

# Our governance

The governing body of the University is the Senate, as constituted by the *University of Queensland Act 1998*.

## University governing body

Senate currently has 21 members, comprising official members, appointed members, elected members and additional members.

Members serve a 4-year term, except for the President of the Academic Board and student members, who serve for a minimum of 2 years. The 34th Senate began its term on 1 January 2018 and expired on 31 December 2021.

Senate met 7 times during 2021.

On 11 September, **Professor Craig Franklin** joined the Senate, following the retirement of **Professor Peter Adams** as President of the Academic Board on 10 September. An election was held to appoint several new members for the 35th Senate, commencing 1 January 2022.

The University complies with the *Voluntary Code of Best Practice for the Governance of Australian Public Universities*.

## Senate membership

### Official members

- Chancellor **Peter N Varghese AO**, BA (Hons), H.D.Litt *Qld* (leads the University's governing body, the Senate)
- Vice-Chancellor and President, **Professor Deborah Terry AO**, BA (Hons) *ANU*, PhD *ANU*, H.LLD *Aberd*, FASSA, FQA
- President of the Academic Board, **Professor Craig Franklin**, BSc (Hons), PhD *Cant*

### Members appointed by the Governor-In-Council

- **Julianne Alroe**, BEc *Qld*, GAICD
- **Timothy B Crommelin**, BCom *Qld*, AdvMgmtProg *Hawaii*, FSIA
- **Philip Hennessy AO**, BBusAcc *QUT*
- **Jamie Merrick**, BA, MSc
- **Grant Murdoch**, BCom, MCom *Cant*, FCA, FAICD
- **Adjunct Professor Dr Sally Pitkin AO**, LLB, LLM *QUT*, PhD *Qld*, FAICD
- **Cecile Wake**, BEcon, LLB (Hons) *Qld*, ExecDevptProg *Wharton*
- [Vacancy]

### Elected members

- One member of the Academic Board, **Professor Greg Hainge**, BA (Hons), MA, PhD *Nott*, GCELead *Qld*, FAHA, SFHEA
- One member of the full-time or part-time academic staff of the University, **Professor Bronwyn Lea**, BA, MA, PhD *Qld*, FQA
- One member of the full-time or part-time general staff of the University, **Rebecca Hurst**, BA (Hons) *Griffith*
- One postgraduate student, **Richard Lee**, BA, BEd (MidYsSch) *Qld*, JP (Qual)
- One undergraduate student, **Gabrielle Starr**, BSc *Qld* (studying Dentistry)

### Three (elected) graduates of the University

- **Associate Professor Douglas Cavaye**, MBBS *Qld*, FRACS
- **Adjunct Professor Dimity Dornan AO**, DipSpTh, BSpTh, PhD *Qld*, HonDUniv *USQ*, FSPAA, FTSE, CpSp, LSLS Cert AVT
- **Elliott Johnson**, BCom/BEcon *Qld*

### Appointed by Senate

- **Anne Cross AM**, BSocWk, MSocWk *Qld*, FAICD
- Deputy Chancellor **Tonianne Dwyer**, BJuris (Hons), LLB (Hons) *UWA*, GAICD (acts as Chancellor in the absence of the Chancellor, or if the office of the Chancellor is vacant)
- **Michelle Tredenick**, BSc *Qld*, FAICD.

## Senate achievements

In 2021, UQ Senate:

- under the Seal of the University, conferred 15,972 awards\* to 14,739 students – including 612 PhD candidates
- approved the *UQ Strategic Plan 2022–2025*
- approved UQ's budget for 2021 and preliminary budget for 2022–2024
- appointed the President of the Academic Board, Professor Craig Franklin, who commenced on 11 September 2021
- led the development of the new student disciplinary framework for implementation in 2022
- developed UQ's attestation for freedom of speech and academic freedom
- approved the Australian Universities Vice-Chancellor and Senior Staff Remuneration Code for adoption at UQ
- developed the UQ and Residential Colleges Relationships Framework
- approved UQ becoming a signatory to the University commitment to the UN Sustainable Development Goals
- approved new capital projects including the Plant Growth Facility and the acquisition of student accommodation at 48 Walcott Street
- invited 12 nominees to accept honorary doctorates, University fellowships and the Gatton Gold Medal.
- had 4 members complete the Australian Institute of Company Directors courses on Governance in the University Sector.

