

s36

From: [Deloitte Higher Education Costing](#)
To: [Vice Chancellor](#); [REDACTED]
Subject: Consultation | Transparency in Higher Education Expenditure
Date: Tuesday, 21 March 2023 1:25:48 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

Dear Team

I hope you're well.

I am contacting you to set up a time to consult with your institution to discuss the approach you have taken to completing the Transparent Costing Worksheet, and to help answer any questions you may have. We are seeking to complete these consultations before Friday, 14 April.

These consultations will be more valuable if your institution has attempted to fill out the Transparent Costing Worksheet prior to the consultation.

Would you mind please sending through a few potential date and times that would suit you? We would require a 45 minute virtual meeting.

I look forward to hearing from you.

Kind regards

[REDACTED]

[REDACTED]

Deloitte Access Economics Pty Ltd
477 Collins Street, Melbourne, Victoria, 3000
[REDACTED] [@deloitte.com.au](#) | [www.deloitte.com.au](#)

--

Deloitte.



--

We work flexibly at Deloitte. I'm sending this message now because it suits me, but I don't expect you to read, respond or action it outside of your preferred hours.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail. Liability limited by a scheme approved under Professional Standards Legislation. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited ("DTTL"). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see [www.deloitte.com/about](#) to learn more. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the 'Deloitte' network of member firms (including those operating in Australia).

s36

From: [REDACTED]
To: [EDUC - Suburban Hubs](#)
Cc: [REDACTED]; [REDACTED]
Subject: Consultation Guide - Suburban University Study Hubs program
Date: Tuesday, 21 November 2023 4:04:43 PM
Attachments: [image001.png](#)
[oledata.mso](#)

s37

Good afternoon,

I am writing regarding the upcoming consultation sessions for the Commonwealth Department of Education's *Suburban University Study Hubs* program.

Please find attached the consultation guide for the upcoming sessions.

If you have any queries regarding this work and/or the consultation program, please contact the Department at suburbanhubs@education.gov.au

s36

Kind regards,

[REDACTED]

s36

[REDACTED]
Senior Analyst | Deloitte Access Economics
Pronouns: he/him
477 Collins St Melbourne VIC 3000
D: [REDACTED] M: [REDACTED]
[REDACTED]@deloitte.com.au | www.deloitte.com.au

Deloitte.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail. Liability limited by a scheme approved under Professional Standards Legislation. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited ("DTTL"). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the 'Deloitte' network of member firms (including those operating in Australia).

From: [REDACTED]
To: [Vice Chancellor](#)
Subject: Invitation: AFR Higher Education Summit on 27-28 August 2019
Date: Thursday, 4 July 2019 10:09:51 AM

If you are having trouble reading this email, [read the online version](#).

Deloitte Australia



AFR Higher Education Summit



AFR Higher Education Summit

In association with Deloitte

Accept Invitation

Decline Invitation

Dear Rufus

I would like to invite you as my guest to the 2019 AFR Higher Education Summit on 27-28 August 2019 in Brisbane.

The Summit brings together the sectors' most esteemed and exciting thought-leaders and disruptors to discuss the future of higher education in Australia. The agenda this year features an increased global perspective with speakers from India, China and New Zealand providing exclusive insight into the factors impacting international education.

This year's key themes and discussion topics include:

- Education sector outlook and the future skills gap
- International partnerships and collaboration
- Mergers and alignment
- The future of research
- Academic freedom
- Factors impacting post-secondary education
- Equity and Access

Throughout the Summit, Deloitte provides a unique networking space, the Deloitte Green Room, where you can connect with speakers, meet with other participants, and explore Deloitte's perspectives on the University of the Future.

I hope you will be able to join me, at what promises to be a most informative and engaging event. If you would like to extend this invitation to a colleague, please contact us and we can provide you with a promotional code to access an additional ticket at a reduced rate.

Kind regards


Partner, Deloitte

s36

Event details:

Day 1

Date: Tuesday, 27 August 2019

Time: 8:30 am – 5:00 pm



Day 2

Date: Wednesday, 28 August 2019

Time: 8:30 am – 5:00 pm



Venue: Hilton Brisbane, 190 Elizabeth St, Brisbane City QLD 4000, Australia



Contact:

[Redacted contact information]

RSVP by Friday, 2 August 2019

Accept Invitation

Decline Invitation



[Deloitte Touche Tohmatsu](#)

Grosvenor Place
225 George Street
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2019 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

s36
From: [REDACTED]
To: [Vice Chancellor](#)
Cc: [REDACTED]; [REDACTED]; [REDACTED]; [Craig Barling](#); [REDACTED]
Subject: RE: Daskalos | Emeritus and Shoolini University Joint Venture – Australia
Date: Monday, 23 September 2024 11:16:55 AM
Attachments: [image003.png](#)

Great to hear Rufus. Look forward to connecting soon.

Regards

s36
[REDACTED]

Get [Outlook for Android](#)

s36
From: Vice Chancellor <Vice.Chancellor@utas.edu.au>
Sent: Monday, September 23, 2024 9:11:31 AM
To: [REDACTED]@deloitte.com.au>
Cc: [REDACTED]@shooliniuniversity.com>; Sid Taparia
[REDACTED]@emeritus.org>; [REDACTED]@deloitte.com.au>; Craig Barling
<craig.barling@utas.edu.au>; [REDACTED]@deloitte.com.au>
Subject: [EXT]RE: Daskalos | Emeritus and Shoolini University Joint Venture – Australia

s36
Dear [REDACTED],

Thanks very much for being in touch with me and for letting us know about this opportunity.

It would be good to explore this further and my colleague Craig Barling, Deputy Vice-Chancellor Student Services and Operations would be best-placed to have this conversation.

Craig's team will be in touch to find a time.

Kind regards,
Rufus

Professor Rufus Black
Vice-Chancellor

s36
Office of the Vice-Chancellor
University of Tasmania
p. [REDACTED]
utas.edu.au



s36
From: [REDACTED]@deloitte.com.au>
Sent: Friday, 20 September 2024 11:37 AM
To: Vice Chancellor <Vice.Chancellor@utas.edu.au>
Cc: [REDACTED]@shooliniuniversity.com>; [REDACTED]

s36

[REDACTED]@emeritus.org>; [REDACTED]@deloitte.com.au>; Craig Barling
<craig.barling@utas.edu.au>; [REDACTED]@deloitte.com.au>
Subject: Daskalos | Emeritus and Shoolini University Joint Venture – Australia

Dear Rufus,

Deloitte India and Australia have been engaged to support the development of foreign universities in India. Having worked closely with the Regulators in the development of the new guidelines, the team has been supporting numerous foreign universities in their India foray.

We have been tasked with inviting a select number of dynamic Australian universities to meet with Daskalos, a joint venture between Shoolini University (India's top private university) and Emeritus (a world leading Edtech company), formed specifically to help de-risk the delivery of establishing a top-quality campus in India.

Daskalos is offering a unique opportunity to partner with the University of Tasmania and explore the potential of establishing an Indian delivery presence. The offshore enrolment of students from India in Australian Higher Education is a significant untapped opportunity for Australian universities. Although the Gross Enrolment Ratio in tertiary education in India is just under half of China's in 2021, the offshore delivery of Australian education in markets is only about one-eighth of what it is in China, highlighting a significant opportunity for growth in India. The joint venture offers foreign universities access to a complete value chain of campus operations, including student acquisition, academic and student operations, student placements, and capital funding for the venture, if required.

Daskalos is committed to jointly building and operating a risk-free, scalable, and distinctive India campus experience, built around the standards, quality, and higher education experience defined by you. They seek to help universities deliver on their near-term market growth goals and lay the foundations for the realisation of your larger, longer-term international strategic goals. The model enables guaranteed returns for universities after the first two years (which can be evaluated together through a joint business case).

s36

We are contacting you to determine if this opportunity would be something of interest for the University of Tasmania to explore. The Daskalos team, led by [REDACTED] – you may have met [REDACTED] previously at the Universities Australia event or as part of the delegation led by Austrade earlier this year, has designed a workshop (2–3 hours) that they have been delivering to university executives to work through the opportunity and help them determine whether there is merit in further exploring an India campus expansion. We understand your time is precious, and this is a large commitment for you and your team; however, if you are interested in participating, the Daskalos team will be in Australia from 30th September to 11th October and available to make time to meet with you.

s37

We have attached a brief overview of the proposition and welcome the opportunity to work with you and your team.

Please let us know if you are interested in meeting with the Daskalos, and we can work with you to confirm a date and make arrangements for the visit.

We are excited about being able to help Australian Universities take advantage of the Indian market opportunity and look forward to engaging with the University of Tasmania further.

Best Regards,

s36 [REDACTED]
Partner
Strategy, Risk and Transactions
Infrastructure and Real Estate
M: [REDACTED]
[REDACTED]@deloitte.com.au | www.deloitte.com

s36 PA: [REDACTED] | D: [REDACTED] | E: [REDACTED]@deloitte.com.au

Deloitte.

At Deloitte, we work flexibly. If you receive an email from me outside of traditional business hours, I'm sending it at a time that aligns with my schedule. Please don't feel you need to respond until your regular work schedule.

This e-mail and any attachments to it are confidential and are intended solely for the use of the recipient to whom it is addressed. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail and any attachments. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited ("DTTL"). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Deloitte's liability is limited by a scheme approved under Professional Standards Legislation. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the Deloitte network of member firms (including those operating in Australia).

This email is confidential, and is for the intended recipient only. Access, disclosure, copying, distribution, or reliance on any of it by anyone outside the intended recipient organisation is prohibited and may be a criminal offence. Please delete if obtained in error and email confirmation to the sender. The views expressed in this email are not necessarily the views of the University of Tasmania, unless clearly intended otherwise.

This e-mail and any attachments to it are confidential and are intended solely for the use of the recipient to whom it is addressed. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail and any attachments. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited ("DTTL"). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Deloitte's liability is limited by a scheme approved under Professional Standards Legislation. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the Deloitte network of member firms (including those operating in Australia).

s36 **From:** [Vice Chancellor](#)
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Working together to positively impact Tasmania
Date: Tuesday, 13 November 2018 10:10:29 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

s36 Dear [REDACTED]

Thank you for your email and apologies for our delayed response. Rufus is happy that we are involved but unfortunately his diary does not allow him to attend. We are therefore identifying who from our senior team could attend on his behalf.

From a logistics perspective would it be possible to arrange a phone or video hook up from your offices as our representative is likely to be Launceston based?

Thank you once again for creating this opportunity for discussion.

s36 Kind regards
[REDACTED]

s36 [REDACTED]
Strategic Adviser
Office of the Vice-Chancellor
University of Tasmania
Private Bag 51
Hobart
TAS 7001
Australia
s36 [REDACTED]

s36 **From:** [REDACTED]@deloitte.com.au>
Sent: Tuesday, 6 November 2018 2:37 PM
To: [REDACTED]@education.tas.gov.au>; [REDACTED]
[REDACTED]@beaconfoundation.net>; [REDACTED]
[REDACTED]@tcci.com.au> [REDACTED]@tcci.com.au>;
[REDACTED]@ract.com.au>; [REDACTED]@bankofus.com.au>;
[REDACTED]@stlukes.com.au>; [REDACTED]@tascoss.org.au>; Vice Chancellor <Vice.Chancellor@utas.edu.au>;
[REDACTED]@tastafe.tas.edu.au
Cc: [REDACTED]@tasplan.com.au>; [REDACTED]@tasplan.com.au>
Subject: Working together to positively impact Tasmania

Myself and several other executives have recently been talking about how we could have

a profound impact on Tasmania and our communities. The TCCI's Tasmania Report, Our Deloitte report (Be BOLD Tasmania), the Property Council and others have all highlighted the areas we need to focus on as a state. They are by now pretty well known !

s36 We think it would be wonderful if a group of Tasmanian business leaders came together with the aim of impacting real change through our collective minds and resources. It's not about dollars, it could be about time, expertise, supporting an existing initiative or a new one, or just harnessing the power of championing a cause collectively. Myself and [REDACTED] of Tasplan are keen to see if there is any interest out there to have an initial get together to talk about what we might do, how we might go about it, and to establish some rigour and accountability within the group so it does not become a talkfest or fade away after a few initial meetings.

We want to have a positive impact on the future of our wonderful state that also engages our staff and resonates with our key stakeholders. We would like our first meeting to gauge interest and start to identify where we will focus our attention. We thought education might be the best place. But where to start in education ? For example by one estimate 85% of jobs in 2030 do not exist today so how can we make sure Tasmania is nation leading in preparedness for the future of work? Or in the shorter term, what investment could we make in the education of our future workforce to bridge the gap in the education levels of Tasmanians and influence longer term financial security, health and the performance of our economy. They are just a couple of examples, and there are many other equally important topics and issues to discuss.

A rough agenda or list of questions for the meeting is:

- Do people think this collective focus sounds like a good idea ?
- What is your organisation doing at present to make an impact in the community?
What is your purpose ?
- What are the gaps?
- If we agree on an education focus, what are the key areas where we could do something and what could we do ? (this may require us to take some time and report back at the next meeting)
- Any other thoughts or input is welcomed

s36 [REDACTED], myself and [REDACTED] have come up with this initial contact list. You are all either education providers or purpose led organisations looking to benefit members and the community and this underpins what we are trying to achieve – having a real impact in our state. Imagine what could be achieved collectively. Deloitte has been approached as the authors of Be BOLD Tasmania to help drive and facilitate this.

We think interested organisations should put two representatives forward and will be holding our first meeting in the Deloitte Boardroom at 7.30am on level 8 / 22 Elizabeth Street on Wednesday 12 December. Deloitte will provide breakfast and we will finish by 8.45 to minimise the interruption to your day.

If you can rsvp to this email I will send a calendar invite in due course.

We hope to see you there.

Thanks and regards

s36 [REDACTED] | Tasmania
Deloitte Touche Tohmatsu
8/22 Elizabeth Street, Hobart, TAS 7000, Australia
D: [REDACTED] | M: [REDACTED]
[REDACTED]@deloitte.com.au | www.deloitte.com.au

[Be BOLD Tasmania](#)

We want Tasmania to be bold.

Deloitte.



Please consider the environment before printing.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail.

Liability limited by a scheme approved under Professional Standards Legislation.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com.au/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the 'Deloitte' network of member firms (including those operating in Australia).

s36 **From:** [Deloitte Higher Education Costing](#)
To: [Vice Chancellor](#)
Cc: [REDACTED]
Subject: RE: Transparency in Higher Education Expenditure 2021 | Transparent Costing Worksheet (data for 2019), Guidelines, and Supporting Statement
Date: Wednesday, 2 June 2021 3:33:22 PM
Attachments: [image005.png](#)
[image006.png](#)
[image007.png](#)
[image008.png](#)
[image009.png](#)

Dear Professor Black

I hope you're well.

s36 Further to [REDACTED] email below, I am contacting you to set up a time to consult with your institution to discuss the approach you have taken to completing the Transparent Costing Worksheet, and to help answer any questions you may have. We are seeking to complete these consultations before Friday 30th July.

These consultations will be more valuable if your institution has attempted to fill out the Transparent Costing Worksheet prior to the consultation.

Would you mind please sending through a few potential dates/times that would suit you? We would require an hour of your time and the format can be face-to-face or virtual as preferred. The team will send through more structured questions for the consultation once a day and time has been confirmed.

I look forward to hearing from you.

Kind regards

s36 [REDACTED]

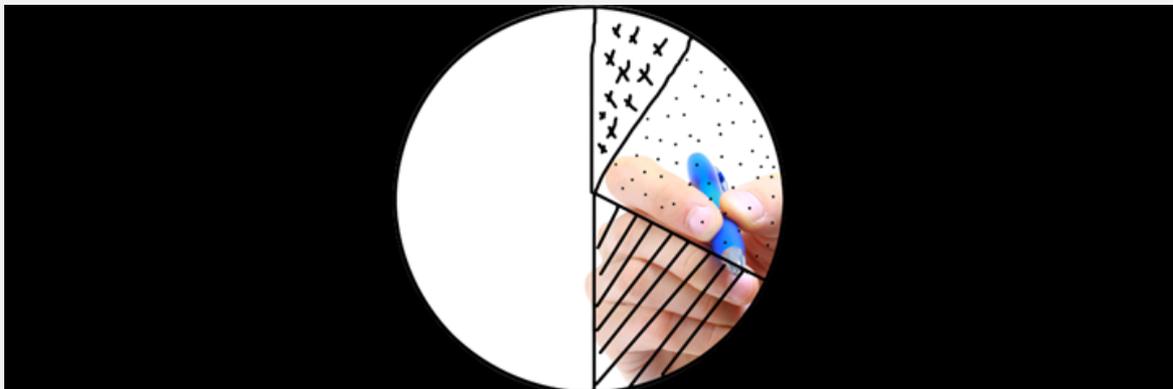
--

s36 [REDACTED]
D: [REDACTED]
--

Deloitte.

s36 **From:** Deloitte Higher Education Costing <HEcosting@deloitte.com.au>
Sent: Wednesday, 19 May 2021 11:01 AM
To: vice.chancellor@utas.edu.au
Cc: [REDACTED]@utas.edu.au
Subject: Transparency in Higher Education Expenditure 2021 | Transparent Costing Worksheet (data for 2019), Guidelines, and Supporting Statement

Deloitte.



Deloitte Access Economics

Dear Professor Rufus Black,

Please find attached the Transparent Costing Worksheet for use by your institution in the 2021 Transparency in Higher Education Expenditure costing exercise. In addition to this Excel-based Transparent Costing Worksheet, Deloitte Access Economics have also provided guidelines for the completion of the costing exercise. These guidelines, which have been developed in conjunction with the Universities Australia Reference Group, outline the guiding principles of the costing exercise and provide further clarification in relation to the scope of the data collection exercise and how to complete the Transparent Costing Worksheet.

For those institutions that participated in the 2019 costing exercise, there have been some minor revisions to the Guidelines and Transparent Costing Worksheet in response to both university feedback from the 2019 exercise and suggestions from the Universities Australia Reference Group. Overall, the structure of the Worksheet remains very similar to previous years.

Universities are also able to provide a supporting statement alongside the Transparent Costing Worksheet. Guidance regarding the type of content that can be included in the supporting statement is also attached.

Unlike previous exercises, the 2021 data collection exercise will collect two years of data, for both the 2019 and 2020 calendar years. **The attached Transparency Collection Worksheet is only for 2019 data.** The 2020 Transparency Costing Worksheet will be circulated in early June. We may also provide some additional questions for the supporting statement in relation to the impact of COVID-19 on costs in 2020 in June.

We are providing universities 12 weeks to complete the 2019 Transparent Costing Worksheet. **The final date for submission is Friday 6th August.** The 2020 Transparent Costing Worksheet (to be circulated later) will also be due on the same date.

Deloitte Access Economics would also like to set up a time to consult with your institution to discuss the approach you have taken to completing the Transparent Costing Worksheet and to help answer any questions you may have. We are seeking to complete these consultations over the period until **Friday 30th July**. We will be in touch to arrange a time for this shortly.

For newly participating universities, we will seek to arrange a face-to-face consultation where possible. For those universities who have previously participated, the consultation format can be face-to-face or videoconference as preferred. Deloitte Access Economics will send through more structured questions for the consultations when a time and date for each consultation has been confirmed. These consultations will be more valuable if your institution has attempted to fill out the Transparent Costing Worksheet before the consultation.

If universities have any queries in relation to the reconciliation items in the Transparent Costing Worksheet or the costing exercise more generally they can email HEcosting@deloitte.com.au.

Deloitte Access Economics looks forward to working with you on this important project over the coming weeks.

Kind regards

██████████
Associate Director | Deloitte Access Economics Pty Ltd
Grosvenor Place, 225 George Street
Sydney NSW 2000
D: ██████████ | M: ██████████
██████████@deloitte.com.au | www.deloitteaccessconomics.com.au

Deloitte.

Please consider the environment before printing.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail.

Liability limited by a scheme approved under Professional Standards Legislation.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail. Liability limited by a scheme approved under Professional Standards Legislation. Deloitte refers to one or more of Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited ("DTTL"). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the 'Deloitte' network of member firms (including those operating in Australia).

s36
s37

From: [Deloitte Higher Education Costing](#)
To: [REDACTED]
Cc: [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]
Subject: Transparency in Higher Education Costing - Consultation Discussion Guide 2023
Date: Tuesday, 28 March 2023 5:23:40 PM
Attachments: [image001.png](#)
[oledata.mso](#)

Dear university representatives,

As we are about to embark on consultations for the Transparency in Higher Education Expenditure 2021 & 2022 project, a short consultation guide has been developed to assist stakeholders to prepare.

Please find attached the Consultation Discussion Guide with some general guidance and some discussion questions to assist you and the team to make the best of the time during the scheduled discussions. The questions are a guide only and you'll be able to raise any other queries you may have.

If you have any other queries in the meantime please get in touch with us.

Kind regards,

s36
[REDACTED]

[REDACTED]
Senior Analyst | Deloitte Access Economics

s36
Pronouns: he/him

477 Collins St Melbourne VIC 3000

D: [REDACTED] M: [REDACTED]

[REDACTED] [@deloitte.com.au](mailto:[REDACTED]@deloitte.com.au) | www.deloitte.com.au

Deloitte.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail. Liability limited by a scheme approved under Professional Standards Legislation. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited ("DTTL"). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the 'Deloitte' network of member firms (including those operating in Australia).

s36

From: [REDACTED] on behalf of [Deloitte Higher Education Costing \(AU - National\)](#)
To: [Vice Chancellor](#)
Subject: Transparency in Higher Education Expenditure | University of Tasmania
Date: Monday, 6 August 2018 12:47:10 PM
Attachments: [Deloitte Access Economics-Letter-UTAS-20180806.pdf](#)

Dear Professor Rufus Black,

Please find attached a letter relating to your institution's participation in the 2018 Transparency in Higher Education Expenditure data collection exercise. The purpose of the letter is to provide more details on the timing and process for the data collection and further materials will be sent through shortly. Deloitte Access Economics looks forward to working with your institution on this important project.

Regards,

[REDACTED]

s36

Senior Economist | Deloitte Access Economics Pty Ltd
8 Brindabella Circuit, Canberra Airport, ACT 2609
D: [REDACTED] | M: [REDACTED]
[REDACTED]@deloitte.com | www.deloitte.com

Deloitte.
Access Economics

06 August 2018

Dear Professor Rufus Black

RE: Cost collection to support the *Transparency in higher education expenditure* project

As advised by the Australian Government Department of Education and Training ("the Department") in a communication to Vice Chancellors in June, Deloitte Access Economics has been engaged by the Department to collect data on the costs of delivering teaching and scholarship in higher education by public universities. Your institution has been selected by the Department for the 2018 collection.

The data collection aims include supporting the understanding of expenditure in higher education, and supporting the continued transition towards a comprehensive, systematic and streamlined ongoing data collection process.

The 2018 data collection will take place between 13 August and 21 September, and will comprise the following elements:

- The completion of an Excel-based cost data collection tool;
- The completion of an accompanying supporting statement regarding the cost data provided; and
- The conduct of a structured consultation to support completion of the tool.

You can expect further correspondence from us shortly regarding the process for each of these elements and the template for completion and guidelines will be sent to you before the 13th of August.

We will be working closely with you in order to support the collation and submission of cost data as required throughout the process, in recognition of the importance of consistency and rigour, and to ensure that the data collected reflects the unique circumstances of your institution. Under the terms of the agreement between Deloitte Access Economics and the Department, Deloitte Access Economics may only provide this data to the Department and Deloitte Access Economics may only use this data for the purpose of this project. Deloitte Access Economics is not permitted to share this data with any other parties without your permission.

We look forward to working with you, and thank you for your participation in this important project. Should you have any queries in the interim, please contact our team via HEcosting@deloitte.com.au or [REDACTED] at the Department of Education and Training via [REDACTED] [@education.gov.au](mailto:[REDACTED]@education.gov.au).

Yours sincerely

Deloitte Access Economics

s36

s36

From: [REDACTED] on behalf of [Deloitte Higher Education Costing \(AU - National\)](#)
To: [Vice Chancellor](#)
Subject: Transparency in Higher Education Expenditure | UTAS
Date: Monday, 13 August 2018 7:01:23 PM
Attachments: [REDACTED]

s37

Dear Professor Rufus Black,

Please find attached the Transparent Costing Worksheet for use by your institution in the 2018 Transparency in Higher Education Expenditure costing exercise. In addition to this Excel-based Transparent Costing Worksheet, Deloitte Access Economics have also provided guidelines for the completion of the costing exercise. These guidelines, which have been approved by the Universities Australia Reference Group, outline the guiding principles of the costing exercise and provide further clarification in relation to the scope of the data collection exercise and how to complete the Transparent Costing Worksheet.

Universities are also able to provide a supporting statement alongside the Transparent Costing Worksheet. Guidance regarding the type of content that can be included in the supporting statement is also attached.

Deloitte Access Economics would also like to set up a time to consult with your institution to discuss the approach you have taken to completing the Transparent Costing Worksheet and to help answer any questions you may have. We are seeking to complete these consultations between the 20th of August and mid-September. Please let us know if there are any preferred dates that work best for your institution during this time. Deloitte Access Economics will send through more structured questions for the consultations closer to the agreed date. These consultations will be more valuable if your institution has attempted to fill out the Transparent Costing Worksheet before the consultation.

Deloitte Access Economics looks forward to working with you on this important project over the coming weeks.

Regards,

[REDACTED]
Senior Economist | Deloitte Access Economics
8 Brindabella Circuit, Canberra Airport, ACT 2609
D: [REDACTED] | M: [REDACTED]
[REDACTED]@deloitte.com | www.deloitte.com

s36

Deloitte.
Access Economics

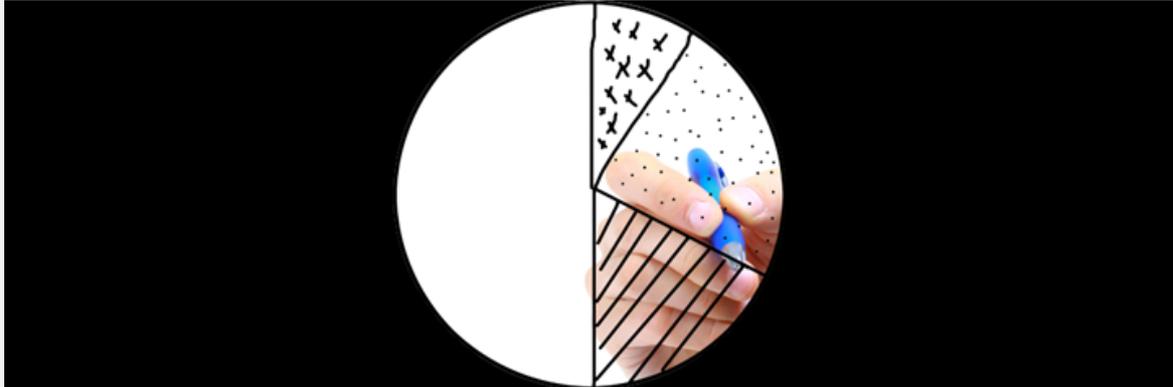
s36

From: [Deloitte Higher Education Costing](#)
To: [Vice Chancellor](#)
Cc: [Ben Rose](#); [REDACTED]; [Deloitte Higher Education Costing](#)
Subject: Transparency in Higher Education Expenditure 2019 | UTas
Date: Monday, 17 June 2019 3:30:04 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

s37



Deloitte.



Deloitte Access Economics

Dear Professor Rufus Black,

Please find attached the Transparent Costing Worksheet for use by your institution in the 2019 Transparency in Higher Education Expenditure costing exercise. In addition to this Excel-based Transparent Costing Worksheet, Deloitte Access Economics have also provided guidelines for the completion of the costing exercise. These guidelines, which have been approved by the Universities Australia Reference Group, outline the guiding principles of the costing exercise and provide further clarification in relation to the scope of the data collection exercise and how to complete the Transparent Costing Worksheet.

For those institutions that participated in the 2018 costing exercise, there have been some small revisions to the Guidelines and Transparent Costing Worksheet in response to both university feedback from the 2018 exercise and suggestions from the Universities Australia Reference Group.

Universities are also able to provide a supporting statement alongside the Transparent Costing Worksheet. Guidance regarding the type of content that can be included in the supporting statement is also attached.

As previously advised, we are providing universities six weeks to complete the Transparent Costing Worksheet. **The final date for submission is Tuesday 30 July.**

Deloitte Access Economics would also like to set up a time to consult with your institution to discuss the approach you have taken to completing the Transparent Costing Worksheet and to help answer any questions you may have. We are seeking to complete these consultations over the period until Friday 26 July. We will be in touch to arrange a time for this shortly.

For newly participating universities, we will seek to arrange a face-to-face consultation where possible. For those universities who have previously participated, the consultation format can be face-to-face or teleconference as preferred. Deloitte Access Economics will send through more structured questions for the consultations when a time and date for each consultation has been confirmed. These consultations will be more valuable if your institution has attempted to fill out the Transparent Costing Worksheet before the consultation.

At this time, not all universities have released their annual reports and universities have until the end of June to provide financial statements to the Department of Education and Training. The Transparent Costing Worksheet attached, therefore, does not have pre-filled expense data that would be used for reconciliation purposes. Once these data have been provided to Deloitte Access Economics by the Department, we will resend the Transparent Costing Worksheet with these updates. In the meantime, universities can continue to fill out the Transparent Costing Worksheet, since the reconciliation items should not affect the calculation of teaching and scholarship costs.

If universities have any queries in relation to the reconciliation items in the Transparent Costing Worksheet or the costing exercise more generally they can email HEcosting@deloitte.com.au.

Deloitte Access Economics looks forward to working with you on this important project over the coming weeks.

Kind regards

Associate Director | Deloitte Access Economics Pty Ltd
8 Brindabella Circuit, Brindabella Business Park
Canberra Airport ACT 2609
D: [REDACTED] | M: [REDACTED]
[REDACTED]@deloitte.com.au | www.deloitteaccessseconomics.com.au

Deloitte.

Please consider the environment before printing.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail.

Liability limited by a scheme approved under Professional Standards Legislation.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail. Liability limited by a scheme approved under Professional Standards Legislation. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited ("DTTL"). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the 'Deloitte' network of member firms (including those operating in Australia).

From: [REDACTED]
Cc: [Deloitte Higher Education Costing](#)
Subject: Transparency in Higher Education Expenditure 2019
Date: Thursday, 18 April 2019 7:25:12 AM
Attachments: [image003.png](#)
[image005.png](#)
[image007.png](#)
[image009.png](#)
[image011.png](#)

Thank you to those universities who participated in the 2018 Transparency in Higher Education Expenditure exercise. The following email provides information on the 2019 data collection exercise and expected dates. We are providing this information to all universities recognising that there are some universities who are not required to participate until 2020.

The Transparent Costing Worksheet and Guidelines for the 2019 Transparency in Higher Education Expenditure exercise are expected to be distributed to universities in late May or early June. The exact timing of the release will depend on when validated EFTSL data are available from the Department of Education and Training.

A number of minor changes designed to improve the functionality of the Worksheet and Guidelines are currently being made in consultation with the UA Reference Group. It is anticipated that the core structure of the Transparent Costing Worksheet will remain similar to 2018.

When the Transparent Costing Worksheets and Guidelines are distributed to universities in late May or early June, universities will be given at least **six weeks** to complete the Costing Worksheet and the optional Supporting Statement.

Deloitte Access Economics is also in the process of organising a one-day workshop for universities participating in the exercise for the first time in 2019. The purpose of this workshop is to assist in the completion of the Costing Worksheet by covering key concepts, issues and processes and will be held in mid-May. A separate email will be sent to new universities to identify the best date and venue for holding this workshop.

Please do not hesitate to get in contact if you need any further information.

Deloitte Access Economics looks forward to working with you on this important project over the coming months.

Kind regards,

[REDACTED]
 Economist | Deloitte Access Economics Pty Ltd
 8 Brindabella Circuit, Brindabella Business Park ACT 2609
 D: [REDACTED] | M: [REDACTED]
[@deloitte.com.au](#) | www.deloitte.com.au

Deloitte.



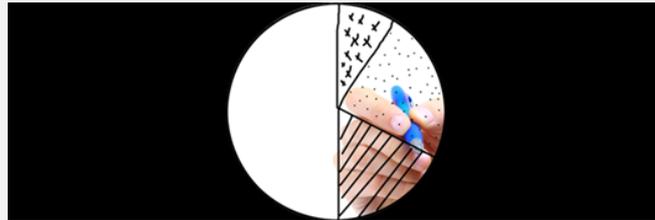
Please consider the environment before printing.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail. Liability limited by a scheme approved under Professional Standards Legislation. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited (“DTTL”). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Nothing in this e-mail, nor any related attachments or communications or services,

have any capacity to bind any other entity under the 'Deloitte' network of member firms (including those operating in Australia).

From: [Deloitte Higher Education Costing](#)
Subject: Transparency in Higher Education Expenditure 2021 | Further delay to the provision of and deadline for the Transparent Costing Worksheet for 2020 data
Date: Tuesday, 27 July 2021 5:03:10 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)

Deloitte.



Deloitte Access Economics

Due to further delays in processing the 2020 EFTSL data, the provision of the Transparent Costing Worksheet for 2020 data will be postponed until September. Noting this delay in circulation, Deloitte Access Economics is extending the deadline for the submission of the Transparent Costing Worksheet for 2020 data. Universities will have six weeks to complete and return the Transparent Costing Worksheet for 2020 data from the revised date of provision.

Universities may also submit the Transparent Costing Worksheet for 2019 data at the original due date (Friday 6 August) or alongside the revised due date for the Transparent Costing Worksheet for 2020 data.

As previously communicated, the Transparent Costing Worksheet for 2020 data will include an optional COVID-19 measures tab to quantify the impact of the pandemic on teaching and scholarship costs. Universities will also be given the opportunity to respond to more detailed questions relating to the impact of COVID-19 in the Supporting Statement.

We would like to apologise for any inconvenience caused by this delay. If universities have any queries in relation to the Transparent Costing Worksheet or the costing exercise more generally, they can email HEcosting@deloitte.com.au.

Kind regards

██████████
Associate Director | Deloitte Access Economics Pty Ltd
Grosvenor Place, 225 George Street
Sydney NSW 2000
D: ██████████ | M: ██████████
██████████@deloitte.com.au | www.deloitteaccessconomics.com.au

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail.

