since 2017, and this upward trajectory should continue in 2020. This success has been enabled by strong leadership and advocacy, targeted employment pathways, a strengthened and diverse Staff Network and delivery of UQ’s Reconciliation Action Plan. Excellent progress was made in the area of disability employment, with achievements including the establishment of a Disability Inclusion Group; new training addressing disability inclusion; improved accessibility of UQ systems; and improved guidance to support recruitment, selection and onboarding processes for people with disability. A new travel fund to support staff with disability was also launched in November 2019.

SAGE Pilot of Athena SWAN
UQ received the Athena SWAN Institutional Bronze Award in September as part of the Science in Australia Gender Equity, a national program promoting gender equity and gender diversity in science, technology, engineering, mathematics and medicine (STEMM). The award required the University to collect and analyse data to determine barriers and challenges impacting women’s STEM careers and develop an Action Plan to mitigate or remove the known barriers. Targeting multiple career stages, the Plan focuses on increasing diverse women’s representation in leadership roles and addressing the gender pay gap. It also aims to improve the retention of mid-career researchers, enhance support for early career academics, and increase the number of Aboriginal and Torres Strait Islander women STEM academics.

Voice survey
UQ’s fourth all-staff engagement survey was launched in April 2019 in conjunction with our external provider, the Voice Project. The survey achieved an excellent 72 per cent response rate, eclipsing 2018’s rate of 65 per cent and topping the average response rates for both Go8 universities (83 per cent) and all Australia universities (69 per cent). Relative to 2018, the University’s performance improved in 21 of the categories measured, remained steady in five and dropped in 13. Overall focus areas identified for action across the University included Cross unit cooperation and Change. Action planning at both the University and local level is ongoing.

HR staff training and support
Human Resources (HR) staff continued to be regularly updated and trained throughout 2019, with HR systems and procedures continuously enhanced to improve service delivery and client experience. A new page was created on the HR SharePoint site to support training requirements for new HR staff and included a training calendar for upcoming HR systems training, training materials, HR communication emails, and quick-tip emails. The HR systems, Aurion (HR information system) and UQ Jobs (recruitment system), were upgraded and refreshed during 2019, necessitating training for new HR staff, and refresher training for existing HR staff. Email quick tips on efficient use of Aurion and UQ jobs were periodically distributed and made available on HR SharePoint.

The HR Client Services team began releasing Aurion workforce reports for supervisors and managers through the employee self-service portal (MyAurion) to facilitate leave, payroll and HR insights about direct-reporting staff—based on real-time live data from Aurion. The Systems Training Hub was upgraded to move the training web portal from a superseded Drupal module to the new information hierarchy module ‘Compendium’, making it consistent with the University’s Current Staff website and enhancing its functionality to help staff achieve more.

Work-life balance
The UQ Wellness Program, part of the Health, Safety and Wellness Division, facilitates events, activities and services to support and promote staff health and wellbeing across the key areas of psychological wellbeing, physical health, lifestyle factors and UQ community engagement. This continued in 2019 with:

- Modifiable risk factor clinics
  More than 1650 staff participated in a range of health check clinics to receive education and early intervention for modifiable health risks, such as heart and skin health. Thirty-five were referred to their GP for further assessment.

- Staff influenza vaccination program
  Staff flu program participation increased by approximately 12 per cent in 2019, with 5700 staff members receiving the vaccination (compared to 5337 in 2018). A comprehensive evaluation of the annual on-site program confirmed that staff value this service highly.

- UQ Wellness and UQ Healthy Living pilot
  A holistic health and wellbeing pilot program for those aged 55 and over was again offered in 2019, providing a comprehensive interprofessional health and wellness assessment with individualised action plans and reviews to the more than 60 staff members who participated.

- Fitness Passport
  To encourage staff to engage in regular exercise, the UQ Fitness Passport program provides an opportunity for staff and their immediate families to attend a range of health facilities for one cost-effective fee. Membership increased by 11 per cent from January to November 2019; with 1550 membership cards now in circulation.

- Australasian University Health Challenge
  Twelve universities across Australia and New Zealand participated in the inaugural six-week walking challenge, which attracted more than 2000 participants and was proposed and coordinated by UQ Wellness.

- UQ 21-day Wellness Challenge
  Based on the principles of positive psychology, the 21-day challenge to promote physical, social and emotional wellbeing was conducted in 2019. A popular initiative, more than 800 staff and students participated. Evaluation showed that the challenge helps participants make ongoing and sustainable health behaviour changes to enhance wellbeing.