\* This figure includes dual degrees as 2 awards because 2 testamurs are produced 'under the Seal of the University'. It also includes a subset of programs that are not considered federal government-reported awards – hence the variation from the Key Statistics table on page 15.

## Senate Committee memberships

### Senate Advancement Committee

- Timothy Crommelin (Chair)
- Peter N Varghese AO
- Professor Deborah Terry AO
- Professor Aidan Byrne
- Associate Professor Douglas Cavaye
- Adjunct Professor Dimity Dornan AO
- Jennifer Karlson
- Rongyu Li
- Gabrielle Starr
- Dr Catherine Lawrence

### Senate Campus Infrastructure Committee

- Tonianne Dwyer (Chair)
- Peter N Varghese AO
- Professor Deborah Terry AO
- Professor Craig Franklin
- Julianne Alroe
- Philip Hennessy AO
- Richard Lee
- Malcolm Middleton OAM
- Cecile Wake

### Senate Discipline Appeals Committee\*\*

- Adjunct Professor Dr Sally Pitkin AO (Chair)
- Grant Murdoch
- Professor Craig Franklin
- 2 students

### Senate Committee for Equity, Diversity and the Status of Women

- Julianne Alroe (Chair)
- Anne Cross AM
- Adjunct Professor Dimity Dornan AO
- Rebecca Hurst
- Professor Deborah Terry AO
- Professor Aidan Byrne
- Gabrielle Starr

### Senate Finance Committee

- Philip Hennessy AO (Chair)
- Peter N Varghese AO
- Professor Deborah Terry AO
- Professor Craig Franklin
- Timothy Crommelin
- Tonianne Dwyer
- Grant Murdoch
- Professor Bronwyn Lea
- Cecile Wake
- President UQU or nominee

### Senate Governance Committee

- Peter N Varghese AO (Chair)
- Professor Deborah Terry AO
- Professor Craig Franklin
- Tonianne Dwyer
- Professor Greg Hainge
- Philip Hennessy AO
- Grant Murdoch

### Senate Honorary Awards Committee

- Peter N Varghese AO (Chair)
- Professor Deborah Terry AO
- Professor Craig Franklin
- Julianne Alroe
- Tonianne Dwyer
- Adjunct Professor Dr Sally Pitkin AO

### Senate Remuneration Committee

- Peter N Varghese AO (Chair)
- Anne Cross AM
- Tonianne Dwyer
- Philip Hennessy AO
- Professor Deborah Terry AO

### Senate Risk and Audit Committee

- Grant Murdoch (Chair)
- Peter N Varghese AO
- Professor Craig Franklin
- Anne Cross AM
- Philip Hennessy AO
- Elliott Johnson
- Michelle Tredenick

### Senate Student Appeals Committee\*\*\*

- Professor Joanne Wright (Chair)
- Professor Peter Adams
- Professor Greg Hainge
- Professor Bronwyn Lea
- Director, Student Support Services
- President (UQU) or nominee
- Student appointed by Senate after consultation with President UQU
- 3 members of the academic staff nominated by DVC (Academic)

## Financial reporting

The financial statements are general purpose financial reports prepared in accordance with prescribed requirements. The University of Queensland is a statutory body and is audited by the Queensland Audit Office.

See also: [about.uq.edu.au/annual-reports](http://about.uq.edu.au/annual-reports).