Liability limited by a scheme approved under Professional Standards Legislation.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities (collectively, the "Deloitte organisation"). DTTL (also referred to as "Deloitte Global") and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

s36

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail. Liability limited by a scheme approved under Professional Standards Legislation. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited ("DTTL"). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the 'Deloitte' network of member firms (including those operating in Australia).

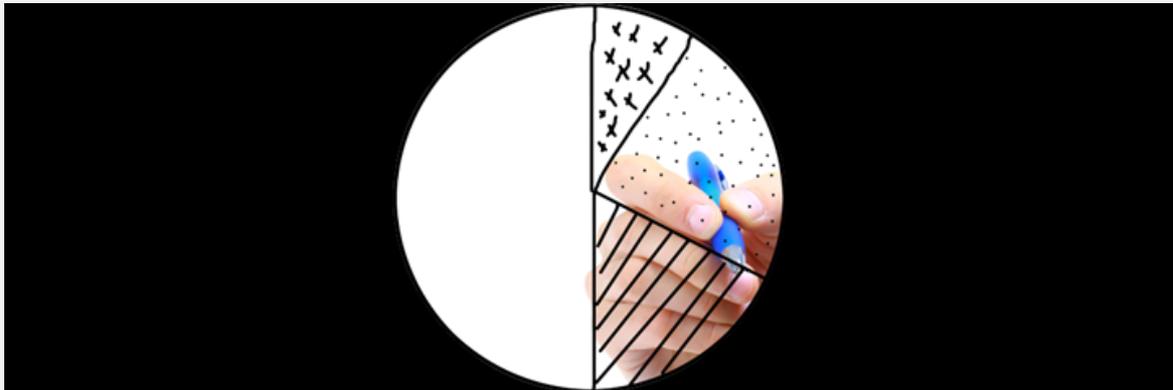
s36

From: [Deloitte Higher Education Costing](#)
To: [Vice Chancellor](#)
Cc: [Redacted]
Subject: Transparency in Higher Education Expenditure 2021 | Transparent Costing Worksheet (data for 2019), Guidelines, and Supporting Statement
Date: Wednesday, 19 May 2021 11:02:34 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

s37



Deloitte.



Deloitte
Access Economics

Dear Professor Rufus Black,

Please find attached the Transparent Costing Worksheet for use by your institution in the 2021 Transparency in Higher Education Expenditure costing exercise. In addition to this Excel-based Transparent Costing Worksheet, Deloitte Access Economics have also provided guidelines for the completion of the costing exercise. These guidelines, which have been developed in conjunction with the Universities Australia Reference Group, outline the guiding principles of the costing exercise and provide further clarification in relation to the scope of the data collection exercise and how to complete the Transparent Costing Worksheet.

For those institutions that participated in the 2019 costing exercise, there have been some minor revisions to the Guidelines and Transparent Costing Worksheet in response to both university feedback from the 2019 exercise and suggestions from the Universities Australia Reference Group. Overall, the structure of the Worksheet remains very similar to previous years.

Universities are also able to provide a supporting statement alongside the Transparent Costing Worksheet. Guidance regarding the type of content that can be included in the supporting statement is also attached.

Unlike previous exercises, the 2021 data collection exercise will collect two years of data, for both the 2019 and 2020 calendar years. **The attached Transparency Collection Worksheet is only for 2019 data.** The 2020 Transparency Costing Worksheet will be circulated in early June. We may also provide some additional questions for the supporting statement in relation to the impact of COVID-19 on costs in 2020 in June.

We are providing universities 12 weeks to complete the 2019 Transparent Costing Worksheet. **The final date for submission is Friday 6th August.** The 2020 Transparent Costing Worksheet (to be circulated later) will also be due on the same date.

Deloitte Access Economics would also like to set up a time to consult with your institution to discuss the approach you have taken to completing the Transparent Costing Worksheet and to help answer any questions you may have. We are seeking to complete these consultations over the period until **Friday 30th July**. We will be in touch to arrange a time for this shortly.

For newly participating universities, we will seek to arrange a face-to-face consultation where possible. For those universities who have previously participated, the consultation format can be face-to-face or videoconference as preferred. Deloitte Access Economics will send through more structured questions for the consultations when a time and date for each consultation has been confirmed. These consultations will be more valuable if your institution has attempted to fill out the Transparent Costing Worksheet before the consultation.

If universities have any queries in relation to the reconciliation items in the Transparent Costing Worksheet or the costing exercise more generally they can email HEcosting@deloitte.com.au.

Deloitte Access Economics looks forward to working with you on this important project over the coming weeks.

Kind regards

██████████
Associate Director | Deloitte Access Economics Pty Ltd
Grosvenor Place, 225 George Street
Sydney NSW 2000
D: ██████████ | M: ██████████
██████████@deloitte.com.au | www.deloitteaccessseconomics.com.au

Deloitte.

Please consider the environment before printing.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail.

Liability limited by a scheme approved under Professional Standards Legislation.

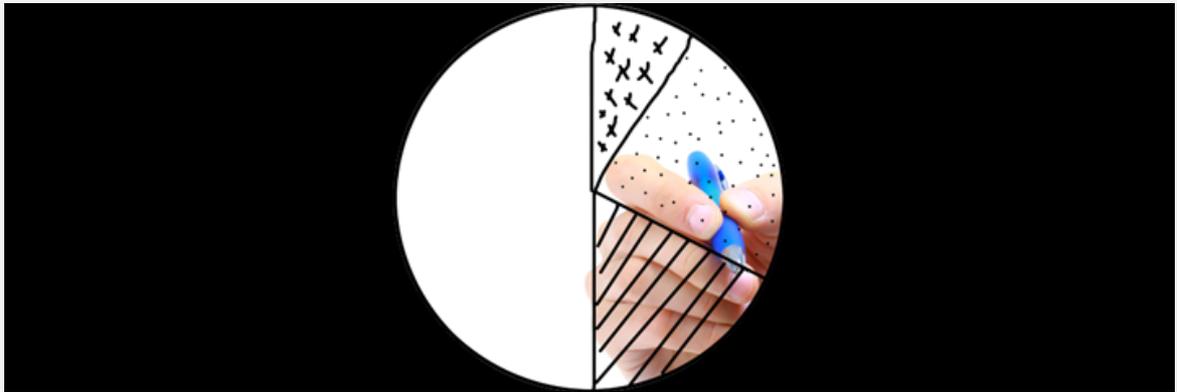
Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail. Liability limited by a scheme approved under Professional Standards Legislation. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited ("DTTL"). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the 'Deloitte' network of member firms (including those operating in Australia).

s36

From: [Deloitte Higher Education Costing](#)
To: [Vice Chancellor](#)
Cc: [Redacted]
Subject: Transparency in Higher Education Expenditure 2021 | Transparent Costing Worksheet (data for 2020), Guidelines, and Supporting Statement
Date: Friday, 17 December 2021 5:11:03 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

s37



Deloitte Access Economics

Dear Professor Rufus Black,

We appreciate your patience as we waited for the 2020 EFTSL to be provided.

Please find attached the Transparent Costing Worksheet for use by your institution in the 2021 Transparency in Higher Education Expenditure costing exercise. In addition to this Excel-based Transparent Costing Worksheet, Deloitte Access Economics have also provided guidelines for the completion of the costing exercise. These guidelines, which have been developed in conjunction with the Universities Australia Reference Group, outline the guiding principles of the costing exercise and provide further clarification in relation to the scope of the data collection exercise and how to complete the Transparent Costing Worksheet.

Universities are also able to provide a supporting statement alongside the Transparent Costing Worksheet. Guidance regarding the type of content that can be included in the supporting statement is also attached.

Unlike previous exercises, the 2021 data collection exercise will collect two years of data, for both the 2019 and 2020 calendar years. **The attached Transparency Collection Worksheet is only for 2020 data.** The 2019 Transparency Costing Worksheet was circulated earlier in 2021.

We realise that the template is being provided to you at a time where many university staff may be on holidays so have increased the submission time from 6 weeks to 8 weeks to provide more time to complete the 2020 template. **The final date for submission is Friday 18th February 2022.** The 2019 Transparent Costing Worksheet (already circulated) will also be due on the same date.

If universities have any queries in relation to the reconciliation items in the Transparent Costing Worksheet or the costing exercise more generally they can email HEcosting@deloitte.com.au.

Deloitte Access Economics looks forward to working with you on this important project over the coming weeks.

Kind regards

[Redacted]
 Director | Deloitte Access Economics Pty Ltd
 Grosvenor Place, 225 George Street
 Sydney NSW 2000
 D: [Redacted] | M: [Redacted]
[\[Redacted\]@deloitte.com.au](mailto:[Redacted]@deloitte.com.au) | www.deloitteaccessconomics.com.au

s36

Please consider the environment before printing.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail.

Liability limited by a scheme approved under Professional Standards Legislation.

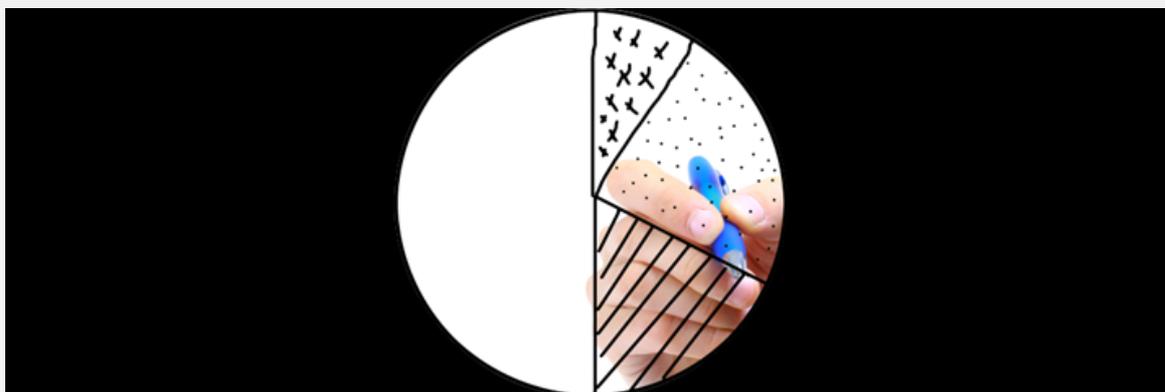
Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail. Liability limited by a scheme approved under Professional Standards Legislation. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited ("DTTL"). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the 'Deloitte' network of member firms (including those operating in Australia).

s36
From: [Deloitte Higher Education Costing](#)
To: [Vice Chancellor](#)
Cc: [REDACTED]
Subject: Transparency in Higher Education Expenditure 2023 | Transparent Costing Worksheet (data for 2021) EFTSL, Guidelines, and Supporting Statement
Date: Friday, 10 March 2023 6:18:15 PM
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

s37





Deloitte Access Economics

Dear Professor Rufus Black,

Please find attached the Transparent Costing Worksheet for use by your institution in the 2023 Transparency in Higher Education Expenditure costing exercise. In addition to this Excel-based Transparent Costing Worksheet, Deloitte Access Economics have also provided guidelines for the completion of the costing exercise. These guidelines, which have been developed in conjunction with the Universities Australia Reference Group, outline the guiding principles of the costing exercise and provide further clarification in relation to the scope of the data collection exercise and how to complete the Transparent Costing Worksheet.

Universities are also able to provide a supporting statement alongside the Transparent Costing Worksheet. Guidance regarding the type of content that can be included in the supporting statement is also attached.

The 2023 data collection exercise will collect two years of data, for both the 2021 and 2022 calendar years. **The attached Transparent Collection Worksheet is for 2021 data only.** The Transparent Costing Worksheet for 2022 data will not be circulated until validated EFTSL data is available later in 2023.

Universities will be given a six week period to complete the Transparent Costing Worksheet. **The final date for submission is Friday 21 April 2023.**

An optional workshop will be held in March 2023 to assist in the completion of the Costing Worksheet by covering key concepts, issues and processes. This workshop will be beneficial for universities with staff that are completing the Transparent Costing Worksheet for the first time.

Deloitte Access Economics would also like to set up a time to consult with your institution to discuss the approach you have taken to completing the Transparent Costing Worksheet and to help answer any questions you may have. We will be in touch to arrange a time for this shortly.

If universities have any queries in relation to the reconciliation items in the Transparent Costing Worksheet or the costing exercise more generally they can email HEcosting@deloitte.com.au.

Deloitte Access Economics looks forward to working with you on this important project over the coming weeks.

Kind regards

s36
[REDACTED]
Director | Deloitte Access Economics Pty Ltd
Grosvenor Place, 225 George Street
Sydney NSW 2000
D: [REDACTED] | M: [REDACTED]
[REDACTED]@deloitte.com.au | www.deloitteaccessseconomics.com.au



Please consider the environment before printing.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail.

Liability limited by a scheme approved under Professional Standards Legislation.

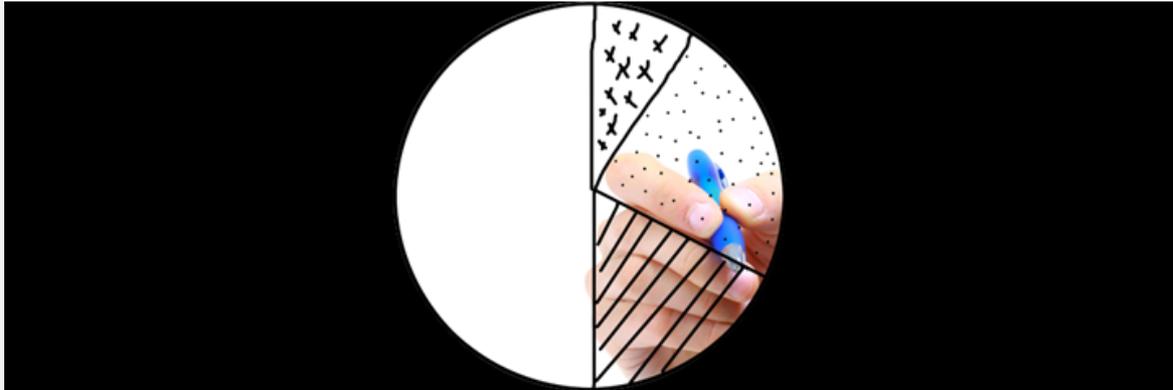
Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail. Liability limited by a scheme approved under Professional Standards Legislation. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited ("DTTL"). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the 'Deloitte' network of member firms (including those operating in Australia).

From: [Deloitte Higher Education Costing](#)
To: [Vice Chancellor](#)
Cc: [Ben Rose](#); [REDACTED]
Subject: Transparency in Higher Education Expenditure 2024 | Updated Transparent Costing Worksheet (data for 2022)
Date: Thursday, 15 February 2024 8:27:33 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)

s36

s37



Deloitte Access Economics

Dear Professor Rufus Black,

Several universities have advised Deloitte that some of the total cost cells were hardcoded in the Transparency Costing Worksheet sent to universities on the 9th February. In previous years, these cells have been structured as formulas that automatically calculate total costs by FoE.

Attached is an updated Transparency Costing Worksheet which will automatically calculate totals. Universities are requested to please use this version in their submission.

We apologise for any inconvenience this may have caused and thank those who brought this to our attention. If universities have any queries in relation to the Transparent Costing Worksheet they can email HEcosting@deloitte.com.au

Kind regards

[REDACTED]
Director | Deloitte Access Economics Pty Ltd
Grosvenor Place, 225 George Street
Sydney NSW 2000
D: [REDACTED] | M: [REDACTED]
[REDACTED]@deloitte.com.au | www.deloitteaccesseconomics.com.au

s36

Deloitte.

Please consider the environment before printing.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail.

Liability limited by a scheme approved under Professional Standards Legislation.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail. Liability limited by a scheme approved under Professional Standards Legislation. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited ("DTTL"). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Nothing in this e-mail, nor any

related attachments or communications or services, have any capacity to bind any other entity under the 'Deloitte' network of member firms (including those operating in Australia).

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting

Meeting ID:

Passcode:

Download Teams

Or call in (audio only)

Australia, Sydney

Phone Conference ID:

Find a local number

Learn More

outside
of scope

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail. Liability limited by a scheme approved under Professional Standards Legislation. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited ("DTTL"). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see [www.deloitte.com/about <https://protect-au.mimecast.com/s/-asLC3Q870Up4nPpDcE-Co6?domain=deloitte.com>](https://protect-au.mimecast.com/s/-asLC3Q870Up4nPpDcE-Co6?domain=deloitte.com) to learn more. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the 'Deloitte' network of member firms (including those operating in Australia).

From: [Alison Watkins](#)
To: [Rufus Black](#)
Subject: Fw: Briefing Note- Conflict of Interest
Date: Saturday, 24 May 2025 12:46:23 AM
Attachments: [image001.png](#)
[Conflict of interest- Chancellor"s BN Final.docx](#)

outside
of scope

Rufus, [REDACTED] I hope you are well.

I am conscious of handling your NED appointment positively and am assuming from Sally's note below this is imminent- congratulations!

My thinking is to

- update the Deputy Chancellors over the weekend via the note below
- Prepare a note from me to the Council to be sent say by mid next week advising them and addressing the various questions they would likely have

Does this sound sensible to you?

Also is Kate H aware and will you ensure we have a reactive statement in case there are any stakeholder questions.

Alison

Draft note to DCs

Colleagues, a few weeks back Rufus raised with us the possibility of him taking on an NED appointment with Deloitte which we discussed and felt would complement his role of Vice Chancellor and benefit the University. As well as professional development and stimulation for our VC we noted the national and global perspectives and networks it would provide, as well as access to organisational and governance best practices. We felt an unlisted NED time commitment would be very manageable especially given Rufus' external defence commitment has now ceased.

This appointment is now at a stage where Rufus has been confirmed by Deloitte as their preferred candidate and an announcement is proposed for early June.

It is important we advise Council prior to any announcement and give them confidence that we have considered the range of potential questions, such as

- time commitment
- conflicts (existing and future)
- remuneration
- possible adverse stakeholder reactions
- benefits to the University

I propose advising Council via a note next week which will address these matters and invite anyone to contact me if they'd like to discuss further.

Please let me know if you have any feedback to this approach.

Alison

Get [Outlook for iOS](#)

From: Sally Paynter [REDACTED]
Sent: Friday, May 23, 2025 6:49:53 AM
To: Alison Watkins [REDACTED]
Subject: Briefing Note- Conflict of Interest

Hello Alison
I hope you're well.

Apologies for bothering you but I was hopeful you could review the attached briefing note regarding the Vice-Chancellor and if you could indicate if you are happy to support his appointment and the proposed management plan to support this.

Once you are satisfied with the plan and agree to Rufus' appointment, I will undertake the various actions as outlined in the brief.

Sally

Sally Paynter
University Secretary

Office of the Chancellor and Vice-Chancellor
University of Tasmania
p. 6226 2510
m [REDACTED]
utas.edu.au

s36

Please refer to the [DVC Resources](#) intranet page for current versions of the templates for committee papers, presentations, briefings and correspondence.

UNIVERSITY of
TASMANIA 

CRICOS 00586B

WORKPLACE FLEXIBILITY – The University of Tasmania supports flexible working arrangements. If you receive an email from me outside of standard business hours, it is not my expectation that you will read or reply to it at that time.

This email is confidential, and is for the intended recipient only. Access, disclosure, copying, distribution, or reliance on any of it by anyone outside the intended recipient organisation is prohibited and may be a criminal offence. Please delete if obtained in error and email confirmation to the sender. The views expressed in this email are not necessarily the views of the University of Tasmania, unless clearly intended otherwise.

BRIEFING NOTE FOR THE CHANCELLOR

**SUBJECT: APPOINTMENT AND CONFLICT OF INTEREST
MANAGEMENT**

FROM: University Secretary

CRITICAL DATE: 30 May 2025

RECOMMENDATION:

That the Chancellor:

- Agree the proposed appointment of the Vice-Chancellor to the role of external Board member of the Deloitte Board.
- Note the resulting potential conflict of interest.
- Approve the management plan and associated actions to monitor and limit the risk.

RATIONALE:

Situation (Context):

- In March 2025, the Vice-Chancellor approached the Council Executive (Chancellor and Deputy Chancellors) to seek their input and gage their level of support for applying for the position of Non-Executive Member of the Deloitte Board.
- Following consideration of a variety of potential issues identified, including consideration of the remuneration for this role, Council Executive expressed support for the Vice-Chancellor pursuing the opportunity.
- Subject to the agreement of the Chancellor, the Vice-Chancellor will be appointed as an external Board member of Deloitte Board on or about 30 May 2025 for a three-year term.
- The Vice-Chancellor advised the University Secretary and the Chancellor of the prospective appointment on 22 May and 23 May 2025, respectively.
- The Deloitte Board intends to announce the appointment in the week commencing 2 June 2005.

Complication (Reason a decision is needed):

- The University currently utilise Deloitte for management of the payroll system. This is unavoidable as there are currently no other providers in the market who specialise in PeopleSoft.
- As a member of the Deloitte Board, the Vice-Chancellor would have a potential conflict of interest and will have an actual conflict of interest in circumstances where he was involved in any ongoing negotiations for current contractual arrangements and/or decisions around engaging Deloitte for any other programs of work. His role does not involve him in the selection of providers for these services or negotiation of these contracts.

**ALISON WATKINS
CHANCELLOR**

APPROVED/NOT APPROVED

DATE:

- Should the Deloitte seek to supply other services to the University and/or the University engage Deloitte, potential conflicts could also arise.

Resolution Recommended decision(s):

- The Chancellor to advise the Deputy-Chancellors of the proposed appointment.
- The Chancellor agrees to the appointment of the Vice-Chancellor as a non-executive director of the Deloitte Board.
- The University is committed to ensuring transparency around conflicts and seeks to protect both the individual and the University against adverse risks from actual, perceived or potential conflicts.
- As per the University's *Conflict of Interest and Gifts and Benefits Declaration Procedure* all conflicts of interest must be identified, declared, monitored and effectively managed.
- A management plan has been established for the Vice-Chancellor's conflict which includes the actions and restrictions put in place to manage and mitigate the potential conflicts of interest. These include:
 - **Registering** the conflict formally by lodging a conflict-of-interest declaration form as per the Procedure.
 - **Restrict** the Vice-Chancellor's involvement in any matters relating to the procurement of Deloitte's services should this arise. The Vice-Chancellor can be effectively separated from parts of the activity or process, including contract negotiations or approvals, when this situation arises in the future.
- The potential conflict will also be managed through the Vice-Chancellor's role on University Council. As per the *University of Tasmania Act 1992*, Council members must exercise duties and make decisions free from conflicts of interest. Council members external interests are captured in a Register of Interests that is maintained by the University Secretary and published with every agenda of Council and for each Council committee. The Vice-Chancellor's new interest has been added to the register.
- It is also recommended that University Council is advised of the appointment and timing and the management plan and associated actions relating to the potential conflict.

CONSULTATION:

- Vice-Chancellor
- Deputy Vice-Chancellor, Students and Support
- Chief People Officer
- Executive Director, Strategic Communications

AUTHORITY TO APPROVE:

- As per the *Conflict of Interest and Gifts and Benefits Declaration Procedure* the proposed management plan must be provided to the individuals supervisor or appropriate person for discussion and approval. In this situation the Chancellor is the appropriate person.

ATTACHMENTS:

- N/A

Prepared by:
Position Title:

Sally Paynter
University Secretary

From: [Rufus Black](#)
To: [Alison Watkins](#)
Subject: Note to Council
Date: Sunday, 25 May 2025 10:03:25 AM

Hello Alison,
Thank you for the conversation yesterday. Based on our conversation I have drafted the possible email for you to send to Council members.

outside
of scope

[Redacted]

Kind regards
Rufus

[Redacted]

[Redacted]

s35

[Redacted]

[Redacted]

[Redacted]

From: [Rufus Black](#)
To: [Alison Watkins](#)
Subject: Re: Briefing Note- Conflict of Interest
Date: Saturday, 24 May 2025 10:01:13 AM
Attachments: [image001.png](#)

Hello Alison,

I am well thank you. [REDACTED]

outside
of scope

I am sorry to disturb it with this. That the NED process has gone well and I have really enjoyed meeting their board members and CEO in the process. Those conversations have confirmed for me that I think I will get a lot out the role and enjoy it. Thank you for looking at the briefing and for the proposed way forward. Your approach sounds very good. The note the DC looks good.

The one things is on the Rem question because I don't think we finalised the approach. I had suggested the pay cut. [REDACTED] had suggested we needed to think carefully about that and he wasn't sure it was a good idea. I talked with [REDACTED] about it to get her advice. Interestingly, she didn't think that was appropriate given the amount of time I devote to the university role and that no amount of pay cut would satisfy critics. I am hoping we get a sector wide agreement to reduce VC pay in the next 12 months, which taking a cut now could complicate a bit, which I think was also part of [REDACTED] concern. You are very good judge of these matters what is your sense of the right approach?

s36

s36

s36

I did talk with Kate about it a few weeks ago as part of testing the idea. She was supportive and will be able to work with [REDACTED] on a reactive statement.

s36

Many thanks
Rufus

On 24 May 2025, at 12:46 am, Alison Watkins [REDACTED] wrote:

s36

Rufus, [REDACTED] I hope you are well.
I am conscious of handling your NED appointment positively and am assuming from Sally's note below this is imminent- congratulations!
My thinking is to

outside
of scope

- update the Deputy Chancellors over the weekend via the note below
- Prepare a note from me to the Council to be sent say by mid next week advising them and addressing the various questions they would likely have

Does this sound sensible to you?

Also is Kate H aware and will you ensure we have a reactive statement in case there are any stakeholder questions.

Alison

Draft note to DCs

Colleagues, a few weeks back Rufus raised with us the possibility of him taking on an NED appointment with Deloitte which we discussed and felt would complement his role of Vice Chancellor and benefit the University. As well as professional development and stimulation for our VC we noted the national and global perspectives and networks it would provide, as well as access to organisational and governance best practices. We felt an unlisted NED time commitment would be very manageable especially given Rufus' external defence commitment has now ceased.

This appointment is now at a stage where Rufus has been confirmed by Deloitte as their preferred candidate and an announcement is proposed for early June.

It is important we advise Council prior to any announcement and give them confidence that we have considered the range of potential questions, such as

- time commitment
- conflicts (existing and future)
- remuneration
- possible adverse stakeholder reactions
- benefits to the University

I propose advising Council via a note next week which will address these matters and invite anyone to contact me if they'd like to discuss further.

Please let me know if you have any feedback to this approach.

Alison

Get [Outlook for iOS](#)

s36

From: Sally Paynter [REDACTED]

Sent: Friday, May 23, 2025 6:49:53 AM

s36

To: Alison Watkins [REDACTED]

Subject: Briefing Note- Conflict of Interest

Hello Alison

I hope you're well.

Apologies for bothering you but I was hopeful you could review the attached briefing note regarding the Vice-Chancellor and if you could indicate if you are happy to support his appointment and the proposed management plan to support this.

Once you are satisfied with the plan and agree to Rufus' appointment, I will undertake the various actions as outlined in the brief.

Sally

Sally Paynter
University Secretary

Office of the Chancellor and Vice-Chancellor
University of Tasmania
p. 6226 2510
m. [REDACTED]
utas.edu.au

Please refer to the [DVC Resources](#) intranet page for current versions of the templates for committee papers, presentations, briefings and correspondence.

<image001.png>

CRICOS 00586B

WORKPLACE FLEXIBILITY – The University of Tasmania supports flexible working arrangements. If you receive an email from me outside of standard business hours, it is not my expectation that you will read or reply to it at that time.

This email is confidential, and is for the intended recipient only. Access, disclosure, copying, distribution, or reliance on any of it by anyone outside the intended recipient organisation is prohibited and may be a criminal offence. Please delete if obtained in error and email confirmation to the sender. The views expressed in this email are not necessarily the views of the University of Tasmania, unless clearly intended otherwise.

<Conflict of interest- Chancellor's BN Final.docx>

From: [Rufus Black](#)
To: [Alison Watkins](#)
Subject: RE: Deloitte
Date: Tuesday, 3 June 2025 5:04:00 PM

Alison,

That is great to hear. It would be good to catch-up. I will get us some time organised.

outside
of scope

[REDACTED]
Rufus

Rufus Black

e. rufus.black@utas.edu.au

s36

p. [REDACTED]

w. utas.edu.au



s36

From: Alison Watkins [REDACTED]

Sent: Tuesday, 3 June 2025 4:05 PM

To: Rufus Black <rufus.black@utas.edu.au>

Subject: Re: Deloitte

outside
of scope

Rufus [REDACTED] It would be good to speak if you have time this week.

s36

Thanks for the update, no one has raised any objections. [REDACTED] has made some useful suggestions which I planned to discuss with you and the DCs.

Look forward to catching up - will leave with you to suggest times.

Alison

Get [Outlook for iOS](#)

From: Rufus Black <rufus.black@utas.edu.au>

Sent: Tuesday, June 3, 2025 9:43 am

s36

To: Alison Watkins [REDACTED]

Subject: Deloitte

outside
of scope

Alison,
[REDACTED]

I just thought I would check-in on the Deloitte opportunity to see if there was any feedback. [REDACTED]

s36 and
s37

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Kind regards

Rufus

Rufus Black

e. rufus.black@utas.edu.au

p. [REDACTED]

w. utas.edu.au

s36



This email is confidential, and is for the intended recipient only. Access, disclosure, copying, distribution, or reliance on any of it by anyone outside the intended recipient organisation is prohibited and may be a criminal offence. Please delete if obtained in error and email confirmation to the sender. The views expressed in this email are not necessarily the views of the University of Tasmania, unless clearly intended otherwise.

From: [James Groom](#)
To: [Alison Watkins](#)
Cc: [Alicia Leis](#); [Ms Sheree Vertigan](#); [Rufus Black](#)
Subject: Re: Vice Chancellor NED appointment proposed next steps
Date: Saturday, 24 May 2025 8:34:02 PM

I agree with your proposed approach Alison and also with your view on the rem point.

Regards
James
Sent from my iPhone

s36

On 24 May 2025, at 7:46 pm, Alison Watkins  wrote:

Colleagues, a few weeks back Rufus raised with us the possibility of him taking on an NED appointment with Deloitte which we discussed and felt would complement his role of Vice Chancellor and benefit the University. As well as professional development and stimulation for our VC we noted the national and global perspectives and networks it would provide, as well as access to organisational and governance best practices. We felt an unlisted NED time commitment would be very manageable especially given Rufus' external defence commitment has now ceased.

This appointment is now at a stage where Rufus has been confirmed by Deloitte as their preferred candidate and an announcement is proposed for early June.

It is important we advise Council prior to any announcement and give them confidence that we have considered the range of potential questions, such as

- time commitment
- conflicts (existing and future)
- response to possible adverse stakeholder reactions
- benefits to the University

I propose advising Council via a note next week which will address these matters and invite anyone to contact me if they'd like to discuss further. Regarding remuneration for the role I have discussed further with Rufus and know he's sought other input. It's my view there should not be any change to his VC rem. There is no compromise to his ability to perform the VC role in this additional responsibility he is assuming.

Please let me know if you have any feedback to this approach.

Alison

Get [Outlook for iOS](#)

From: [Sheree Vertigan](#)
To: [Alison Watkins](#); [Mr James Groom](#); [Alicia Leis](#)
Cc: [Rufus Black](#)
Subject: Re: Vice Chancellor NED appointment proposed next steps
Date: Saturday, 24 May 2025 9:20:35 PM

Hi Alison

Thank you for the update.

I support the proposed approach for notifying Council Members and agree with your comments about remuneration – he will still have the same VC responsibilities.

Kind regards

Sheree

s36 **From:** Alison Watkins [REDACTED]
Date: Saturday, 24 May 2025 at 7:46 pm
s36 **To:** Mr James Groom [REDACTED], Alicia Leis
[REDACTED], Sheree Vertigan [REDACTED]
Cc: Rufus Black <rufus.black@utas.edu.au>
Subject: Vice Chancellor NED appointment proposed next steps

Colleagues, a few weeks back Rufus raised with us the possibility of him taking on an NED appointment with Deloitte which we discussed and felt would complement his role of Vice Chancellor and benefit the University. As well as professional development and stimulation for our VC we noted the national and global perspectives and networks it would provide, as well as access to organisational and governance best practices. We felt an unlisted NED time commitment would be very manageable especially given Rufus' external defence commitment has now ceased.

This appointment is now at a stage where Rufus has been confirmed by Deloitte as their preferred candidate and an announcement is proposed for early June.

It is important we advise Council prior to any announcement and give them confidence that we have considered the range of potential questions, such as

- time commitment
- conflicts (existing and future)
- response to possible adverse stakeholder reactions
- benefits to the University

I propose advising Council via a note next week which will address these matters and invite anyone to contact me if they'd like to discuss further.

Regarding remuneration for the role I have discussed further with Rufus and know he's sought other input. It's my view there should not be any change to his VC rem. There is no compromise to his ability to perform the VC role in this additional responsibility he is assuming.

Please let me know if you have any feedback to this approach.

Alison

Get [Outlook for iOS](#)

From: [Chancellor](#)
To: [Aidan Davison](#); [Alicia Leis](#); [Alison Watkins](#); [Alison Watkins](#); [Chancellor](#); [Garreth Dent](#); [James Warner Groom](#); [Karina Groenewoud](#); [Kristyn Harman](#); [Peter Dawkins](#); [Rufus Black](#); [Sarah-Jayne Hall](#); [Sheree Vertigan](#); ["Sheree Vertigan"](#); [svertigan](#); [Tania Price](#); [Tara Howell](#); [Tara Howell](#)
Subject: Vice-Chancellor's Non-Executive Director appointment
Date: Monday, 26 May 2025 4:31:14 PM
Attachments: [image001.png](#)

Colleagues,

Rufus was recently approached about the possibility of being a Non-Executive Director with Deloitte and sought my input as to whether this would be something Council would be comfortable with.

The Deputy Chancellors and I have discussed the considerations associated with such an appointment and concluded there are positive benefits for the University. As well as providing Rufus valuable professional development, the role will give him access to organisational and governance best practices, economic insights, and strategic perspectives on many of the sectors we serve. We felt an unlisted NED time commitment would be very manageable, noting Rufus' external Department of Defence commitment has now ceased which involved a similar time commitment. There is remuneration attached to the position, which we were comfortable was appropriate given it is for work and accountability additional to his tasks as Vice-Chancellor. Any potential conflicts will be managed through a clear declaration of interests and Rufus not being involved in any decisions about commercial arrangements with Deloitte.