- Health and wellbeing seminars
  UQ Wellness provides a broad range of health and wellbeing seminars annually. Focus areas include resilience, financial wellbeing, parenting, burnout/stress, sleep, work/life balance, healthy communication, self-care and nutrition. Seminars and workshops in alternative areas of wellbeing with proven positive impacts on stress, relaxation and mood were also provided; and include Laughter yoga, African drumming and Unplugged (device-free relaxation).

- Mind-body programs
  Ongoing ‘mind-body’ classes, including yoga, pilates and tai chi, continued to be popular—with consistent participation of approximately 200 people across the classes.

- Psychosocial risk management
  A range of resources was produced, including training modules in the areas of:
  - managing compassion fatigue (primarily aimed at staff working with animals)
  - professional boundaries
  - occupational violence and aggression
  - meeting codees talks in the areas of wellbeing and psychological safety
  - leadership.

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

Senate achievements
In 2019, UQ Senate:
- approved a business case for the Health and Recreation Centre program
- approved a business case for the Human Capital Management Solution program
- approved a proposal for a CBID campus
- invited one nominee to receive a Gatton Gold Medal.

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

More than 1560 staff have taken advantage of UQ’s Fitness Passport program to date.
**Senate remuneration**

Approved fees:
The Chancellor is eligible to receive $80,000 per annum; the Deputy Chancellor $43,000; all other members $20,000. In addition to these fees, they may also be paid to the Chairs of the Finance Committee, the Audit and Risk Committee, and the Campus Infrastructure Committee.

Out of pocket expenses paid:
- Additional members: $90,000
- Elected members: $196,181
- Official members: $80,000

Some Senate members may choose whether or not to accept full or part payment of fees and/or pay them to another public or private university.

Actual fees received:
- Official members: $50,000
- Appointed members: $101,000
- Elected members: $19,381
- Additional members: $101,000
- Out of pocket expenses paid: $201,555

**Senate meeting attendance**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Meeting attendance</th>
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<tbody>
<tr>
<td>Chair</td>
<td>Peter H Varghese</td>
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<tr>
<td>Deputy Chair</td>
<td>Tonienne Dower</td>
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<td>Member</td>
<td>Professor Adams</td>
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<td>Member</td>
<td>Julianne Allen</td>
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<td>Member</td>
<td>Associate Professor Tony Roberts</td>
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<td>Member</td>
<td>Associate Professor Douglas Cavaye</td>
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<td>Member</td>
<td>Timothy Connell</td>
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<td>Member</td>
<td>Anne Cross, AM</td>
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<td>Pro Vice-Chancellor</td>
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<td>Member</td>
<td>Professor Greg Hainge</td>
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<td>Philip Hennessy</td>
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<td>Member</td>
<td>Kathy Heschfield, AM</td>
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<td>Thomas Mackay</td>
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<td>Jamie Merric</td>
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<td>Member</td>
<td>Grant Murdoch</td>
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<td>Member</td>
<td>Dr Sally Fitkin</td>
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<td>Member</td>
<td>Associate Professor Dimity Dornan, AO</td>
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<td>Member</td>
<td>Professor Sally Hirschfeld, AM</td>
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<td>Member</td>
<td>Professor Peter Haig, AC</td>
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<td>Member</td>
<td>Rebecca Hurst</td>
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<td>Dr Zelle Hodge, AM</td>
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<td>Member</td>
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<td>Member</td>
<td>Cecile Wake</td>
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</tbody>
</table>

Elected members:
- One member of the Academic Board, Professor Greg Hainge, BA (Hons), MA, PhD Nott, GCELead Ql, FAHA, SFHEA
- One member of the full-time or part-time academic staff of the University, Associate Professor Tony Roberts, BSc (Hons), MComm (Qld), PhD AM, Flfautsms
- One member of the full-time or part-time general staff of the University, Rebecca Hurst, BA (Hons) Griffin
- One postgraduate student, Thomas Mackay, BSc, SCBlusLead, MPH Qld
- One undergraduate student, Ziggy Turner (replaced Zachary Turner 25 February 2019)

Three (elected) graduates of the University:
- Associate Professor Douglas Cavaye, MBBS, Qld, FRACS
- Adjunct Associate Professor Dimity Dornan, AO, DisqLTh, BiTTh, PhD Qld, HonFUSA, FSPAA, FTSE, CSp, LSLS Cor Avent
- Kathy Heschfield, AM, BE (Chem) Qld, FTSE, FicheM, HonFISAA, FAICD (resigned 31 December 2019)