▶ See also  
**UQ basis of authority/functions** pg 10

\*\* To be disestablished 31 December 2021

\*\*\* Disestablished 1 September 2021

Senate meeting attendance and remuneration					
Position	Name	Meeting attendance	Approved annual fee	Approved sub-'c' fee annual fees	Actual* fees received
Official members	Peter N Varghese AO (Chancellor) <i>Chair</i>	7 of 7	\$80,000	Nil	\$80,000
	Professor Deborah Terry AO (Vice-Chancellor)	7 of 7	Nil	Nil	
	Professor Peter Adams (President of the Academic Board)	4 of 4	Nil	Nil	
	Professor Craig Franklin (President of the Academic Board)	3 of 3	Nil	Nil	
Governor-in-Council appointed members	Julieanne Alroe	7 of 7	\$25,000	Nil	\$170,000
	Timothy Crommelin	6 of 7	\$25,000	Nil	
	Philip Hennessy AO	7 of 7	\$25,000	\$10,000	
	Jamie Merrick	6 of 7	Nil	Nil	
	Grant Murdoch	4 of 7	\$25,000	\$10,000	
	Adjunct Professor Dr Sally Pitkin AO	6 of 7	\$25,000	Nil	
	Cecile Wake	4 of 7	\$25,000	Nil	
Elected members	Associate Professor Douglas Cavaye	7 of 7	\$25,000	Nil	\$200,000
	Adjunct Professor Dimity Dorman AO	7 of 7	\$25,000	Nil	
	Professor Greg Hainge	7 of 7	\$25,000	Nil	
	Rebecca Hurst	6 of 7	\$25,000	Nil	
	Elliott Johnson	6 of 7	\$25,000	Nil	
	Professor Bronwyn Lea	7 of 7	\$25,000	Nil	
	Richard Lee	5 of 7	\$25,000	Nil	
	Gabrielle Starr	7 of 7	\$25,000	Nil	
Other members	Anne Cross AM	7 of 7	\$25,000	Nil	\$90,000
	Tonianne Dwyer (Deputy Chancellor) <i>Deputy Chair</i>	7 of 7	\$40,000	Nil	
	Michelle Tredenick	7 of 7	\$25,000	Nil	
Out of pocket expenses paid					Nil
<b>Total</b>					<b>\$540,000</b>

\* Senate members can choose whether or not to accept full or part payment of fees and/or pay them to a scholarship or other University philanthropic fund; UQ staff Senate members can also salary sacrifice their fees or pay them to their UQ School.

## Executive management

While the Chancellor and Deputy Chancellor lead the University Senate, the Vice-Chancellor and President is the University's Chief Executive Officer, responsible to Senate for overall strategic planning, finance and external affairs direction.

The Vice-Chancellor and President was supported in 2021 by the Senior Executive Team comprising:

- Provost and Senior Vice-President
- Deputy Vice-Chancellor (Academic)
- Deputy Vice-Chancellor (Global Engagement)\*
- Deputy Vice-Chancellor (Research and Innovation)
- Chief Operating Officer
- Executive Dean, Faculty of Business, Economics and Law
- Executive Dean, Faculty of Engineering, Architecture and Information Technology
- Executive Dean, Faculty of Health and Behavioural Sciences
- Executive Dean, Faculty of Humanities and Social Sciences
- Executive Dean, Faculty of Medicine
- Executive Dean, Faculty of Science
- Director, Queensland Brain Institute (representing the research institutes).