There is a possibility that some may take a negative view of the appointment. We will have a clear message from me if that occurs, the essence of which would be 'Rufus is very well respected leader in our national community and has contributed to other organisations in a range of ways through his tenure. We see this as another valuable opportunity that is beneficial to the University and compatible with his role.'

Deloitte have now confirmed that Rufus is a preferred candidate and would like to announce shortly.

Please don't hesitate to contact me if you have any questions you'd like discuss.

Kind regards

Alison

Alison Watkins
Chancellor

Office of the Chancellor and Vice-Chancellor
University of Tasmania

Admin Building | Private Bag 51
Hobart TAS 7001
utas.edu.au



CRICOS 00586B

WORKPLACE FLEXIBILITY – The University of Tasmania supports flexible working arrangements. If you receive an email from me outside of standard business hours, it is not my expectation that you will read or reply to it at that time.

University of Tasmania Electronic Communications Policy (December, 2014).

This email is confidential, and is for the intended recipient only. Access, disclosure, copying, distribution, or reliance on any of it by anyone outside the intended recipient organisation is prohibited and may be a criminal offence. Please delete if obtained in error and email confirmation to the sender. The views expressed in this email are not necessarily the views of the University of Tasmania, unless clearly intended otherwise.

s36

From: [REDACTED]
To: [Rufus Black](#)
Subject: Deloitte Executive Event - Wednesday 29th November, Crowne Plaza 6pm
Date: Monday, 27 November 2023 3:04:01 PM
Attachments: [image001.png](#)
[image002.png](#)

Rufus

Just in case you did not receive our invitation to our Executive Event this Wednesday, I have included details below.

To finalise numbers we are seeking responses today please.

We hope to see you at our exclusive networking event.

RSVP link is <https://content.deloitte.com.au/au-ps-tasexecutive2023-rego-event-06112023>

s36

Any questions please do not hesitate to contact myself or [REDACTED]

[@deloitte.com.au](#)

Thank you

I would like to extend an exclusive invitation to the **Tasmanian Executive Event** – an evening that brings together the leaders of Tasmania's top organisations.

We are delighted to announce that the night will feature a keynote address from **Premier Jeremy Rockliff**, and we are thrilled to welcome the CEO of **Deloitte Australia**, **Mr. Adam Powick**, and the members of the Deloitte Australia Board.



Jeremy Rockliff
Premier of Tasmania



Adam Powick
CEO of Deloitte Australia

We sincerely hope that you can join us.

Kind regards,

[REDACTED]
Managing Partner, Deloitte Tasmania

s36



Worldwide Olympic and Paralympic Partner

This e-mail and any attachments to it are confidential. You must not use, disclose or act on

the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail. Liability limited by a scheme approved under Professional Standards Legislation. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited (“DTTL”). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the ‘Deloitte’ network of member firms (including those operating in Australia).

From: [Redacted]
To: [Jane Beaumont](#); [Rufus Black](#)
Cc: [Redacted]
Subject: Deloitte study - alignment of strategy and risk appetite
Date: Friday, 2 October 2020 3:44:42 PM
Attachments: [image011.png](#)
[image012.png](#)
[image013.png](#)
[image014.png](#)
[image015.png](#)

Dear Rufus and Jane

The current health and economic crisis has impacted every organisation in Australia, accelerated known disruptors and introduced new ones. Deloitte aims to support these organisations as they respond to, recover from, and most importantly set plans to thrive in the world which emerges. Our view is that organisations who can clearly articulate their risk appetite, and embed the consideration of risk appetite into strategic decision making processes, will be the ones most likely to realise their objectives and plans.

To give you and your organisation greater confidence to thrive, Deloitte Australia is performing a study to understand how organisations are approaching, and gaining value from aligning their strategy and risk appetite. To ensure the validity and depth of the study, we aim to interview 100+ Directors, and first, second and third line executives from Australia’s largest and most influential organisations to gain their insights on this important topic.

We therefore warmly request your participation in an interview where we will explore the following questions:

- How do you define and apply the concept of risk appetite?
- How have you considered risk appetite in responding to the crisis?
- How will you evolve your risk appetite to thrive post the crisis?
- How do you identify emerging risks and align your response to your risk appetite?
- Does the reporting you receive enable you to govern performance within your risk appetite?
- How does your definition of risk appetite influence your organisation’s culture?
- What does best practice design and use of risk appetite look like to you?

The outcomes of this confidential interview will be used to produce an Australian point of view and tailored insights for the University of Tasmania. We intend to socialise the results of the survey and our point of view later this year.

Please let me know if you are interested in participating in an interview in the coming weeks and receiving a tailored set of insights later this year. We anticipate the interview would take 30-45 minutes. If so, my PA ([Redacted]) will assist in setting up a meeting at a time that suits you.

I look forward to hearing from you soon, please do not hesitate to call me on [Redacted] if you would like to discuss further.

Regards

[Redacted]

Partner | Risk Advisory

s36

Deloitte Touche Tohmatsu
Level 8, 22 Elizabeth Street Hobart, TAS 7000
D: [REDACTED] | M: [REDACTED]
[REDACTED]@deloitte.com.au | www.deloitte.com.au

Deloitte.



--

Please consider the environment before printing.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail. Liability limited by a scheme approved under Professional Standards Legislation. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited (“DTTL”). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the ‘Deloitte’ network of member firms (including those operating in Australia).

From: [REDACTED]
To: [Kufus Black](#)
Subject: Higher Education Summit 2019 highlights
Date: Wednesday, 4 September 2019 12:16:26 PM

If you are having trouble reading this email, [read the online version](#).

Deloitte Australia



Higher Education Summit 2019

Summit highlights

Dear Rufus,

It was our pleasure to be a key part of the recent Australian Financial Review Higher Education Summit on 27-28 August in Brisbane. The two fact-filled days were characterised by thought provoking and robust discussions that contribute to shaping the future of higher education in Australia.

The major takeaways were to consider the opportunities that collaborations and partnerships offer to enhancing the impact and value of higher education to our students, employers, our institutions, and our system.

We were delighted that the Minister for Education, the Honourable Dan Tehan MP, was able to join us at the Summit, along with many of the Vice Chancellors of our Australian universities, executives and managers, policy makers, think tanks, peak bodies, and an inspirational session with the co-founder of Year13.

We attach a high level glimpse of highlights from most of the sessions of the two days in illustration form from our graphic artist.

[Read our highlights](#)

We will shortly release a new report *Where to next? Beyond the Skills gap* which looks at the attitudes of post-bachelor workers towards formal learning and the factors influencing the choice of a course or an education provider. You can pre-register to receive the report [here](#).

Kindest regards,

[Redacted signature]

Deloitte Australia

s36



[Deloitte Touche Tohmatsu](#)

Grosvenor Place
225 George Street
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.
Member of Deloitte Asia Pacific Limited and the Deloitte Network.

From: [Redacted]
To: [Kirus Black](#)
Subject: Invitation: AFR Higher Education Summit - Tuesday, 30 August 2022
Date: Friday, 8 July 2022 10:19:20 AM

If you are having trouble reading this email, [read the online version](#).

Deloitte Australia



AFR Higher Education Summit



AFR Higher Education Summit 2022

An invitation from Deloitte

Dear Rufus,

We are delighted to extend you an invitation to virtually attend the **AFR Higher Education Summit** as a guest of Deloitte on Tuesday, 30 August 2022.

The future of Australian Higher Education is more collaborative, flexible and smart.

The Australian education sector continues to evolve to meet the changing needs of students and to deliver the skills Australia's future workforce needs to thrive. As powerhouses of knowledge generation, universities can also help solve complex problems that improve society at large and leverage innovative research initiatives that keep Australia at the forefront of change. To remain future fit, universities must stay agile and embrace digital technologies; not just to support researchers, professors and students but also to enable cross-industry collaboration and to create different learning pathways.

From crisis to reinvention

This year's Summit will bring together leaders from across the sector to explore bold new ideas in higher education and will test tertiary institutions to reimagine skills pathways to continue meet the needs of today's and tomorrow's learners.

Guests will hear from influential speakers, including:

- **David Gonski**, Chancellor, The University of New South Wales
- **Catriona Jackson**, CEO, Universities Australia
- **Andrew Norton**, Professor in the Practice of Higher Education Policy, Australian National University
- **Michael Wesley**, Deputy Vice-Chancellor International, The University of Melbourne
- **Phil Honeywood**, CEO, International Education Association of Australia
- **Jenny Lambert**, Director of Economics, Employment and Skills, Australian Chamber of Commerce and Industry
- **Emma Johnston**, Incoming Deputy Vice Chancellor (Research), The University of Sydney
- **Judi Zielke**, CEO, Australian Research Council

The full list of speakers and agenda for the AFR Higher Education Summit can be found [here](#).

With a jam-packed agenda of thought-provoking topics and a high calibre of speakers to match, this year's event is not to be missed.

Please **RSVP by 5:00pm Friday, 12 August 2022** by clicking on the button below to accept your complimentary ticket and confirm your registration.

Accept Invitation

Decline Invitation

If you would prefer to purchase your own ticket, or are required to do so by your organisation, please click through to the [Deloitte client discount page](#) where you will be issued a discount during

registration.

Summit details

Date: Tuesday, 30 August 2022

Time: 8:00am – 5:00pm

Where: Virtual access – link and access details to be provided prior to the event

For any queries, please contact [REDACTED], Event Manager [REDACTED] or on [REDACTED].

We look forward to hosting you virtually at the AFR Higher Education Summit.

Kind regards,

[REDACTED]
National Education Sector Leader, Deloitte Australia



[Deloitte Touche Tohmatsu](#)

Grosvenor Place
225 George Street
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2022 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

From: [Redacted]
To: [Kurus Black](#)
Subject: Invitation: AFR Higher Education Summit on 27-28 August 2019
Date: Thursday, 4 July 2019 10:00:54 AM

If you are having trouble reading this email, [read the online version](#).

Deloitte Australia



AFR Higher Education Summit



AFR Higher Education Summit

In association with Deloitte

Accept Invitation

Decline Invitation

Dear Rufus

I would like to invite you as my guest to the 2019 AFR Higher Education Summit on 27-28 August 2019 in Brisbane.

The Summit brings together the sectors' most esteemed and exciting thought-leaders and disruptors to discuss the future of higher education in Australia. The agenda this year features an increased global perspective with speakers from India, China and New Zealand providing exclusive insight into the factors impacting international education.

This year's key themes and discussion topics include:

- Education sector outlook and the future skills gap
- International partnerships and collaboration
- Mergers and alignment
- The future of research
- Academic freedom
- Factors impacting post-secondary education
- Equity and Access

Throughout the Summit, Deloitte provides a unique networking space, the Deloitte Green Room, where you can connect with speakers, meet with other participants, and explore Deloitte's perspectives on the University of the Future.

I hope you will be able to join me, at what promises to be a most informative and engaging event. If you would like to extend this invitation to a colleague, please contact us and we can provide you with a promotional code to access an additional ticket at a reduced rate.

Kind regards



Partner, Deloitte

Event details:

Day 1

Date: Tuesday, 27 August 2019

Time: 8:30 am – 5:00 pm



Day 2

Date: Wednesday, 28 August 2019

Time: 8:30 am – 5:00 pm



Venue: Hilton Brisbane, 190 Elizabeth St, Brisbane City QLD 4000, Australia



Contact:

[Redacted contact information]

RSVP by Friday, 2 August 2019

Accept Invitation

Decline Invitation



[Deloitte Touche Tohmatsu](#)

Grosvenor Place
225 George Street
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.

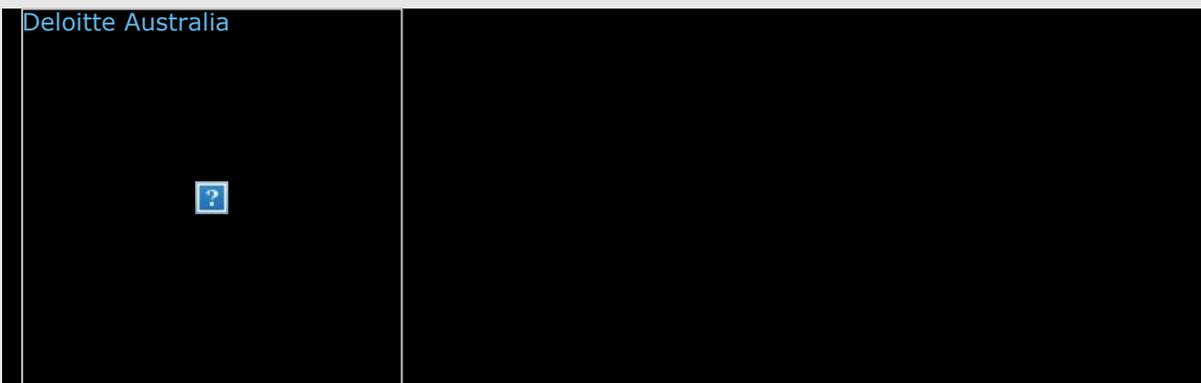
Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2019 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

From: [Redacted]
To: [Kufus Black](#)
Subject: Invitation: AFR Higher Education Summit on Wednesday, 30 September - Thursday, 1 October 2020
Date: Monday, 7 September 2020 9:10:49 AM

If you are having trouble reading this email, [read the online version](#).



AFR Higher Education Summit



AFR Higher Education Summit

In association with Deloitte

Accept Invitation

Decline Invitation

Dear Prof. Rufus,

I would like to offer you a complimentary ticket to the [AFR Higher Education Summit](#), a virtually delivered event taking place from 30 September to 1 October 2020.

The COVID-19 pandemic has impacted every facet of university life. As the financial impacts of lost student revenues are felt, many universities have rapidly digitised learning and support services, and re-prioritised investments. This year's Summit goes beyond understanding the significant challenges confronting universities as they respond to the COVID-19 pandemic, to focus on the path to recovery.

What are the choices that universities need to make to recover and thrive post COVID-19? What role will they play in accelerating Australia's recovery and the reskilling of our workforce for 2021 and beyond?

At this Summit, we will hear from the Minister for Education, **The Hon Dan Tehan MP**, and the Shadow Minister for Education and Training, **The Hon Tanya Plibersek MP**. We will also hear from senior university executives and policy thinkers to discuss and debate the ideas that will shape the future of higher education. From Deloitte, our National Education Lead, **Colette Rogers** will share new research on what drives domestic students to undertake postgraduate qualifications, and **John O'Mahony** from Deloitte Access Economics will provide a perspective on the huge part universities will play in our economic recovery.

I know that you also have an important perspective to share, as well as challenges for our speakers and panellists. You will be able to raise these through interactive Q&A sessions and virtual networking.

I look forward to hosting you at the first virtual AFR Higher Education Summit.

Kind regards,



Partner, Deloitte

s36

Summit details:

Day 1

Date: Wednesday, 30 September 2020

Time: 8:50 a.m. – 5:10 p.m.

Venue: Delivered virtually via Brella

Day 2

Date: Thursday, 1 October 2020

Time: 8:50 a.m. – 2:55 p.m.

Venue: Delivered virtually via Brella

Your registration to the summit is complimentary. Alternatively, if you are unable to accept complimentary ticket due to the policies of your organisation, you can [register directly](#) using the code **AFRHEDELOITTE20** to access a discounted ticket (valued at \$350 excluding

GST).

The Brella Virtual platform enables you to access live and on-demand content from multiple devices, provide you with the opportunity to network with other virtual attendees and engage with summit showcases. You can view a demonstration of the Brella platform [here](#).

If you are unable to attend the AFR Higher Education Summit and would like to refer a colleague to attend on your behalf, please contact Rachel Walker at Deloitte using the contact details below.



Contact:

[Redacted contact details]

s36

RSVP by Monday, 21 September 2020

Accept Invitation

Decline Invitation



[Deloitte Touche Tohmatsu](#)

Grosvenor Place
225 George Street
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

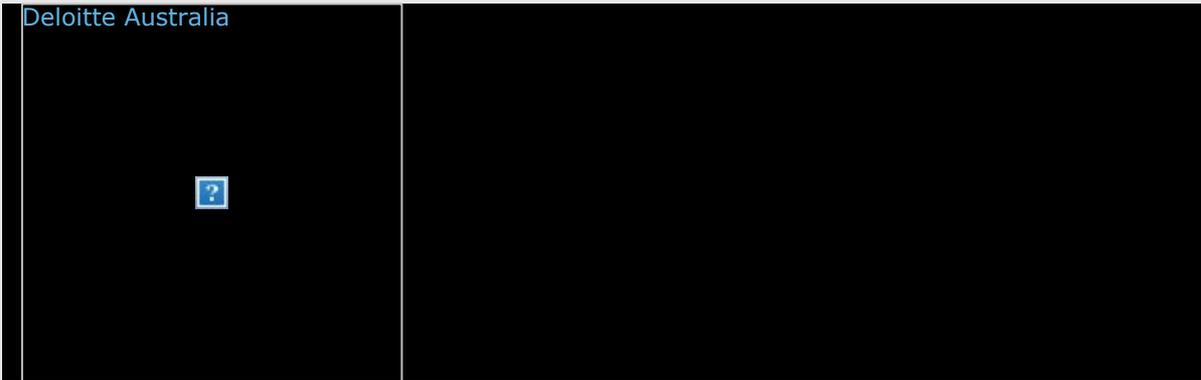
Liability limited by a scheme approved under Professional Standards Legislation.
Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2020 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

From: [REDACTED]
To: [Kurus Black](#)
Subject: Join us for the 2021 AFR Higher Education Summit on Monday, 16 August
Date: Friday, 23 July 2021 9:10:41 AM

If you are having trouble reading this email, [read the online version](#).



AFR Higher Education Summit



2021 AFR Higher Education Summit

An invitation from Deloitte

Monday 16 August | A virtual event

Accept Invitation

Decline Invitation

Dear Rufus,

It's been a year like no other for the world – and for higher education. A global pandemic. A global recession. Border closures. International student impacts.

Many unknowns remain. But one thing is certain – a path to a better future is emerging.

For Australia's higher education sector to thrive in this new world and maximise the role it plays in helping society thrive – the sector must make choices to orientate for success, to shape a new sustainable future.

We are delighted to invite you as our guest to attend the [virtual Australian Financial Review Higher Education Summit](#), to join the conversations that will help shape the future of the sector. Deloitte is the proud 'in association' sponsor of the AFR Higher Education Summit. The [Summit agenda](#) can be viewed here and features Ministers, University Chancellors, Vice-Chancellors and education leaders including.

- **Alan Tudge**, Minister for Education
- **Tanya Plibersek**, Shadow Minister for Education
- **Andrew Norton**, Professor in the Practice of Higher Education Policy, Australian National University
- **Vicki Thomson**, CEO, The Group of Eight
- **Catherine Livingstone**, Chancellor, University of Technology Sydney
- **Duncan Maskell**, Vice-Chancellor, University of Melbourne
- **Adam Boyton**, National Skills Commissioner
- **Colette Rogers**, National Education Lead, Deloitte
- **Peter Hoj**, Vice-Chancellor, The University of Adelaide

Please RSVP by Monday, 9 August using the buttons above or below to accept your complementary ticket to the Summit and to confirm your registration.

If you would prefer, or are required by your organisation, to purchase your own ticket, please be sure to use our promotion code **30Del-HE21** directly on the on the [AFR registration site](#).

We hope you can join us at the AFR Higher Education Summit, to reconnect virtually, and to join the conversations that will help shape a more resilient higher education system.

Kind regards,

Deloitte Australia

Summit details:

AFR Higher Education Summit 2021



Date: Monday, 16 August 2021
Time: 8:20 a.m. – 5:00 p.m.
Where: Online via a streaming platform



Contact:
For any queries, please contact [REDACTED]

Accept Invitation

Decline Invitation



[Deloitte Touche Tohmatsu](#)

Grosvenor Place
225 George Street
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

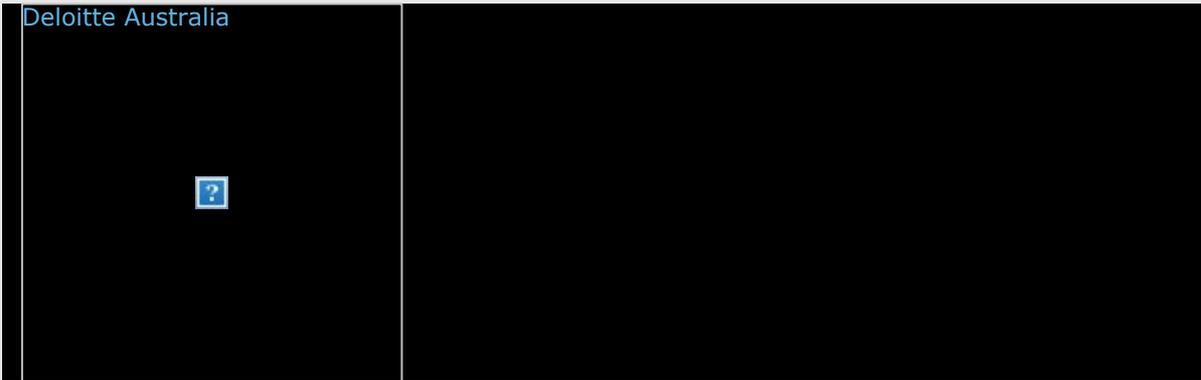
Liability limited by a scheme approved under Professional Standards Legislation.
Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2021 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

From: [REDACTED]
To: [Kirus Black](#)
Subject: Join us for the AFR Higher Education Summit on Tuesday, 22 August 2023
Date: Friday, 4 August 2023 9:00:16 AM

If you are having trouble reading this email, [read the online version](#).



AFR Higher Education Summit



AFR Higher Education Summit 2023

An invitation from Deloitte

Collaborative. Innovative. Agile. Empowering the future workforce.

Attend in-person

Attend virtually

Dear Rufus,

We are delighted to invite you to join us **in-person** at the upcoming **Australian Financial Review Higher Education Summit 2023**, on Tuesday, 22 August at Sofitel Melbourne on Collins.

In a dynamic and swiftly evolving landscape, those in higher education must embrace new technology, innovative learning and teaching approaches, and strong industry ties to empower the future of our workforce.

Speakers include:

- **Dr Cathy Foley**, Australia's Chief Scientist
- **The Hon Jason Clare MP**, Minister for Education
- **Prof Mary O'Kane**, Chair, Australian Universities Accord Panel
- **Prof Adam Shoemaker**, Vice-Chancellor & President, Victoria University
- **Prof David Lloyd**, Vice-Chancellor & President, University of South Australia
- **Ann Sherry**, Chancellor, QUT
- **Prof Mark Scott**, Vice-Chancellor & President, University of Sydney
- **Vicki Thomson**, CEO, Group of Eight
- **Prof Iain Martin**, Vice-Chancellor, Deakin University
- **Prof Gregor Kennedy**, Deputy Vice-Chancellor (Academic), University of Melbourne
- **Catriona Jackson**, CEO, Universities Australia
- **Prof Michael Rosemann**, Director, Centre for Future Enterprise, QUT
- **Prof Shamit Saggarr**, Director, National Centre for Student Equity in Higher Education, Curtin University
- **Phil Honeywood**, CEO, International Education Association of Australia

For the full speaker list and agenda, [click here](#).

RSVP

To accept our invitation for in-person attendance, please click the appropriate button below. Alternatively, you can choose the virtual option available.

Attend in-person

Attend virtually

If you would prefer to purchase your own ticket, please click through to the [Deloitte Client discount page](#) where you will be issued a discount during registration.

Kind regards,

Deloitte Australia

Summit details



AFR Higher Education Summit 2023

Date: Tuesday, 22 August 2023

Time: 8:45 a.m. – 5:10 p.m. AEST

Where: Sofitel Melbourne on Collins, 25 Collins Street, Melbourne VIC 3000



Contact:

For any queries, please contact [REDACTED] or [REDACTED].

s36

Please register your attendance by Monday, 7 August 2023

Decline Invitation



[Deloitte Touche Tohmatsu](#)

Quay Quarter Tower
50 Bridge St
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2023 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

From: [REDACTED]
To: [Rufus Black](#)
Subject: Last chance to RSVP for the AFR Higher Education Summit – 30 August 2022
Date: Monday, 15 August 2022 10:00:45 AM

If you are having trouble reading this email, [read the online version](#).

Deloitte Australia



AFR Higher Education Summit



AFR Higher Education Summit 2022

An invitation from Deloitte

RSVP today and secure your complimentary ticket

Dear Rufus,

We recently sent you an invitation to virtually attend the **AFR Higher Education Summit** as a guest of Deloitte on Tuesday, 30 August 2022. We are contacting you as a friendly reminder to please RSVP to secure your complimentary ticket.

This year's Summit will bring together leaders from across the sector to present insights and explore bold new ideas in higher education, with a focus on **adaptation, resilience** and the **opportunities** that will help institutions carve out a stronger post-pandemic future.

Join us virtually on Tuesday, 30 August to hear from influential speakers, including:

- **David Gonski**, Chancellor, The University of New South Wales
- **Catriona Jackson**, CEO, Universities Australia
- **Andrew Norton**, Professor in the Practice of Higher Education Policy, Australian National University
- **Michael Wesley**, Deputy Vice-Chancellor International, The University of Melbourne
- **Phil Honeywood**, CEO, International Education Association of Australia
- **Jenny Lambert**, Director of Economics, Employment and Skills, Australian Chamber of Commerce and Industry
- **Emma Johnston**, Incoming Deputy Vice Chancellor (Research), The University of Sydney
- **Judi Zielke**, CEO, Australian Research Council

The full list of speakers and agenda for the AFR Higher Education Summit can be found [here](#).

Please **RSVP by 5:00pm Wednesday, 17 August 2022** by clicking on the button below to accept your complimentary ticket and confirm your registration.

Accept Invitation

Decline Invitation

If you would prefer to purchase your own ticket, or are interested to attend in person in Sydney, please register via the [Deloitte client discount page](#) where you will be issued a discount during registration.

Summit details

Date: Tuesday, 30 August 2022

Time: 8:00am – 5:00pm

Where: Virtual access – link and access details to be provided prior to the event

For any queries, please contact [REDACTED], Event Manager [REDACTED] or on + [REDACTED]

We look forward to hosting you virtually at the AFR Higher Education Summit

Kind regards,



National Education Sector Leader, Deloitte



[Deloitte Touche Tohmatsu](#)

Grosvenor Place
225 George Street
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.

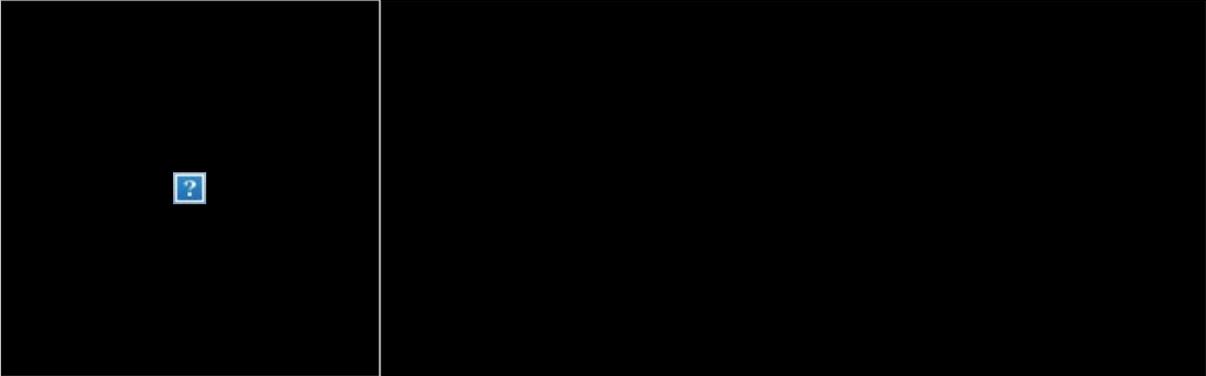
Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2022 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

From: [Redacted]
To: [Kufus Black](#)
Subject: New Insight | Fireside Chat with Professor Barney Glover AO, Commissioner, Jobs and Skills Australia
Date: Wednesday, 23 October 2024 9:20:37 AM

If you are having trouble reading this email, [read the online version](#).



Fireside Chat Series



Transforming tomorrow: Shaping the future of Education together

Episode 2 | Fireside Chat with Professor Barney Glover AO

Dear Rufus,

We are thrilled to invite you to watch or listen to our recent Fireside Chat with Professor Barney Glover AO, a distinguished academic leader and Commissioner of Jobs and Skills Australia.

Bridging Gaps and Innovating Education: Aligning Curriculum with Industry Demands

Join hosts Professor Belinda Tynan, Theo Psychogios and Katie Vainauskas as they engage with Professor Barney Glover AO in a thought-provoking discussion, exploring:

1. **The Transition from Vice Chancellor to Commissioner:** Unpacking the transition and the transferrable leadership traits Professor Glover brings to his new role.
2. **Bridging Gaps between Government, Industry, and Academia:** Exploring the challenges at the intersection and how increased collaboration can create a more integrated education system.
3. **Technology and Innovative Teaching:** Discussing the role technology plays in equipping students with modern workforce skills.

[Bridging Gaps and Innovating Education: Aligning Curriculum with Industry Demands](#)



[Watch Episode 2 Now >](#)

Listen on **Apple**



Listen on

Spotify >

About Professor Barney Glover AO

Professor Glover began his five-year term as Commissioner of Jobs and Skills Australia in 2024. Jobs and Skills Australia advises the Government on current and future skills and workforce needs, conducts capacity studies on key and emerging sectors like early childhood education and clean energy, and provides regular forecasts and cross-industry workforce analyses across the economy, including regional areas.

Professor Glover is a distinguished academic leader and accomplished mathematician with extensive experience in vocational education and engagement with First Nations Australians and disadvantaged communities. He served as Vice-Chancellor and President of Western Sydney University from 2014 to 2024 and was appointed an Officer of the Order of Australia in 2019. He also holds the title of Emeritus Professor at Charles Darwin University for his leadership from 2009 to 2013 and was awarded an Honorary Doctorate of Letters from Western Sydney University in 2024.

What is in it for you?

- **Actionable Insights:** Gain practical insights on navigating the intersection of education, industry, and government collaboration.
- **Expert Perspectives:** Hear Professor Barney Glover's unique perspectives on modernising education to meet industry demands.

Ready to unlock the future of education? Click the link above and watch or listen to this episode today.

Best regards,


National Education Lead
Deloitte Australia

s36



[Deloitte Touche Tohmatsu](#)

Quay Quarter Tower
50 Bridge St
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2024 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

s36 **From:** [REDACTED]
To: [Rufus Black](#)
Subject: RE:Independence clearance - Independent Board Member diligence
Date: Monday, 12 May 2025 1:05:21 PM

Thank you Rufus,

I apologies I had those on the list also, I am not sure how they got cut off. Let me re-issue! I confirm they were part of our checks.

Regards

s36

[REDACTED]

[REDACTED]

Partner | [REDACTED]
Deloitte Touche Tohmatsu | Deloitte Asia Pacific
Quay Quarter Tower, 50 Bridge St, Sydney, NSW, 2000 Australia
D: [REDACTED] | M: [REDACTED]
[REDACTED] [@deloitte.com.au](mailto:[REDACTED]@deloitte.com.au) | www.deloitte.com.au

s36

From: Rufus Black <rufus.black@utas.edu.au>

Sent: Monday, May 12, 2025 12:59 PM

To: [REDACTED]@deloitte.com.au>

Subject: [EXT]Re: Independence clearance - Independent Board Member diligence

s36

Dear [REDACTED]

Thank you. The other roles that need to be noted are: Director, Committee for Greater Hobart, I will be a Board Member of Universities Australia, I have been a member of the Australian Government's Accord Implementation Panel, which is a non-remunerated advisory role which meets once very month or so. I assume that will continue. It is just for this year.

s36

I can confirm you statements about all the other questions.

Kind regards

Rufus

s36 On 12 May 2025, at 12:50 pm, [REDACTED]@deloitte.com.au> wrote:

Dear Rufus,

Thank you for meeting with me on 17 April 2025 to discuss Deloitte's auditor independence obligations, in connection with your interest in joining the Board of Deloitte as an Independent Board Member.

I have assessed the information you provided me, as well information obtained from ASIC registers and internet searches, with respect to your pre-existing business interests, roles and significant shareholdings – these are summarised

below.

I confirm that none would give rise to an independence issue should you be appointed as an Independent Board Member.

ACTIONS:

1. Please confirm (or make corrections) that the information summarised below is a complete, accurate and up to date list of all your pre-existing:
 1. Board and/or officer roles or appointments
 2. Formal or informal roles including employment, committee positions, government appointments, or advisory roles (whether remunerated or not)
 3. Engagements to provide services to third parties (whether remunerated or not)
 4. Equity ownership of 10% or greater of the voting shares of any entity
 5. Material financial interests in any entity, excluding family companies (i.e any single investment representing more than 10% of the combined net worth of you and your immediate family)

2. Please confirm you have no relevant information to disclose about the roles, business interests or significant shareholdings of your spouse.

Roles

Description	Entity
Vice Chancellor / Director	University of Tasmania
Member	Urban Policy Forum (Australian Government)

Investments (yours and spouse)

1. [REDACTED]
2. No single investment represents more than 10% of the combined net worth of you and your immediate family

Financial interests in private entities / equity ownership of 10% or greater of the voting shares of any entity

3. None disclosed

Engagements to provide services to third parties

4. None

Other business interests

5. None

Regards,

[REDACTED]

[REDACTED]

Partner | [REDACTED]
Deloitte Touche Tohmatsu | Deloitte Asia Pacific
Quay Quarter Tower, 50 Bridge St, Sydney, NSW, 2000 Australia
D: +[REDACTED] | M: +[REDACTED]
[REDACTED]@deloitte.com.au | www.deloitte.com.au

This e-mail and any attachments to it are confidential and are intended solely for the use of the recipient to whom it is addressed. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail and any attachments. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited (“DTTL”). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Deloitte’s liability is limited by a scheme approved under Professional Standards Legislation. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the Deloitte network of member firms (including those operating in Australia).

