CURTIN STUDENT GUILD

GUILD PRESIDENT REPORT

REPORT FOR GUILD COUNCIL

Guild President Dylan Storer (he/him)

Period: 9/10/2026 – 5/11/2026

Travel

- N/A

Leave

- N/A

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Summary and Reflections

On As I present my final report to Guild Council as President of the Curtin Student Guild, I do so with an enormous sense of pride, gratitude and, admittedly, a little sadness.

The overwhelming majority of my time throughout this reporting period has been dedicated to leading the Guild's opposition to the proposed merger of Curtin, UWA and Murdoch. This has been an extraordinary undertaking, involving extensive political advocacy, student mobilisation, media engagement and coordination across the university sector. I believe this is one of the most consequential challenges the Guild has faced in its history, and I am immensely proud of the leadership we have demonstrated in standing up for Curtin students. There is much more detail on this work below, but I want to emphasise how important it is that the Guild maintains this campaign with the same determination, ambition and resolve into the coming year. We have shown that students can organise, make themselves heard and influence the political debate. We must now see that work through.

CURTIN STUDENT GUILD

GUILD PRESIDENT REPORT

As my two years as Guild President draw to a close, I have found myself reflecting a great deal on what we have achieved together, the challenges we have faced and, perhaps most importantly, why this organisation matters so much.

Over these two years, we have made real and tangible improvements to the lives of Curtin students. From universal 11:59 pm assessment deadlines and an additional tuition-free week each semester, to $5 Student Saver Meals, expanded food relief, free parking during exams, better student spaces, improvements to housing safety and stronger advocacy for students across the University, we have demonstrated what a student union can achieve when it is ambitious, organised and prepared to do the hard work.

These achievements are not simply lines in a report or promises fulfilled. They are improvements to the everyday lives of real people. They mean a student having a little less stress when submitting an assignment, being able to afford a meal between classes, feeling safer where they live or having somewhere on campus where they feel they belong.

I know that there are students still at university today, students who have been able to continue fighting their way through their degrees, and students who have graduated, who may not have been able to do so without the assistance, advocacy and changes delivered by this Guild. That is something I am incredibly proud of. We will never know every person whose life has been made a little easier because of our work, but I have been deeply humbled by the number of students who have taken the time to tell me personally what the Guild has meant to them.

There are few higher callings than helping people, and that is ultimately what this job has been about for me. It is what I will miss most. The opportunity to come to work every day knowing that you have the capacity to make somebody's life better, to fix something that isn't working, to stand up for someone who needs support or to fight for a change that will benefit thousands of students is an extraordinary privilege. It is why I have loved this job, even on its hardest days.

I want to express my deepest gratitude to the Guild's staff, whose dedication, professionalism and care make so much of what we do possible. Our staff are the backbone of this organisation. They are the people who keep our services running, support students through difficult circumstances, deliver our events, operate our commercial services and turn the ambitions of elected representatives into reality. I have been extraordinarily fortunate to work alongside so many talented, compassionate and committed people, and I cannot thank them enough for their support, advice, patience and friendship.

To the student representatives I have served alongside over these two years, thank you. We have not always agreed, and we certainly have not always had an easy time of it, but I am grateful to everyone who has contributed their time and energy to representing their fellow students. Student representation is often demanding, frequently thankless and rarely as straightforward as it appears from the outside. Those who approach it with sincerity, humility and a genuine commitment to students deserve enormous credit.

Most importantly, I want to thank the broader Curtin student community for placing its trust in me to lead this organisation for two years. Being elected Guild President, and then being given the opportunity to serve a second term, has been the greatest honour of my life so far. I have never taken that responsibility lightly, and I hope that through our work we have repaid some of the extraordinary trust students placed in us.

Of course, there are aspects of student politics that I will not miss. The petty disagreements, factional manoeuvring, personal attacks and occasional absurdity of it all can distract from the very real

responsibilities we hold. I have become increasingly concerned about the danger of allowing the rough and tumble of student politics to overshadow the actual work of representing students.

But I retain an enormous faith in Curtin students. I believe students can see through the spin, the slogans and, frankly, the bullshit. They know the difference between people who talk about making things better and people who actually put in the work to do it. Students deserve a Guild that holds itself to that same standard, one that is prepared to roll up its sleeves, hunker down, do the difficult and often unglamorous work, and keep the momentum going.

We must expect better from our leaders, including from those of us who have had the privilege of serving in these positions. Holding elected office is not an entitlement, a reward for political loyalty or an opportunity to advance personal ambitions. It is a responsibility entrusted to us by students. We have an obligation to conduct ourselves with integrity, to welcome scrutiny, to acknowledge our mistakes and to put the interests of the students we represent ahead of our own. That responsibility does not disappear when accountability becomes politically inconvenient.

I hope the incoming Guild Council remembers that the strength of this organisation depends as much on the standards we uphold as the policies we pursue. The Guild must remain independent, democratic, accountable and unafraid to challenge those in power, whether that is the University, the Government or our own elected leadership.

I also hope we never lose sight of just how important the Curtin Student Guild is. We are not an optional extra in the university experience. We are vital. We are a voice for students who might otherwise go unheard, an advocate for those who might otherwise have nowhere to turn, and a collective force capable of securing changes that individual students could never achieve alone.

A strong Guild can be the difference between a student staying at university or dropping out, between someone feeling isolated or finding their community, and between decisions being made about students or with students. That is an enormous responsibility, but also an extraordinary opportunity.

I have always believed that student unionism must be ambitious. We should never be content simply administering the services we inherited or managing the organisation from one election to the next. Every student union Officebearer should be asking themselves what more we can do, what we can build together and how we can leave things better than we found them. There is always another barrier to remove, another injustice to challenge, another service to improve and another student whose life we can make better.

And I remain an unapologetic believer in strong, progressive, left-wing student unionism. Not a student unionism concerned only with internal politics or the walls of our university, but one that understands students are people with lives, families, jobs, homes, communities and futures beyond the classroom. One that fights for accessible education, affordable housing, decent wages, equality, social justice and a fairer society. One that recognises that the struggles students face do not begin or end at the boundaries of campus, and that our responsibility to one another extends beyond the university gates.

The best student unions have always been prepared to stand for something bigger than themselves. They have been places where people learn to organise, to challenge injustice, to care about their communities and to discover that collective action can change things for the better. That is a tradition worth defending, and one I hope the Curtin Student Guild will continue to proudly uphold.

CURTIN STUDENT GUILD

GUILD PRESIDENT REPORT

I leave this role with an enormous sense of gratitude for the opportunity I have been given, pride in what we have achieved and optimism about what remains possible. We have built something worth protecting, but there is still so much more to do.

It has been the honour of my life to serve as President of the Curtin Student Guild. I will miss this job enormously, not because of the title or the position, but because of the extraordinary opportunity it has given me to help people and make a difference.

My greatest hope is that those who come after us will be even more ambitious, even more determined and even more successful in improving the lives of students than we have been.

Because ultimately, that is what this is all about. Not who holds the office, not who wins the election, and not who gets the credit.

It's about what we can achieve together, and the lives we can make better along the way.

In solidarity,
Dylan

Meetings

University Meetings

Date	Meeting	Comments
12/10/26	Vice Chancellor & Chancellor	At various points throughout the day
13/10/26	Deputy Chief Strategy Officer	Going through differences in Insight reports across different campuses and academic Calander models
14/10/26	University Council	
22/10/26	Academic Board Executive	
30/10/26	Academic Board	
3/11/26	Students as Partners Leadership Group	

Guild Meetings

Date	Meeting	Comments
12/10/26	Emergency NUS WA State Executive	Discuss merger proposal
12/10/26	Minister Tony Buti	Meeting with Guild Presidents & NUS WA to discuss merger proposal
13/10/26	Managing Director	
14/10/26	Murdoch Student Guild President	Coordination of plans to support Merger Rally
15/10/26	Minister Buti	Follow-up meeting
15/10/26	Executive Committee	
15/10/26	NUS WA State Executive	
15/10/26	Guild Council	
20/10/26	NUS WA State Executive	Planning meeting for rally
23/10/26	VPSW & VPE	Meeting about racism definitions
28/10/26	Finance & Risk Committee	
2/11/26	GC Central Tender Review	With MD and Guild Staff
4/11/26	Student Services Committee	
5/11/26	Make Renting Fair Alliance Meeting	

5/11/26	Representation Board	

Other Meetings/Activities

Date	Meeting	Comments
14/10/26	Guild Excellence In Teaching Awards	
21/10/26	Stop The Uni Merger Rally	
29/10/26	Guild Club Awards	

Matters of Representation

University Merger

The proposed merger of Curtin University, the University of Western Australia and Murdoch University has been the overwhelming focus of my work as Guild President throughout this reporting period. The campaign has occupied the vast majority of my time, substantially exceeding the demands of any other individual responsibility during my presidency. This has involved extensive political advocacy, campaign coordination, stakeholder engagement, media appearances, research, student mobilisation and strategic planning, much of which has required significant work outside ordinary business hours.

On 11 October, the State Government announced that it would proceed with developing a business case for merging the three universities. The Guild responded immediately and unequivocally, reaffirming our opposition to a proposal that would be bad for students, bad for education and bad for Western Australia. Our concerns include the substantial financial costs, years of potential disruption, job and course losses, reduced student choice, and threats to educational accessibility, quality and institutional independence.

I have played a leading role in coordinating the Stop the Uni Merger campaign alongside the Murdoch Student Guild, overseeing campaign strategy, political messaging, communications, stakeholder engagement and student mobilisation. The campaign has attracted more than 1,000 sign-ups, approximately 2,000 rally registrations or expressions of interest, and generated hundreds of emails to Members of Parliament. These results demonstrate both the considerable concern among students and the effectiveness of organised student opposition.

A major achievement was the rally organised by the Curtin and Murdoch Student Guilds outside Parliament House on 21 October, which attracted hundreds of students, staff and supporters. Organising this demonstration required substantial coordination across student organisations, unions and other stakeholders, including transport, communications, speakers and media engagement. I addressed the rally on behalf of Curtin students, emphasising that the future of our universities must not be determined without the meaningful involvement of the students and communities they serve. The rally attracted significant media attention and helped establish the merger as a major public and political controversy.

I have also undertaken extensive political advocacy, including engagement with the State Government, Members of Parliament across the political spectrum, Curtin University leadership, other student unions and the National Tertiary Education Union. The emergence of substantial parliamentary opposition, including from the Liberal Party and the Greens, has been particularly encouraging and raises serious questions about the Government's capacity to secure the support necessary to legislate a merger. Curtin's Vice-Chancellor has also publicly opposed a forced merger, reinforcing the strength of opposition across the university community.

Considerable time has been dedicated to scrutinising the Government's economic case, particularly Deloitte's rapid cost-benefit analysis. The modelling relies on ambitious assumptions about improvements in student completion rates, international student revenue and institutional performance, without adequately demonstrating how a merger would deliver these outcomes. Significant questions also remain regarding integration costs, disruption and the future of regional campuses, particularly the Western Australian School of Mines. This analysis has informed the Guild's political advocacy, media commentary and campaign messaging.

The Guild has maintained a strong public presence throughout this period, with extensive media engagement, student communications and coordination with other organisations. Our partnership with the Murdoch Student Guild has been particularly valuable, while collaboration with the NTEU and other student representatives has helped broaden opposition. We are also supporting the NTEU's Rally Against the Uni Merger on 7 November as part of maintaining campaign momentum.

Looking ahead, the Guild must continue prioritising opposition to the merger as the Government develops its business case. This will require sustained political engagement, further public mobilisation, continued scrutiny of the Government's assumptions and advocacy for genuine alternatives, including greater investment in student housing, educational quality and student support. Given that this process will continue into 2027, I have also focused on establishing the relationships and campaign infrastructure necessary to support continued advocacy under the incoming Guild leadership.

The scale of this campaign has necessitated a substantial reprioritisation of my workload, with the overwhelming majority of my working time dedicated to defending Curtin and coordinating opposition to the proposal. While this has inevitably reduced the time available for some other areas of Guild business, I believe this has been both necessary and appropriate given the extraordinary significance of the issue.

I am immensely proud of the Guild's leadership in this campaign and what we have achieved in a relatively short period. We have mobilised hundreds of students, secured substantial public attention, strengthened relationships across the sector and contributed to a political environment in which the merger faces considerable scrutiny and opposition. There remains significant work ahead, but we have demonstrated that this proposal is neither inevitable nor beyond challenge. Defending Curtin University and its students against this merger is among the most important responsibilities I have undertaken as Guild President, and I remain firmly committed to that work.

Guild Operations

Precinct Plan & Capital Works

Significant progress continues to be made across the Guild's capital works program, reflecting our commitment to investing in the facilities, services and spaces that support student life. Construction of the new Equity Spaces and expanded club storage facilities has now been completed, with an Occupancy Certificate granted. Officebearers and clubs will be able to move into and establish these spaces shortly, delivering much-needed improvements to the facilities available to our student communities.

Refurbishment of the ground floor of the 106F office is also expected to commence in the near future. This project will deliver additional Student Assist consultation rooms, improved facilities for the Guild

Pantry, a downstairs meeting room and expanded office space for events staff and elected representatives. These improvements will strengthen the Guild's capacity to deliver essential services and provide a more accessible and functional environment for students and staff.

Planning and costings are progressing for the major refurbishments of the Tavern and GC Central, representing a once-in-a-generation opportunity to revitalise two of the Guild's most important assets. Given the challenging construction market, significant work is being undertaken to refine the scope and design of these projects to ensure they can be delivered within the Guild's available budget. These investments have the potential to fundamentally improve the quality, attractiveness and functionality of the Guild Precinct for years to come.

I am also particularly pleased that SSAF funding has been secured for the coming year to establish a dedicated Student Recreation Room in the Retreat and undertake further revitalisation of the Guild courtyards. These projects will help transform the precinct into a more vibrant, welcoming and engaging space where students can relax, socialise and connect outside the classroom. I am also eager to see the proposed Collaborative Auditory Arts Space in the former STA Travel tenancy continue progressing, creating new opportunities for student creativity, collaboration and community.

I am immensely proud of the progress made in breathing new life into the Guild Precinct. For too long, some of our facilities have been underutilised or in need of substantial investment, and I believe we have made significant strides towards reversing this. The Guild Precinct should be the heart of student life at Curtin, not simply somewhere students pass through between classes. Continued investment in our assets, student amenities and opportunities for connection must remain a priority, and I am excited to see these projects progress into 2027 and deliver lasting benefits for students.

24 Hour Vending Options

The Flying Turtle drinks vending machine in the Library has been a great success, and I am pleased that the new frozen meal vending machine has also launched, further expanding students' access to affordable food and beverages outside regular trading hours.

I would particularly like to thank Tanya Della-Santina for her tremendous work in getting both machines installed and operational ahead of the examination period, ensuring students studying late on campus have greater access to food and refreshments when they need them most.

These are fantastic additions to our campus amenities, and I am eager to see further development of the vending options available, including a broader range of products and expanded offerings across campus in the coming year. Improving access to convenient, affordable food at all hours should remain an important priority for the Guild.

MD Reappointment Procedure

Following the changes to the Managing Director reappointment procedure approved at the last Guild Council meeting, I have been consulting with Officebearers, Guild staff and senior University staff regarding the suitability of reappointing the current Managing Director. At the time of writing, I am finalising my report and recommendations to the Guild Executive, informed by the feedback received throughout this process.

CURTIN STUDENT GUILD

GUILD PRESIDENT REPORT

ISC & PSC Elections

I am extremely disappointed that the elections for the International Student Committee (ISC) and Postgraduate Student Committee (PSC) have not been conducted this year. Under the relevant Guild constitutions, conducting these elections is the responsibility of the Guild Secretary, and this responsibility has not been fulfilled. Particularly concerning is that the elections for the 2026 term were also not properly conducted in 2025, making this the second consecutive year in which these important democratic processes have failed.

I am further concerned that neither the ISC President nor the PSC President was informed by the Secretary of her decision not to proceed with the elections this year. At a minimum, the elected leaders of these committees should have been consulted and kept informed about decisions directly affecting their students. With elections now unlikely to occur until Semester 1, 2027, incoming representatives will lose approximately three months of their terms, even if elections are conducted at the earliest opportunity. This also undermines the Guild's capacity to effectively represent international and postgraduate students on University committees and in other decision-making processes.

These concerns were brought before the Representation Board through a motion raised by the Postgraduate Students Committee President. I am deeply disappointed that members of the Board withdrew from the meeting, resulting in the loss of quorum and preventing the matter from being properly considered. It is particularly concerning when the Guild's democratic processes are unable to function precisely when scrutiny and accountability are most needed. Elected representatives have a responsibility to participate in governance, engage constructively with difficult issues and uphold the integrity of the bodies to which they have been elected.

More broadly, I believe this situation highlights the importance of Guild Council exercising an active, independent and critical oversight role. Council is not simply a body for endorsing the decisions of the President, Secretary or other Officebearers. It has a responsibility to scrutinise decisions, ask difficult questions and hold all elected representatives, including myself, accountable for the proper discharge of our duties. When legitimate scrutiny is raised, our response must be openness and accountability, not defensiveness or closing ranks. Good governance requires a willingness to acknowledge shortcomings and address them, even when doing so is uncomfortable.

I am increasingly concerned about the extent to which internal political considerations risk interfering with the Guild's ability to govern professionally and act in students' interests. Political disagreement is a healthy and inevitable part of a democratic student union, but it must never come at the expense of our responsibilities to students or the proper functioning of our representative institutions. The Guild relies on its elected representatives exercising sound judgement, respecting democratic processes and understanding that the responsibilities of office must always take precedence over political loyalties. This is particularly important in positions entrusted with administering the Guild's governance and democratic processes, where fairness, independence and confidence in the integrity of decisions are essential.

Ultimately, this is about international and postgraduate students who are being denied the full democratic representation they deserve. They should not bear the consequences of failures in our internal processes or disagreements between elected representatives. We must do better.

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As we approach a change in Guild leadership, I sincerely hope the incoming Guild Council reflects carefully on the standards of accountability, professionalism and integrity that should guide our organisation. The decisions we make about our governance and leadership have consequences far beyond any individual term of office. The Guild has made tremendous progress in recent years, but that progress cannot be taken for granted. If we allow political considerations to displace our obligations to students, we risk undermining the very purpose of our student union. I remain hopeful that the incoming Council will recognise the seriousness of these issues and work to strengthen, rather than diminish, the democratic institutions that students have entrusted us to uphold.

Awards Season & Events

The Guild recently celebrated the outstanding contributions of Curtin staff and student clubs through the annual Guild Excellence in Teaching Awards and Guild Club Awards. Both events were fantastic opportunities to recognise those who go above and beyond to enrich the student experience, whether through exceptional teaching, student leadership or building vibrant campus communities.

I would like to extend my sincere thanks to the Guild staff and Officebearers involved in organising and delivering both events, whose hard work ensured their success. Congratulations to all nominees and award recipients, and thank you to everyone who contributes to making Curtin such a strong and vibrant university community. These events remain important highlights of the Guild calendar and a wonderful reflection of the value of celebrating excellence across our campus.

Guild Website Redevelopment

I am pleased to report that SSAF funding has been approved for the redevelopment of the Guild website in 2027. This project will provide an important opportunity to modernise our digital presence, improve accessibility and navigation, and make it easier for students to engage with the Guild, access our services and find information about representation, events and activities. A modern, functional and student-focused website is an essential part of delivering effective student services, and I look forward to seeing this long-overdue investment progress in the coming year.

CURTIN STUDENT GUILD

Dylan Storer
2026 Guild President

57th Guild Council - 11/GC

KEY PERFORMANCE INDICATORS

INDICATOR	COMMENTS	STATUS
Attendance at 80% of required meetings	I have attended over 95% of meetings, only missing meetings due to clashes and personal reasons.	Completed
Submission of monthly report to Guild Council that demonstrates satisfactory progress toward KPIs	I have submitted all of my reports.	Completed
Completion of a minimum 50% of the 'hours to be completed each week' on campus on weekdays between 9am and 4pm unless there is approval to the contrary	I work the vast majority of my hours on campus on weekdays between 9am and 4pm.	Completed
Completion of handover report for successor	At the time of writing, I am continuing to work on my handover report which will be complete soon. This work was delayed somewhat by the Merger Business Case announcement.	Ongoing
Complete mandatory training within 45 days of being provided the resources/information to undertake the training	All training has been completed, either last year or this year.	Complete
The Guild Precinct is revitalised through the expansion of Student Assist	Works have been done to the Guild Courtyard which have brought it up to an improved standard.	Complete (Ongoing)

consultation rooms, the delivery of new and improved equity lounges, the enhancement of the look and activation of outdoor spaces, and the progression of the design and refurbishment of the Tav and Café Central.	New Equity Spaces and expanded club storage have completed construction and, with an Occupancy Certificate now granted, Officers and clubs will be permitted to move in and set up the spaces in the near future. Construction will be begin in the near future on the refurbishment of the downstairs of the 106F office which will see more spaces for Student Assist Consultation rooms, the Guild Pantry, a downstairs meeting room and space for events staff and more officebearers. Detailed plans have and quotes are being sought for both the Tavern and GC Central refurbishment projects which offers the Guild a once-in-a-generation opportunity to revitalise these important assets to the student community. With a heated construction market, work is being undertaken to ensure that the projects can be designed to be delivered within our budget envelope. I am very proud of the work being done to breathe life back into our Guild Precinct. Investing in our assets and in the amenity provided to students needs to continue to be at the forefront of our investment and I believe we've made great strides in this space. I'm eager to see the projects to establish a Collaborative Auditory Arts Space in the old STA Travel shop and a Student Recreation Room in the Retreat continue to be developed and implemented in the coming year.	
Curtin University is defended against merger proposals through proactive advocacy and strategic engagement with government and stakeholders, ensuring student interests are clearly	Throughout the year, I have led the Guild's strong and proactive opposition to proposals to merge Curtin University with other Western Australian universities, ensuring that student interests remain central to discussions about the future of the higher education sector.	Complete (Ongoing)

represented in decisions about the future of the sector.	This has included leading the development and delivery of the *Stop the Uni Merger* campaign, working collaboratively with other student unions and the National Tertiary Education Union, engaging directly with Members of Parliament, government representatives, University leadership and other key stakeholders, and coordinating significant student advocacy and mobilisation efforts. The Guild has played a leading role in building public awareness and opposition to the merger proposals, including through petitions, direct lobbying, media engagement and the organisation of a major rally at Parliament House attended by hundreds of people. These efforts have strengthened the student voice in the public debate, challenged the assumptions underpinning the proposed merger and ensured that concerns regarding educational quality, accessibility, student experience and institutional independence are clearly articulated. While the future of the merger proposal remains unresolved, the Guild has established itself as a prominent and credible voice in the campaign, demonstrated its capacity to mobilise students and stakeholders, and maintained sustained pressure on decision-makers to prioritise the interests of students and the broader university community.	
Cost of living relief is strengthened through the implementation of Student Saver Meals across all Guild outlets, improved affordability measures within Guild hospitality venues, and the revitalisation of outlets and the Tav to deliver accessible, high quality and financially	Student Saver Meals are now in all Guild outlets on campus every day of the week along with improved specials. The Guild Pantry is also growing, unfortunately representing the growth in need for food assistance but I'm glad that the Guild is assisting students in this space and I hope the program will continue to expand to meet demand.	Complete

sustainable services for students.		
The Guild's Strategic Plan and Organisational Review are implemented to consolidate a period of major change, strengthen governance and operations, and position the Guild in a stable and resilient position for long term success.	The bedding down of the organisational review and Strategic Plan has been a lot of work from Guild staff and is complete, in a broad sense. The financial position of the Guild is continuing to strengthen alongside internal governance. This kind of work is always ongoing and will require deep engagement across all levels of staff and student representation to keep on track in the years ahead. The significant organisational improvement that has occurred over the last two years is something that I'm incredibly proud of. Together, we have seized on the opportunities provided to us by predecessors and through our own hard work and built a Guild that is no longer required to manage a slow decline, but instead can begin to invest back into expanding services, improving performance, refurbishing our facilities, growing our staff, providing more support for students, clubs and communities. The Guild is stronger than it has been for a long time.	Complete
The Guild is positioned as a leading national force for student reform through coordinated campaigns to increase HDR stipends, secure paid placements, abolish Job Ready Graduates, lower the age of independence for student income support, and strengthen student working conditions.	The Guild has strengthened it's position as a force to be reckoned with and as a consistent and forward-thinking body that always puts the interests of our students first. Throughout this year a significant national announcement has been the expansion of paid pracs to more students. This works needs to continue, and the Guild can't simply outsource all the national or state level advocacy to our peak bodies, we need to be engaged with them deeply, speak with our own voice often, and work together to	Complete

	strengthen national priorities of student unions.	
The strengths, benefits and views of the Guild are demonstrated to the Government and the university through sustained engagement with committees, reviews, inquiries and formal and informal consultation and lobbying.	The Guild has consistently engaged with parliamentary inquiries, government consultation and advocacy to improve outcomes for students. This year that has been particularly relevant with the Merger conversations. I'm proud that the Guild's position is loud, clear, consistent and known.	Complete
Enhanced engagement with and representation of students from all campuses is ensured with a strong focus on building strong student-to-student connections and understanding.	I have travelled the Kalgoorlie extensively in my time as President, including this year, which has led to increased advocacy on housing concerns there and improvements to housing allocations at Agricola. Global campuses remain a space that we ought to engage with more deeply to ensure that the reforms the Guild is pushing for are in the interests of all students.	Complete
Guild Councillors and members of the Representation Board are able to scrutinise and contribute to the Guild.	Council and Reps Board meetings are constructive and keep Exec on their toes, which is good to ensure that we are acting in the best interests of students at all times. I was concerned by the actions of some members of the Representation Board pulling quorum when a motion scrutinising the fact that the 2026 ISC & PSC Elections haven't occurred was put up by the PSC President at the last meeting and I hope that these sorts of actions are not a sign of diminishing oversight functions of the Guild's bodies moving into 2027. I urge all members, especially incoming, to do better.	Complete

Appropriately manage the Guild Executive to be a thriving committee that delivers upon the commitments made at the 2025 Guild Annual Elections.	Throughout the year, I have provided consistent leadership, strategic direction, individual support and oversight to facilitate the effective operation of the Executive and progress across portfolios. While significant progress has been achieved, challenges have persisted regarding the engagement, communication and accountability of certain Executive members. In some instances, inconsistent follow-through on responsibilities, responsiveness and participation have impacted the Executive's collective effectiveness. These concerns have not been uniform across the Executive, with several members demonstrating strong commitment and performance throughout the year.	Complete
The Managing Director is effectively supervised and supported to deliver the Business Plan and staff management.	Throughout the year, I have maintained regular formal meetings with the Managing Director, generally on a weekly basis, and remained closely engaged in strategic and organisational decision-making undertaken under their delegated authority. I have provided ongoing oversight, guidance and support to ensure alignment between the Guild's strategic priorities, Business Plan and operational delivery. The implementation of the organisational review has continued to progress positively, contributing to improvements in organisational structure, workload management and workplace culture. I have also maintained a strong and constructive working relationship with the Managing Director, including through regular discussions regarding organisational performance, emerging challenges and opportunities for improvement. I would like to acknowledge and thank the Managing Director for their continued dedication, hard work and	Ongoing

	leadership in delivering the Business Plan, supporting Guild staff and strengthening the organisation throughout the year.	

Guild Council November
Report by Vice President of Education
November Guild Council (10/10/2026 – 06/11/2026)

University / External Meetings

Date	Meeting	Comments
06/10/2026	Courses Committee	
12/10/2026	Meeting with the Education Minister	
19/10/26	Students assist x A2030	Discussed assessment types and AI accountability. We also spoke about declarations that exist, unit outlines and more.
20/10/26	NUS WA rally organising	
20/10/26	Banner painting meeting	
28/10/26	AI steering group briefing	

29/10/2026	AI steering group	I attended my first AI Steering Group meeting, which was really interesting! Curtin is currently spending on AI licensing, with discussions around cybersecurity, AI in assessments and expanding AI services, including a chatbot for Curtin Connect. I'm particularly interested in how these developments will impact students and ensuring we have meaningful representation as the university continues developing its AI strategy.
30/10/26	Academic board	
30/10/26	Library catch-up	I met with Library staff to discuss their existing equipment loans, including laptops, chargers, power banks and scientific calculators, and how the Guild could help expand these services. We discussed better promotion, QR codes directing students to available resources and potential collaboration on equipment loans. I'm also looking into borrowing statistics, demand and equipment shortages to identify where the Guild could provide additional support.
04/11/26	Racism at uni definitions	• Curtin opposes imposed definitions but must meet TEQSA expectations by 1 January 2027. • Significant lack of existing research, data and work on racism at Curtin. • Discussed meaningful consultation, co-design and engaging multiple affected communities. • Raised concerns about underreporting and racism complaints being categorised as general complaints. • Upcoming meetings will discuss consultation processes and potential definitions. • Push for meaningful student consultation and focus groups. • Request data on racism reporting and complaints. • Ensure students are involved in developing definitions, not just reviewing them.

Guild Meetings

Date	Meeting	Comments
08/10/2026	Faculty meeting	
08/10/2026	AI concerns w humanities	
13/10/2026	Excellence in teaching awards	
15/10/26	Executive meeting	
19/10/26	Excellence in teaching event debrief	Discussed what webt well what needs improving abnd how to fix it int he future discussed introfucing each award categroyso people know hwat is happening, dress code
23/10/26	Racism definitions meeting	A meeting with VPSW and president about next steps
29/10/26	Uni orientation meeting re:2027	

I was sick and off work from the in this period i missed the students as partners leadership group meeting however i am catching up with the group leaders soon.

Merger



Since the announcement of the proposed university merger, there has been a significant increase in meetings, discussions and campaign planning.

I've been working closely with the NUS WA State Branch, particularly the State Branch President, alongside the Guild President, Secretary and other student representatives. The NUS has been coordinating cross-institutional meetings to ensure that we have a united and consistent campaign across the affected campuses.

We've held multiple meetings to discuss our concerns, next steps, protest planning, banner painting and how we can continue building student engagement around the campaign.

The banner painting session took place on campus the day before the protest. It was really great to see students getting involved, making their own signs and having conversations about the merger.



I also had the opportunity to help organise and MC our first Stop the Uni Merger protest! There was a significant amount of work that went into organising the event, and I worked closely with the NUS WA State Branch, Guild President, Secretary and other student representatives to help coordinate everything.

This included assisting with planning meetings, coordinating speakers, helping organise marshals alongside the State Branch and making sure everything ran smoothly on the day. Noor and I also worked together to organise water, marshalls, signs etc for attendees.

It was an honour to MC the protest and bring together students, staff, union representatives and community members to speak out about the proposed merger. It was incredibly encouraging to see everyone come together, and I think the protest was a really important first step in building momentum around the campaign.

A huge thank you to everyone who helped organise the protest, particularly our marshals, speakers, volunteers and everyone who came along to show their support!



Noor and I also spent some time handing out Red Bulls to students in the library while speaking to them about the proposed merger. This was actually a particularly interesting experience, as we found that quite a few students either weren't concerned about the merger or were supportive of it because they weren't aware of the potential impacts.

It was a really valuable opportunity to have one-on-one conversations with students, hear their perspectives and explain some of the concerns around course availability, student choice, accessibility and the future of higher education in WA.

I think this highlighted something really important for our campaign moving forward. While social media and protests are valuable, we also need to be having more direct conversations with students, particularly those who may be undecided, supportive of the merger or simply unaware of its potential impacts. I'd really like to see more stalls, handouts and opportunities for face-to-face engagement to reach students who might not otherwise engage with the campaign. It's important that we're not just speaking to students who already agree with us, but making sure we're reaching the broader student population.

Alongside this, Noor and I have been working to strengthen the Stop the Uni Merger campaign's online presence through regular updates, additional social media content and an updated Linktree to make information more accessible and encourage students to get involved.

Excellence in teaching awards



I'm incredibly honoured to have had the opportunity to host this year's Excellence in Teaching Awards!

Every single winner was so deserving of their award, and the same can be said for every nominee. Reading through the nominations and hearing about the incredible impact our educators have on students was genuinely heartwarming. It gave me so much hope for the future of education and reminded me just how much of a difference our teaching staff make in students' lives, often going above and beyond to support them.

One of the most rewarding parts of my role has been having the opportunity to recognise and celebrate the educators who make such a meaningful difference to the student experience.

A huge thank you to our faculty representatives for helping present the awards and to all the guild executives who attended and supported the evening. Most importantly, thank you so much to Moira and the entire Events Team for all your hard work in putting together such a beautiful event. You all did an amazing job!

AI

This has become an increasingly important area of advocacy, and I think we're at a point where the Guild really needs to develop a clear and consistent position on AI. There are so many different issues emerging, from the use of AI in assessments and academic integrity to staff use of AI, student rights, accessibility and environmental sustainability. I think it's important that we're approaching these issues collectively rather than responding to them individually as they arise.

I'm currently working towards developing a broader Guild position and action plan on AI. As part of this, I'd like to organise a student submission process and potentially an AI town hall to hear directly from students about their experiences, concerns and what they want to see from the university. I think it's incredibly important that our position is informed by students, particularly given how quickly AI is being introduced into teaching and learning.

I've also started attending Curtin's AI Steering Group and have spoken with the Chair about becoming involved in the reference group, which I'm hoping will provide further opportunities for student representation in these discussions.

I also had a meeting with Andrew and representatives involved in Assessment 2030, which I unfortunately found disappointing. I think there are still some significant concerns around how AI is

being approached within teaching, learning and assessment, and how meaningfully students are being involved in these decisions.

There is still a lot of work to be done in this space, and I expect AI will continue to be a major focus of my advocacy. My priority moving forward is to ensure that the Guild has a clear position, that students have genuine opportunities to contribute to these discussions and that the university is held accountable for how AI is introduced and used across Curtin.

Racism on campus

I've continued working closely with Morgan and Shahir regarding the university's work on antiracism definitions and where we go from here.

I'm currently communicating with those involved to better understand the next steps and am hoping to attend the upcoming meeting to ensure that student perspectives are represented in these discussions. We have our first meeting november 4th.

Universal submission time

Passed through Academic Board how exciting!!!

Hidden costs and Lab coats!!

I've continued working on our hidden course costs and equipment accessibility initiatives, particularly around making essential equipment more affordable and accessible for students.

I recently met with the Library coordinators to discuss what equipment and resources they already have available, what the Guild could potentially assist with and how we can work together to improve access for students.



One of the biggest things we discussed was the importance of better promotion, as there's no point having these resources available if students don't know they exist! We explored opportunities for greater collaboration, including placing QR codes at Library service desks to direct students to information about longer-term equipment loans and where they can access laptops, calculators and other resources through the Guild.

We also discussed potential borrowing systems that the Guild could adopt for our lab coat hire initiative, which was really helpful as we continue working through how the program will operate.

I've also submitted a request to film promotional content for the lab coat hire initiative this semester. Unfortunately, this has been pending for several weeks now, so I'm hoping we can get this moving soon.I think there's a great opportunity for the Guild and Library to work more closely together, not only to increase the resources available but also to make sure students actually know how to access them.

Femicide

The National Day of Action Against Femicide was marked by a beautiful and incredibly moving vigil at Curtin.

It was an honour to be able to support our Women's Officer in organising this event, from helping coordinate with the NUS to assisting with the setup on the day.

It was also really lovely to see the women from the Orange Café there and learn more about the important work they do in the community. I'd really encourage everyone to look into their Orange Café gatherings and Walk Against Domestic Violence if they'd like to get involved.

A huge thank you to our Women's Officer and everyone who helped make this vigil possible. It was such an important event and a reminder of why we need to continue raising awareness, supporting survivors and advocating for meaningful action against gender-based violence.

Parking Updates

Free parking has a return for the exam period!

Wishing everyone the best of luck with their exams! You've all worked incredibly hard this semester, and I hope you get some well-deserved rest afterwards!

Racism at Uni

There is significant work to be done in this space, which has been neglected by both the University and the Guild. Curtin currently has limited data, research or understanding of racism on campus, despite previously promising to share Curtin-specific survey results with the Guild. I have called for these results to be obtained through FOI if necessary.

Moving forward:

- I will continue attending the racism definitions working group alongside the Ethnocultural Officer. We are awaiting a timeline from the University to ensure greater transparency and involvement.
- Push for definitions that are representative of all affected communities, including recognition of anti-Palestinian racism, in line with the Guild's position passed by the Board.
- Advocate for the University to undertake a comprehensive racism survey, similar to those conducted at Monash and Melbourne University.
- Work with the VPSW and Ethnocultural Officer to develop a Guild-led racism survey to identify student experiences, reporting barriers and areas requiring action.

- Push for stronger racism reporting, accountability and meaningful consultation beyond simply adopting definitions.

The priority must be moving beyond commitments and definitions towards actually identifying, understanding and addressing racism at Curtin.

Hadiya Naeemi
2026 Vice President - Education

CURTIN STUDENT GUILD

KEY PERFORMANCE INDICATORS

INDICATOR	**DELIVERABLES**	**STATUS**
Attendance at 80% of required meetings	Continued attendance at all required meetings throughout the year. Current attendance rate is 100%	Complete
Submission of monthly report to Guild Council that demonstrates satisfactory progress toward KPIs		Complete
Completion of at minimum 50% of the 'hours to be completed each week' on campus on weekdays between 9am and 4pm unless there is approval to the contrary		Complete
Completion of handover report for successor		Complete
Complete mandatory training within 45 days of being provided the resources/information to undertake the training	This was complete with Ben completing his handover and his resources. However i'm finding resources everyday to better help me complete my role.	Complete

Collaborate with other unions to advocate for paid placements across leftover sectors, while pushing for a better system for teaching placements.	Successfully campaigned alongside NUS and the WA State Branch for the expansion of paid prac placements to allied health students in 2026. Worked closely with NUS, the State Branch President and Humanities Representative on teaching placement advocacy, contributing to a cross-university student survey and report involving Curtin, UWA and Murdoch. This included a xcoordinated campaign getting surveys around different universities. Met with Education Minister Toni Buti to present student concerns and advocate for a more centralised teaching placement allocation system, improved support and greater accessibility. While the expansion of paid placements is a significant win, many placements remain unpaid and transport costs and other financial pressures continue to create barriers. Next year, I will continue working with Faculty Representatives and NUS to advocate for further expansion of paid placements, explore establishing a Guild placement grant and identify opportunities to subsidise transport and other placement-related costs. This is still a ver real issue that is a genuine barrier in students everyday life.	Complete
Increase student awareness and help them navigate their degree by providing clear information on rights, assessments, AI use, and extra costs and advocate for clearer, fairer AI policies that protect students.	Worked closely with Assessment 2030, Student Assist and First Year Representatives to improve student awareness of academic rights, assessment requirements, AI use and University processes. Collaborated with Assessment 2030 on student-facing videos explaining how students can use AI in their assessments, including referencing requirements and responsible AI use. Continued raising concerns around assessment transparency, unclear rubrics, academic misconduct processes, delayed assessment feedback and inconsistent information provided to students. There remains a significant gap in students' understanding of their academic rights, particularly around assessment feedback timeframes, extensions, appeals and what they can reasonably expect from the University. Established the Unit Outline Review initiative with Faculty Representatives to examine assessment requirements, submission times, rubrics, extensions	Ongoing

	and hidden course costs. Unfortunately, the review was not as successful as anticipated due to difficulties accessing unit outlines. I am now in discussions with DTS and LITEC to explore a more effective and sustainable process. Moving forward, there is also a need to improve how we communicate the importance of unit outlines to students and provide incentives for students to contribute to these reviews. **Priorities for 2027:** ● Develop a comprehensive Guild academic rights guide and webpage, ideally ready for O-Day, providing accessible information on assessment, extensions, feedback, academic integrity, AI and student support. ● Work with DTS and LITEC to establish a more effective Unit Outline Review process. ● Increase student awareness of academic rights through social media, videos and direct engagement. ● Strengthen mechanisms for students to report breaches of assessment requirements, particularly delayed feedback and unclear assessment information. ● Continue collaborating with Assessment 2030 and Student Assist to ensure student concerns inform academic policy and practice. This will be a major priority next year. Students cannot advocate for their rights if they do not know what those rights are, and the Guild has an important responsibility to make this information accessible.	
Advocate for universal submission time to be formally adopted into Curtin's policy, safeguarding consistent deadlines.	Continued the Guild's Universal Submission Time campaign following the successful introduction of the 2026 trial. Worked closely with the Academic Registrar to develop and distribute a student survey, including negotiating the questions, communications approach and promotion. Successfully ran the Guild's student survey, receiving a strong response and gathering valuable evidence about students' experiences with Universal Submission Time.	Complete

	The University also conducted its own consultation, with feedback indicating increased support for the initiative. The survey identified issues with inconsistent implementation, including units and staff not following Universal Submission Time requirements. These concerns need to be addressed to ensure the policy is applied consistently across the University. A significant achievement has been progressing Universal Submission Time through LSEC and Academic Board, bringing us closer to permanent adoption. This represents an important step towards consistent and accessible assessment deadlines for all students. **Priorities for 2027:** ● Continue working with the Academic Registrar and DVCA to address implementation issues identified through the surveys. ● Ensure Universal Submission Time is permanently embedded in University policy. ● Advocate for consistent implementation across all faculties and units. ● Continue monitoring student experiences and raising non-compliance concerns. ● Fighting for unit caps being removed, fighting for mandatory assessment feedback within time picking up veronika's work and 40% cap on exams.	
Work on the campus parking issue by exploring solutions and advocating for student needs.	Launched and promoted the Guild parking campaign and petition, raising student concerns regarding parking affordability, availability and accessibility. Raised a carpooling proposal at Academic Board, which received support from the Vice-Chancellor, and continued discussions with University leadership, the COO and campus services regarding possible solutions. A significant achievement was successfully securing free parking during examination periods. This was an important win for students, particularly given the ongoing cost-of-living pressures affecting their ability to attend campus.	Complete

	Also supported communications around Food for Fines and continued raising concerns regarding parking availability, accessible bays, transport services and the financial burden of commuting to university. **Priorities for 2027:** ● Ensure free examination parking continues and becomes an ongoing commitment rather than a one-off initiative. ● Continue advocating for affordable and accessible parking. ● Work towards improved Curtin Link services and transport accessibility. Making sure the university is constantly monitoring and reporting on this service. This service needs to be expanded and supported. ● Improve student communications around parking, including CellOPark reminders and parking requirements. ● Continue exploring solutions to parking availability and demand. ● Keep fighting for an express bus. ● Launch transport vouchers for students and transport assist. While free examination parking has been a significant success, parking remains a major financial and accessibility concern for students. This advocacy needs to continue next year.	
Work to strengthen the AI policy that is within curtin policy.	AI has been one of the more challenging areas of advocacy this year. By the time I entered the VPE role, Curtin had already adopted significant policies, practices and an institutional direction regarding AI, with limited previous student opposition or organised advocacy in this space. Re-establishing meaningful student involvement and challenging decisions that had already been made has therefore been difficult and taken considerable time. Despite this, I have continued advocating for fair, transparent and consistent AI policies for both students and staff, particularly regarding academic integrity, AI-assisted marking, assessment design, student privacy and the quality of education students receive.	Ongoing

	Worked closely with Assessment 2030, raising concerns through Academic Board, LSEC and discussions with University leadership. Also collaborated on student-facing AI resources and educational videos to improve student understanding of responsible AI use and referencing requirements. A significant development was joining Curtin's AI Steering Group, providing an opportunity to directly represent student interests as the University continues developing its AI strategy, licensing arrangements and implementation of AI across teaching, assessment and student services. Began developing a Guild-wide AI position paper to establish a consistent student union stance on AI, including academic integrity, accountability, transparency, sustainability, privacy and fairness. **Priorities for 2027:** ● Finalise a Guild-wide AI position paper establishing clear principles and advocacy priorities. ● Organise a student AI town hall to hear directly from students about their experiences and concerns. ● Explore developing a formal Guild submission on AI policy and its impacts on students. ● Continue participating in the AI Steering Group and advocating for meaningful student representation. ● Push for consistent accountability standards for staff and students, particularly regarding AI-assisted marking and assessment. ● Advocate for greater transparency around AI use, privacy, sustainability and the educational impacts of emerging technologies. As AI becomes increasingly embedded in Curtin's operations and academic practices, it is essential that students have a genuine voice in shaping how it is used. While progress has been slower than I initially hoped, I believe the groundwork established this year provides a stronger foundation for meaningful advocacy moving forward.	