Appointed by Senate:
- Anna Cross, AM, BScOW, MScOW Qld, FAICD
- Deputy Chancellor Tonienne Dower, BJuris (Hons), LLB (Qld) Qld, OWA, GAICD (acts as Chancellor in the absence of the Chancellor or of the office of the Chancellor is vacant)
- Michelle Tredenick, BSc, Qld, FAICD

Executive members:
- One member of the Academic Board, Professor Greg Hainge, BA (Hons), MA, PhD Nott, GCELead Ql, FAHA, SFHEA
- One member of the full-time or part-time academic staff of the University, Associate Professor Tony Roberts, BSc (Hons), MComm (Qld), PhD AM, Flfautsms
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- Michelle Tredenick, BSc, Qld, FAICD

Executive management

The Senate and the Chancellor and Deputy Chancellor for UQ's strategic direction, performance and external affairs.

The Vice-Chancellor is supported by the Senior Management Group to whom the University's organisational units report:
- Provost and Senior Vice-President
- Deputy Vice-Chancellor (Research)
- Deputy Vice-Chancellor (External Engagement)
- Deputy Vice-Chancellor (Research)
- Chief Operating Officer
- President of the Academic Board
- Pro-Vice-Chancellor
- Pro-Vice-Chancellor (Advancement)
- Pro-Vice-Chancellor (Future Students)
- Pro-Vice-Chancellor (Indigenous Engagement)
- Pro-Vice-Chancellor (Research)
- Pro-Vice-Chancellor (Research Infrastructure)
- Pro-Vice-Chancellor (Research Partnerships)
- Pro-Vice-Chancellor (Research Training) and Dean, Graduate School
- Pro-Vice-Chancellor (Teaching and Learning)
- Director, Australian Institute for Bioengineering and Nanotechnology
- Director, Institute for Molecular Biosciences
- Director, Queensland Alliance for Agriculture and Food Innovation
- Director, Queensland Brain Institute
- Director, Sustainable Minerals Institute
- 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
- Chief Financial Officer
- Chief Human Resources Officer
- Chief Marketing and Communication Officer

**Vice-Chancellor and President**

**Professor Peter Hej, AC**

MSc, PhD (Copenhagen), DBA Honoris Causa (Copenhagen), PhD and S-Aut, FTSE, FNAIA (US)

- Chair Executive Officer (CEO), responsible for Senate for UQ's strategic direction, performance and external affairs.
- Provost and Senior Vice-President
- Pro-Vice-Chancellor
- Pro-Vice-Chancellor (Advancement)
- Pro-Vice-Chancellor (Future Students)
- Pro-Vice-Chancellor (Indigenous Engagement)
- Pro-Vice-Chancellor (Research)
- Pro-Vice-Chancellor (Research Infrastructure)
- Pro-Vice-Chancellor (Research Partnerships)
- Pro-Vice-Chancellor (Research Training) and Dean, Graduate School
- Pro-Vice-Chancellor (Teaching and Learning)
- Director, Australian Institute for Bioengineering and Nanotechnology
- Director, Institute for Molecular Biosciences
- Director, Queensland Alliance for Agriculture and Food Innovation
- Director, Queensland Brain Institute
- Director, Sustainable Minerals Institute
- 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
- Chief Financial Officer
- Chief Human Resources Officer
- Chief Marketing and Communication Officer

**Deputy Vice-Chancellor (External Engagement)**

Rongyu Li

- MA, City UK
- Responsible for the strategic leadership of the University's overall external engagement strategy—inclusive of its global strategy, its internationalisation and future students' objectives plus entrepreneurship, Indigenous and advancement aspirations—while spearheading the development and management of the University's strategic partnerships with government, industry, community and academic institutions.

**Deputy Vice-Chancellor (Research)**

Professor Bronwyn Mach

- BSc (Hons) Guangzhou, Guangdong; PhD Griffith, Griffith; PhD (Teach/Sec) QUT, PhD Qld, FTSE, FQAAS, GAICD
- Responsible for enhancing the University's performance and reputation in research, research training, and research collaboration with external stakeholders, nationally and internationally.

**Chief Operating Officer**

Greg Pringle

- BA, LLB, GradDip (Industrial Relations)
- MBA, Qld, Advanced Management Program NQI
- Coordinates management of the University's finance, human resources, information technology, legal, governance and risk, property and facilities, health, safety and wellness, investigations, sport and recreation and commercial operations' functions. Advises the Senate on governance, and is the University's Public Officer.