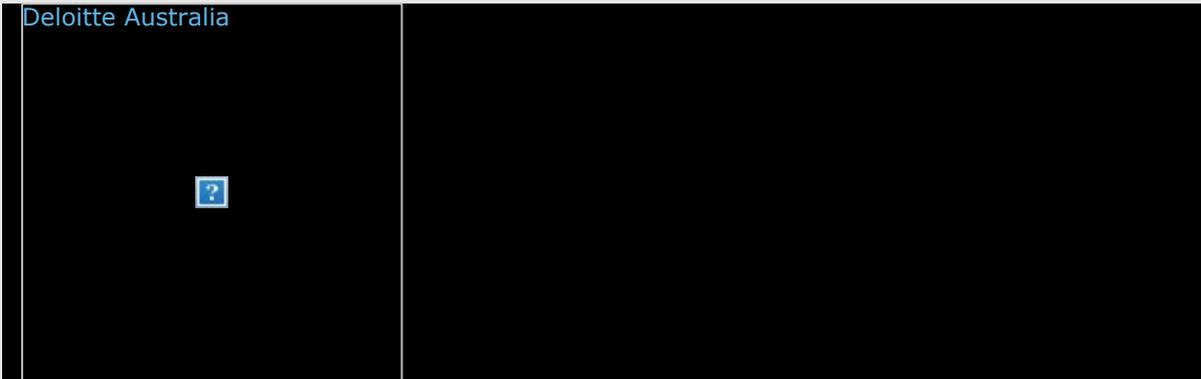
<oledata.mso>

This email is confidential, and is for the intended recipient only. Access, disclosure, copying, distribution, or reliance on any of it by anyone outside the intended recipient organisation is prohibited and may be a criminal offence. Please delete if obtained in error and email confirmation to the sender. The views expressed in this email are not necessarily the views of the University of Tasmania, unless clearly intended otherwise.

This e-mail and any attachments to it are confidential and are intended solely for the use of the recipient to whom it is addressed. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail and any attachments. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited (“DTTL”). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Deloitte’s liability is limited by a scheme approved under Professional Standards Legislation. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the Deloitte network of member firms (including those operating in Australia).

From: [Redacted]
To: [Rufus Black](#)
Subject: Rufus, don't forget to register for AFR Higher Education Summit on Wednesday, 30 September - Thursday, 1 October 2020
Date: Tuesday, 22 September 2020 10:00:43 AM

If you are having trouble reading this email, [read the online version](#).



AFR Higher Education Summit



AFR Higher Education Summit

In association with Deloitte

Accept Invitation

Decline Invitation

Dear Prof. Rufus,

I would like to offer you a complimentary ticket to the [AFR Higher Education Summit](#), a virtually delivered event taking place from 30 September to 1 October 2020.

The COVID-19 pandemic has impacted every facet of university life. As the financial impacts of lost student revenues are felt, many universities have rapidly digitised learning and support services, and re-prioritised investments. This year's Summit goes beyond understanding the significant challenges confronting universities as they respond to the COVID-19 pandemic, to focus on the path to recovery.

What are the choices that universities need to make to recover and thrive post COVID-19? What role will they play in accelerating Australia's recovery and the reskilling of our workforce for 2021 and beyond?

At this Summit, we will hear from the Minister for Education, **The Hon Dan Tehan MP**, and the Shadow Minister for Education and Training, **The Hon Tanya Plibersek MP**. We will also hear from senior university executives and policy thinkers to discuss and debate the ideas that will shape the future of higher education. From Deloitte, our National Education Lead, **Colette Rogers** will share new research on what drives domestic students to undertake postgraduate qualifications, and **John O'Mahony** from Deloitte Access Economics will provide a perspective on the huge part universities will play in our economic recovery.

I know that you also have an important perspective to share, as well as challenges for our speakers and panellists. You will be able to raise these through interactive Q&A sessions and virtual networking.

I look forward to hosting you at the first virtual AFR Higher Education Summit.

Kind regards,



Partner, Deloitte

Summit details:

Day 1

Date: Wednesday, 30 September 2020

Time: 8:50 a.m. – 5:10 p.m.

Venue: Delivered virtually via Brella

Day 2

Date: Thursday, 1 October 2020

Time: 8:50 a.m. – 2:55 p.m.

Venue: Delivered virtually via Brella

Your registration to the summit is complimentary. Alternatively, if you are unable to accept

complimentary ticket due to the policies of your organisation, you can [register directly](#) using the code **AFRHEDELOITTE20** to access a discounted ticket (valued at \$350 excluding GST).

The Brella Virtual platform enables you to access live and on-demand content from multiple devices, provide you with the opportunity to network with other virtual attendees and engage with summit showcases. You can view a demonstration of the Brella platform [here](#).

If you are unable to attend the AFR Higher Education Summit and would like to refer a colleague to attend on your behalf, please contact Rachel Walker at Deloitte using the contact details below.



Contact:

[Redacted contact details]

s36

RSVP by Friday, 25 September 2020

Accept Invitation

Decline Invitation



[Deloitte Touche Tohmatsu](#)

Grosvenor Place
225 George Street
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

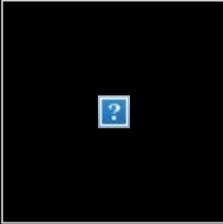
Liability limited by a scheme approved under Professional Standards Legislation.
Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2020 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

From: [Redacted]
To: [Rufus Black](#)
Subject: Rufus, don't forget to register for Tasmanian Executive Event on Wednesday, 29 November 2023
Date: Thursday, 16 November 2023 9:00:41 AM

If you are having trouble reading this email, [read the online version](#).



Tas Executive Event



2023 Executive Invitational Event

A night to bring together Tasmania's leaders.

Accept Invitation

Decline Invitation

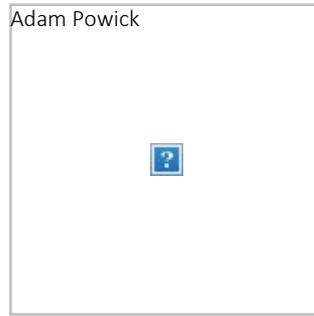
Dear Rufus,

I would like to extend an exclusive invitation to the **Tasmanian Executive Event** – an evening that brings together the leaders of Tasmania's top organisations.

We are delighted to announce that the night will feature a keynote address from **Premier Jeremy Rockliff**, and we are thrilled to welcome the **CEO of Deloitte Australia, Mr. Adam Powick**, and the members of the Deloitte Australia Board.



Jeremy Rockliff
Premier of Tasmania



Adam Powick
CEO of Deloitte Australia

I hope you can join us for this exclusive networking opportunity.

Kind regards,

s36

[Redacted Signature], Deloitte Tasmania

Event details:

Date: Wednesday, 29 November 2023

Time: 6:00 p.m. – 9:30 p.m.

Venue: Crowne Plaza, Centurion, Level 12, 110 Liverpool Street, Hobart

Dress Code: Business

RSVP by Wednesday, 22 November 2023

s36

For any queries or dietary requirements, please contact [Redacted Contact]

Accept Invitation

Decline Invitation



[Deloitte Touche Tohmatsu](#)

Quay Quarter Tower
50 Bridge St
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.

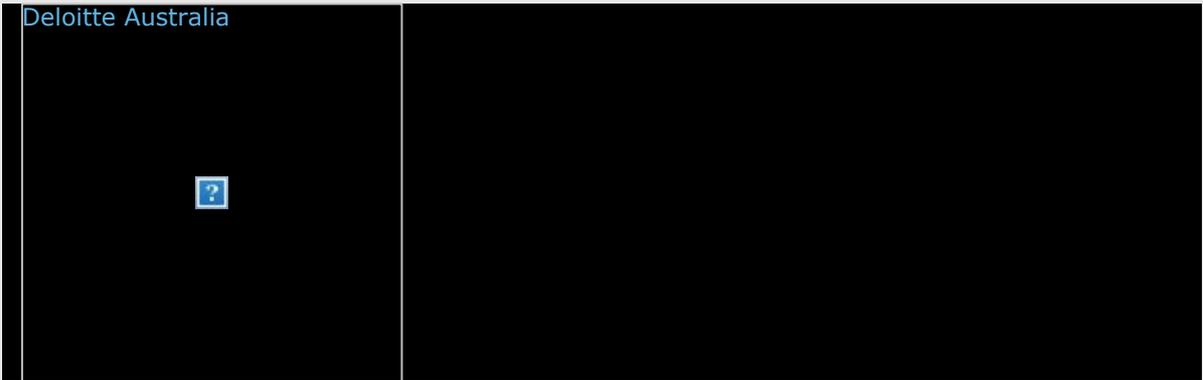
Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2023 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

From: [REDACTED]
To: [Rufus Black](#)
Subject: Rufus, don't forget to register for the 2021 AFR Higher Education Summit on Monday, 16 August
Date: Wednesday, 4 August 2021 10:00:23 AM

If you are having trouble reading this email, [read the online version](#).



AFR Higher Education Summit



2021 AFR Higher Education Summit

An invitation from Deloitte

Monday 16 August | A virtual event

Accept Invitation

Decline Invitation

Dear Rufus,

It's been a year like no other for the world – and for higher education. A global pandemic. A global recession. Border closures. International student impacts.

Many unknowns remain. But one thing is certain – a path to a better future is emerging.

For Australia's higher education sector to thrive in this new world and maximise the role it plays in helping society thrive – the sector must make choices to orientate for success, to shape a new sustainable future.

We are delighted to invite you as our guest to attend the [virtual Australian Financial Review Higher Education Summit](#), to join the conversations that will help shape the future of the sector. Deloitte is the proud 'in association' sponsor of the AFR Higher Education Summit. The [Summit agenda](#) can be viewed here and features Ministers, University Chancellors, Vice-Chancellors and education leaders including.

- **Alan Tudge**, Minister for Education
- **Tanya Plibersek**, Shadow Minister for Education
- **Andrew Norton**, Professor in the Practice of Higher Education Policy, Australian National University
- **Vicki Thomson**, CEO, The Group of Eight
- **Catherine Livingstone**, Chancellor, University of Technology Sydney
- **Duncan Maskell**, Vice-Chancellor, University of Melbourne
- **Adam Boyton**, National Skills Commissioner
- **Colette Rogers**, National Education Lead, Deloitte
- **Peter Hoj**, Vice-Chancellor, The University of Adelaide

Please RSVP by Monday, 9 August using the buttons above or below to accept your complementary ticket to the Summit and to confirm your registration.

If you would prefer, or are required by your organisation, to purchase your own ticket, please be sure to use our promotion code **30Del-HE21** directly on the [AFR registration site](#).

We hope you can join us at the AFR Higher Education Summit, to reconnect virtually, and to join the conversations that will help shape a more resilient higher education system.

Kind regards,

Deloitte Australia

Summit details:

AFR Higher Education Summit 2021



Date: Monday, 16 August 2021
Time: 8:20 a.m. – 5:00 p.m.
Where: Online via a streaming platform



Contact:
For any queries, please contact [REDACTED]

Accept Invitation

Decline Invitation



[Deloitte Touche Tohmatsu](#)

Grosvenor Place
225 George Street
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.
Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2021 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

From: [Redacted]
To: [Rufus Black](#)
Subject: Rufus, don't forget to register for the AFR Higher Education Summit on 27-28 August 2019
Date: Tuesday, 23 July 2019 10:00:28 AM

If you are having trouble reading this email, [read the online version](#).

Deloitte Australia



AFR Higher Education Summit



AFR Higher Education Summit

In association with Deloitte

Accept Invitation

Decline Invitation

Dear Rufus

I would like to invite you as my guest to the 2019 AFR Higher Education Summit on 27-28 August 2019 in Brisbane.

The Summit brings together the sectors' most esteemed and exciting thought-leaders and disruptors to discuss the future of higher education in Australia. The agenda this year features an increased global perspective with speakers from India, China and New Zealand providing exclusive insight into the factors impacting international education.

This year's key themes and discussion topics include:

- Education sector outlook and the future skills gap
- International partnerships and collaboration
- Mergers and alignment
- The future of research
- Academic freedom
- Factors impacting post-secondary education
- Equity and Access

Throughout the Summit, Deloitte provides a unique networking space, the Deloitte Green Room, where you can connect with speakers, meet with other participants, and explore Deloitte's perspectives on the University of the Future.

I hope you will be able to join me, at what promises to be a most informative and engaging event. If you would like to extend this invitation to a colleague, please contact us and we can provide you with a promotional code to access an additional ticket at a reduced rate.

Kind regards



Partner, Deloitte

Event details:

Day 1

Date: Tuesday, 27 August 2019

Time: 8:30 am – 5:00 pm



Day 2

Date: Wednesday, 28 August 2019

Time: 8:30 am – 5:00 pm



Venue: Hilton Brisbane, 190 Elizabeth St, Brisbane City QLD 4000, Australia



Contact:

[Redacted contact information]

RSVP by Friday, 2 August 2019

Accept Invitation

Decline Invitation



[Deloitte Touche Tohmatsu](#)

Grosvenor Place
225 George Street
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2019 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

From: [Redacted]
To: [Rufus Black](#)
Subject: Rufus, please register your attendance for the Tasmanian Executive Event on Wednesday, 29 November 2023
Date: Thursday, 23 November 2023 9:00:23 AM

If you are having trouble reading this email, [read the online version](#).



Tas Executive Event



2023 Executive Invitational Event

A night to bring together Tasmania's leaders.

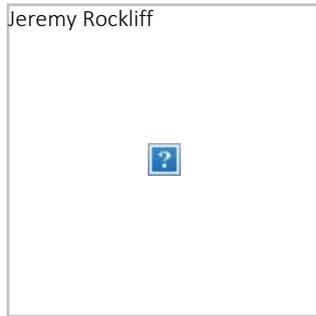
Accept Invitation

Decline Invitation

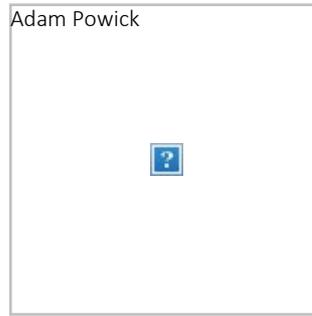
Dear Rufus,

I would like to extend an exclusive invitation to the **Tasmanian Executive Event** – an evening that brings together the leaders of Tasmania's top organisations.

We are delighted to announce that the night will feature a keynote address from **Premier Jeremy Rockliff**, and we are thrilled to welcome the **CEO of Deloitte Australia, Mr. Adam Powick**, and the members of the Deloitte Australia Board.



Jeremy Rockliff
Premier of Tasmania



Adam Powick
CEO of Deloitte Australia

We sincerely hope that you can join us.

Kind regards,

s36

[Redacted Signature], Deloitte Tasmania

Event details:

Date: Wednesday, 29 November 2023

Time: 6:00 p.m. – 9:30 p.m.

Venue: Crowne Plaza, Centurion, Level 4, 110 Liverpool Street, Hobart

Dress Code: Business

RSVP by Monday, 27 November 2023

s36

For any queries or dietary requirements, please contact [Redacted Contact]

Accept Invitation

Decline Invitation



[Deloitte Touche Tohmatsu](#)

Quay Quarter Tower
50 Bridge St
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.

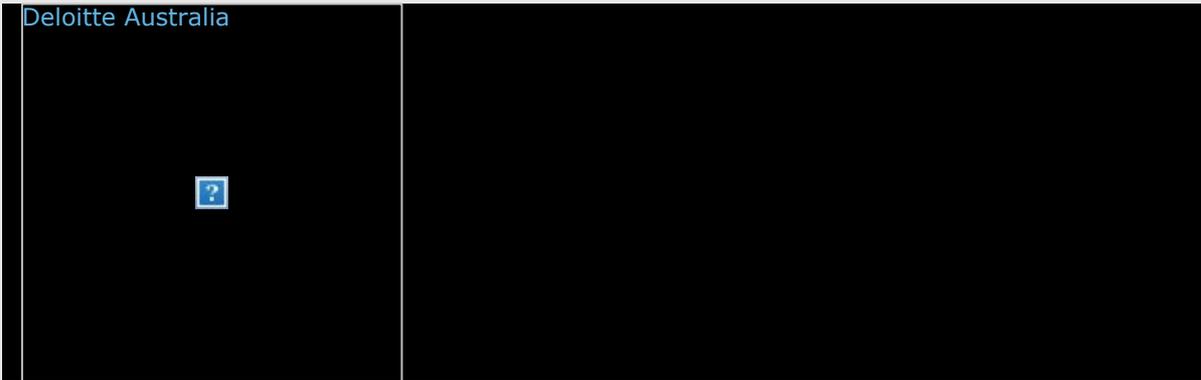
Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2023 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

From: [REDACTED]
To: [Kutus Black](#)
Subject: Summit Highlights | AFR Higher Education Summit
Date: Friday, 2 September 2022 9:30:20 AM

If you are having trouble reading this email, [read the online version](#).



AFR Higher Education Summit



2022 AFR Higher Education Summit

Summit Highlights

Dear Rufus,

The AFR Higher Education Summit has wrapped up for another year – what an exciting day filled with many innovative and thought-provoking conversations on how tertiary institutions can reimagine skills pathways to meet the expectations of today’s and tomorrow’s learners.

It was our pleasure to deliver this in association with the Australian Financial Review.

Below is a link to our AFR Higher Education highlights and insights page where you can view the range of thought leadership, panel highlights and keynote speeches that were showcased on the day.

We hope you enjoy reading the insights and are left feeling inspired and ready to optimise your higher education delivery.

[View the highlights here](#)

s36 Thank you for your support and please do not hesitate to [REDACTED]

Kind regards,

s36 [REDACTED]
[REDACTED] Deloitte Australia



[Deloitte Touche Tohmatsu](#)

Grosvenor Place
225 George Street
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2022 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

From: [REDACTED]
To: [Kurus Black](#)
Subject: The future of work isn't scary...
Date: Thursday, 15 August 2019 2:09:47 PM

If you are having trouble reading this email, [read the online version](#).

Deloitte Australia



The future of work isn't scary...
It's exciting

Rufus

With skills increasingly becoming the job currency of the future, you'll find the future of work has a very human face. Don't miss out on making this work for your business.

Speaking of human faces, here's what our Australian CEO, Richard Deutsch has to say about what the future of work looks like to him.

[Read the blog](#)

Kind regards



Partner, Deloitte

s36

Related Links:

- Explore the [report](#)
- Learn more about the rest of the [Building the Lucky Country series](#)



[Deloitte Touche Tohmatsu](#)

Grosvenor Place
225 George Street
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2019 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

From: [REDACTED]
To: [Kurus Black](#)
Subject: The future of work
Date: Thursday, 1 August 2019 2:09:38 PM

If you are having trouble reading this email, [read the online version](#).

Deloitte Australia



The future of work

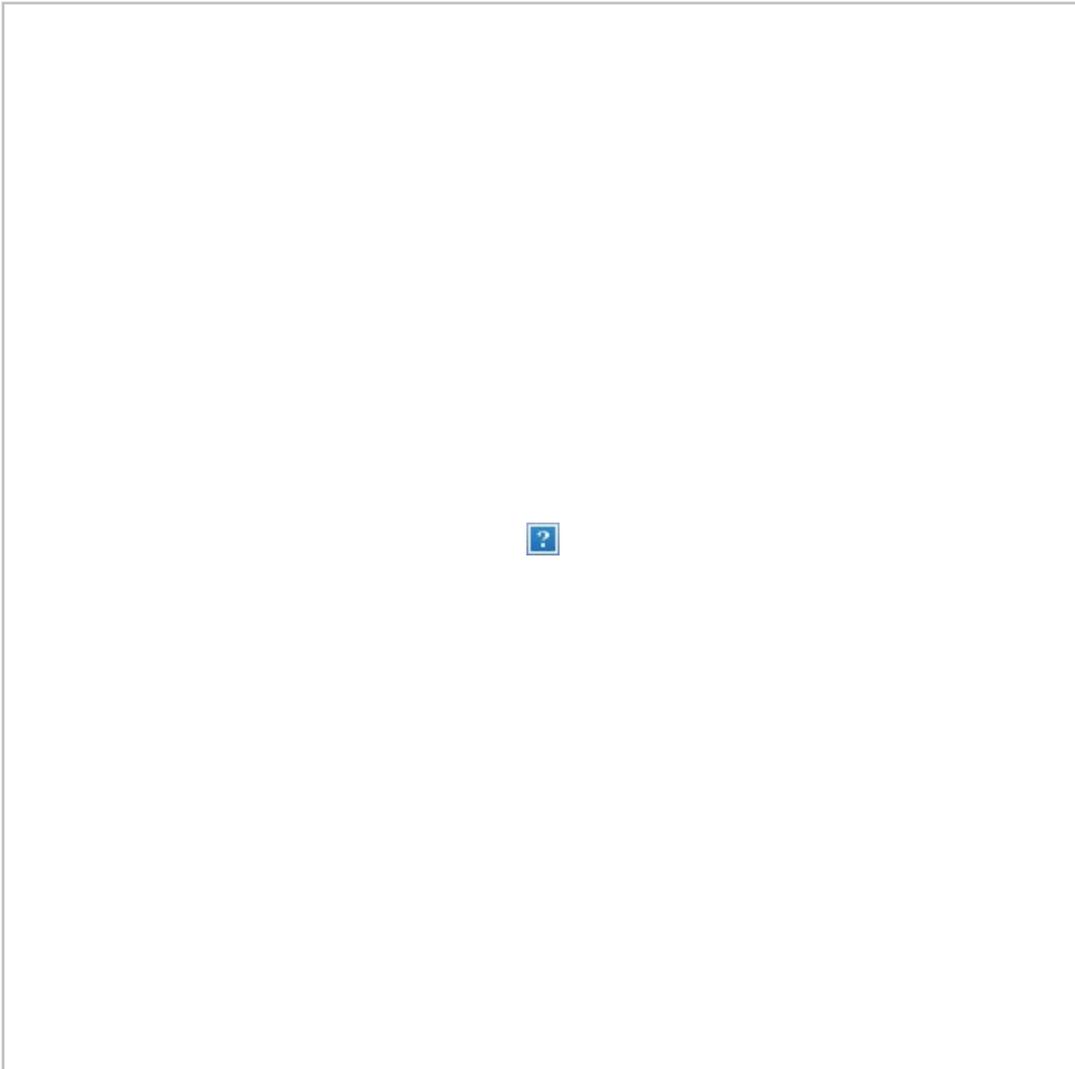
Don't be scared, be prepared

Rufus

Do you think we face a dystopian future of rising unemployment, aimless career paths, and empty offices?

Think again.

Discover why things are about to get much more interesting for humans. Watch the short video below now.



Learn more about what the future of work looks like.

[Explore the report](#)

Kind regards



Partner, Deloitte

Related Links:

- Explore the [report](#)
- Learn more about the [future of work](#)



[Deloitte Touche Tohmatsu](#)

Grosvenor Place
225 George Street
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.
Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2019 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

From: [REDACTED]
To: [Rufus Black](#)
Subject: The path to prosperity
Date: Thursday, 25 July 2019 2:09:24 PM

If you are having trouble reading this email, [read the online version](#).

Deloitte Australia



The path to prosperity

Why the future of work is human

Rufus

Did you know that our latest ground-breaking research tells us that human skills, rather than occupations or qualifications, are the job currency of the future? Our exciting research also explores:

- myths about the future of work
- why we're moving from jobs of the hands, to jobs of the heads and heart
- what human abilities are hugely under-supplied in the workforce
- how we can make better choices about our work, our workers, and our workplaces

These job markets trends aren't alarming, they're liberating!

Discover more on what the future of work looks like below.

[Explore the findings](#)

Kind regards,

[Redacted]

[Redacted] Deloitte Australia

Related links:

- Explore the rest of our [Building the Lucky Country series](#)
- Learn more about the [Future of Work](#)



[Deloitte Touche Tohmatsu](#)

Grosvenor Place
225 George Street
Sydney NSW 2000
Australia

IMPORTANT NOTICE

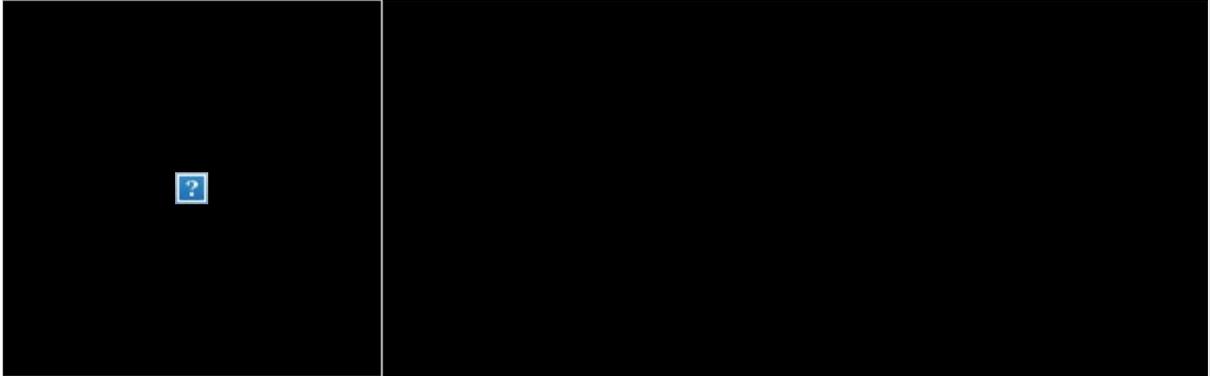
Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Asia Pacific Limited and the Deloitte Network.

From: [Redacted]
To: [Kufus Black](#)
Subject: Transforming Tomorrow: Fireside Chat with Professor Martin Bean CBE
Date: Thursday, 8 August 2024 9:10:42 AM

If you are having trouble reading this email, [read the online version](#).



Fireside Chat with Professor Martin Bean CBE



Transforming tomorrow: Shaping the future of Education together

Fireside Chat with Professor Martin Bean CBE

Dear Rufus,

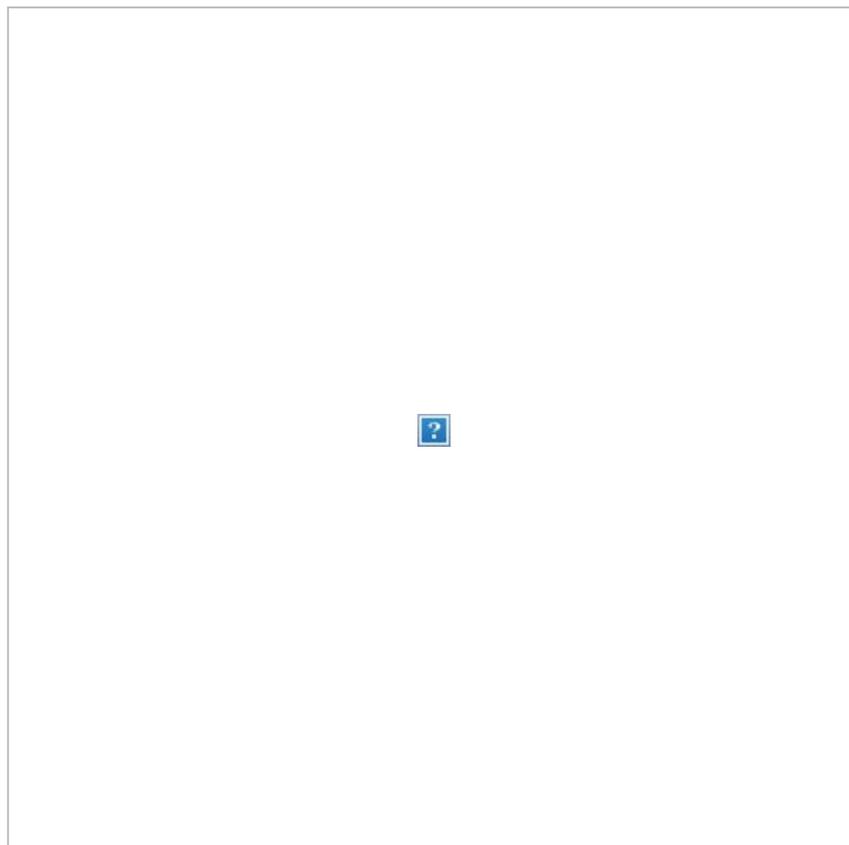
We are thrilled to invite you to watch an exclusive Fireside Chat conversation with Professor Martin Bean CBE, renowned visionary in the education sector and CEO of The Bean Centre.

Navigating Transformation: Building Future-Ready Strategies, Skills, and Learning Environments

Join hosts Professor Belinda Tynan and Matt Wright with guest speaker Professor Martin Bean CBE as they delve into the crucial strategies required when navigating transformation in the education sector and how leaders of today can build future-ready learning environments for the students of tomorrow.

In this episode, we uncover:

1. **Building transformation into your strategy:** We discuss how to integrate transformation seamlessly into your organisation's strategy for tangible success.
2. **Future skills and AI:** We explore the evolving landscape of AI, its integration in the education sector and impact on the future skills required from tomorrow's workforce.
3. **Hybrid and blended learning for student success:** Gain insights into optimising digital and physical learning environments to enhance flexibility and engagement for student success.



Watch now >

About Professor Martin Bean CBE

With a distinguished career in the education sector, including leadership roles at RMIT University and The Open University, Professor Martin Bean CBE brings unparalleled expertise in educational innovation and workforce readiness. Martin's insights are essential for anyone navigating the complexities of today's modern education and industry demand.

Listen today if you want to:

- **Walk away with actionable insights:** Uncover practical advice that you can leverage when building and implementing transformation strategies in your institution.
- **Uncover leading industry expert perspectives:** Gain a new perspectives from the insights shared from hosts Professor Belinda Tynan, Matt Wright and Professor Martin Bean CBE on topics AI, future skills and inclusive learning environments.

Ready to unlock the future of education? Click the link above and watch this episode today.

Best regards,



Deloitte Australia

s36



[Deloitte Touche Tohmatsu](#)

Quay Quarter Tower
50 Bridge St
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2024 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

From: [Redacted]
To: [Kufus Black](#)
Subject: Where to next? Beyond the Skills Gap | Post-bachelor attitudes towards formal learning
Date: Monday, 16 December 2019 11:32:16 AM

If you are having trouble reading this email, [read the online version](#).

Deloitte Australia



Where to next?

Beyond the Skills Gap

Dear Vice-Chancellor,

Deloitte surveyed 3,500 Australian workers to ask them about their attitudes towards formal learning and the factors influencing their choice of course provider.

We know the future of work is changing. Technology is reshaping our world and changing how businesses create and capture value. Workers know they need to adapt. The skills required today won't be the same tomorrow. We're already starting to feel this impact – and it's only set to accelerate. Yet we're still not moving quickly enough.

Australia faces a critical moment to define the future. If we get it right, we could gain a \$36 billion annual increase to national income by 2030. To achieve it, we need a path beyond the skills gap.

Deloitte's new report, **Where to Next? Beyond the Skills Gap**, outlines three key findings that provide a clear picture of the motivations and barriers Australian workers are facing in pursuing further learning. The report makes four recommendations on how education providers, employers and governments can act today. To build and encourage a culture of lifelong learning, we must reshape education: flexible, blended, cost efficient and tied to workplace needs. Working together, these sectors can develop effective strategies to strengthen the capabilities of our workforce through lifelong learning.

[View the report](#)

For further information on the research findings and Deloitte's recommendations, please contact [REDACTED] Deloitte at

[REDACTED].

[REDACTED]

Partner | [REDACTED]
Deloitte Australia

Related Links

- [Education at Deloitte](#)



[Deloitte Touche Tohmatsu](#)

Grosvenor Place
225 George Street
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.
Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2019 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

From: [REDACTED]
To: [Craig Barling](#); [Brett Harris](#); [Rufus Black](#); [Kathleen Mackay](#)
Subject: You are invited to Deloitte Tasmania's Economic Landscape 2024 Event
Date: Tuesday, 30 July 2024 3:57:48 PM
Attachments: [image002.png](#)
[image006.png](#)

Deloitte.



Tasmania's Economic Landscape 2024

What's wrong with The Tasmanian housing system and how it's holding our economy back.

We invite you to join your peers in Tasmania's business and public policy community as we provide an in-depth analysis of Tasmania's economy – shedding light on its current state, the forecast path ahead, and a discussion of the current issues in Tasmania's housing system.

Speaker:
Cedric Hodges
Partner, Deloitte Access Economics

Cedric Hodges leads the Deloitte Access Economics team in Tasmania and the economic modelling team nationally. He has 15 years' experience in economic policy and modelling, having worked in Commonwealth Treasury and lead Deloitte Access Economics economic modelling team for close to a decade.

His presentation will dig into key indicators, trends, and factors influencing Tasmania's economic landscape, providing valuable insights for your organisation. Special focus will be on the issues facing Tasmania's housing system currently and how they are part of what's holding our economy back.

Kind regards

[REDACTED]

Event Details

Date: Thursday 29 August 2024

Time: 5:30pm – 7:30pm

Where: Movenpick, Level 1, 28 Elizabeth Street, Hobart Tas 7000

RSVP and dietaries by COB Tuesday 20 August 2024.

Accept Invitation

Decline Invitation



[Deloitte Touche Tohmatsu](#)

8/22 – 26 Elizabeth Street
Hobart TASMANIA 7000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.
Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2024 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

Kind regards

Personal Assistant | Tasmania

Deloitte Private

Level 8, 22 Elizabeth Street, Hobart, Tas, 7000

D: [REDACTED] | M: [REDACTED]
[REDACTED]@deloitte.com.au | www.deloitte.com.au

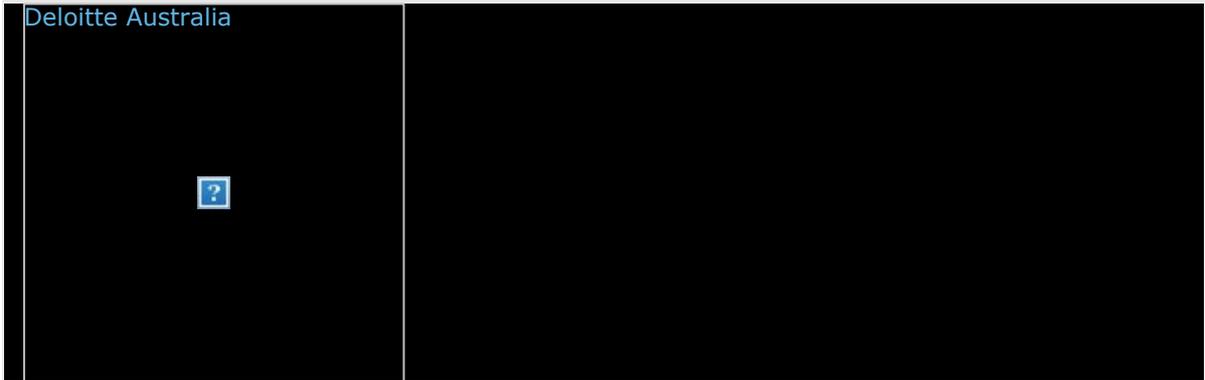
Please consider the environment before printing.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on

the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail. Liability limited by a scheme approved under Professional Standards Legislation. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited (“DTTL”). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the ‘Deloitte’ network of member firms (including those operating in Australia).