Run monthly meetings with faculty and postgraduate reps to track student concerns and keep campaigns on track.	Established regular Faculty Representative meetings and informal catch-ups to coordinate advocacy, share updates and identify emerging concerns across faculties. Reintroduced joint meetings between Student Assist and Faculty Representatives, which have been particularly valuable in identifying systemic issues, understanding trends in student complaints and improving how concerns are escalated. Worked closely with representatives on placement concerns, assessment changes, hidden costs, academic integrity, accessibility and student wellbeing. Supported representatives in escalating concerns to Heads of School and relevant University staff, including issues affecting Oral Health, Midwifery and Law students. Regular representative engagement was not emphasised in my handover from the previous VPE or in the role handbook. However, throughout my term, I have recognised how important these relationships are for effective student advocacy. Alongside group meetings, I have introduced individual catch-ups with representatives, including the Accessibility Officer and Postgraduate Representative, to better understand their specific concerns and provide more targeted support. **Priorities for 2027:** ● Continue regular Faculty Representative and Student Assist meetings. ● Establish more consistent one-on-one catch-ups with Faculty, Postgraduate and Equity Representatives. ● Strengthen follow-up processes to ensure concerns are tracked, escalated and addressed. ● Improve collaboration between representatives and ensure they have the resources and support needed to advocate effectively. ● Ensure the importance of regular representative engagement is reflected in future VPE handovers.	Complete

	This has been one of the most valuable improvements to how I approach the VPE role, and something I intend to strengthen further next year.	
Appoint a first-year student representative to make sure that first year student concerns are being raised within the Guild.	Successfully established a First Year Representative team consisting of students from different disciplines, exceeding the original goal of appointing a single representative. Held meetings to identify first-year concerns, discuss student support resources and coordinate engagement initiatives, including O-Day. Worked with representatives to identify gaps in information available to new students and explore opportunities to make academic rights, University services and support pathways easier to understand. Also engaged with the University's Student Success team, providing feedback on first-year support initiatives and discussing how students experiencing academic difficulties can be identified and supported earlier. This work has included discussions around first-year student engagement, access to information, academic risk and the importance of providing appropriate support before students reach a crisis point. **Priorities for 2027:** ● Continue developing and supporting the First Year Representative team. ● Strengthen collaboration with the Student Success team. ● Improve first-year student access to information about academic rights, support services and University processes. ● Increase opportunities for first-year students to provide feedback and participate in Guild advocacy. ● Support initiatives focused on early intervention and improving the first-year student experience. Establishing this team has provided an important foundation for ensuring first-year students have stronger representation within the Guild.	Complete

Facilitate student awareness and engagement with unions across their current or prospective industries, providing opportunities to connect, learn, and advocate.	Successfully organised a union fair connecting students with industry unions and raising awareness of workplace rights, union membership and collective advocacy. Organised for UnionsWA and the Multicultural Workers Collective to attend O-Day, providing students with the opportunity to speak directly with union representatives about their rights at work, workplace exploitation, available support and the importance of collective representation. This was a particularly valuable initiative, as many students are entering the workforce or balancing employment alongside their studies and may not be aware of their workplace rights or the support available through unions. Continued building relationships with UnionsWA and connected representatives with Sarah, the Guild Women's Officer, supporting further collaboration on workplace rights and gender-based violence. Attended an on-campus event addressing workplace rights and sexual violence, strengthening connections between student advocacy and broader workplace safety issues. Also engaged with the NTEU and NUS on higher education issues, including university mergers, student rights and collective action. Moved a Representation Board motion standing in solidarity with students in India and supporting their right to organise and protest for fair and equitable education. Through the university merger campaign, I have continued working closely with NUS, the WA State Branch President and other student unions, strengthening relationships and coordinating advocacy across campuses. **Priorities for 2027:** ● Continue inviting UnionsWA and relevant industry unions to O-Day and other Guild events.	Complete

	• Strengthen relationships with unions to increase student awareness of workplace rights and available support. • Continue connecting Guild departments and officers with relevant unions and external organisations. • Expand opportunities for workplace rights education, particularly around exploitation, discrimination and sexual harassment. • Continue collaborating with NUS, the NTEU and other unions on higher education advocacy and collective campaigns. This has been a rewarding area of work, and I hope to continue building stronger relationships between the Guild, students and the broader union movement.	

Hidden Course Costs and Equipment Accessibility

Continued developing the Guild's hidden course costs campaign, working with Faculty Representatives and Directors of Learning and Teaching to identify compulsory expenses affecting students across different courses.

Progressed the lab coat hire initiative, including organising approximately 30 lab coats and developing a sustainable borrowing system to reduce costs for students.

Worked towards establishing the Guild Reuse initiative, encouraging donations of equipment such as calculators, PPE and other essential course materials.

Met with Library staff to discuss existing equipment loans, improving promotion and identifying opportunities for collaboration. Discussed QR codes, borrowing data and how the Guild could help address gaps in equipment availability.

Next year, I intend to expand equipment access initiatives, improve transparency around compulsory course costs and continue advocating for financial support for students experiencing hidden educational expenses.

Equity, Racism and Student Representation

Racism and equity advocacy have become an increasingly important part of my work this year.

Worked closely with the VPSW, Ethnocultural Officer and University staff on Curtin's response to racism, including consultation around institutional racism definitions.

Raised concerns regarding the lack of University data and research on racism, inadequate reporting pathways and the need for meaningful consultation with affected communities.

Advocated for recognition of anti-Palestinian racism in line with the Guild's position and pushed for definitions that recognise the experiences of different communities.

Contributed to the development of the Ethnocultural Officer Handbook to provide future officers with resources, guidance and a stronger foundation for representation.

Also contributed to presentations, workshops and panel discussions addressing racism, equity and student union responsibilities, including at national student conferences.

Next year, I intend to work with the VPSW and Ethnocultural Officer to develop a Guild-led racism survey, improve reporting pathways and continue advocating for meaningful institutional accountability.

University Merger Campaign

Played an active role in the campaign opposing the proposed university merger, working closely with NUS, the WA State Branch President, other student unions and the broader campaign.

Moved a motion opposing university mergers at the Guild AGM and continued raising concerns regarding student choice, academic accessibility, course protections, institutional identity and the potential impacts on disadvantaged student cohorts.

Worked closely with the NUS WA State Branch President to coordinate advocacy across campuses, ensuring student unions remained connected and informed as the campaign developed.

Contributed to campaign communications, student engagement, social media content, campus outreach and organising activities.

Helped organise and MC the October protest, including supporting rally logistics, marshal coordination, banner painting and communication with participating organisations.

A major focus has been increasing student awareness of the proposed merger and ensuring students understand the potential impacts on their education. Through conversations on campus, it became clear that many students were unaware of the proposal or lacked information about its implications.

Moving forward, I intend to continue working closely with NUS, other student unions and the campaign to strengthen cross-campus coordination, expand student outreach and ensure students have a meaningful voice in decisions affecting their universities. This is a huge issue and a real threat to our campus and our degrees as we know it. I will continue working as I always have to fight against this.

57th Guild Council

Vice President- Activities November Report

Tahni Rowe

CURTIN STUDENT GUILD

Date	Event/Meeting	Comment
12/10	Pre Event Kick Off: O-day and O-week	With Sarah, incoming VPA to brainstorm for sem 1 2026
12/10	Stress less decisions meetings	
12/10	Events Weekly Meeting	
14/10	Cat C: Womens Spring Market x WIB	
14/10	Redbull x EMAS x House Party Promo	Pop up DJ to promote House Party 360
15/10	Exec Meeting	
15/10	Guild Council	
16/10	O-day week catch up	
19/10	Kick off: O week/O-day	
19/10	Pre Event Runsheet: Stress Less	
20/10	NUSWA Rally Organisation Meeting	
20/10	Debrief Spring Market	
23/10	House Party 360	
26/10	Club Awards Presentation Run through	
29/10	MD reappointment consultation	With President as part of MD reappointment process
29/10	Orientation Week: Guild Survival Guide	With continuing VPE and Events to discuss orientation week workshops.
29/10	Induction with MD	Incoming president induction.
29/10	Stress Less: Snack Cart	
29/10	Club Awards	
29/10	Academic board	Incoming president induction.
30/10	Stress Less: Brinner 1	
04/11	Student Services Committee	
05/11	Stress Less: Snack Cart	
06/11	Brinner 2	

A Little Note From Your VPA.....

Hi Y'all!

Well, here we are the final meeting of the 57th Guild Council. *Insert sad cat sounds here*. It has been an absolute privilege to serve as your Vice President- Activities for 2026. There has been many ups and downs and plenty of trial and error. But I've helped build a team and systems for this positions that will last for many VPAs to come. For those of you that it is your last Guild council thank you for your service and happy Guild retirement. For those continuing on next year it will be an honour to serve as your 58th Guild President and remember to help out your incoming reps/councillors. I'm sure we can all remember how daunting that first meeting can be. But for now its time to hang up my VPA hat on the wall so I hope you all have enjoyed my reports this year, they have given you an insight into the role and most importantly made you smile once or twice.

In a world where sometimes everything can feel against us and negativity is so prominent joy is the best form of resistance.

Good Vibes Always,

Tahni Rowe

Events

Rep Events

Cat C – Women's Department x WiB Spring Market



A long-awaited collaboration between the Women's Department and Women in Business (WiB) Club finally came to life with the Spring Market!

The event was a gorgeous celebration of women, small businesses and local artists, providing an opportunity to showcase their work and connect with students. There were also plenty of goodies up for grabs, including food and period underwear giveaways, alongside an opportunity for attendees to donate to Share the Dignity.

It was lovely to see this collaboration come together, bringing together student representation, clubs and community causes in one event.

Cat C – Pride Fest

Pride celebrations were bigger this year, with festivities spread across two events: Drag Bingo and the main Pride Festival on Wednesday.

Astor, our Queer Officer, dreamed big with this year's celebrations, and they certainly weren't afraid to go all out! The two-event format provided different opportunities for students to get involved, from the entertainment of Drag Bingo to the broader celebrations of the Pride Festival.

A huge amount of creativity and enthusiasm went into bringing these events together, and it was wonderful to see Astor's vision come to life.

Cat A – Women's Vigil

Sarah, our Women's Officer, worked alongside the National Union of Students (NUS) to organise a campus vigil as part of the national call to action against femicide and gender-based violence.

The vigil provided an opportunity for students to come together, reflect and acknowledge the lives lost to gender-based violence, while keeping this important issue visible within our university community.

Events like these are an important reminder that student representation goes beyond campus activities and includes creating space for students to engage with broader social issues that affect our communities.

On a related note, a gentle reminder that the upcoming Women’s rights march is taking place on 21 November.

House Party 360

Our end-of-semester party was a collaboration between Red Bull, EMAS and the Curtin African Student Association, bringing some great music and good vibes to the Tav.



While attendance wasn't quite as high as we'd hoped, we still had a decent number of students come through to dance away the semester. End-of-semester parties have become increasingly challenging to attract students to, which I suspect is largely due to timing and assessment pressures. Looking ahead, I'd suggest placing greater emphasis on start-of-semester parties and exploring smaller, more relaxed events to wrap up the semester.

Another ongoing challenge is acceptable ID at licensed events, particularly for international students who understandably don't want to carry their passports on a night out. This could be a worthwhile collaboration between the ISC and VPA early next year to improve communication around accepted identification and explore ways to reduce barriers to participation.

Club Awards

One of my absolute favourite events on the Guild calendar! This year we hosted Club Awards at the stunning John Curtin Gallery, with our amazing Kirribilli keeping the drinks flowing and local small businesses serving up delicious paella and gelato.

I was particularly excited to introduce a new award category the Beyond the Club Award recognising clubs that make a meaningful impact beyond their member base. It's wonderful to celebrate not just what clubs do for their members, but the contributions they make to the wider community.

A massive congratulations to all our winners, particularly the Civil Engineers Club for taking home Club of the Year for the second year running! They've truly... built... something amazing.

Stress Less Week

Stress Less Week was back for Sem 2 and taking some learnings from Sem1 to help students through the final stretch of exams. We had free yoga in collaboration with Curtin Yoga Club, crafts and therapy dogs with the Living Room, Brinner with Red Bull, and of course our Snack and Wellness Cart (huge shoutout to Finn for being the absolute MVP of the snack cart!).





We carried forward the improvements made to Brinner in Sem1 and brought in some casual staff to help ease the workload during an already hectic exam period. Even with this additional support, volunteer numbers were still a little lower than ideal as it does land in a really tough time for students.

A massive thank you to everyone who found the time to lend a hand during such a busy period. Your help was very much appreciated!

Upcoming

Pasar Malam

Our largest community event is coming up on 20 November! We're bringing back plenty of Pasar Malam classics, alongside an expanded layout to hopefully accommodate the event's growing size.

The team has been tackling preparations like champs, even with a few speed bumps along the way as we navigate the loss of some previous event knowledge and experience. Despite these challenges, everyone has been pulling together to bring another fantastic Pasar Malam to life!

O-Day and O-Week

Yep, I know it feels early, but planning is already underway for next year's orientation. This has been a great opportunity to kick off the handover process with my successor, Sarah, who has been taking the reins on planning. We've been brainstorming activities, giveaways and layouts to welcome our new students in 2027.

Katia has also been hard at work designing our new Guild diaries and organising tote bag orders, getting some of those important early preparations underway. It's exciting to see plans already coming together for another big start to the year!

Projects

Clubs Policy Review

Well, it's finally here! The revised Clubs Policy is coming to this Guild Council. We've consolidated the existing policies into one document, with the exception of the Individual Conduct Policy, to reduce repetition, address inconsistencies and make the requirements easier for clubs to navigate.

It's been a substantial piece of work, and I'm excited to see it reach Council after plenty of reviewing, refining and ironing out the little details.

Club Projects

Between the policy review, Club Awards and AGM season (good luck to everyone putting their hand up for a club position this year!), it's been a busy period for the Clubs team.

Alongside all of this, I've been steadily progressing my remaining KPI projects, with the implementation being rolled out in the new year. Space was made within our new

policies to accommodate these incoming changes including required disability information for clubs events.

Club Storage

Alongside the new equity spaces, our new club storage area is just about complete (minus a few locks we're still waiting on), and she looks good!

The new lockers are installed and are a huge improvement on the old storage racks, providing a safer, tidier and more practical space for clubs to store their equipment. The new layout also increases the number of clubs we can accommodate, making much better use of the available space.

I'm so excited to see this project finally come together and provide a much-needed upgrade for our clubs.

Category	Deliverable	Notes	Completion Status
Remuneration Tribunal	Attendance at 80% of required meetings.	Zero (0) Guild Councils missed and attended or provided apologies (as on approved leave) for all executive meetings.	Complete
Remuneration Tribunal	Submission of monthly report to Guild Council that demonstrates satisfactory progress toward KPIs;	Submitted monthly reports with updates.	Complete
Remuneration Tribunal	Completion of a minimum 50% of the 'hours to be completed each week' on campus on weekdays between 9am and 4pm unless there is approval to the contrary.		Complete
Remuneration Tribunal	Complete a handover report for successor.		Complete
Remuneration Tribunal	Complete mandatory training within 45 days of being provided the resources/information to undertake the training	All training completed including Ally Training	Complete
Events	Increase the number of 'Tav Parties' to three (3) per semester	Target met for Semester 1 with Toga, Barnyard Bash and Riff Rumble. Sem 2 PJ party, Inter club Quiz, House Party 360, Drag bingo	Complete

Events	Run two (2) welfare or education focused event weeks per semester.	Target met for Semester 1 with Careers Week and World Week. Sem 2 Love, Sex and Consent Week, Stress Less Weeks and Pride.	Complete
Events	Implement a new booking type system for Student Reps to more easily book events		Complete
Events	Ensure greater than 80% of the allocated Representation budget is spent.		Complete
Clubs	Increase clubs' storage	Increased storage as part of confirmed BLD 106B capital works that are currently underway.	Complete
Clubs	Increase Grants available for clubs.	2025 - $1,500 2026 – Total available $1,900 $1,400 Events Grant $250 Sustainability Grant $250 Marketing and Branding	Complete
Clubs	Put forward a proposal for unused spaces at the Curtin University Bentley Campus to be turned into clubs dedicated spaces.	Proposal reports written however greater data collection needed to strengthen proposals to achieve greater outcome. Longer standing project to be passed onto successor.	Partially Complete
Clubs	Review club event application process	Updates to be implemented in 2027 bookings	Complete

Clubs	Establish Interclub platforms for clubs.	Options under review. Team currently reviewing the use of Instagram channels as a digital interclub platform/channel.	Partially Complete
Clubs	Establish and Implement a Reporting system for clubs to be able to easily report and track incidents, accidents and grievances.	Similar format to event booking system with Implementation to begin in 2027	Complete
Clubs	Conduct a review and update all Clubs Policy documents.	Policies sent to Guild Council for approval	Complete

Vice President Sustainability and Welfare

November Guild Council (16/10/2026 – 12/11/2026)

Morgan Mills (they/them)

Guild Meetings

Date	Meeting	Comments
20/10/2026	Club Awards Judging panel	
	VPSW x ISC catchup	
21/10/2026	First Nations Officer Introductory Meeting	With Ammie
22/10/2026	VPSW x Womens catchup	
	VSPW x Queer Catchup	
	Housing and Make Renting Fair follow up	With Ebony
23/10/2026	Racism Definitions meeting	With Dylan and Hadiya
26/10/2026	Food Charter Implementation template	With Nicole
03/11/2026	Judging debrief- club awards	
05/11/2026	VPSW x Womens catchup	
	VSPW x Queer Catchup	
12/11/2026	Food Charter Implementation	With Dylan, Tahni, Noor

University Meetings

Date	Meeting	Comments
26/10/2026	GBV prevention and response update	With Simren, ahead of working group meeting on 29/10/2026
29/10/2026	GBV operational working group	Noor in attendance as incoming VPSW

Leave Taken:

None.

Updates

Gender-Based violence

I recently sat in on the GBV operational working group. This group meets to discuss their works and projects towards achieving the university's published GBV action plan. The action plan covers areas such as housing, postgraduate studies, and ISU systems.

Food charter implementation

I have been working closely with Nicole to produce an implementation document for the food charter – covering all components, of which are to be completed by the end of 2029. This document will be complete and actionable by the end of my term.

Club Awards

I have spent the past few weeks reading through club award nominations and assisting in determining the winners. This was a huge learning experience for me as I got a peak into the what each of the clubs do. I have also been given the opportunity to streamline and improve the voting process as it was quite time consuming. Congratulations once again to those who won.

Equity Spaces

On Monday November 9, the new equity spaces finally opened. This comes after months of decision-making, hard work and several setbacks. I would like to put out a special thank you to Tanya Della-Santina, who had many, many back and forths with both the university and the Town of Vic Park over some sliding doors.

It has been a pleasure to serve as your VPSW for 2026.

Key Performance Indicators – EOY review

INDICATOR	DELIVERABLES	STATUS
Attendance at 80% of required meetings		completed
Submission of monthly report to Representation Board/Guild Council that demonstrates satisfactory progress towards KPIs		completed
Run and/or provide considerable support for at minimum two (2) events per semester (either portfolio events or Guild events)	- O-Day Sem 1 and Sem 2 - World Week - Love Sex and Consent - Stress Less Sem 1	completed
Run and/or provide considerable support for at minimum one (1) campaign per semester (either portfolio campaign and/or Guild campaign)	- Stop the Uni Merger - Food Charter creation and implementation - Housing campaign	completed
Completion of handover report for successor	Handover report due on the 14th of November, currently tracking on time for completion.	In progress
Complete mandatory training within 45 days of being provided the resources/information to undertake the training	Completed all mandatory training in the correct time period.	completed
Develop and begin the implementation of a food charter	- The food charter passed Guild council and an implementation document with the due dates for each KPI has been produced. All charter components will need to be completed by the end of 2029.	completed
Improve sustainable measures taken by the Guild	- Sustainability grant instated - 6-month contract with circle8 determined the project was not viable with the Guild and another contract was not signed - Sustainability components from the food charter are to begin implementation in 2027	completed
Enhance student experience by renovating common	- The courtyard is now furnished, with the pots painted.	completed

spaces so that they promote sustainability and comfort	- The equity spaces have been completed and officially opened.	
Continue to promote and endorse respectful relationships and student safety on and off campus	- Gained a seat on the GBV operational working group to oversee how each department/area will deliver the university's action plan KPIs. This includes housing, security, academics and reporting. It also incorporates the respectful relationships modules.	Completed
Continue working towards improving student accommodation living conditions	- Worked closely with a student on improving accessibility at the TDH accommodation, as well as	completed
Advocate for improved access to transport for travel to and from campus	- Currently in conversation with COO over improving access to Curtin link by increasing the number of buses available and the distance of which they travel.	In progress
Continue working towards improved recycling and sustainability through management of the recycling hub	- I could've emptied the hub more frequently this year, and in hindsight a better strategy for ensuring the hub was emptied regularly should have been implemented.	Partially completed
Effectively manage the equity reps and ISC president by: - providing support on their campaigns - communicating any potential welfare or sustainability issues relevant to their area - hosting regular fortnightly check in meetings	- Throughout the year I assisted the reps with their campaigns including but not limited to ISC housing report, HIV vending machine, period products, accessibility in student accommodation. - We met on average once per fortnight to discuss their work, KPIs and anything that may have come up that fell in line with their portfolio.	Completed

Secretary's Report November 2026

NAME: Noor Fellah

POSITION: Guild Secretary

REPORTING PERIOD: 09/10/2026 – 06/11/2026

Meetings Taken / Other

Date	Meeting / Activity
13/10/2026	Excellence in Teaching Awards
15/10/2026	Guild Council Meeting
19/10/2026	Governance Meeting with Roshan and Natasha
20/10/2026	NUS WA Merger Protest Planning Meeting
20/10/2026	Merger Information Stall and Student Outreach with VPE
20/10/2026	ISC × Secretary Catch-up
21/10/2026	University Merger Protest
28/10/2026	Finance and Risk Committee Meeting
29/10/2026	Secretary × Ethnocultural Representative Catch-up
29/10/2026	Secretary × President Meeting – Managing Director Reappointment
29/10/2026	GBV Operational Working Group Meeting with VPSW
29/10/2026	Club Awards
03/11/2026	Governance Meeting with Natasha and Roshan
04/11/2026	Student Services Committee Meeting

Leave Taken: 26–28 October 2026

Additional Comments

University Merger Campaign and Protest

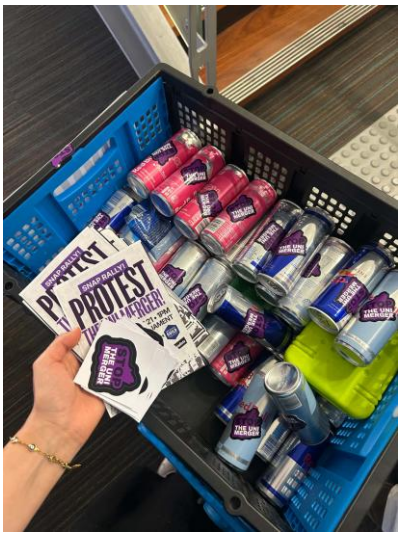
A significant portion of my time this reporting period has been dedicated to the campaign against the proposed university merger. This has been a major focus for many of us at the Guild over the past month or so, with a considerable amount of work going into organising, promoting and coordinating our response.

Personally, I have spent much of my time creating social media content, putting up posters around campus, speaking directly with students about the merger and encouraging them to attend the protest. I have also been involved in liaising with different groups and organisations to coordinate the protest day and ensure that our messaging and activities were aligned. Overall, this campaign has taken up the majority of my time outside of my usual Secretary responsibilities.

The merger protest took place on 21 October, and I was proud of the turnout we achieved. Given the government's rather calculated timing of the announcement, which coincided with the final assignment and examination period for many students, I think we had a fair turnout under the circumstances. It was encouraging to see students make the effort to attend and demonstrate their opposition despite the pressures of this time of semester.

I also want to acknowledge the enormous amount of work that went into this campaign from so many people across the Guild. It has genuinely been a huge team effort, and I have appreciated how collaborative, proactive and committed everyone has been throughout the process.

At the time of writing this report, we are also looking ahead to the next rally on 7 November, which I hope will see an equally strong, if not greater, turnout. There is still a lot of work to be done in this space, and I hope the momentum we have built continues.






2027 Guild Handover and Induction

Another major focus of this reporting period has been preparing for the transition into the 2027 Guild. I have been working closely with Natasha, Nika, Roshan and Vanessa to coordinate handover, induction and the various administrative and governance processes that need to be completed before the new representative term begins.

Induction will look a little different this year, with formal training being delivered by Out of the Boardinary sometime within the first period of the coming term. This will involve both incoming and continuing representatives, as well as some Guild staff, and will hopefully provide everyone with a strong foundation going into the new year. We are also looking at alternative arrangements for those attending the NUS National Conference who will be unable to attend these sessions.

Before induction, we will be holding the inaugural meetings of Guild Council and Representation Board in early December, followed immediately by the annual handover dinner. I have started coordinating the dinner with Tavern staff and am working through the remaining arrangements.

There are also a number of body appointments that need to be organised, including Finance and Risk Committee positions, Legal Committee positions, Secretary, Chairperson and Deputy Chairperson appointments. I am currently working through the relevant election dates and processes before nominations can be opened.

There are quite a few moving parts involved in this transition, but I am hoping to have as much organised and finalised as possible before the new term begins so that incoming representatives can start the year with a clean slate.

Ongoing Secretary Duties

Alongside the merger campaign and transition planning, I have continued with the regular operational and governance responsibilities of the Secretary portfolio, including processing reimbursements and payment requests, reviewing budgets and timesheets, payroll matters, meeting preparation, minute review, action tracking and maintaining the Guild's various governance registers.

I have also continued working with Governance and other staff on outstanding matters, including preparations for the upcoming representative term and the ongoing administrative work required to keep the Guild operating smoothly.

Final Remarks

As this is my final report as Guild Secretary, I wanted to take the opportunity to reflect a little on the past two years.

This has been a particularly difficult year for me personally, and one that has had an immense impact on my life. There have been many times throughout this year where I have felt overwhelmed, exhausted and genuinely considered giving up. Balancing everything has not always been easy, and I don't think I could have made it through this year without the support of some truly wonderful people around me.

I want to sincerely, sincerely thank those of you who have supported me, both professionally and personally. To those who have checked in on me, helped me when things became overwhelming, worked collaboratively with me and made my time at the Guild something I can look back on with pride, I am incredibly grateful.

Despite the challenges, I am very proud of the work we have done together. I genuinely believe the Guild is in a better place than it was when I first stepped into this role, and that is something I am very happy to have been a part of. There is still so much more that can be done, but I am excited to see where the Guild goes next year and in the years that follow.

I also want to say well done to everyone for making it through this year. I have had the privilege of working alongside so many intelligent, capable and passionate people, and I genuinely believe that each of you has a bright future ahead. I hope you all recognise how much you have contributed and how much you are capable of achieving.

The Guild has been such a significant part of my university experience and my life over the past few years. While this chapter has certainly come with its difficulties, I will always be grateful for the people I have met, the friendships I have made and the opportunities I have had to contribute to something that means so much to me.

Thank you all for the past two years, for your patience, your support and your friendship. Most importantly, thank you for having me as your Secretary. I'll still be around next year, just in a different seat, and I look forward to the next chapter 😊

CURTIN STUDENT GUILD

Noor Fellah

2026 Secretary

57th Guild Council

KEY PERFORMANCE INDICATORS

INDICATOR	DELIVERABLES	STATUS
Attendance at 80% of required meetings.		Ongoing
Submission of monthly report to Guild Council that demonstrates satisfactory progress toward KPIs.		Ongoing
Completion of at minimum 50% of the 'hours to be completed each week' on campus on weekdays between 9am and 4pm unless there is approval to the contrary.		Complete/Ongoing. Majority of my work is done on campus both in the office and from various locations on campus. Unfortunately, the office can be considered somewhat of a hostile environment, there has been a significant decrease in office attendance amongst representatives. I hope this changes next year.
Completion of handover report for successor.		Ongoing
Complete mandatory training within 45 days of being provided the resources/information to undertake the training.		Complete

Review/update the register of delegations.		Ongoing
Review/update the register of resolutions.		Ongoing as we continue to pass motions.
Create a detailed guide about the daily operations undertaken by the secretary for future secretaries to refer to.		Ongoing. This is almost completed, this is essentially just additional to the handover that the next secretary will receive, just more specific guide on how certain things can be done or what can be referred to in situations.
Update Policy Book of all motions as passed by the Representation Board.		Ongoing as we continue to pass motions.
Perform an assessment on how the Guild is representing students from different demographics.		This was intended to be a survey to send out to students to review how the Guild is representing students. However, with the communications for a multitude of surveys it was concluded that another survey wasn't the best option moving forward. I did however compose a short report on my observations and have included it below.
Approve all payments in a regular and timely manner Don't leave payments incomplete or incorrectly filled out. Don't impede the ability of Finance officers to do their job by failing to complete appropriate paperwork.		Complete/Ongoing

Offer help to any Guild Councillor, Executive, Equity or Faculty representative in their initiatives where I am able.		Ongoing
Monitor the KPIs of remunerated representatives to ensure they are fulfilling the requirements of their role. Check in with representatives if requirements aren't met, and see what assistance they may need. Reduce the remuneration of representatives who are not meeting their requirements.		Ongoing/Completed
Progress and coordinate the review and update of constitutions, by-laws, and other governance documents that are due for revision.		Drafts of constitutions were progressed and circulated for feedback from relevant groups. None have been approved by legal committee/RB for finalisation. Various policies were reviewed and were sent to F&R committee for consideration. The Guild Council Regulations changes were finalised this year with a wet signature from both the Guild and the University. There is now a Guild Council working plan that will be referred to in future so that nothing important is missed at any Guild Council meeting to come, the 2027 one is yet to be finalised.

Assessment of Student Representation Across Different Demographics

Noor Fellah 2026

Introduction

This report provides a brief assessment of how the Curtin Student Guild represents students across different demographics, based on my observations throughout my term as Secretary.

The original intention was to conduct a student survey to better understand how effectively the Guild represents different student groups. However, given the number of surveys already being distributed to students, it was determined that another survey would not be the most effective approach.

Instead, I have reflected on the Guild's current representative structure, the distribution of responsibilities across portfolios, and areas where I believe representation could be strengthened.

While I believe the Guild has a strong representative structure and dedicated office bearers who work hard to advocate for students, there are several areas where changes could improve the Guild's ability to respond to emerging student needs and support its representatives.

Environmental Representation

One area where I believe the Guild would benefit from additional representation is environmental sustainability.

The Vice President - Sustainability and Welfare (VPSW) portfolio is extremely broad, covering a range of responsibilities relating to both student welfare and environmental sustainability. In practice, I have observed that the role can naturally lean more heavily towards welfare matters, particularly given the number of equity representatives who fall under the VPSW's management, including the Women's, Queer, Accessibility, Ethnocultural and International Students representatives.

These portfolios address important and often complex issues relating to student welfare, and the demands placed on them continue to grow.

Although the Guild has undertaken excellent work in environmental sustainability and activism, I believe there would be value in establishing a dedicated, elected and remunerated Environmental Representative.

Environmental issues such as climate change, the environmental impacts of artificial intelligence and data centres, and broader sustainability concerns are becoming increasingly relevant to students. Having a representative specifically responsible for these matters would allow the Guild to maintain a more consistent and proactive approach to environmental advocacy without relying entirely on the capacity of the VPSW.

Recommendation: Consider establishing a dedicated Environmental Representative position to strengthen the Guild's environmental advocacy and provide greater capacity within the Sustainability and Welfare portfolio.

Dedicated Campaign Representation

Another gap I have observed is the absence of a dedicated representative position for major Guild campaigns that require sustained attention over several years.

Student housing is a particularly relevant example. Over the past few years, housing has been a significant issue for students and an ongoing priority for the Guild. I have seen dedicated representatives invest considerable time and effort into developing this campaign and bringing it to where it is today.

However, these representatives are often elected into positions with their own substantial responsibilities. As a result, they may find themselves dividing their time between their elected portfolio and a major campaign that sits outside their primary duties.

This creates two concerns. Firstly, representatives may be undertaking a considerable amount of additional work without appropriate remuneration. Secondly, the time and energy required to maintain these campaigns can affect their capacity to fully undertake the responsibilities of their elected positions.

I believe the Guild would benefit from a more flexible approach to campaign representation. This could take several forms:

- Establishing a dedicated campaign officer position that can be appointed or elected according to the Guild's priorities at the time.
- Creating a standing position responsible for the Guild's major campaign, with duties changing each year depending on the issues facing students.
- Allowing existing representatives to apply for additional remunerated hours or workload allocations when undertaking significant campaign responsibilities beyond their elected portfolio, with applications reviewed and approved by the Executive or another relevant body.

The intention would not be to create additional positions unnecessarily, but rather to ensure that major campaigns receive the attention they require while the representatives undertaking this work are appropriately supported.

Recommendation: Explore a flexible campaign officer position or additional remuneration arrangements for representatives undertaking significant work outside their primary portfolios. This would help maintain campaign continuity, reduce representative burnout and ensure that additional contributions are properly recognised.

Representation of Students Outside Established Equity Portfolios

While the Guild has a number of equity representative positions, I believe there is room to consider how effectively we engage students whose circumstances do not necessarily fall within an existing equity portfolio.

For example, students who are parents or carers, mature-age students, part-time students and students balancing significant employment commitments may experience barriers to participating in university life that are not always reflected in the Guild's existing representative structure.

This does not necessarily mean that additional elected positions are required for each demographic. Rather, I believe there is value in reviewing how these students are consulted and whether their concerns are adequately considered in the Guild's broader advocacy.

Recommendation: Explore ways to improve consultation with students who may not fall within an existing equity portfolio, particularly when developing policies or campaigns relating to accessibility, affordability and student welfare.

Engagement Beyond Existing Student Communities

Another observation is that the Guild's engagement can sometimes be concentrated among students who are already involved in Guild activities, clubs, societies or representative structures.

While these students are an important part of the Guild community, I believe it is equally important that we continue finding ways to hear from students who are less actively involved in campus life.

Students who attend university primarily for classes, have limited time on campus or are unfamiliar with the Guild's role may be less likely to engage with existing consultation opportunities.

I believe this presents an opportunity to improve how the Guild communicates its representative work and collects feedback from students without placing further demands on them through additional surveys.

Recommendation: Consider incorporating more informal and accessible consultation methods into existing Guild activities, including direct student conversations, targeted engagement and opportunities for feedback through existing communication channels.

Conclusion

Overall, I believe the Guild has a strong foundation for representing students from diverse backgrounds and circumstances. The existing equity representative structure provides important opportunities for students to have their concerns raised and advocated for by individuals with an understanding of their communities.

However, my observations suggest that there are opportunities to strengthen this structure, particularly by improving environmental representation, providing dedicated support for major campaigns, and broadening engagement with students who may not currently participate in Guild activities.

A recurring concern across these observations is the workload placed on representatives. While the dedication of office bearers has allowed the Guild to achieve considerable progress, I believe we should avoid relying on representatives consistently undertaking additional, unremunerated work to maintain important advocacy.

Ultimately, I would like to see a representative structure that is not only responsive to the changing needs of students, but also sustainable for the people elected to represent them.

CURTIN STUDENT GUILD

MANAGING DIRECTORS REPORT

NOVEMBER 2026

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October Overview

Reporting Period: 1 -31 October 2026

October was another productive month for the Guild, with strong student engagement, continued progress across strategic projects and sustained focus on delivering high-quality services and experiences for students.

A significant milestone was the completion of the Equity Space redevelopment, alongside the successful introduction of 24-hour food and beverage facilities in the Curtin Library, providing students with greater access to affordable food and refreshments during extended study periods.

Commercial operations continued to perform strongly, supported by affordable meal initiatives, popular new product offerings and positive growth across both The Tav and Kirribilli Catering. Key appointments within these areas have further strengthened operational capacity and positioned the businesses for continued growth.

Across Corporate Services, significant work was undertaken in preparation for the 2027 Operational and Capital Budgets, audit and insurance renewals, governance improvements and ongoing technology projects. Progress also continued in initiatives designed to strengthen the Guild's technology environment, cybersecurity capability and future operational efficiency. October also saw the conclusion of the audit tender request for proposal project the outcome of which is before Council at this meeting.

Student Services maintained high levels of support throughout the month, with strong demand for advocacy, welfare and financial assistance programs. Planning also progressed for the implementation of Zendesk, which will enhance service delivery, streamline enquiries and improve the student experience.

October's events program was a particular highlight, with Guild Ball, Pride Week, Spring Market, House Party, Club Awards and Stress Less Week all attracting strong student participation and contributing to a vibrant, inclusive and engaging campus experience.

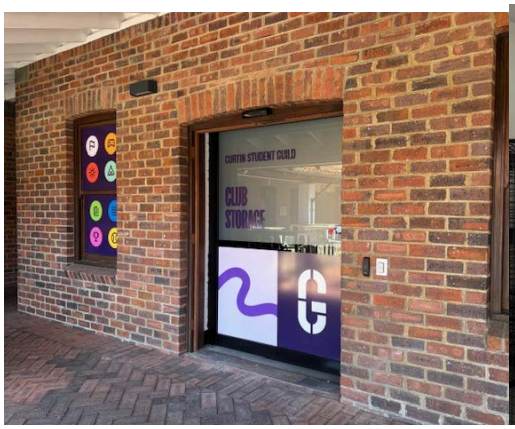
Overall, October was characterised by strong operational performance, positive student engagement and continued progress across a range of strategic and organisational priorities. I would like to acknowledge Guild staff, student representatives, volunteers and club leaders for their ongoing commitment and contribution to delivering meaningful outcomes for Curtin students.

Strategic Capital Projects

Guild Precinct Update - Facilities and Service Developments

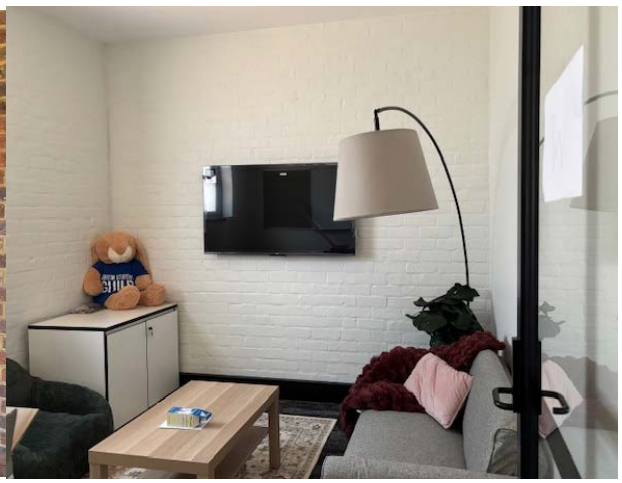
Equity Space B106B

After significant delays due to non-Curtin compliant doors being installed by the contractor, the practical completion of the Equity Space refurbishment project has been achieved. Formal Occupancy Certification from the Town of Victoria Park is anticipated during the coming week, after which the space will become fully operational.





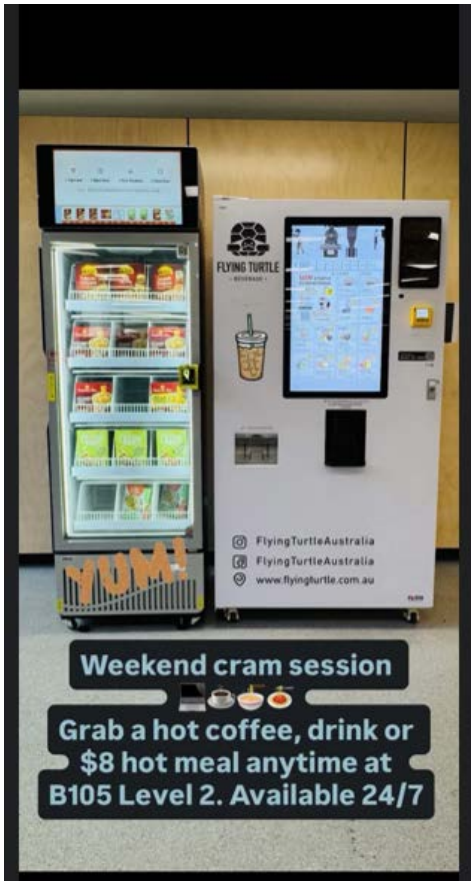




B106F Level 1 Office Refurbishment

Works associated with the B106F Level 1 refurbishment have been delayed pending occupancy of the newly redeveloped Equity Space (B106B). Commencement of the refurbishment project is dependent on the relocation of the Equity Departments into B106B, which is required to facilitate the planned works. The Guild will continue working closely with relevant stakeholders to support the relocation process and minimise disruption. A further update will be provided once occupancy of B106B has been confirmed.

B105 Library 24hr Food and Beverage Facilities



- The provision of 24hr Hot Beverage and Meals for students at the library was delivered in time for students cramming over the weekend for upcoming exams.
- 24hr Hot/ Cold Robotic Barista Coffee Machine
- Grab & Go Smart Freezer Meals heat in the microwaves right beside the vending machine $8

Commercial

Retail

Promotions

Brekkie Hour Promos

- GC Basement GC Library Sausage/ Bacon Egg Muffin with Hashbrown $6 Guild Members has been introduced.
- This promo has been popular and going strong.
- Quiche Brekkie Promo removed.





Student Meals

During October the Guild provided 1,410 affordable meal options across our commercial outlets. This continues to demonstrate strong student demand for low-cost food initiatives in the current cost-of-living environment

- October 2026 Sales for Student Meals are totalled below.
- Concept Coffee Co has received instruction to maintain making the $5 cheese toastie daily for the display cabinet. Once exhausted they can make to order where required or top up. Instruction on processing through the POS was also sent to all staff again.

Outlet	Product	Price	Quantity
GC Central	Various – Dahl & Rice, Dumplings, Byriani, Stuffed Potatoes	$5.00	415
GC Central	“Loaded Gringo” Stuffed Potato	$6.00	122
GC Central	Various – Asian Chicken and Rice, Chicken Byriani, Peri Peri Chicken & Chips…	$7.50	308
GC Basement	Cheese Wrap & Chips	$5.00	50
GC Basement	Chicken Parmi Wrap & Chips	$7.00	177
GC Library	Cheese Wrap and Gems	$5.00	150

GC Library	Ham and Cheese Wrap with Potato	$7.00	65
Concept Café	Cheese Toastie	$5.00	14
Mallokup	Cheese Toastie	$5.00	15
Tav	Boujee Nuggets	$8	19
Tav	Chip Butty	$5.00	18
Tav	Crumbed Sausages	$8.00	57
Total			**1,410**

Catering / Kitchens

New Products

Our new onigiri range has now been successful with already selling the following amount

Edamame onigiri – 321

Smoked salmon onigiri– 398

Teriyaki chicken onigiri – 486

Tuna onigiri– 447

Katsu chicken sushi 4 piece (sales since Jan) – 1135

Tempura Vegetable sushi 4 piece (sales since Jan) – 602

The four new onigiri products have collectively sold 1,652 units in approximately 12 weeks. When combined with sales of the recently introduced sushi lines, strong demand continues to validate further expansion of the fresh convenience food range.

Next Year's Menu

Work is currently underway on the development of next year's menus, including a refresh of the student meal offering to ensure it remains appealing, affordable and aligned with student preferences.

The Tav

Function Bookings – Continued Growth

Function bookings continue to gain momentum, with enquiry volumes increasing compared to the same period last year. This growth supports diversification of revenue streams and reduces reliance on traditional student trading periods.

This is an encouraging area of growth and provides an opportunity to further develop the Tavern's reputation as a destination for functions and events. Functions also offer the potential to generate additional food and beverage revenue while introducing new customers to the venue.

The team will continue to focus on promoting the function offering, delivering memorable experiences and converting enquiries into confirmed bookings.

Friday Afternoon Live Music

Friday afternoon live music continues to provide a relaxed and welcoming atmosphere, creating an enjoyable way for customers to transition into the weekend.

The regular entertainment encourages customers to visit, stay longer and enjoy the Tavern's food and beverage offering. It also helps establish Friday afternoons as an important part of the weekly trading calendar, supporting customer engagement and contributing to the overall experience.

New Cocktails – Creating an Experience

The introduction of new cocktails adds another dimension to The Tav's beverage offering and provides customers with more reasons to visit and enjoy the venue.