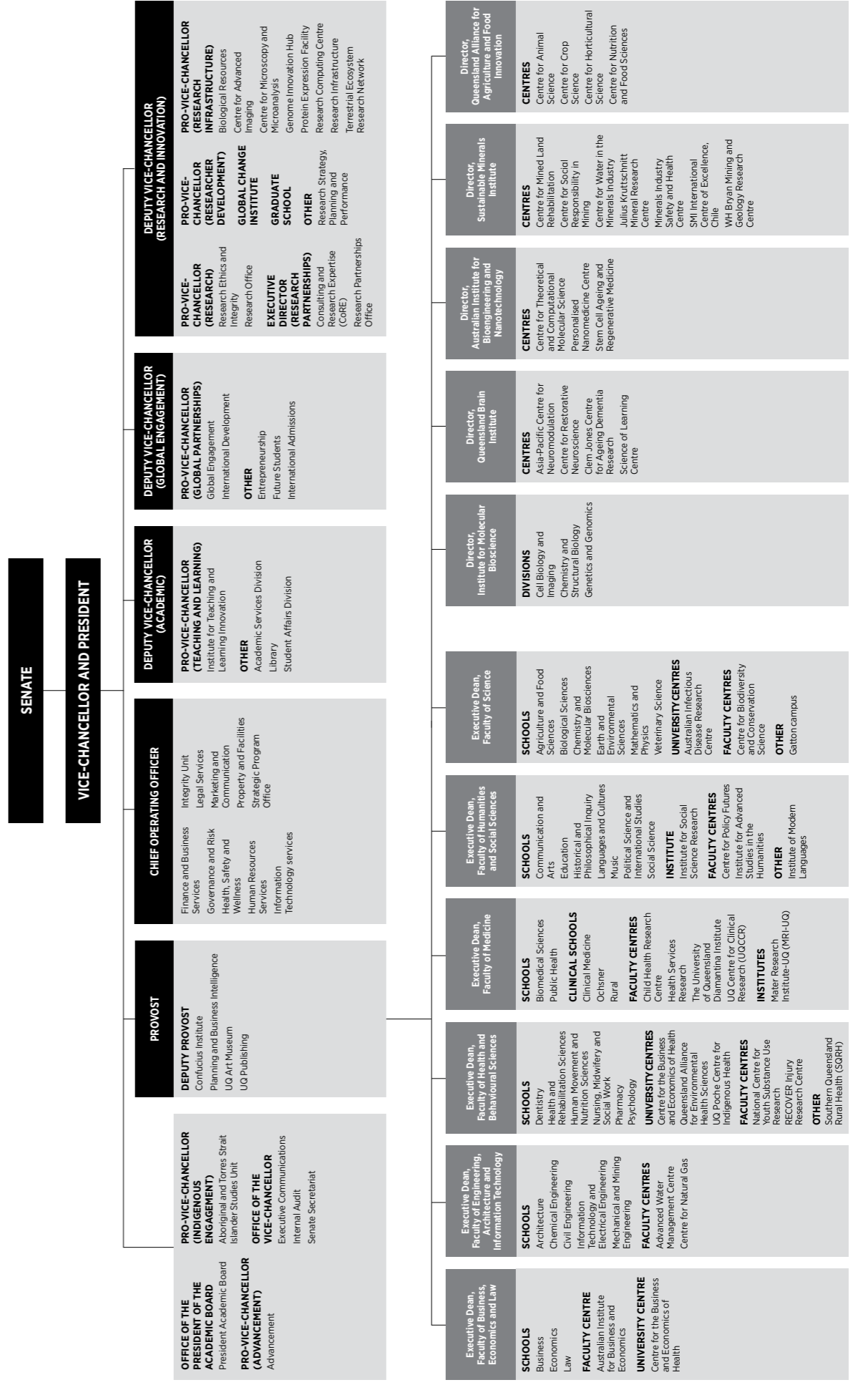
The Senior Executive Team has responsibility for advising the Vice-Chancellor on whole-of-university management, strategic direction, budget setting, oversight of risk and assurance, and organisational culture.

\* On 5 July 2021, this position was renamed from Deputy Vice-Chancellor (External Engagement) due to the refocusing of the role to broaden UQ's global reach and impact by enhancing engagement with a diverse range of overseas partners and prospective students.

## Organisational structure / lines of responsibility

Issued by the Office of the Chief Operating Officer  
[uq.edu.au/about/docs/org-chart](http://uq.edu.au/about/docs/org-chart)

As at December 2021



## Public Sector Ethics

In terms of its obligations under the *Public Sector Ethics Act 1994*, the University has a Code of Conduct that sets out the expectations for University staff in relation to professional conduct. All continuing and fixed-term staff are required to complete an assessable online course to learn how the Code of Conduct applies to them; casual staff are also strongly encouraged to complete the course.

The training is consistent with the University's obligations under the *Public Sector Ethics Act 1994*, which requires the University to provide appropriate education about public sector ethics. Given the high profile of the Code of Conduct, administrative procedures and management practices across the University reflect the objectives and requirements set out. It is also referenced in position descriptions and offers of appointment, forms part of employee induction programs, and is incorporated into relevant training and development programs.

In 2021, the University commenced a review of the Code of Conduct to ensure it is fit for purpose, up to date and meeting the strategic needs of the University. The review specifically considered the alignment of the current Code of Conduct with UQ's Model Code for the Protection of Freedom of Speech and Academic Freedom and requirements under the *Human Rights Act 2019*. In accordance with the *Public Sector Ethics Act 1994*, the University will consult all staff and relevant stakeholders on the revised Code of Conduct in 2022.