From: [Redacted]
To: [Rufus Black](#)
Subject: Your copy of our new report - Higher education for a changing world: Ensuring the 100-year life is a better life
Date: Wednesday, 3 October 2018 11:51:05 AM

If you are having trouble reading this email, [read the online version](#).



Higher education for a changing world

[Redacted content]

Higher education for a changing world

Ensuring the 100-year life is a better life

Dear Rufus Black

100-year life? There is more to the story in our report.

Champions of education and training in Australia have long signalled the virtues of lifelong learning as a means to navigate increasingly complex career structures and to enrich lives. To ensure that our *longer* lives are *better* lives, we will need to engage much more frequently in education and training as we get older, continuously updating and refreshing our education and skills not only to enable us to keep up with the accelerating pace of change across the industries in which we work, but also to revive and inspire us to make transitions in every stage of life.

As Australia's current working population begins to truly understand the impact of macro trends – globalisation, longevity, technology transformation – on their immediate futures, we wondered how this would impact their attitudes towards further study, and their expectations of tertiary education providers.

To begin to address this information gap, Deloitte commissioned a survey to gather information about current Australian workers attitudes towards lifelong learning, and the needs and preferences of those who are interested in study.

What we uncovered is a story of positivity and possibility.

[Download the report](#)

Download the report to gain insights such as:

- Their motivations and perceptions around further education and training
- Their preferred study modes, ideal time commitment and time constraints
- The level of interaction they expect from industry to support their learning
- The extent to which they believe their jobs and careers may change in the future
- The extent to which study-interested workers are aware of emerging education models and offerings, such as micro-credentials and whether they would consider learning at non-traditional providers, including massive open online course platforms

Please don't hesitate to reach out to me for a conversation.

Kind regards

s36



Deloitte

Related Links:

- [Visit our website](#)
- [Watch the video](#)



Deloitte Touche Tohmatsu

Grosvenor Place
225 George Street
Sydney NSW 2000
Australia

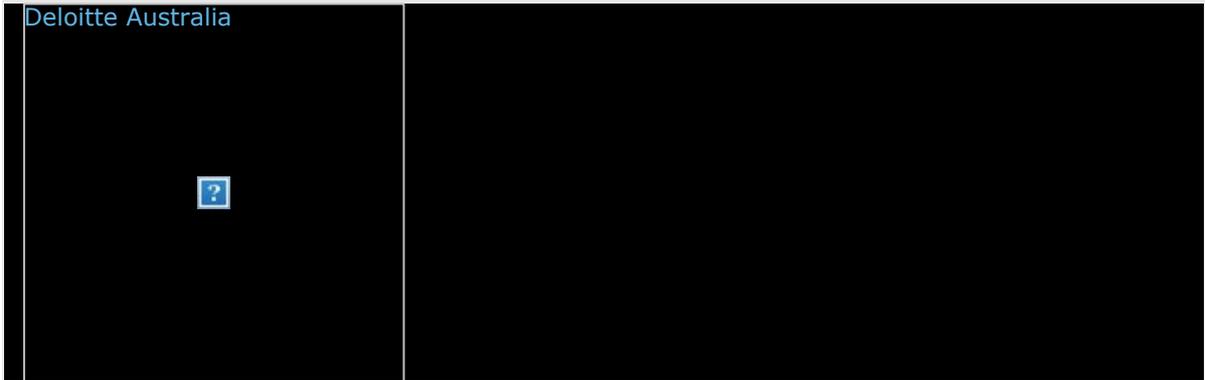
IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/au/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms. When you attend an event we collect personal information about you. Visit our privacy policy at www.deloitte.com.au to see how we use and disclose your information and how you can access it. Tax agent services are provided by Deloitte registered tax agent entities. Liability limited by a scheme approved under Professional Standards Legislation Member of Deloitte Touche Tohmatsu Limited.

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

From: [Redacted]
To: [Kurus Black](#)
Subject: Your exclusive invitation - Building the Lucky Country #7 Launch Event on Wednesday, 24 July 2019
Date: Wednesday, 19 June 2019 9:10:13 AM

If you are having trouble reading this email, [read the online version](#).



BTLC #7

Building the Lucky Country #7 Launch Event
Take the guesswork out of the future of work. Interesting & challenging work is ahead - but only if your organisation

skills up now.

Accept Invitation

Decline Invitation

Dear Rufus

When it comes to the future of work we've got our work cut out for us...or do we?

I am delighted to invite you to the launch of 'The path to prosperity: Why the future of work is human' - the latest edition in our Building the Lucky Country series - on Wednesday, 24 July at Hadley's Hotel.

Hear from our expert **Paul Liggins**, Partner, Deloitte Access Economics who will dispel the myths about robots, work, casual jobs, skills & more, and present the opportunities for you and your organisation to make better choices about our work, our workers, and our workplaces.

I look forward to welcoming you to this exclusive event.

Kind regards

[REDACTED]

[REDACTED] | Tasmania

s36

Event details:

Date: Wednesday, 24 July 2019

Time: 7:30 a.m. – 9:00 a.m.

Venue:

Hadley's Hotel, 34 Murray St, Hobart TAS 7000

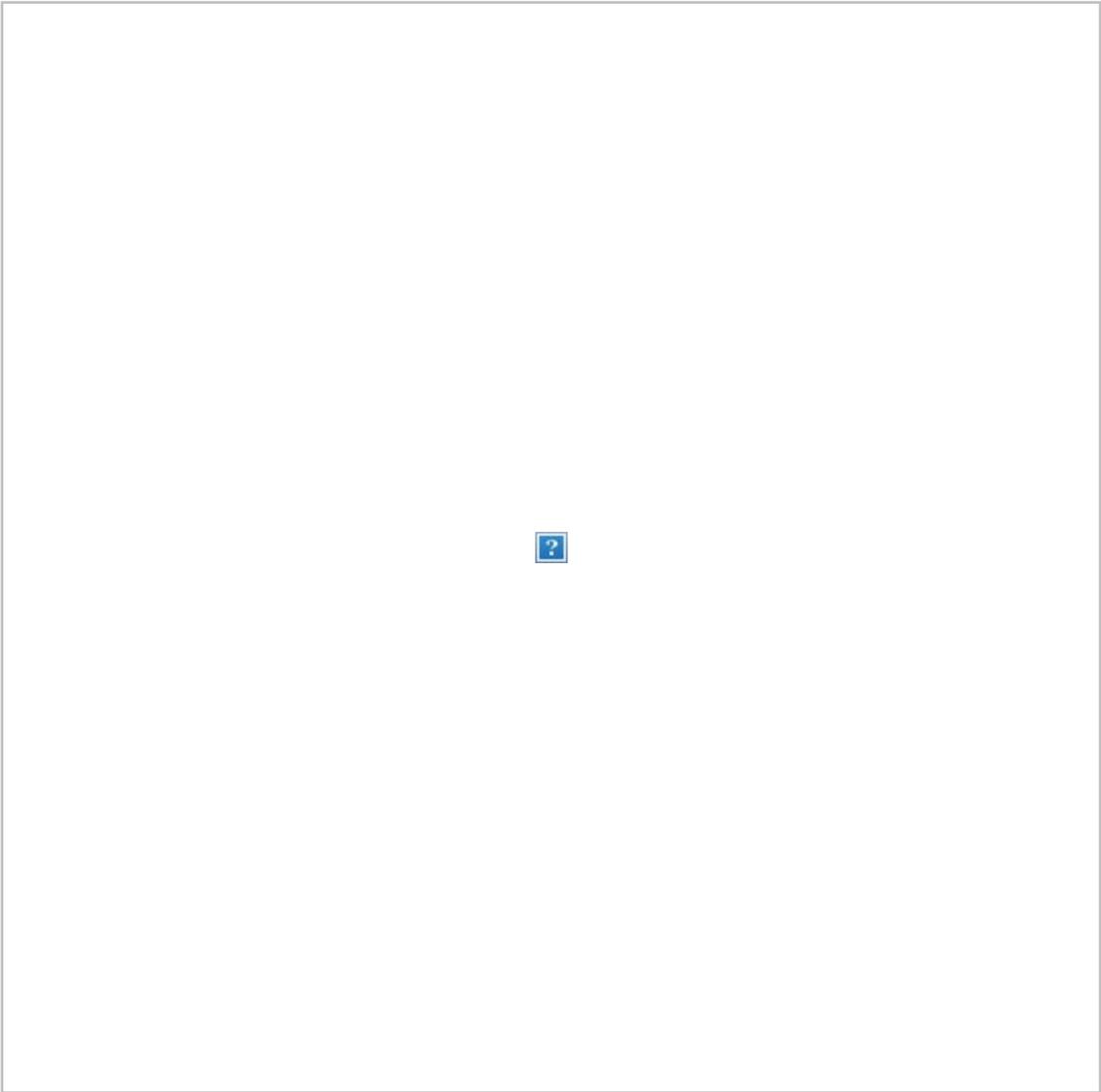
For any queries, please contact [REDACTED] on [REDACTED].

s36

Accept Invitation

Decline Invitation

Take the guesswork out of the future of work – we'll reveal the below plus more at the event.



[Deloitte Touche Tohmatsu](#)

Grosvenor Place
225 George Street
Sydney NSW 2000
Australia

IMPORTANT NOTICE

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2019 Deloitte Touche Tohmatsu (ABN: 74 490 121 060)

[Unsubscribe](#) | [Manage My Profile](#) | [Privacy Statement](#)

From: [VC Office](#)
To: [OVC Correspondence](#)
Subject: FW: FAVOUR - REVIEW - Reserve Bank Board Dinner - Hobart - 1 November 2022 [SEC=OFFICIAL]
Date: Monday, 31 October 2022 1:45:45 PM
Attachments: [Reserve Bank Board Dinner - Hobart - 1 November 2022 - Table Seating.XLSX](#)
[image001.png](#)

s36
(see doc 93M)

s36

Hi [REDACTED]

Could you please add this to the Red Box as an FYI – 5min – this is attendees for the RBA dinner tomorrow night (Tuesday 1st of Nov at 6:30pm).

Thanking you,

[REDACTED]

s36

[REDACTED]
Executive Officer

Office of the Chancellor and Vice-Chancellor
University of Tasmania
Private Bag 51
Hobart TAS 7001

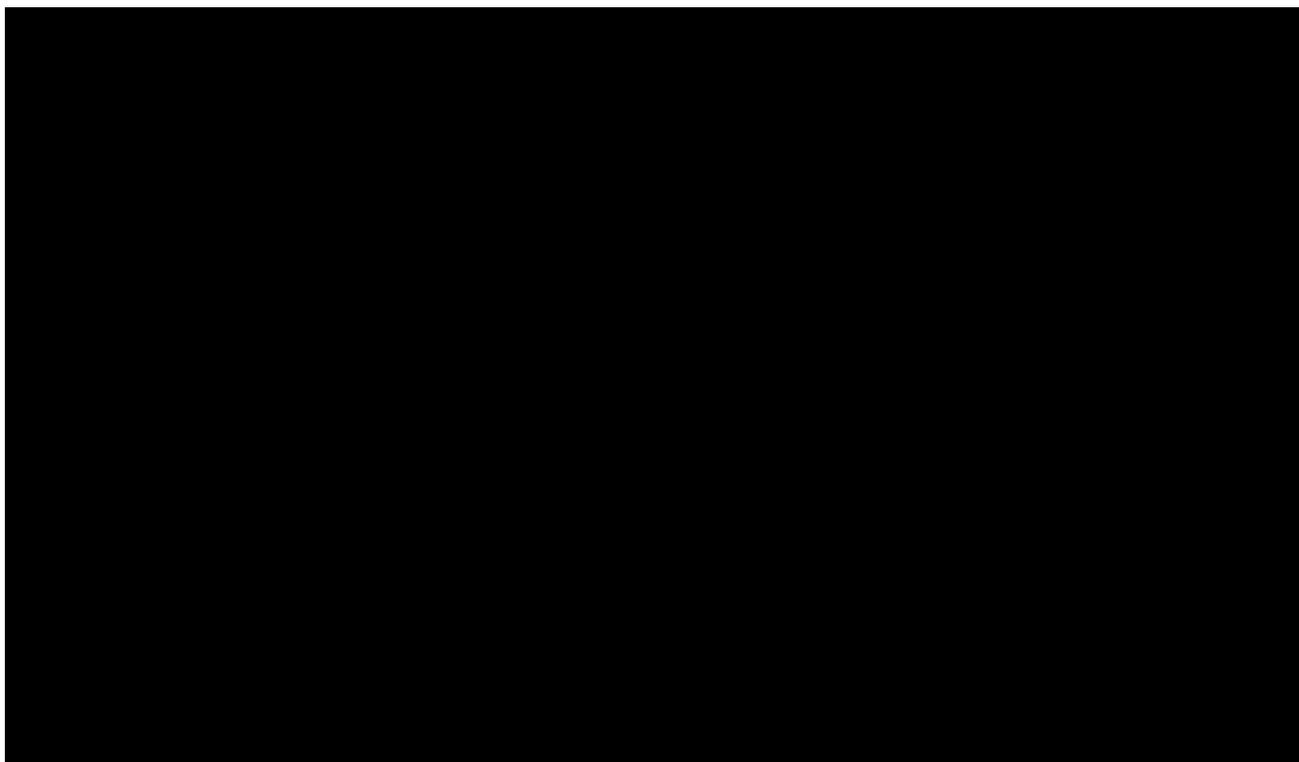
s36

p. [REDACTED]
m. [REDACTED]
utas.edu.au

UNIVERSITY of 
TASMANIA

CRICOS 00586B

outside
of scope



From: [OCVC](#)
To: [REDACTED]; [REDACTED]; [REDACTED]; [Rufus Black](#)
Cc: [COO Office](#)
Subject: Audit & Risk Committee
Start: Tuesday, 19 November 2019 9:00:00 AM
End: Tuesday, 19 November 2019 1:00:00 PM
Location: Rufus to attend in Newnham - Council Room (Sandy Bay) & PVC Meeting Room 1 (Newnham)

University of Tasmania Electronic Communications Policy (December, 2014).
This email is confidential, and is for the intended recipient only. Access, disclosure, copying, distribution, or reliance on any of it by anyone outside the intended recipient organisation is prohibited and may be a criminal offence. Please delete if obtained in error and email confirmation to the sender. The views expressed in this email are not necessarily the views of the University of Tasmania, unless clearly intended otherwise.

From: [OCVC](#)
To: [redacted]; [David Clerk](#); [redacted]; [redacted]
Cc: [COO Office](#)
Subject: Audit & Risk Committee
Start: Wednesday, 18 September 2019 9:00:00 AM
End: Wednesday, 18 September 2019 1:00:00 PM
Location: Council Room (Sandy Bay) & Executive Meeting Room 2 (Newnham)

Hi all,

Due to competing priorities, we need to reschedule the Audit & Risk Committee meeting from 9:00am to 1:00pm on Friday, 27 September 2019 to 9:00am to 1:00pm on Wednesday, 18 September 2019.

Regarding venues, the Newnham campus room, if needed, will change from Executive Meeting Room 1 to Executive Meeting Room 2. Sandy Bay campus will remain in the Council Room. MeetMe web meeting services can be arranged for travelling members, if this is more convenient.

Apologies for the change in schedule and for any inconvenience it may cause. Please let [redacted]@utas.edu.au? subject=Audit%20and%20Risk%20Committee%20-%20Wednesday,%2018%20September%202019> know via email should this cause any issues or if there are any logistical arrangements which may be required to enable your attendance.

Cheers,

[redacted]

[redacted]
Executive Director University Governance | Office of the Vice-Chancellor
University of Tasmania
Private Bag 51, Hobart TAS 7001

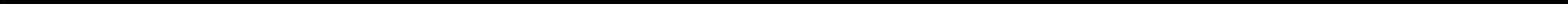
T [redacted] | M [redacted]
[redacted]@utas.edu.au>

CRICOS 00586B

University of Tasmania Electronic Communications Policy (December, 2014).
This email is confidential, and is for the intended recipient only. Access, disclosure, copying, distribution, or reliance on any of it by anyone outside the intended recipient organisation is prohibited and may be a criminal offence. Please delete if obtained in error and email confirmation to the sender. The views expressed in this email are not necessarily the views of the University of Tasmania, unless clearly intended otherwise.

s36

[Redacted]



s36

Subject: [Redacted] - Deloitte - Crisis Management Review Report

Location: via phone - [Redacted]

Start: Mon 16/07/2018 4:00 PM

End: Mon 16/07/2018 4:30 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: Rufus Black

s36

Required Attendees: Rufus Black; [Redacted]

Optional Attendees: [Redacted] (AU - Hobart); [Redacted] (AU - Adelaide)

Categories: Phone Call, Yellow Category

Dear All

A time to discuss the Crisis Management Review Report.

As Rufus will be travelling he will only be able to use phone not video

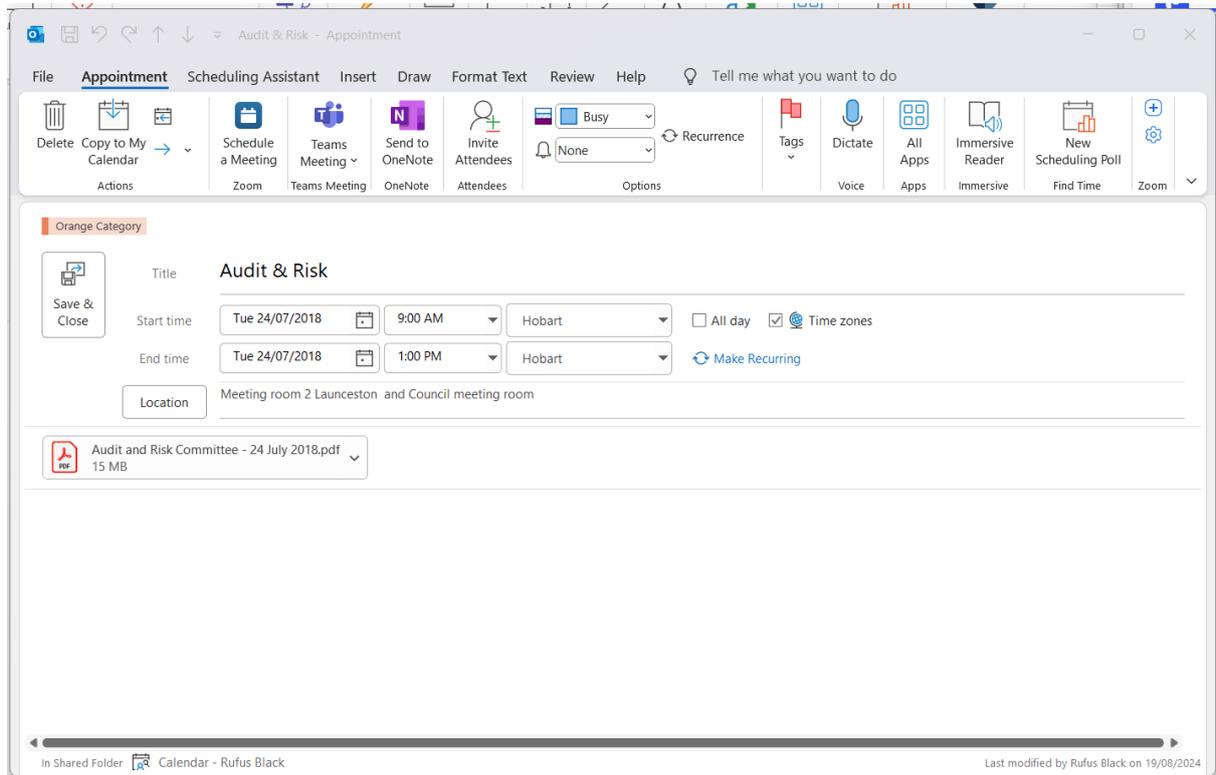
Regards

s36

[Redacted]

s36

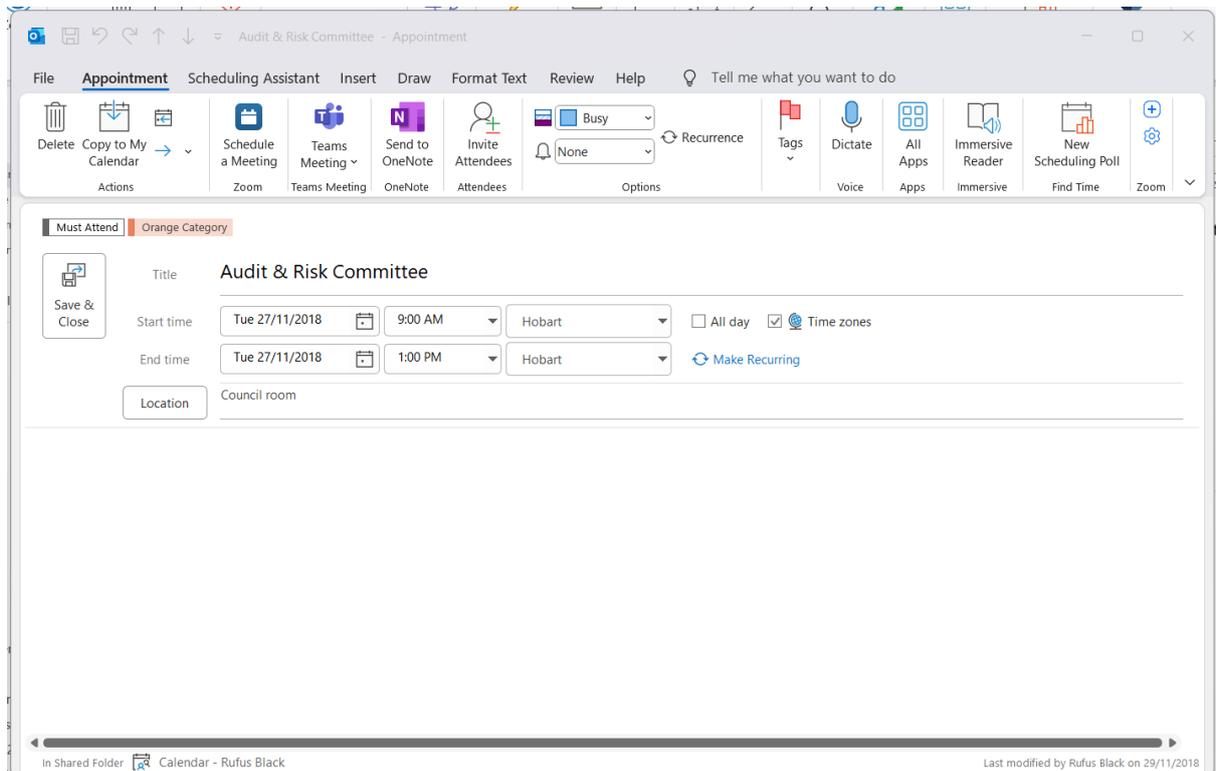
[Redacted], would you please forward this meeting invite to [Redacted] and [Redacted]



This screenshot shows the Outlook Appointment window for a meeting titled "Audit & Risk". The ribbon includes "Appointment", "Scheduling Assistant", "Insert", "Draw", "Format Text", "Review", and "Help". The "Appointment" ribbon is active, showing options like "Delete", "Copy to My Calendar", "Schedule a Meeting", "Teams Meeting", "Send to OneNote", "Invite Attendees", "Busy", "None", "Recurrence", "Tags", "Dictate", "All Apps", "Immersive Reader", "New Scheduling Poll", and "Zoom". The meeting details are as follows:

- Title:** Audit & Risk
- Start time:** Tue 24/07/2018, 9:00 AM, Hobart
- End time:** Tue 24/07/2018, 1:00 PM, Hobart
- Location:** Meeting room 2 Launceston and Council meeting room
- Attachments:** Audit and Risk Committee - 24 July 2018.pdf (15 MB)

The status bar at the bottom indicates the appointment is in a shared folder and was last modified by Rufus Black on 19/06/2024.



This screenshot shows the Outlook Appointment window for a meeting titled "Audit & Risk Committee". The ribbon includes "Appointment", "Scheduling Assistant", "Insert", "Draw", "Format Text", "Review", and "Help". The "Appointment" ribbon is active, showing options like "Delete", "Copy to My Calendar", "Schedule a Meeting", "Teams Meeting", "Send to OneNote", "Invite Attendees", "Busy", "None", "Recurrence", "Tags", "Dictate", "All Apps", "Immersive Reader", "New Scheduling Poll", and "Zoom". The meeting details are as follows:

- Title:** Audit & Risk Committee
- Start time:** Tue 27/11/2018, 9:00 AM, Hobart
- End time:** Tue 27/11/2018, 1:00 PM, Hobart
- Location:** Council room

The status bar at the bottom indicates the appointment is in a shared folder and was last modified by Rufus Black on 29/11/2018.

Audit & Risk Committee (Financials) - Appointment

File **Appointment** Scheduling Assistant Insert Draw Format Text Review Help Tell me what you want to do

Delete Copy to My Calendar Actions Schedule a Meeting Zoom Teams Meeting Send to OneNote Invite Attendees Options Busy None Recurrence Tags Dictate Voice All Apps Immersive Reader New Scheduling Poll Find Time Zoom

Orange Category

Title Audit & Risk Committee (Financials)

Save & Close

Start time Wed 13/02/2019 9:00 AM Hobart All day Time zones

End time Wed 13/02/2019 12:30 PM Hobart [Make Recurring](#)

Location

Audit and Risk Committee - Agenda Pack - 13 February 2019 - Attendees.pdf 10 MB

In Shared Folder Calendar - Rufus Black Last modified by Rufus Black on 19/08/2024

Audit & Risk Committee - Appointment

File **Appointment** Scheduling Assistant Insert Draw Format Text Review Help Tell me what you want to do

Delete Copy to My Calendar Actions Schedule a Meeting Zoom Teams Meeting Send to OneNote Invite Attendees Options Busy None Recurrence Tags Dictate Voice All Apps Immersive Reader New Scheduling Poll Find Time Zoom

Orange Category

Title Audit & Risk Committee

Save & Close

Start time Thu 16/05/2019 9:00 AM Hobart All day Time zones

End time Thu 16/05/2019 1:00 PM Hobart [Make Recurring](#)

Location

In Shared Folder Calendar - Rufus Black Last modified by Rufus Black on 16/05/2019

Audit & Risk Committee - Meeting

File Meeting Scheduling Assistant Help Tell me what you want to do

Delete Copy to My Calendar Send to OneNote Accept Tentative Decline Propose New Time Respond Busy Categorize Dictate All Apps Immersive Reader New Scheduling Poll

Accepted by [redacted] on 4/12/2019 2:54 PM.
Council

Audit & Risk Committee

Organizer [redacted] Sent Fri 22/11/2019 3:03 PM

Time Thursday, 13 February 2020 9:00 AM-1:00 PM

Location Council Room Sandy Bay & Exec Mtg Room 1 Newnham

Response Accepted [Change Response](#)

University of Tasmania Electronic Communications Policy (December, 2014).
This email is confidential, and is for the intended recipient only. Access, disclosure, copying, distribution, or reliance on any of it by anyone outside the intended recipient organisation is prohibited and may be a criminal offence. Please delete if obtained in error and email confirmation to the sender. The views expressed in this email are not necessarily the views of the University of Tasmania, unless clearly intended otherwise.

In Shared Folder Calendar - Rufus Black Last modified by Rufus Black on 18/02/2020

s36

s36

s36

s36

s36

All Attendees	
<input checked="" type="checkbox"/>	<input type="radio"/> [redacted]
<input checked="" type="checkbox"/>	<input checked="" type="radio"/> Rufus Black
<input checked="" type="checkbox"/>	<input type="radio"/> [redacted]
<input checked="" type="checkbox"/>	<input type="radio"/> [redacted]
<input checked="" type="checkbox"/>	<input type="radio"/> [redacted]
<input checked="" type="checkbox"/>	<input type="radio"/> [redacted]
<input checked="" type="checkbox"/>	<input type="radio"/> David Clerk
<input checked="" type="checkbox"/>	<input checked="" type="radio"/> Jane Beaumont
<input checked="" type="checkbox"/>	<input checked="" type="radio"/> [redacted]
<input checked="" type="checkbox"/>	<input type="radio"/> [redacted]
<input checked="" type="checkbox"/>	<input type="radio"/> [redacted]
<input type="checkbox"/>	Optional Attendee
<input type="checkbox"/>	Resource (Room or Equ...

s36

From: [REDACTED]
To: [REDACTED]; [Rufus Black](#)
Cc: [REDACTED]
Subject: Call: Rufus Black / [REDACTED], [REDACTED], Deloitte
Start: Monday, 12 May 2025 3:00:00 PM
End: Monday, 12 May 2025 3:30:00 PM
Location: Microsoft Teams Meeting

Microsoft Teams Need help? [REDACTED]

Join the meeting now [REDACTED]

outside
of scope

Meeting ID: [REDACTED]

Passcode: [REDACTED]

Dial in by phone

[REDACTED] Australia, Sydney

Find a local number [REDACTED]

outside
of scope

Phone conference ID: [REDACTED]

For organizers: Meeting options [REDACTED]

This e-mail and any attachments to it are confidential and are intended solely for the use of the recipient to whom it is addressed. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail and any attachments. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited ("DTTL"). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see [www.deloitte.com/about <https://url.au.m.mimecastprotect.com/s/7UmNC6X1k7CoWg6JRf5szf5cV4x?domain=deloitte.com>](https://url.au.m.mimecastprotect.com/s/7UmNC6X1k7CoWg6JRf5szf5cV4x?domain=deloitte.com) to learn more. Deloitte's liability is limited by a scheme approved under Professional Standards Legislation. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the Deloitte network of member firms (including those operating in Australia).

From: [REDACTED]
To: [REDACTED]; [Rufus Black](#)
Subject: Consultation for WEHI environmental scan
Start: Friday, 2 March 2018 4:30:00 PM
End: Friday, 2 March 2018 5:00:00 PM
Location: Deloitte to call Rufus on [REDACTED]

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail.

Liability limited by a scheme approved under Professional Standards Legislation.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com.au/about <<https://protect-au.mimecast.com/s/xqggC1WZ5zs6WDXwipEzEP?domain=deloitte.com>> for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the 'Deloitte' network of member firms (including those operating in Australia).

s36

From: [REDACTED]
To: [Rufus Black](#)
Subject: Deloitte catch up: [REDACTED] | Rufus
Start: Friday, 15 August 2025 2:00:00 PM
End: Friday, 15 August 2025 2:30:00 PM
Location: Microsoft Teams Meeting

Microsoft Teams Need help? <<https://url.au.m.mimecastprotect.com/s/jWRtC2xZ6AHkzp8ZZHnfvs5SVMJ?domain=aka.ms>>

Join the meeting now <[REDACTED]>

outside
of scope

Meeting ID: [REDACTED]

Passcode: [REDACTED]

Dial in by phone

[REDACTED] Australia, Sydney

Find a local number [REDACTED]

outside
of scope

Phone conference ID: [REDACTED]

For organizers: Meeting options [REDACTED]

This e-mail and any attachments to it are confidential and are intended solely for the use of the recipient to whom it is addressed. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail and any attachments. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited ("DTTL"). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about <<https://url.au.m.mimecastprotect.com/s/ksOsC5QZjEU0LZ6ppS2sXsk29xk?domain=deloitte.com>> to learn more. Deloitte's liability is limited by a scheme approved under Professional Standards Legislation. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the Deloitte network of member firms (including those operating in Australia).

s36
From: [redacted]
To: [redacted]@deloitte.com.au; [redacted]@deloitte.com.au; [redacted]@deloitte.com.au; Rufus Black
Subject: Mtg: Rufus Black / [redacted], [redacted] & [redacted], Deloitte
Start: Friday, 11 April 2025 8:00:00 AM
End: Friday, 11 April 2025 9:00:00 AM
Location: Deloitte Offices, Level 31, 477 Collins Street, Melbourne
Attachments: [invite.ics](#)

s36
Mtg: Rufus Black / [redacted], Deloitte
Arrive at reception on Level 31

Arrive at reception on Level 31

When

Friday Apr 11, 2025 · 8am – 9am (Australian Eastern Time - Sydney)

Location

outside
of scope
Deloitte Offices, Level 31, 477 Collins Street, Melbourne

View map [redacted]

Guests

[redacted]

s36
- organizer [redacted]@deloitte.com.au>

[redacted]@deloitte.com.au>

[redacted]@deloitte.com.au>

rufus.black@utas.edu.au <mailto:rufus.black@utas.edu.au>

View all guest info [redacted]

outside
of scope

Invitation from Google Calendar [redacted]

You are receiving this email because you are an attendee on the event.

Forwarding this invitation could allow any recipient to send a response to the organizer, be added to the guest list, invite others regardless of their own invitation status, or modify your RSVP. Learn more [redacted]



Subject: RBA Dinner hosted by Philip Lowe - Board and senior members of the Hobart Community
Location: Princes Wharf No 1, Castray Esplanade

Start: Tue 1/11/2022 6:30 PM
End: Tue 1/11/2022 8:30 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: Rufus Black

Categories: Yellow Category

Dress Code: Business Attire

You do not need an invitation, there will be a guest list & name tags at the Reception Desk.

– POC on the day via email or on .

- 6:30 pm - Guests arrive - Pre-dinner drinks and canapes served
- 7:15 pm - Guests seated
- 7:20 pm - Speech by Reserve Bank Governor Philip Lowe
- 7:45 pm - Dinner served (main and dessert)
- 9:15 pm (approx) - Guests depart

Entry to the dinner will be via the second ramp on Castray Esplanade. There is a drop off zone near the entrance (second ramp) on Castray Esplanade.