**Professor Aidan Byrne, Professor Bronwyn Mach, Professor Peter Hej, AC, Professor Joanne Wright, Greg Pringle and Rongyu Li**

Under the Seal of the University, Senate confirmed more than 14,000 awards to students in 2019.
President of the Academic Board
Professor Peter Adams
BSc (Hons), BCom, PhD Qld
– Oversees the business of the Academic Board and its committees and provides independent advice to the Vice-Chancellor and President and Senate on matters relating to the academic functions of the University.

Pro-Vice-Chancellor (Office of the Provost)
Professor Tim Dunne
BA (Hons) East Anglia, MPhil, DPhil Oxford, FASSA
– Provides leadership on academic performance and strategy planning. Responsible for aspects of employee relations and is the standing Deputy for the Provost.

Pro-Vice-Chancellor (Advancement)
Jennifer Karbon
BSc Wisconsin-Madison, MSc Nebraska, Methodol, CFIRE
– Responsible for the University’s philanthropic agenda that incorporates extensive donor, community and alumni engagement.

Pro-Vice-Chancellor (Indigenous Engagement)
Professor Bronwyn Fredericks
Dip T (Sec) BCAE BEG, MEd QUT, MESt Sc, PhD ColU, JP (Qua), Cartiv (FAU), GTC, Cartiv (CSS) CB
– Responsible for leading the implementation of UQ’s Indigenous strategy and strengthening leadership within the University in relation to Indigenous engagement, as well as building links with the community.

Pro-Vice-Chancellor (Research)
Professor Mark Blows
BSc, PhD La Trobe, FASSA
– Responsible for research ethics and integrity, and supporting the University’s research performance.

Pro-Vice-Chancellor (Research Infrastructure)
Professor Joe Shapter
BSc (Hons) Memorial Newfoundland, PhD Toronto
– Provides strategic leadership to the University’s research infrastructure (including laboratories) – operations, development and financial sustainability, as well as supporting large-scale new purchases.

Pro-Vice-Chancellor (Research Partnerships)
Professor Mohan Krishnamoorthy
BSc, Bangan, MSc Deutsch und Imperial, PhD Imperial
– Ensures a strategic approach to the stewardship of the University’s research partnerships, supporting the development of research relationships with Industry, government and other institutions.

Pro-Vice-Chancellor (Research Training) and Dean, Graduate School
Professor Alastair McEwan
BSc (Hons) Leeds, PhD Birmingham
– Provides leadership for the direction, development and improvement of the University’s higher degree by research program, and oversight of researcher development and training for all research-engaged staff.

Pro-Vice-Chancellor (Teaching and Learning)
Professor Doune Macdonald
BHS (Ed) (Hons) Qld, PhD Ulster, FNAR, FASEEP, GARDC
– Responsible for achieving teaching and learning objectives, including innovation in teaching and learning, digital learning, development and recognition of excellent teaching, quality assurance and enhancement, curriculum reform and renewal, and research in teaching and learning centre on improving student learning.

Director, Australian Institute for Bioengineering and Nanotechnology
Professor Alan Rowan
BSc, PhD Liverpool, FRSC, ALF
– Oversees a team of 400 research and professional staff working in an integrated, multidisciplinary research institute at the interface of biology and nanomaterials that brings together world-class researchers and cutting-edge technology with a focus on translational research in Advanced Nano-Structured Materials, Precision Nanomedicine and Biomanufacturing.

Director, Institute for Molecular Bioscience
Professor Brandon Wainwright, AM
BSc (Hons), PhD ANU
– Responsible for advancing IBMS’s research initiatives, strengthening its global connections, and leading its 500 scientists, postgraduate students and support staff in order to achieve IBMS’s mission of advancing scientific knowledge and delivering new health and industry applications.

Director, Queensland Alliance for Agriculture and Food Innovation
Professor Robert Henry
BSc (Hons), LG, MSc (Hons) Macquarie, PhD La Trobe, DSC LG
– Leads the Institute, which delivers high impact science for sustainable agriculture and food – across crops, horticulture, animals, and nutrition, and food sciences.

Director, Queensland Brain Institute
Professor Pam� Jay
BMSc, MBBS Auckland, PhD AUA
– Leads and administers the Institute, which works to understand the development, organisation and function of the brain.

Director, Sustainable Minerals Institute
Professor Neville Pinto
BSc (Hons), MEng, MBA, PhD Waterford
– Responsible for the Institute’s delivery of research, training, and postgraduate education across mineral processing, geology, health and safety, social science and environmental science in order to advance its strategic role in global sustainability.