## Freedom of speech and academic freedom

The University of Queensland (UQ) has adopted a Model Code for the Protection of Freedom of Speech and Academic Freedom, which has been embedded in the University's Governance and Management Framework. The hierarchy of UQ's legislative and policy framework establishes the Governance and Management Framework as an overarching university policy.

In the drafting, review and amendment of policies, UQ has regard for the Principles for the Protection of Freedom of Speech and Academic Freedom (the Principles), as set out in UQ's Model Code.

The majority of policies that intersect most closely with the Principles have been reviewed to ensure consistency with the University's commitment to the protection of freedom of speech and academic freedom. Reviews of remaining policies are anticipated to be finalised in the new year.

Further, freedom of speech and academic freedom have been incorporated as important concepts into UQ's next Strategic Plan (for 2022–2025) and have informed the revision of UQ's values.

Prior to approval, all new policies and policy amendments were reviewed for consistency with the commitment to the Principles for the Protection of Freedom of Speech and Academic Freedom.

Throughout the policy review process, where appropriate, advice was offered to policy owners about opportunities to strengthen provisions related to the Principles, and amendments were requested in cases where drafting was identified that may restrict freedom of speech or academic freedom at UQ.

As part of the process for reviewing policies for alignment with the Principles of the Model Code, a range of feedback was provided to policy owners for consideration prior to approval. As an example, amendments to policies were made to ensure that discretionary powers provided to decision-makers clearly precluded actions that could limit freedom of speech. Policies were also amended to remove references to preserving the reputation of the University as an expected standard of behaviour.

A statement from this process of review accompanied all policies approved, and any new or amended policies in future will be reviewed to ensure alignment with the Principles of the Model Code.

Beyond the policy setting, the University partnered with the ABC to participate in a program in the *Think Twice* series, with the topic 'Freedom of Speech in the Digital Age', which explored freedom of speech on university campuses.

The University Senate recently received a presentation and discussion regarding the *Ridd v James Cook University* High Court of Australia decision, which included a briefing on the case, and its implications for the University's policy environment.

Students are represented on all university committees that consider business associated with student experience. This includes the Academic Board, where considerable discussion on matters associated with freedom of speech and academic freedom has taken place. Students were consulted in the development of a Student Code of Conduct, and regard was also had to the Principles of the Model Code. The University will continue to explore opportunities to engage closely with student representative bodies.

The University has recently delivered the inaugural Pulse Check survey of staff. The intent is to employ a staff survey annually. The University will explore the inclusion of questions that seek staff views on matters associated with academic freedom and freedom of speech in the future.

Qualitative responses in student surveys are closely monitored to ensure that any issues regarding freedom of speech and academic freedom can be identified and acted upon. The University will consider opportunities to seek student feedback on the management of freedom of speech and academic freedom on campus in the future.

The University's Model Code was assessed as being aligned with the French Model Code. The Walker Review identified some minor areas the University could address. The University is considering the issues raised in the Walker Review as part of the review of the UQ Governance and Management Framework.

The governing body is not aware of any matters of concern regarding freedom of speech or academic freedom in the last year.

## Risk management

The University has a Senate Risk and Audit Committee that assists Senate in discharging its risk management, and internal compliance and control oversight responsibilities.

The role of this committee is to oversee the University's governance, risk and compliance frameworks, including policies, procedures, information systems, and systems of internal control surrounding key financial and operational processes. The Committee also provides oversight of the leadership and direction in terms of organisational culture and ethical behaviour.

The Committee receives advice and assurance from senior management and Internal Audit across the following functions and activities:

- Enterprise Risk
- Occupational Health and Safety
- Governance
- Compliance
- Integrity and Investigations
- Research Integrity.

