be individual Faculty engagement packs - Team to prepare the corresponding Excel spreadsheet to be provided to Faculty for any annotations - FP&A (Elyse Murray) is engaging with Faculty Finance Partners to confirm clarification questions (e.g., default allocation across subjects, reasons an academic staff member might have a teaching allocation but is not teaching any subject). Team has provided a timeframe of 5 March 2025 for all clarification questions to be resolved by Faculty finance partners	50%	- UTS branded summary report that consolidates all analyses conducted to date - Master Excel spreadsheet that contains the future state courses and subjects to be offered at UTS
	<u>Similar subjects:</u> Team has connected with Travis Bransgrove, Carl Young, Oleg Polianski and Simon Maizels to brief the team on the agreed criteria for assessing similar subjects at the university. The team has advised that this is something they can support with	Team (Travis Bransgrove, Carl Young, Oleg Polianski and Simon Maizels) to advise the anticipated receipt date of the assessment and to advise on the approval status from UTS' AI ethics committee	35%	

	From	To
Period (dates)	17/02/25	28/02/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

ST&L Status Update

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Current State Analysis (Teaching Capacity)	- Team is progressing the calculations required to determine the teaching hours required to deliver the subjects at UTS. Jacqui McManus has advised that the university does not have a data set that captures this information neatly and the best proxy to use is the timetabling data, noting that we will need to find a way to calculate the teaching hours required for online courses / subjects - Team met with LLEU on 24 Feb 2025 and 26 Feb 2025 to better understand the timetabling data (Allocate Plus) and the exclusions and nuances that need to be noted as we conduct the analysis - Team has requested the 2024 ACA WF Allocation data to map the 40:40:20 component of each individual academic to determine teaching capacity available at the university based on its current academic workforce profile. This was received as of 27 Feb 2025 - Team has started mapping the teaching capacity available at the university based on the data provided; however, team notes that there are some gaps and limitations in the data (similar to 2023 ACA WF Allocation) that the team is working on resolving with FP&A	- Team has set up a meeting with Jacqui McManus on 28 Feb 2025 to run through the assumptions used to calculate teaching hours required and test the approach to calculating the additional teaching hours required that needs to be accounted for (i.e., online courses) - Team has set up a meeting with FP&A (Elyse Murray) on 28 Feb 2025 to test and validate the approach for calculating teaching capacity	15%	UTS branded summary report that consolidates all analyses conducted to date



Target State Academic Workforce Program Status Report

	From	To
Period (dates)	17/02/25	28/02/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Program Plan	- Post OSI meeting on 6 Feb 2025, team recognised the urgent need to bring together ST&L and RP&I to enable discussions around the target state academic workforce - Team developed a high-level work plan for target state academic workforce in the lead up to ULT on April 3rd and post April 3rd. Parts of the workplan was presented to Kylie Readman and Kate McGrath on 20 Feb 2025. In this session: - We agreed as a team that we would present one preliminary analysis paper for ULT that would have insights and key inputs from ST&L and RP&I - Agreed on the proposed high-level outline for ULT preliminary analysis discussion - Agreed that we would overlay a discipline view in ST&L and RP&I to determine if there are any whole disciplines that UTS can divest from	Team to run through the workplan as a whole in the next session to ensure alignment with key activities, timeline, and key questions that will be answered as part of this program	50%	Preliminary Analysis – April ULT paper
Data Request	- Team has requested the source of truth for workforce data for the whole OSI program - Team has shared the first cut of the master establishment data on 19 Feb 2025 noting that the dataset is still being validated and that there will be anomalies at the lower levels of data, as well as to expect further iteration / refinement as the team gets feedback from the business - Note: For the OSI Program as a whole, we have agreed on 20 Jan 2025 as the extraction date for workforce data	- Team to advise once workforce data is finalised and no further movements are expected - Team to provide vacancies data once available	70%	UTS branded summary report that consolidates all analyses conducted to date
Current State Analysis	- Team has commenced developing the current state view of the academic workforce at UTS. This includes analysis on: - Total FTE and headcount by Faculty / Portfolio and by School - Shape of the academic workforce by Faculty / Portfolio and by School - Split of academic workforce by ongoing / casual - Proportion of teaching only, research only and teaching and research workforce at UTS and how this is split by Faculty	Team to continue progressing the current state analysis and will engage with FP&A (Elyse Murray) once the analysis is ready for the inclusion of workforce costs	10%	

	From	To
Period (dates)	17/02/25	28/02/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