Executive Dean, Faculty of Business, Economics and Law
Professor Andrew Griffiths
BA (Hons) Griffith, PhD UNSW
– Oversees academic and administrative matters in the Faculty’s schools of business, economics and law.

Executive Dean, Faculty of Engineering, Architecture and Information Technology
Professor Vicki Chen
BSc MIT, PhD Minnesota
– Leads the Faculty, defines its academic direction and strategy, and ensures all aspects are well managed.

Executive Dean, Faculty of Health and Behavioural Sciences
Professor Bruce Abraham
BHMS (Ed) (Hons) Qld, PhD Qld, FAAAPE, FASME, FESSA
– Responsible for the academic and administrative leadership of the Faculty.

Executive Dean, Faculty of Humanities and Social Sciences
Professor Heather Zwicker
BA (Hons) Alberta, PhD Stanford
– Has overall responsibility for the academic and administrative leadership and management of the Faculty’s seven schools, and its research centres and institutes, to achieve the goals of the Faculty and to further the mission and strategic aims of the University.

Executive Dean, Faculty of Medicine
Professor Geoff McColl
MBBS, PhD, MEd, MPA, FACPM
– Leads the Faculty, which combines medical education with two research-intensive schools, three clinical medical schools and five hospital-based institutes and centres.

Executive Dean, Faculty of Science
Professor Melissa Brown
BSc (Hons), PhD Mayo, GAICD
– Responsible for the Faculty’s academic leadership and management, accountable for all aspects of academic programs (teaching and research), staff management and resource allocation for faculty schools and centres, as well as representation role to the wider community.

Chief Financial Officer
(1 January – 31 July 2019)
Andrew Bell
BCom, MBA (Advanced) Qld, CA, GAICD
(From 29 July 2019)
Andrew Flannery
BBus USQ, FICA
– As Head of Finance, provides financial management services to the University, with direct reports including Corporate Finance, Financial Planning and Analysis, Financial Operations, and the Finance Professional Service teams for the faculties, institutes and central decisions.

Chief Human Resources Officer
Professor Alistair Jory
BSc (Hons), PhD Qld
– Responsible for providing strategic leadership to consult Human Resources services as a provider of professional advice and planning on a broad range of matters, together with the implementation of HR strategies and policies that supports the strategic direction of the University.

Chief Marketing and Communications Officer
Kelly Robinson
BBus (Con), MBA QUT
– Leads UQ’s marketing and communication function, responsible for increasing domestic and global awareness and stakeholder support for the University.
Public Sector Ethics Act 1994

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 it.

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.

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 across the following functions and activities:
- Enterprise Risk
- Occupational Health and Safety
- Governance
- Compliance
- Internal Audit
- Integrity and Investigations
- Research Integrity

All members of the Senate Risk and Audit Committee are appointed by Senate. The Committee met four times during the 2019 financial year and the members were:
- Grant Murdoch, BCom, Cant, MCom, Cant, FCA, FAud (Chair)
- Professor Peter Adams, BSc (Hons), BCom, PhD, Qld
- Anne Cross, AM, BSc(WA), MSc(WA) Qld, FAud, FIML
- Philipp Hennessey, OBE, ACP, GPO (as Chair of Finance Committee)
- Kathy Hirschfeld, AM, BE (Chem) Qld, FSIE, FICM, FIE Aust, GAO
- Michelle Tredenick, BSc, OAICD, FAud
- Peter N Varghese, OA (BA, Hons) Qld, HLD, IGG (ex officio)

No members were remunerated for their attendance apart from Grant Murdoch, who received $10,100 in his role as Chair.