All members of the Senate Risk and Audit Committee are appointed by Senate. The Committee met 4 times during 2021 and the members were:

- **Grant Murdoch**, BCom *Cant*, MCom *Cant*, FCA, FAICD (Chair)
- **Professor Peter Adams**, BSc (Hons), BComm, PhD *Qld* (January–September)
- **Anne Cross AM**, BSocWk, MSocWk *Qld*, FAICD
- **Professor Craig Franklin**, BSc (Hons), PhD *Cant* (October–December)
- **Philip Hennessy AO**, BBusAcc *QUT* (as Chair of Finance Committee)
- **Elliott Johnson**, BCom/BEcon *Qld*
- **Michelle Tredenick**, BSc *Qld*, FAICD
- **Peter N Varghese AO**, BA (Hons) *Qld*, H.DLitt *Qld* (Chancellor, ex officio).

No members were remunerated for their attendance apart from Grant Murdoch, who received \$10,000 in his role as Chair.

UQ's key risk management governance instruments are the Senate-approved Risk Appetite Statement and the Enterprise Risk Management Framework.

The Enterprise Risk Management Framework is built on and supported by 5 'pillars':

- Senate's expectations and risk appetite
- Management/leadership commitment and support for risk management function, organisational culture and relationships

- External compliance obligations relating to risk management
- Risk management objectives, strategies, delegated authority and accountabilities
- Risk management resources, plans, processes and activities.

The University has adopted a '3 lines' assurance model as part of its governance, risk and compliance frameworks.

During 2021, the Committee provided direction and oversaw the following:

- **Risk Appetite Statement (RAS):** The new RAS and the related Risk Matrix were endorsed.
- **Top risks:** Reporting continued on the University's top academic and non-academic risks, considering changes in both the internal and external environment, and progress reporting on the implementation of proposed new risk treatments.
- **Emerging and existing risk developments:** Reporting of significant emerging and existing risk developments took place, including deep dives of specific risk exposures.
- **Significant programs and projects:** A high-level performance summary report of UQ's most significant programs and projects highlighting status of the overall program or project and specific project aspects, e.g. project budget, schedule, scope, resources, etc, was prepared. The committee also received presentations and submissions on specific major programs and projects such as the HCMS project and the Building Cladding Replacement project.
- **Research Integrity:** Work continued on implementing further improvements to the declaration process related to the management of conflict of interest – including consultancy, secondary employment and internal work, and foreign influence.
- **Health, safety and wellness:** In addition to reviewing regular reports, Senate also received an annual report on occupational health and safety matters and their management for reference.

- **Cybersecurity:** There was a continued focus on cybersecurity risk management, in particular on strengthening the University's controls framework to mitigate this high-risk exposure.

The Senate Risk and Audit Committee has operated effectively as per its charter and had due regard to Treasury's Audit Committee Guidelines.

## Integrity Unit

The Integrity Unit is responsible for the management and conduct of investigations into breaches of policies, activities directed against the University and/or its people, misuse of public money and public interest disclosures. The Unit also leads the delivery of misconduct prevention strategies, including training, information and advice.

The Director, Integrity Unit, reports administratively to the Chief Operating Officer and has direct access to the Vice-Chancellor and President, the Provost and Senior Vice-President, Chair – Senate Risk and Audit Committee, and Chancellor, as required.

## Internal Audit

The Internal Audit function adds value by assisting Senate and University management to effectively execute their responsibilities by providing assurance on the effectiveness of governance, risk management and internal controls.

Internal Audit also assesses and provides assurance on the quality of financial, managerial and operating information, and whether resources are acquired economically, used efficiently and managed effectively.

Internal Audit operates under an Internal Audit Charter, last reviewed and approved by the Senate Risk and Audit Committee in November 2020. As per this Charter, the Internal Audit function is independent of management and, as such, has no direct responsibilities for, or authority over, any of the activities it audits.

Internal Audit reports functionally to the Senate Risk and Audit Committee and administratively to the Office of the Vice-Chancellor, and has direct access to the Vice-Chancellor and President, Chair – Senate Risk and Audit Committee, Chair – Vice-Chancellor's Risk and Compliance Committee, and Chancellor.

Internal Audit activities take into account applicable legislative requirements, such as the *University of Queensland Act 1998*, the *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2019* and *Tertiary Education Quality and Standards Agency Act 2011* (TEQSA Act). Internal Audit activities also consider the Queensland Treasury *Audit Committee Guidelines 2020*. The University's Internal Audit activity conforms with the International Standards for the Professional Practice of Internal Auditing and The Institute of Internal Auditors' Code of Ethics.