There is a free car park (for about 40 cars) located in the Princes Wharf No 1 forecourt. There is also a paid car park (free of charge after 8.00 pm) at the end of Princes Wharf No 1 on Castray Esplanade (opposite the silos).

person is the liaison contact

More than one from this organisation on list



company is a liaison contact

Politicians



External Females 26

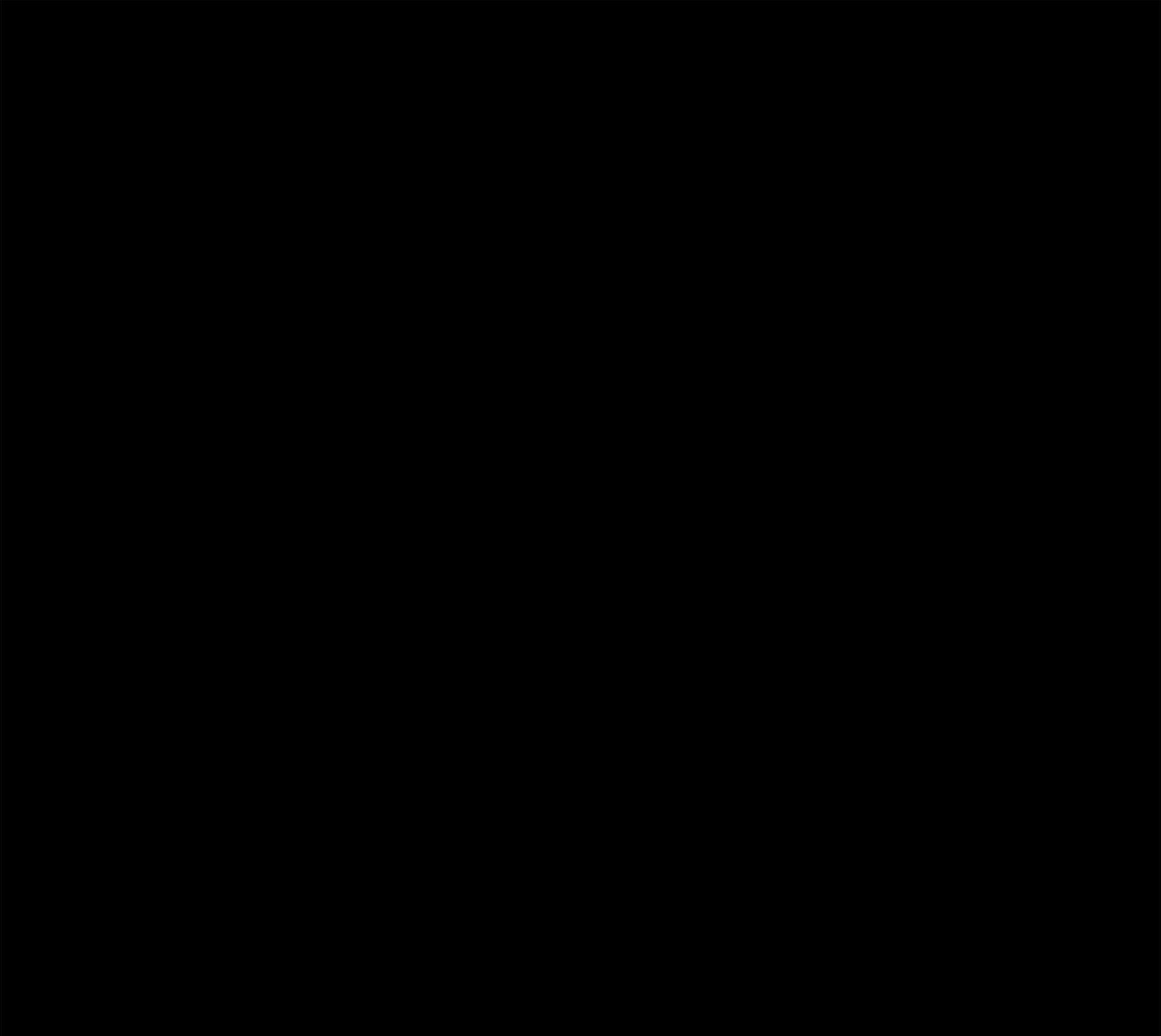
External Males 68

Board & Staff: 15

Total Attendees: 109

Plus 2 (Board Secretariat Staff

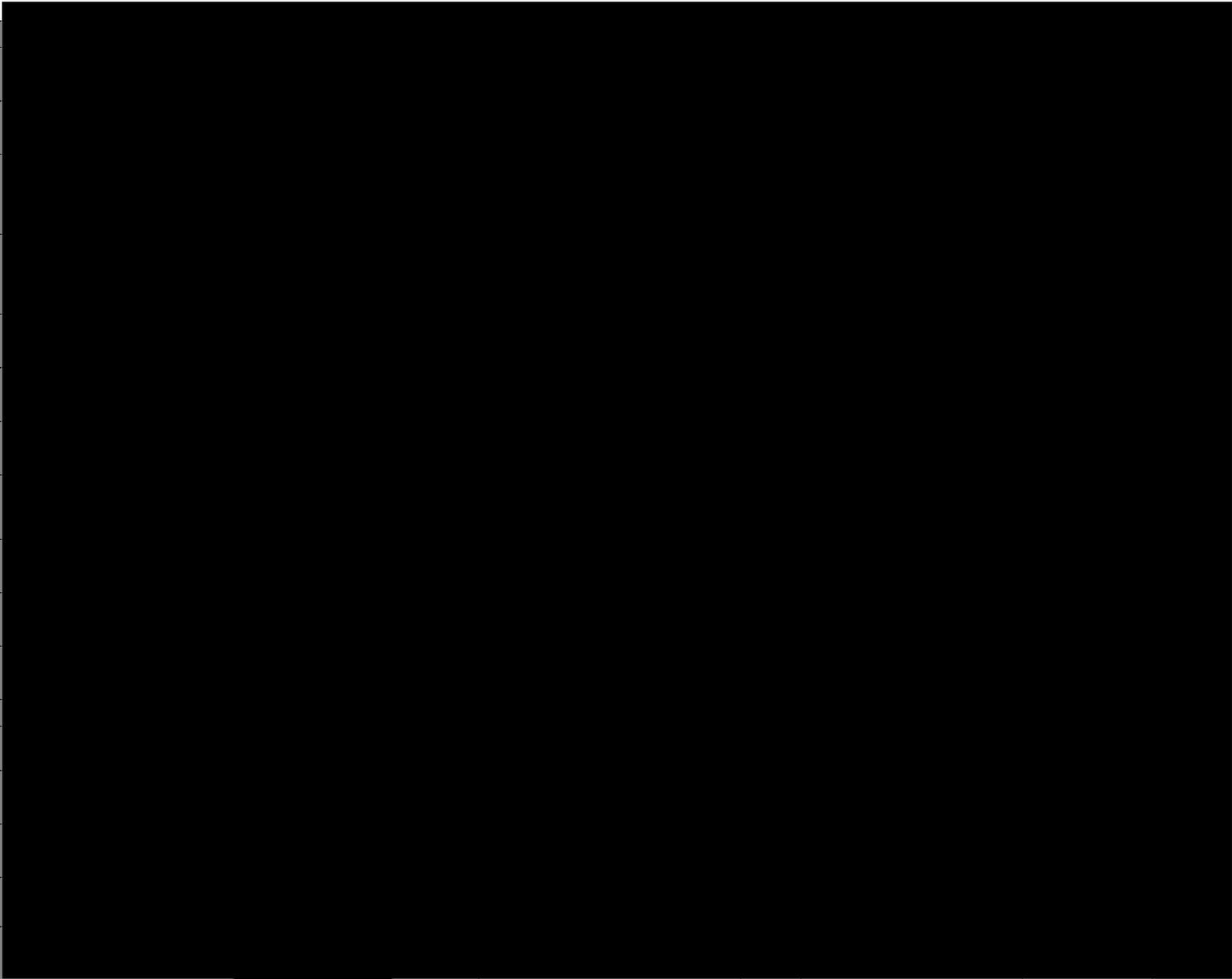
No	Name	Title	Company	M/F	Industry	Table
14						
33						
39						
46						
53						
59						
61						
64						
76						
98						
12						
19						
38	Mr James Groom	Deputy Chancellor	University of Tasmania	M		Bullock
41						
50						
54						
62						
88						
90						

96	
7	
17	
20	
29	
45	
68	
75	
84	
92	
99	
1	
5	
9	
23	
56	
69	
72	
85	
105	
15	

24
26
36
40
52
66
86
87
100
6
11
13
16
25
32
57
83
101
104
2
18



28
34
42
51
65
81
97
108
3
43
55
58
70
74
80
89
93
106
10
21
22

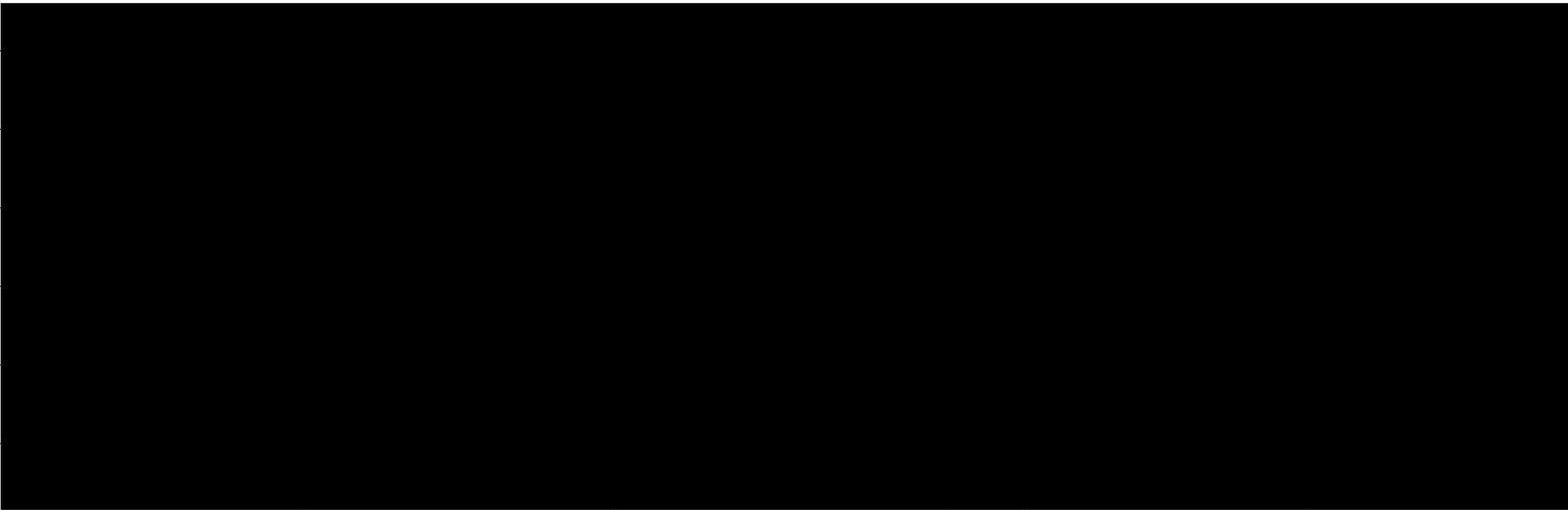


10	Professor Rufus Black	Vice-Chancellor	University of Tasmania	M	Education	Lowe
----	-----------------------	-----------------	------------------------	---	-----------	------



31	[Redacted]					
44	[Redacted]					
49	[Redacted]					
60	[Redacted]					
73	[Redacted]					
77	The Hon Jeremy Rockliff MP	Premier of Tasmania	Tasmanian Ministry	M	Government	Low
95	[Redacted]					
4	[Redacted]					
27	[Redacted]					
30	[Redacted]					
48	[Redacted]					
67	[Redacted]					
78	[Redacted]					
82	[Redacted]					
94	[Redacted]					
102	[Redacted]					
107	[Redacted]					
8	[Redacted]					
35	[Redacted]					

37
47
63
71
79
91
103
109



Ms Alison Watkins AM		Reserve Bank Board Member	F		Watkins
----------------------	--	---------------------------	---	--	----------------



s36

From: [REDACTED]
To: [Rufus Black](#)
Subject: Rufus Black | Deloitte Board Members, Meeting 1
Start: Tuesday, 29 April 2025 8:00:00 AM
End: Tuesday, 29 April 2025 9:00:00 AM
Location: Microsoft Teams Meeting

s36

Details to follow from [REDACTED]

Microsoft Teams Need help: [REDACTED]

Join the meeting now [REDACTED]

outside
of scope

Meeting ID: [REDACTED]

Passcode: [REDACTED]

Dial in by phone

[REDACTED] Australia, Sydney

Find a local number [REDACTED]

Phone conference ID: [REDACTED]

outside
of scope

For organizers: Meeting options [REDACTED]

This e-mail and any attachments to it are confidential and are intended solely for the use of the recipient to whom it is addressed. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail and any attachments. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited ("DTTL"). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about <<https://url.au.m.mimecastprotect.com/s/nusiCJypLjF8VQIPpULsjcyUJyh?domain=deloitte.com>> to learn more. Deloitte's liability is limited by a scheme approved under Professional Standards Legislation. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the Deloitte network of member firms (including those operating in Australia).

s36

From: [REDACTED]
To: [Rufus Black](#)
Subject: Rufus Black | Deloitte Board Members, Meeting 2
Start: Wednesday, 30 April 2025 5:00:00 PM
End: Wednesday, 30 April 2025 6:00:00 PM
Location: Microsoft Teams Meeting

s36

Details to follow from [REDACTED]

Microsoft Teams Need help: [REDACTED]

Join the meeting now [REDACTED]
[REDACTED]3a%2236da45f1-dd2c-4d1f-af13-5abe46b99921%22%2c%22Oid%22%3a%226a34b548-6ba3-4512-97b1-240e52bd3f39%22%7d>

outside of scope

Meeting ID: [REDACTED]

Passcode [REDACTED]

Dial in by phone

[REDACTED] Australia, Sydney

Find a local number [REDACTED]

outside of scope

Phone conference ID: [REDACTED]

For organizers: Meeting options [REDACTED]

[REDACTED]

This e-mail and any attachments to it are confidential and are intended solely for the use of the recipient to whom it is addressed. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail and any attachments. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited ("DTTL"). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see [www.deloitte.com/about <https://url.au.m.mimecastprotect.com/s/ccLJCROAWrhrxgNyDiOspcl8HN?domain=deloitte.com>](https://url.au.m.mimecastprotect.com/s/ccLJCROAWrhrxgNyDiOspcl8HN?domain=deloitte.com) to learn more. Deloitte's liability is limited by a scheme approved under Professional Standards Legislation. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the Deloitte network of member firms (including those operating in Australia).

s36

From: [REDACTED]
To: [REDACTED]; [Rufus Black](#)
Subject: Rufus Black | Jo Gorton, Deloitte CEO
Start: Tuesday, 29 April 2025 5:00:00 PM
End: Tuesday, 29 April 2025 6:00:00 PM
Location: Microsoft Teams Meeting
Attachments: [image001.png](#)

Rufus and Jo

Arranging this time for you both to connect.

(Confirming this is a 1:1 discussion and I will not join.)

Thank you

[REDACTED]

--

[REDACTED]

[REDACTED]

M: [REDACTED]

--

Microsoft Teams Need help? [REDACTED]

Join the meeting no [REDACTED]

Meeting ID: [REDACTED]

Passcode: [REDACTED]

Dial in by phone

[REDACTED] Australia, Sydney

Find a local number [REDACTED]

Phone conference ID: [REDACTED]

For organizers: Meeting options [REDACTED]

[REDACTED]

This e-mail and any attachments to it are confidential and are intended solely for the use of the recipient to whom it is addressed. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail and any attachments. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited ("DTTL"). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see [www.deloitte.com/about <https://url.au.m.mimecastprotect.com/s/JE8nCBNZz7iVyb8ylcjs1c2Or7m?domain=deloitte.com>](https://url.au.m.mimecastprotect.com/s/JE8nCBNZz7iVyb8ylcjs1c2Or7m?domain=deloitte.com) to learn more. Deloitte's liability is limited by a scheme approved under Professional Standards Legislation. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the Deloitte network of member firms (including those operating in Australia).

s36

From: [redacted]
To: [redacted]@deloitte.com.au; [redacted]@deloitte.com.au; [redacted]@deloitte.com.au;
[redacted]@deloitte.com.au; [redacted]@deloitte.com.au; [redacted]@deloitte.com.au; [redacted]@deloitte.com.au;
Jane Beaumont; Rufus Black; Craig Barling; [redacted]; Jane Beaumont
Cc: [redacted]
Subject: STEM Business Case Workshop with Deloitte
Start: Wednesday, 20 November 2024 4:30:00 PM
End: Wednesday, 20 November 2024 4:55:00 PM
Location: [redacted]

outside
of scope

Jess Farrow is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting [redacted]

Meeting URL [redacted]

Meeting ID: [redacted]

Join by Telephone

For higher quality, dial a number based on your current location.

Dial:

Australia: [redacted]
[redacted]
[redacted]

outside
of scope

This email is confidential, and is for the intended recipient only. Access, disclosure, copying, distribution, or reliance on any of it by anyone outside the intended recipient organisation is prohibited and may be a criminal offence. Please delete if obtained in error and email confirmation to the sender. The views expressed in this email are not necessarily the views of the University of Tasmania, unless clearly intended otherwise.

s36 [Redacted] Rufus Black - Meeting

s36  [Redacted]@del Required Rufus Black; [Redacted] 15/04/2025

 Flag for follow up. Reminder: Thursday, 17 April 2025 3:30 PM.
We couldn't find this meeting in the calendar. It may have been moved or deleted.

 Thursday, 17 April 2025 3:30 PM-4:30 PM  Microsoft Teams Meeting 

s36 Hi [Redacted], Rufus

I hope you are both well. Arranging this time for the two of you to connect.

s36 Thank you
[Redacted]

s36 --
Executive Assistant to [Redacted] Deloitte Australia
D: +[Redacted]

Board Calendar 2025

Maritana

Month	Important Dates	Board Meeting Date & Location
January		22nd - Sydney
February		18th - Hybrid Meeting
March		20th - Canberra
April	3rd & 4th Australia Partners Meeting (Cairns)	22nd - Hybrid Meeting
May	End of Financial Year	29th - TBC
June		26th - TBC
July		24th - TBC
August		28th - TBC
September		23rd - TBC
October	Annual General Meeting - via VC (TBC)	28th - TBC
November		25th - TBC
December		18th - TBC

The Board meets for a full-day meeting each month, with approximately half of the meetings held in-person in various Deloitte office locations around Australia.

The remaining meetings are held in a hybrid format, with Board members joining the meeting from their local office.

From: [Jane Beaumont](#)
To: [Rufus Black](#); [VC Office](#); [Craig Barling](#)
Cc: [REDACTED]; [REDACTED]
Subject: Red Box - high level review of CBA model and Executive Summary for business case
Date: Tuesday, 19 November 2024 7:21:39 PM
Attachments: [image001.png](#)
[UTas STEM BC_CBA_model_overview.pdf.crdownload](#)
[UTAS STEM Business Case_Executive_Summary.pdf](#)

s36

s37, s35

Hi Rufus

We have 30 minutes tomorrow to talk through with Deloitte (at a high level) the current version of the costs benefit model for STEM (attachment 1 above – open in PDF) and the Executive Summary of the current version of the business case. We will receive an updated version of both the CBA and Executive Summary on Mon 25th Nov next week for distribution for a Steer Co meeting on Thursday 28th next week to seek endorsement of the preferred option (STEM on sandy bay – option 2). Steer Co is yourself, Craig B, Kate H Nicholas and myself.

[REDACTED]

[REDACTED]

s35

If you get time to review these prior to our catch up tomorrow afternoon, would be very helpful to have your view on whether we are headed in the right direction and any specific areas of concern.

Thanks

Jane

[REDACTED]

outside of scope



Announcement of the Vice-Chancellor's Appointment to the Deloitte Australia Board

s36 From Sally Paynter [REDACTED]@utas.edu.au>

Date Thu 2025-08-28 15:57

To Alison Watkins [REDACTED]; Rufus Black [REDACTED] Sheree Vertigan
[REDACTED] Alicia Leis [REDACTED] James Groom
[REDACTED] Tania Price [REDACTED] Tara Howell
s36 [REDACTED]; Sarah-Jayne Hall [REDACTED] Peter Dawkins
[REDACTED] Garreth Dent [REDACTED] Karina Groenewoud
[REDACTED]; Aidan Davison [REDACTED]; Kristyn Harman

Cc [REDACTED]@utas.edu.au>

1 attachment (496 KB)

Deloitte appoints University of Tasmania leader, investor to board.pdf;

Dear Members

Please find attached an article from the Australian Financial Review announcing the Vice-Chancellor, Professor Black's appointment as a Non-Executive Director to the Deloitte Australia Board from 1 September 2025.

Kind regards
Sally

Sally Paynter
University Secretary

Office of the Chancellor and Vice-Chancellor
University of Tasmania
p. 6226 2510
m. [REDACTED]
s36 [\[REDACTED\]
\[REDACTED\]
utas.edu.au](mailto:[REDACTED]@utas.edu.au)

Please refer to the [DVC Resources](#) intranet page for current versions of the templates for committee papers, presentations, briefings and correspondence.



CRICOS 00586B

WORKPLACE FLEXIBILITY – The University of Tasmania supports flexible working arrangements. If you receive an email from me outside of standard business hours, it is not my expectation that you will read or reply to it at that time.

This email is confidential, and is for the intended recipient only. Access, disclosure, copying, distribution, or reliance on any of it by anyone outside the intended recipient organisation is prohibited and may be a criminal offence. Please delete if obtained in error and email confirmation to the sender. The views expressed in this email are not necessarily the views of the University of Tasmania, unless clearly intended otherwise.

**Deloitte TechOne
Invoices Processed**

10/11/2017 - 30/08/2025

Supplier	Invoice Date	Invoice No.	Document Type	Amount	System Narrative	Details	Org Unit Name	Deloitte	PO No.
Deloitte Touch Tohmatsu	24/10/2017	1-2159888	APINV	\$9,221.52	engagement Number 592949	Professional fees for the statutory and compliance audits of Antarctic Climate and Ecosystems Cooperative Research Centre for the year ended 30 June 2017	ACE-CRC	Deloitte Touche Tohmatsu	00003195
Deloitte Risk Advisory PL	27/10/2017	1-2160727	APINV	\$71,060.00	Fees for professional services	Internal Audit Support and Administration Audit and Risk Secondment Graduations and Prior Year Follow-Up Activities Research Governance Framework – Project Output Management Fraud and Corruption Control Plan & Risk Assessment	University Governance	Deloitte Risk Advisory PL	00004083
Deloitte Touch Tohmatsu	30/11/2017	1-2169334	APINV	\$50,119.30	Fees for Professional Services Engagement Number 583079	Dangerous Goods and Hazardous Substances Internal Audit audit project	University Governance	Deloitte Touche Tohmatsu	00004542
Deloitte Risk Advisory PL	30/11/2017	1-2168911	APINV	\$63,248.35	Fees for Professional Services	Internal Audit Support and Administration Audit and Risk Secondment Research Governance Framework – Project Output Management Credit Card Analytics using ACL - Internal Audit Confidential Investigation	University Governance	Deloitte Risk Advisory PL	00004541
Deloitte Risk Advisory PL	30/11/2017	1-2168921	APINV	\$6,754.00	Fees for professional services Engagement Number 586758	Maximising reportable income from non-traditional research projects process - Internal Audit	Strategic Research Funding	Deloitte Risk Advisory PL	00005243
Deloitte Risk Advisory PL	30/11/2017	1-2168928	APINV	\$22,377.30	Engagement Number 588034	Australian Code for the Care and Use of Animals for Scientific Purposes External Review	Research Integrity & Ethics	Deloitte Risk Advisory PL	00005657
Deloitte Touch Tohmatsu	8/12/2017	200501	EFT	-\$9,221.52					
Deloitte Touch Tohmatsu	15/12/2017	1-2174034	APINV	\$2,359.50	Professional services Eng no 565768	UTAS 102546 - HIT Lab Project: Sense-T Program	Information & Communication Technology	Deloitte Touche Tohmatsu	00007446
Deloitte Risk Advisory PL	15/12/2017	201478	EFT	-\$71,060.00					
Deloitte Touch Tohmatsu	21/12/2017	201698	EFT	-\$50,119.30					
Deloitte Risk Advisory PL	21/12/2017	1-2175596	APINV	\$17,072.00	Fees for professional services Engagement Number 589499	Invoice related to the Payroll Data Analytics project	University Governance	Deloitte Risk Advisory PL	00006734
Deloitte Risk Advisory PL	21/12/2017	202325	EFT	-\$70,002.35					
Deloitte Risk Advisory PL	21/12/2017	202580	EFT	-\$22,377.30					
Deloitte Risk Advisory PL	25/01/2018	204221	EFT	-\$17,072.00					
Deloitte Risk Advisory Pty Limited	31/01/2018	1-2180855	APINV	\$9,028.25	Fees for professional services Engagement Number 586758	Maximising reportable income from non-traditional research projects process - Internal Audit	Strategic Research Funding	Deloitte Risk Advisory Pty Limited	00012561
Deloitte Risk Advisory Pty Limited	31/01/2018	1-2180868	APINV	\$10,103.50	Fees for professional services	MyHR Follow Up – Internal Audit Credit Card Analytics using ACL - Internal Audit	University Governance	Deloitte Risk Advisory Pty Limited	00012826
Deloitte Touch Tohmatsu	2/02/2018	204338	EFT	-\$2,359.50					
Deloitte Touch Tohmatsu	28/02/2018	1-2186981	APINV	\$36,327.50	Fees for professional services	MyHR Follow Up – Internal Audit Credit Card Analytics using ACL - Internal Audit 2018 Planning and Administration	University Governance	Deloitte Touche Tohmatsu	00012004
Deloitte Risk Advisory Pty Limited	28/02/2018	1-2186996	APINV	\$7,177.50	Engagement Number 586758	Maximising reportable income from non-traditional research projects process - Internal Audit	Strategic Research Funding	Deloitte Risk Advisory Pty Limited	00024786
Deloitte Touch Tohmatsu	9/03/2018	1-2190046	APINV	\$5,082.00	Sense T Grant Rural Pharmacy Liaison Grant	Rural Pharmacy Liaison Grant	UTAS Centre for Rural Health	Deloitte Touche Tohmatsu	00017053
Deloitte Risk Advisory Pty Limite	23/03/2018	208670	EFT	-\$19,131.75					
Deloitte Touch Tohmatsu	29/03/2018	208780	EFT	-\$36,327.50					
Deloitte Risk Advisory Pty Limited	29/03/2018	1-2193947	APINV	\$4,950.00	Fees for professional services Engagement Number 586758	Maximising reportable income from non-traditional research projects process - Internal Audit	Strategic Research Funding	Deloitte Risk Advisory Pty Limited	00015352
Deloitte Touch Tohmatsu	16/04/2018	1-2198175	APINV	\$19,505.75	Fees for professional services with Deloitte	MyHR Follow Up – Internal Audit Credit Card Analytics using ACL - Internal Audit 2018 Planning and Administration Scholarships and Prizes – Internal Audit	University Governance	Deloitte Touche Tohmatsu	00017821
Deloitte Risk Advisory Pty Limited	27/04/2018	1-2200188	APINV	\$3,940.20	Fees for professional services Engagement Number 588034	Australian Code for the Care and Use of Animals for Scientific Purposes External Review	Research Integrity & Ethics	Deloitte Risk Advisory Pty Limited	00020614
Deloitte Touch Tohmatsu	4/05/2018	212040	EFT	-\$5,082.00					
Deloitte Risk Advisory Pty Limited	4/05/2018	212426	EFT	-\$4,950.00					
Deloitte Risk Advisory Pty Limited	7/05/2018	1-2202516	APINV	\$33,149.60	Fees for professional services Legal	MyHR Follow Up – Internal Audit 2018 Planning and Administration Scholarships and Prizes – Internal Audit HESF Follow Up – Internal Audit	Legal and Audit	Deloitte Risk Advisory Pty Limited	00019556
Deloitte Financial Advisory Pty Ltd	16/05/2018	1-2205658	APINV	\$42,900.00	Professional Fees Engagement No 597926	Student Modelling Project	Transformation Program	Deloitte Financial Advisory Pty Ltd	00021835
Deloitte Touch Tohmatsu	18/05/2018	213486	EFT	-\$19,505.75					
Deloitte Access Economics Pty Ltd	24/05/2018	1-2207978	APINV	\$11,000.00	Fees for professional services Engagement Number 591381		Northern Campus Futures	Deloitte Access Economics Pty Ltd	00021668
Deloitte Access Economics Pty Ltd	24/05/2018	1-2208009	APINV	\$28,733.10	Engagement Number 595372 2018 Demographic Forecasts	Invoice 1 : Delivery of draft report and results	Northern Campus Futures	Deloitte Access Economics Pty Ltd	00021690
Deloitte Touch Tohmatsu	30/05/2018	1-2211495	APINV	\$6,666.00	Fees for professional services Engagement Number 592089	Fraud Assessment – Internal Audit	Legal and Audit	Deloitte Touche Tohmatsu	00021287

Deloitte Touch Tohmatsu	30/05/2018	1-2211520	APINV	\$2,750.00	Fees for professional services Engagement Number 592949	2018 Planning and Administration	Legal and Audit	Deloitte Touche Tohmatsu	00021289
Deloitte Risk Advisory Pty Limited	30/05/2018	1-2211083	APINV	\$1,603.25	Fees for professional services	Maximising reportable income from non-traditional research projects process - Internal Audit	Strategic Research Funding	Deloitte Risk Advisory Pty Limited	00021922
Deloitte Risk Advisory Pty Limited	30/05/2018	1-2211513	APINV	\$21,675.50	Fees for professional services	Scholarships and Prizes - Internal Audit	Legal and Audit	Deloitte Risk Advisory Pty Limited	00021488
Deloitte Financial Advisory Pty Ltd	30/05/2018	1-2210585	APINV	\$77,000.00	Fees for professional services Engagement Number 597926	Student Modelling Project	Transformation Program	Deloitte Financial Advisory Pty Ltd	00023657
Deloitte Risk Advisory Pty Limited	1/06/2018	214930	EFT	-\$3,940.20					
Deloitte Access Economics Pty Ltd	1/06/2018	1-2210812	APINV	\$28,733.10	Fees for professional services Engagement Number 595372	2018 - Demographic Forecasts Invoice 2: Delivery of final report and results	Northern Campus Futures	Deloitte Access Economics Pty Ltd	00027129
Deloitte Risk Advisory Pty Limited	8/06/2018	215377	EFT	-\$33,149.60					
Deloitte Financial Advisory Pty Ltd	15/06/2018	215834	EFT	-\$42,900.00					
Deloitte Touch Tohmatsu	28/06/2018	1-2216680	APINV	\$21,131.00	Fees for professional services 592089	Fraud Assessment - Internal Audit	Legal and Audit	Deloitte Touche Tohmatsu	00024661
Deloitte Touch Tohmatsu	28/06/2018	1-2216683	APINV	\$4,785.00	Fees for professional services 592949	2018 Planning and Administration (scoping of abandoned projects)	Legal and Audit	Deloitte Touche Tohmatsu	00024657
Deloitte Risk Advisory Pty Limited	28/06/2018	1-2216685	APINV	\$2,035.00	Professional Services Engagement Number 592088	Scholarships and Prizes - Internal Audit	Legal and Audit	Deloitte Risk Advisory Pty Limited	00030675
Deloitte Touch Tohmatsu	29/06/2018	216490	EFT	-\$9,416.00					
Deloitte Risk Advisory Pty Limited	29/06/2018	216900	EFT	-\$23,278.75					
Deloitte Financial Advisory Pty Ltd	29/06/2018	216927	EFT	-\$77,000.00					
Deloitte Access Economics Pty Ltd	29/06/2018	216934	EFT	-\$39,733.10					
Deloitte Risk Advisory Pty Limited	6/07/2018	217378	EFT	-\$7,177.50					
Deloitte Touch Tohmatsu	13/07/2018	1-2220852	APINV	\$2,178.00	Fees for professional services Engagement Number 585472		Pharmacy Zoology	Deloitte Touche Tohmatsu	00055874
Deloitte Touch Tohmatsu	13/07/2018	1-2220852A	APINV	\$5,263.50	Fees for professional services Engagement Number 585472		Pharmacy Zoology	Deloitte Touche Tohmatsu	00055874
Deloitte Touch Tohmatsu	13/07/2018	AN1-2220852	APADJ	-\$2,178.00	Credit adj - Error with import, to be re-entered as 1-2220852A		Pharmacy Zoology	Fees for professional services Engagemen	
Deloitte Financial Advisory Pty Ltd	16/07/2018	1-2221308	APINV	\$97,383.00	Fees for professional services Engagement Number 597926	Student Modelling Project	Transformation Program	Deloitte Financial Advisory Pty Ltd	00029649
Deloitte Access Economics Pty Ltd	20/07/2018	220493	EFT	-\$28,733.10					
Deloitte Touch Tohmatsu	30/07/2018	1-2223795	APINV	\$22,013.75	Crisis Management Review Phase 1	Phase 1 - 2018 Crisis Management - Internal Audit	Legal and Audit	Deloitte Touche Tohmatsu	00028040
Deloitte Risk Advisory Pty Limited	30/07/2018	1-2223799	APINV	\$2,909.50	research project	Maximising reportable income from nontraditional			
Deloitte Touch Tohmatsu	31/07/2018	1-222401	APINV	\$6,655.00	2018 Planning and Administration Fees	2018 Planning and Administration	Legal and Audit	Deloitte Touche Tohmatsu	00029378
Deloitte Touch Tohmatsu	3/08/2018	221145	EFT	-\$25,916.00					
Deloitte Risk Advisory Pty Limited	17/08/2018	222791	EFT	-\$2,035.00					
Deloitte Financial Advisory Pty Ltd	17/08/2018	222826	EFT	-\$97,383.00					
Deloitte Touch Tohmatsu	30/08/2018	1-2231236	APINV	\$11,550.00	Fees for professional services	Audit of financial statement preparation for the year ended 30 June 2018	ACE-CRC	Deloitte Touche Tohmatsu	00036160
Deloitte Touch Tohmatsu	30/08/2018	1-2231286	APINV	\$15,303.75	Crisis Management response review Phase 2	Interim invoice Phase 2 of the 2018 Crisis Management Internal Audit project	Legal and Audit	Deloitte Touche Tohmatsu	00028040
Deloitte Touch Tohmatsu	30/08/2018	1-2231289	APINV	\$7,711.00	Engagement Number 592949	2018 Planning and Administration	Legal and Audit	Deloitte Touche Tohmatsu	00037947
Deloitte Touch Tohmatsu	31/08/2018	223408	EFT	-\$28,668.75					
Deloitte Risk Advisory Pty Limited	31/08/2018	223900	EFT	-\$2,909.50					
Deloitte Touch Tohmatsu	5/10/2018	227271	EFT	-\$11,550.00					
Deloitte Touch Tohmatsu	12/10/2018	227867	EFT	-\$7,711.00					
Deloitte Touch Tohmatsu	31/10/2018	8000279063	APINV	\$5,465.63	Crisis Management Internal Audit	Phase 2 - 2018 Crisis Management - Internal Audit	Legal and Audit	Deloitte Touche Tohmatsu	00028040
Deloitte Touch Tohmatsu	31/10/2018	8000279094	APINV	\$51,672.50	Fees for professional services Engagement Number UNIA013801	Privacy Act Compliance - Internal Audit	Legal and Audit	Deloitte Touche Tohmatsu	00042709
Deloitte Touch Tohmatsu	2/11/2018	8000282143	APINV	\$8,349.00	Fees for professional services	2018 Planning and Administration	Legal and Audit	Deloitte Touche Tohmatsu	00046059
Deloitte Touch Tohmatsu	7/11/2018	8000288021	APINV	\$43,631.50	Fees for professional services	Accounts Payable Data Analytics Project	Legal and Audit	Deloitte Touche Tohmatsu	00042708
Deloitte Financial Advisory Pty Ltd	7/11/2018	8000289046	APINV	\$140,400.70	Engagement Number UNIA014301	Northern Expansion	Northern Campus Futures	Deloitte Financial Advisory Pty Ltd	00048156
Deloitte Touch Tohmatsu	12/11/2018	8000293273	APINV	\$48,620.00	Fees for professional services Engagement Number UNIA020901	Infrastructure Delivery - Internal Audit	Legal and Audit	Deloitte Touche Tohmatsu	00044875
Deloitte Touch Tohmatsu	29/11/2018	8000315160	APINV	\$29,356.25	Fees for professional services	Sexual assault and sexual harassment risk assessment	Legal and Audit	Deloitte Touche Tohmatsu	00046451
Deloitte Touch Tohmatsu	29/11/2018	8000315425	APINV	\$1,677.50	Fees for professional services Engagement Number UNIA013801	Privacy Act Compliance - Internal Audit	Legal and Audit	Deloitte Touche Tohmatsu	00049901
Deloitte Touch Tohmatsu	29/11/2018	8000315438	APINV	\$12,127.50	Fees for professional services Engagement Number UNIA020901	Infrastructure Delivery - Internal Audit	Legal and Audit	Deloitte Touche Tohmatsu	00048440
Deloitte Touch Tohmatsu	29/11/2018	8000315440	APINV	\$16,228.30	Fees for professional services	Fees for professional services rendered to the Cooperative Research Centre of Antarctic Climate & Ecosystems for the period ended 30 June 2018	ACE-CRC	Deloitte Touche Tohmatsu	00046488