The expanded cocktail selection is about more than simply introducing new drinks; it is about creating an experience. By offering customers something different, the Tavern can encourage social occasions, provide greater variety and enhance the overall atmosphere.

Overall Performance and Outlook

October has continued to build on the positive momentum established at The TAV, with a strong focus on developing the customer experience, growing revenue opportunities and strengthening the venue's identity.

Key highlights for October include:

- The appointment of an experienced Assistant Manager, further strengthening the succession planning and operational capabilities of the Hospitality management team.
- Function bookings continuing to gain momentum, creating opportunities for additional revenue and customer engagement.
- Tuesday Trivia maintaining its position as a popular and established weekly attraction.
- Friday afternoon live music continuing to create a welcoming atmosphere and support weekend trade.
- Guild Lager maintaining its position as a strong-performing local beer offering.
- New cocktails adding variety and helping create a more engaging and memorable beverage experience.

Kirribilli Catering

New Function Coordinator – Jasmin Bauer

Kirribilli Catering has welcomed Jasmin Bauer to the team as the new Function Coordinator. This appointment represents a positive step in the continued development of the catering business, providing dedicated focus on managing function enquiries, coordinating bookings and delivering seamless event experiences for customers.

Jasmin will play an important role in strengthening customer relationships, improving the coordination of events and identifying new opportunities to grow the function and catering business.

Continued Business Growth – On and Off-Site Catering

Kirribilli Catering continues to perform well, with the business gaining an increasing number of clients across both on-site and off-site catering operations.

This growth highlights the increasing demand for Kirribilli's catering services and the business's ability to attract customers across a variety of functions, events and catering requirements.

The expansion of both on-site and off-site bookings provides a positive opportunity to further grow revenue, increase brand exposure and establish Kirribilli Catering as a recognised catering provider within the local market.

Bi-Monthly Newsletter – Strengthening Customer Engagement

The introduction of a bi-monthly Kirribilli Catering newsletter is providing another valuable communication channel to engage with existing and prospective customers.

This initiative will help maintain regular contact with the customer base, encourage repeat bookings and promote the broader capabilities of the catering operation.

Over time, the newsletter will become an important marketing tool to support customer retention, generate enquiries and build stronger relationships with local businesses and the community.

Overall Performance and Outlook

Kirribilli Catering remains in a positive position, with continued client growth across on-site and off-site catering and several exciting developments supporting its future direction.

Key areas of focus include:

- Welcoming Jasmin Bauer as Function Coordinator to strengthen function management and customer relationships.
- Continuing to grow the client base across both on-site and off-site catering.
- Developing a stronger social media presence to showcase the business and increase brand awareness.
- Introducing a bi-monthly newsletter to maintain customer engagement and promote catering services.
- Maximising the marketing opportunities provided by the new branded catering van.

Overall, Kirribilli Catering is continuing to build momentum, with growing client numbers and a stronger focus on marketing, brand awareness and customer engagement. With the addition of Jasmin and these new initiatives, the business is well positioned to build on its existing success and continue expanding its presence in the catering and functions market.

Corporate Services

Finance

As the Guild moves toward the conclusion of the 2026 financial year, the Finance and Risk Committee met on 28 October 2026 to consider several significant governance and financial matters.

Operating and Capital Budget

The Committee endorsed the final 2027 Operational and Capital Budgets, which are now presented to Guild Council for consideration and approval. These budgets reflect the Guild's strategic priorities and planned investment activities for the coming year.

Finance and Risk Committee Independent External Member

The Committee also acknowledged the contribution of one of its Independent External Members, whose term has now concluded. The Guild extends its sincere appreciation for their service and expertise during their tenure.

Following a comprehensive recruitment process facilitated through the Australian Institute of Company Directors (AICD), the Committee is recommending the appointment of a new Independent External Member to continue strengthening governance and oversight functions within the Committee.

Guild Auditors

In preparation for the completion of the 2026 financial statements, the Committee formally endorsed the appointment of Moore Australia as external auditor for the 2026 audit.

Concurrently, the Guild undertook a comprehensive procurement and tender process to appoint an external auditor for future reporting periods commencing in 2027. Moore Australia, which has served as the Guild's auditor since 2017, participated in the process alongside RSM Australia and William Buck.

The tender evaluation process has now been completed, with the outcomes and recommendations having been considered by the Finance and Risk Committee. A recommendation regarding the appointment of the Guild's auditor is presented to Guild Council for consideration and determination. Subject to Council's decision, the appointment will subsequently be referred to University Council for approval in accordance with the Guild's regulatory requirements.

Insurance Renewal

Following a detailed renewal assessment, including a review of insurance market conditions, policy coverage, terms and premium impacts, management has endorsed the renewal of the Guild's insurance program with UniMutual for the 2026/2027 policy period. The review confirmed that the proposed arrangements continue to provide comprehensive and cost-effective coverage across the Guild's principal risk exposures, including property, management liability, professional indemnity, cyber liability, and public and product liability. Accordingly, the policies have been renewed

on the terms presented. The Guild will now commence a similar review process with Marsh, which manages the Guild's workers' compensation and motor vehicle insurance portfolios, to assess the proposed coverage and renewal arrangements for the forthcoming policy period.

Human Resources

Human Resources activity during the reporting period has been relatively limited, with recruitment efforts focused on maintaining operational capability within the Guild's commercial services portfolio.

Recruitment has been undertaken for the newly established Second-in-Charge Tavern Manager position to strengthen operational leadership capacity within the Tavern. In addition, recruitment activity has been completed to fill the Functions Coordinator position within Kirribilli Catering following a vacancy in the role.

Health and Safety

The Guild has continued to meet its workplace health and safety obligations through a range of compliance, training and preparedness activities.

An unscheduled fire evacuation exercise was conducted on 24 September 2026. Positive feedback was received from Curtin University's Safer Communities Team and the external fire safety provider, regarding the effectiveness of the exercise and the response of staff. Several opportunities for improvement were identified, particularly regarding emergency communication methods, and these will be addressed over the coming months.

A six-monthly fire safety equipment audit was completed on 16 September 2026 by Alcan Fire Safety. The Health and Safety Officer is currently reviewing the findings and recommendations arising from the audit and will implement improvements where appropriate.

Electrical testing and tagging of equipment was undertaken on 2 September 2026 by Perth Tagging and Testing Pty Ltd to ensure continued compliance with workplace safety requirements.

Emergency Management Training for wardens continued throughout September and October. The training focused on emergency response procedures and included practical instruction in the operation of fire extinguishers to improve preparedness and confidence in responding to emergency situations.

The Guild also facilitated First Aid and CPR training on 26 October 2026 for staff and elected representatives seeking to obtain or renew their personal qualifications. This initiative supports the Guild's ongoing commitment to workplace safety and personal development.

Information Technology

Information Technology activities during the reporting period have focused on operational support, strategic planning and strengthening the Guild's technology capabilities.

Election Support

Management extends its appreciation to Business Systems Officer George for his commitment and support throughout the Guild election process.

George played an important role in facilitating the administration of the elections by supporting the technology systems used for nominee and voter processing, assisting with campaign material allocation, and ensuring efficient verification of electoral rolls at polling locations.

University Engagement

The Current and Future State Technology Review continues to provide the foundation for ongoing discussions with Curtin University regarding technology services, infrastructure integration, cybersecurity requirements and future collaboration opportunities.

The final report was provided to the University during September, with further engagement occurring throughout October. Positive discussions have been held with the University's Chief Information Officer and technology teams to establish a coordinated approach to future technology planning and service delivery.

Commercial Systems and Pricing Review

A significant focus during the reporting period has been the development of a consolidated pricing and management framework for the Guild's commercial operations.

The project has provided an opportunity to review current ordering, receipting, stocktaking and sales processes. This work will inform future technology improvements and increased automation of inventory management and sales control processes throughout 2027.

Security and Equipment

The Guild has continued working with Catalytic IT on the implementation of Microsoft Intune to improve device management, security configuration and cybersecurity controls across the organisation. The implementation of Microsoft Intune forms part of the Guild's broader cybersecurity uplift program and supports improved compliance, endpoint security and device lifecycle management.

Following a period of testing and troubleshooting to ensure compatibility with existing systems, Intune has now been successfully deployed to a number of newly acquired Guild devices. These devices will be progressively rolled out to staff over the coming months, providing improved security management, standardised device configurations and streamlined deployment processes for future equipment.

Governance

2026 Guild Elections

Voting for the 2026 Guild Elections concluded on 24 September 2026.

The Guild now awaits the Electoral Commission's final debrief report and post-election review meeting, which will assist in identifying any opportunities for continuous improvement in future election cycles.

Minute Taking and Governance Administration

The appointment of Roshan Gurung as Governance Officer has enabled the establishment of an in-person governance support presence at both Representation Board and Guild Council and Committee meetings.

In addition to attending meetings and preparing minutes, Roshan continues to utilise meeting recordings to support the production of accurate, comprehensive and high-quality governance records that meet the expectations of Guild Council and elected representatives.

Policy Reviews and Governance Framework

Work has continued to strengthen the Guild's governance framework through improvements to the document management processes and the ongoing review of key policies and procedures.

With assistance from the Governance Officer, significant improvements have been made to the Guild's document register, ensuring governance documents are appropriately recorded and maintained. A number of policy reviews are also underway, involving consultation with managers and operational areas to ensure the Guild's policies remain contemporary, practical and aligned with organisational requirements.

This work supports the Guild's commitment to maintaining a strong governance framework that complements its statutory and regulatory obligations while promoting best-practice organisational governance.

Student Services

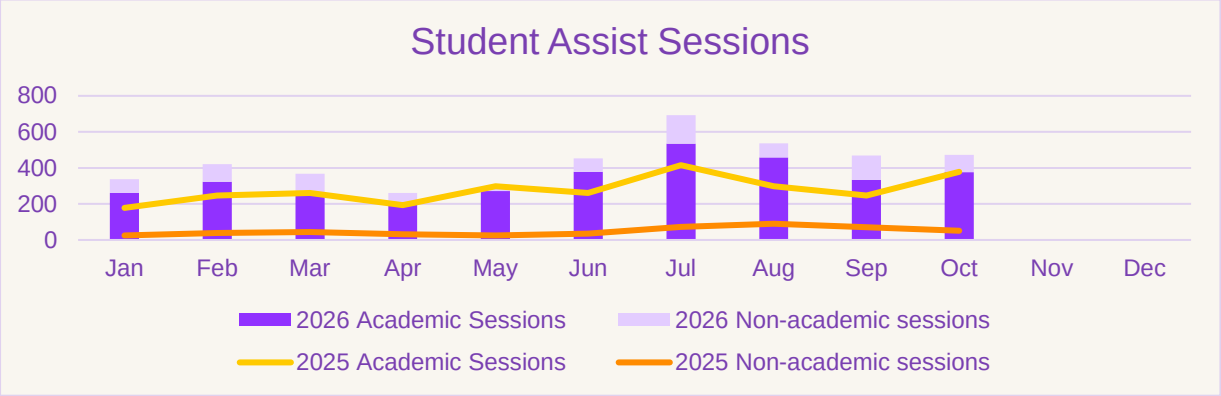
Student Services will commence the implementation of Zendesk in November as a new enquiry management and knowledge base platform supporting the Clubs, Student Assist and Reception teams. Scheduled for implementation prior to the start of Semester 1, the system will improve the student experience by providing easy access to knowledge base articles for common and repetitive enquiries, while ensuring

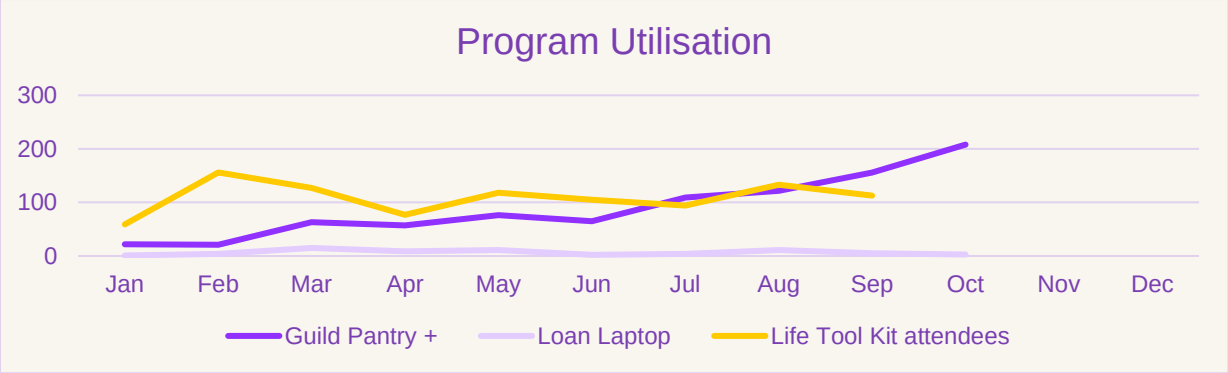
more complex matters are efficiently triaged to the appropriate staff member. The project is expected to streamline service delivery, increase consistency in responses, and enable staff to focus on higher-value activities that provide greater support and engagement for students.

Student Assist

Key Focus Area

Student Assist continued to experience strong demand across a broad range of case types, while also delivering key student support initiatives including the Life Toolkit workshops, Guild Pantry+ and the Loan Laptop Program. In October, we farewelled long-serving Student Assist Officer Margot Whittingham and thank her for the passion, commitment and dedication she demonstrated in supporting Curtin students throughout her tenure. Recruitment for a new Student Assist Officer has now commenced to ensure the team can continue meeting the growing needs of students.





Events

September / October Events

Guild Ball

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Velvet Rouge was a tremendous success, with the event selling out and attracting a fantastic turnout from students. Not even the Dockers finals could keep students away, highlighting the popularity and appeal of the evening. A key contributor to the event's success was the collaboration with the Curtin Cheer and Dance Club, whose themed performances added energy and entertainment that perfectly complemented the atmosphere of the night.

Excellence in Teaching Awards
The evening provided an opportunity to recognise and celebrate the outstanding contributions of Curtin's teaching staff. Held at The Lantern, approximately 60 attendees enjoyed a sophisticated evening featuring a string quartet, delicious canapés by Kirribilli Catering and stunning views across the city. The event created a fitting atmosphere to acknowledge excellence in teaching and the positive impact staff have on the student experience. See the winners at guild.curtin.edu.au/theguild/excellence/

Spring Market
Delivered in collaboration with the Women's Department and the Women in Business Club, the Spring Market transformed Lower Henderson into a vibrant community space. Featuring food trucks, market stalls and live music, the event offered students a relaxed and welcoming environment to connect with one another and enjoy campus life. The market was well attended and showcased the value of cross-campus collaboration in creating engaging student experiences.

Pride Week
In partnership with the Queer Department, Pride Week celebrated inclusion, diversity and community through a vibrant market-style event at the Koi Pond. Students enjoyed food, entertainment, a photo booth and information stalls, creating opportunities to celebrate together. The event was well received and highlighted the Guild's ongoing commitment to fostering a welcoming and inclusive campus environment.

House Party
House Party marked the end of semester with an energetic evening of music and celebration. Featuring DJs from Curtin's Electronic Music Appreciation Society (EMAS), the event showcased the talent of Curtin students while providing a fun and engaging social experience. Guests enjoyed complimentary sunglasses, and several new initiatives were trialled, including a later start time and buses to the city post event. Both received positive feedback from attendees and contributed to a successful conclusion to the semester's event program.

Club Awards
The annual Club Awards, held at the John Curtin Gallery, celebrated the achievements of Curtin's clubs and the significant contribution they make to campus life and the student experience. Guests enjoyed paella, ice cream and live music before the presentation of awards. Congratulations to all finalists and winners for their

dedication, innovation and commitment to creating vibrant and engaging communities for Curtin students. Award winners can be viewed guild.curtin.edu.au/clubs/awards/

Stress Less Week
Stress Less Week has seen the return of several popular initiatives designed to support students during exam prep. The highly anticipated Snack and Wellness Carts and Brinner evenings have once again proved popular, while the morning yoga sessions, in collaboration with the Curtin Yoga Club, have been well attended and appreciated by students seeking opportunities to relax and recharge. These activities continue to provide valuable wellbeing support as students prepare for their examinations.

November Events

Preparations are well underway for the return of Pasar Malam on Friday, 20 November, bringing back the vibrant atmosphere, cultural celebrations and much-loved entertainment that have made the event a highlight of our calendar. This year will feature a refreshed layout, with food vendors lining Sir Charles Court Promenade and a new Makers Market located in the Agora Courtyard, showcasing local creators and artisans. The popular Fun Zone has moved to Lower Henderson, providing additional space for activities and entertainment. While the event layout has evolved, attendees can look forward to the same fantastic entertainment program and community atmosphere that have become synonymous with Pasar Malam.

Clubs and Societies

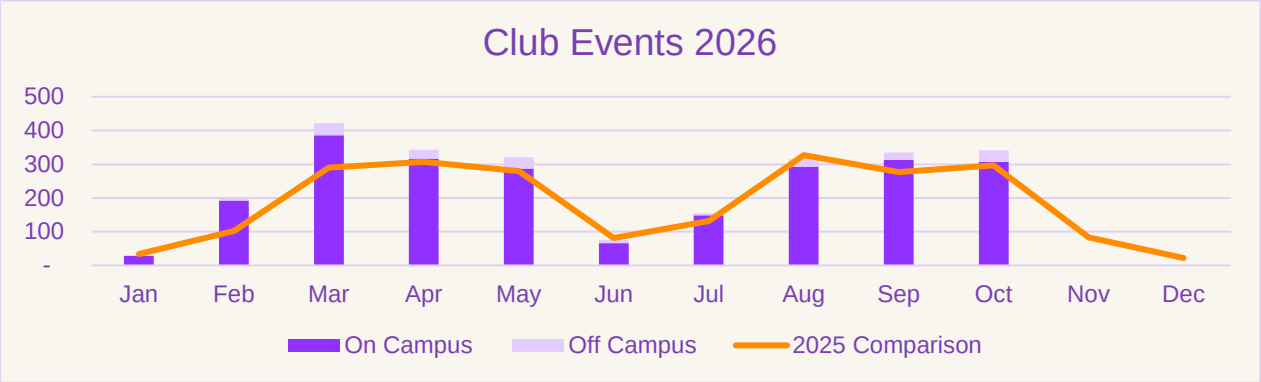
Key Focus Area

Club Renewals
The annual Club Renewal process is now underway, with clubs working to complete their governance requirements by the end of the year to maintain their registration status. The Clubs team is providing ongoing support and guidance throughout the renewal period, assisting clubs with activities such as Annual General Meetings (AGMs), elections and the submission of required documentation. This collaborative approach aims to ensure clubs remain compliant while building strong governance practices across the club network.

Club Awards
This year's Club Awards attracted 24 applications, showcasing the outstanding work being undertaken by clubs across the Curtin community. The introduction of the new Beyond the Club category was particularly well received, recognising initiatives that have delivered meaningful impact beyond a club's core membership base. Thank you to the judging panel, Morgan Mills, Shelley Stoddart and Moira Aynsley, for their time in assessing this year's high-quality submissions.

Club Policy Review
Significant work has been undertaken to review the suite of club-related policies, with a focus on improving clarity, consistency and governance outcomes while reducing unnecessary administrative burden for clubs. The review has considered the full policy framework and opportunities to streamline processes for both clubs and Guild staff. A

separate paper outlining the proposed changes, together with the draft policy for approval, has been provided for consideration.



Student Engagement

Key Focus Area

In October, the Student Engagement team concluded the annual Student Experience Survey, receiving an outstanding 1,306 responses from students across the Curtin community. The strong response rate provides valuable insights into the student experience and will help inform future planning, service delivery and engagement initiatives across the Guild. A detailed analysis of the survey findings and key insights will be provided in the separate paper for consideration.

Statistics

Social Media



Top content by views

Boost content | See all content



PROTEST THE UNI MERGER! The W...
14 October 19:19
81.2K | 1.7K | 26 | 1.3K



The results are in! Congratulations to o...
29 September 16:41
47.4K | 790 | 21 | 588



The Government should be removing...
11 October 17:13
44.2K | 1.6K | 26 | 480



Clear your calendar. Trust us. Pasar...
4 September 16:38
38.5K | 386 | 8 | 524



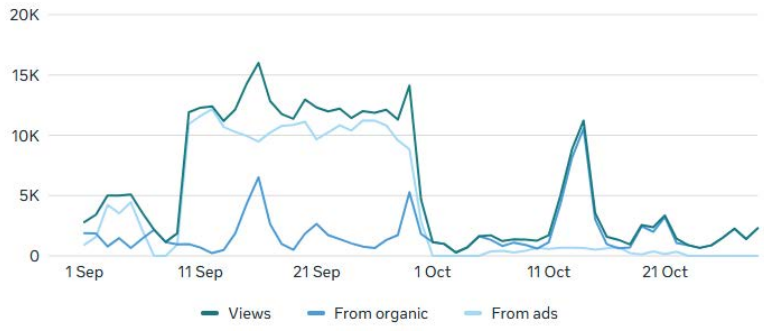
Curtin Student Guild presents Pasar...
12 October 14:40
34.3K | 345 | 3 | 536

Content overview

Breakdown: Organic/ads

All | Posts | Stories | Reels | Live

Views	3-second views	Content interactions	Watch time
348.6K ↑ 202.3%	5.3K ↑ 203.4%	409 ↑ 70.4%	22h 3m ↑ 117.1%



Views breakdown
1 Sep - 29 Oct

Total
348,563 ↑ 202.3%

From organic
109,338 ↑ 45.9%

From ads
239,225 ↑ 492.9%

Viewers
135,790 ↑ 228.1%

Top content by views

Boost content | See all content



Need a cosy lunch between classes? ...
10 September 11:38
76.4K | 9 | 0 | 1



Curtin Student Guild presents Pasar...
12 October 14:40
15.8K | 34 | 0 | 11



Do you know a Curtin staff member who ha...
3 September 12:16
14.8K | 14 | 0 | 0

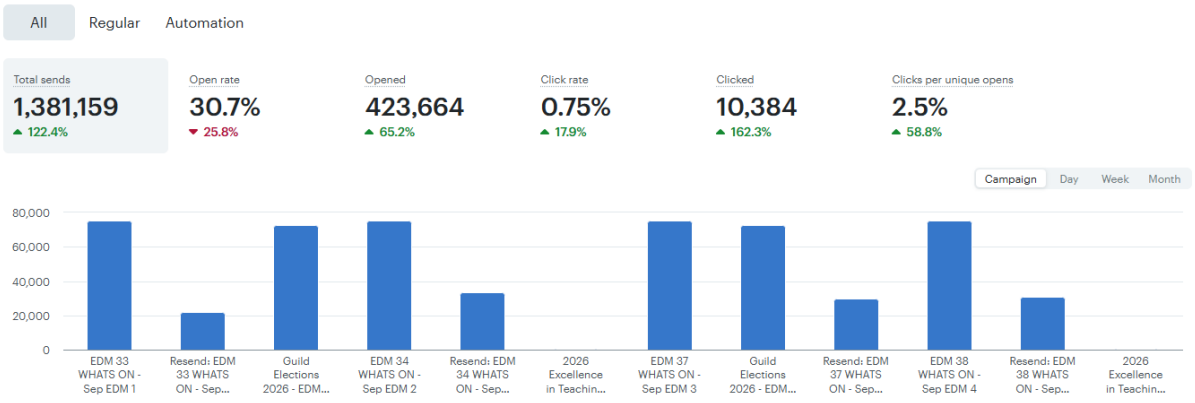


WE'RE HIRING! We're on the hunt for...
16 September 11:04
6.3K | 6 | 2

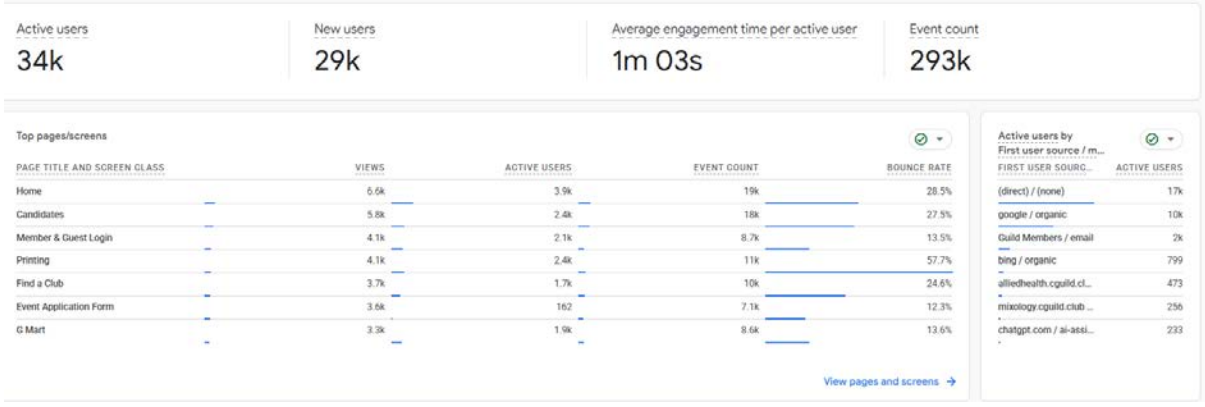


The results are in! Congratulations to o..
29 September 16:40
5.6K | 11 | 2 | 0

Emails



Website



ommercial

Retail

Promotions

Breakie Hour Promos

- GC Basement GC Library Sausage/ Bacon Egg Muffin with Hashbrown $6 Guild Members has been introduced.
- This promo has been popular and going strong
- Quiche Brekkie Promo removed





Student Meals

- October 2026 Sales for Student Meals are totalled below.
- Concept Coffee Co have received instruction to maintain making the $5 cheese toastie daily for the display cabinet. Once exhausted they can make to order where required or top up. Instruction on processing through the POS was also sent to all staff again.

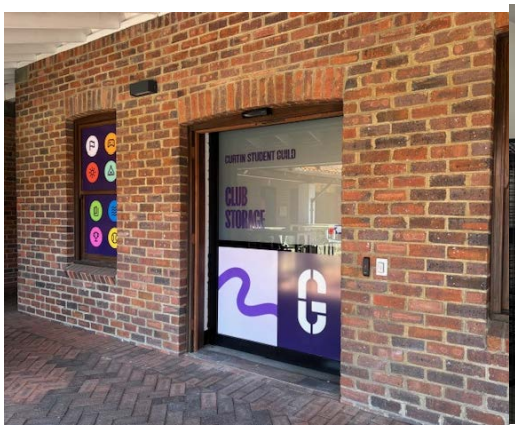
Outlet	Product	Price	Quantity
GC Central	Various – Dahl & Rice, Dumplings, Byriani, Stuffed Potatoes	$5.00	415
GC Central	"Loaded Gringo" Stuffed Potato	$6.00	122
GC Central	Various – Asian Chicken and Rice, Chicken Byriani, Peri Peri Chicken & Chips…	$7.50	308

GC Basement	Cheese Wrap & Chips	$5.00	50
GC Basement	Chicken Parmi Wrap & Chips	$7.00	177
GC Library	Cheese Wrap and Gems	$5.00	150
GC Library	Ham and Cheese Wrap with Potato	$7.00	65
Concept Café	Cheese Toastie	$5.00	14
Mallokup	Cheese Toastie	$5.00	15
Tav	Boujee Nuggets	$8	19
Tav	Chip Butty	$5.00	18
Tav	Crumbed Sausages	$8.00	57
Total			**1410**

Facilities and Service Developments – Guild Precinct

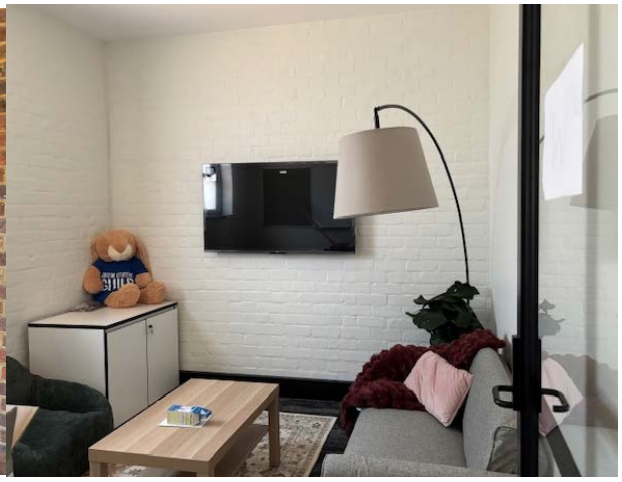
Equity Space B106B

After significant delays due to non-Curtin compliant doors the Equity Space refurbishment is now complete. Occupancy Certification from the Town of Victoria Park is expected this week.





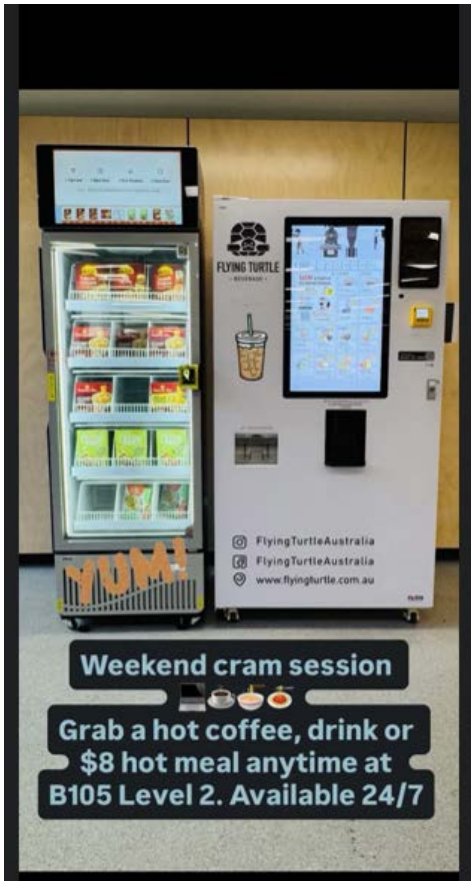




B106F Level 1 Office Refurbishment

Works for B106FL1 have been impacted by the occupancy of the Equity Space. The refurbishment program is dependable on moving the Equity Departments to B106B to facilitate the works. An update will be provided once occupancy at B106B is confirmed.

B105 Library 24hr Food and Beverage Facilities



- The provision of 24hr Hot Beverage and Meals for students at the library was delivered in time for students cramming over the weekend for upcoming exams.
- 24hr Hot/ Cold Robotic Barista Coffee Machine
- Grab & Go Smart Freezer Meals heat in the microwaves right beside the vending machine $8

Catering / Kitchens

New Products
Our new onigiri range has now been successful with already selling the following amount

Edamame onigiri – 321

Smoked salmon onigiri– 398

Teriyaki chicken onigiri – 486

Tuna onigiri– 447

Katsu chicken sushi 4 piece (sales since Jan) – 1135

Tempura Vegetable sushi 4 piece (sales since Jan) - 602

These are very strong sales when we have only had these products available for about 12 weeks.

Next Year's Menu

Currently working on next year's menus. We will be refreshing the student meals.

The Tav

1. New Assistant Manager – Mujdat

October saw the addition of Mujdat to The TAV team as Assistant Manager. This appointment provides further support to the venue's management structure and strengthens the team's ability to deliver consistent service, maintain operational standards and continue building on the Tavern's positive momentum.

Mujdat's introduction to the team is an important step in supporting the ongoing development of the venue, with a focus on customer experience, team engagement and the smooth day-to-day operation of the business.

2. Function Bookings – Continued Growth

Function bookings continue to gain momentum, with increasing interest from customers looking to host celebrations, private gatherings and special occasions at The TAV.

This is an encouraging area of growth and provides an opportunity to further develop the Tavern's reputation as a destination for functions and events. Functions also offer the potential to generate additional food and beverage revenue while introducing new customers to the venue.

The team will continue to focus on promoting the function offering, delivering memorable experiences and converting enquiries into confirmed bookings.

3. Tuesday Trivia – A Strong Weekly Attraction

Tuesday Trivia continues to be a standout performer within The TAV's weekly entertainment calendar. The consistent popularity of the event, with sessions previously achieving full bookings every Tuesday, demonstrates the strong customer following it has established.

Trivia provides reliable midweek visitation, encourages repeat business and creates an energetic atmosphere within the venue. Its continued success reinforces the importance of maintaining regular entertainment that gives customers a reason to choose The TAV throughout the week.

4. Friday Afternoon Live Music

Friday afternoon live music continues to provide a relaxed and welcoming atmosphere, creating an enjoyable way for customers to transition into the weekend.

The regular entertainment encourages customers to visit, stay longer and enjoy the Tavern's food and beverage offering. It also helps establish Friday afternoons as an important part of the weekly trading calendar, supporting customer engagement and contributing to the overall experience.

5. Guild Lager – Building a Strong Local Identity

The Guild Lager continues to establish itself as a popular and recognisable offering within The TAV's beer range.

The combination of local production, quality and competitive pricing has helped the product build a strong following, with its continued performance demonstrating that customer interest has translated into ongoing demand.

Guild Lager also provides The TAV with a valuable point of difference. Its local connection creates a story that the team can share with customers, helping build brand awareness while strengthening the Tavern's connection with the local community.

6. New Cocktails – Creating an Experience

The introduction of new cocktails adds another dimension to The TAV's beverage offering and provides customers with more reasons to visit and enjoy the venue.

The expanded cocktail selection is about more than simply introducing new drinks; it is about creating an experience. By offering customers something different, the Tavern can encourage social occasions, provide greater variety and enhance the overall atmosphere.

The new cocktails complement the existing beer and beverage range, including Guild Lager, while creating opportunities to appeal to a broader customer base and encourage customers to explore more of what The TAV has to offer.

7. Overall Performance and Outlook

October has continued to build on the positive momentum established at The TAV, with a strong focus on developing the customer experience, growing revenue opportunities and strengthening the venue's identity.

Key highlights include:

- The appointment of Mujdat as Assistant Manager, further strengthening the management team.
- Function bookings continuing to gain momentum, creating opportunities for additional revenue and customer engagement.
- Tuesday Trivia maintaining its position as a popular and established weekly attraction.
- Friday afternoon live music continuing to create a welcoming atmosphere and support weekend trade.
- Guild Lager maintaining its position as a strong-performing local beer offering.
- New cocktails adding variety and helping create a more engaging and memorable beverage experience.

Overall, The TAV continues to build on a combination of quality products, regular entertainment and an evolving customer experience. The focus moving forward will be to maintain this momentum, continue growing function business, strengthen the Tavern's beverage offering and ensure customers have more reasons to visit, return and make The TAV their preferred local destination.

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Kirribilli Catering

1. New Function Coordinator – Jasmin Bauer

Kirribilli Catering has welcomed Jasmin Bauer to the team as the new Function Coordinator. This appointment represents a positive step in the continued development of the catering business, providing dedicated focus on managing function enquiries, coordinating bookings and delivering seamless event experiences for customers.

Jasmin will play an important role in strengthening customer relationships, improving the coordination of events and identifying new opportunities to grow the function and catering business.

2. Continued Business Growth – On and Off-Site Catering

Kirribilli Catering continues to perform well, with the business gaining an increasing number of clients across both on-site and off-site catering operations.

This growth highlights the increasing demand for Kirribilli's catering services and the business's ability to attract customers across a variety of functions, events and catering requirements.

The expansion of both on-site and off-site bookings provides a positive opportunity to further grow revenue, increase brand exposure and establish Kirribilli Catering as a recognised catering provider within the local market.

3. Social Media Presence – Building Brand Awareness

Kirribilli Catering is continuing to develop its social media presence, with a focus on increasing brand awareness, showcasing the quality of its food and services, and reaching a broader audience.

Social media provides an important platform to highlight recent events, catering packages, menu options and the versatility of the business. By sharing regular content and showcasing completed functions, the business can provide potential customers with a better understanding of what Kirribilli Catering has to offer.

There is also an opportunity to further leverage the connection between Kirribilli Catering and The Guild brands, creating greater awareness and cross-promotion across both businesses.

The focus will be on building a consistent and engaging online presence that supports enquiries, generates new business and strengthens the brand within the local market.

4. Bi-Monthly Newsletter – Strengthening Customer Engagement

The introduction of a bi-monthly Kirribilli Catering newsletter is providing another valuable communication channel to engage with existing and prospective customers.

This initiative will help maintain regular contact with the customer base, encourage repeat bookings and promote the broader capabilities of the catering operation.

Over time, the newsletter will become an important marketing tool to support customer retention, generate enquiries and build stronger relationships with local businesses and the community.

5. Continued Brand Exposure

The new catering van remains a valuable asset, providing both operational support and mobile brand exposure through its professional Kirribilli Catering and The Guild branding.

Combined with the appointment of Jasmin, an increased focus on social media and the introduction of a regular newsletter, the business is building a stronger foundation for future growth.

These initiatives demonstrate a proactive approach to developing the business beyond day-to-day catering operations, with greater emphasis on marketing, customer engagement and generating new opportunities.

6. Overall Performance and Outlook

Kirribilli Catering remains in a positive position, with continued client growth across on-site and off-site catering and several exciting developments supporting its future direction.

Key areas of focus include:

- Welcoming Jasmin Bauer as Function Coordinator to strengthen function management and customer relationships.
- Continuing to grow the client base across both on-site and off-site catering.
- Developing a stronger social media presence to showcase the business and increase brand awareness.
- Introducing a bi-monthly newsletter to maintain customer engagement and promote catering services.
- Maximising the marketing opportunities provided by the new branded catering van.

Overall, Kirribilli Catering is continuing to build momentum, with growing client numbers and a stronger focus on marketing, brand awareness and customer engagement. With the addition of Jasmin and these new initiatives, the business is

well positioned to build on its existing success and continue expanding its presence in the catering and functions market.

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CONFIDENTIALITY

☑ OPEN
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57th Guild Council

GUILD COUNCIL

SAFETY REPORT – NOVEMBER 2026

Prepared By: Nika Velios (HR & Safety Officer)
Reviewed By: Natasha Morgan (General Manager Corporate Services)
Submitted: Vernon Thompson (Managing Director)

Moved:
Seconded:

Preamble:

The Guild to discuss and note the Safety Report and determine any actions arising.

Motion: That the Guild Council **notes** the Safety Report.

Safety Performance:

- Safety inspections conducted on time (as % of planned inspections): **100%** September
- Workers' compensation claims (as hours of paid compensation over the past 12 months): 1,386.19 Hours for the 12 months rolling to September 2026

Incidents and Hazards to note:

New items of concern from the Workplace Inspections:

- Nil

Guild injuries, near misses or hazards reported for September:

- **18/09/2026, GC – Library Kiosk -** A staff member sustained a sudden onset of sharp pain to the inside of their left knee while performing routine stock rotation in the kiosk under bench refrigerator. The task required the individual to kneel and lean forward to access milk products stored at the rear of the unit. An inspection identified no defects or physical hazards with the refrigerator; however, the low storage height requires awkward postures, including kneeling, squatting and forward reaching, which may contribute to musculoskeletal strain. Initial first aid was offered, including medical assistance, and the employee elected to return home to rest and manage the injury. The knee was subsequently strapped at work, and the employee sought medical attention a few days later. Staff have been reminded of safe manual handling practices, including avoiding overreaching when accessing stock. ***– Closed***

General Safety Update for the Month:

The Guild's 6 monthly fire equipment checked was undertaken on 16 September 2026.

Ongoing item, some Paid Office Bearers still require to complete their Online Training, this includes safety-related training modules.

FINANCE REPORT
GUILD COUNCIL

Presented – Vernon Thompson (Managing Director)
Reviewed – Natasha Morgan (GMCS)
Prepared – Karen Rennie (Management Accountant)
Date – 09/10/2026
September 2026 Results

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Executive Summary

The Guild continues to maintain a strong financial position, reporting **net assets of $5.5M** and **cash holdings of $7.1M** as at 30th September 2026.

Year to date, the Guild has delivered an **operating surplus of $986k**, which is $458k ahead of budget, driven by sound commercial trading performance and favourable non-commercial staffing and expense variances. Commercial operations are tracking slightly behind budget by 7% YTD, while non-commercial surplus is $482k above budget. That being said non-commercial recruitment activity is expected to reduce corresponding wage-related favourable variances over the remainder of the year.

Figure 1 – Guild Dashboard

Curtin Student Guild - Financial Dashboard - Overview				
	YTD September 2026			
	Actual	Budget	Variance	Variance %
Net Sales	5,875,740	5,716,697	159,042	3%
Gross Profit	3,523,128	3,353,822	169,306	5%
Wages Expense	5,163,346	5,464,668	(301,322)	-6%
Other Expenses Total	2,203,828	2,162,353	41,476	2%
Net Surplus/(Deficit)	**985,714**	**527,599**	**458,115**	**87%**
Net Assets	5,537,203	5,079,089	458,115	9%
Cash Position	**7,096,540**	**5,913,631**	**1,182,909**	**20%**

Curtin Student Guild - Financial Dashboard - Commercial					
	YTD September 2026				
	Prior YTD	Actual	Budget	Variance to Budget	Variance %
Net Sales	5,600,688	5,875,740	5,716,697	159,042	3%
Gross Profit	3,364,536	3,523,128	3,353,822	169,306	5%
Wages Expense	2,672,047	2,875,791	2,741,085	134,706	5%
Other Expenses Total	843,205	988,165	917,836	70,329	8%
Net Surplus/(Deficit)	**26,849**	**332,892**	**356,732**	**(23,840)**	**-7%**
SSAF Income (incl in Surplus/Deficit above)	267,502	595,080	595,078	2	0%

Statement of Financial Position

As at 30th September 2026, the Guild reported **Net Assets of $5.5M**, confirming that the Guild continues to maintain a strong and solvent financial position. Net assets represent the difference between the value of assets owned by the Guild and the liabilities owed.

Assets

- **Cash** at the end of September totalled **$7.1M**, an **increase of $1.1M** from September 2025, reflecting the SSAF received but not acquitted, for the capital projects.
- **Property, Plant and Equipment** have **increased by $144k** from September 2025 due to the purchase of assets throughout the past twelve months, including continued progress of the precinct plan, the new equity space.
- **Right of use Assets** have **increased by $119k** since the signed leases in Sept 2025 (comparable period) for the 2-year extension on the Guild's commercial premises.

Liabilities

- **Creditors and Borrowings (Current)** is higher than the same time last year due to the timing of the Grant Invoice for quarter 4.
- **SSAF Liability** is **lower by $103k** from last year. This is SSAF received but not acquitted. Last year the University paid a larger instalment earlier than expected.
- **Provisions** have **decreased by $60k** over the past year primarily due to long service leave payouts.
- **Lease Liabilities** have i**ncreased by $150k** due to the signed leases in Sept 2025 (comparable period) for the 2-year extension on the Guild's commercial premises.

Net Assets have increased by $1.2M over the past 12 months, consistent with the Guild's strong operating cash surplus reported in the Statement of Financial Performance for the same period of time.

Figure 2 – Statement of Financial Position

Curtin Student Guild				
Statement of Financial Position				
As at:	September	2026		
	Current Month	September 2025		Movement
Current Assets				
Cash	7,096,540	5,927,600		1,168,940
Receivables	184,646	174,227		10,419
Inventory	358,214	349,648		8,566
Prepayments	58,446	47,385		11,061
Current Assets	**7,697,846**	**6,498,860**		**1,198,986**
Non-Current Assets				
Property, Plant & Equipment	1,103,820	960,305		143,515
Right-Of-Use Assets	149,653	30,555		119,098
Non-Current Assets	**1,253,472**	**990,860**		**262,613**
Total Assets	**8,951,319**	**7,489,720**		**1,461,598**
Current Liabilities				
Creditors & Borrowings	1,085,823	841,553		244,269
Lease Liability	41,446	38,572		2,874
SSAF Liability	1,280,762	1,383,768		(103,006)
Accrued Wages Payable	229,290	229,705		(415)
Provisions	626,900	687,396		(60,496)
Current Liabilities	**3,264,222**	**3,180,995**		**83,226**
Non-Current Liabilities				
Lease Liabilities Long Term	149,894	0		149,894
Non-Current Liabilities	**149,894**	**0**		**149,894**
Total Liabilities	**3,414,115**	**3,180,995**		**233,120**
Net Assets	**5,537,203**	**4,308,725**		**1,228,478**
Guild Equity				
Retained Earnings	4,551,490	3,094,794		1,456,696
YTD Profit/(Loss)	985,714	1,213,931		(228,218)
Guild Equity	**5,537,203**	**4,308,725**		**1,228,478**

Statement of Financial Performance Summary

Month to Date (MTD) Result:

In September 2026, the Guild reported an **operating surplus of $90k**, compared to a budgeted surplus of **$92k**, representing a **variance of -$2k**.