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

The Enterprise Risk Management Framework is built on and supported by five 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 ‘three lines of defence’ assurance model as part of its governance, risk and compliance frameworks. During 2019, the Committee provided direction and oversaw the following key initiatives:
- Top risks: Reporting continued on the University’s top three strategic academic risks, including its insurance status and progress reporting on the implementation of the current healthcare treatments.
- Key risks to the Strategic Plan: The key risks to achieving the objectives of the new Strategic Plan 2019–2027 were assessed and reported.
- Emerging risks: UQ’s key emerging risks were reported, including those risks that have not yet occurred but are at an early stage of becoming known and/or are expected to grow greatly in significance.
- Top inherent risks: These were identified for the University’s activities and operations.
- Specific risk exposures: Reports were provided on specific risk exposures requested by management and/or the Senate Risk and Audit Committee. Of particular importance is the continued reporting on cybersecurity risk management.
- Key Risk Indicators (KRIs): These were identified for monitoring each risk. The Audit Committee Statement (RAS), including an assessment of the status of the current KRI Report against the RAS, as well as the KRIs’ development trend over time.
- Relevant strategic KPI metrics and targets were also cross-referenced to the RAS.
- Reporting: Risk management, maturity self-assessment and Internal Audit reports were completed.
- Organisational resilience: A maturity assessment and program of work to further improve were conducted.
- Health, safety and wellbeing: There was a continued focus on health and safety risk management frameworks and culture, including the identification of the University’s Top 10 Enterprise Safety risks.
- Research Integrity: In 2019, work focused on strengthening management of conflict of interest management and clinical trials compliance.
- Cybersecurity: There was a continued focus on cybersecurity risk management, in particular on strengthening UQ’s controls framework to mitigate this high-risk exposure. The Senate Risk and Audit Committee Guidelines has operated effectively as per its charter and had due regard to Treasury’s Audit Committee Guidelines.

Integrity and Investigations Unit

The Integrity and Investigations Unit’s responsibilities include the 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 Associate Director, Investigations and Integrity, reports administratively to the Chief Operating Officer and has direct access to the Vice-Chancellor and President, Chief Risk and Audit Committee, and Chancellor, as required.

Internal Audit

The Internal Audit function adds value by assisting Senate and University management with the effective execution of 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 February 2019. 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 functionally reports to the Senate Risk and Audit Committee and has direct access to the Vice-Chancellor and President, Chair – Senate Risk and Audit Committee, or their nominee.

Internal Audit reports to the Senate Risk and Audit Committee and has direct access to the Vice-Chancellor and President, Chair – Senate Risk and Audit Committee, or their nominee.

Internal Audit performs both scheduled and unscheduled work. The work is focused on meeting the following key performance indicators:
- Specific risk exposures: Reports were provided on specific risk exposures requested by management and/or the Senate Risk and Audit Committee. Of particular importance is the continued reporting on cybersecurity risk management.
- Key Risk Indicators (KRIs): These were identified for monitoring each risk. The Audit Committee Statement (RAS), including an assessment of the status of the current KRI Report against the RAS, as well as the KRIs’ development trend over time.
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- Health, safety and wellbeing: There was a continued focus on health and safety risk management frameworks and culture, including the identification of the University’s Top 10 Enterprise Safety risks.
- Research Integrity: In 2019, work focused on strengthening management of conflict of interest management and clinical trials compliance.
- Cybersecurity: There was a continued focus on cybersecurity risk management, in particular on strengthening UQ’s controls framework to mitigate this high-risk exposure. The Senate Risk and Audit Committee Guidelines has operated effectively as per its charter and had due regard to Treasury’s Audit Committee Guidelines.

External scrutiny

Court hearings are pending for two former employees and a former academic title holder following investigations by the Crime and Corruption Commission (Queensland) and the Queensland Police Service relating to fraud during their employment at the University. UQ maintains a zero tolerance attitude towards fraud.

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 2019, UQ made the following improvements to recordkeeping and information systems:
- developed and communicated an Information Governance and Management Framework encapsulating the whole of UQ’s strategic intent for information governance, including the broader delegations of responsibility across organisational units
- consolidated various instruments to support information accountability, including the placement of recordkeeping and records lifecycle management under the broader and inclusive information governance program
- communicated the above, renewed and communicated:
  - Information Management Policy
  - Information Management Procedure
  - Disposal of Records Procedure
  - Cyber Security Policy
  - Information Security Classification Procedure
- completed a major review and refresh of the Electronic Document and Records Management System (eDRMS) including a system upgrade
- positioned the eDRMS as the University’s preferred system for the capture and full lifecycle management of vital, high risk and high value records
- achieved a comprehensive tuning of the eDRMS configuration, resulting in improvements to system performance, access control management and everyday usability
- consolidated the application of the new business classification scheme in the eDRMS which included the provision of education and awareness sessions to more than 100 organisational units

UQ staff are led by a Code of Conduct and are recognised for a job well done. Pictured here are Shane Drayford and Neil Angus with Vice-Chancellor and President Peter Høj, AC at the 2019 Staff Excellence Awards ceremony.

The University uses an electronic document and records management system (eDRMS) to record queries in its customer service help system. Pictured here is a client service officer advising a student at the Student Centre.