Deloitte Consulting PL	8/08/2019	8000714207	APINV	\$143.26	Professional Services - Engagement Number: GOO00241-01	Expenses			
Deloitte Touch Tohmatsu	9/08/2019	8000715924	APINV	\$2,090.00	Fees for professional services Engagement Number: UNI01742-01	GCP Consumption fees.	IT Capital	Deloitte Consulting PL	00102827
Deloitte Risk Advisory Pty Limited	15/08/2019	8000723824	APINV	\$16,764.00	Fees for professional services Engagement Number: UNI01742-01	2019 Strategic/Operational Risk	Legal and Audit	Deloitte Touche Tohmatsu	00090022
Deloitte Touch Tohmatsu	16/08/2019	253138	EFT	-\$17,655.00		2019 Privacy Internal Audit Phase 2	Legal and Audit	Deloitte Risk Advisory Pty Limited	00098596
Deloitte Risk Advisory Pty Limited	16/08/2019	8000725301	APINV	\$5,431.25	Fees for professional services Engagement Number: UNI01742-01	2019 Planning and Administration	Legal and Audit	Deloitte Risk Advisory Pty Limited	00098592
Deloitte Financial Advisory Pty Ltd	16/08/2019	253524	EFT	-\$16,500.00					
Deloitte Touch Tohmatsu	19/08/2019	8000727619	APINV	\$143.26	Google Cloud Platform capacity	GCP Consumption fees.	IT Capital	Deloitte Touche Tohmatsu	00078176
Deloitte Touch Tohmatsu	27/08/2019	8000740952	APINV	\$23,100.00	ACECRC Final Audit	Professional fees for the annual audit of Antarctic Climate and Ecosystems CRC financial statements and financial tables for the year ended 30 June 2019	ACE-CRC	Deloitte Touche Tohmatsu	00093302
Deloitte Financial Advisory Pty Ltd	30/08/2019	8000747223	APINV	\$139,047.56	Fees for professional services Engagement Number: UNI02230-01	2019 - Industry demand forecast	Northern Campus Futures Strategy and Performance	Deloitte Financial Advisory Pty Ltd	00107534
Deloitte Risk Advisory Pty Limited	5/09/2019	8000754451	APINV	\$852.50	Fees for professional services Engagement Number: UNI01742-01	Forecast database and report completion	Legal and Audit	Deloitte Risk Advisory Pty Limited	00098589
Deloitte Touch Tohmatsu	13/09/2019	255548	EFT	-\$2,090.00		Final invoice related to 2019 Privacy Internal Audit Phase 2			
Deloitte Touch Tohmatsu	20/09/2019	256191	EFT	-\$143.26					
Deloitte Touch Tohmatsu	27/09/2019	257218	EFT	-\$23,100.00					
Deloitte Risk Advisory Pty Limited	27/09/2019	257573	EFT	-\$76,656.25					
Deloitte Risk Advisory Pty Limited	30/09/2019	8000793036	APINV	\$51,337.00	Fees for professional services Engagement Number: UNI01742-01	Final invoice related to 2019 Placements Internal Audit	Legal and Audit	Deloitte Risk Advisory Pty Limited	00099297
Deloitte Risk Advisory Pty Limited	30/09/2019	8000793101	APINV	\$5,912.50	Fees for professional services Engagement Number: UNI01742-01	2019 Superannuation Internal Audit	Legal and Audit	Deloitte Risk Advisory Pty Limited	00099298
Deloitte Risk Advisory Pty Limited	30/09/2019	8000793107	APINV	\$11,385.00	Fees for professional services	2019 Planning and Administration	Legal and Audit	Deloitte Risk Advisory Pty Limited	00104289
Deloitte Risk Advisory Pty Limited	30/09/2019	8000793344	APINV	\$18,480.00	Fees for professional services Engagement Number: UNI01742-01	2019 Psychosocial Risk Assessment	Legal and Audit	Deloitte Risk Advisory Pty Limited	00100421
Deloitte Consulting PL	3/10/2019	8000799394	APINV	\$719.29	Professional Services - Expenses	Engagement Number: GOO00241-01	IT Capital	Deloitte Consulting PL	00100089
Deloitte Touch Tohmatsu	10/10/2019	8000809562	APINV	\$5,255.25	ACECRC Final Audit 2019 - Fees & Admin expenses	Professional fees for the annual audit of Antarctic Climate and Ecosystems CRC financial statements and financial tables for the year ended 30 June 2019	ACE-CRC	Deloitte Touche Tohmatsu	00101320
Deloitte Risk Advisory Pty Limited	11/10/2019	258734	EFT	-\$852.50					
Deloitte Consulting PL	21/10/2019	8000824850	APINV	\$525.07	Engagement Number: GOO00241-01 - Sep 2019	gcp consumption for September 2019	IT Capital	Deloitte Consulting PL	00103234
Deloitte Consulting PL	25/10/2019	259847	EFT	-\$143.26					
Deloitte Risk Advisory Pty Limited	29/10/2019	8000837748	APINV	\$39,594.50	2019 Placements Internal Audit	2019 Placements Internal Audit	Legal and Audit	Deloitte Risk Advisory Pty Limited	00104206
Deloitte Risk Advisory Pty Limited	30/10/2019	8000839879	APINV	\$4,372.50	2019 Superannuation Internal Audit	2019 Superannuation Internal Audit	Legal and Audit	Deloitte Risk Advisory Pty Limited	00104207
Deloitte Risk Advisory Pty Limited	31/10/2019	8000842384	APINV	\$27,060.00	Fees for professional services	2019 Psychosocial Risk Assessment	Legal and Audit	Deloitte Risk Advisory Pty Limited	00105885
Deloitte Risk Advisory Pty Limited	1/11/2019	260404	EFT	-\$87,114.50					
Deloitte Risk Advisory Pty Limited	4/11/2019	8000847892	APINV	\$15,149.75	Final invoice related to 2019 Planning and Administration	2019 Planning and Administration	Legal and Audit	Deloitte Risk Advisory Pty Limited	00105895
Deloitte Consulting PL	8/11/2019	261567	EFT	-\$719.29					
Deloitte Touch Tohmatsu	15/11/2019	262230	EFT	-\$5,255.25					
Deloitte Consulting PL	20/11/2019	8000877430	APINV	\$530.27	Professional Services - Engagement Number: GOO00241-01	GCP consumption invoice	IT Capital	Deloitte Consulting PL	00107991
Deloitte Financial Advisory Pty Ltd	22/11/2019	263151	EFT	-\$139,047.56					
Deloitte Consulting PL	22/11/2019	263191	EFT	-\$525.07					
Deloitte Risk Advisory Pty Limited	29/11/2019	263639	EFT	-\$43,967.00					
Deloitte Risk Advisory Pty Limited	3/12/2019	8000898532	APINV	\$4,482.50	2019 - Planning and Administration Engagement No. UNI01742-01	Final invoice related to 2019 Planning and Administration	Legal and Audit	Deloitte Risk Advisory Pty Limited	00123793
Deloitte Risk Advisory Pty Limited	3/12/2019	8000898648	APINV	\$2,640.00	Fees for professional services - UTAS Placements	2019 Placements Internal Audit	Legal and Audit	Deloitte Risk Advisory Pty Limited	00120130
Deloitte Consulting PL	4/12/2019	8000901180	APINV	\$516.20	Professional Services - Engagement Number: GOO00241-01	GCP invoice for November 2019	IT Capital	Deloitte Consulting PL	00111323
Deloitte Risk Advisory Pty Limited	6/12/2019	264206	EFT	-\$42,209.75					
Deloitte Risk Advisory Pty Limited	6/12/2019	8000906520	APINV	\$30,277.50	2019 Superannuation Internal Audit - Engagement Number: UNI01742-01	2019 Superannuation Internal Audit	Legal and Audit	Deloitte Risk Advisory Pty Limited	00111046
Deloitte Risk Advisory Pty Limited	17/12/2019	8000928404	APINV	\$27,060.00	Audit	Engagement Number: UNI01742-01 - 2019 Superannuation Internal	Legal and Audit	Deloitte Risk Advisory Pty Limited	00114839
Deloitte Touch Tohmatsu	18/12/2019	8000931582	APINV	\$7,623.00	Fees for professional services Engagement Number: UNI02734-01	Professional fees in respect for the University of Tasmania's Dementia Training Program grant acquittal for the funding period from 1 October 2016 to 30 June 2019.	Wicking Dementia Research Education Centre	Deloitte Touche Tohmatsu	00115112
Deloitte Consulting PL	20/12/2019	266768	EFT	-\$530.27					
Deloitte Risk Advisory Pty Limited	10/01/2020	267340	EFT	-\$30,277.50					
Deloitte Consulting PL	10/01/2020	267379	EFT	-\$516.20					
Deloitte Consulting PL	14/01/2020	8000958944	APINV	\$529.68	Fees for professional services Engagement Number: GOO00241-01 (GCP consumption)	GCP consumption for December 2019	IT Capital	Deloitte Consulting PL	00117016
Deloitte Risk Advisory Pty Limited	17/01/2020	267875	EFT	-\$27,060.00					
Deloitte Touch Tohmatsu	31/01/2020	268448	EFT	-\$7,623.00					

Deloitte Risk Advisory Pty Limited	31/01/2020	8000985157	APINV	\$7,535.00	Fees for professional services - Superannuation	2019 Superannuation Internal Audit	Legal and Audit	Deloitte Risk Advisory Pty Limited	00120129
Deloitte Risk Advisory Pty Limited	7/02/2020	268984	EFT	-\$2,640.00					
Deloitte Consulting PL	14/02/2020	269434	EFT	-\$529.68					
Deloitte Consulting PL	19/02/2020	8001017879	APINV	\$515.60	Fees for professional services Engagement Number: GOO00241-01	Google GCP invoicing GCP consumption for January 2020	IT Capital	Deloitte Consulting PL	00123530
Deloitte Risk Advisory Pty Limited	28/02/2020	270517	EFT	-\$4,482.50					
Deloitte Risk Advisory Pty Limited	6/03/2020	271378	EFT	-\$7,535.00					
Deloitte Risk Advisory Pty Limited	9/03/2020	8001053679	APINV	\$11,875.57	Project Axford - Risk Advisory	Project Axford	Legal and Audit	Deloitte Risk Advisory Pty Limited	00131725
Deloitte Consulting PL	20/03/2020	272356	EFT	-\$515.60					
Deloitte Consulting PL	25/03/2020	8001083685	APINV	\$556.62	Fees for professional services GOO00241-01	Gcp consumption for Feb 2020 and early March 2020	IT Capital	Deloitte Consulting PL	00129319
Deloitte Touch Tohmatsu	26/03/2020	8001085774	APINV	\$4,620.00	Audit of Australian Healthcare Associates Projects	Professional fees in respect for the grant acquittals for Project 103653 and 103652 for the per 1 January 2019 – 31 December 2019	Pharmacy	Deloitte Touche Tohmatsu	00129263
Deloitte Consulting PL	24/04/2020	274819	EFT	-\$556.62					
Deloitte Risk Advisory Pty Limited	29/04/2020	8001147120	APINV	\$6,659.40	Project Axford	Project Axford	Legal and Audit	Deloitte Risk Advisory Pty Limited	00133373
Deloitte Touch Tohmatsu	1/05/2020	274974	EFT	-\$4,620.00					
Deloitte Risk Advisory Pty Limited	1/05/2020	275284	EFT	-\$11,875.57					
Deloitte Financial Advisory Pty Ltd	12/05/2020	8001171514	APINV	\$10,000.10	Economic impact of library	Fee for economic impact assessment of new building at Inveresk Campus	Major Projects Unit	Deloitte Financial Advisory Pty Ltd	00133873
Deloitte Risk Advisory Pty Limited	29/05/2020	276697	EFT	-\$6,659.40					
Deloitte Financial Advisory Pty Ltd	12/06/2020	277442	EFT	-\$10,000.10					
Deloitte Touch Tohmatsu	10/07/2020	8001269200	APINV	\$2,887.50	Auditing fees for RPLO project	Professional fees in respect for the grant acquittal for Project 114078 for the period 1 February 2019 – 30 June 2019	UTAS Centre for Rural Health	Deloitte Touche Tohmatsu	00139052
Deloitte Touch Tohmatsu	14/08/2020	281245	EFT	-\$2,887.50					
Deloitte Financial Advisory Pty Ltd	27/08/2020	8001336652	APINV	\$22,327.80	Fees for professional services	Professional fees in accordance with our engagement letter dated 21 July 2020 in relation to the expression of interest process for the Inveresk student accommodation development.	Office of ED Accommodation, Sport and Recreation	Deloitte Financial Advisory Pty Ltd	00144065
Deloitte Financial Advisory Pty Ltd	2/10/2020	284307	EFT	-\$22,327.80					
Deloitte Financial Advisory Pty Ltd	20/10/2020	8001414451	APINV	\$10,158.50	PBSAL Consultancy	Professional fees in relation to the expression of interest process for the Inveresk student accommodation development	Office of ED Accommodation, Sport and Recreation	Deloitte Financial Advisory Pty Ltd	00150483
Deloitte Financial Advisory Pty Ltd	20/11/2020	286808	EFT	-\$10,158.50					
Deloitte Touch Tohmatsu	15/04/2021	8001743160	APINV	\$2,887.50	RPLO professional service fees	Professional fees in respect for the grant acquittal for Project 114078 for the period 1 February 2019 – 30 June 2019	UTAS Centre for Rural Health	Deloitte Touche Tohmatsu	00168039
Deloitte Consulting PL	19/04/2021	8001748895	APINV	\$3,353.35	UTAS PSFT Hosting and MSS	Fees for professional services Engagement Number: UNI04575-01 UTAS Additional Storage and Memory Period: 01 April 2021 through 30 April 2021	IT Services	Deloitte Consulting PL	00184710
Deloitte Consulting PL	20/04/2021	8001751287	APINV	\$889.68	UTAS PSFT Hosting and MSS	Fees for professional services Engagement Number: UNI04575-01 UTAS VPN Provision - Prod and DR Period: 01 April 2021 through 30 June 2021	IT Services	Deloitte Consulting PL	00184714
Deloitte Consulting PL	23/04/2021	8001759916	APINV	\$4,978.88	UTAS PSFT Hosting and MSS	Fees for professional services Engagement Number: UNI04575-01 UTAS MyHR Additional Support Consultancy - March 2021	IT Services	Deloitte Consulting PL	00184717
Deloitte Consulting PL	11/05/2021	8001804219	APINV	\$3,436.13	UTAS PSFT Hosting and MSS	Fees for professional services Engagement Number: UNI04575-01 UTAS PSFT Hosting and MSS April 2021	IT Services	Deloitte Consulting PL	00173739
Deloitte Consulting PL	11/05/2021	8001804224	APINV	\$3,353.35	HRIMS PSFT Hosting and MSS - Contract	Fees for professional services Engagement Number: UNI04540-01 "UTAS Additional Storage and Memory" Period: 01 May 2021 through 31 May 2021	IT Services	Deloitte Consulting PL	00173741
Deloitte Touch Tohmatsu	20/05/2021	8001825221	APINV	\$4,042.50	Audit Fees Placements	Professional fees in respect for the grant acquittals for Project 103653 and 103652 for the per 1 January 2020 – 31 December 2020	Pharmacy	Deloitte Touche Tohmatsu	00173615
Deloitte Touch Tohmatsu	21/05/2021	296896	EFT	-\$2,887.50					
Deloitte Touch Tohmatsu	28/05/2021	8001854891	APINV	\$3,031.88	113928 1 May 20	Professional fees in respect for the grant acquittal for Project 113928 1 May 2019 to 27 Feb 2021	College Office - CSE	Deloitte Touche Tohmatsu	00175002
Deloitte Consulting PL	7/06/2021	8001879043	APINV	\$3,353.35	UTAS PSFT Hosting and MSS	Fees for professional services Engagement Number: UNI04575-01 "UTAS Additional Storage and Memory" Period: 01 June 2021 through 30 June 2021	IT Services	Deloitte Consulting PL	00174817
Deloitte Consulting PL	11/06/2021	298301	EFT	-\$6,789.48					
Deloitte Touch Tohmatsu	25/06/2021	298789	EFT	-\$7,074.38					
Deloitte Consulting PL	29/06/2021	8001917989	APINV	\$7,994.25	UTAS PSFT Hosting and MSS	Fees for professional services Engagement Number: UNI04575-01	IT Services	Deloitte Consulting PL	00177660

Deloitte Consulting PL	30/06/2021	8001921539	APINV	\$3,353.35	UTAS PSFT Hosting and MSS	Fees for professional services Engagement Number: UNI04575-01 UTAS Additional Storage and Memory Period: 01 July 2021 through 31 July 2021	IT Services	Deloitte Consulting PL	00177694
Deloitte Consulting PL	9/07/2021	299769	EFT	-\$3,353.35					
Deloitte Consulting PL	27/07/2021	8001972085	APINV	\$4,067.25	UTAS PSFT Hosting and MSS fees	Fees for professional services Engagement Number: UNI04575-01 May - July 2021	IT Services	Deloitte Consulting PL	00181576
Deloitte Financial Advisory Pty Ltd	29/07/2021	8001977588	APINV	\$32,670.00	Access Economics - UTAS Economic Impact Assessment	Fees for professional services Engagement Number: UNI05009-01 2021 Economic Impact Invoice	Northern Campus Futures Southern Campus Futures	Deloitte Financial Advisory Pty Ltd	00177221
Deloitte Consulting PL	30/07/2021	301575	EFT	-\$11,347.60					
Deloitte Touch Tohmatsu	16/08/2021	8002007731	APINV	\$3,031.88	AAPP 2020/2021 Financial Audit Fees & Admin Expenses	Professional fees in respect for the grant acquittal for Project ASCI000002 - Australian Antarctic Program Partnership for the period 1 July 2019- 30 June 2021	Australian Antarctic Program Partnership	Deloitte Touche Tohmatsu	00183823
Deloitte Consulting PL	27/08/2021	303242	EFT	-\$13,289.16					
Deloitte Consulting PL	30/08/2021	8002032753	APINV	\$10,238.25	Fees for Professional services	Engagement Number: UNI04575-01 UTAS Managed Services T&M Additional Support	IT Services	Deloitte Consulting PL	00188134
Deloitte Consulting PL	13/09/2021	8002058777	APINV	\$530,172.74	Fees for professional services Engagement Number: UNI04540-01	Deloitte PeopleSoft Licencing & Support fees from Sept 2021 to Sept 2022	IT Services	Deloitte Consulting PL	00192651
Deloitte Touch Tohmatsu	17/09/2021	304339	EFT	-\$3,031.88					
Deloitte Financial Advisory Pty Ltd	17/09/2021	304584	EFT	-\$32,670.00					
Deloitte Consulting PL	27/09/2021	8002088074	APINV	\$19,810.01	Professional Services UNI04540-01	CON18524 Integration Environments Extension INT1 and INT2 Annual Deloitte invoicing	IT Services	Deloitte Consulting PL	00189834
Deloitte Consulting PL	1/10/2021	305475	EFT	-\$10,238.25					
Deloitte Consulting PL	13/10/2021	8002127342	APINV	\$7,433.25	Professional Services Engagement Number: UNI04575-01		Shared Services	Deloitte Consulting PL	00192502
Deloitte Touch Tohmatsu	15/10/2021	8002133207	APINV	\$2,021.25	Professional services	Professional fees in respect for the grant acquittal for Project 114078- Rural Pharmacy Liaison Officer Program for the period 1 July 2020- 30 June 2021	UTAS Centre for Rural Health	Deloitte Touche Tohmatsu	00193097
Deloitte Financial Advisory Pty Ltd	18/10/2021	8002135893	APINV	\$76,230.00	Access Economics - UTAS Economic Impact Assessment - final payment	Fees for professional services Engagement Number: UNI05009-01 2021 Economic Impact Second and final invoice for economic impact study.	Northern Campus Futures Southern Campus Futures	Deloitte Financial Advisory Pty Ltd	00177221
Deloitte Consulting PL	29/10/2021	306990	EFT	-\$549,982.75					
Deloitte Consulting PL	12/11/2021	307764	EFT	-\$7,433.25					
Deloitte Touch Tohmatsu	19/11/2021	307902	EFT	-\$2,021.25					
Deloitte Financial Advisory Pty Ltd	19/11/2021	308123	EFT	-\$76,230.00					
Deloitte Real Estate Pty Ltd	9/12/2021	8002258307	APINV	\$111,837.66	Provision of services in relation to Sandy Bay Masterplan - Feasibility Analysis	Provision of services in relation to Sandy Bay Masterplan - Feasibility Analysis. Time incurred up to 15 November 2021 - \$100,000 + GST Travel disbursement costs	UTAS Property Pty Ltd	Deloitte Real Estate Pty Ltd	00201309
Deloitte Consulting PL	17/12/2021	8002282663	APINV	\$14,908.58	Professional Services Engagement Number: UNI04575-01	UTAS PSFT Hosting and MSS Deloitte T&M Fees to Dec 2021	Shared Services	Deloitte Consulting PL	00200873
Deloitte Real Estate Pty Ltd	14/01/2022	311204	EFT	-\$111,837.66					
Deloitte Consulting PL	21/01/2022	311485	EFT	-\$14,908.58					
Deloitte Consulting PL	9/02/2022	8002385978	APINV	\$7,994.25	Professional Services	UTAS PSFT Hosting and MSS Deloitte T&M Additional support	Shared Services	Deloitte Consulting PL	00208640
Deloitte Real Estate Pty Ltd	17/02/2022	8002402522	APINV	\$43,218.18	Provision of services in relation to additional assistance and support in undertaking the Feasibility Modelling work	Provision of services in relation to additional assistance and support in undertaking the Feasibility Modelling work. Work undertaken between 16 November and 17 December 2021	UTAS Property Pty Ltd	Deloitte Real Estate Pty Ltd	00226846
Deloitte Touch Tohmatsu	9/03/2022	8002450938	APINV	\$4,446.75	RHMT 2019-2021 audit	Professional fees in respect for the grant acquittal for Project 108511- Rural Health Multidisciplinary Training (RHMT) Program for the period 1 January 2019 to 31 December 2021	UTAS Centre for Rural Health	Deloitte Touche Tohmatsu	00209923
Deloitte Consulting PL	11/03/2022	316454	EFT	-\$7,994.25					
Deloitte Risk Advisory Pty Limited	22/03/2022	8002476266	APINV	\$693.00	Data Analytics Script Remedy	RA UTAS Data Secondment Deloitte staff Secondment	Legal and Audit	Deloitte Risk Advisory Pty Limited	00201096
Deloitte Touch Tohmatsu	8/04/2022	318076	EFT	-\$4,446.75					
Deloitte Touch Tohmatsu	14/04/2022	8002538492	APINV	\$2,829.75	Audit PPA ANNUAL ACCOUNTS	Professional fees in respect for the grant acquittals for Project 103653 and 103652 for the per 1 January 2021 – 31 December 2021.	Pharmacy	Deloitte Touche Tohmatsu	00217319
Deloitte Risk Advisory Pty Limited	29/04/2022	319519	EFT	-\$693.00					
Deloitte Access Economics Pty Ltd	30/05/2022	8002657709	APINV	\$26,999.94	Engagement Number: UNI06236-01 - Fees	In line with the commencement of the project.	Strategy and Performance	Deloitte Access Economics Pty Ltd	00223621
Deloitte Consulting PL	31/05/2022	8002663620	APINV	\$12,762.75	Professional Fees	UTAS PSFT Hosting and MSS Deloitte T&M Additional support	Shared Services	Deloitte Consulting PL	00220450
Deloitte Touch Tohmatsu	10/06/2022	321688	EFT	-\$2,829.75					
Deloitte Touch Tohmatsu	23/06/2022	8002709051	APINV	\$9,350.00	Facility Financial Reviews Dec 2021	IMOS Financial Report Assessment - Final Invoice	Integrated Marine Observing System	Deloitte Touche Tohmatsu	00222511
Deloitte Consulting PL	30/06/2022	323056	EFT	-\$12,762.75					
Deloitte Consulting PL	6/07/2022	8002736964	APINV	\$17,626.08	Fees for professional services - Engagement Number: UNI06173-01		IT Capital	Deloitte Consulting PL	00229207
Deloitte Consulting PL	6/07/2022	8002736976	APINV	\$60,145.09	Professional Fees - Engagement Number: UNI06173-01		IT Capital	Deloitte Consulting PL	00228542
Deloitte Access Economics Pty Ltd	15/07/2022	323934	EFT	-\$26,999.94					
Deloitte Touch Tohmatsu	29/07/2022	325333	EFT	-\$9,350.00					
Deloitte Real Estate Pty Ltd	2/08/2022	325736	EFT	-\$43,218.18					
Deloitte Consulting PL	3/08/2022	8002802235	APINV	\$92,059.97	Fees for professional services	UTAS Customer Data Platform Masterplan Financial Feasibility Assessment Invoice on completion of Phase 4.1 - Alternative Delivery Model	IT Capital	Deloitte Consulting PL	00229206
Deloitte Real Estate Pty Ltd	5/08/2022	8002808867	APINV	\$82,500.00	Update to Sandy Masterplan Feasibility Model		UTAS Property Pty Ltd	Deloitte Real Estate Pty Ltd	00233905

Deloitte Touch Tohmatsu	8/08/2022	8002812075	APINV	\$15,400.00	Fee for professional services - engagement no. UNI06322-01	IMAS Cost of Management Model Assessment - Progress Invoice	Sustainable Marine Research Collaboration	Deloitte Touche Tohmatsu	00229650
Deloitte Consulting PL	19/08/2022	326915	EFT	-\$7,771.17					
Deloitte Consulting PL	24/08/2022	8002845670	APINV	\$328,451.20	Fees for professional services Engagement Number: UNI06173-01	Invoice for Oracle Software purchased for project	IT Capital	Deloitte Consulting PL	00232817
Deloitte Consulting PL	30/08/2022	8002857929	APINV	\$7,433.25	Fees for professional services Engagement Number: UNI04575-01	UTAS PSFT Hosting and MSS	Shared Services	Deloitte Consulting PL	00242318
Deloitte Consulting PL	2/09/2022	327788	EFT	-\$92,059.97					
Deloitte Consulting PL	8/09/2022	8002881887	APINV	\$67,734.17	Engagement Number: UNI06173-01 - Fees		IT Capital	Deloitte Consulting PL	00232483
Deloitte Touch Tohmatsu	9/09/2022	328028	EFT	-\$15,400.00					
Deloitte Consulting PL	20/09/2022	8002905813	APINV	\$535,474.47	PeopleSoft Hosting and MSS Year 5 fees - UNI06776-01	UTAS PeopleSoft Hosting and MSS	IT Services	Deloitte Consulting PL	00234264
Deloitte Consulting PL	20/09/2022	8002905814	APINV	\$20,575.50	Fees for professional services	UTAS PeopleSoft Hosting and MSS	IT Services	Deloitte Consulting PL	00233700
Deloitte Consulting PL	23/09/2022	328968	EFT	-\$328,451.20					
Deloitte Consulting PL	3/10/2022	8002939124	APINV	\$60,212.80	Engagement Number: UNI06173-01 - Fees	Fees for professional services Engagement Number: UNI06173-01	IT Capital	Deloitte Consulting PL	00238331
Deloitte Consulting PL	11/10/2022	8002957457	APINV	\$77,524.70	Resource for Project Aurora - University of Tasmania	Payroll Rectification - Discovery September 2022	Office of Student Services and Operations	Deloitte Consulting PL	00231723
Deloitte Touch Tohmatsu	13/10/2022	8002964806	APINV	\$3,031.88	Fees for professional services. Engagement Number: UNI04653-01	Professional fees in respect for the audit of Project 114862: Space Infrastructure Fund Tracking Facilities Upgrade.	Physics	Deloitte Touche Tohmatsu	00236925
Deloitte Touch Tohmatsu	13/10/2022	8002964822	APINV	\$5,053.13	Tasmania	Professional fees in respect for the audit of Project 116175 : Drought Resilience Tasmania - Actionable Knowledge and Solutions for Sustainable Prosperity.	TIA-Research Institute	Deloitte Touche Tohmatsu	00236850
Deloitte Consulting PL	14/10/2022	330178	EFT	-\$67,734.17					
Deloitte Consulting PL	19/10/2022	8002977625	APINV	\$43,998.08	Engagement Number: UNI07155-01	Appspan SSO Software Licenses – Annual Subscription Fee TERM: 18-Oct-22 through 17-Oct-23	IT Capital	Deloitte Consulting PL	00236278
Deloitte Consulting PL	20/10/2022	8002980270	APINV	\$9,746.00	Engagement Number: UNI07155-01	Implementation Services - Appspan SSO	IT Capital	Deloitte Consulting PL	00236278
Deloitte Consulting PL	21/10/2022	330510	EFT	-\$556,049.97					
Deloitte Access Economics Pty Ltd	24/10/2022	8002986865	APINV	\$35,999.92	Fees for professional services Engagement Number: UNI06236-01	Fees SCT EIA for delivery of draft report	Southern Campus Futures	Deloitte Access Economics Pty Ltd	00243452
Deloitte Consulting PL	4/11/2022	331383	EFT	-\$60,212.80					
Deloitte Consulting PL	11/11/2022	331750	EFT	-\$77,524.70					
Deloitte Touch Tohmatsu	18/11/2022	331920	EFT	-\$3,031.88					
Deloitte Consulting PL	18/11/2022	332143	EFT	-\$43,998.08					
Deloitte Consulting PL	22/11/2022	8003068057	APINV	\$7,375.75	Fees for professional services	UTAS PSFT Hosting and MSS	Shared Services	Deloitte Consulting PL	00242317
Deloitte Touch Tohmatsu	25/11/2022	332305	EFT	-\$5,053.13					
Deloitte Consulting PL	25/11/2022	332517	EFT	-\$9,746.00					
Deloitte Consulting PL	2/12/2022	332978	EFT	-\$7,433.25					
Deloitte Consulting PL	5/12/2022	8003112499	APINV	\$17,119.30	Engagement Number: UNI06947-01	Payroll Rectification - Discovery	Office of Student Services and Operations	Deloitte Consulting PL	00244556
Deloitte Consulting PL	5/12/2022	8003112538	APINV	\$123,718.99	Engagement Number: UNI07331-01	Payroll Remediation and Rectification November 2022	Office of Student Services and Operations	Deloitte Consulting PL	00244557
Deloitte Consulting PL	7/12/2022	8003121221	APINV	\$9,746.00	Provision of Appspan ASP for PeopleSoft HCM SSO	Appspan Implementation Services	IT Capital	Deloitte Consulting PL	00236278
Deloitte Consulting PL	8/12/2022	8003125848	APINV	\$19,492.00	Fees for professional services Engagement Number: UNI07155-01	Implementation Services - Appspan SSO	IT Capital	Deloitte Consulting PL	00236278
Deloitte Access Economics Pty Ltd	9/12/2022	333394	EFT	-\$35,999.92					
Deloitte Consulting PL	9/12/2022	8003130726	APINV	\$14,515.88	Fees for Professional Services Engagement Number UNI06776-01	UTAS BAU Managed Services Support HCMS UTAS MS Additional Work	Shared Services	Deloitte Consulting PL	00252514
Deloitte Consulting PL	13/12/2022	8003139652	APINV	\$95,188.56	Professional Services Engagement Number: UNI06173-01	Deloitte T&M Additional Support	IT Capital	Deloitte Consulting PL	00244488
Deloitte Consulting PL	13/12/2022	8003139747	APINV	\$249,991.46	Fees for professional services Engagement Number: UNI06173-01	Implementation Services December 2022 - March 2023	IT Capital	Deloitte Consulting PL	00244496
Deloitte Consulting PL	14/12/2022	8003143592	APINV	\$162,392.13	Fees for professional services Engagement Number: UNI06173-01	November 2022 Implementation Services	IT Capital	Deloitte Consulting PL	00244493
Deloitte Consulting PL	22/12/2022	334551	EFT	-\$7,375.75					
Deloitte Consulting PL	6/01/2023	334960	EFT	-\$150,584.29					
Deloitte Consulting PL	12/01/2023	8003221439	APINV	\$125,845.48	Engagement Number: UNI07331-01	Payroll Remediation and Rectification - December 2022	Office of Student Services and Operations	Deloitte Consulting PL	00247202
Deloitte Consulting PL	13/01/2023	335334	EFT	-\$527,064.15					
Deloitte Consulting PL	9/02/2023	8003297033	APINV	\$145,103.15	Fees for professional services Engagement Number: UNI07331-01	Payroll Remediation and Rectification - January 2023	Office of Student Services and Operations	Deloitte Consulting PL	00251886
Deloitte Consulting PL	17/02/2023	336975	EFT	-\$125,845.48					
Deloitte Consulting PL	10/03/2023	8003385913	APINV	\$143,039.89	Engagement Number: UNI07331-01	Payroll Remediation and Rectification - February 2023	Office of Student Services and Operations	Deloitte Consulting PL	00258186
Deloitte Consulting PL	17/03/2023	339528	EFT	-\$159,619.03					
Deloitte Consulting PL	12/04/2023	8003482797	APINV	\$243,614.80	IN ACCOUNT WITH DELOITTE CONSULTING PTY LTD Fees for professional services Engag	Payroll Remediation and Rectification - Final Invoice	Office of Student Services and Operations	Deloitte Consulting PL	00264220
Deloitte Consulting PL	5/05/2023	342840	EFT	-\$143,039.89					
Deloitte Touch Tohmatsu	10/05/2023	8003571110	APINV	\$2,829.75	Professional Services	Professional fees in respect for the audit of Project 116001: Federated Climate Information	Geography Planning and Spatial Sciences	Deloitte Touche Tohmatsu	00262497
Deloitte Touch Tohmatsu	10/05/2023	8003571177	APINV	\$2,829.75	Professional fees in respect for the grant acquittals for Project 103653 and 103	Professional fees in respect for the grant acquittals for Project 103653 and 103652 for the per 1 January 2022 – 31 December 2022.	Pharmacy	Deloitte Touche Tohmatsu	00262487
Deloitte Access Economics Pty Ltd	15/05/2023	8003584433	APINV	\$51,098.30	Fees for professional services Engagement Number: UNI06236-01	Fees SCT EIA Invoice for the remaining work done to date on the University of Tasmania Economic Impact Assessment (\$46,453 excluding GST)	Southern Campus Futures	Deloitte Access Economics Pty Ltd	00260563