This result comprises:

- Non-Commercial operating **surplus: $81k** (budget surplus: **$54k**)
- Commercial operating **surplus: $9k** (budget surplus: **$38k**)

Year to Date (YTD) Result:

YTD to September 2026, the Guild reported an **operating surplus of $986k**, compared to a budgeted surplus of **$528k**, representing a **favourable variance of $458k**.

This result comprises:

- Non-Commercial operating **surplus: $653k** (budget surplus: **$171k**)
- Commercial operating **surplus: $333k** (budget surplus: **$357k**)

Key drivers of the September and YTD result are set out below.

Figure 3 – Statement of Financial Performance CSG Overview

Curtin Student Guild

Statement of Financial Performance - Summary

Month: September **Year:** 2026 **Period:** Sep-26

Group/Department: CSG Overview

	09-2025		YTD				Month				2026	
	Prior YTD		Actual		Budget		Variance	Actual		Budget		Variance	Budget	
Sales Total	6,021,406		6,302,887		6,152,710		150,177	776,844		826,175		(49,331)	7,568,446	
Discounts Total	(420,718)	7%	(427,147)	7%	(436,012)	7%	8,865	(62,455)	8%	(61,489)	7%	(967)	(533,159)	7%
Net Sales	**5,600,688**		**5,875,740**		**5,716,697**		**159,042**	**714,389**		**764,686**		**(50,298)**	**7,035,287**	
Cost of Sales Total	2,236,152	40%	2,352,612	40%	2,362,876	41%	(10,264)	305,127	43%	305,345	40%	(218)	2,847,281	40%
Gross Surplus	**3,364,536**		**3,523,128**		**3,353,822**		**169,306**	**409,262**		**459,342**		**(50,080)**	**4,188,006**	
Total Wages	4,793,673	86%	5,163,346	88%	5,464,668	96%	(301,322)	674,482	94%	684,712	90%	(10,230)	7,168,601	102%
Total Other Revenue	393,450		433,284		321,216		112,067	95,713		74,801		20,913	403,597	
Administrative Expenses	390,880		582,609		500,190		82,420	49,072		48,480		592	652,419	
Consumables	137,770		130,375		143,321		(12,946)	13,032		17,279		(4,247)	171,973	
Repairs & Maintenance	71,171		105,316		78,728		26,588	6,715		8,413		(1,698)	102,894	
Events	254,015		302,050		293,589		8,462	23,885		53,047		(29,162)	435,226	
Finance Costs	45,719		54,536		45,177		9,359	6,753		7,225		(471)	58,216	
General Expenses	91,541		159,991		208,880		(48,889)	23,624		20,518		3,107	328,194	
Grants	99,347		139,064		149,537		(10,473)	31,751		20,350		11,401	193,888	
Occupancy Expenses	551,884		604,529		607,942		(3,413)	57,609		68,944		(11,334)	807,751	
Promotional Expenses	111,274		86,293		110,755		(24,462)	3,852		11,364		(7,512)	144,798	
Travel and Conferences	14,993		39,064		24,235		14,829	10,917		165		10,752	48,217	
Other Expenses Total	**1,768,595**		**2,203,828**		**2,162,353**		**41,476**	**227,212**		**255,786**		**(28,573)**	**2,943,576**	
Net Surplus/(Deficit) before ADS	**(2,804,282)**		**(3,410,763)**		**(3,951,983)**		**541,220**	**(396,718)**		**(406,355)**		**9,637**	**(5,520,574)**	
SSAF & Grant Total	4,442,682		4,746,582		4,746,566		16	527,398		527,398		0	6,328,760	
Net Surplus/(Deficit) before A&D	**1,638,400**		**1,335,819**		**794,583**		**541,236**	**130,680**		**121,043**		**9,637**	**808,186**	
Amortisation & Depn Total	436,885		373,094		298,254		74,840	43,152		32,421		10,731	393,332	
Underlying Net Surplus/(Deficit)	**1,201,515**		**962,725**		**496,329**		**466,396**	**87,528**		**88,622**		**(1,094)**	**414,855**	
Reverse Rental Adjustments	(106,096)		(130,005)		(124,950)		(5,055)	(14,445)		(13,883)		(562)	(166,600)	
Depreciation Right of use Asset	93,680		107,016		93,680		13,336	11,891		10,409		1,482	124,907	
Net Surplus/(Deficit)	**1,213,931**		**985,714**		**527,599**		**458,115**	**90,082**		**92,096**		**(2,014)**	**456,548**	

Non- Commercial Operations

Non-commercial **wages** are **$436k** favourable to budget year-to-date. As reported previously, many of the new positions included in the 2026 budget were assumed to commence from the start of the year; however the timing of these appointments did not eventuate as budgeted, resulting in significant savings. In addition, the month on month underbudget continues to increase for the below reasons:

- The additional position budgeted in Technical Services has been replaced by a consultant.
- The permanent Governance officer role has been converted into a part-time 15 hours per week role.
- Student Services onboarding classifications remain below those of the previous incumbents (ie rehired to the role at a lower rate) and are therefore, tracking below the original budget provision.

Other revenue is $82k above budget year to date, reflecting funding received from the University for Student Assist grants and the food pantry program, not originally expected, as well as funds received from former clubs no longer operating. Additional revenue has also been generated by WASM through merchandise sales and event activity.

Other expenses are **$29k under budget YTD**, with variances across

- Administration expenses are unfavourable compared to budget by $59k represented by:
    - Computer Software over budget by $15k – a timing difference only
    - Consultancy Fees over budget by $34k –
        - Technical services is currently utilising a consultant in lieu of a second employee. This result is offset by savings in the wage section as noted above. The wage savings are $45k vs a consultancy deficit of $67k.
        - Elsewhere Student Engagement now has internal graphic design capabilities, so they are showing a favourable result on budget of $25k.
- Guild Events are $30,000 under budget year-to-date to September 2026. This favourable variance is primarily due to the Guild Ball being relocated as a result of the AFL semi-finals, with the alternative venue incurring lower costs than originally budgeted. In addition, O'Week activities were delivered within budget, contributing to the overall underspend. Despite these savings, it is anticipated that Pasar Malam will exceed expectations and deliver an enhanced experience, with the current underspend providing some flexibility to support additional event-related expenditure. While the $40,000 budget allocated to House Party may not be fully utilised, several significant events, including Stress Less Week, are scheduled for the remainder of the year and are expected to absorb part of the available budget capacity.
- General Expenses are favourable compared to budget by $51k – this includes a $49k YTD contingency that has not been utilised in 2026.

Non-commercial portfolios operations to date have resulted in **stronger-than-planned surplus**, driven by wage underspends and modest favourable variances in revenue and expenditure.

Figure 4 – Statement of Financial Performance – Non-Commercial

Curtin Student Guild

Statement of Financial Performance - Summary

Month: September **Year:** 2026 **Period:** Sep-26

Group/Department: Non Commercial 1002 5999

	09-2025	YTD			Month			2026
	Prior YTD	Actual	Budget	Variance	Actual	Budget	Variance	Budget
Total Wages	2,121,626	2,287,555	2,723,583	(436,028)	289,624	295,837	(6,214)	3,627,591
Total Other Revenue	181,231	211,413	129,098	82,315	72,809	54,845	17,964	163,094
Administrative Expenses	333,663	501,179	441,770	59,409	40,907	39,921	986	577,464
Consumables	627	356	4,800	(4,444)	0	500	(500)	6,300
Repairs & Maintenance	7,713	7,074	7,500	(426)	1,226	833	392	10,000
Events	252,103	273,528	303,337	(29,809)	22,345	54,363	(32,017)	451,949
Finance Costs	1,674	2,064	1,910	154	308	230	78	2,350
General Expenses	57,220	107,225	158,137	(50,912)	20,502	17,368	3,134	264,692
Grants	99,347	139,064	149,537	(10,473)	31,751	20,350	11,401	193,888
Occupancy Expenses	51,225	71,960	65,765	6,195	8,003	7,285	718	87,620
Promotional Expenses	106,825	74,149	87,525	(13,376)	3,711	9,681	(5,969)	116,567
Travel and Conferences	14,993	39,064	24,235	14,829	10,917	165	10,752	48,217
Other Expenses Total	**925,391**	**1,215,663**	**1,244,516**	**(28,853)**	**139,671**	**150,696**	**(11,025)**	**1,759,048**
Net Surplus/(Deficit) before ADS	**(2,865,785)**	**(3,291,805)**	**(3,839,001)**	**547,196**	**(356,485)**	**(391,688)**	**35,203**	**(5,223,545)**
SSAF & Grant Total	4,175,180	4,151,502	4,151,488	14	461,278	461,278	0	5,535,322
Net Surplus/(Deficit) before A&D	**1,309,395**	**859,697**	**312,487**	**547,210**	**104,793**	**69,590**	**35,203**	**311,777**
Amortisation & Depn Total	122,312	206,875	141,620	65,255	23,810	15,658	8,152	187,674
Underlying Net Surplus/(Deficit)	**1,187,082**	**652,821**	**170,867**	**481,955**	**80,982**	**53,932**	**27,051**	**124,103**
Net Surplus/(Deficit)	**1,187,082**	**652,821**	**170,867**	**481,955**	**80,982**	**53,932**	**27,051**	**124,103**

Commercial Operations

Commercial Sales

September trading, which included close to four weeks of semester as well as a public holiday and two days tuition free, remained fairly solid, with the month **Net Sales of $714k**, $50k or 7% lower than budget.

Key outlet performance for September included:

- GC Library continued its slight downward sales trend, reporting results $23k below budget. Both food and beverage sales decreased in September. Fortunately, surplus has increased despite the sale downturn, due to tightening of wages and other operational efficiencies deployed.
- Kirribilli Catering was lower than budget in September, by $16k. Despite this slight dip, YTD sales are $85k overbudget.
- The Tavern was under budget in September by $10k, however YTD Net sales are still favourable compared to budget by $11k.
- All other outlets had results that were very close to budget.

Figure 5 - Graph 2026 Monthly Net Sales Comparison

Illustrates September 2026 actual net sales by outlet against budget and prior year.

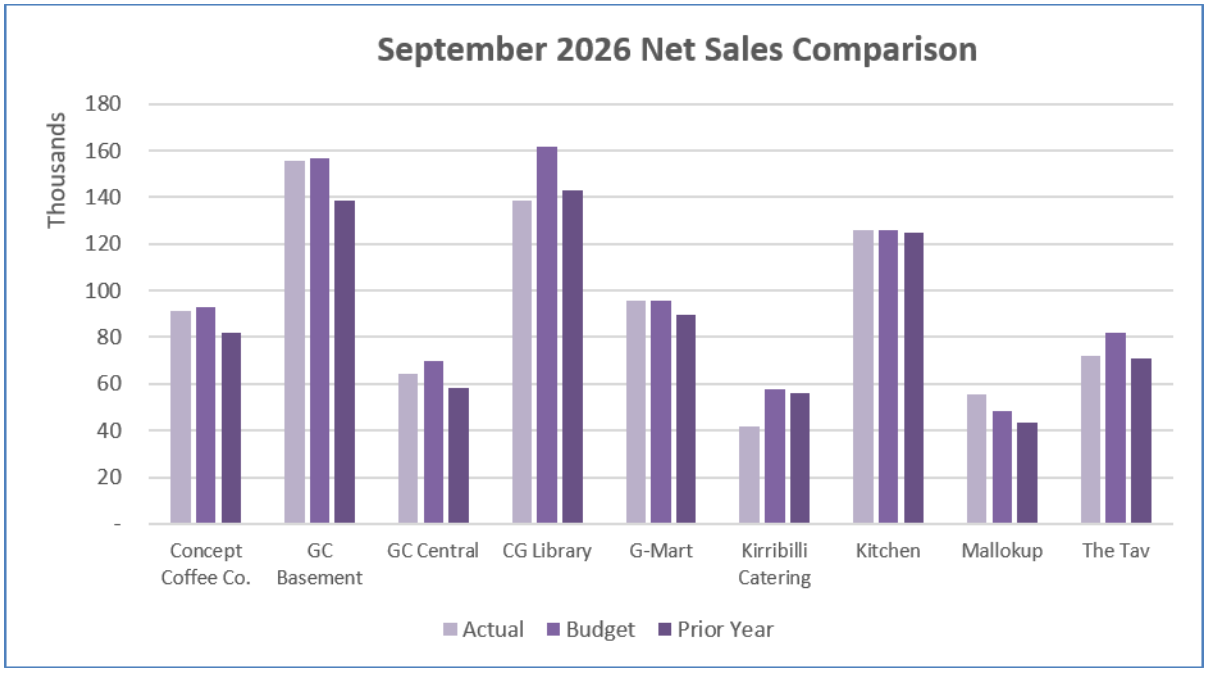
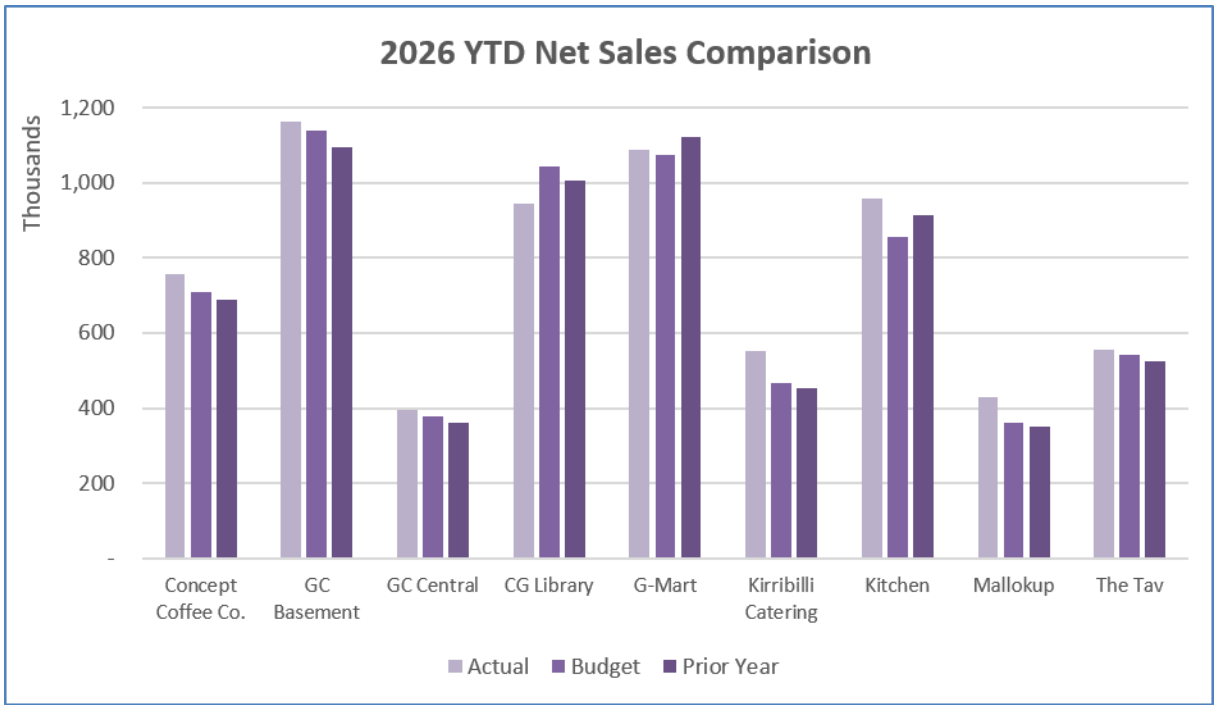


Figure 6 - Graph 2026 YTD Net Sales Comparison

Illustrates YTD actual net sales by outlet against budget and prior year.



Commercial Expenses and Other Revenue

Member discounts represent **6.8% of sales YTD**, which is only slightly lower than the budgeted 7%. This variance decreases slightly each week as more students and staff utilise the opportunity to claim a discount.

Cost of Sales represents **40% of net sales YTD**, compared to a budget of 41%. This result had been creeping up in recent years so it's pleasing to see that this has been arrested by the increase in prices earlier this year.

Gross Surplus is **$169k above budget YTD**, due to higher sales relative to the related increase in the budgeted cost of sales for the same period.

Commercial wages are **$134k over budget** year to date, with variances occurring across a range of outlets. Commercial managers continue to investigate variances and have a better understanding and oversight of their individual outlets as needed.

- Café Basement has managed a decrease in wages despite an increase in sales and has reduced their wage as a percentage of sales by 3%.
- Café Library shows a decrease in wages which aligns with a decrease in sales
- Mallokup wages show an increase on budget as well as wages as a percentage of sales increase of 2% on budget and last year.
- G-Mart shows an increase in casual staff that is not in line with budget and does not correspond with the increase in permanent wages. Analysis is being undertaken by the outlet for corrective action where possible.
- Café Central is overbudget by $23k YTD.

- The Tavern continues to record the largest overspend, where reducing casual hours to offset the cost of permanent staff has proven challenging, resulting in sustained pressure on wages.
- Kirribilli catering is over-budget by 20k, however their wages as a percentage of their sales is the same.

Other revenue in September continues to be buoyed by sales of unused kitchen equipment, following the removal of assets from Angazi café, which has brought in around $22k YTD.

Other expenses are over budget YTD by $70k made up of the following:

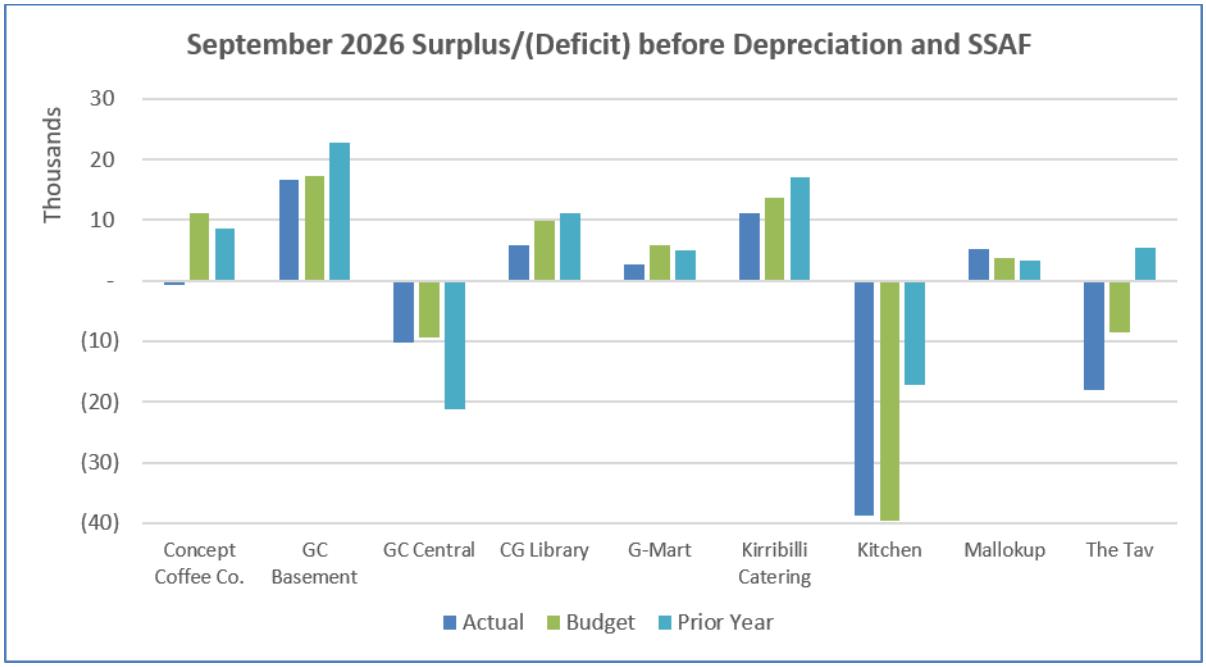
- Activities $46k – The Tavern budget was increased incorrectly in 2026.
- Consultancy Fees $20k – Help with clearing Angazi and selling old assets.
- Repairs and Maintenance $27k – This includes $5k for reupholstering Basement chairs (SSAF funded), and a major breakdown of the Tavern oven and keg cool room.

ISAF/SSAF funding of **$595k YTD** has been allocated to commercial operations, supporting operations during lower-margin trading periods, as well as providing discounts to students.

Individual Outlet Surplus/(Deficit) Results

Figure 7 - Graph 2026 Monthly Surplus/(Deficit) before Depreciation and SSAF

Illustrates September 2026 actual surplus/(deficit) against budget and prior year.



Further analysis is provided below to better understand the decrease in Net Surplus in the Concept Café in September.

Figure 8 – Analysis of Net Surplus Concept Café 2025 vs 2026

Curtin Student Guild
Statement of Financial Performance - by Months
Concept Coffee Co. 2025

Actual	January	February	March	April	May	June	July	August	September	October	November	December	YTD Actuals	YTD Budget	2025 Budget
Net Sales	26,981	69,941	103,634	80,064	85,632	54,093	78,898	105,398	82,065	81,042	47,971	35,549	851,267	870,669	823,771
Gross Surplus	11,453	44,725	65,458	50,589	54,756	31,666	50,524	67,403	47,555	52,605	31,932	33,249	541,916	508,842	522,968
Wages Total	15,222	28,221	34,988	30,216	30,315	23,048	32,013	35,915	34,158	28,195	23,243	20,991	336,524	350,703	341,405
Net Surplus/(Deficit) before ADSG	(3,263)	13,069	22,633	14,997	20,537	4,375	11,912	25,342	8,610	19,812	3,857	15,827	157,707	105,677	118,501
Rolling Net Surplus/(Deficity)	(3,263)	9,806	32,439	47,436	67,972	72,348	84,260	109,602	118,211	138,023	141,880	157,707			

Curtin Student Guild
Statement of Financial Performance - by Months
Concept Coffee Co. 2026

Actual	January	February	March	April	May	June	July	August	September	October	November	December	YTD Actuals	YTD Budget	2025 Budget
Net Sales	46,791	89,630	114,991	71,990	96,166	61,385	88,750	95,193	91,189	0	0	0	756,087	708,816	870,669
Gross Surplus	28,005	53,014	79,433	41,753	56,516	42,673	54,694	56,565	54,006	0	0	0	466,660	412,905	508,842
Wages Total	19,964	32,021	37,115	31,675	31,227	37,425	37,717	45,269	50,869	0	0	0	323,283	273,859	350,703
Net Surplus/(Deficit) before ADSG	8,712	15,652	36,595	5,499	21,036	1,419	9,013	3,098	(744)	0	0	0	100,279	99,806	105,677
Rolling Net Surplus/(Deficity)	8,712	24,364	60,959	66,458	87,493	88,913	97,926	101,024	100,279						

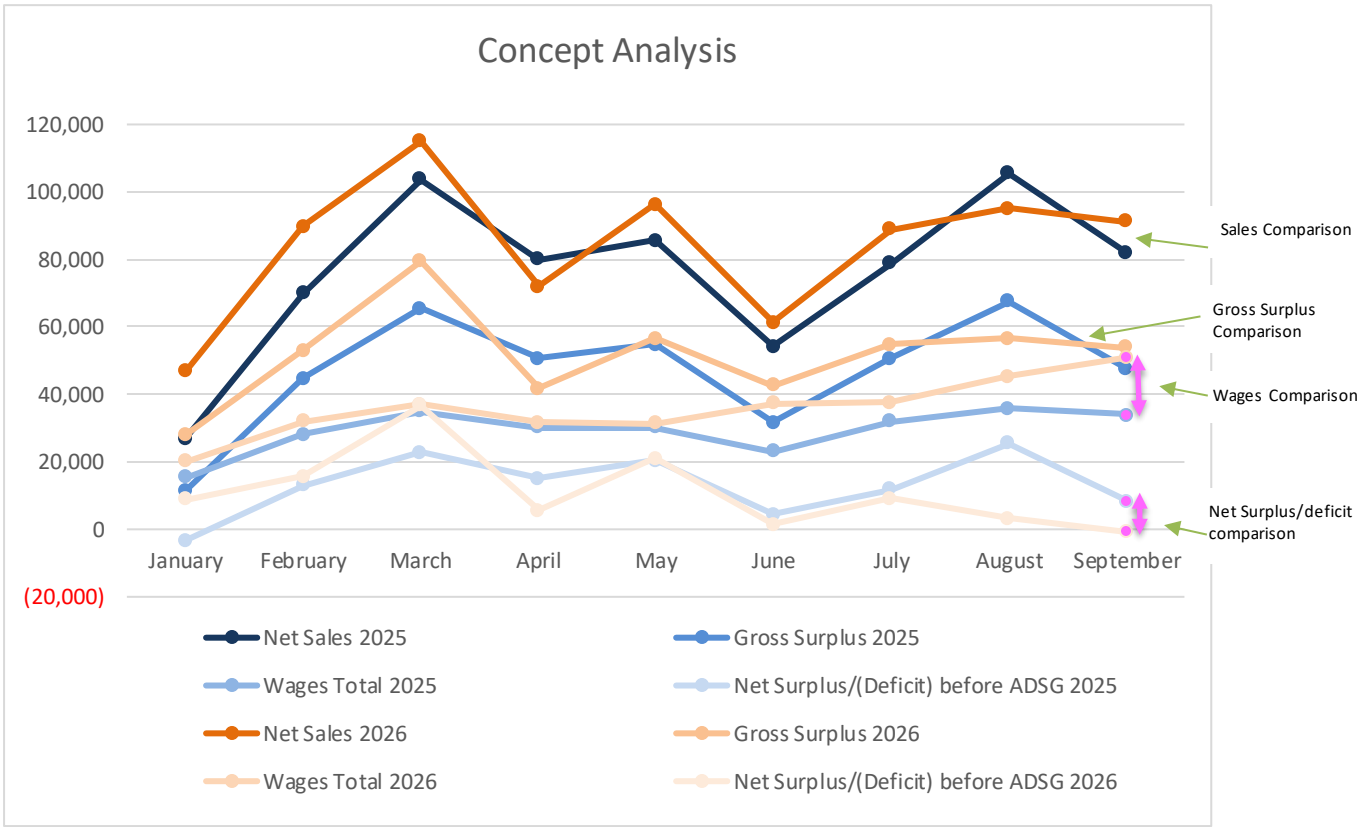
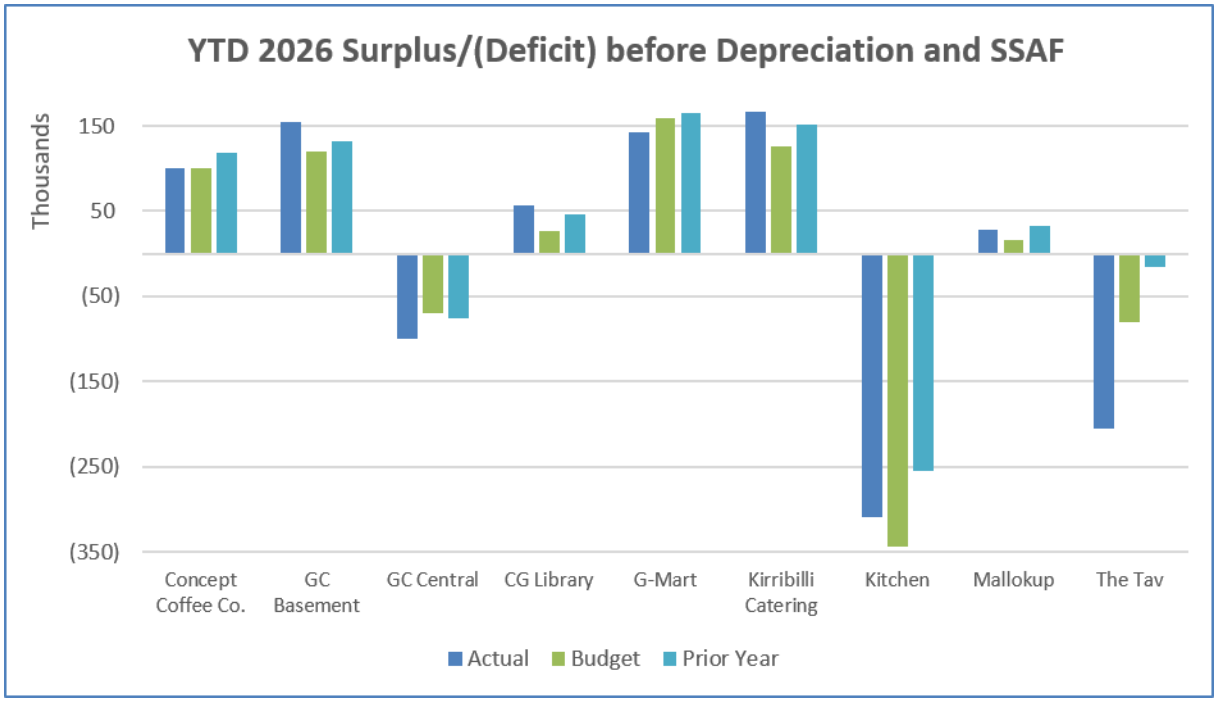


Figure 9 - Graph 2026 YTD Surplus/(Deficit) Comparison

Illustrates YTD actual surplus/(deficit) by outlet against budget and prior year.



Commercial Overall

Commercial operations reported a **YTD surplus of $332k**, compared to a budgeted surplus of **$357k**. While sales remain strong, the September result reflects that the overall commercial performance remains operationally sound, with strong gross margins and disciplined cost control.

Figure 10 - Statement of Financial Performance – Commercial

Curtin Student Guild

Statement of Financial Performance - Summary

Month: September **Year:** 2026 **Period:** Sep-26

Group/Department: Commercial 7000 end 7999

	09-2025		YTD				Month				2026	
	Prior YTD		Actual		Budget		Variance	Actual		Budget		Variance	Budget	
Sales Total	6,021,406		6,302,887		6,152,710		150,177	776,844		826,175		(49,331)	7,568,446	
Discounts Total	(420,718)	7%	(427,147)	7%	(436,012)	7%	8,865	(62,455)	8%	(61,489)	7%	(967)	(533,159)	7%
Net Sales	**5,600,688**		**5,875,740**		**5,716,697**		**159,042**	**714,389**		**764,686**		**(50,298)**	**7,035,287**	
Cost of Sales Total	2,236,152	40%	2,352,612	40%	2,362,876	41%	(10,264)	305,127	43%	305,345	40%	(218)	2,847,281	40%
Gross Surplus	**3,364,536**		**3,523,128**		**3,353,822**		**169,306**	**409,262**		**459,342**		**(50,080)**	**4,188,006**	
Total Wages	2,672,047	48%	2,875,791	49%	2,741,085	48%	134,706	384,858	54%	388,875	51%	(4,017)	3,541,011	50%
Total Other Revenue	212,219		221,871		192,118		29,753	22,904		19,956		2,949	240,504	
Administrative Expenses	57,217		81,430		58,420		23,011	8,165		8,560		(394)	74,955	
Consumables	137,144		130,019		138,521		(8,502)	13,032		16,779		(3,747)	165,673	
Repairs & Maintenance	63,459		98,242		71,227		27,014	5,490		7,580		(2,090)	92,894	
Events	1,912		28,522		(9,748)		38,271	1,540		(1,315)		2,855	(16,724)	
Finance Costs	44,045		52,472		43,267		9,205	6,445		6,995		(550)	55,866	
General Expenses	34,321		52,766		50,743		2,023	3,123		3,150		(27)	63,502	
Occupancy Expenses	500,659		532,569		542,177		(9,608)	49,606		61,659		(12,053)	720,131	
Promotional Expenses	4,449		12,144		23,230		(11,086)	141		1,684		(1,543)	28,231	
Other Expenses Total	**843,205**		**988,165**		**917,836**		**70,329**	**87,542**		**105,090**		**(17,548)**	**1,184,528**	
Net Surplus/(Deficit) before ADS	**61,504**		**(118,958)**		**(112,981)**		**(5,976)**	**(40,233)**		**(14,667)**		**(25,566)**	**(297,029)**	
SSAF & Grant Total	267,502		595,080		595,078		2	66,120		66,120		0	793,438	
Net Surplus/(Deficit) before A&D	**329,005**		**476,122**		**482,097**		**(5,974)**	**25,887**		**51,453**		**(25,566)**	**496,409**	
Amortisation & Depn Total	314,572		166,219		156,634		9,585	19,341		16,763		2,578	205,657	
Underlying Net Surplus/(Deficit)	**14,433**		**309,904**		**325,463**		**(15,559)**	**6,546**		**34,690**		**(28,144)**	**290,752**	
Reverse Rental Adjustments	(106,096)		(130,005)		(124,950)		(5,055)	(14,445)		(13,883)		(562)	(166,600)	
Depreciation Right of use Asset	93,680		107,016		93,680		13,336	11,891		10,409		1,482	124,907	
Net Surplus/(Deficit)	**26,849**		**332,892**		**356,732**		**(23,840)**	**9,100**		**38,164**		**(29,064)**	**332,445**	

Cash Flow Statement

Cash Flow Graph

The Cash Flow Graph below reflects:

- January and September 2026 actual trading results;
- Actual capital expenditure incurred YTD to September;
- An estimation from the capital budget is utilised for the remaining months of 2026

Please Note: The Capital Saver Account, with a balance of $1.07M remains untouched and is not included in the Cash Flow Graph. These funds were set aside following the Guild's payroll tax exemption and refund in 2018.

Figure 11 – Yearly Cash flow Graph

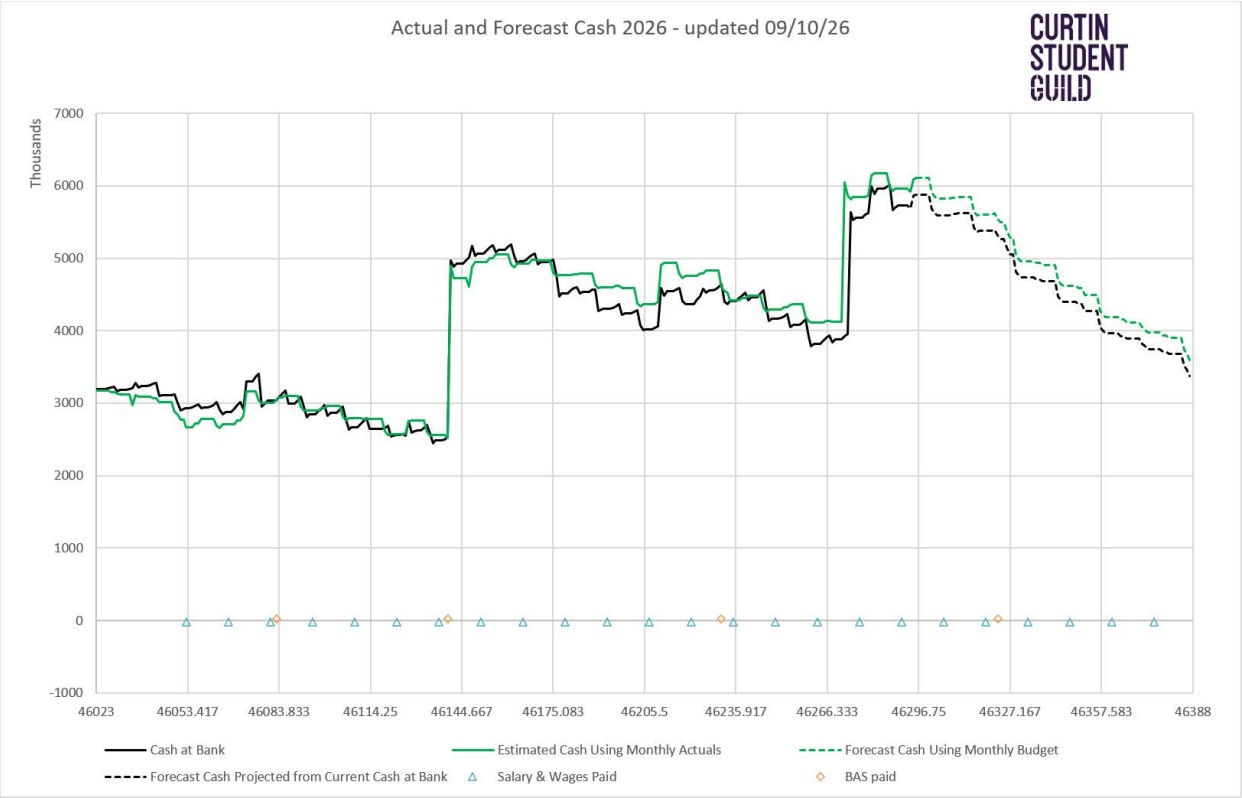


Figure 12 – Cash Flow Statement

September 2026 YTD Statement of Cash Flows	CURTIN STUDENT GUILD
Cash Flows from Operating Activities	
Receipts from students/customers	5,549,895
Receipts from SSAF	5,554,844
Interest Paid	(4,443)
Payments to suppliers and employees	(7,686,876)
Interest received	54,938
Net Cash used in Operating Activities	**3,468,358**
Cash Flows from Investing Activities	
Proceeds from Sale of Assets	22,726
Purchase of property, plant and equipment	(559,776)
Net Cash Flows used in Investing Activities	**(537,050)**
Cash Flows from Financing Activities	
Repayment of Lease Liabilities	(124,338)
Net Cash used in Financing Activities	**(124,338)**
Net Increase / (Decrease) in Cash Held	**2,806,971**
Cash at beginning of the Financial Year	4,289,570
Cash at end of period.	**7,096,541**

SSAF and Grant Acquittal

SSAF:

- **26-1 Representation** – This project remains on track to be acquitted by year end.
- **26-2 Student Assist** – The majority of project expenditure relates to staffing, which remained under budget in the first quarter. Additionally resources have been allocated to progress the development of additional Life Hacks courses, however it's unlikely that this project will be acquitted in full.
- **25-3 Student Societies** – Year-to-date acquittal remains below expectations due to delays in filling permanent roles within this area. Variances also exist in event and grant funding; however, this funding is expected to be fully utilised by year end.
- **26-4 Guild Precinct Plan** - Acquittal will not occur until the 2025 underspend of $105k is fully utilised, however it is expected that this will be acquitted by year end, as renovating the lower level in the admin building is due to be finished before the end of the year.
- The **2024 Improving Outlet Amenity** underspend has now been fully acquitted.

ISAF:

- 2**6-5 Extended Access to Food & Beverage** – Operating beyond profitable hours will continue into the second half of 2026, and the project is expected to be fully acquitted by year end.
- **26-6 Student Affordable Food** – This project funds student discounts on campus (excluding alcohol). It may remain slightly under-acquitted at year end as discount utilisation levels are currently tracking below original funding assumptions. Due to current limitations of our point of sale system we are unable to acquit all student discounts.
- **26-7 Improving Outlet Amenity** - This project covers upgrades to the Tavern and Central Cafes. Initial design work has commenced. Balance-forward funding from 2025 will be utilised prior to accessing 2026 allocations.

Figure 13 – SSAF and Grant Acquittal Report

SSAF and ISAF Funding Acquittal 2026	Actual to September 2026	Budget	Remaining SSAF / ISAF	% Acquitted	% of Project Complete
SSAF:					
26-1 Representing & Supporting Students	763,577	934,331	170,754	82%	75%
26-2 Student Assist	862,222	1,252,501	390,279	69%	75%
25-3 Student Societies (Clubs) and Events	1,347,297	2,066,108	718,810	65%	75%
26-4 Guild Precinct Plan (utilise when 2025 funding finished)	-	110,000	110,000	0%	0%
	2,973,096	4,362,940	1,389,843	68%	
2025 Underspend 25-8 Guild Precinct Plan	387,446	492,694	105,248	79%	
2024 Underspend 24-6 Improving Outlet Amenity (Base,Tav,Cent)	46,849	46,849	- 0	100%	100%
	3,407,392	**4,902,483**	**1,495,091**	**70%**	
ISAF:					
26-5 Extended Access to Food & Beverage	290,391	387,188	96,797	75%	75%
26-6 Student Affordable Food on Campus	293,747	406,250	112,503	72%	75%
26-7 Improving Outlet Amenity (Tav/Central after 2025 finished)	-	542,382	542,382	0%	0%
	584,137	1,335,820	751,682	44%	
2025 Underspend 25-5 Improving Outlet Amenity (Tav,Central)	64,054	602,656	538,602	11%	
	648,191	**1,938,476**	**1,290,285**	**33%**	

Guild Grant Acquittal - 2026	Actual to September 2026	Grant Budget	Remaining Funding	% Acquitted	% of Project Complete
Student Repesentation (NUS & Elections)	42,052	99,460	57,408	42%	75%
Student Engagement	131,456	186,130	54,674	71%	75%
SSAF Fees	90,000	120,000	30,000	75%	75%
Administration	298,991	344,410	45,419	87%	75%
	562,500	**750,000**	**187,500**	**75%**	**75%**

Capital Expenditure

In September, another instalment was paid for the renovations of the equity offices, which forms part of the Guild Precinct Plan project. Additionally, a couple of pieces of equipment were upgraded in the Tavern.

Figure 14 – Capital Expenditure

Curtin Student Guild Capital Expenditure 2026 - YTD to September 2026

Description of Capital Works	Spent to Date	Budget	Remaining Budget
Contingency		50,000	
- Concept Milk Steamer	8,909		41,091
Admin Building			
Precinct Plan - Equity to Clubs HQ (ISAF)	315,901	250,000	- 65,901
Office Furniture & Equipment (SSAF)	16,102	20,000	3,898
Replacement of ICT equipment (SSAF)	26,385	25,000	- 1,385
Signage on side of Admin Building 106F, with new branding (SSAF)		40,000	40,000
Commercial Services			
Replace Swiftpos Tills as they reach end of life/support in 2026		35,000	35,000
Replacement of refrigerated van (rolled forward 2024)	47,706	60,000	12,294
Central Café upgrade (SSAF)	9,750	1,350,000	1,340,250
Gmart Refurbishment - TLC to cold Fridges	25,930	50,000	24,070
Tavern upgrade (SSAF)	13,068	400,000	386,932
			-
Total 2026 Capital Budget	**463,751**	**2,280,000**	**1,816,249**
Funding Streams			
Funding from 2024/2025 SSAF/ISAF - Brought forward	381,206	1,189,050	807,844
Funding from 2026 SSAF/ISAF Capital (Precinct Plan & Tav/Central)	-	652,387	652,387
Internally Funded projects	82,545	438,563	356,018
	463,751	**2,280,000**	**1,816,249**
Asset Purchases for SSAF Funded Operating Projects			
Walkie Talkies - Events Team (SSAF)	3,609		
Replace Microwaves in Student Kitchenette (SSAF)	6,425		
Indoor Circle 8 smart bins	4,545		
Club Lockers	6,995		
3 Ipads, Secretary & GM's (SSAF)	4,260		
	25,835		

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57th Guild Council - 9 / GC

GUILD COUNCIL – 12/11/2026

2027 Guild Operating and Capital Budgets

Submitted: Natasha Morgan (General Manager)

Moved: Noor Fellah (Secretary)
Seconded: Dylan Storer (President)

Preamble:

The 2027 Operating and Capital Budgets have been endorsed and recommended for approval by the Finance and Risk Committee on 28 October 2026 and are now presented to the Guild Council for consideration and approval.

Motion:

Upon the recommendation of the Finance and Risk Committee, the Guild Council approves:

- The 2027 Operating Budget
- The 2027 Capital Budget

Background:

The development of the 2027 Budget is as follows:

- The 2027 Operating Budget – Cash Target and Assumptions paper was presented to the Finance and Risk Committee on the 20th of July 2026. The paper included strategies, considerations and the timeline for the budget process. *Completed*
- First draft of the budget was presented at the Finance and Risk Committee meeting 9th September 2026. *Completed*
- Recommendation of the final budget and endorsement to Guild Council November meeting to occur at the Finance and Risk Committee meeting 28th October 2026. *Completed*
- Approval of the budget at the Guild Council meeting 12th November 2026.

Current situation:

The Guild's 2027 Budget forecasts a Cash Surplus (Net Surplus before amortisation and depreciation) of $972k (compared to a budgeted Cash Surplus of $808k in 2026) and an overall accounting Net Surplus of $451k (compared to a budgeted Net Surplus of $457k in 2026).