An annual risk-based planning process is undertaken in consultation with management, and the Annual Internal Audit



Plan is approved by the Senate Risk and Audit Committee. During 2021, Internal Audit completed 17 engagements across the University, including assurance reviews, grant certifications, advisory services and the ongoing review of several large programs and projects.

### Health, safety and wellness

In line with the University strategy for 2021, the key focus areas for Health, Safety and Wellness (HSW) at UQ were:

- Risk management
- Systems and compliance
- Culture and capabilities
- Innovation
- Enhancing wellbeing.

These focus areas help guide university activities towards reducing the health and safety risks to staff, students and visitors at the University to as low as reasonably practicable. Alongside support for the University COVID-19 response, cultural capability initiatives, and managing the staff wellness program, key HSW activities and achievements in 2021 included:

- a review of the *HSW Strategy 2017-2021* and the development of the next strategy for 2022-2026
- review of the University's health and safety risk register and top health and safety risks list
- continued support for building the capability of staff and students, with 64,030 completions of 26 online safety training modules, and 827 attendees at 17 instructor-led professional development sessions
- the successful completion by the Work Injury Management team of the mid-term claims management audit and the workers' compensation regulator accepting the mid-term audit of UQ's WHS management systems: the team assisted more than 140 injured workers in 2021, with 125 accepted claims (78 work-related, 47 journey-related)
- the successful conduct by the internal HSW audit program of 8 organisational HSW management systems audits, 12 local audits, and 143 audit corrective actions
- successful launch of the early intervention injury management program, with 74 UQ staff participating

- UQ Wellness events and health and safety events held in October to coincide with national Safe Work Month, to provide a collective focus for the UQ community
- aligning all UQ biosecurity facilities to new legislation, a continual process that will strengthen and maintain linkages between the University and its relevant regulators
- auditing and certifying new facilities to conduct work with (i) genetically modified organisms as authorised by the Office of the Gene Technology Regulator or (ii) imported biological material as required by the Commonwealth Department of Agriculture, Water and the Environment
- assisting researchers and supporting the UQ Institutional Biosafety Committee and subcommittee to assess applications for work with genetically modified organisms or high-risk biological material, e.g. GM sorghum field trials, GM mosquitos, and COVID-related research
- continuing to promote and support staff health and wellbeing through UQ Wellness, the University's staff wellness program, using an evidence-informed approach across the 4 key areas of lifestyle factors, psychological health, physical health, and organisational engagement
- continued provision of specialist HSW services to faculties and institutes, with 257 people on the health surveillance program and 167 people on the hearing conservation program
- a continued focus on proactive risk management and a strong reporting culture, with 1,757 new risk assessments created and approved, and 1,323 incident and hazard reports via UQSafe.

Three safety-dedicated senior management risk committee meetings were scheduled during the year.

In 2021, UQ also made 21 notifications to regulators and was issued one improvement notice. From a cohort of more than 1,000 tertiary institutions globally, UQ was ranked number 8 in the STARS Wellbeing category in the *AASHE Sustainable Campus Index* publication for its sustainability performance. UQ is the only non-North American university in the top 10.

### UQ's workers' compensation function

All aspects of the University's workers' compensation operations are managed by the Work Injury Management team in the Health, Safety and Wellness Division, according to the provisions of the regulatory licence issued under the *Queensland Workers' Compensation and Rehabilitation Act 2003*. These operations include managing statutory injury claims and personal injury litigation claims, and managing the rehabilitation and return to work of injured workers. The University also manages the workers' compensation risk of 7 of its controlled corporate entities.