High level program risk tracking

Key Risks		STATUS: 	Proposed Mitigation Steps	Date Raised	Status
1	Pending UTS access for broader KPMG team members will delay team's ability to progress current state analysis		- Team has reached out to Marcus Rayner to request for access and have now also looped in PMO team (Sarah Meaney) to expedite this request - In the absence of UTS access, team has downloaded and begun working on analysis for non-sensitive data (i.e., data that does not have any personal staff information included)	16 Jan 2025	Resolved
2	Delays in data request may result in delays in the ability to progress analysis		- Team has consistently been following up with the team and will continue to do so throughout this week. In the meantime, the team will progress analysis in other areas - If no response is received by FP&A upon Lee Pruden's return on the 23rd of Jan, team will need to decide who is the next best contact person - Team has escalated this data request to Belinda Johnson (CFO) who has advised that Lee Pruden is back from leave and will be able to provide the team with the necessary data. Team has requested the data to be provided by first half of week commencing 27 Jan and have informed Lee that the data can be delivered in a staggered manner to expedite receipt and prevent delays in analysis	16 Jan 2025	Resolved
3	Timeframe required to evaluate subjects given the quanta of subjects offered at UTS		- Team to discuss the best approach and tools that may be available to support the analysis (e.g., machine learning) - Team to continuously refine frameworks to ensure it is targeted enough to yield a more manageable data set for evaluation - Team to identify and confirm subjects that will be part of UTS' future state and therefore can be removed from the list for evaluation	23 Jan 2025	In progress
4	Data provided is of varying quality with varying degrees of completeness and accuracy. As additional time is required to validate and correct data, this may impact program milestones and timelines		- Team has continued and will continue to work closely with the different data providers to clarify and confirm data provided - Team will raise with Program Sponsor should there be any issues with the data that is unable to be resolved	29 Jan 2025	In progress
5	The source of truth for various data sources at UTS is currently unclear		- UTS needs to assign clear ownership for each data source, ensuring accountability and responsibility for data accuracy and consistency. This includes identifying and agreeing on the appropriate systems for where data should be extracted - Where possible, develop standardised definitions and formats for key data elements to ensure consistency across all data sources (e.g., extraction date for workforce data)	5 Feb 2025	In progress
6	Provided data is not suitable for the analysis (ACA WF data uses a different set of deidentified staff IDs which does not map to any other workforce data information that has been provided)		Team has raised this with FP&A who has advised that the person managing the data is currently on leave and is likely to return on Monday. This individual is the only individual who has the mapping of dummy codes to the actual UTS workforce. FP&A is not 100% confident that the data that has identifiers have not been tweaked before being deidentified (i.e., might not be a direct match)	12 Feb 2025	Resolved



Operational Sustainability

**ST&L & Target State Academic Workforce Program
Status Report**

Week commencing 10 March 2025

UTS CRICOS 00099F
UTS TEQSA PRV12060

	From	To
Period (dates)	03/03/2025	14/03/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

ST&L Status Update

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Revised ST&L work plan (tranche 1 analysis)	Team has worked with Jacqui McManus to further refine the stakeholder engagement plan in the lead up to April 3rd ULT and have received broad alignment from Kylie Readman that this aligns with expectations	No other action required from a workplan perspective, unless further feedback is provided by Kylie Readman, Joanne Gray, and Jacqui McManus	100%	Revised work plan (tranche 1 analysis)
Data Request (to support revised work plan)	- Team has received the data from FP&A on individual academic workforce allocation - FP&A and Faculty Finance Partners have validated the information regarding the staff members' allocation for 2023 as per the team's inquiry - Team has validated the logic and assumptions on how FTE associated to subjects are calculated with FP&A on 12 March 2025 - Team has reached out to David Hockridge and Craig Napier to request a dataset outlining all core subjects associated with each course. The current dataset categorises subjects as either core, optional or both and majority of the subjects fall under the both category as it would differ depending on their course allocation. Without the mapping of core subjects linked to each course, the team is unable to proceed with the analysis to identify courses where over 75% of the core subjects have a negative margin	Pending updated dataset from Craig Napier (Note: David Hockridge is on leave until the end of March). Should there not be a response by 12PM 13 March, this will be escalated to Jacqui McManus to help identify if there is another contact that we can engage with for this information	80%	N/A
Frameworks (to support revised work plan)	Aligned to the last update, the framework has now largely been agreed upon along with the corresponding thresholds	- The thresholds associated with the framework criteria will likely need to be refined iteratively as we evaluate the extent to which the framework effectively identifies courses and subjects for discontinuation. - As of the most recent agreement, the team has broadened the threshold to include subjects with a negative total margin in the headcount ranges of 0 – 25, 26 – 50, 51 – 75, and 76 – 100	95%	Tranche 1 analysis for presentation to ULT (viability analysis key findings)