The movement in the reporting net surplus from the draft budget presented to this Committee in September is summarised below:

Budget 2027 by Department

The key assumptions underpinning the development of the 2027 Budget are as follows:

Student Representation (including MD)

- Commenced with the 2026 budget;
- Increased Representation wages as per the determination of the Remuneration Tribunal, an increase of $61k;
- Transferred the cost of printing Grok from Student Services, and increase of $10k;
- Made the following changes to the MD department:
    - Moved the costs for Reception here from Student Services
    - Moved the costs of staff party and events from student services $22k
    - Increased cost of EAP to $20k based on new agreement
    - Transferred the contingency of $95k from Corporate Services to MD to align with approval and responsibility mechanisms
    - Centralised all Staff Training $34k to align with strategic and approval mechanisms

- All costs within this department are funded through SSAF and grant funding, except for a proportion of the Managing Director's costs, which are allocated to the Commercial Department.
- The 2027 Student Representation budget (including MD) is ($1.5M), compared to ($1.15M) in 2026;

Student Services

- Commenced with the 2026 budget;
- Increased ECA wages by 1.5% for schedule A staff and 3.5% for schedule B;
- Transferred the cost of Reception to MD;
- Increased Life Hacks, Guild Pantry and Hardship Grants by $37k total;
- Added additional funding for mid semester events to Student Experience
- Removed external consultancy from Student Engagement as we now provide this service in house;
- Shuffled the student engagement promotions budget to the relevant areas;
- All of this department is covered by SSAF and Grant funding;
- The Student Services budget in 2027 is ($2.7M), compared to ($2.8M) in 2026;

Corporate Services

- Commenced with the 2026 budget;
- Added a new Employment staff member at 0.6FTE, a Procurement/Facilities Support Officer at 0.6FTE and a Commercial Analyst at 0.6FTE (Replacement of commercial support officer);
- Removed the second IT staff member.
- Reduced consultancy in the Information Technology department given IT remediation work is drawing to a successful conclusion. Offsite IT consultancy support will remain. $37k
- Moved the contingency and the staff party costs to MD.
- A large portion of this area is covered by SSAF and Grant funding, due to the administration costs charged on the SSAF operating projects;
- The Corporate Services budget in 2027 is ($1.4M) compared to ($1.3M) in 2026.

Commercial

- Assumed January to September 2027 budgeted sales will in line with be 2026 actual sales, plus an increase of 4.5%, and October to December 2027 budgeted sales will be 2025 actuals, plus slight increases. These increases are a reflection of the Guild achieving solid

results in 2026 and the continuing strategic and operational initiatives being deployed for general commercial improvement;

- Cost of Sales were calculated based on 2026 YTD percentages.
- We've assumed the discount given to guild members will remain at 10%, which totals $538k in 2027. Modelling has been conducted on varied discount scenarios though flat 10% discount applied in budget;
- Wages were budgeted based on 2026 actual percentages (compared to sales) for casual commercial employees, other award employees based on FTE and rate. All award rates include an estimated hospitality award increase of 4% in July;
- There is no mandatory superannuation increase included in 2027.
- Credit card surcharge income have been removed from the budget and will be incorporated into product price increases.
- George's rent on their sub-lease from the Guild has been increased by 4.5%;
- Vending Commission has been increased based on 2026 actuals;
- A CPI increase of 4.5% on 2026 actuals has been added to Utilities (electricity/gas/water) expense;
- Rent expense has been increased by 4.5%. The Guild increase by the university is tied to CPI;
- 2027 Net Surplus / (Deficit) before ADSG improves by $94k to a forecast commercial loss of $190k compared to a budgeted loss of $296k in 2026;
- SSAF revenue that covers trading during unprofitable times, has been increased by 5% to $407k. This funding has been split 50% to Café Library which operates weekends and later nights, 25% to Café Basement, and 12.5% allocated to each of Concept Café and Mallokup;
- SSAF revenue for student discounts of $406k remains unchanged;
- Budgeted accounting Net Surplus for 2027 is $450k compared to $332k for 2026

SSAF & ISAF Funding:

SSAF & ISAF projects are noted below. The operating projects will follow the same plan as in 2026, with the entirety of these areas being fully covered, apart from any alcohol spending.

Additionally, there is a capital project in both areas. Anything unallocated in the operating projects will be redistributed to capital projects, as per the following:

- SSAF - Guild Precinct Plan –
  - Refresh and change the use of 106D, the Retreat space for student/club activities,
  - Refresh the courtyards.
  - This is an extension of renovations completed to B106F level 1 & 2 and the movement of the equity spaces to the old Club HQ space.

- SSAF / ISAF – Improving Outlet Amenity. This is a substantial project, that includes funding from prior years and possibly future years. It has two parts:
  - Upgrade the Tavern
  - Upgrade Café Central

Figure – SSAF and Grant Allocation

	Projects as per Attachments A-G	Proposed 2027	Approved 2026
	SSAF		
CSG27-1	Representing and Supporting Students	1,082,400	934,331
CSG27-2	Student Assist	1,324,476	1,252,501
CSG27-3	Student Societies (Clubs) and Events	2,150,787	2,066,108
CSG27-4	Guild Precinct Plan (Capital)	50,000	110,000
CSG27-6	Improving Outlet Amenity (Tav & Central)	156,891	-
		4,764,554	**4,362,940**
	ISAF		
CSG27-5	Extended Access to Food & Beverage	406,548	387,188
CSG27-6	Improving Outlet Amenity (Tav & Central)	498,511	542,382
CSG27-7	Student Access to Affordable Food & Beverage	406,250	406,250
		1,311,308	**1,335,820**
	Grand Total	**6,075,862**	**5,698,760**

Risks for the Future

1) Decreasing Margins / Increased Competition

The graph below illustrates Net Sales performance over recent years, together with the 2027 budget forecast. It is encouraging to see the strong growth achieved over the past two years, reflecting the impact of commercial strategic plan, increased campus activity and the continued resilience of the Guild's commercial operations despite a challenging trading environment.

A more recent and significant risk facing the Guild is the challenge of controlling costs amid ongoing geopolitical instability. International conflicts, trade disruptions, supply chain constraints and broader economic uncertainty have contributed to increased costs across a range of goods and services. As a result, maintaining existing gross profit margins has become increasingly difficult, particularly in highly competitive trading environments where there is limited scope to increase selling prices without adversely impacting demand and affordability.

Given the Guild's various outlets, coupled with rising operating expenses, increased cost of goods, and growing competition across campus, it remains increasingly challenging for the Commercial Department to operate at a consistent profit.

We recognise that cost-of-living pressures continue to affect a growing number of students and staff, reducing discretionary spending. For many students, purchasing food and beverages on campus is one of the first areas where spending is curtailed.

Within the Exchange precinct alone, the Guild's outlets continue to compete directly with IGA and eight other independent food vendors in an already highly competitive market.

Despite these challenges, the Guild's Commercial Operations will aim to maintain a strong focus on financial sustainability, operational efficiency, and profitability to preserve ongoing financial viability of this important arm and its continued contribution to supporting the Guild's broader objectives.

2) Adjusting to ISAF Income and potential decreases

The introduction of the International Student Amenities fee (ISAF) in 2025, provided the Guild with an additional $1.3 million in funding in 2027. This presented a significant opportunity to enhance services and support for students, and the Guild responded quickly by directing additional resources to several high-priority areas.

Increased funding was allocated to key student-facing initiatives, including Student Assist Grants and the Guild's major events program, both of which had experienced growing demand. The Guild also strengthened its organisational capacity through the appointment of additional management and support staff in areas where increased resourcing was required.

In addition, the Guild Precinct Project was initiated. This major strategic initiative will revitalise the Guild precinct, enhance the student experience, and support the long-term sustainability of Guild operations. The project will also provide a framework through which ISAF funding can be appropriately acquitted from 2025 onwards, ensuring that investment is aligned with the objectives and requirements of the funding program.

Government policies aimed at capping or reducing international student visa numbers represent a potential risk to future ISAF revenue growth. As international students form a significant component of the University population, any reduction in enrolments may negatively impact the level of funding available to the Guild in future years. This risk is heightened by the Guild's increasing reliance on ISAF funding to support capital projects. A sustained decline in student numbers could place pressure on future budgets and necessitate a review of service delivery models, expenditure priorities and alternative revenue sources. The Guild will continue to monitor government policy settings and enrolment forecasts to assess potential impacts and inform long-term financial planning.

Capital Budget 2027

Proposed Projects

The 2027 capital budget is a total of $3.7M. It comprises the following:

- **Contingency – $50k**

  A general contingency has been included to accommodate unplanned but essential asset replacements. Several pieces of equipment within the catering outlets are ageing and at risk of complete failure, requiring timely replacement to maintain operational continuity.
- **Website redevelopment – $100k (SSAF Funded)**

  Funding has been allocated for the development of a new Guild website that will deliver improved functionality for students and staff. All existing integrations will require updating as part of this project.
- **ICT equipment – $20k**

  This allocation will support ICT requirements for new staff and enable the replacement of outdated technology in line with the Guild’s rolling ICT plan.
- **Standing desks – $10k**

In response to updated health and safety guidance, $10k has been included to convert all desks to standing desk arrangements. The Guild's policy is to purchase standing desks for all future renovations.

- **Guild Precinct Plan - $50k (SSAF funded)**

  The precinct redevelopment commenced with the renovation of the top floor of the administration building, creating offices for the General Managers. In 2026, equity officers were relocated to the former Club HQ space, and their previous office area is now being converted into additional workspace for Student Services to support team growth. In 2027, the project will progress with upgrades to the Retreat space (located between the two Guild courtyards), a refurbishment of the Agora courtyard, and enhancements to the Tavern courtyard. These works will continue to be funded through SSAF.

- **Guild Central Café upgrade - $1.6M (SSAF & ISAF funded)**

  The upgrade to Guild Central Café is anticipated to commence at the end of 2026 and conclude in early 2027. This project will be funded through historical ISAF allocations, as well as 2027 SSAF and ISAF.
- **Tavern upgrade - $1.85M (ISAF funded)**

  The Tavern upgrade is anticipated for August 2027. Funding will be sourced from 2027 ISAF, with potential use of 2028 ISAF depending on project timing.

Funding Sources

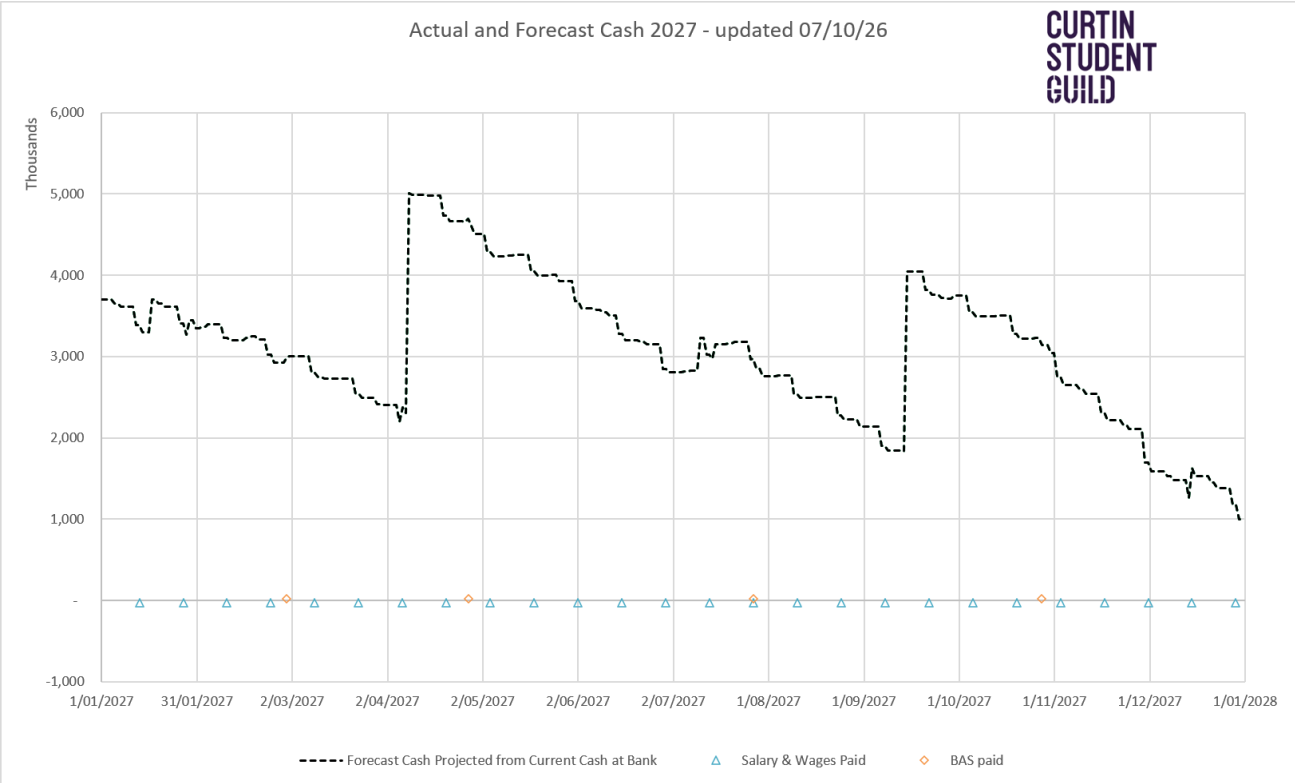
The Capital Budget Accumulation Report provides greater visibility of the Guild's major strategic projects that span multiple years, including the redevelopment of Guild Café Central, the Tavern renovation, and the Guild Precinct Project.
By presenting these projects within a consolidated, multi-year framework, the report enables project teams to better understand the budgets available to them and supports more effective planning and resource allocation. It also provides management with improved oversight of project expenditure, funding commitments, and overall capital investment priorities, ensuring greater accountability and informed decision-making.

Cash Flows

The following forecast cash flow graph is based on the following assumptions:

- Opening cash has been estimated at $3.7M.
- Revenue and expenses are as per the 2027 Operating Budget;
- The total budgeted capital expenditure has been split across the whole year as it is difficult to predict the timing of these payments;

Figure – Cashflow Graph 2027



Attachments

- The 2027 Operating Budget
- The 2027 Capital Budget

Confidentiality:

Confidential

Budget 2027

CURTIN STUDENT GUILD

	Overview - Final	Total Budget	Prior Year's Budget	Difference	% Change
0020	Merchandise Sales	127,009	139,069	(12,059)	
0022	Uniform Sales	480,070	427,458	52,612	
0130	Self Serve Printing & Binding Sales	46,668	50,249	(3,581)	
0141	Household & Pharmacy Sales	32,471	29,521	2,950	
0152	Stationery Sales	113,653	114,125	(471)	
0154	Gmart Services Sales	20,618	24,340	(3,722)	
0158	SmartRider Card Sales	219,349	277,468	(58,119)	
0060	Beer Sales	310,652	285,078	25,574	
0065	Cider Sales	42,565	37,525	5,040	
0070	Wine Sales	27,111	25,665	1,447	
0075	Spirits Sales	74,725	92,867	(18,142)	
0085	Softdrink Sales	54,555	56,601	(2,045)	
0090	Beverage Sales	2,429,871	2,276,702	153,169	
0100	Function Sales	811,244	646,177	165,066	
0110	Food Sales	3,219,360	3,085,602	133,758	
	Sales Total	**8,009,921**	**7,568,446**	**441,475**	**6%**
0251	Member Discounts	(518,452)	(517,528)	(924)	
0255	Clearance Discounts	(4,155)	(648)	(3,507)	
0266	Promotional Discounts	(15,413)	(14,983)	(430)	
	Discounts Total	**(538,020)**	**(533,159)**	**(4,861)**	**1%**
	Net Sales	**7,471,901**	**7,035,287**	**436,614**	**6%**
0270	Merchandise - Cost of Sales	71,412	72,114	(702)	
0275	Uniform - Cost of Sales	270,496	251,392	19,105	
0378	Self Serve Printing & Binding - Cost of Sale	23,429	18,713	4,716	
0342	Household & Pharmacy - Cost of Sales	16,370	18,110	(1,740)	
0306	Stationery - Cost of Sales	65,531	67,542	(2,012)	
0354	Gmart Services - Cost of Sales	19,917	23,123	(3,206)	
0408	SmartRider - Cost of Sales	208,405	257,369	(48,964)	
0310	Beer - Cost of Sales	92,533	88,024	4,509	
0315	Ciders - Cost of Sales	14,174	12,529	1,644	
0320	Wines - Cost of Sales	7,206	6,503	704	
0325	Spirits - Cost of Sales	21,555	24,652	(3,097)	
0330	Softdrink - Cost of Sales	16,818	19,670	(2,851)	
0340	Beverages - Cost of Sales	560,655	633,061	(72,407)	
0345	Functions - Cost of Sales	339,732	294,090	45,642	
0355	Food - Cost Of Sales	2,405,108	2,219,421	185,687	
0600	Internal Transfers	(1,234,819)	(1,139,095)	(95,725)	
0601	Internal Transfers - Beverages	0	(19,935)	19,935	
	Cost of Sales Total	**2,898,521**	**2,847,281**	**51,240**	**2%**
	Gross Surplus	**4,573,380**	**4,188,006**	**385,374**	**9%**

	Overview - Final	Total Budget	Prior Year's Budget	Difference	% Change
2000	Salaries	4,336,126	3,703,182	632,944	
2001	Holiday Pay	218,743	190,833	27,910	
2005	Casual Wages	2,192,677	2,399,708	(207,031)	
2010	Superannuation Sgc	820,694	769,983	50,711	
3630	Insurance Workers Comp	112,388	104,896	7,492	
	Wages Total	**7,680,628**	**7,168,601**	**512,027**	**7%**
1005	Associate Guild Fees	26,121	19,605	6,516	
1468	George's Kebabs Rent Income	22,355	22,145	210	
1481	Commission Vending Machines	146,451	120,300	26,151	
1489	Digital Signage Advertising	15,752	12,000	3,752	
1493	Credit Card Surcharge	0	58,354	(58,354)	
1495	O-Day Stall Income	25,000	25,000	0	
1496	Pasar Malam Stall Income	15,000	15,000	0	
1498	Guild Ball Income	50,000	50,000	0	
1500	Sundry Income	50,000	27,700	22,300	
1504	Promotion Rebate Income	10,000	11,400	(1,400)	
1520	Interest Revenue	60,076	57,094	2,982	
	Other Revenue Total	**420,755**	**418,597**	**2,158**	**1%**
2150	Accounting & Audit	28,350	28,350	0	
2165	Activities	150,616	103,454	47,162	
2225	Alcohol Purchases	1,450	1,450	0	
2350	Bank Charges	76,860	70,880	5,980	
2355	BBQ Costs	9,000	9,000	0	
2390	Life Hacks / Guild Courses / Loan Laptops	20,000	10,000	10,000	
2450	Guild Ball Expenses	72,000	72,000	0	
2510	Campaigns	54,600	18,600	36,000	
2550	Cleaning	195,247	180,164	15,083	
2560	Club Events, Training & Awards	30,360	30,360	0	
2580	Common Room Maintenance	54,056	54,050	6	
2600	Computer Software & Warranties	217,074	213,521	3,553	
2630	Conferences, Travel & Registration	52,687	48,217	4,470	
2670	Consultancy Fees	127,800	209,396	(81,596)	
2710	Consumables	170,790	171,973	(1,183)	
2830	Meetings and Hospitality	9,060	8,713	347	
2870	External Service Provision	0	15,000	(15,000)	
2910	Election Polls	49,460	49,490	(30)	
2950	Electricity/Gas/Water expense	348,744	397,014	(48,271)	
2995	Entertainment Bands & DJ's	6,730	6,730	0	
3010	Equipment Purchases	48,922	30,015	18,907	
3030	Repairs & Maintenance	120,313	102,894	17,419	
3070	Equipment Rental	20,004	16,244	3,760	
3120	First Aid / Medical / Counselling	23,693	13,587	10,106	
3190	Fringe Benefits Tax	2,160	2,160	0	
3230	Garbage Removal	36,940	38,645	(1,705)	

	Overview - Final	Total Budget	Prior Year's Budget	Difference	% Change
3270	Grants - Guild Services	90,888	78,888	12,000	
3273	Grants - Student Assist	55,000	40,000	15,000	
3275	Grants - Club Vouchers	25,000	25,000	0	
3510	Insurance Expenses	83,253	84,935	(1,682)	
3670	Interest Expense	12,664	12,664	0	
	Reverse rental interest	(12,664)	(12,664)	0	
3830	Legal Expenses	10,000	10,000	0	
3840	Licensing & Police Clearances	20,214	16,334	3,880	
4150	Motor Vehicle Running Cost	10,504	13,404	(2,900)	
4165	Multicultural Week/Pasar Malam	81,000	80,784	216	
4250	Orientation Week Expense	65,600	57,600	8,000	
4265	Events - General	50,634	27,522	23,112	
4510	Printing & Photocopying	16,560	12,665	3,895	
4530	Promotional Expenses	126,863	132,133	(5,270)	
	Rental Expense	187,285	179,220	8,065	
4670	Security	8,400	30,082	(21,682)	
4710	Grants - Sponsorship	50,000	50,000	0	
4750	Staff Amenities/Gifts/Awards	2,450	17,550	(15,100)	
4790	Staff Training & Recruitment	54,025	34,634	19,391	
4830	Stationery & Telephone Expenses	13,028	11,796	1,232	
4990	Student Union Fees	50,000	50,000	0	
5070	Subscriptions	35,378	19,962	15,417	
5110	Sundry Expenses	95,000	65,000	30,000	
5195	Uniforms	19,117	19,117	0	
	Other Expenses Total	**3,077,114**	**2,958,532**	**118,581**	**4%**
	Net Surplus/(Deficit) before ADSG	**(5,763,607)**	**(5,520,530)**	**(243,077)**	**4%**
1602	ISAF Funding	1,311,308	1,335,820	(24,512)	
1900	SSAF Funding	4,764,558	4,362,940	401,618	
4740	SSAF Administration Fee	(120,000)	(120,000)	0	
1605	Curtin University Grant	750,000	750,000	0	
	SSAF & Grant Total	**6,705,866**	**6,328,760**	**377,106**	**6%**
	Net Surplus/(Deficit) before A&D	**942,260**	**808,230**	**134,029**	**17%**
2230	Amortisation	404,231	252,434	151,796	
2750	Depreciation	148,761	140,897	7,863	
	Amortisation & Depn Total	**552,991**	**393,332**	**159,660**	**41%**
	Underlying Net Surplus/(Deficit)	**389,268**	**414,899**	**(25,630)**	**-6%**
	Reverse Rental Adjustments	(174,621)	(166,556)	(8,065)	
2800	Depreciation Right of use Asset	142,688	124,907	17,781	
	Net Surplus/(Deficit)	**421,201**	**456,548**	**(35,347)**	**-8%**

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CURTIN STUDENT GUILD

	Non Commercial - Final	Total Budget	Prior Year's Budget	Difference	% Change
2000	Salaries	3,219,149	2,950,659	268,490	
2001	Holiday Pay	155,445	148,477	6,968	
2005	Casual Wages	57,355	79,233	(21,878)	
2010	Superannuation Sgc	422,823	396,140	26,682	
3630	Insurance Workers Comp	57,243	53,081	4,162	
	Wages Total	**3,912,015**	**3,627,591**	**284,424**	**8%**
1489	Digital Signage Advertising	15,752	12,000	3,752	
1495	O-Day Stall Income	25,000	25,000	0	
1496	Pasar Malam Stall Income	15,000	15,000	0	
1498	Guild Ball Income	50,000	50,000	0	
1500	Sundry Income	30,000	19,000	11,000	
1520	Interest Revenue	60,076	57,094	2,982	
	Other Revenue Total	**195,828**	**178,094**	**17,734**	**10%**
2150	Accounting & Audit	28,350	28,350	0	
2165	Activities	165,400	165,400	0	
2225	Alcohol Purchases	1,450	1,450	0	
2350	Bank Charges	2,570	2,350	220	
2355	BBQ Costs	9,000	9,000	0	
2390	Life Hacks / Guild Courses / Loan Laptops	20,000	10,000	10,000	
2450	Guild Ball Expenses	72,000	72,000	0	
2510	Campaigns	54,600	18,600	36,000	
2550	Cleaning	32,309	25,196	7,113	
2560	Club Events, Training & Awards	30,360	30,360	0	
2580	Common Room Maintenance	54,056	54,050	6	
2600	Computer Software & Warranties	180,102	177,294	2,808	
2630	Conferences, Travel & Registration	52,687	48,217	4,470	
2670	Consultancy Fees	127,800	209,396	(81,596)	
2710	Consumables	6,000	6,300	(300)	
2830	Meetings and Hospitality	9,060	8,413	647	
2870	External Service Provision	0	15,000	(15,000)	
2910	Election Polls	49,460	49,490	(30)	
2950	Electricity/Gas/Water expense	50,215	62,424	(12,209)	
2995	Entertainment Bands & DJ's	400	400	0	
3010	Equipment Purchases	18,892	13,292	5,600	
3030	Repairs & Maintenance	13,500	10,000	3,500	
3070	Equipment Rental	9,434	7,434	2,000	
3120	First Aid / Medical / Counselling	22,030	11,630	10,400	
3190	Fringe Benefits Tax	2,160	2,160	0	
3270	Grants - Guild Services	90,888	78,888	12,000	
3273	Grants - Student Assist	55,000	40,000	15,000	
3275	Grants - Club Vouchers	25,000	25,000	0	
3510	Insurance Expenses	62,429	62,495	(65)	
3830	Legal Expenses	10,000	10,000	0	

	Non Commercial - Final	Total Budget	Prior Year's Budget	Difference	% Change
3840	Licensing & Police Clearances	3,614	1,534	2,080	
4150	Motor Vehicle Running Cost	2,004	2,004	0	
4165	Multicultural Week/Pasar Malam	81,000	80,784	216	
4250	Orientation Week Expense	65,600	57,600	8,000	
4265	Events - General	50,634	27,522	23,112	
4510	Printing & Photocopying	11,440	6,940	4,500	
4530	Promotional Expenses	104,357	109,627	(5,270)	
4710	Grants - Sponsorship	50,000	50,000	0	
4750	Staff Amenities/Gifts/Awards	1,500	16,600	(15,100)	
4790	Staff Training & Recruitment	47,025	27,622	19,403	
4830	Stationery & Telephone Expenses	7,148	6,996	152	
4990	Student Union Fees	50,000	50,000	0	
5070	Subscriptions	25,983	10,732	15,252	
5110	Sundry Expenses	95,000	65,000	30,000	
5195	Uniforms	6,500	6,500	0	
	Other Expenses Total	**1,856,957**	**1,774,048**	**82,909**	**5%**
	Net Surplus/(Deficit) before ADSG	**(5,573,144)**	**(5,223,545)**	**(349,599)**	**7%**
1602	ISAF Funding	498,512	542,382	(43,870)	
1900	SSAF Funding	4,764,558	4,362,940	401,618	
4740	SSAF Administration Fee	(120,000)	(120,000)	0	
1605	Curtin University Grant	750,000	750,000	0	
	SSAF & Grant Total	**5,893,070**	**5,535,322**	**357,748**	**6%**
	Net Surplus/(Deficit) before A&D	**319,926**	**311,777**	**8,149**	**3%**
2230	Amortisation	283,528	132,367	151,162	
2750	Depreciation	65,242	55,308	9,934	
	Amortisation & Depn Total	**348,770**	**187,674**	**161,096**	**86%**
	Net Surplus/(Deficit)	**(28,844)**	**124,103**	**(152,947)**	**(123%)**

Budget 2027

CURTIN STUDENT GUILD

	Commercial - Final	Total Budget	Prior Year's Budget	Difference	% Change
0020	Merchandise Sales	127,009	139,069	(12,059)	
0022	Uniform Sales	480,070	427,458	52,612	
0130	Self Serve Printing & Binding Sales	46,668	50,249	(3,581)	
0141	Household & Pharmacy Sales	32,471	29,521	2,950	
0152	Stationery Sales	113,653	114,125	(471)	
0154	Gmart Services Sales	20,618	24,340	(3,722)	
0158	SmartRider Card Sales	219,349	277,468	(58,119)	
0060	Beer Sales	310,652	285,078	25,574	
0065	Cider Sales	42,565	37,525	5,040	
0070	Wine Sales	27,111	25,665	1,447	
0075	Spirits Sales	74,725	92,867	(18,142)	
0085	Softdrink Sales	54,555	56,601	(2,045)	
0090	Beverage Sales	2,429,871	2,276,702	153,169	
0100	Function Sales	811,244	646,177	165,066	
0110	Food Sales	3,219,360	3,085,602	133,758	
	Sales Total	**8,009,921**	**7,568,446**	**441,475**	**6%**
0251	Member Discounts	(518,452)	(517,528)	(924)	
0255	Clearance Discounts	(4,155)	(648)	(3,507)	
0266	Promotional Discounts	(15,413)	(14,983)	(430)	
	Discounts Total	**(538,020)**	**(533,159)**	**(4,861)**	**1%**
	Net Sales	**7,471,901**	**7,035,287**	**436,614**	**6%**
0270	Merchandise - Cost of Sales	71,412	72,114	(702)	
0275	Uniform - Cost of Sales	270,496	251,392	19,105	
0378	Self Serve Printing & Binding - Cost of Sale	23,429	18,713	4,716	
0342	Household & Pharmacy - Cost of Sales	16,370	18,110	(1,740)	
0306	Stationery - Cost of Sales	65,531	67,542	(2,012)	
0354	Gmart Services - Cost of Sales	19,917	23,123	(3,206)	
0408	SmartRider - Cost of Sales	208,405	257,369	(48,964)	
0310	Beer - Cost of Sales	92,533	88,024	4,509	
0315	Ciders - Cost of Sales	14,174	12,529	1,644	
0320	Wines - Cost of Sales	7,206	6,503	704	
0325	Spirits - Cost of Sales	21,555	24,652	(3,097)	
0330	Softdrink - Cost of Sales	16,818	19,670	(2,851)	
0340	Beverages - Cost of Sales	560,655	633,061	(72,407)	
0345	Functions - Cost of Sales	339,732	294,090	45,642	
0355	Food - Cost Of Sales	2,405,108	2,219,421	185,687	
0600	Internal Transfers	(1,234,819)	(1,139,095)	(95,725)	
0601	Internal Transfers - Beverages	0	(19,935)	19,935	
	Cost of Sales Total	**2,898,521**	**2,847,281**	**51,240**	**2%**
	Gross Surplus	**4,573,380**	**4,188,006**	**385,374**	**9%**

	Commercial - Final	Total Budget	Prior Year's Budget	Difference	% Change
2000	Salaries	1,116,977	752,523	364,454	
2001	Holiday Pay	63,298	42,356	20,942	
2005	Casual Wages	2,135,322	2,320,475	(185,153)	
2010	Superannuation Sgc	397,872	373,842	24,029	
3630	Insurance Workers Comp	55,145	51,815	3,330	
	Wages Total	**3,768,613**	**3,541,011**	**227,603**	**6%**
1005	Associate Guild Fees	26,121	19,605	6,516	
1468	George's Kebabs Rent Income	22,355	22,145	210	
1481	Commission Vending Machines	146,451	120,300	26,151	
1493	Credit Card Surcharge	0	58,354	(58,354)	
1500	Sundry Income	20,000	8,700	11,300	
1504	Promotion Rebate Income	10,000	11,400	(1,400)	
	Other Revenue Total	**224,927**	**240,504**	**(15,576)**	**(6%)**
2165	Activities	(14,784)	(61,946)	47,162	
2350	Bank Charges	74,290	68,530	5,760	
2550	Cleaning	162,938	154,968	7,970	
2600	Computer Software & Warranties	36,972	36,228	744	
2710	Consumables	164,790	165,673	(883)	
2830	Meetings and Hospitality	0	300	(300)	
2950	Electricity/Gas/Water expense	298,528	334,590	(36,062)	
2995	Entertainment Bands & DJ's	6,330	6,330	0	
3010	Equipment Purchases	30,030	16,723	13,307	
3030	Repairs & Maintenance	106,813	92,894	13,919	
3070	Equipment Rental	10,570	8,810	1,760	
3120	First Aid / Medical / Counselling	1,663	1,957	(294)	
3230	Garbage Removal	36,940	38,645	(1,705)	
3510	Insurance Expenses	20,823	22,440	(1,617)	
3840	Licensing & Police Clearances	16,600	14,800	1,800	
4150	Motor Vehicle Running Cost	8,500	11,400	(2,900)	
4510	Printing & Photocopying	5,120	5,725	(605)	
4530	Promotional Expenses	22,506	22,506	0	
	Rental Expense	187,285	179,220	8,065	
4670	Security	8,400	30,082	(21,682)	
4750	Staff Amenities/Gifts/Awards	950	950	0	
4790	Staff Training & Recruitment	7,000	7,012	(12)	
4830	Stationery & Telephone Expenses	5,880	4,800	1,080	
5070	Subscriptions	9,395	9,230	165	
5195	Uniforms	12,617	12,617	0	
	Other Expenses Total	**1,220,157**	**1,184,484**	**35,672**	**3%**
	Net Surplus/(Deficit) before ADSG	**(190,463)**	**(296,985)**	**106,522**	**(36%)**
1602	ISAF Funding	812,796	793,438	19,358	
	SSAF & Grant Total	**812,796**	**793,438**	**19,358**	**2%**
	Net Surplus/(Deficit) before A&D	**622,333**	**496,453**	**125,880**	**25%**

	Commercial - Final	Total Budget	Prior Year's Budget	Difference	% Change
2230	Amortisation	120,702	120,068	635	
2750	Depreciation	83,519	85,590	(2,071)	
	Amortisation & Depn Total	**204,221**	**205,657**	**(1,437)**	**(1%)**
	Underlying Net Surplus/(Deficit)	**418,113**	**290,796**	**127,317**	**44%**
	Reverse Rental Adjustments	(174,621)	(166,556)	(8,065)	
2800	Depreciation Right of use Asset	142,688	124,907	17,781	
	Net Surplus/(Deficit)	**450,045**	**332,445**	**117,601**	**35%**

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	Overview Final - Rolling Forecast	Total Budget	Prior Year Rolling Forecast	Difference	% Change
0020	Merchandise Sales	127,009	129,235	(2,225)	
0022	Uniform Sales	480,070	463,095	16,975	
0130	Self Serve Printing & Binding Sales	46,668	44,681	1,987	
0141	Household & Pharmacy Sales	32,471	31,748	723	
0152	Stationery Sales	113,653	111,440	2,213	
0154	Gmart Services Sales	20,618	21,346	(728)	
0158	SmartRider Card Sales	219,349	271,720	(52,372)	
0060	Beer Sales	310,652	300,402	10,251	
0065	Cider Sales	42,565	42,087	478	
0070	Wine Sales	27,111	26,814	297	
0075	Spirits Sales	74,725	81,958	(7,233)	
0085	Softdrink Sales	54,555	54,717	(162)	
0090	Beverage Sales	2,429,871	2,324,012	105,859	
0100	Function Sales	811,244	746,768	64,475	
0110	Food Sales	3,219,360	3,117,603	101,757	
0250	Sundry Sales	0	329	(329)	
	Sales Total	**8,009,921**	**7,767,954**	**241,967**	**3%**
0251	Member Discounts	(518,452)	(505,883)	(12,569)	
0255	Clearance Discounts	(4,155)	(3,295)	(860)	
0266	Promotional Discounts	(15,413)	(14,149)	(1,264)	
	Discounts Total	**(538,020)**	**(523,327)**	**(14,693)**	**3%**
	Net Sales	**7,471,901**	**7,244,627**	**227,274**	**3%**
0270	Merchandise - Cost of Sales	71,412	70,139	1,273	
0275	Uniform - Cost of Sales	270,496	258,294	12,202	
0378	Self Serve Printing & Binding - Cost of Sales	23,429	21,112	2,317	
0342	Household & Pharmacy - Cost of Sales	16,370	17,627	(1,257)	
0306	Stationery - Cost of Sales	65,531	67,618	(2,087)	
0354	Gmart Services - Cost of Sales	19,917	21,078	(1,161)	
0408	SmartRider - Cost of Sales	208,405	254,900	(46,494)	
0310	Beer - Cost of Sales	92,533	91,099	1,433	
0315	Ciders - Cost of Sales	14,174	13,641	533	
0320	Wines - Cost of Sales	7,206	7,245	(39)	
0325	Spirits - Cost of Sales	21,555	22,432	(877)	
0330	Softdrink - Cost of Sales	16,818	16,959	(141)	
0340	Beverages - Cost of Sales	560,655	587,729	(27,074)	
0345	Functions - Cost of Sales	339,732	316,208	23,524	
0355	Food - Cost Of Sales	2,405,108	2,321,223	83,885	
0600	Internal Transfers	(1,234,819)	(1,242,056)	7,236	
0601	Internal Transfers - Beverages	0	(8,014)	8,014	
	Cost of Sales Total	**2,898,521**	**2,837,235**	**61,286**	**2%**
	Gross Surplus	**4,573,380**	**4,407,391**	**165,989**	**4%**

	Overview Final - Rolling Forecast	Total Budget	Prior Year Rolling Forecast	Difference	% Change
2000	Salaries	4,336,126	3,248,342	1,087,784	
2001	Holiday Pay	218,743	287,846	(69,103)	
2002	Sick Pay	0	57,229	(57,229)	
2005	Casual Wages	2,192,677	2,361,088	(168,411)	
2010	Superannuation Sgc	820,694	726,470	94,225	
2020	Wages - Agency	0	83,712	(83,712)	
3630	Insurance Workers Comp	112,388	112,823	(435)	
	Wages Total	**7,680,628**	**6,877,509**	**803,119**	**12%**
1005	Associate Guild Fees	26,121	19,464	6,657	
1025	Banking Variance	0	(607)	607	
1468	George's Kebabs Rent Income	22,355	25,993	(3,638)	
1481	Commission Vending Machines	146,451	114,447	32,004	
1489	Digital Signage Advertising	15,752	16,125	(373)	
1493	Credit Card Surcharge	0	56,628	(56,628)	
1495	O-Day Stall Income	25,000	29,418	(4,418)	
1496	Pasar Malam Stall Income	15,000	15,000	0	
1498	Guild Ball Income	50,000	50,000	0	
1500	Sundry Income	50,000	57,072	(7,072)	
1504	Promotion Rebate Income	10,000	13,040	(3,040)	
1520	Interest Revenue	60,076	66,353	(6,277)	
1600	Profit/(Loss) On Sale of Assets	0	20,576	(20,576)	
1700	Sponsorship / Donations Received	0	11,241	(11,241)	
	Other Revenue Total	**420,755**	**494,752**	**(73,997)**	**(15%)**
2150	Accounting & Audit	28,350	28,130	220	
2165	Activities	150,616	122,649	27,967	
2225	Alcohol Purchases	1,450	8,171	(6,721)	
2350	Bank Charges	76,860	76,217	643	
2355	BBQ Costs	9,000	9,910	(910)	
2390	Life Hacks / Guild Courses / Loan Laptops	20,000	6,590	13,410	
2450	Guild Ball Expenses	72,000	79,289	(7,289)	
2510	Campaigns	54,600	10,055	44,545	
2550	Cleaning	195,247	184,864	10,382	
2560	Club Events, Training & Awards	30,360	18,933	11,427	
2580	Common Room Maintenance	54,056	37,535	16,521	
2600	Computer Software & Warranties	217,074	231,511	(14,438)	
2630	Conferences, Travel & Registration	52,687	52,294	393	
2670	Consultancy Fees	127,800	261,472	(133,672)	
2710	Consumables	170,790	163,229	7,561	
2830	Meetings and Hospitality	9,060	10,457	(1,397)	
2910	Election Polls	49,460	48,597	863	
2950	Electricity/Gas/Water expense	348,744	408,483	(59,739)	
2995	Entertainment Bands & DJ's	6,730	8,450	(1,720)	
3010	Equipment Purchases	48,922	36,816	12,106	
3030	Repairs & Maintenance	120,313	131,180	(10,867)	
3070	Equipment Rental	20,004	22,645	(2,642)	
3120	First Aid / Medical / Counselling	23,693	21,454	2,239	
3190	Fringe Benefits Tax	2,160	4,329	(2,169)	
3230	Garbage Removal	36,940	34,891	2,049	

	Overview Final - Rolling Forecast	Total Budget	Prior Year Rolling Forecast	Difference	% Change
3270	Grants - Guild Services	90,888	57,315	33,573	
3273	Grants - Student Assist	55,000	50,316	4,684	
3275	Grants - Club Vouchers	25,000	22,119	2,881	
3510	Insurance Expenses	83,253	82,470	783	
3670	Interest Expense	12,664	8,171	4,493	
	Reverse rental interest	(12,664)	(8,171)	(4,493)	
3830	Legal Expenses	10,000	3,200	6,800	
3840	Licensing & Police Clearances	20,214	15,957	4,257	
4150	Motor Vehicle Running Cost	10,504	12,632	(2,128)	
4165	Multicultural Week/Pasar Malam	81,000	80,884	116	
4250	Orientation Week Expense	65,600	51,797	13,803	
4265	Events - General	50,634	51,216	(582)	
4510	Printing & Photocopying	16,560	14,688	1,872	
4530	Promotional Expenses	126,863	113,160	13,703	
	Rental Expense	187,285	179,220	8,065	
4670	Security	8,400	18,905	(10,505)	
4710	Grants - Sponsorship	50,000	42,265	7,735	
4750	Staff Amenities/Gifts/Awards	2,450	26,612	(24,162)	
4790	Staff Training & Recruitment	54,025	48,730	5,295	
4830	Stationery & Telephone Expenses	13,028	13,476	(448)	
4990	Student Union Fees	50,000	50,000	0	
5070	Subscriptions	35,378	27,792	7,586	
5110	Sundry Expenses	95,000	25,000	70,000	
5195	Uniforms	19,117	7,674	11,442	
	Other Expenses Total	**3,077,114**	**3,013,581**	**63,532**	**2%**
	Net Surplus/(Deficit) before ADSG	**(5,763,607)**	**(4,988,947)**	**(774,660)**	**16%**
1602	ISAF Funding	1,311,308	1,335,828	(24,520)	
1900	SSAF Funding	4,764,558	4,362,948	401,610	
4740	SSAF Administration Fee	(120,000)	(120,000)	0	
1605	Curtin University Grant	750,000	750,000	0	
	SSAF & Grant Total	**6,705,866**	**6,328,776**	**377,090**	**6%**
	Net Surplus/(Deficit) before A&D	**942,260**	**1,339,829**	**(397,569)**	**(30%)**
2230	Amortisation	404,231	300,580	103,651	
2750	Depreciation	148,761	156,861	(8,100)	
	Amortisation & Depn Total	**552,991**	**457,441**	**95,550**	**21%**
	Underlying Net Surplus/(Deficit)	**389,268**	**882,388**	**(493,120)**	**(56%)**
	Reverse Rental Adjustments	(174,621)	(171,049)	(3,572)	
2800	Depreciation Right of use Asset	142,688	136,761	5,927	
	Net Surplus/(Deficit)	**421,201**	**916,676**	**(495,475)**	**(54%)**

Budget 2027

CURTIN STUDENT GUILD

	Non Commercial Final - Rolling Forecast	Total Budget	Prior Year Rolling Forecast	Difference	% Change
2000	Salaries	3,219,149	2,422,231	796,918	
2001	Holiday Pay	155,445	197,523	(42,078)	
2002	Sick Pay	0	39,906	(39,906)	
2005	Casual Wages	57,355	61,237	(3,882)	
2010	Superannuation Sgc	422,823	339,347	83,476	
2020	Wages - Agency	0	83,712	(83,712)	
3630	Insurance Workers Comp	57,243	56,963	281	
	Wages Total	**3,912,015**	**3,200,919**	**711,097**	**22%**
1489	Digital Signage Advertising	15,752	16,125	(373)	
1495	O-Day Stall Income	25,000	29,418	(4,418)	
1496	Pasar Malam Stall Income	15,000	15,000	0	
1498	Guild Ball Income	50,000	50,000	0	
1500	Sundry Income	30,000	39,307	(9,307)	
1520	Interest Revenue	60,076	66,353	(6,277)	
1600	Profit/(Loss) On Sale of Assets	0	8,680	(8,680)	
1700	Sponsorship / Donations Received	0	11,241	(11,241)	
	Other Revenue Total	**195,828**	**236,125**	**(40,297)**	**(17%)**
2150	Accounting & Audit	28,350	28,130	220	
2165	Activities	165,400	143,536	21,864	
2225	Alcohol Purchases	1,450	8,171	(6,721)	
2350	Bank Charges	2,570	2,426	144	
2355	BBQ Costs	9,000	9,910	(910)	
2390	Life Hacks / Guild Courses / Loan Laptops	20,000	6,590	13,410	
2450	Guild Ball Expenses	72,000	79,289	(7,289)	
2510	Campaigns	54,600	10,055	44,545	
2550	Cleaning	32,309	30,673	1,636	
2560	Club Events, Training & Awards	30,360	18,933	11,427	
2580	Common Room Maintenance	54,056	37,535	16,521	
2600	Computer Software & Warranties	180,102	192,449	(12,347)	
2630	Conferences, Travel & Registration	52,687	52,294	393	
2670	Consultancy Fees	127,800	243,748	(115,948)	
2710	Consumables	6,000	2,356	3,644	
2830	Meetings and Hospitality	9,060	10,251	(1,191)	
2910	Election Polls	49,460	48,597	863	
2950	Electricity/Gas/Water expense	50,215	62,424	(12,209)	
2995	Entertainment Bands & DJ's	400	0	400	
3010	Equipment Purchases	18,892	11,286	7,606	
3030	Repairs & Maintenance	13,500	9,182	4,318	
3070	Equipment Rental	9,434	10,422	(988)	
3120	First Aid / Medical / Counselling	22,030	19,945	2,085	
3190	Fringe Benefits Tax	2,160	4,329	(2,169)	
3270	Grants - Guild Services	90,888	57,315	33,573	
3273	Grants - Student Assist	55,000	50,316	4,684	