2021 achievements were many:

- The University accepted 141 statutory claims and received 2 damages claims during the year. Claims involved a range of injuries including orthopaedic, neurological and psychological. The average time to evaluate and admit a claim was 1.7 days in 2021, compared to the Scheme average of 8.7 days.
- UQ continued to maintain a high level of customer service to injured workers, with emphasis on early intervention, efficient claims, and medical management, combined with an effective rehabilitation program to return injured workers to full employment. In 2021, 100 per cent of workers who lodged a claim were successfully returned to work, with the claim resolved. One court appeal was made by an injured worker against the regulator – the regulator upheld the UQ Work Injury Management decision to reject the worker's application for workers' compensation. This appeal is ongoing.
- The work health and safety regulator continues to assess UQ as 'low risk' across all 10 assessed criteria necessary to keep its self-insurance licence for workers' compensation. These criteria include resources and systems, legislative compliance, licence compliance, privacy, business relationship, compliance with regulatory standards, perception of stakeholders, and workplace health and safety. (UQ's self-insurance licence was renewed in 2019 for the maximum period of 4 years, following the successful fulfilment of the workers' compensation regulator's stringent criteria. The current licence expires on 31 March 2023.)

▶ See also

**Work/life balance**

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## Information systems and recordkeeping

The University continues to promote compliance with the *Public Records Act 2002*, *Information Standard 18 (2018)* and the *ISO27001* information security management system.

In 2021, UQ made key system improvements to recordkeeping, information management, and security and information systems to support University objectives and priorities, including:

- The Tertiary Collection of Student Information (TCSI) provides Services Australia with real-time student data to better support students' claims. UQ began reporting curriculum data to the Department of Education, Skills and Employment in April and now reports student information directly to the ATO via TCSI.
- The new human capital management system, Workday, was launched delivering Human Resources (HR) functionality. It provides a single source of core information for staff and integrates with many related processes and systems.

UQ continued work delivering components of the Information Governance and Management Framework, encapsulating the whole of University's strategic intent for information governance. The Framework underpins the Information Management Policy released late 2019. Activities included:

- implementation of Office 365 Sensitivity Labelling for all UQ staff
- development, endorsement and release of UQ's Enterprise Data Ethics Framework
- development, release and communication of a data ethics portal, including training and self-assessment tools
- increased compliance with UQ's data and information legislative obligations
- development of the Corporate Data Governance Operating Model, outlining the data governance and management expectations and decision rights for administrative data
- completion of a comprehensive review of the information management policy and supporting procedures, to support information accountability, including

specific reference to recordkeeping and records lifecycle management under the broader and inclusive information governance program

- delivery of a data awareness campaign and staff development training aimed at increasing the data literacy of all UQ stakeholders
- oversight of records management approaches and compliance, moved to the Governance and Risk Division (G&R) to better position the function for more seamless whole-of-organisation approaches in touch with overall University governance strategies
- establishment of a cross-functional Strategic Information Leaders' Group focused on influencing and leveraging talent and resources for growing information, records and data management maturity
- establishment of a comprehensive register of key University information processes and systems, inclusive of guidance on the records retention value, as part of the University's growth in record keeping maturity to guide decisions prioritising high-risk, high-value and permanent value record capture and lifecycle management
- re-write of records disposal authorisation procedures reflecting growing maturity of the University in the lifecycle management of records contained within various information systems, including hybrid scenarios when paper and digital co-exist.

UQ also conducted a comprehensive cyber security improvement program that:

- delivered a cyber security awareness campaign, which decreased information security risk through changed behaviour, including procurement of a new cyber security training platform
- protected more services with multi-factor authentication (MFA)
- migrated the UQ email filter to a cloud service
- commissioned the Security Operations Centre Service delivered by AARNet for the university sector
- implemented a new software vulnerability management solution
- upgraded firewalling infrastructure.

## Human rights

The *Human Rights Act 2019* has been in operation since 1 January 2020, with its main objectives being to:

- protect and promote human rights
- help build a culture in the Queensland public sector that respects and promotes human rights
- help promote a dialogue about the nature, meaning and scope of human rights.

The University is committed to ensuring all decisions and actions taken are compatible with human rights. During 2021, the University continued to embed processes to ensure new or revised policies and procedures were compatible with human rights. Further decision-making training and resources were made available to UQ staff, which included tailored training in making decisions consistent with human rights.

In 2021, UQ received no new human rights complaints.

## External scrutiny

No significant findings or issues about The University of Queensland were identified by a State entity in 2021.