	From	To
Period (dates)	03/03/2025	14/03/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

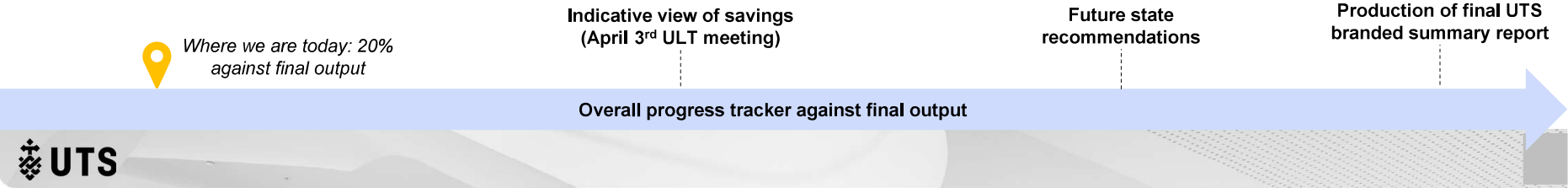
ST&L Status Update

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Current State Analysis (Course / Subject Performance)	<u>Course and subject performance</u> - Team applied the ST&L viability framework to categorise subject performance based on priority levels - Team is now focussing effort on mapping 2024 ACA WF Allocation to subjects based on the same approach and methodology for 2023 - Team updated all Faculty workbooks and individual packs with the additional requested details (headcount, EFTSL, revenue, all direct and indirect costs broken down into their respective categories) - Team shared individual Faculty workbooks and corresponding slides to Jacqui McManus on 7 March 2025 - Team performed four different scenario analysis for SfL and EL along with quantifying the benefit cost ratio (BCR) associated with each option. This was presented to Kylie Readman, Joanne Gray and Jacqui McManus on 12 March 2025. Team has now mapped the associated FTE for subjects. Based on the 479 subjects that have been identified, the team is able to map the associated workforce to 78% of subjects. For the subjects where workforce mapping is unavailable, we have assumed a proxy figure of 0.17 FTE of effort per subject. Since the 2023 data is intended to provide only an indicative view, the team will not be pursuing further reconciliation for the remaining subjects - Team has agreed that there is a need to do an analysis that identifies courses where over 75% of the core subjects have a negative margin. Team has progressed the development of the workbook that will support the analysis and have an indicative view but have noted the limitations and flaws to this view given the core_optional dataset provided to the team is insufficient for this analysis	- Team to develop a summary view of SfL and EL to support upcoming conversations. This will include articulation of potential financial and non-financial benefits that may be associated with any potential decisions made - Team to continue progressing the mapping of 2024 ACA WF Allocation to subjects - Team to incorporate any feedback provided by Kylie Readman, Joanne Gray and Jacqui McManus on the narrative and ask of Faculties based on the course and viability information that will be shared with them - Team to update the course analysis once dataset is received from DAIU team	50%	- UTS branded summary report that consolidates all analyses conducted to date - Master Excel spreadsheet that contains the future state courses and subjects to be offered at UTS
	<u>Similar subjects:</u> - Team received the first dataset from ITU team (Travis Bransgrove, Carl Young, Oleg Polianski and Simon Maizels) on 3 March 2025. Since then team had advised the additional categories that need to be included in the dataset - Revised dataset was provided to the team on 12 March 2025 with one of the requested category missing (location) and a note that the delivery format of the subject is not available in Courseloop. Travis Bransgrove has advised that he is able to provide the team with attendance mode combinations for all subjects in which students are enrolled for 2025	- Team will require an updated dataset from ITU team that includes the location category - Team is pending the attendance mode combinations from Travis Bransgrove - Once received, team can start progressing the analysis on similar subjects based on the initially agreed framework and will test and iterate this with Jacqui McManus as needed	35%	

	From	To
Period (dates)	03/03/2025	14/03/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