	Non Commercial Final - Rolling Forecast	Total Budget	Prior Year Rolling Forecast	Difference	% Change
3275	Grants - Club Vouchers	25,000	22,119	2,881	
3510	Insurance Expenses	62,429	60,685	1,744	
3830	Legal Expenses	10,000	3,200	6,800	
3840	Licensing & Police Clearances	3,614	735	2,879	
4150	Motor Vehicle Running Cost	2,004	668	1,336	
4165	Multicultural Week/Pasar Malam	81,000	80,884	116	
4250	Orientation Week Expense	65,600	51,797	13,803	
4265	Events - General	50,634	51,216	(582)	
4510	Printing & Photocopying	11,440	10,312	1,128	
4530	Promotional Expenses	104,357	98,848	5,509	
4710	Grants - Sponsorship	50,000	42,265	7,735	
4750	Staff Amenities/Gifts/Awards	1,500	25,949	(24,449)	
4790	Staff Training & Recruitment	47,025	42,083	4,942	
4830	Stationery & Telephone Expenses	7,148	7,563	(415)	
4990	Student Union Fees	50,000	50,000	0	
5070	Subscriptions	25,983	15,588	10,396	
5110	Sundry Expenses	95,000	25,000	70,000	
5195	Uniforms	6,500	2,149	4,351	
	Other Expenses Total	**1,856,957**	**1,741,220**	**115,737**	**7%**
	Net Surplus/(Deficit) before ADSG	**(5,573,144)**	**(4,706,014)**	**(867,130)**	**18%**
1602	ISAF Funding	498,512	542,388	(43,876)	
1900	SSAF Funding	4,764,558	4,362,948	401,610	
4740	SSAF Administration Fee	(120,000)	(120,000)	0	
1605	Curtin University Grant	750,000	750,000	0	
	SSAF & Grant Total	**5,893,070**	**5,535,336**	**357,734**	**6%**
	Net Surplus/(Deficit) before A&D	**319,926**	**829,322**	**(509,396)**	**(61%)**
2230	Amortisation	283,528	179,891	103,637	
2750	Depreciation	65,242	64,886	356	
	Amortisation & Depn Total	**348,770**	**244,777**	**103,993**	**42%**
	Net Surplus/(Deficit)	**(28,844)**	**584,545**	**(613,389)**	**(105%)**

Budget 2027

CURTIN STUDENT GUILD

	Commercial Final - Rolling Forecast	Total Budget	Prior Year Rolling Forecast	Difference	% Change
0020	Merchandise Sales	127,009	129,235	(2,225)	
0022	Uniform Sales	480,070	463,095	16,975	
0130	Self Serve Printing & Binding Sales	46,668	44,681	1,987	
0141	Household & Pharmacy Sales	32,471	31,748	723	
0152	Stationery Sales	113,653	111,440	2,213	
0154	Gmart Services Sales	20,618	21,346	(728)	
0158	SmartRider Card Sales	219,349	271,720	(52,372)	
0060	Beer Sales	310,652	300,402	10,251	
0065	Cider Sales	42,565	42,087	478	
0070	Wine Sales	27,111	26,814	297	
0075	Spirits Sales	74,725	81,958	(7,233)	
0085	Softdrink Sales	54,555	54,717	(162)	
0090	Beverage Sales	2,429,871	2,324,012	105,859	
0100	Function Sales	811,244	746,768	64,475	
0110	Food Sales	3,219,360	3,117,603	101,757	
0250	Sundry Sales	0	329	(329)	
	Sales Total	**8,009,921**	**7,767,954**	**241,967**	**3%**
0251	Member Discounts	(518,452)	(505,883)	(12,569)	
0255	Clearance Discounts	(4,155)	(3,295)	(860)	
0266	Promotional Discounts	(15,413)	(14,149)	(1,264)	
	Discounts Total	**(538,020)**	**(523,327)**	**(14,693)**	**3%**
	Net Sales	**7,471,901**	**7,244,627**	**227,274**	**3%**
0270	Merchandise - Cost of Sales	71,412	70,139	1,273	
0275	Uniform - Cost of Sales	270,496	258,294	12,202	
0378	Self Serve Printing & Binding - Cost of Sales	23,429	21,112	2,317	
0342	Household & Pharmacy - Cost of Sales	16,370	17,627	(1,257)	
0306	Stationery - Cost of Sales	65,531	67,618	(2,087)	
0354	Gmart Services - Cost of Sales	19,917	21,078	(1,161)	
0408	SmartRider - Cost of Sales	208,405	254,900	(46,494)	
0310	Beer - Cost of Sales	92,533	91,099	1,433	
0315	Ciders - Cost of Sales	14,174	13,641	533	
0320	Wines - Cost of Sales	7,206	7,245	(39)	
0325	Spirits - Cost of Sales	21,555	22,432	(877)	
0330	Softdrink - Cost of Sales	16,818	16,959	(141)	
0340	Beverages - Cost of Sales	560,655	587,729	(27,074)	
0345	Functions - Cost of Sales	339,732	316,208	23,524	
0355	Food - Cost Of Sales	2,405,108	2,321,223	83,885	
0600	Internal Transfers	(1,234,819)	(1,242,056)	7,236	
0601	Internal Transfers - Beverages	0	(8,014)	8,014	
	Cost of Sales Total	**2,898,521**	**2,837,235**	**61,286**	**2%**

	Commercial Final - Rolling Forecast	Total Budget	Prior Year Rolling Forecast	Difference	% Change
	Gross Surplus	**4,573,380**	**4,407,391**	**165,989**	**4%**
2000	Salaries	1,116,977	826,111	290,865	
2001	Holiday Pay	63,298	90,323	(27,025)	
2002	Sick Pay	0	17,323	(17,323)	
2005	Casual Wages	2,135,322	2,299,851	(164,529)	
2010	Superannuation Sgc	397,872	387,122	10,749	
2020	Wages - Agency	0	0	0	
3630	Insurance Workers Comp	55,145	55,860	(715)	
	Wages Total	**3,768,613**	**3,676,591**	**92,023**	**3%**
1005	Associate Guild Fees	26,121	19,464	6,657	
1025	Banking Variance	0	(607)	607	
1468	George's Kebabs Rent Income	22,355	25,993	(3,638)	
1481	Commission Vending Machines	146,451	114,447	32,004	
1493	Credit Card Surcharge	0	56,628	(56,628)	
1500	Sundry Income	20,000	17,765	2,235	
1504	Promotion Rebate Income	10,000	13,040	(3,040)	
1600	Profit/(Loss) On Sale of Assets	0	11,896	(11,896)	
	Other Revenue Total	**224,927**	**258,628**	**(33,700)**	**(13%)**
2165	Activities	(14,784)	(20,886)	6,102	
2350	Bank Charges	74,290	73,791	499	
2550	Cleaning	162,938	154,192	8,747	
2600	Computer Software & Warranties	36,972	39,063	(2,091)	
2670	Consultancy Fees	0	17,724	(17,724)	
2710	Consumables	164,790	160,873	3,917	
2830	Meetings and Hospitality	0	206	(206)	
2950	Electricity/Gas/Water expense	298,528	346,059	(47,530)	
2995	Entertainment Bands & DJ's	6,330	8,450	(2,120)	
3010	Equipment Purchases	30,030	25,530	4,500	
3030	Repairs & Maintenance	106,813	121,999	(15,185)	
3070	Equipment Rental	10,570	12,223	(1,653)	
3120	First Aid / Medical / Counselling	1,663	1,509	154	
3230	Garbage Removal	36,940	34,891	2,049	
3510	Insurance Expenses	20,823	21,785	(962)	
3670	Interest Expense	12,664	8,171	4,493	
	Reverse rental interest	(12,664)	(8,171)	(4,493)	
3840	Licensing & Police Clearances	16,600	15,222	1,378	
4150	Motor Vehicle Running Cost	8,500	11,964	(3,464)	
4510	Printing & Photocopying	5,120	4,376	744	
4530	Promotional Expenses	22,506	14,312	8,194	
	Rental Expense	187,285	179,220	8,065	
4670	Security	8,400	18,905	(10,505)	
4750	Staff Amenities/Gifts/Awards	950	663	287	
4790	Staff Training & Recruitment	7,000	6,647	353	
4830	Stationery & Telephone Expenses	5,880	5,913	(33)	

	Commercial Final - Rolling Forecast	Total Budget	Prior Year Rolling Forecast	Difference	% Change
5070	Subscriptions	9,395	12,205	(2,810)	
5195	Uniforms	12,617	5,525	7,091	
	Other Expenses Total	**1,220,157**	**1,272,361**	**(52,205)**	**(4%)**
	Net Surplus/(Deficit) before ADSG	**(190,463)**	**(282,933)**	**92,471**	**(33%)**
1602	ISAF Funding	812,796	793,440	19,356	
	SSAF & Grant Total	**812,796**	**793,440**	**19,356**	**2%**
	Net Surplus/(Deficit) before A&D	**622,333**	**510,507**	**111,827**	**22%**
2230	Amortisation	120,702	120,688	14	
2750	Depreciation	83,519	91,975	(8,457)	
	Amortisation & Depn Total	**204,221**	**212,664**	**(8,443)**	**(4%)**
	Underlying Net Surplus/(Deficit)	**418,113**	**297,843**	**120,270**	**40%**
	Reverse Rental Adjustments	(174,621)	(171,049)	(3,572)	
2800	Depreciation Right of use Asset	142,688	136,761	5,927	
	Net Surplus/(Deficit)	**450,045**	**332,131**	**117,914**	**36%**

Curtin Student Guild Capital Budget 2027

Description of Capital Works	Budget
Contingency	50,000
Organisational	
Website Development (2027 Operating SSAF)	100,000
ICT Equipment including requirements for additional staff members	20,000
Furniture upgrades - stand up desks admin building	10,000
Precinct Plan - Retreat space, Agora Courtyard, Tavern Courtyard (SSAF)	50,000
Commercial Services	
Central Café upgrade (ISAF)	1,600,000
Tavern upgrade (ISAF)	1,850,000
Total 2026 Capital Budget	**3,680,000**

CURTIN STUDENT GUILD

Curtin Student Guild Capital Budget Accumulating

PROJECT	Cafe Central	Tavern	Precinct Plan B106B, B106D, B106FL1, Courtyards	Website Development	ICT Equipment	Furniture upgrades stand up desks	Contingency	TOTAL	CASH ALLOCATION
Capital Allocated	1,600,000	1,850,000	740,438	100,000	20,000	10,000	50,000	4,370,438	4,576,000
									CAPITAL CASH SURPLUS
Funding Source									
SSAF/ISAF 2025	301,328	301,328	580,438					1,183,094	
SSAF/ISAF 2026	271,191	271,191	110,000					652,382	205,562
SSAF/ISAF 2027	338,951	338,951	50,000	100,000	-	-	-	827,902	
								2,663,378	
Internal Funding	588,530	838,530	-	-	20,000	10,000	50,000	1,507,060	
Project Funding	**1,500,000**	**1,750,000**	**740,438**	**100,000**	**20,000**	**10,000**	**50,000**	**4,170,438**	
Contingencies	100,000	100,000	-	-	-	-	-	200,000	
	7%	*6%*							
Total Project Funding	**1,600,000**	**1,850,000**	**740,438**	**100,000**	**20,000**	**10,000**	**50,000**	**4,370,438**	
Amount Spent									
2025			87,741						
2026 YTD	70,960		249,595						
2027									
2028									
Total	**70,960**	**-**	**337,336**	**-**	**-**	**-**	**-**	**-**	
Forecast Spend									
2026			192,369						
2027									
2028									
Total	**-**	**-**	**192,369**	**-**	**-**	**-**	**-**	**192,369**	
Funds Allocated	**70,960**	**-**	**529,705**	**-**	**-**	**-**	**-**	**600,665**	
Funds Unallocated	**1,529,040**	**1,850,000**	**210,733**	**100,000**	**20,000**	**10,000**	**50,000**	**3,769,773**	
Reconciliation	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	

CONFIDENTIALITY

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CURTIN STUDENT GUILD

57th Guild Council - 9 / GC

GUILD COUNCIL – 12/11/2026

Risk Management Framework

Submitted: Natasha Morgan (General Manager)

Moved: Noor Fellah (Secretary)
Seconded: Dylan Storer (President)

Preamble:

During the September 2026 Finance and Risk Committee meeting, the committee approved and endorsed the Risk Management Framework documents to be forwarded to the Guild Council for Approval.

Motion:

That the Guild Council approve the Risk Management suite of documents including the:

- Risk Management Register,
- Risk Management Framework,
- Risk Management Policy and Statement and
- Risk Management Procedure.

Background:

The Risk Management suite of documents has been comprehensively reviewed and enhanced throughout 2026. These documents have been workshopped with the Finance and Risk Committee, with subsequent revisions made to address the Committee's feedback.

While it is proposed that future approval of risk management documentation be delegated to the Finance and Risk Committee, in accordance with the Guild Risk Register, this recommendation is being submitted to the Guild Council for final approval to fulfil the resolution and recorded minutes of the September 2026 Finance and Risk Committee meeting.

The Finance and Risk Committee therefore recommends that the Guild Council approve the revised Risk Management suite of documents.

Attachments

- CSG.RSK_FM.005 Risk Management Register,
- CSG.RSK_POL.005A Risk Management Framework,
- CSG.RSK_POL.005 Risk Management Policy and Statement and
- CSG.RSK_PRO.005 Risk Management Procedure.

Confidentiality

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RISK MANAGEMENT REGISTER

CURTIN STUDENT GUILD

CSG.RSK_FM.005	RISK MANAGEMENT REGISTER
The Risk Management Register identifies, assesses, tracks, and manages risks in business operation. It is a living document that is regularly reviewed and updated to ensure all identified risks, their impacts, and control measures remain accurate, relevant, and reflective of the Guilds current operating environment and legislative obligations.	

This document is to be read in conjunction with the Risk Management Policy and Procedure. The ratings in this register are derived from the Risk Management Procedure Risk Tables Appendix.

The register is divided into two areas:

- Strategic risks that are reviewed by the Guild Council; and
- Operational risks that are reviewed by the senior leadership, including the Managing Director.

Risks that are outside of control or appetite tolerance of the Policy Risk Appetite Statement or assigned a risk level of extreme are highlighted and addressed within the register.

NB: The Guild maintains dedicated Risk and Alcohol Management Plan(s) within Events, Tavern and Kirribilli (or other activities/operational where deemed appropriate), comprising a risk register and matrix tailored to the specific risks associated with each event or operational area.

Contents:

Page 2 – Summary of Risks
Page 4 – Risks Outside of Tolerance
Page 6 – Risk Register
Page 12 – Changes record

SUMMARY OF RISKS

STRATEGIC RISKS			
No	**Risk**	**Level**	**Control**
Legislative			
1	Parliament acts against Guild	High	Adequate
2	WA Parliament to votes in favour of university merger	High	Adequate
3	Curtin bypasses the Guild	Medium	Adequate
4	Uni intervenes / dismisses Guild council	Low	Adequate
5	Elections disrupted	Low	Adequate
6	Lose 'not-for-profit' status	Low	Excellent
Funding			
7	SSAF Funding reduced	High	Adequate
8	Grant conditions changed	Medium	Adequate
9	Over reliance on a single funding source	Medium	Adequate
Student Engagement			
10	Loss of Guild Knowledge due to annual turnover of elected student representatives	Medium	Adequate
11	Loss of student trust in the Guild representatives or governance	Low	Adequate

OPERATIONAL RISKS			
No	**Risk**	**Level**	**Control**
Compliance			
12	Conflict of interest arises	Medium	Excellent
13	Liquor licensing contravention	Low	Excellent
14	Media / Social Media incident	Low	Adequate
15	Food Safety breach	Low	Adequate
16	Third Party Vendor noncompliance with Guild requirements	Medium	Adequate
17	Misuse of intellectual property including branding, contents and campaigns	Low	Adequate
Financial			
18	Financial loss - Reduced demand	High	Adequate
19	Financial loss - Rising Commercial Labour Costs	Medium	Adequate
20	Running down assets	Medium	Adequate
21	Not acting or seen as sustainable	Medium	Adequate
22	White collar fraud	Low	Adequate
23	Stock loss	Low	Adequate
24	Inadequate Insurance Coverage	Medium	Adequate
25	Failure of Commercial Business units to remain viable	Medium	Excellent

Continued next page…

Student Engagement			
26	Student Reps not productive	High	Adequate
27	Club affiliation declines	Medium	Adequate
28	Event attendance declines	Medium	Adequate
29	Campus quiet/closed	Medium	Adequate
30	Clubs governance breach	Low	Adequate
31	Incident amongst students	Medium	Adequate
32	Working relationship between staff and reps	Medium	Adequate
33	Guild services and activities no longer meeting student needs and expectations	Low	Adequate
34	Failure to provide equitable, inclusive and accessible services	Low	Adequate
35	Failure to adapt to the changes in student needs	Medium	Adequate
Human resources			
36	Workplace industrial issue	Medium	Adequate
37	Workplace injury	Medium	Adequate
38	Loss of multiple key staff	Medium	Adequate
39	Workers - Sexual assault & harassment, Psychosocial harm	High	Adequate
40	Failure to provide equitable, inclusive and accessible services for workers	Low	Excellent

OPERATIONAL RISKS (Continued)			
No	**Risk**	**Level**	**Control**
Safety			
41	Student - Sexual assault & harassment, Psychosocial harm	High	Adequate
42	Theft	Medium	Adequate
43	Serious Staff/Student Harm/Self-Harm	Medium	Adequate
44	Guild buildings not usable / available	Medium	Adequate
Information Technology			
45	Significant IT failure / Data breach	Medium	Adequate
46	System dependency risk overreliance on specific platforms inc the Curtin network	Medium	Adequate
47	Misuse of Artificial Intelligence	Medium	Adequate

RISKS OUTSIDE OF TOLERANCE

Risks outside of Control tolerance

Risk	Control Measure	Comment
Nil		

Risks of Extreme

Risk	Control Measure	Comment
Nil		

Risks outside of Appetite tolerance

Risk	Risk Level	Risk Appetite	Comment
1 Parliament acts against Guild	High	Low (R&R)	High due to consequence level assigned – accepted above tolerance due to unlikely nature of risk occurring
2 WA Parliament to votes in favour of university merger	High	Low (R&R)	High due to consequence level assigned – accepted as risk outside of the Guild's control even with control measures
3 Curtin bypasses the Guild	Medium	Low (R& R)	Medium due to consequence level assigned – accepted above tolerance due to unlikely nature of risk occurring
7 SSAF Funding reduced	High	Low (FS)	High due to consequence level assigned – accepted above tolerance due to unlikely nature of risk occurring
8 Grant conditions changed	Medium	Low (FS)	Medium due to likelihood of event – accepted as risk outside of the Guild's control even with control measures
9 Over reliance on a single funding source	Medium	Low (FS)	Medium due to consequence level assigned – accepted above tolerance due to unlikely nature of risk occurring
12 Conflict of interest arises	Medium	Low (C&G)	Medium due to likelihood of event – accepted above tolerance and control measures are strong
16 3rd Party Vendor	Medium	Low (C&G)	Medium due to likelihood of event – accepted above tolerance as consequence is minor

noncompliance			
17 Financial loss - Reduced demand	High	Low (FS)	High due to consequence level assigned – accepted above tolerance due to historical financial performance
19 Financial loss - Rising Commercial Labour Costs	Medium	Low (FS)	Medium due to likelihood of event – accepted above tolerance as other financial levers can be pulled
20 Running down assets	Medium	Low (FS)	Medium due to consequence level assigned – accepted above tolerance due to unlikely nature of risk occurring
21 Not acting or seen as sustainable	Medium	Low (FS)	Medium due to likelihood of event – accepted above tolerance as consequence is minor
24 Inadequate Insurance Coverage	Medium	Low (FS)	Medium due to consequence level assigned – accepted above tolerance due to unlikely nature of risk occurring
25 Failure of Commercial Business units to remain viable	Medium	Low (FS)	Medium due to likelihood of event – accepted above tolerance and control measures are strong
26 Student Reps not productive	High	Medium (SA&R)	High due to consequence and likelihood – accepted above tolerance
36 Workplace industrial issue	Medium	Low (P&C)	Medium due to consequence and likelihood – accepted above tolerance due to controls in place
37 Workplace injury	Medium	Low (P&C)	Medium due to consequence level assigned – accepted above tolerance due to unlikely nature of risk occurring
38 Loss of multiple key staff	Medium	Low (P&C)	Medium due to consequence level assigned – accepted above tolerance due to unlikely nature of risk occurring
39 Workers - Sexual assault & harassment, Psychosocial harm	High	Low (P&C)	High due to consequence and likelihood – accepted above tolerance due to controls in place
41 Student - Sexual assault & harassment, Psychosocial harm	High	Low (S&W)	High due to consequence and likelihood – accepted above tolerance with ongoing work to improve controls
42 Theft	Medium	Low (S&W)	Medium due to Likelihood – accepted as risk outside of our control even with control measures
43 Serious Staff/Student Harm/Self-Harm	Medium	Low (S&W)	Medium due to consequence level assigned – accepted above tolerance due to unlikely nature of risk occurring
44 Guild buildings not usable / available	Medium	Low (S&W)	Medium due to consequence level assigned – accepted above tolerance due to unlikely nature of risk occurring
45 Significant IT failure / Data breach	Medium	Low (IT)	Medium due to consequence and likelihood – accepted above tolerance as control measures are improving to excellent
46 System dependency risk overreliance on specific platforms inc the Curtin network	Medium	Low (IT)	Medium due to consequence level assigned – accepted above tolerance due to unlikely nature of risk occurring
47 Misuse of Artificial Intelligence	Medium	Low (IT)	Medium due to Likelihood assigned – accepted above tolerance due to consequence assigned as minor

RISK MANAGEMENT REGISTER

Risk No. (A)	Risk Short Title (B)	Description (C)	Consequence (D)	Likelihood (E)	Risk Level (F)	Control Description (G)	Controls (H)	Comment / Actions (I)
STRATEGIC RISKS								
Legislative								
1	Parliament acts against Guild	Scope of the Guild and/or SSAF funding restricted	Critical	Unlikely	High	Lobby federal government through NUS. Lobby local members. Review membership structure	Adequate	Membership was paid and is now free
2	WA Parliament to votes in favour of university merger	Scope of the Guild diminished and/or SSAF funding restricted	Critical	Possible	High	Lobby federal government through NUS. Lobby local members. Advocate for past and current students	Adequate	
3	Curtin bypasses the Guild	Curtin liaises directly with students and not via the Guild	Major	Unlikely	Medium	Make engagement desirable over not engaging. Attend Uni committees, contribute positively, keep Uni informed, be respectful. Act in the best interests of students	Adequate	e.g. protests, activism, media
4	Uni intervenes / dismisses Guild council	Guild breaches Statute / Regs (significant) or serious misconduct	Major	Rare	Low	Vice Chancellor to be informed and provide a warning.	Adequate	
5	Elections timetable disrupted	Unwanted disruption by internal or external events in election process	Minor	Unlikely	Low	Returning Officer and Managing Director can delay or amend the election timetable.	Adequate	Clause 18 of Election and Referenda Regs
6	Lose 'not-for-profit' status	Loss of NFP status with ACNC and ATO due to commercial operations	Major	Rare	Low	Guild cannot change its purpose outside of the Statute and Regulations.	Excellent	Main purpose is legislated
Funding								
7	SSAF Funding reduced	Less funding and/or more restrictive conditions	Critical	Unlikely	High	Lobby state government and local members. Approach media and launch public campaign. Seek SSAF for international students.	Adequate	Will occur as and when needed. Active relationship is being maintained with the current State Government.
8	Grant conditions changed	Less funding and/or more restrictive conditions. Grant is not indexed.	Moderate	Possible	Medium	Maintain high student satisfaction with our services. Meet and exceed KPIs set by the University relating to the Grant.	Adequate	

9	Over reliance on a single funding source	Dependencies on only SSAF funding or only Commercial funding. Less resilient to changes in either.	Major	Unlikely	Medium	Balanced revenue performance. Diversifying income streams	Adequate	
Student Engagement								
10	Loss of Guild Knowledge due to annual turnover of elected student representatives	Yearly elections for half of the Guild council meaning changeover of representatives ever year	Minor	Possible	Medium	Only half of student elected representation roles (six) are up for election each year. Staggered approach. Each rep serves 2-year term. Structured handover	Adequate	
11	Loss of student trust in the Guild representatives or governance	Student unhappy with performance of Guild representatives (protests, unrest)	Minor	Unlikely	Low	Student elected, establish close relationship with students, advertise advocacy work undertaken	Adequate	

Risk No.	Risk Short Title	Description	Consequence	Likelihood	Risk Level	Control Description	Controls	Comment / Actions
OPERATIONAL RISKS								
Compliance								
12	Conflict of interest arises	e.g. appointment of staff member, donations to external orgs, bias towards some clubs	Minor	Possible	Medium	Conflict declaration in Committee meetings, written declaration at start of year. Conflict procedure.	Excellent	
13	Liquor licensing contravention	Significant breach of conditions under the licence	Moderate	Rare	Low	Tav mgr. and Approved Mgr's overseeing liquor licence requirements are experienced / trained.	Excellent	
14	Media / Social Media incident	Inappropriate / unauthorised comments, or online conduct.	Insignificant	Likely	Low	Media / Social media policy/procedure. Reminder at Office bearer induction.	Adequate	
15	Food Safety breach	Food poisoning and/or notice of breach and adverse publicity	Minor	Rare	Low	Professional Chefs oversee food production and meeting health requirements. Council inspections.	Adequate	Food Safety Program established
16	Third Party Vendor noncompliance with Guild requirements	Contractors or suppliers are noncompliant with Guild policy and procedures	Minor	Possible	Medium	Contractor agreement and induction. Monitoring of contractor activity. Uni requirements met	Adequate	Potential to cause harm to our staff and members or themselves
17	Misuse of intellectual property including	Use of IP on unauthorised or inappropriate material	Minor	Unlikely	Low	Approval levels via delegation of authority. Branding instruments on secured system, restricted access	Adequate	

	branding, contents and campaigns							
Finance								
18	Financial loss - Reduced demand	Sales/profitability reduce due to reduced demand. Additional competition (IGA supermarket plus new F&B outlets). Food pricing not to student expectations.	Major	Likely	High	Focus on convenience purchases and uniqueness (Uni branded items). Brand identity and market positioning clear for each outlet. Adjust cost structure and reduce expenses. Vending machines protected until 2028, Value outlets keenly priced.	Adequate	
19	Financial loss - Rising Commercial Labour Costs	Profitability reduces due to rising labour costs	Moderate	Possible	Medium	Efficient rostering based on sales levels. Outlets reconfigured to enable lower staffing levels.	Adequate	Prices increased as and when needed.
20	Running down assets	Lack of investment into rejuvenation of assets when nearing or reached end of useful life.	Moderate	Unlikely	Medium	Lease extensions (to give security of tenure so that we can invest). Funded capital investment plan that matches lease period. Maintenance plan.	Adequate	Refurbishments are on track. The 'Capital Reserve' has been maintained at $1M. All leases until at least end of 2025. Planned maintenance now in place.
21	Not acting or seen as sustainable	Not following Environmental, Social and Governance (ESG) principles	Minor	Possible	Medium	Commercial disposables and recyclable/compostable. Vice President Sustainability & Welfare to be appointed.	Adequate	
22	White collar fraud	Non-violent, financially motivated crimes committed by Guild staff or representatives	Moderate	Rare	Low	Dual signatories required for payments plus the original invoice signed off by goods recipient; tracking expenditure categories against budget; cash reconciliation against budget; annual audit; ensuring staff use leave (and other staff act)	Adequate	
23	Stock loss	Power outage, breakdown, water damage etc	Insignificant	Possible	Low	Multiple storage options - stock can be shifted to minimise losses. Insurance also covers losses.	Adequate	
24	Inadequate Insurance Coverage	Not having the appropriate cover when an unforeseen insurable event occurs	Major	Unlikely	Medium	Insurance advisors (brokers) providing advice on insurance levels based on financial and other metrics. Reviewed yearly	Adequate	
25	Failure of Commercial	Commercial business units not making a profit	Moderate	Possible	Medium	Monthly financial monitoring, close monitoring of expenses and operational efficiencies.	Excellent	

	Business units to remain viable					Advertising on campus. Investment into infrastructure.		
Student Engagement								
26	Student Reps not productive	Reps do not attend meetings and respond to Uni requests	Moderate	Likely	High	Secretary to monitor meeting attendance and follow up. Induction to set clear expectations. Can be removed from office replaced with casual vacancy.	Adequate	
27	Club affiliation declines	Clubs don't affiliate with Guild	Minor	Possible	Medium	Make onboarding smoother and more beneficial for clubs to be affiliated with the Guild. Dedicated Clubs support staff within Guild to assist clubs in affiliation process Marketing to advertise the benefits of club membership and club affiliation	Adequate	Significant changes made to make it easier for clubs.
28	Event attendance declines	Guild becomes irrelevant as event organiser	Moderate	Possible	Medium	Affordable ticket prices & more events free. Additional promotion to those living on campus.	Adequate	
29	Campus quiet/closed	Curtin has bulk/all teaching online. Academic calendar changes. Campus closed (eg Covid19).	Moderate	Possible	Medium	Actively campaign against changes. Campus closed - Having savings or a line of credit to draw on.	Adequate	
30	Clubs governance breach	Failure of affiliates clubs to comply with governance, financial, behavioural and safety obligations	Insignificant	Likely	Low	Clubs Constitution and TidyHQ contain governance requirements Dedicated Clubs support staff within Guild to assist clubs with governance and compliance	Adequate	Now easier for clubs to comply
31	Incident amongst students	Assault, violence, drug abuse, sexual assault, harassment etc at Event, in equity space or in association with a club	Minor	Likely	Medium	Security at a larger events. Risk mitigations for club events. Equity space hours controlled.	Adequate	Gender Based Violence National Code
32	Working relationship between staff and reps	relationship breakdown	Moderate	Possible	Medium	MD & President to liaise weekly. Office bearer induction to clarify roles & expectations.	Adequate	
33	Guild services and activities no longer relevant	Not meeting student needs and expectations	Minor	Unlikely	Low	Engagement and feedback channels with students for services and activities	Adequate	

34	Failure to provide equitable, inclusive and accessible services	Not catering to diversity within Guild	Minor	Rare	Low	Elected student representation that holds diversity in high regard	Adequate	Reputational damage
35	Failure to adapt to the changes in student needs	online vs campus / changing demographics	Moderate	Unlikely	Medium	Work with uni to understand student enrolment demographics and cater to changes for continued student engagement	Adequate	
Human Resources								
36	Workplace industrial issue	strike, fair work matter, bullying and harassment	Moderate	Possible	Medium	Promote a culture of being fair, transparent and management being approachable.	Adequate	
37	Workplace injury	Significant workplace injury, inc students and visitors.	Major	Unlikely	Medium	WHS plan in place, monthly monitoring and auditing with safety checks	Adequate	
38	Loss of multiple key staff	Resignation or removal of key staff throughout the Guild operations	Moderate	Unlikely	Medium	Regular liaison with staff, including Quarterly check ins. Remuneration comparable to or better than market.	Adequate	
39	Workers - Sexual assault & harassment, Psychosocial harm	Focussed on staff and office bearers	Major	Possible	High	Covered in the Work Health and Safety Plan and associated policy/procedure.	Adequate	WHS plan and associated policy/procedures updated
40	Failure to provide equitable, inclusive and accessible services for workers	Not catering to diversity within Guild workers. Not attracting a diverse workforce for better outcomes	Minor	Unlikely	Low	Guild holds recruitment policy and procedure to ensure diversity is encouraged with recruitment processes and within the work environment	Excellent	
Safety								
41	Student - Sexual assault & harassment, Psychosocial harm	Focussed on Student and Club Members	Major	Possible	High	Clubs have clear grievance process, a safe space agreement each member acknowledges (Proactive), and whole guild backs on Uni Gender based violence pol/pro. Safer communities reporting. SARC Training free	Adequate	SARC sexual assault resources centre.
42	Theft	break in and theft	Insignificant	Almost Certain	Medium	Cameras installed where deemed appropriate and thefts reported.	Adequate	Taking highly sought items into consideration for venue layout and placement
43	Serious Staff/Student Harm/Self-Harm	Inappropriate advice. Failing duty of care.	Moderate	Unlikely	Medium	Serious issues/concerns to be referred to relevant professional staff	Adequate	

44	Guild buildings not usable / available	Building not usable (eg safety reasons). Uni places conditions on Guild or terminates lease due to a lease breach.	Major	Unlikely	Medium	Regular meetings with Curtin Properties to maintain good working relationship.	Adequate	
Information Technology								
45	Significant IT failure / Data breach	Hacked, lengthy POS down, privacy breach, extended server/network failure, software licence breach	Moderate	Possible	Medium	Virus protection, backups, and regular patching in place.	Adequate	Penetration testing completed
46	System dependency risk	Overreliance on specific platforms including the Curtin network	Moderate	Unlikely	Medium	Implement redundant systems and alternative access options (e.g., cloud-based platforms and external networks) for critical operations to continue.	Adequate	
47	Misuse of Artificial Intelligence	Misuse of AI, leading to unethical decisions, misinformation, data breaches, or automation of harmful activities	Minor	Possible	Medium	Implement clear access controls, monitoring usage, and staff training to ensure ethical and secure use	Adequate	AI governance policy to be drafted

Changes Made June 2026

2 WA Parliament to votes in favour of university merger – **Added**

5 Elections disrupted – **Likelihood** changed from Rare to unlikely – Changed **control level** from Adequate-Inadequate to Adequate, Added Returning Officer and Managing Director can delay on amend the election timetable, Added Election 'timetable' disruption, Changed internal and external 'parties' to 'events'

9 Over reliance on a single funding source – **Added**

10 Loss of guild Knowledge due to annual turnover of elected student representatives - **Added**

11 Loss of student trust in the Guild representatives or governance – **Added**

12 Conflict of interest arises – Controls changed from adequate to **Excellent** due to strong nature of controls in place.

16 Third Party Vendor noncompliance with Guild requirements – **Added**

17 Misuse of intellectual property including branding, contents and campaigns – **Added**

24 Inadequate Insurance Coverage – **Added**

25 Failure of Commercial Business units to remain viable – **Added**

26 Student Reps not productive – Changed **control level** from Adequate-Inadequate to Adequate, Added controls of 'Induction to set clear expectations. Can be removed from office replaced with casual vacancy'

27 Club affiliation declines – Changed **control level** from Adequate-Inadequate to Adequate, Added Dedicated Clubs support staff within Guild to assist clubs in affiliation process

30 Clubs governance breach – Changed **control level** from Adequate-Inadequate to Adequate, Added Dedicated Clubs support staff within Guild to assist clubs with governance and compliance

33 Guild services and activities no longer meeting student needs and expectations – **Added**

34 Failure to provide equitable, inclusive and accessible services – **Added**

35 Failure to adopt to the changes in student needs – **Added**

40 Failure to provide equitable, inclusive and accessible services for workers – **Added**

41 Student - Sexual assault & harassment, Psychosocial harm - Changed **control level** from Adequate-Inadequate to Adequate, Added Clubs have clear grievance process, a safe space agreement each member acknowledges (Proactive), and whole guild backs on Uni Gender based violence pol/pro. Safer communities reporting. SARC Training free

46 System dependency risk overreliance on specific platforms inc the Curtin network – **Added**

47 Misuse of AI, leading to unethical decisions, misinformation, data breaches, or automation of harmful activities – **Added**

RISK MANAGEMENT & ASSURANCE FRAMEWORK

CURTIN STUDENT GUILD

CSG.RSK_POL.005A	RISK MANAGEMENT AND ASSURANCE FRAMEWORK

Curtin Student Guild is committed to the systematic identification, assessment, and management of risks that may impact the achievement of its objectives. We will implement and maintain a structured risk management framework

Risk management is embedded in all business processes and decision-making activities. We are committed to fostering a proactive risk-aware culture, ensuring risks are managed effectively to protect our people, assets, reputation, and stakeholders.

Category	Risk
Policy Owner	Managing Director
Approval Authority	Finance and Risk Committee
Review Date	30 October 2028
Accountability	All employees of the Curtin Student Guild, Council members, Finance and Risk Committee Members, and all persons participating in Guild business or activities.

Relevant Legislation

- Work Health and Safety Act 2011
- Privacy Act 1988
- Work Health and Safety Act 2020 (WA)
- ISO 31000 Risk Management

Definitions

Governance The system by which an organisation is controlled and operates, and the mechanisms by which it, and its people, are held to account.
Risk The effect of uncertainty on objectives. It is measured in terms of consequence and likelihood.
Risk appetite Amount and type of risk an organisation is prepared to pursue or retain to achieve its objectives. The Guild's risk appetite is detailed in the Risk Appetite Statement.
Risk management framework The set of components (which include the policy and procedures) that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the Guild.

1.0 Purpose

The Risk Management and Assurance Framework (Framework) ensures that the Curtin Student Guild (Guild) systematically identifies, assesses, treats, and monitors risks that could affect its strategic and operational objectives, while providing transparent assurance to the Finance & Risk (F&R) Committee and Guild Council (Council). It establishes a structured and coordinated approach consistent with guidelines set out in AS/NZS ISO 31000:2018 and clarifies the respective responsibilities of the key governance bodies (Council and Finance & Risk Committee (FRC), the Managing Director (MD), General Managers, Managers, and Staff. The Framework is to be read together with the Guilds Risk Management Policy, Risk Management Procedure and Risk Management Plan.

The Framework aims to establish a structured and coordinated approach to risk management and seeks to:

- Ensure that the Guild's operations are within the risk appetite.
- Provide continuous disclosure to Council and F&R Committee of risks approaching or exceeding the risk appetite.
- Promote risk aware behaviour.

By embedding risk management into day-to-day operations, maintaining the Risk Register, and coordinating the annual cycle of assurance activities, will enable the Guild to ensure that risk awareness, control assurance, and performance oversight are integrated across all functions and reported to the F&R Committee and Council in accordance with the approved annual cycle.

2.0 Principles

- **Create and Protect Value:** Risk management supports high-quality services, financial sustainability, and student wellbeing.
- **Integration:** Embedded in strategy, budgeting, operations, projects, and governance.
- **Structured & Timely:** Delivered through the annual cycle in Section 8.
- **Informed Decision-Making:** Based on defined risk appetite and tolerance levels.
- **Continuous Improvement:** Lessons, audits, and incidents inform updates each year.

3.0 Governance Structure

Strategic risks are those that may materially impact the Guild's ability to achieve its strategic objectives and are subject to oversight by Guild Council and the F&R Committee. Operational risks relate to day-to-day activities and are managed by the MD and Senior Management Team (SMT) within the approved risk appetite. Strategic and operational risks may be maintained in separate registers to support clarity of oversight and reporting

The Guild's approach is aimed at establishing clear accountability and assurance at each level.

4.0 Risk Working Group

The MD may establish a cross-functional Risk Working Group (RWG) comprising representatives from key operational areas of the Guild (including a nominated Health and Safety Representative) to support coordination and implementation of the risk management framework.

The MD may co-opt external members to the RWG from time to time.

The purpose of the RWG is to:

- Support consistent application of the Risk Management Framework across the organisation;
- Annual Review and update of risk information including Risk Policy & Procedure, and operational risk register to ensure they remain relevant and current;
- Report review findings and recommendations to the MD and SMT.
- Monitor progress of risk related incidents and treatment actions;
- Identify emerging risks and control gaps;
- Provide Support to the SMT for preparation of risk reporting to the Finance and Risk Committee and Council; and
- Promote risk awareness and capability across functional areas.

The RWG reports to the SMT, which retains responsibility for oversight of operational risk management and escalation of material risks to the MD.

The RWG will typically meet quarterly or as determined by the MD.

The RWG will be chaired by a member of the SMT or a delegate nominated by the MD.

Level	Role / Function	Responsibilities
1st Line: Management & Operations	MD, General Managers, Managers and Staff	• Identify, assess, and control operational, financial, project, and safety risks; • Maintain local registers; • Ensure controls are in place and effective.
2nd Line: Risk Coordination	SMT is supported by the RWG (as designated by the MD.	• Coordinating implementation of the Guild-wide risk framework • Reviewing risk registers and treatment progress • Developing and Monitoring key risk indicators and control assurance activities • Ensuring risks remain within the approved risk appetite • Escalating material or emerging risks to the Managing Director • Providing consolidated risk reporting to the Finance & Risk Committee F&R
3rd Line: Independent Assurance (Finance and Risk Committee (F&R)	Internal or External Review by F&R.	• Conduct risk-based reviews of selected areas and report findings, along with management responses, to the Council.

5.0 Governance Bodies and Key Responsibilities

Body	Core Functions	Frequency
Guild Council	Sets risk appetite; reviews strategic risks annually; endorses Risk Management Plan; notes F&R assurance report.	May–June
Finance & Risk Committee (F&R)	Reviews effectiveness of framework and assurance coverage; recommends risk appetite changes and annual Plan updates to Council.	May (annual) + as required
Managing Director (MD)	Leads the implementation of the risk management framework;	Ongoing

	ensures that the SMT and all functions embed risk management into planning, operations, and reporting; discloses risks approaching or exceeding appetite; chairs SMT risk reviews and provides formal assurance to the F&R Committee. The MD may establish and oversee an RWG to support coordination of the framework review and reporting processes.	
Senior Management Team (SMT) & (RWG)	Supports the MD in operationalising the framework; coordinates risk reviews, treatment tracking, and control-assurance activities; ensures accurate and timely updates to the Risk Register and KRIs; produces annual assurance reports for F&R and Council. The SMT receives input from the RWG and retains responsibility for oversight of operational risk management, validation of risk information, and escalation of material risks to the MD.	Formal reviews three times per year (March, May, August) with ongoing monitoring between cycles.
Risk Working Group (RWG)	Reviews and updates where deemed appropriate to the Guilds Risk Policy, Procedure and Operational Risk Register and for presentation to the SMT. Supports operational coordination of risk management activities; reviews risk information; monitors treatment actions; promotes risk awareness across functions.	Quarterly or as required
General Managers (GMs) & Managers	Maintain risk registers, treat and report risks; conduct annual risk and control reviews in line with	Ongoing

	the Procedure of their relevant areas.	
All Staff and Office Bearers	Act within risk appetite; report emerging risks to managers.	Ongoing

Risk reporting flows from operational areas through the RWG to the SMT, and from the MD to the F&R Committee and Council in accordance with the annual risk cycle.

6.0 Assurance and Control Testing

The SMT implements a Control Assurance Program consistent with the Risk Management Procedure, periodically sampling key controls associated with high or extreme risks to confirm they are in use, documented, current, and effective. Results are incorporated into management and Committee risk reporting.

The RWG may assist in coordinating documentation and evidence for control assurance activities; however, accountability for control effectiveness remains with operational management and oversight remains with the SMT.

Risks assessed as outside risk appetite, or rated High or Extreme without adequate controls, must be escalated to the MD and reported to the F&R Committee. Strategic risks will be reported to Council at least annually and more frequently where material changes occur

7.0 Risk Management Cycle and Milestones

As part of the periodic review requirement under the Risk Management Plan, the MD and SMT will conduct two formal internal reviews each year, typically in March and August, to confirm that high and extreme risks, their controls, and treatments remain current and effective.