Deloitte Consulting PL	17/05/2023	8003594131	APINV	\$25,208.34	Fees for professional services Engagement Number: UNI08181-01	UTAS Customer Data Platform - PO 00259879 Deloitte CDP Software and Services Support Deloitte Managed Service 24 March to 24 May 2023	IT Services	Deloitte Consulting PL	00259879
Deloitte Touch Tohmatsu	16/06/2023	344793	EFT	-\$5,659.50					
Deloitte Access Economics Pty Ltd	16/06/2023	344986	EFT	-\$51,098.30					
Deloitte Consulting PL	16/06/2023	345002	EFT	-\$25,208.34					
Deloitte Consulting PL	20/06/2023	8003701334	APINV	\$37,812.50	Deloitte CDP Software and Services - 25th May to 24 Aug 23	UTAS Customer Data Platform Deloitte CDP Software and Services Support Deloitte Managed Service 25 May 2023 to 24 Aug 2023	IT Services	Deloitte Consulting PL	00272212
Deloitte Consulting PL	20/06/2023	8003701978	APINV	\$25,806.00	Engagement Number: UNI06776-01 - Monthly support fees	UTAS BAU Managed Services Support UTAS BAU Managed Services Support HCMS UTAS MS Additional Work December 22 - February Deloitte T&M Additional Support	People Services	Deloitte Consulting PL	00272323
Deloitte Consulting PL	23/06/2023	345374	EFT	-\$243,614.80					
Deloitte Consulting PL	25/08/2023	8003884094	APINV	\$14,726.25	Fees for professional services Engagement Number: UNI06776-01	UTAS BAU Managed Services Support HCMS UTAS MS Additional Work MARCH - MAY 2023 Deloitte T&M Additional Support	People Services	Deloitte Consulting PL	00272320
Deloitte Consulting PL	1/09/2023	350406	EFT	-\$63,618.50					
Deloitte Consulting PL	22/09/2023	8003968596	APINV	\$48,803.70	1 Month extension to the PeopleSoft MyHR Solution (6/9-6/10 2023)	UTAS BAU Managed Services Support	IT Services	Deloitte Consulting PL	00280831
Deloitte Consulting PL	29/09/2023	352276	EFT	-\$14,726.25					
Deloitte Consulting PL	11/10/2023	8004030320	APINV	\$60,706.80	1 Month extension to the PeopleSoft MyHR Solution (6/10-6/11 2023)	UTAS BAU Managed Services Support HCMS UTAS BAU MS Support (CO: 20231006) OCTOBER - NOVEMBER 2023	IT Services	Deloitte Consulting PL	00280829
Deloitte Consulting PL	16/10/2023	8004043221	APINV	\$81,689.85	Oracle Licensing for Customer Data Platform (CDP)	UTAS Customer Data Platform Oracle CDP license subscription for the period 26 May 2023 to 25 August 2023. B91072 Oracle Fusion Data Quality Cloud Service - Hosted 1000 Records B88206 Oracle PaaS and IaaS Universal Credits B91069 Oracle Fusion Sales and Service Enterprise Cloud Service - Hosted Named User	IT Services	Deloitte Consulting PL	00281040
Deloitte Touch Tohmatsu	31/10/2023	8004095353	APINV	\$2,425.50	Fees for professional services Engagement Number: UNI04653-01	Professional fees in respect for the audit of Project 114078: Rural Pharmacy Liaison Officer Program	UTAS Centre for Rural Health	Deloitte Touche Tohmatsu	00279198
Deloitte Consulting PL	17/11/2023	354950	EFT	-\$109,510.50					
Deloitte Consulting PL	23/11/2023	8004173323	APINV	\$81,689.85	Fees for professional services Engagement Number: UNI08181-01	UTAS Customer Data Platform Purchase Blanket Order # 00262959: Oracle Licensing for Customer Data Platform (CDP) UTAS Customer Data Platform Oracle CDP license subscription for the period 26 August 2023 to 25 November 2023. B91072 Oracle Fusion Data Quality Cloud Service - Hosted 1000 Records B88206 Oracle PaaS and IaaS Universal Credits B91069 Oracle Fusion Sales and Service Enterprise Cloud Service - Hosted Named User	IT Services	Deloitte Consulting PL	00282351
Deloitte Consulting PL	23/11/2023	8004173326	APINV	\$37,812.50	Fees for professional services Engagement Number: UNI08181-01	UTAS Customer Data Platform Deloitte CDP Software and Services Support Deloitte Managed Service 25 August 2023 to 24 November 2023	IT Services	Deloitte Consulting PL	00282350
Deloitte Consulting PL	24/11/2023	355322	EFT	-\$81,689.85					
Deloitte Touch Tohmatsu	1/12/2023	355493	EFT	-\$2,425.50					
Deloitte Consulting PL	4/12/2023	8004215216	APINV	\$182,121.50	Fees for professional services Engagement Number: UNI06776-01	HCMS UTAS PeopleSoft Payroll Support Period: 01.11.2023 - 31.01.2024 PeopleSoft Payroll Support Fee \$165,565.00	IT Services	Deloitte Consulting PL	00283928
Deloitte Consulting PL	11/12/2023	8004241618	APINV	\$56,511.48	Professional Fees Eng UNI06730-01	ETMS Support UTAS FY23 PO 00283789 for the period Q1 - 22nd November 2023 to 21st February 2024 Fixed Fees for Support invoiced Quarterly in advance	IT Services	Deloitte Consulting PL	00284521
Deloitte Consulting PL	14/12/2023	8004255603	APINV	\$31,977.00	Fees for professional services Engagement Number: UNI06776-01	HCMS UTAS MS Additional Work JUN - AUG 2023	People Services	Deloitte Consulting PL	00284851
Deloitte Consulting PL	14/12/2023	8004259508	APINV	\$29,312.25	Fees for professional services Engagement Number: UNI06776-01	UTAS BAU Managed Services Support HCMS UTAS MS Additional Work SEP - NOV 2023	People Services	Deloitte Consulting PL	00284855
Deloitte Consulting PL	15/12/2023	8004263720	APINV	\$37,812.50	Engagement Number: UNI08181-01 - Professional Services	UTAS Customer Data Platform Deloitte CDP Software and Services Support Deloitte Managed Service 25 Nov 2023 to 24 Feb 2024	IT Services	Deloitte Consulting PL	00285289
Deloitte Consulting PL	21/12/2023	357155	EFT	-\$119,502.35					
Deloitte Consulting PL	5/01/2024	357565	EFT	-\$182,121.50					
Deloitte Consulting PL	12/01/2024	358040	EFT	-\$56,511.48					
Deloitte Consulting PL	19/01/2024	358448	EFT	-\$99,101.75					
Deloitte Consulting PL	30/01/2024	8004398622	APINV	\$16,242.60	Change Order- Encryption at rest Fees for profess	HCMS UTAS Change Requests Change Order: 20231113 - Encryption at rest 23 Days HCMS UTAS PeopleSoft Payroll Support Period: 01.02.2024 - 30.04.2024	IT Services	Deloitte Consulting PL	00288666
Deloitte Consulting PL	13/02/2024	8004449680	APINV	\$182,121.50	Fees for professional services Engagement Number: UNI09253-01	PeopleSoft Payroll Support Fee \$165,565.00	IT Services	Deloitte Consulting PL	00290377

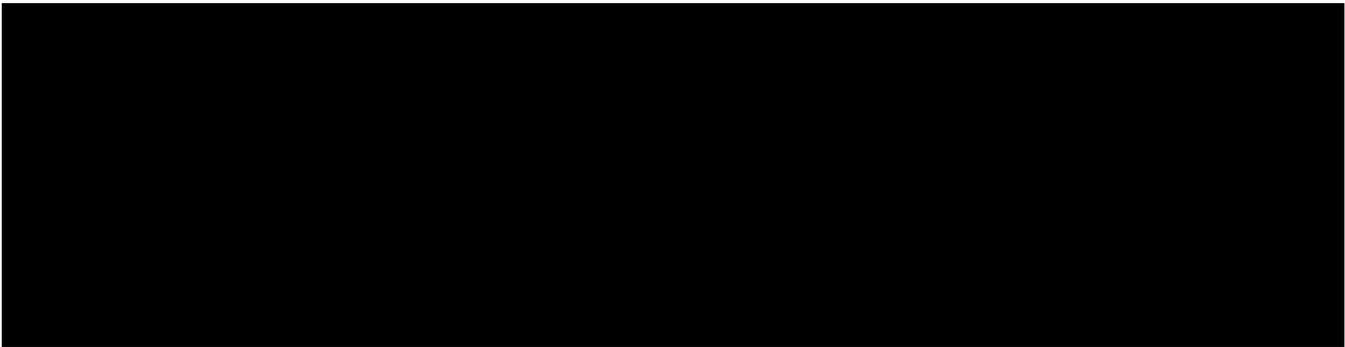
Deloitte Consulting PL	14/02/2024	8004453501	APINV	\$35,566.66	Deloitte consulting Fees for professional services Engagement Number: UNI06730-0	ETMS Support UTAS FY23 PO 00283789 for the period Q2 - 22nd February 2024 to 21st May 2024 Fixed Fees for Support invoiced Quarterly in advance	IT Services	Deloitte Consulting PL	00291240
Deloitte Consulting PL	14/02/2024	8004453517	APINV	\$37,812.50	Fees for professional services Engagement Number: UNI08181-01	UTAS Customer Data Platform Deloitte CDP Consulting Managed Services Support for Oracle CRM and Eloqua as per CON25857 Support Deloitte Managed Service 25 Feb 2024 to 24 May 2024 - Invoiced in Advance	IT Services	Deloitte Consulting PL	00291238
Deloitte Consulting PL	14/02/2024	8004453630	APINV	\$81,689.85	Professional Services Number: UNI08181-01 UTAS Customer Data Platform	UTAS Customer Data Platform Purchase Blanket Order # 00262959: Oracle Licensing for Customer Data Platform (CDP) UTAS Customer Data Platform Oracle CDP license subscription for the period 26 November 2023 to 25 February 2024. B91072 Oracle Fusion Data Quality Cloud Service - Hosted 1000 Records B88206 Oracle PaaS and IaaS Universal Credits B91069 Oracle Fusion Sales and Service Enterprise Cloud Service - Hosted Named User	IT Services	Deloitte Consulting PL	00291244
Deloitte Consulting PL	14/02/2024	8004453632	APINV	\$155,286.68	Professional services Engagement number UNI06730-01 ETMS Support UTAS FY23	ETMS Support UTAS FY23	IT Services	Deloitte Consulting PL	00291245
Deloitte Consulting PL	1/03/2024	360834	EFT	-\$16,242.60		Licensing PO 00283321 Billed Quarterly in Arrears (Feb, May, Aug, Nov)			
Deloitte Consulting PL	15/03/2024	362095	EFT	-\$492,477.19					
Deloitte Consulting PL	18/04/2024	8004678032	APINV	\$22,176.00	Fees for professional services Engagement Number: UNI06730-01	ETMS Support UTAS FY23 Oracle CRM License Subscription 23-Nov-2023 to 22-Nov-2024 70 x B68313, Additional 1 GB Peak Database Storage, per month	IT Services	Deloitte Consulting PL	00297366
Deloitte Consulting PL	14/05/2024	8004770952	APINV	\$81,689.85	Fees for professional services UNI08181-01	UTAS Customer Data Platform Purchase Blanket Order # 00262959: Oracle Licensing for Customer Data Platform (CDP) UTAS Customer Data Platform Oracle CDP license subscription for the period 26 February 2023 to 25 May 2024. B91072 Oracle Fusion Data Quality Cloud Service - Hosted 1000 Records B88206 Oracle PaaS and IaaS Universal Credits B91069 Oracle Fusion Sales and Service Enterprise Cloud Service - Hosted Named User	IT Services	Deloitte Consulting PL	00300961
Deloitte Consulting PL	14/05/2024	8004770959	APINV	\$35,566.66	ETMS Support UTAS FY23 for the period Q2 - 22nd May 2024 to 21st Aug 2024	ETMS Support UTAS FY23 PO 00283789 for the period Q2 - 22nd May 2024 to 21st Aug 2024 Fixed Fees for Support invoiced Quarterly in advance	IT Services	Deloitte Consulting PL	00300949
Deloitte Consulting PL	14/05/2024	8004770986	APINV	\$37,812.50	Support Deloitte Managed Service 25 May 2024 to 24 Aug 2024 UNI08181-01	UTAS Customer Data Platform - PO 00262682 Deloitte CDP Consulting Managed Services Support for Oracle CRM and Eloqua as per CON25857 Support Deloitte Managed Service 25 May 2024 to 24 Aug 2024 - Invoiced in Advance	IT Services	Deloitte Consulting PL	00300959
Deloitte Consulting PL	14/05/2024	8004770988	APINV	\$155,286.68	ETMS Support UTAS FY23	ETMS Support UTAS FY23 Licensing PO 00283321 Billed Quarterly in Arrears (Feb, May, Aug, Nov) Oracle Marketing License, Oracle CRM License	IT Services	Deloitte Consulting PL	00300943
Deloitte Consulting PL	24/05/2024	366320	EFT	-\$22,176.00					
Deloitte Consulting PL	28/05/2024	8004828221	APINV	\$20,608.94	I&O Deloitte Workshops	Fees for professional services Engagement Number: UNI10100-01	IT Capital	Deloitte Consulting PL	00303510
Deloitte Consulting PL	14/06/2024	367461	EFT	-\$310,355.69					
Deloitte Consulting PL	14/06/2024	8004893021	APINV	\$280,021.50	Fees for professional services Engagement Number: UNI09253-01	HCMS UTAS PeopleSoft Payroll Support Period: 01.05.2024 - 31.07.2024	IT Services	Deloitte Consulting PL	00304594
Deloitte Consulting PL	28/06/2024	368220	EFT	-\$20,608.94		PeopleSoft Payroll Support Fee \$254,565.00			
Deloitte Consulting PL	16/07/2024	8004985730	APINV	\$34,292.06	Customer Experience - Human Centred Design	Engagement Number: UNI10100-0 Fees	IT Capital	Deloitte Consulting PL	00298762
Deloitte Consulting PL	19/07/2024	369314	EFT	-\$280,021.50					
Deloitte Consulting PL	15/08/2024	8005074192	APINV	\$155,286.68	Engagement Number: UNI06730-01 - Expenses Oracle CRM and Eloqua licensing	ETMS Support UTAS FY23 Licensing PO 00283321 Billed Quarterly in Arrears (Jun24-Aug24) Oracle Marketing License Oracle CRM License	IT Services	Deloitte Consulting PL	00310668
Deloitte Consulting PL	15/08/2024	8005074214	APINV	\$35,566.66	Fees for professional services UNIO6730-01 Q 22/08 - 21/11 2024	ETMS Support UTAS FY23 PO 00283789 for the period Q3 - 22nd Aug 2024 to 21st Nov 2024 Fixed Fees for Support invoiced Quarterly in advance	IT Services	Deloitte Consulting PL	00310969
Deloitte Consulting PL	15/08/2024	8005074252	APINV	\$37,812.50	Support Deloitte Managed Service 25 Aug 2024 to 24 Nov 2024 - Invoiced in Advance	UTAS Customer Data Platform PO 00262682 Deloitte CDP Consulting Managed Services Support Support Deloitte Managed Service 25 Aug 2024 to 24 Nov 2024 - Invoiced in Advance	IT Services	Deloitte Consulting PL	00310841
Deloitte Consulting PL	15/08/2024	8005074264	APINV	\$81,689.85	Engagement Number: UNI08181-01 - Expenses Oracle Licensing for Customer Data Pla	UTAS Customer Data Platform Purchase Blanket Order # 00262959: Oracle Licensing for Customer Data Platform (CDP) UTAS Customer Data Platform Oracle CDP license subscription for the period 26 May 2023 to 25 August 2024. B91072 Oracle Fusion Data Quality Cloud Service - Hosted 1000 Records B88206 Oracle PaaS and IaaS Universal Credits B91069 Oracle Fusion Sales and Service Enterprise Cloud Service - Hosted Named User	IT Services	Deloitte Consulting PL	00310663
Deloitte Consulting PL	16/08/2024	371849	EFT	-\$34,292.06					
Deloitte Consulting PL	19/08/2024	8005080219	APINV	\$22,000.00	SD&S Deloitte Workshops	PO 00298762	IT Capital	Deloitte Consulting PL	00307638
Deloitte Consulting PL	18/09/2024	8005171087	APINV	\$10,197.00	Fees for professional services Add Pronouns and Additional Pronouns	HCO UTAS Change Requests Change Order 20240722 - Add Pronouns and Additional Pronouns Total Fee \$9,270.00	IT Capital	Deloitte Consulting PL	00314368
Deloitte Consulting PL	20/09/2024	373887	EFT	-\$332,355.69					
Deloitte Consulting PL	26/09/2024	8005198907	APINV	\$275,490.60	Fees for professional services Engagement Number: UNI09253-01	HCMS UTAS PeopleSoft Payroll Support Period: 01.08.2024 - 31.10.2024	IT Services	Deloitte Consulting PL	00315021

Deloitte Financial Advisory Pty Ltd	11/10/2024	8005251764	APINV	\$79,198.90	Engagement Number: UNI10767-01	IN ACCOUNT WITH DELOITTE SRT PTY LTD Fees for professional services Engagement Number: UNI10767-01			
Deloitte Consulting PL	18/10/2024	375505	EFT	-\$10,197.00		Utah STEM Precinct Business Case	UTAS Property Pty Ltd	Deloitte Financial Advisory Pty Ltd	00316912
Deloitte Consulting PL	1/11/2024	376278	EFT	-\$275,490.60					
Deloitte Financial Advisory Pty Ltd	15/11/2024	377058	EFT	-\$79,198.90					
Deloitte Consulting PL	19/11/2024	8005379390	APINV	\$36,562.54	Engagement Number: UNI11080-01	ETO UTAS CRM SKAAS Support FY25 PO 00283789 for the period Q1 - 22nd Nov 2024 to 21st Feb 2025 Fixed Fees for Support Invoiced Quarterly in advance	IT Services	Deloitte Consulting PL	00323021
Deloitte Consulting PL	19/11/2024	8005379402	APINV	\$155,286.68	Engagement Number: UNI11080-01	ETO UTAS CRM SKAAS Support FY25 Licensing PO 00283321 Billed Quarterly in Arrears 26 Aug 2024 to 25 Nov 2025 Oracle Marketing License, Oracle CRM License	IT Services	Deloitte Consulting PL	00323020
Deloitte Consulting PL	21/11/2024	8005387959	APINV	\$37,812.50	Fees for professional services Engagement Number: UNI08181-01	UTAS Customer Data Platform Fixed Fees for Support Invoiced Quarterly in advance Nov 24 to Feb 25	IT Services	Deloitte Consulting PL	00321030
Deloitte Consulting PL	21/11/2024	8005387961	APINV	\$81,689.85	Fees for professional services Engagement Number: UNI08181-01	UTAS Customer Data Platform Licensing PO 00262959 Billed Quarterly in Arrears Aug 24 to Nov 24	IT Services	Deloitte Consulting PL	00321029
Deloitte Consulting PL	4/12/2024	8005442580	APINV	\$168,355.00	Fees for professional services Engagement Number: UNI09253-01	HCMS UTAS PeopleSoft Payroll Support Period: 01.11.2024 - 31.01.2025 PeopleSoft Payroll Support Fee \$153,050.00	IT Services	Deloitte Consulting PL	00323319
Deloitte Financial Advisory Pty Ltd	13/12/2024	8005485395	APINV	\$104,425.20	Fees for professional services Engagement Number: UNI10767-01	Utah STEM Precinct Business Case UTAS STEM Business Case Refresh - Progress claim for delivery of draft 'Silver' report	UTAS Property Pty Ltd	Deloitte Financial Advisory Pty Ltd	00324483
Deloitte Consulting PL	20/12/2024	379400	EFT	-\$311,351.57					
Deloitte Consulting PL	3/01/2025	380340	EFT	-\$168,355.00					
Deloitte Consulting PL	9/01/2025	8005567656	APINV	\$155,286.68	Engagement Number: UNI11080-01 - Fees for professional services	ETO UTAS CRM SKAAS Support FY25 Licensing PO 00283321 Billed Quarterly in Arrears 26 Nov 2024 to 25 Feb 2025 Oracle Marketing License Oracle CRM License	IT Services	Deloitte Consulting PL	00325752
Deloitte Consulting PL	13/01/2025	8005577581	APINV	\$81,689.85	Engagement Number: UNI08181-01 - Fees for professional services	UTAS Customer Data Platform Purchase Blanket Order # 00262959: Oracle Licensing for Customer Data Platform (CDP) UTAS Customer Data Platform Oracle CDP license subscription for the period 26 Nov 2024 to 25 Feb 2025. B91072 Oracle Fusion Data Quality Cloud Service - Hosted 1000 Records B88206 Oracle PaaS and IaaS Universal Credits B91069 Oracle Fusion Sales and Service Enterprise Cloud Service - Hosted Named User	IT Services	Deloitte Consulting PL	00325753
Deloitte Financial Advisory Pty Ltd	17/01/2025	381074	EFT	-\$104,425.20					
Deloitte Consulting PL	13/02/2025	8005689055	APINV	\$37,812.50	Engagement Number: UNI08181-01	UTAS Customer Data Platform PO 00262682 Deloitte CDP Consulting Managed Services Support Support Deloitte Managed Service 25 Feb 2024 to 24 May 2025 - Invoiced in Advance	IT Services	Deloitte Consulting PL	00328802
Deloitte Consulting PL	13/02/2025	8005689370	APINV	\$36,562.54	Engagement Number: UNI11080-01 - Fees	ETO UTAS CRM SKAAS Support FY25 PO 00283789 for the period Q1 - 22nd Feb 2025 to 21st May 2025 Fixed Fees for Support Invoiced Quarterly in advance	IT Services	Deloitte Consulting PL	00329653
Deloitte Consulting PL	14/02/2025	383456	EFT	-\$236,976.53					
Deloitte Financial Advisory Pty Ltd	25/02/2025	8005725660	APINV	\$77,438.90	Fees for professional services UNI10767-01	Utah STEM Precinct Business Case Progress claim for services completed on the Utah STEM Precinct Business Case:	UTAS Property Pty Ltd	Deloitte Financial Advisory Pty Ltd	00332043
Deloitte Consulting PL	7/03/2025	8005775602	APINV	\$266,255.00	Fees for professional services - UNI09253-01	HCMS UTAS PeopleSoft Payroll Support Period: 01.02.2025 - 30.04.2025 PeopleSoft Payroll Support Fee \$242,050.00	IT Services	Deloitte Consulting PL	00331847
Deloitte Consulting PL	21/03/2025	387000	EFT	-\$74,375.04					
Deloitte Financial Advisory Pty Ltd	28/03/2025	387516	EFT	-\$77,438.90					
Deloitte Consulting PL	11/04/2025	388450	EFT	-\$266,255.00					
Deloitte Consulting PL	1/05/2025	8005988729	APINV	\$193,358.00	Oracle Unity Behavioral Intelligence Cloud Service - 21 Feb 2025 to 20 Feb 2026	Replace Oracle DMP with Oracle Unity Oracle Unity Behavioral Intelligence Cloud Service - 1000 Sessions 36 Months (21st Feb 25 to 20 Feb 2028) Invoiced Annually in Advance 21st Feb 25 to 20 Feb 26 PO # 00330155	IT Services	Deloitte Consulting PL	00336485
Deloitte Consulting PL	1/05/2025	8005988730	APINV	\$58,740.00	50% Fixed Fees - Oracle Unity Behavioral Intelligence	Replace Oracle DMP with Oracle Unity Fixed Fees for the Implementation of Oracle Unity Behavioral Intelligence PO # 00335735	Marketing	Deloitte Consulting PL	00336509
Deloitte Consulting PL	5/05/2025	8005997326	APINV	\$168,355.00	Fees for professional services UNI09253-01	HCMS UTAS PeopleSoft Payroll Support Invoiced in Advance Period: 01.05.2025 - 31.08.2025 PeopleSoft Payroll Support Fee \$153,050.00	IT Services	Deloitte Consulting PL	00337116
Deloitte Consulting PL	14/05/2025	8006034675	APINV	\$155,286.68	Oracle Marketing & CRM License 26 Feb 2025 - 25 May 2025	ETO UTAS CRM SKAAS Support FY25 Licensing PO 00283321 Billed Quarterly in Arrears 26 Feb 2025 to 25 May 2025 Oracle Marketing License Oracle CRM License	IT Services	Deloitte Consulting PL	00338158

Deloitte Consulting PL	16/05/2025	8006046134	APINV	\$36,562.54	Support Services Bucket Hours for Incidents Service Requests Problem and Change	ETO UTAS CRM SKAAS Support FY25 PO 00283789 for the period Q1 - 22nd May 2025 to 21st Aug 2025 Fixed Fees for Support invoiced Quarterly in advance	IT Services	Deloitte Consulting PL	00338882
Deloitte Consulting PL	16/05/2025	8006046235	APINV	\$81,689.85	Fees for professional services Engagement Number: UNI108181-01	Purchase Blanket Order # 00262959: Oracle Licensing for Customer Data Platform (CDP) UTAS Customer Data Platform Oracle CDP license subscription for the period 26 Feb 2025 to 25 May 2024. B91072 Oracle Fusion Data Quality Cloud Service - Hosted 1000 Records B88206 Oracle PaaS and IaaS Universal Credits B91069 Oracle Fusion Sales and Service Enterprise Cloud Service - Hosted Named User PO 00262682 Deloitte CDP Consulting Managed Services Support Support Deloitte Managed Service 25 May 2024 to 24 Aug 2025 Invoiced in Advance	IT Services	Deloitte Consulting PL	00338880
Deloitte Consulting PL	30/05/2025	8006122342	APINV	\$38,720.00	Fees for professional services Engagement Number: UNI12217-01		IT Services	Deloitte Consulting PL	00339880
Deloitte Consulting PL	6/06/2025	391296	EFT	-\$420,453.00					
Deloitte Consulting PL	13/06/2025	393492	EFT	-\$155,286.68					
Deloitte Consulting PL	20/06/2025	393795	EFT	-\$118,252.39					
Deloitte Consulting PL	27/06/2025	394204	EFT	-\$38,720.00					
Deloitte Consulting PL	22/07/2025	8006278038	APINV	\$172,063.10	Engagement Number: UNI09253-01 - Fees	HCMS UTAS PeopleSoft Payroll Support for the period Aug25 to Oct25 Licenses & Hosting	IT Services	Deloitte Consulting PL	00346762
Deloitte Consulting PL	11/08/2025	8006340932	APINV	\$81,689.85	Fees for professional services Engagement Number: UNI12217-01	Purchase Blanket Order # 00262959: Oracle Licensing for Customer Data Platform (CDP) UTAS Customer Data Platform Oracle CDP license subscription for the period 26 May 2025 to 25 Aug 2024. B91072 Oracle Fusion Data Quality Cloud Service - Hosted 1000 Records B88206 Oracle PaaS and IaaS Universal Credits B91069 Oracle Fusion Sales and Service Enterprise Cloud Service - Hosted Named User	IT Services	Deloitte Consulting PL	00347407
Deloitte Consulting PL	11/08/2025	8006340933	APINV	\$155,286.68	Fees for professional services Engagement Number: UNI11080-01	Licensing PO 00283321 Billed Quarterly in Arrears 26 May 2024 to 25 Aug 2025 Oracle Marketing License, Oracle CRM License	IT Services	Deloitte Consulting PL	00347410
Deloitte Consulting PL	11/08/2025	8006340952	APINV	\$36,562.54	Fees for professional services Engagement Number: UNI11080-01	PO 00283789 for the period Q1 - 22nd Aug 2025 to 21st Nov 2025 Fixed Fees for Support invoiced Quarterly in advance	IT Services	Deloitte Consulting PL	00347411
Deloitte Consulting PL	18/08/2025	8006359918	APINV	\$38,720.00	Fees for professional services Engagement Number: UNI12217-01	Deloitte CDP Consulting Managed Services Support Support Deloitte Managed Service 25 Aug 2024 to 24 Nov 2025 - Invoiced in Advance	IT Services	Deloitte Consulting PL	00348528
Deloitte Consulting PL	22/08/2025	397973	EFT	-\$172,063.10					
Deloitte Consulting PL	26/08/2025	8006382513	APINV	\$58,740.00	Fees for professional services Engagement Number: UNI11903-01	Fixed Fees for the Implementation of Oracle Unity Behavioral Intelligence	Marketing	Deloitte Consulting PL	00349237

FW: Development of 2019 IA Plan

outside of
scope



-----Original Appointment-----

From: Rufus Black <rufus.black@utas.edu.au>

Sent: Friday, 13 July 2018 3:28 PM

To: Rufus Black; [REDACTED]

Cc: David Clerk; [REDACTED]

[REDACTED]@deloitte.com.au); [REDACTED]@deloitte.com.au

Subject: FW: Development of 2019 IA Plan

When: Friday, 10 August 2018 11:30 AM-12:00 PM (UTC+10:00) Hobart.

Where: VC Meeting Room

-----Original Appointment-----

From: Rufus Black

Sent: Friday, 13 July 2018 1:27 PM

To: Rufus Black; [REDACTED]

Subject: Development of 2019 IA Plan

When: Friday, 10 August 2018 11:30 AM-12:00 PM (UTC+10:00) Hobart.

Where: VC Meeting Room

Hi

A time to discuss the development of the 2019 IA Plan - Deloitte to be included also.

Ta



s36

distribution, or reliance on any of it by anyone outside the intended recipient organisation is prohibited and may be a criminal offence. Please delete if obtained in error and email confirmation to the sender. The views expressed in this email are not necessarily the views of the University of Tasmania, unless clearly intended otherwise.

Management of actual or perceived conflict of interest between my role as Vice-Chancellor at the University of Tasmania and being in a board member at Deloitte

There could be an actual or perceived conflict of interest between my role as Vice-Chancellor at the University of Tasmania and being in a board member at Deloitte in any of the following situations:

- Determining selection criteria or pane membership for contracts for which Deloitte could complete
- The selection of contractors for work Deloitte for which they are competing
- The management of contracts for work with Deloitte
- Any contractual disputes with Deloitte
- Sharing of any information, which would not otherwise be publicly available with Deloitte about the University, the University Sector, or Local, State, or Australian Government whether gained from my work at the University or in other roles related to my University role as being a Board Member of Universities Australia or member of the Accord Implementation Panel or other forms of government engagement.
- Receiving information about other universities from work that Deloitte is doing in the sector.

To manage these actual or perceived conflicts of interest I will:

- Not be involved in selection process for contracts for which Deloitte could be competing or the management of contracts with Deloitte. If for any reason a contractual matter relating to Deloitte required my level of delegation, I would use the one-up principle to have the Chancellor sign off that matter or assign my delegation.
- In addition, to ensure awareness of any potential actual or perceived conflict of interests the University Executive Team will be informed of the general risk and in relation to specific areas where there could be a potential or actual perceived conflict of interests the DVCSOO will be informed about the risk of consultants doing commercial work for the University or economic analysis, the CPO will be informed of risk relating to the payroll matters and DVCR will be informed about the risks in relation to any advisory work that could be done by the Tasmanian Policy Exchange.
- If there was a contractual dispute with Deloitte, I would recuse myself from any decision involving that matter in the University and at Deloitte. Given Deloitte's role in relation to our payroll system if there was a data break in our payroll system or their oracle database a specific conflict plan would be created to deal with any conflict arising from that occurrence. The creation of that plan would involve the DVCSOO, CPO, CIO, and the Chancellor.
- Not share any information, which would not otherwise be publicly available with Deloitte about the University, the University Sector, or Local, State, or Australian Government whether gained from my work at the University or in other roles related to my University role as being a Board Member of Universities Australia or member of the

Accord Implementation Panel or other forms of government engagement. Have in place similar conflict of interest declarations and management with other sector related entities in which I am involved. Noting my contract with Deloitte is explicit that it is a governance role only and that it explicitly does not include: 'the provision of professional services, or participation on any engagement; or 'business development on behalf of Deloitte'.

- I will not receive any information from Deloitte about their work in the sector other than what is publicly available.
- Should I be asked for advice, feedback, or input in relation to work product created by Deloitte I will note the potential conflict and provide clear input.