ST&L Status Update

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Current State Analysis (Teaching Capacity)	- Team has done the first draft of the teaching hours required and teaching capacity calculations. Team has tested this separately with Jacqui McManus and FP&A as the team works on refining the calculations - In the last meeting with Jacqui McManus on 7 March 2025, Jacqui has advised that the assumptions used in the diagnostic phase needs to be refined further and the timetabling data needs more interrogation to allow for a more accurate assumption - Team has reached out to LLEU (William Girdler) on 11 March 2025 to set up a meeting that will allow the team to investigate whether Sfl and EL courses are included in the timetabling dataset and to test what may be more appropriate assumptions for durations across different activity types - As the calculation for teaching hours required is heavily assumption based, team has developed an overview of the methodology for discussion. This has been categorised into assumptions for standard offerings and online offerings. Specifically for the online offerings, team has made initial assumptions leveraging estimated hours from UTS' Business School. This will be tested with Jacqui McManus for further refinement - Team is continuously refining mapping the teaching capacity available at the university based on the data provided; however, this is still undergoing validation and reconciliation with FP&A so it is likely that information will continue to evolve over the coming weeks	- Team to follow up with LLEU team on their availability to connect and provide a steer on more appropriate assumptions - Once the team has connected with LLEU, team will test the methodology with Jacqui McManus and Elyse Murray over the next fortnight. Team notes that while this analysis is important, it is a secondary priority to the ULT paper that the team is working on developing	20%	UTS branded summary report that consolidates all analyses conducted to date



Target State Academic Workforce Program Status Report

	From	To
Period (dates)	03/03/2025	14/03/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

Program Tracking				
CATEGORY	CURRENT PROGRESS AND PLANNING	KEY INFORMATION & NEXT STEPS	PROGRESS	KEY OUTPUT
Program Plan / ULT Preliminary Analysis Paper	- Team developed ULT paper outline in consultation with DVCES and DVCR (tested 10 March 2025). Team is now populating agreed items (course and subject analysis and SfL and EL findings, with placeholder for DVCR's analysis). - Team also developed further FoE-FoR mapping analysis for presentation to VC 13/3.	Team to continue incorporating feedback from VC, DVCES and DVCR to refine draft ULT paper and work with DVCR to populate placeholder content.	50%	Preliminary Analysis – April ULT paper
Data Request	- Team has requested the source of truth for workforce data for the whole OSI program. - Team has shared the first cut of the master establishment data on 19 Feb 2025. - Team is continuing to validate the dataset (including cross-checking against ACV staff data) and is working with FP&A and Data Analytics teams to understand anomalies. There may be further iteration / refinement as the team gets feedback from the business. - Note: For the OSI Program as a whole, we have agreed on 20 Jan 2025 as the extraction date for workforce data	- Team to advise once workforce data is finalised and no further movements are expected. Followed up with Mark Favretto 12/3; awaiting confirmation. - Team to provide vacancies data once available.	70%	
SfL and EL Analysis	Team has progressed the analysis on SfL and EL including scenario planning that will help inform target state academic workforce. Please refer to slide 3 for further detail	Team to develop a summary view of SfL and EL to support upcoming conversations. This will include articulation of potential financial and non-financial benefits that may be associated with any potential decisions made	50%	
Current State Workforce Analysis	- Team commenced developing the current state view of the academic workforce at UTS. This includes analysis on: - Total FTE and headcount by Faculty / Portfolio and by School - Shape of the academic workforce by Faculty / Portfolio and by School - Split of academic workforce by ongoing / casual - Proportion of teaching only, research only and teaching and research workforce at UTS and how this is split by Faculty	- First draft of the current state workforce analysis has been developed based on available data, and will continue to be refined once workforce data is finalised. - Team will engage with FP&A (Elyse Murray) once the analysis is ready for the inclusion of workforce costs.	15%	UTS branded summary report that consolidates all analyses conducted to date
Current State Discipline Analysis	- Team has presented a view on comparison of FoRs for FoEs with the highest total negative margin across subject offerings and a comparison of FoEs for FoRs with the lowest ERI per FTE (research-only and teaching & research academic staff) - Team has updated discipline analysis to include headcount, EFTSL, revenue, and cost categories - To inform decision-making on disciplines, DVCR on 4/3 requested further detail on the following items: - Four-digit FoR information (ERI and FTE). ERI analysis is complete; FTE data at the four-digit level was requested 6/3 from Scott McWhirter, who noted this would require significant manual work (i.e. searching each staff member's Symplectics profile). FTE information expected by end of this week. - Research investment by FoR. This was discussed with Renee Estrella 4/3, who will provide in a consistent format as previous analysis for Council papers. Expected by end of this week.	- Once all data has been received, further analysis will be undertaken on research investment per FoR and agreed four-digit FoRs (CAT 1-4 ERI and FTE per ERI). Note that HDR completions and FWCI will not be available at the four-digit level. - Team will aim to share this with DVCR w/c 17/3 (dependent on data provision) and share with DVCES once DVCR is comfortable with the outputs of the 4-digit breakdown	10%	