Each review will:

- Reassess and update the overall risk profile in accordance with the Risk Management Procedure.
- Review and update controls for all risks rated ‘high’ or ‘extreme’.
- Complete any existing treatment actions and determine any additional controls or actions required.

Outcomes from the biannual reviews are consolidated into a single Annual Risk & Assurance Report, submitted to the F&RR Committee and Council each May.

Time	**Activity**	**Responsible**	**Output**
March – Start-Year Risk Review	SMT reviews previous year’s outcomes, updates the Risk Register and Key Risk Indicators (KRIs), and confirms the annual work program.	SMT / MD	Updated Guild Risk Register and annual Risk Work Plan.
May – Annual F&R and Council Review	F&R Committee reviews the effectiveness of the framework, risk appetite, and high/extreme risks; Council approves the	F&RR Committee / Council	Annual Risk & Assurance Report and approved Risk Management Plan.

	updated Risk Management Plan.		
August – Mid-Year Assurance Review	SMT reviews treatment progress and control-assurance results.	SMT / MD	Mid-Year Risk Update and Control-Assurance Review.

Note: The Annual Risk & Assurance Report will cover the reporting period 1 March to 30 April each year for submission to the May F&RR Committee and Council. This cycle satisfies the biannual review requirement under the Guild's Risk Management Plan and the annual review requirement under the Risk Management Policy and Procedure, while ensuring ongoing visibility of emerging or material risks.

8.0 Review and Approval

Step	Timing	Responsible	Outcome
Framework review and update	April	SMT	Revised Framework drafted
Endorsement	May	F&RR Committee	Recommendation to Council
Adoption	June	Council	Formal approval recorded in Council minutes

REVISION HISTORY

Revision Ref. No.	Approved/ Amended/ Rescinded	Date	Committee/Board	Resolution Number
New	Approved		Executive	

RISK MANAGEMENT POLICY

CURTIN STUDENT GUILD

CSG.RSK_POL.005	RISK MANAGEMENT POLICY & RISK APPETITE STATEMENT
Curtin Student Guild is committed to the systematic identification, assessment, and management of risks that may impact the achievement of its objectives. We will implement and maintain a structured risk management framework **Risk management is embedded in all business processes and decision-making activities. We are committed to fostering a proactive risk-aware culture, ensuring risks are managed effectively to protect our people, assets, reputation, and stakeholders.**	

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Risk management framework The set of components (which include the policy and procedures) that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the Guild.

1.0 POLICY

1.1 PURPOSE

To support the Guild to achieve its strategic and operational objectives by:

- assisting commercial areas make prudent risk-based decisions;
- enabling high performance across Guild services and activities within an agreed risk appetite;

- promoting risk aware behaviours and continuous disclosure;
- supporting a healthy, safe and environmentally sustainable University community;
- enabling timely resumption of key services in the event of a major disruption; and
- providing assurance to students, staff, regulators, the University and other stakeholders that the Guild has a systematic pro-active approach to risk as part of overall Guild governance.

2.0 STATEMENT

2.1 Risk Appetite

The Guild's risk appetite is defined in the Risk Appetite Statement approved by Guild Council and should guide decision-making across the organisation.

2.2 Behaviours

The following behaviours will be evident:

a) The Guild will ensure that risk aware behaviours and risk processes are integrated into business activities
b) Decisions will consider risk exposure, alignment with the Guild's risk appetite, and impacts on objectives. Where risks fall outside the approved appetite, appropriate controls will be considered and implemented where practicable to reduce the risk, or the matter will be escalated in accordance with the Risk Management Framework.
c) Managers will monitor risk and communicate significant risks to the relevant Guild Committee

2.3 Risk Management Standards

The Guild's Risk Management Framework will consist of:

- This policy
- The Risk Management Procedure (and the Risk Reference Tables therein)
- Risk Management Plan

And will be broadly consistent with the risk management approach of:

- Curtin University, and
- AS/NZS ISO 31000:2009, Risk Management – Principles and Guidelines

3.0 RESPONSIBILITY FOR IMPLEMENTATION AND COMPLIANCE MONITORING

3.1 Council

Councils role is to:

a) Set and review the Guild's risk appetite;
Promote risk aware behaviours;
Monitor and action significant issues/opportunities, including those on the effectiveness of the risk management framework.

3.2 Finance and Risk Committee

The Guild's Finance and Risk Committee's role is to:

a) Examine and consider the appropriateness of the Guild's risk management. This will include providing an objective and robust view to Council on the effectiveness of the risk management framework.
b) Recommend the annual Risk Management Plan to the Guild Council.
c) Receive reports on the implementation and management of the Risk Management Plan by:

i Monitoring and actioning risk reports.

ii Reporting significant issues/opportunities arising from those reports to Council.

d) To determine any aspects of the Guild that should be audited or reviewed and the means by which the audit or review will be conducted

3.3 Managing Director and Staff

The role of the Managing Director and Guild Administration is to:

a) Ensure that the Guild's operations are within the risk appetite.
b) Provide continuous disclosure to Council and Finance and Risk Committee of risks approaching or exceeding the risk appetite.
c) Promote risk aware behaviour.

The role of staff is to take all reasonable steps to ensure that operations are within the risk appetite.

REVISION HISTORY

Revision Ref. No.	Approved/ Amended/ Rescinded	Date	Committee/Board	Resolution Number
New	Approved	12/2/2018	Executive	#7/2018
Rev 1	Approved	30/5/2019	Guild Council	#18/2019
Rev 2	Approved	28/5/2020	Guild Council	#16/2020
Rev 3	Approved	24/6/2021	Guild Council	#26/2021
Rev 4	Approved	26/5/2022	Guild Council	#49/2022
Rev 5	Approved	24/5/2023	Guild Council	#36/2023
Rev 6	Approved	31/7/2024	Guild Council	#XX/2024
Rev 7			Guild Council	

Curtin Student Guild

Risk Appetite Statement

4.0 Purpose

This document explains the level of risk the Curtin Student Guild (the Guild) is willing to take to achieve its mission.

It supports the Guild's Strategic Plan 2026–2029 and helps the Council, Committees, Staff, and Office Bearers have a consistent and risk-focused lens when making decisions about:

- Planning and projects
- Spending and investments
- Services and operations
- Advocacy and innovation

The aim is not to avoid risk, but to take the **right risks in a responsible way**.

5.0 Our Overall Approach to Risk

The Guild generally has a low appetite for risk, with a moderate appetite in areas where responsible risk-taking is necessary to achieve its strategic objectives, particularly advocacy, service delivery, and innovation.

This means we are willing to take reasonable risks where they:

- Improve student outcomes
- Support innovation and growth
- Strengthen services or advocacy
- Deliver long-term value

However, we have **very low or zero tolerance** for risks that could:

- Harm people
- Break the law or regulations
- Threaten financial sustainability
- Damage the Guild's independence or integrity
- Seriously harm our reputation

6.0 How Risk Supports Our Strategy

Achieving the Strategic Plan requires responsible risk-taking, particularly in:

- Student Advocacy, Services, and Engagement, Financial Stability and Growth
- Our Workforce and our Volunteers
- Partnerships and projects
- Being transparent, strategic, and Responsive.
- Innovating for the future

Risk appetite helps ensure decisions are informed, balanced, and aligned with Guild Strategic Pillars.

RISK APPETITE BY AREA

Safety and Wellbeing

Low

We do not accept risks that could cause serious harm to students, staff, volunteers, or the community. Safety obligations must always be met.

Compliance and Governance

Low

We have low tolerance for:

- Legal or regulatory breaches
- Governance failures
- Ethical misconduct

We aim to operate transparently and responsibly at all times.

Financial Sustainability

Low

We aim to remain financially stable and sustainable.
We may accept financial risk where:

- There is a clear benefit to students
- Risks are understood and mitigated to the lowest level achievable
- Council approval is obtained where required

Reputation and Relationships

Low

Trust and credibility are critical.
We avoid actions that could significantly damage relationships with Students, the University, partners, regulators, and the wider community.
However, some reputational risk may be accepted where advocacy or representation requires it.

Commercial and Operational Activities

Medium

We accept reasonable operational risk in delivering services, events, and commercial activities, provided:

- Activities are financially, operationally, and, where relevant, environmentally sustainable
- Appropriate resources, capability, and contingency arrangements are in place
- Appropriate controls are in place, including policies, procedures, supervision, financial oversight, contingency planning, and monitoring
- Safety of all parties and compliance with laws and regulations is maintained

Student Advocacy and Representation

Medium

Student Advocacy is a core role of the Guild.
We accept reasonable risk when advocating for students, challenging decisions, or taking public positions on matters affecting students, provided actions are lawful, ethical, evidence-based, and aligned with the Guild's values and strategic priorities. This may include accepting some reputational or relationship risk where it is necessary to effectively represent student interests.

Innovation and Future Initiatives

Medium

We encourage innovation and improvement.
Some initiatives may not succeed, and that is acceptable where learning occurs and risks are managed responsibly.

People and Culture

Low

Our people are critical to success.
We have low tolerance for risks that undermine wellbeing, capability, leadership, or culture.

Information and Technology

Low

We have low tolerance for:

- Breaches in data privacy and security
- System failures affecting critical services
- Misuse of information technology systems and data

Fraud and Misuse of Resources

Low

Fraud, corruption, or intentional misuse of resources is not acceptable.

Roles and Responsibilities

- **Guild Council** sets the overall risk appetite.
- **Finance and Risk Committee** monitors risk exposure and framework effectiveness.
- **Managing Director and Executive** manage risks within the approved appetite.
- **All staff and Office Bearers** are expected to consider risk in their decisions.

Training and Monitoring

We will provide appropriate training and guidance to staff, Office Bearers, and volunteers to support a risk-aware culture and consistent application of this Statement.

Monitoring and Reporting

Risk exposure is monitored through:

- Risk registers
- Strategic risk reporting
- Committee oversight
- Incident reporting and reviews

The Council and the Finance and Risk Committee receive regular updates.

Review

This statement will be reviewed periodically and updated if the Guild's strategy or operating environment changes.

RISK MANAGEMENT PROCEDURE

CURTIN STUDENT GUILD

CSG.RSK_PRO.005	RISK MANAGEMENT PROCEDURE
Curtin Student Guild is committed to the systematic identification, assessment, and management of risks that may impact the achievement of its objectives. We will implement and maintain a structured risk management framework **Risk management is embedded in all business processes and decision-making activities. We are committed to fostering a proactive risk-aware culture, ensuring risks are managed effectively to protect our people, assets, reputation, and stakeholders.**	

Category	Risk
Procedure Owner	Managing Director
Approval Authority	Guild President (on MD Recommendation)
Review Date	30 October 2028
Accountability	All employees of the Curtin Student Guild, Council members, Finance and Risk Committee Members, and all persons participating in Guild business or activities.

DEFINITIONS

Business continuity: The capability to continue to deliver products or services at acceptable predefined levels following a disruptive event.

Controls: Controls are measures put in place to reduce the level of risk. Controls in order of effectiveness with examples are:

- Eliminate – eliminate the risk, cease the task, remove the hazard
- Substitute – replace with a less hazardous task/process, utilise alternative material
- Isolate – isolate people from the risk, use enclosures, restrict access
- Engineering – guarding, ventilation, trolleys to move loads, redesign
- Administrative – Safe Work Procedure, training, permits
- Personal Protective Equipment (PPE) – gloves, goggles, safety shoes

Governance: The system by which an organisation is controlled and operates, and the mechanisms by which it, and its people, are held to account.

Likelihood: The chance that something might happen. Likelihood can be defined, determined, or measured objectively or subjectively and can be expressed either qualitatively or quantitatively.

Residual Risk: The risk level that remains after Controls are put in place to reduce the level of risk.

Risk: The effect of uncertainty on objectives. It is measured in terms of consequence and likelihood.

Risk appetite: Amount and type of risk an organisation is prepared to pursue or retain to achieve its objectives. The Guild's risk appetite is detailed in the attached Risk Reference Tables.

Risk assessment: A process to identify, analyse and evaluate risk. It provides an understanding of risks, their causes, consequences and likelihood.

Risk management framework: The set of components (which include the policy and procedures) that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the Guild.

1.0 IMPLEMENTATION PRINCIPLES

1.1 Types of Risk

Risks will be categorised as Strategic or Operational (includes business continuity) and will be classified in the areas as stated in the risk appetite statement.

1.2 Responsibilities

Responsibilities are:

Guild Council will:
- Set the Guild's risk appetite and
- Review Strategic risks annually

Guild's Finance and Risk Committee will:
- Annually review the effectiveness of the risk management framework

Managing Director will:
- Continuously disclose risks approaching or exceeding the risk appetite

Guild Senior Leadership will:
- Review, assess and treat operational risks (including business continuity) at least annually and project/contract risks on a case by case basis prior to incurring any material expenditure
- Take all reasonable steps to ensure that operations are within the risk appetite.

2.0 PROCEDURAL DETAILS

Risk analysis is informed and supported by:

Risk Type	Subtype	Informed by	Risk Analysis Supported by
Strategic		Strategic Plan Enabling Plan Curtin University Master Plan	PEST (Political, Economic, Social, and Technological) analysis and SWOT
Operational	General	Performance Data External Audit Report Claims History	Service Catalogue (a list of services/products) Knowing desired Characteristics, e.g.: • Meet stakeholder needs • Value for money • Accurate and timely • Compliance
	Safety	Safety Incidents Claims History Inspections	Standard safety incident categories
	Business Continuity	Business Continuity Plan	
Financial		Budgets Monthly results External audit reports	
Project or Contract		Project Plan / Contract	Standard project/contract incident categories

Detailed analysis is then as follows:

Stage	Steps	Example
Context	List the outcomes/services/products you deliver	Marketing of Guild services
	For each, think about the key dependencies (such as people, financial, records, assets, information, stakeholders etc)	Students are a key stakeholder
Identification	Identify the Risks	Students not aware of Guild services
	Assign a Risk Owner	Manager, Student Engagement
Analysis	Determine the causes of the risk	Lack of Guild branding Lack of awareness of Guild services
	Determine the impacts of the risk	The Guild is not considered relevant Student experience is poorer
	List the controls that are in place	Guild promoted through digital channels Cobranding has been introduced
	Assign an overall controls rating (i.e. 'Excellent', 'Adequate', or 'Inadequate')	Adequate
Evaluation	For each relevant consequence category determine a consequence and likelihood rating	Reputation – Minor impact (3) is Almost Certain (5)
	Work out the Level of Risk (Consequence X Likelihood) & Risk Rating	Level of Risk = 15, High Risk
	Refer to the Risk Acceptance Criteria Table to determine the acceptability of the risk	Not within Risk Appetite, control rating needs to be Excellent. MD is to be assigned as the Risk Owner.
Treatment	For risks requiring treatments (additional or modified controls), work out the treatment and implement.	Develop and implement a marketing strategy
ReEvaluation	Determine the Residual Risk (the Level of Risk with the risk treatment in place)	Reputation – Minor impact (3) is Likely (4). Level of Risk = 12, Medium Risk

REVISION HISTORY

Revision Ref. No.	Approved/ Amended/ Rescinded	Date	Committee/Board	Resolution Number
New	Approved	6/3/2018	Guild President	
1	Amended	27/5/2019	Guild President	
2	Amended	2/7/2021	Guild President	
3	Amended	24/7/2024	Guild Council	
4	Amended		Guild President	

RISK TABLES APPENDIX

The attached Risk Tables are used to assess the risk level.

Table 1 – Risk Rating Matrix

Column F in Risk Register
Determine the risk rating from the selected consequence and selected likelihood levels.

Table 2 -Consequence Categories

Column D in Risk Register
Vertical axis of Risk Rating Matrix
Determines the impact level of the consequence cross impact categories

Table 3 -Likelihood Rating

Column E in Risk Register
Horizontal axis of Risk Rating Matrix
Determines the level based on the likelihood or frequency of a risk event occurring

Table 4 -Risk Rating Matrix outcomes

Column F in Risk Register
Outcome of consequence and likelihood.
Aligning acceptance and ownership criteria for the outcome.

Table 5 -Risk Controls Rating

Column H in Risk Register
The adequacy of the controls that are in place for each risk event.

Table 1 – RISK RATING MATRIX

Determine the Risk Rating from the selected consequence and the selected likelihood Levels
Where there are multiple ratings for a risk, the highest combination of Consequence/Likelihood is taken as the final rating (do not average out the ratings).
Level of Risk = Consequence x Likelihood

RISK		LIKELIHOOD LEVEL				
		Rare	Unlikely	Possible	Likely	Almost Certain
CONSEQUENCE LEVEL	Critical	Medium	High	High	Extreme	Extreme
	Major	Low	Medium	High	High	Extreme
	Moderate	Low	Medium	Medium	High	High
	Minor	Low	Low	Medium	Medium	High
	Insignificant	Low	Low	Low	Low	Medium

Table 2 -CONSEQUENCE CATEGORIES

Consider the Consequence categories. For the given Risk Event select the relevant Consequence/Impact categories and apply a rating.
The ratings are determined with the existing controls in place.
Risk appetite is defined by: Red – Outside Appetite; Amber – Tolerable; Green – Within Appetite

Level	Consequence/Impact Category						
	Financial	**Performance**	**Safety**	**Environment**	**Reputation**	**Compliance**	**Service Interruption/ Customer**
Critical	>90% EBDA (> $500k)	Adverse KPI** variation >25%. Student satisfaction rating decrease > 25%.	Fatality; Permanent total disability.	Permanent environmental damage; Extensive damage to an area that extends outside of campus borders.	Irreparable damage to brand. Total loss of credibility with key stakeholders. Extensive media coverage. Student and/or community outrage.	Non-compliance or breach of legislation resulting in deregistration and/or no student autonomy.	University wide interruption of Guild services during peak period of > 1 week.
Major	25-90% EBDA ($150k - $500k)	Adverse KPI variation 20-25%. Student satisfaction rating decrease > 20-25%.	Significant/ extensive injury or illness; Permanent partial disability.	Long term environmental damage requiring high level of intervention – remediation uncertain; Damage extending to a large area.	Escalating long term damage to brand. Damage to key stakeholder relationships. Loss of key staff. Significant adverse social or mainstream media for more than 2 weeks. Sustained reduction (>15%) in student / staff satisfaction.	Non-compliance or breach of legislation resulting in reduced student autonomy and/or formal direction from a regulator or administrative body that imposes operational constraints/restrictions. Criminal or quasi-criminal charges.	University wide interruption of Guild services during peak period of 3 days to 1 week. Removal of student discounts.
(3) Moderate	10-25% EBDA ($50k-$150k)	Adverse KPI variation 15-20%. Student satisfaction rating decrease > 15-20%.	Middle to long term injury (able to return to work), or Long term condition.	Short term environmental or social amenity damage requiring some intervention; Damage affecting a moderate area and remediation challenging.	Medium term damage to brand. Escalating adverse social or mainstream media between 1 and 2 weeks. Weakened relationships with a number of significant stakeholders. Sustained reduction (>5%) in student / staff satisfaction	Non-compliance or breach of legislation resulting in a temporary reduction in student autonomy and/or formal direction from a regulator or administrative body with threat of prosecution.	University wide interruption of Guild services during peak period of 1 to 3 days. Single outlet not available for 3 months or longer. More than 1 major event cancelled (not 'act of God'). Student discounts < 5%.

(2) Minor	2.5-10% EBDA ($15k-$50k)	Adverse KPI variation 5-15%. Student satisfaction rating decrease > 5-15%.	Injury requiring medical treatment	Short term environmental or social amenity damage, easily remediated; Damage affecting a small area.	Minimal damage to brand; Damage to some stakeholder Relationships. Temporary adverse change to student / staff satisfaction. Adverse social and mainstream media for less than 1 week.	Non-compliance or breach of legislation resulting in formal direction from a regulator or administrative body with administrative or minor operational impacts.	University wide interruption of Guild services during peak period of 1/2 to 1 day. Single outlet not available for 1 month. Major event cancelled (not 'act of God')
(1) Insignificant	<2.5% EBDA* (< 15$k)	Adverse KPI variation <5%. Student satisfaction rating decrease > 5%.	Injury or illness not requiring treatment beyond first aid.	Small environmental or social amenity damage, immediately remediated; Very small area affected.	Once off coverage; No damage to brand. Negligible social and mainstream media. Insignificant weakening of a single stakeholder relationship. Little impact to student / staff satisfaction.	Non-compliance resulting in either informal or no direction from a regulator or administrative body.	University wide interruption of Guild services during peak period of less than 1/2 day. Single outlet not available for 1 week.

* EBDA = earnings before depreciation and amortisation. $ figures based on EBDA of $569k.

** KPIs include: number of clubs; number of events; number of student assist consults; digital engagement and reach; number of events

Table 3 - LIKELIHOOD RATING TABLE
Select the appropriate Likelihood or Frequency rating of the Risk Event occurring for the selected Consequence level, given the controls are in place.

Level	Rare	Unlikely	Possible	Likely	Almost Certain
LIKELIHOOD	The event may occur only in exceptional circumstances	Not expected but the event may occur at some time	The event could occur at some time	The event will probably occur in most circumstances	The event is expected to occur or has occurred and is expected to continue to impact
FREQUENCY	Less than once in 10 years	At least once between 5 and 10 years	At least once between 1 and 5 years	Once per year	More than once per year

Table 4 -RISK RATING MATRIX OUTCOMES

Make an acceptance decision. Based on the defined risk rating, use the Risk Acceptance Criteria Table to determine an appropriate decision and response.

Risk Rating	Criteria for Acceptance of Risk and Risk Review	Criteria for Risk Ownership and Risk Reporting
Extreme	Risk is Out of Appetite. Requires a control rating of Excellent. Urgent Management attention required. Treatment Action Plans to be developed and actioned immediately. To be reviewed at least every 6 months.	Owned by the Guild President. Reported to the Finance and Risk Committee and Council.
High	Risk may be Tolerable or Out of Appetite. Requires a control rating of Excellent. Management preliminary assessment required. Treatment Action Plans, where necessary, to be developed and actioned within 12 months for Tolerable Risks (subject to preliminary assessment and cost-benefit justification). To be reviewed at least every 12 months.	Owned by the Managing Director. Reported to the Finance and Risk Committee and Guild President
Medium	Risk is Acceptable. Requires a control rating of Adequate. Monitor risk for any change in operating environment. Treatment Action Plans, where necessary, to be developed and actioned within 12-24 months for Acceptable Risks (subject to preliminary assessment and cost-benefit justification).To be reviewed every 12 months.	Owned by General Managers Reported to Managing Director and Guild Executive
Low	Risk is Acceptable. Requires a control rating of Adequate (or if the risk without any controls is Low, then a control rating of Inadequate will suffice) Monitor risk for any change in operating environment. To be reviewed every 12 months.	Owned by General Managers Reported to the Managing Director

Table 5 -RISK CONTROLS RATING

The adequacy of the controls is assessed on a common sense, qualitative basis. This can be viewed as a reasonableness test, i.e. are you doing what is reasonable under the circumstances to prevent or minimise the impacts of the risk?

Descriptor	Foreseeable	Detail
Excellent	More than what a reasonable person would be expected to do in the circumstances.	Controls fully in place and require only ongoing maintenance and monitoring. Protection systems are being continuously reviewed and procedures are regularly tested.
Adequate	Only what a reasonable person would be expected to do in the circumstances.	Being addressed reasonably. Protection systems are in place and procedures exist for common or typical circumstances. Periodic review.
Inadequate	Less than what a reasonable person would be expected to do in the circumstances.	Little to no action being taken. No protection systems exist or they have not been reviewed for some time. No formalised procedures.

Control Assurance Questions

1. Is the control in use?
2. Is the control documented?
3. Is the control up to date?
4. Is the control effective?

If you answered 'Yes' to all 4 questions.

If you answered 'Yes' to 2 or 3 questions, the control may require some improvements.

If you answered 'Yes' to 1 or less questions, the control may require significant improvements.

CONFIDENTIALITY

☑ OPEN
☐ CONFIDENTIAL

CURTIN STUDENT GUILD

57th Guild Council - 9 / GC

GUILD COUNCIL – 12/11/2026

Clubs & Societies Policies

Submitted: Moira Aynsley (General Manager – Student Services)
Moved: Noor Fellah (Secretary)
Seconded: Dylan Storer (President)

Preamble:

A comprehensive review of the Guild's Clubs & Societies governance documents has resulted in a consolidated policy framework. Guild Council approval is sought to adopt three revised policies and rescind the superseded governance documents.

Motion:

That Guild Council:

1. Approves the adoption of the CSG_Clubs_POL_001_Clubs & Societies Policy;
2. Approves the adoption of the CSG_Clubs_POL_002_Clubs & Societies Individual Conduct Policy;
3. Approves the adoption of the CSG_Clubs_POL_003_External Club Sponsorships & Partnerships Policy; and
4. Rescinds the following governance documents:
   - Clubs Charter
   - Registration of New Clubs Policy
   - Club Renewals Policy
   - Club Events Policy
   - Clubs Sponsorship Policy
   - Clubs Escalation Policy

Background:

The existing governance arrangements have been spread across multiple standalone documents, creating duplicated obligations and inconsistent terminology. The revised Clubs & Societies Policy brings registration, renewals, financial management, funding, events, compliance and appeals into a lifecycle-based framework, including automatic renewal for compliant clubs.

The dedicated Individual Conduct Policy separates personal conduct matters from club governance. The External Club Sponsorships & Partnerships Policy introduces clearer expectations for transparency and club independence. The review was informed by consultation with Clubs Support, governance staff, the Vice President – Activities and club executives.

The superseded policies are proposed for rescission to avoid duplication and establish a consistent source of governance requirements.

Attachments

- CSG_Clubs_POL_001_Clubs & Societies Policy_FINAL
- CSG_Clubs_POL_002_Clubs & Societies Individual Conduct_FINAL
- CSG_Clubs_POL_003_External Club Sponsorships & Partnerships Policy
- Previous policies: https://guild.curtin.edu.au/clubresources/governance/

Club & Societies Policies

Submitted by	Moira Aynsley, General Manager – Student Services
Sponsoring Department	Vice President - Activities
Attachments	∂ CSG_Clubs_POL_001_Clubs & Societies Policy_FINAL ∂ CSG_Clubs_POL_002_Clubs & Societies Individual Conduct_FINAL ∂ CSG_Clubs_POL_003_External Club Sponsorships & Partnerships Policy ∂ https://guild.curtin.edu.au/clubresources/governance/ (previous policies)
Report Type	☑ Decision ☐ Discussion ☐ Noting
Motion	It is recommended that Guild Council: **That Guild Council:** 1. Approves the adoption of the CSG_Clubs_POL_001_Clubs & Society Policy 2. Approves the adoption of the CSG_Clubs_POL_002_Clubs & Society Individual Conduct Policy 3. Approves the adoption of the CSG_Clubs_POL_003_External Club Sponsorships & Partnerships Policy 4. Rescinds the following governance documents: ∂ Clubs Charter ∂ Registration of New Clubs Policy ∂ Club Renewals Policy ∂ Club Events Policy ∂ Clubs Sponsorship Policy ∂ Clubs Escalation Policy

Executive Summary

This report presents the outcomes of a comprehensive review of the Guild's Clubs & Societies policies and seeks Council approval for the adoption of a new Clubs & Society Policy (CSG_Clubs_POL_001), Individual Conduct Policy (CSG_Clubs_POL_002) and External Club Sponsorship & Partnerships Policy (CSG_Clubs_POL_003).

The review has resulted in the consolidation of multiple standalone clubs governance policies into a streamlined, lifecycle-based framework that is simpler to administer, easier for Clubs to navigate and better aligned with contemporary governance practices.

The proposed framework strengthens governance oversight, improves procedural fairness, establishes clearer accountability mechanisms and reduces unnecessary administrative burden on student volunteers and Guild staff. It also separates individual conduct matters from operational governance matters through the introduction of a dedicated Individual Conduct Policy and establishes a standalone External Sponsorship & Partnerships Policy to support transparency, protect club independence and provide a clear governance framework for engagement with external organisations.

Background

The Guild's Clubs governance framework has historically been administered through multiple standalone documents, including:

- Clubs Charter
- Registration of New Clubs Policy
- Club Renewals Policy
- Club Events Policy
- Clubs Sponsorship Policy
- Clubs Escalation Policy
- Default Club Constitution

Over time, this structure has resulted in duplicated requirements, overlapping obligations, inconsistent terminology and governance provisions being spread across multiple documents.

The review was undertaken to:

- Create a single source of truth for Clubs governance
- Improve policy accessibility and usability
- Strengthen governance and compliance arrangements
- Standardise decision-making and appeals processes
- Reduce policy duplication and administrative complexity
- Establish a scalable framework to support future growth of the Clubs program

Consultation

The review has been informed through consultation with:

- Clubs Support staff
- Governance staff
- The Vice President – Activities
- Club Executives
- Internal governance workshops and policy review discussions

Key Changes

1. Consolidation into a Single Governance Framework

The proposed Clubs & Societies Policy consolidates the requirements previously contained across multiple standalone Clubs governance policies into a single, integrated framework. This establishes a central source of governance requirements for Clubs, Guild staff and decision-makers and replaces the current policy suite comprising separate registration, renewal, finance, sponsorship, events and escalation policies.

The consolidated framework now governs:

- Registration and renewal
- Governance and administrative requirements
- Financial management, banking and sponsorship
- Guild funding and grants
- Activities and events
- Compliance and intervention
- Reviews and appeals
- Club dissolution and deregistration

This approach reduces duplication, improves consistency and creates a single source of truth for Clubs governance.

2. Lifecycle-Based Structure and Streamlined Administration

The new policy has been structured around the lifecycle of a Club, from establishment through to dissolution. Rather than requiring Clubs to navigate multiple standalone documents, obligations are presented in a logical sequence.

This addresses a gap in the previous framework, where core Club requirements were contained within the New Club Registration Policy. As a result, existing Clubs did not always readily identify or reference requirements that continued to apply to them after registration.

The framework also introduces an automatic renewal pathway for Clubs that continue to meet registration requirements, reducing administrative burden for compliant Clubs while enabling greater focus on governance and compliance matters where risks have been identified.

3. Enhanced Governance, Independence and Accountability

The review strengthens governance expectations and introduces a more contemporary governance framework for Guild-registered Clubs.

Key improvements include:

- Clear registration and ongoing eligibility requirements
- Stronger requirements relating to student-led governance and independence
- Enhanced transparency regarding external affiliations and sponsorship relationships
- Formal delegation pathways and decision-making authority
- A consolidated reviews and appeals framework
- Clearer governance responsibilities for Club officers and committees

These changes improve accountability, transparency, consistency and procedural fairness across the Clubs program.

4. Registration Status Framework and Risk-Based Oversight

A significant governance enhancement is the introduction of formal Registration Statuses, providing a clearer and more transparent framework for monitoring compliance and supporting Clubs to maintain registration.

5. Improved Financial Governance

Financial management, banking, sponsorship and Guild funding requirements have been consolidated into a single governance framework.

Key enhancements include:

- Principles-based financial stewardship requirements
- Stronger banking and oversight controls
- Clear expenditure approval expectations
- Defined funding eligibility requirements
- Acquittal and reporting obligations
- Sponsorship transparency requirements
- Consolidated powers relating to financial reviews and audits

6. Integrated Compliance, Intervention and Appeals Framework

The new framework replaces the previous standalone escalation arrangements with an integrated compliance and intervention model that links registration status, compliance management, intervention powers and review processes.

The framework introduces a structured escalation pathway comprising:

- Advisory Notices
- Compliance Notices
- Corrective Action Notices
- Warnings
- Show Cause processes
- Registration Status interventions

The framework also consolidates review and appeal rights into a single process, improving transparency, consistency and procedural fairness across all governance decisions.

7. Dedicated Individual Conduct Framework

Individual conduct matters have been removed from the operational governance framework and incorporated into a standalone Clubs & Societies Individual Conduct Policy. This creates a clear distinction between organisational governance issues and individual behavioural matters while ensuring both are managed through appropriate processes.

The Individual Conduct Policy applies to:

- Club Officers
- Members
- Participants

- Volunteers
- Event attendees
- Prospective members

The policy establishes clear conduct expectations, intervention powers, safety-based actions and review rights while supporting the safe and effective operation of Guild-registered Clubs and Societies.

8. Dedicated External Sponsorship & Partnerships Framework

During the review process it became apparent that external sponsorships, donations, partnerships and affiliate arrangements required greater visibility and a dedicated governance framework.

While sponsorship requirements were historically embedded within broader Clubs governance documents, external organisations frequently seek access to sponsorship requirements without requiring access to unrelated Club governance provisions. A standalone External Sponsorship & Partnerships Policy has therefore been developed to provide a clear and accessible framework for Clubs, sponsors and external organisations.

The policy:

- Supports Clubs in obtaining appropriate external support and funding
- Preserves the student-led and independent nature of Clubs
- Establishes transparency requirements for sponsorship and partnership arrangements
- Clarifies the responsibilities of Clubs, sponsors and the Guild
- Provides a framework for Guild oversight and intervention where arrangements present governance, operational, safety or reputational concerns

The policy also strengthens existing controls by explicitly prohibiting sponsors and external organisations from directing Club governance, elections, membership decisions, finances or operational decision-making.

Clubs Charter

As part of this review, it is recommended that the Clubs Charter be rescinded.

The majority of governance expectations, behavioural standards and operational requirements previously contained within the Charter have now been incorporated into the Clubs & Societies Policy, Individual Conduct Policy and associated governance documents. Retaining the Charter would create duplication, increase the risk of inconsistency and undermine the objective of establishing a single source of truth for Clubs governance.

Where acknowledgement of Officer responsibilities remains appropriate, these commitments will be incorporated into the Club Officer Statement completed during registration and annual renewal processes.

CSG.CLUB_POL.001	**CLUBS & SOCIETIES POLICY**

This Policy establishes the requirements for the registration, governance, administration, financial management, funding, activities, compliance and ongoing operation of Guild-affiliated clubs and societies. It outlines the responsibilities of clubs, their members and officers, and provides the framework through which the Guild supports, oversees and regulates clubs and societies.

Category	Clubs
Policy Owner	General Manager, Student Services
Approval Authority	Guild Executive Committee
Review Date	31 December 2029
Accountability	Guild staff responsible for club administration, Guild Executive Committee members exercising delegated authority under this policy, and club committee members.
Related Legislation	∂ Curtin University Act 1966 (WA) ∂ Associations Incorporation Act 2015 (WA) (where applicable)
Related Documents	∂ Default Club Constitution ∂ Clubs Charter ∂ Clubs & Societies Individual Conduct Policy ∂ External Sponsorship & Partnerships Policy ∂ Club Officers Statement ∂ Student Guild (Administration) Regulations ∂ Student Guild (Guild Council) Regulations ∂ Student Guild By-Laws ∂ Clubs & Societies By-Laws ∂ Curtin Land and Traffic By-Laws

Revision History

Revision Ref. No.	Approved/ Amended/ Rescinded	Date	Committee/Board	Resolution Number
New				

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1.0 Introduction

1.1 Purpose

The Curtin Student Guild supports clubs and societies that help students connect, build community, develop leadership skills and get involved in university life. This Policy establishes the framework for the registration, governance and operation of Guild-affiliated clubs and societies. The purpose of this Policy is to:

- Support student-led clubs and societies
- Provide a clear and consistent framework for registration and renewal
- Promote good governance and responsible leadership
- Support the effective management of club funds, assets and resources
- Ensure Guild funding and sponsorship are used appropriately
- Support safe, inclusive and accessible activities and events
- Set clear expectations for club officers, committee members and clubs
- Establish fair and transparent processes for managing compliance concerns
- Protect the interests, wellbeing and safety of students, volunteers and staff

The Guild will administer this Policy in a way that:

- Supports clubs to succeed
- Recognises that clubs are run by student volunteers
- Applies requirements and oversight that are proportionate to the level of risk
- Promotes consistency, transparency and procedural fairness
- Minimises unnecessary administrative burden wherever possible

1.2 Scope

This Policy applies to:

- Student groups applying to become a Guild-registered club or society
- All Guild-registered clubs and societies
- Club members
- Club officers and committee members
- Guild staff responsible for administering, supporting or monitoring clubs and societies
- Guild Executive Committee, Guild Council and decision-makers exercising authority under this Policy

This Policy applies throughout the life cycle of a club or society, including:

- Registration and establishment
- Ongoing governance and operation
- Financial management and banking
- Guild funding and sponsorship
- Activities and events
- Annual renewal
- Compliance and reporting
- Escalation, intervention and disciplinary action
- Deregistration and dissolution
- Reviews and appeals

This Policy applies to clubs and societies operating at Curtin University campuses in Western Australia that are administered by the Curtin Student Guild.

The Guild may publish procedures, forms, standards and guidance materials from time to time to support implementation of this Policy.

1.3 Policy Principles

The Guild will administer this Policy in accordance with the following principles.

Student-led communities
Clubs and societies exist for the benefit of Curtin students. Guild-registered clubs and societies must be led by students and retain meaningful control over their governance, decision-making and activities.

Enhancing the student experience
The Guild supports clubs and societies that contribute to student life and create opportunities for students to connect, participate and build community. This includes opportunities based on shared interests, cultures, academic disciplines, professions, faiths, causes and recreational activities.

Fair and consistent decision-making
Decisions made under this Policy will be fair, transparent and consistent. Clubs and societies will be assessed against clear requirements and given an opportunity to respond where concerns are identified.

Good governance and accountability
Clubs and societies are expected to operate responsibly and in a way that supports their ongoing success. Club officers and committees are accountable for ensuring their club complies with Guild requirements and manages its responsibilities appropriately.

Inclusivity and accessibility
Clubs and societies should provide opportunities for participation that are safe, welcoming and respectful. Activities and events should be planned with consideration for the diverse needs of the Curtin student community.

Responsible management of resources
Club funds, assets, sponsorships and Guild resources must be managed responsibly and used to further the objectives of the club.

Proportionate regulation
The Guild recognises that clubs and societies are run by student volunteers. Requirements, oversight and intervention will be proportionate to the size, complexity and risk of a club's activities, with unnecessary administrative burden minimised wherever possible.

Procedural fairness
Where concerns arise, the Guild will act fairly and provide affected individuals or clubs with an opportunity to respond before significant adverse decisions are made.

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1.4 Definitions and Interpretations

Interpretation
Unless otherwise stated:

- Words importing the singular include the plural and vice versa
- A reference to a Club includes a Society and, unless otherwise stated, refers to a Guild-registered club or society
- Where examples are provided, they are intended to assist interpretation and do not represent all possible circumstances
- A reference to a Club Officer includes any elected or appointed committee member in accordance with the Default Guild Club Constitution
- Headings are included for ease of navigation and do not affect interpretation
- Where there is any inconsistency between this Policy and the Guild Statute Book, regulations or by-laws, those documents prevail

Definitions

Term	Definition
Accessibility Assessment	An assessment of barriers that may affect participation in a club activity, including physical, sensory, communication and other accessibility considerations.
Advisors	Ongoing external support provided to Club members by an individual acting in a recognised support or mentoring capacity. *NB: Guest presentations, educational sessions and occasional speaking engagements are not considered Advisor Support.*
Activity	Any meeting, event, function, workshop, competition, trip, promotion, campaign, training session, social gathering, online event or other organised undertaking conducted, hosted, promoted, facilitated, or undertaken in the name of a club. *NB: For the purposes of this Policy, activities include, but are not limited to, annual general meetings, general meetings, committee meetings, planning meetings, social events, online events and recurring club activities.*
Asset	Any property, tangible or intangible, owned, leased, or controlled by the club that holds financial or operational value. This includes cash, bank accounts, real estate, equipment, merchandise, digital intellectual property, and IT hardware.
Club	A Guild-registered student club or society at Curtin University.
Club Officer	A person elected or appointed to a committee position in accordance with the Default Guild Club Constitution.
Committee	The governing body of a club comprising the club officers and other committee members holding office in accordance with the Default Guild Club Constitution.
Compliance Notice	A written notice issued by the Guild requiring a club to provide information, undertake corrective action or address a compliance concern.
Conditional Registration	A registration status assigned to a club that substantially meets registration requirements but must satisfy one or more outstanding conditions within a specified timeframe before registration can be granted. A club with

	conditional registration is not considered registered and is not permitted to operate until all conditions have been satisfied.
Curtin Student	A person currently enrolled at Curtin University. A person on an approved leave of absence is not considered an enrolled Curtin student for the purposes of this Policy.
Event	An activity that requires planning, coordination or approval under this Policy. *NB: See Activity.*
External Organisation	An organisation, association, company, charity, religious body, political organisation or other entity that is not the Guild, Curtin University or a Guild-registered club.
Financial Compliance Notice	A written request issued by the Guild requiring a club to provide information, clarification or supporting documentation relating to financial records, transactions or expenditure.
Guild	The Curtin Student Guild.
Guild-registered Club or Society	A club or society that has been approved and registered by the Guild under this Policy.
Guild Council	The governing council of the Guild. Where authority has been delegated, references to Guild Council include any person or body exercising delegated authority on its behalf.
Guild Executive Committee	The Guild Executive Committee established under the Guild's governing documents.
Incident	Any event, occurrence, accident, injury, illness, complaint, allegation, near miss, behavioural issue, property damage, emergency or other circumstance arising from or connected with a club activity, operation or undertaking that may require reporting under Guild requirements.
Leave of Absence	A period of approved leave granted by Curtin University during which a student is not actively undertaking units of study. *NB: Unless otherwise approved under university requirements, a person on a Leave of Absence is not considered a current student during this time, they are not eligible to hold office.*
Licensed Premises	Premises that hold an ongoing liquor licence granted under applicable liquor licensing legislation. *NB: A venue does not become Licensed Premises solely because an occasional liquor licence, permit or small function exemption has been obtained for an activity.*
Lapsed Registration	A Registration Status indicating that a club has failed to maintain or renew its registration and no longer has an active registration with the Guild. A club with a Lapsed Registration is not permitted to operate or access Guild services, support or benefits until registration is reinstated.
Associate Member	A member of a club who does not meet the eligibility requirements for Ordinary Membership and has paid any applicable associate membership fee. Associate Members may participate in club activities but are not eligible to vote at general meetings, hold office in the club, participate in the governance or management of the club, or directly benefit from Guild funding received by the club.

Officer	A position or role as a club officer or committee member of a club, whether elected, appointed, or acting in the position.
Ordinary Member	A member of a club who is enrolled as a student at Curtin University, is at least 14 years of age, has paid any applicable membership fee and meets any other eligibility requirements for Ordinary Membership under the Constitution. Ordinary Members have full voting rights and are eligible to hold office, subject to the Default Guild Club Constitution.
Member	A person recorded as a member of a club in accordance with the Constitution.
Pastoral Support	Ongoing spiritual, religious or personal support provided to club members by an individual acting in a recognised support or mentoring capacity *NB: Guest presentations, educational sessions and occasional speaking engagements are not considered Pastoral Support.*
Policy	This Clubs and Societies Policy.
Registration Status	A category assigned by the Guild that reflects a Club's current standing, eligibility to operate and access to Guild services, the use of the 'Curtin' name, support and benefits under this Policy.
Registered	A Registration Status indicating that a club has met the requirements for registration or renewal, has an active registration with the Guild, and is entitled to operate and access Guild services, support and benefits.
Registration Refused	A Registration Status indicating that an application for registration or renewal has been declined by the Guild. A Club with a Registration Refused status does not hold an active registration, is not permitted to operate as a Curtin club, and must not use the Curtin name or access Guild services, support or benefits.
Registration Suspended	A Registration Status indicating that a club remains registered but is subject to restrictions, conditions, or limitations imposed by the Guild. A club with a Registration Suspended status may continue to operate only to the extent permitted by the Guild and may have restricted access to services, support, benefits, funding, activities, or other privileges.
Registration Under Review	A Registration Status assigned to a club where concerns have been identified regarding compliance with registration requirements, renewal obligations or other Guild requirements and the matter is under review by the Guild. The club may be subject to interim conditions or restrictions while the review is ongoing.
Risk Assessment	A documented assessment of hazards, risks and control measures associated with a club activity.
Society Rules	Guild-approved additional rules adopted by a Club in accordance with the Constitution.
Student Chapter	A student group associated with an external organisation.