High level program risk tracking

	From	To
Period (dates)	03/03/2025	14/03/25
Potential risks may affect project delivery. Mitigation is in place, but requires close monitoring and potential escalation		

Key Risks	STATUS: 	Proposed Mitigation Steps	Date Raised	Status
1	Pending UTS access for broader KPMG team members will delay team's ability to progress current state analysis	- Team has reached out to Marcus Rayner to request for access and have now also looped in PMO team (Sarah Meaney) to expedite this request - In the absence of UTS access, team has downloaded and begun working on analysis for non-sensitive data (i.e., data that does not have any personal staff information included)	16 Jan 2025	Resolved
2	Delays in data request may result in delays in the ability to progress analysis	- Team has consistently been following up with the team and will continue to do so throughout this week. In the meantime, the team will progress analysis in other areas - If no response is received by FP&A upon Lee Pruden's return on the 23rd of Jan, team will need to decide who is the next best contact person - Team has escalated this data request to Belinda Johnson (CFO) who has advised that Lee Pruden is back from leave and will be able to provide the team with the necessary data. Team has requested the data to be provided by first half of week commencing 27 Jan and have informed Lee that the data can be delivered in a staggered manner to expedite receipt and prevent delays in analysis - Team has reached out to David Hockridge and Craig Napier to request a dataset outlining all core subjects associated with each course. David Hockridge is currently on leave until the end of March and as such the team has contacted Craig Napier on 12 March 2025. Team has yet to hear back on the availability of this dataset and anticipated receipt date - Should there not be a response by 12PM 13 March, this will be escalated to Jacqui McManus to help identify if there is another contact that we can engage with for this information as any further delays will impact the team's ability to produce the necessary analysis for the ULT paper	16 Jan 2025 13 March 2025	Resolved In progress
3	Timeframe required to evaluate subjects given the quanta of subjects offered at UTS	- Team to discuss the best approach and tools that may be available to support the analysis (e.g., machine learning) - Team to continuously refine frameworks to ensure it is targeted enough to yield a more manageable data set for evaluation - Team to identify and confirm subjects that will be part of UTS' future state and therefore can be removed from the list for evaluation	23 Jan 2025	In progress
4	Data provided is of varying quality with varying degrees of completeness and accuracy. As additional time is required to validate and correct data, this may impact program milestones and timelines	- Team has continued and will continue to work closely with the different data providers to clarify and confirm data provided - Team will raise with Program Sponsor should there be any issues with the data that is unable to be resolved	29 Jan 2025	In progress
5	The source of truth for various data sources at UTS is currently unclear	- UTS needs to assign clear ownership for each data source, ensuring accountability and responsibility for data accuracy and consistency. This includes identifying and agreeing on the appropriate systems for where data should be extracted - Where possible, develop standardised definitions and formats for key data elements to ensure consistency across all data sources (e.g., extraction date for workforce data)	5 Feb 2025	In progress
6	Provided data is not suitable for the analysis (ACA WF data uses a different set of deidentified staff IDs which does not map to any other workforce data information that has been provided)	Team has raised this with FP&A who has advised that the person managing the data is currently on leave and is likely to return on Monday. This individual is the only individual who has the mapping of dummy codes to the actual UTS workforce. FP&A is not 100% confident that the data that has identifiers have not been tweaked before being deidentified (i.e., might not be a direct match)	12 Feb 2025	Resolved

The following was in scope of this access application but has already been decided under prior applications

- Refer to GIPA2025/04 [doc 1] [\[external link\]](#)
- Refer to [GIPA2025/04](#) [doc 2]
- Refer to [GIPA2025/04](#) [doc 3]
- Refer to [GIPA2025/04](#) [doc 6]
- Refer to [GIPA2025/07](#) [doc 2]
- Refer to [GIPA2025/07](#) [doc 3]
- Refer to [GIPA2025/07](#) [doc 4]
- Refer to [GIPA2025/07](#) [doc 5]
- Refer to [GIPA2025/10](#) [doc 1]
- Refer to [GIPA2025/10](#) [doc 4]
- Refer to [GIPA2025/10](#) [doc 5]
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- Refer to [GIPA2025/10](#) [doc 8]
- Refer to [GIPA2025/10](#) [doc 9]
- Refer to [GIPA2025/10](#) [doc 11]
- Refer to [GIPA2026/02](#) [doc 8]
- Refer to [GIPA2026/02](#) [doc 11]