2.0 Club Requirements

What this section covers
This section outlines the requirements that all Guild-registered clubs and societies must satisfy to obtain and maintain registration with the Guild. It explains:

- The core requirements that apply to all clubs
- Membership, committee and governance requirements
- Administrative and financial requirements
- Additional requirements that apply to specific categories of clubs
- The standards clubs must continue to meet throughout their registration

These requirements apply on an ongoing basis and form the foundation of registration with the Guild. Clubs are responsible for ensuring they remain compliant with these requirements throughout the life of the club.

2.1 Club Purpose and Identity

A club must:

- Be established and operated by Curtin students for the benefit of Curtin students
- Enhance the Curtin student experience
- Demonstrate a clear purpose, interest, discipline, cause, community or activity around which students can engage
- Address a need or interest that is not adequately represented by an existing Guild-registered club
- Demonstrate that the proposed club's purpose cannot reasonably be accommodated within the activities, scope or membership interests of an existing Guild-registered club
- Operate in a manner that is consistent with the values and objectives of the Guild
- prioritise Curtin students as the primary participants, beneficiaries and membership base of the club
- Demonstrate a reasonable likelihood of maintaining ongoing operations, membership participation, and sufficient student leadership capacity to satisfy registration and renewal requirements.

2.1.1 Sustainability Requirements

A proposed club will not ordinarily be registered where:

- Its purpose substantially overlaps with that of an existing Guild-registered club
- It primarily represents a specialised interest, activity or subgroup that could reasonably operate within an existing Guild-registered club
- Registration would unnecessarily duplicate or fragment an existing student community
- The proposed Club is unlikely to demonstrate long-term sustainability

2.2 Name Requirements

A club's name must:

- Accurately represent the nature and purpose of the club
- Not be misleading or likely to cause confusion with another club, organisation, University service or Guild program
- Include an identifier such as "Club", "Society", "Association" or another descriptor approved by the Guild
- Clearly disclose any significant faith-based, political, professional, industry or external organisational affiliation where that affiliation forms a primary part of the club's purpose
- Be approved by the Guild

2.3 Club Objectives & Description

A club's objectives and description must:

- Clearly explain the club's purpose and intended activities
- Accurately represent the nature of the club
- Disclose any relevant affiliations, partnerships or ideological positions where these form part of the club's purpose or operations
- Clearly identify that the club operates for students at a Curtin University campus in Western Australia
- Incorporate the Guild's mandatory core objectives as set out in the Default Guild Club Constitution

2.4 Membership Requirements

A club must:

- Exist for enrolled Curtin students
- Maintain membership that is open to all Curtin students
- Not restrict membership, participation, opportunities, benefits or access to club activities in a manner inconsistent with applicable law, Guild requirements or University requirements. This includes, but is not limited to, restrictions or biases based on a person's race, nationality, ethnicity, religion, sex, gender identity, sexual orientation, disability or age.
    - This does not prevent a club from conducting a targeted activity or initiative designed to support or benefit a particular group where the activity is lawful, has a legitimate inclusion, equity, cultural, welfare or support purpose, and is consistent with Guild and University requirements.
- Demonstrate an active operation and ongoing participation opportunities for members
- Maintain a minimum of 30 ordinary members for continued registration
- Ensure that Ordinary Members comprise more than 50% of the club's total membership, unless otherwise approved by the Guild

In addition, a proposed new club must:

- Have at least 10 founding members who are current enrolled Curtin students at the time of application

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2.5 Committee Requirements

A club committee must:

- Be comprised entirely of current Guild members and Curtin students
- Ensure all Club Officers remain enrolled
- Require any Club Officer who ceases to meet the student eligibility requirements for office to immediately resign from their position

Guidance Note: *For the purpose of this policy, a student on an approved leave of absence is not considered to be actively undertaking units and is not eligible for ordinary membership or to hold a committee position on a club.*

A club committee must not include any person who has been determined by the Guild, following an assessment of the available information, to present a material risk to the safety, wellbeing, governance or proper operation of the club program. This may include, but is not limited to, a person who:

- Has been subject to action under the Guild's Escalation Process
- Is currently subject to a Guild disciplinary process or tribunal proceeding where the Guild reasonably believes interim restrictions are necessary
- Has been the subject of a complaint relating to misconduct, harassment, abuse or inappropriate behaviour toward Guild staff, Curtin staff or students
- Has engaged in conduct that the Guild reasonably believes may place students, staff or the Guild at risk
- Has been found by the Guild, University, Tribunal or other appropriate authority to have engaged in misconduct, harassment, abuse, serious inappropriate behaviour, or other conduct incompatible with holding a position of responsibility within a Club

Before determining that a person is ineligible to hold a committee position under this section, the Guild will provide the individual with an opportunity to respond to the concerns identified and advise them of any available review or appeal rights.

A person determined to be ineligible may request a review of the decision by the Guild Executive Committee in accordance with Reviews and Appeals. The Guild Executive Committee may affirm, vary or overturn the decision.

2.6 Governance and Administrative Requirements

A Club must:

- Operate under the Guild-approved Constitution and any approved Society Rules
- Operate as a not-for-profit organisation
- Comply with this Policy and other Governance Documents
- Maintain governance and administrative arrangements that enable it to meet its obligations under this Policy
- Provide information reasonably required by the Guild to administer registration, renewal and compliance processes
- Disclose any relevant affiliations, partnerships and ongoing external relationships to the Guild and accurately represent the nature of those relationships to members, prospective members and the wider community

- Ensure governance, decision-making and day-to-day operations remain under the control of Curtin students
- Maintain independent control and access of its governance, elections, finances, records, membership information and communications
- Ensure all Club Officers are elected or appointed in accordance with Guild requirements
- Ensure external organisations or individuals do not direct or control the Club's governance, finances, membership or operations
- Comply with Guild requirements relating to safety, inclusivity and respectful conduct
- Not engage in harassing, coercive, intimidating, deceptive or manipulative conduct intended to pressure individuals to join, support or participate in a club, organisation, movement, belief system or other affiliation

External individuals or organisations may provide guest presentations, educational content, mentoring, advice or pastoral support to club members, provided they do not exercise control over the club's governance, finances, membership, communications or activities.

Additional governance, operational and reporting obligations are outlined in Running a Club.

2.7 Financial Requirements

A club must:

- Demonstrate that it can responsibly manage club funds and assets; and
- Satisfy any banking and financial management requirements prescribed by the Guild.

Additional financial obligations are outlined in Finance, Assets & Sponsorship.

2.8 Category-Specific Requirements

Certain categories of clubs are subject to additional conditions due to their activities, affiliations or operating arrangements.

2.8.1 Faith-Based Clubs

Faith-based clubs must:

- Represent a clearly identifiable faith or denomination, with that faith or denomination clearly reflected in the club's name, objectives and activities, rather than operating primarily as a branch of an individual place of worship, ministry or religious organisation
- Where a club receives ongoing pastoral support from an external individual, the Guild may require that individual to be recognised through Curtin University's chaplaincy framework or another process approved by the Guild

2.8.2 Sporting and Recreation Clubs

Sporting and recreation clubs must first explore affiliation opportunities through the Curtin Stadium where relevant to the activities they intend to undertake.

Where a sporting or recreation club seeks registration with the Guild, it must demonstrate:

- Why affiliation through Curtin Stadium is not available, suitable or practical

- That its activities can be safely managed within the resources and insurance available to the Guild
- That any specialised activities are undertaken under appropriate supervision or through providers or venues holding the necessary qualifications, licences or insurance

The Guild may impose additional registration conditions where activities involve elevated safety, insurance or operational risks.

2.8.3 Existing Programs, Services and Representative Bodies

Clubs are intended to operate as independent, student-led organisations. The Guild may refuse registration of a proposed club where:

- The proposed club substantially duplicates the purpose, functions, services, activities or representative role of an existing Guild department, committee, representative body, service, University program, University initiative or registered club
- The proposed club exists primarily to support, participate in, or fulfil the requirements of a course, unit, program, project, placement, research activity, co-curricular initiative, assessment, or other time-limited activity

In such circumstances, the Guild may direct applicants to an existing Guild department, committee, representative body, service, University initiative, program, or registered club where appropriate.

Exceptions

The Guild may consider exceptions where students can demonstrate that:

- The proposed club will operate independently of the relevant Guild or University structure, with demonstrated evidence that the club can function as a sustainable student-led organisation separate from the relevant program and that its purpose and activities complement, rather than duplicate, those provided through the relevant program
- The proposed club serves a distinct purpose not already delivered through an existing structure
- Registration is in the interests of Curtin students

2.8.4 Student Chapters of External Organisations

Student chapters, branches or clubs affiliated with, sponsored by, or connected to an external organisation must remain autonomous and student-led.

A club must retain independent control over its governance, membership, finances, activities and decision-making, regardless of any affiliation, sponsorship or association with an external organisation.

An external organisation must not:

- Directly or indirectly control the club or its operations;
- Access, collect, store or use club member information or personal data, except where expressly authorised by the member and permitted by applicable privacy requirements;
- Participate in, influence or determine the election, appointment or removal of committee members;

- Control, approve or direct club finances, banking arrangements, expenditure decisions or financial priorities;
- Exercise authority over club governance processes, constitutional matters, disciplinary processes or internal decision-making;
- Require the club to act on its behalf or represent its interests in a manner inconsistent with the club's objectives or obligations under Guild Governance Documents; or
- Communicate on behalf of the club without the club's authorisation.

Clubs may receive advice, training, sponsorship, resources, mentoring and other forms of support from an affiliated external organisation, provided that such support does not compromise the club's independence, governance, decision-making authority or compliance with Guild requirements.

The Guild may require a club to provide information regarding any affiliation, sponsorship or relationship with an external organisation to verify compliance with this Policy.

Where a conflict arises between the requirements of an external organisation and the requirements of the Guild or the club's Governance Documents, the Guild Governance Documents prevail.

3.0 Club Registration

What this section covers
This section outlines the requirements and processes for the registration and ongoing maintenance of Guild-registered clubs and societies. It explains:

- Who may apply to become a new Guild-registered club or society
- The stages of the new club registration process
- How registration and renewal applications are assessed
- Registration decisions that may be made by the Guild
- When registration takes effect
- Annual renewal requirements and ongoing eligibility obligations
- Registration statuses that may apply to a club
- What happens when registration requirements are not met

The Guild supports diverse, student-led communities and seeks to make the registration and renewal process accessible while ensuring clubs are sustainable, well-governed, financially responsible and capable of meeting their obligations to members and the Guild.

Registration is not a one-time approval. To remain registered, clubs must continue to meet the requirements of this Policy, the Constitution and other Governance Documents. The annual renewal process provides an opportunity for clubs to confirm that they remain active, student-led and compliant with their ongoing obligations.

The Guild seeks to make registration and renewal straightforward for clubs that are meeting their requirements while ensuring appropriate oversight where governance, compliance or operational concerns are identified.

3.1 New Club Registration Process

3.1.1 Expression of Interest

A student group seeking registration as a new club must first submit an Expression of Interest to the Guild.

The Expression of Interest must include sufficient information for the Guild to assess whether the proposed club is likely to meet the requirements of this Policy.

When assessing an Expression of Interest, the Guild may consider:

- Whether the proposed club serves a genuinely distinct student community
- The extent of overlap with existing Guild-registered clubs
- Whether the proposed club represents a specialised interest that could reasonably operate as a subgroup, program or activity within an existing club
- The demonstrated demand for the proposed club
- The long-term sustainability of the proposed club
- The availability of existing clubs capable of accommodating the proposed interest
- Whether registration would support or fragment student participation and leadership capacity

Following assessment of the Expression of Interest, the Guild may:

- Invite the proposed club to submit a registration application
- Request further information
- Provide advice to assist the proposed club to meet registration requirements
- Refer the applicants to an existing Guild club or Curtin program where the proposed purpose, activities or interests can reasonably be accommodated by that club or program
- Decline the Expression of Interest where the proposed club is unlikely to satisfy the requirements of this policy

3.1.2 Registration Application

A proposed club whose Expression of Interest meets the minimum requirements may be invited to submit a registration application. The application must demonstrate compliance with the applicable Clubs Requirements as outlined in Club Requirements.

3.1.3 Assessment

Guild staff will assess registration applications against the requirements of this Policy.

Where information is incomplete or clarification is required, the Guild may request further information before making a decision.

The Guild may discuss concerns with applicants and provide an opportunity to address or rectify issues identified during assessment.

3.1.4 Outcome

Following assessment, a registration application may be:

- Approved
- Approved subject to conditions
- Refused

Conditions may be applied where the Guild is satisfied that a proposed club substantially meets registration requirements, but additional actions or safeguards are required before full registration can be granted.

Where an application is refused, the Guild will advise the applicant of the reasons for the decision of the Guild Executive Committee and any available review or appeal process.

3.1.5 Onboarding

Where an application is approved, whether with or without conditions, the club must complete the prescribed registration onboarding requirements within 28 days of notification of the registration decision, unless an extension has been granted by the Guild.

If the onboarding requirements are not completed within the prescribed timeframe, the registration will not be finalised. The club may continue working towards completion of the onboarding requirements; however, the Guild may consider any new expression of interest received for a similar or substantially similar club while the club remains unregistered.

3.1.6 Commencement of Registration

A club becomes a registered Guild club when:

- Its registration application has been approved by the Guild Executive Committee
- Any required conditions have been satisfied
- Any onboarding requirements prescribed by the Guild have been completed

Upon registration, the club will be assigned Registered status and become eligible for the benefits and services available to clubs.

3.2 Annual Renewal

3.2.1 Renewal Process

To continue to operate, all clubs must complete annual renewal requirements to maintain registration before 31 December, unless another date is published by the Guild. Clubs that do not complete a renewal by the deadline will lapse.

To renew registration, a club must:

- Continue to satisfy the Club Requirements set out in this policy
- Complete all task requirements within the Guild-prescribed renewal project
- Provide all information and documentation required for assessment of its renewal
- Submit renewal requirements within the timeframe specified by the Guild
- Disclose any proposed or implemented changes to its Society Rules or other Governing Documents

Guidance Note: *For clubs operating under The Associations Incorporation Act 2015 the club must disclose any proposed changes to its Constitution.*

Guild staff will assess renewal task submissions to determine whether the club continues to satisfy the requirements of this Policy. Where information is incomplete or clarification is required, the Guild may:

- Request additional information
- Request corrective action
- Allow the club an opportunity to rectify identified issues

3.2.2 Renewal Outcomes

Following assessment, a renewal application may be:

- Automatically renewed
- Assigned Conditional Registration status
- Assigned Under Review status
- Refused

Where conditions are imposed or renewal is refused, the Guild will provide reasons for the decision and details of any available review or appeal process.

A club may be automatically renewed where Guild staff are satisfied that:

- All renewal requirements have been completed correctly before the deadline
- The club continues to satisfy the Club Requirements of this Policy

- No governance, compliance, eligibility or conduct concerns have been identified

A renewal may be referred for further review or conditions where:

- The club proposes changes to its name, objectives, governance arrangements or operating structure
- Compliance, governance or conduct concerns have been identified
- The club no longer satisfies one or more Club Requirements
- Additional assessment is required to determine the club's eligibility for continued registration

Automatically renewed clubs will be reported to the Guild Executive Committee for noting. However, the Guild may seek further information before deciding on a club's renewal. The decision to renew may be referred to the Guild Executive Committee for decision.

3.2.3 Failure to Renew

A club that fails to complete renewal requirements by the prescribed deadline may have its registration status changed to Under Review or Lapsed Registration. A club with Lapsed Registration status:

- Is not considered a registered Guild club
- Is not eligible for Guild funding, grants, sponsorship opportunities or other registered club benefits
- Must not represent itself as a registered Guild club
- Must not operate in any way including
    - conduct activities, events or attend other events on behalf of the club, even if invited
    - access Guild venue bookings or conduct events on or off campus
    - accept new members or renew memberships, however expressions of interest may continue to be collected
    - enter into agreements, partnerships or commitments
- May be subject to additional restrictions or actions imposed in accordance with Guild policy

A club with Lapsed Registration status may apply to reactivate its registration by satisfying any outstanding registration, renewal, compliance or governance requirements identified by the Guild.

A Club that remains in Lapsed Registration status for more than 12 months may be dissolved by the Guild Executive Committee unless the Guild approves an extension or the club successfully reactivates its registration.

3.2.4 Dissolution of a Club

The Guild may dissolve a club where:

- The club has ceased operating
- Registration has lapsed longer than 12 months and is not reinstated
- Governance or compliance concerns cannot reasonably be resolved
- The club no longer meets the requirements for registration
- dissolution is otherwise permitted under the Constitution or applicable Governance Documents

Before dissolving a Club, the Guild will normally:

- Provide notice of the proposed action
- Provide an opportunity to respond
- Consider any information provided by the club

Assets, funds and records must be managed in accordance with the Constitution, Governance Documents, this Policy and any applicable legal requirements following dissolution.

Prior to dissolution, a club must provide any records, assets, funds and information reasonably requested by the Guild.

The Committee remains responsible for ensuring club records, banking arrangements and assets are appropriately transferred, closed or disposed of following dissolution.

3.3 Registration Status

The Guild may assign a registration status to a club to reflect its current registration standing. They are not escalation steps and may be assigned independently of the Escalation Process where appropriate.

Registration Status	What it Means	Club Obligations	Guild Actions
Registered	The club is fully registered and may access Guild benefits and services.	Continue to comply with all registration, governance and renewal requirements.	Ongoing monitoring and support.
Conditional Registration	The club remains registered but must satisfy specified conditions	Meet the conditions within the required timeframe. Failure to do so may result in registration being refused, suspended or discontinued.	Monitor compliance and provide support. Set reasonable timeframes.
Under Review	The Guild has identified concerns that require further assessment. The club remains registered unless otherwise outlined by the Guild.	Respond to requests for information and work to address identified concerns.	Assess information, provide guidance and determine appropriate action.
Lapsed Registration	The club is no longer registered with the Guild.	Cease operating as a Guild-registered Club and satisfy any outstanding requirements if seeking reactivation.	Remove access to Guild services and benefits. Prohibited from operating in any way. Support for reactivation provided.

Suspended Registration	The club remains registered, but some rights or benefits have been restricted.	Comply with any imposed restrictions or conditions.	Apply and review restrictions as required.
Registration Refused	Registration or renewal has not been approved.	Address identified issues before submitting a new application (if permitted).	Provide reasons and advise of review/appeal rights.

3.3.1 Registration Compliance Actions

To protect students, clubs, club assets and Guild resources, the Guild may assign a Registration Status, impose conditions or take other action under this Policy where concerns arise. This may occur where:

- A club no longer meets registration requirements
- A club has failed to comply with this Policy or another Governance Document
- concerns exist regarding governance, financial management or administrative practices
- Information requested by the Guild has not been provided
- There are concerns regarding the safety or wellbeing of students, staff or other persons
- A club is being investigated for an alleged breach of Guild requirements
- The Guild reasonably believes intervention is necessary to protect students, the club, the Guild or the wider University community

In applying a Registration Status or acting under this Policy, the Guild will:

- Act consistently with the principles set out in this Policy
- Apply measures that are proportionate to the nature and seriousness of the concern
- Advise the club of the concerns identified
- Provide reasons for significant decisions
- Provide a reasonable opportunity for the club to respond, unless urgent action is required
- Advise the club of any applicable review or appeal rights

The Guild may impose conditions, restrictions, requirements or corrective actions where reasonably necessary to address identified concerns.

A club assigned Conditional Registration, Under Review or Suspended Registration status will be advised of:

- The reasons for the decision
- Any conditions or restrictions that apply
- Any actions required to resolve the matter
- Any applicable review or appeal rights

Further information regarding reviews and appeals is contained in Reviews and Appeals.

4.0 Running a Club

What this section covers
This section outlines the governance, operational and administrative requirements that clubs and societies must maintain to **r**emain registered and in good standing with the Guild.

4.1 Governance

In addition to section Governance Requirements, clubs are expected to maintain appropriate governance, administration and oversight arrangements to support their ongoing operation, fulfil their obligations to members and the Guild and manage club activities responsibly.

In addition to this Policy, clubs must comply with the Constitution, Society Rules (where applicable), Clubs Charter and other Governance Documents approved by the Guild.

4.1.1 Constitution and Society Rules

Clubs must operate under the Guild's default Club Constitution. The Constitution establishes the Club's governance framework and sets out requirements relating to:

- Membership
- Committee positions
- Meetings
- Elections
- Decision-making processes
- Financial accountability
- Dissolution and winding up

A club may apply to adopt Society Rules where additional provisions are required to support its specific objectives or activities.

Society Rules:

- Must not conflict with the Constitution, this Policy or other Guild Club Governance Documents
- Must be approved by the Guild before taking effect
- Form part of the club's governance framework once approved
- Always be available to the club's members

4.1.2 Membership Management

Memberships are required to be taken through the Guild prescribed membership software platform. Any external membership platform or site is not permitted for use.

Membership data must not be shared with any third party without obtaining advice and direction from the Guild.

Club Officers must be current Ordinary Members of the club at the time of election or appointment and must maintain their Ordinary Membership for the duration of their term of office. Where membership expires, membership must be renewed to remain eligible to hold office.

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Clubs are required to accept Guild club vouchers as form of payment, which can be reimbursed to the club's bank account as per the processed outlined on the online Guild resource hub.

Clubs must continuously comply with the membership requirements set out in Membership Requirements and be able to demonstrate that compliance upon request.

4.1.3 Committee Administration

A Club Committee is responsible for the governance, administration and operation of the Club. The Committee must:

- Act in the best interests of the club and its members
- Ensure the club operates in accordance with its Constitution, approved Society Rules and other Governance Documents
- Provide oversight of club activities, finances and resources
- Ensure club funds and assets are managed responsibly
- Ensure reporting, renewal and compliance requirements are met
- Maintain appropriate records and information
- Respond to reasonable requests from the Guild
- Address governance, financial or operational issues affecting the club
- Conduct elections and Annual General Meetings in accordance with the constitution and Guild requirements
- Club Officers acknowledge and comply with the Guild Club Officer Statement

The Committee may delegate tasks to individual officers or members but retains overall responsibility for the governance and operation of the Club.

Club officers are expected to perform their roles honestly, responsibly and with reasonable care.

Additional requirements apply as outlined in Committee Requirements.

4.1.4 Meetings and Elections

Clubs must conduct meetings and elections in accordance with the Guild's Default Club Constitution. This includes:

- Annual General Meetings
- Special General Meetings
- Committee meetings
- Elections for committee positions
- Voting and decision-making processes

The Guild may require evidence that meetings or elections have been conducted in accordance with constitutional requirements.

The Guild may appoint a Returning Officer or impose additional requirements where necessary to support fair and transparent elections or to address governance concerns.

Detailed requirements relating to meetings and elections are contained within the Constitution.

4.1.5 Records and Reporting

Clubs must maintain accurate and complete records relating to their governance, administration and operations. This includes:

- Meeting records and minutes
- Membership records
- Election outcomes
- Accurate and reconciled financial records
- Records relating to funding, sponsorship and assets
- Records relating to activities, events and reportable incidents

Records must be retained for the periods required by Governance Documents and applicable legislation.

A Club must provide records or information requested by the Guild where reasonably required to:

- Assess registration or renewal
- Verify compliance
- Administer funding or sponsorship
- Investigate concerns
- Manage risks affecting students, the Guild or the University

4.1.6 Club Communication

Clubs are responsible for ensuring their communications are accurate, respectful and consistent with their objectives, the Guild and Curtin's conduct requirements. A Club must:

- Maintain a current club email address approved by the Guild
- Keep committee and contact information up to date
- Ensure official club communication channels are appropriately managed
- Comply with Guild and Curtin requirements relating to privacy, branding and communications
- Take reasonable steps to protect member information
- Provide details of official communication channels

Communications issued on behalf of a club should accurately represent the club's activities, affiliations and relationship with the Guild and Curtin.

4.1.7 External Affiliations and Relationships

A club may establish relationships with sponsors, industry bodies, community organisations, faith groups, professional associations and other external organisations where those relationships support the club's objectives and benefits members. A club must:

- Maintain independence in its governance and decision-making
- Disclose affiliations, partnerships and sponsorship arrangements
- Ensure external organisations do not control club governance, elections, finances or membership
- Ensure agreements with external organisations are consistent with this Policy and other Governance Documents

Where a club receives ongoing support from an external organisation, the Guild may require additional information to verify that the club remains student-led and operates independently.

Additional requirements for faith-based clubs, political clubs and sporting clubs are outlined in Category-Specific Requirements.

5.0 Finances, Assets and Sponsorship

What this section covers
This section outlines how Clubs are expected to manage their finances, assets and resources, and the funding, sponsorship and support programs that may be available through the Guild.

It explains:

- the principles that apply to financial decision-making
- how Club funds, assets and resources may be used
- requirements for approving, recording and reporting financial activity
- management of sponsorship and external funding
- banking requirements and controls
- Guild funding and sponsorship programs
- funding eligibility, conditions and acquittal requirements
- the Guild's financial oversight, review and recovery powers

Clubs are custodians of funds and assets held on behalf of their members and are expected to manage those resources responsibly, transparently and in a manner that supports their objectives.

The Guild provides funding, sponsorship and support programs to assist Clubs in delivering activities, developing their capability and enhancing the student experience. Access to Guild funding and sponsorship is subject to eligibility requirements, available resources and compliance with this Policy.

The Guild may publish procedures, funding criteria, application forms and program guidelines from time to time to support the administration of funding and sponsorship programs.

5.1 Principles of Financial Management

Financial decisions should:

- Support the objectives and activities of the club
- Provide value to members
- Be made in the best interests of the club
- Be accurately recorded and supported by appropriate records within the Guild-prescribed financial management system
- Be capable of being explained and justified to members and the Guild
- Protect club assets and funds from misuse, loss and fraud

Clubs should take reasonable steps to ensure that funds are managed responsibly and that financial decisions are made with appropriate oversight.

Club committees remain accountable for the management of club finances, regardless of whether financial responsibilities are delegated to individual officers.

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5.2 Appropriate Use of Club Funds

A club must operate as a not-for-profit organisation. Club funds must only be used to support the club's objectives and activities.

Club funds must not be:

- Distributed to members for personal benefit
- Used for personal expenses
- Used to improperly advantage a committee member, related party or external individual or organisation
- Used for purposes unrelated to the club's objectives
- Used in a way that is inconsistent with this Policy or other Governance Documents

Clubs:

- Must not enter into contracts, financial commitments or other arrangements that exceed the Club's financial capacity or are reasonably likely to place the Club at risk of financial hardship
- Are encouraged to seek advice from the Guild before entering into significant financial commitments or contractual arrangements, particularly where the commitment involves substantial costs, financial risk, minimum spend obligations, minimum attendance guarantees, cancellation fees or ongoing financial liabilities
- May hold up to $200.00 in petty cash if required. This must be stored securely by the Treasurer (or equivalent) and is the responsibility of the Treasurer (or equivalent) to manage
- May generate surpluses through memberships, sponsorships, fundraising, events and other activities
- Any surplus must be retained and used for the ongoing benefit of the club and its members

5.3 Approval of Expenditure

All expenditure must be appropriately authorised by the club.

Approval processes must:

- Identify who is authorised to approve expenditure
- Provide appropriate oversight of club spending
- Be proportionate to the value and risk of the expenditure
- Minimise the risk of inappropriate or unauthorised spending

Expenditure approvals and other significant financial decisions must be documented through meeting minutes, resolutions or other records adopted by the committee.

The Guild may require evidence that expenditure has been appropriately authorised.

When making purchasing and expenditure decisions, clubs should:

- Use club resources efficiently and seek value for money
- Ensure expenditure supports the objectives and activities of the club
- Comply with applicable legal, contractual and financial obligations

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- Act transparently and be able to explain how club funds have been used
- Identify, disclose and appropriately manage any actual, potential or perceived conflicts of interest

Club funds should be managed in a manner that supports both the ongoing sustainability of the club and the delivery of benefits, activities and opportunities for members.

While clubs should maintain sufficient reserves to meet foreseeable commitments and reasonably anticipated contingencies, funds should not be accumulated unnecessarily where they could otherwise be used to advance the club's objectives and benefit members.

5.4 Record Keeping

Clubs must maintain accurate and complete financial records. Financial records must be sufficient to:

- Demonstrate how club funds have been spent
- Support financial reporting obligations
- Verify the existence of club assets
- Demonstrate compliance with this Policy

Clubs must:

- Retain supporting documentation for income and expenditure
- Maintain a register of all assets owned by the club
- Record all financial transactions within the financial management system prescribed by the Guild and maintain that system as the club's primary financial record
- Maintain financial records in a format prescribed by the Guild where required

Clubs must reconcile their financial records regularly and in accordance with Guild requirements. Records must be retained for the period required by Governance Documents and applicable legislation.

5.5 Financial Reporting

Clubs must provide financial information to members and the Guild as required. This includes:

- Financial reporting required by the Constitution
- Financial reporting within club committee meetings to assist the committee with making decisions related to approving expenses
- Reporting required through annual renewal processes
- Reporting and budgets required as a condition of Guild funding, grants or sponsorship

Financial reports should accurately reflect the financial position of the club and include details of assets, liabilities, income and expenditure. The Guild may prescribe reporting formats, templates or systems from time to time.

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5.6 Asset Management

Clubs are responsible for managing and safeguarding club assets. A club must:

- Maintain records of significant assets owned by the club
- Take reasonable steps to protect club assets from loss, damage or misuse
- Ensure club assets are used for club purposes
- Provide information about club assets when requested by the Guild

The Guild may require additional asset management arrangements where:

- Assets have been purchased using Guild funding. The Guild may impose conditions regarding the ownership, disposal or transfer of assets purchased using Guild funding;
- Assets are of significant value
- The nature of the asset presents an elevated level of risk

5.7 Banking Requirements

A club must:

- Maintain banking arrangements approved by the Guild
- Use club bank accounts solely for club business and activities
- Ensure all club income is deposited into a club bank account as soon as reasonably practicable
- Ensure club funds are not held in personal bank accounts
- Ensure authorised signatories satisfy Guild requirements
- Notify the Guild as soon as practicable of any changes to banking arrangements, account details or authorised signatories
- Ensure the physical and mailing address recorded for all club bank accounts is the address nominated by the Guild. This will ordinarily be the Curtin Student Guild Bentley address, or for Clubs operating at Curtin Kalgoorlie, the WASM Student Guild address
- Comply with banking, record-keeping and financial management requirements prescribed by the Guild

A Club bank account must:

- Be held in the name of the club
- Have at least three authorised signatories
- Include the President and Treasurer as authorised signatories
- Include any Guild-appointed signatories required by the Guild
- Not remove any Guild-appointed signatories at any time unless instructed by the Guild directly in writing
- Ensure club-appointed signatories are current Committee members and satisfy eligibility requirements under this Policy

A person who ceases to hold office, ceases to be eligible to hold office, or ceases to be an enrolled Curtin student must be removed as a signatory within the timeframe prescribed by the Guild.

Banking arrangements must support appropriate oversight, accountability and protection of club funds.

Where permitted by banking arrangements, the Guild may:

- Require viewing access to club bank accounts
- Require evidence of account balances, transactions or banking records
- Direct changes to authorised signatories
- Impose temporary banking restrictions where authorised under this Policy and reasonably necessary to protect club or Guild funds

The Guild may publish additional banking standards, procedures and controls from time to time.

5.8 Bank Account Controls

Clubs must implement appropriate controls over access to bank accounts and financial transactions. Bank account controls may include:

- Signatory requirements
- Transaction approval requirements
- Debit card controls
- Spending limits
- Account access restrictions
- Segregation of duties
- Reconciliation requirements
- Documentation and record-keeping controls

The Guild may prescribe additional controls where reasonably necessary to protect club funds or manage identified risks. The Guild may place restrictions on club bank accounts in accordance with this Policy.

5.9 Financial Review and Audit

The Guild may review or audit a club's financial records to verify compliance with this Policy and other Governance Documents. A review or audit may be conducted:

- As part of registration or renewal processes
- As part of a funding, sponsorship or grant assessment
- Where compliance concerns arise
- Where there is a reasonable concern regarding financial management
- On a periodic or risk-based basis

Clubs must cooperate with any financial review or audit undertaken by the Guild. Where concerns are identified, the Guild may:

- Request additional information
- Issue a Financial Compliance Notice
- Require corrective action
- Impose temporary restrictions on financial activity
- Take any other action available under this Policy

A Financial Compliance Notice will specify the information required and the timeframe for response.

5.10 External Sponsorship and Funding

Clubs may seek sponsorship or external funding to support their objectives, activities and member benefits.

A Club must:

- Ensure sponsorship arrangements are consistent with the club's objectives and activities
- Comply with the External Sponsorship & Partnerships Policy
- Ensure sponsorship commitments can be reasonably delivered
- Disclose sponsorship arrangements as required by the Guild
- Accurately record sponsorship income, benefits and obligations;
- Ensure sponsorship arrangements do not compromise the Club's independence, governance, decision-making or compliance obligations
- Ensure external sponsors do not exercise control over Club governance, membership, finances, elections or operations.

The Guild may request information regarding sponsorship arrangements where reasonably necessary to assess compliance with this Policy or the External Sponsorship & Partnerships Policy.

The Guild may require a Club not to enter, continue or renew a sponsorship arrangement where the Guild reasonably believes the arrangement:

- Is inconsistent with Guild Governance Documents
- Compromises the Club's independence
- Creates significant governance, safety, wellbeing or reputational concerns
- Is otherwise inconsistent with the proper administration of the Clubs Program

Additional sponsorship requirements are detailed in the External Sponsorship & Partnerships Policy. Additional requirements relating to Guild grants, funding and sponsorship programs are outlined in Guild Funding and Sponsorship.

5.11 Guild Grants & Funding Programs

5.11.1 Principles of Guild Funding

Guild funding and sponsorship programs are intended to support activities, projects and initiatives that enhance the student experience and contribute to the sustainability and success of Guild-registered clubs.

All existing opportunities will be available and accessible online via the Club Resource Hub. Funding programs may prioritise activities that:

- Benefit a significant number of Curtin students
- Improve accessibility or affordability
- Support club growth and development
- Promote participation in student life
- Build club capability and resources
- Contribute positively to the Curtin community

Funding is discretionary and subject to available resources. The Guild is not required to allocate funding equally between clubs. No club is entitled to Guild funding or sponsorship.

5.11.2 Funding and Grant Programs

The Guild may provide support through programs including:

- Club Grants
- Membership Voucher Programs
- Function Packs
- Catering Support
- Sponsorship Programs
- Equipment Support
- Other funding or support initiatives determined by the Guild

The Guild may establish eligibility requirements, funding limits, application processes and assessment criteria for each program.

5.11.3 Eligibility

To be eligible for Guild funding or sponsorship a club must:

- Be registered
- Comply with this Policy and other Governance Documents
- Satisfy any application, reporting and acquittal requirements prescribed by the Guild
- Not have any outstanding compliance, acquittal or funding obligations

The Guild may refuse, reduce or condition funding where a club has failed to meet these requirements.

5.11.4 Assessments

Funding applications will be assessed against criteria determined by the Guild. Assessment considerations may include:

- Alignment with Club objectives
- Anticipated student benefit
- Accessibility and affordability
- Financial need
- Available funding
- Previous funding received
- Sustainability and long-term benefit
- Value for money
- Compliance history

The Guild may approve an application in full, approve an application in part, impose conditions or decline an application. Where practical, reasons will be provided for decisions to decline or substantially reduce funding.

5.11.5 Funding Conditions

Guild funding and sponsorship must be used:

- For the purpose for which it was approved
- In accordance with any conditions imposed by the Guild

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- In a manner consistent with this Policy

Guild funding must not be used for purposes prohibited by the Guild. The Guild may publish funding exclusions and restrictions from time to time.

5.11.6 Acquittal and Reporting

A club receiving Guild funding may be required to:

- Acquit expenditure
- Provide receipts, invoices or other supporting documentation
- Provide attendance information
- Provide reports, evaluations or outcomes information
- Provide photographs or promotional materials demonstrating delivery of the funded activity

The Guild may determine acquittal requirements and submission timeframes for individual funding programs.

5.11.7 Recovery of Funding

The Guild may require funding or sponsorship support to be returned in full or in part where:

- Funding has not been used for the approved purpose
- Acquittal requirements have not been met
- False, misleading or incomplete information was provided
- Conditions of funding have been breached
- A funded activity or project does not proceed

A Club that fails to satisfy funding requirements may become ineligible for future funding opportunities.

6.0 Activities and Events

What this section covers
This section outlines the requirements for planning and delivering club activities and events.

- What activities require Guild approval
- Activities that are not permitted
- Activity categories and approval requirements
- Risk management expectations
- Incident reporting requirements
- Accessibility requirements

The Guild supports a wide range of activities and seeks to ensure they are delivered safely, responsibly and in a manner that protects participants, club officers and the Guild.

6.1 Activity Approval Requirements

All club activities are required to be approved by the Guild and meet Guild requirements. Activities must be submitted through the online application form available on the Guild website. The Guild may:

- Approve an activity
- Approve an activity subject to conditions
- Request additional information
- Require controls or amendments to an activity
- Refuse an activity

When assessing an activity the Guild may consider:

- Participant safety
- Legal and regulatory requirements
- Accessibility considerations
- Alignment with club objectives
- Financial risks
- Reputational risks
- Insurance requirements
- Operational feasibility

Where an activity is refused or approved subject to significant conditions, the club will be provided with reasons and information about any available review process. A club may request the Manager – Clubs & Societies review the decision within five working days of notification. The review decision is final.

Clubs must comply with any risk management, incident reporting, post-event reporting, safety or corrective action requirements prescribed by the Guild.

6.2 Prohibited Activities

The Guild does not permit activities that:

- Are unlawful
- Present unacceptable risks to participants, the club, the Guild or the University

- Are discriminatory or exclusionary in a manner inconsistent with applicable legislation or Guild requirements
- Involve hazing, initiation practices or conduct that causes humiliation, harassment, intimidation or avoidable harm
- Where alcohol consumption could be reasonably construed to be the primary purpose of the event
- Any off-campus event where alcohol will be consumed and the venue is not a Licensed Premises
- Are inconsistent with the objectives of the club
- Are prohibited by the Guild's insurance arrangements

Examples of prohibited events include but not limited to:

- Booze cruises
- Pub crawls and wine tours not using a registered charter company for travel between venues
- Camps, retreats, holidays, or other overnight stays
    - An overnight stay may only be approved where it is incidental to attendance at a professionally organised/established conference, competition, professional development activity, or similar organised event
- Events with names, themes, branding, or promotional content that primarily promote, encourage, or celebrate alcohol consumption
- Participation in, or training for, professional sport
- Flights including skydiving
    - Flights on commercial airlines may be approved where it is to attend a professionally organised/established conference, competition, professional development activity, or similar organised event

The Guild may prohibit additional activities where it reasonably determines that the risks cannot be appropriately managed. Certain higher-risk activities may also be restricted or subject to additional requirements.

6.3 Activity Categories

A full category matrix is provided within the online activity application form.

Category	What it Means	Typical Examples	Minimum Notice Period	Additional Time May Be Required Where
A	Low-risk Activities with minimal complexity.	∂ Committee meetings ∂ Information stalls ∂ Small social activities	3 business days	Guild venue booking support is required.
B	Activities involving a moderate level of planning, oversight or risk.	∂ Workshops ∂ Guest speakers ∂ Fundraising activities ∂ Medium-sized social events	14 days	Guild booking support is required, venue arrangements are required, or external approvals are needed.
C	Activities involving elevated	∂ Large events	21 days	Additional risk assessments, external approvals or

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	operational, financial or participant risk.	∂ Travel (except via flight) included in event (i.e. bus tour) ∂ High-profile, controversial or sensitive speakers, guests or activities. ∂ Involving external contactors working on campus. ∂ Activities involving alcohol under a small functions exemption or using a licenced caterer/venue (additional 7 days onto the notice period is required)		supporting documentation are required.
D	Activities involving significant complexity, specialised requirements or high levels of risk.	∂ Flights, or travel more than 2 hours. ∂ International travel ∂ Water-based activities ∂ Large public events activities requiring permits ∂ Alcohol service requiring a liquor licence or similar approval	8 weeks	Detailed assessment, consultation or specialist review is required.

6.3.1 Additional Notice Requirements

Regardless of an Activity's category, the following minimum notice periods apply:

Activity Characteristic	**Required Notice Period**
High-profile, controversial or sensitive speakers, guests or activities	21 days
Interstate travel or flights	28 days
Alcohol served under a Small Function Exemption or similar approval	28 days
Alcohol service requiring a liquor licence or equivalent approval	8 weeks
Events that have expenditure of $2,000 or more	8 weeks
International travel or flights	8 weeks

Examples are indicative only and are not intended to limit the activities that may be assigned to a particular category. A full category matrix is provided within the activity application form. The Guild may redetermine the appropriate category having regard to the nature, complexity, risk profile and operational requirements of the activity.

6.4 Food Service Requirements

Where food is provided as part of an activity, clubs must comply with:

- Applicable food safety legislation
- Local government requirements
- Venue requirements
- Guild requirements

Clubs must ensure food is sourced, stored, prepared and distributed safely. Please refer to the **Club Events Toolkit** via the online Club Resource Hub for the latest food service guidelines.

The Guild may prescribe additional food service requirements, procedures or restrictions from time to time to ensure compliance with food safety obligations and risk management requirements.

6.5 Risk Management

Clubs are responsible for identifying and managing risks associated with their activities.

Where required by the Guild, a club must complete a Guild-approved Risk Assessment before an activity is approved. Relevant risks may include, but are not limited to:

- Participant safety
- Travel
- Alcohol consumption
- Weather conditions
- Financial risks
- Psychosocial hazards
- Accessibility
- Emergency response requirements
- Venue-specific risks
- Food and alcohol-specific requirements
- Any other reasonably foreseeable risks

Clubs must implement any risk controls required or approved by the Guild.

Clubs must take reasonable steps to manage any new or changed risks identified before or during, or following an activity, including risks identified through incidents, complaints, near misses or post-event reviews.

Clubs are not expected to eliminate all risks but must take reasonable steps to manage risks that are reasonably foreseeable.

The Guild may issue or update risk management procedures, guidance materials, templates, or additional requirements from time to time. Clubs must comply with any requirements communicated by the Guild before, during, or after the activity approval process.

6.6 Incident Reporting

Clubs must report incidents arising from, or connected with, club activities, events, operations or authorised club undertakings in accordance with incident reporting requirements and procedures prescribed by the Guild from time to time.

Clubs must:

- Take reasonable steps to ensure the immediate safety and wellbeing of any affected persons
- Comply with Guild incident reporting requirements, procedures and directions
- Maintain records and information relating to an incident where reasonably required by the Guild
- Provide information relating to an incident within any timeframe specified by the Guild
- Cooperate with any review, investigation, risk assessment or compliance process relating to the incident.

The Guild may prescribe:

- Categories of incidents that require reporting
- Reporting thresholds and timeframes
- Reporting methods, forms and systems
- Information and documentation requirements
- Additional actions required following an incident

Where reasonably necessary to protect students, the Club, the Guild or the University community, the Guild may impose additional controls, conditions or requirements following an incident.

6.7 Accessibility Requirements

Clubs must consider accessibility when planning and delivering activities.

Where required by the Guild, a club must complete an Accessibility Assessment using a Guild approved template or other assessment tool as part of the activity approval process.

Accessibility considerations may include, but are not limited to:

- Physical access
- Mobility requirements
- Communication needs
- Sensory considerations
- Participation barriers
- Venue suitability

Clubs should take reasonable steps to identify and reduce barriers where practicable to enable participation by members of the diverse Curtin student community.

Where known accessibility limitations exist, Clubs should clearly communicate those limitations to participants before the activity.

The Guild may issue accessibility assessment tools, guidance materials, templates, and additional requirements from time to time, including before, during, or after the activity approval process.

7.0 Compliance, Intervention and Escalation

What this section covers
This section explains how the Guild monitors compliance with its clubs and societies framework and how concerns are addressed where they arise.

It outlines:

- Information and reporting requirements
- Compliance notices and requests for information
- How the Guild works with clubs to resolve issues
- Escalation actions that may be applied where concerns are not addressed
- Circumstances that may result in a club being suspended or dissolved

The Guild's preferred approach is to work with clubs to resolve concerns wherever possible.

Escalation measures are intended to support compliance, protect students and safeguard club and Guild resources.

7.1 Compliance Monitoring

The Guild may monitor compliance with this Policy and other Governance Documents through:

- Registration and renewal processes
- Funding and sponsorship programs
- Financial reviews and audits
- Event and activity approvals
- Reports, incident notifications or complaints received by the Guild
- Requests for information
- Any other process reasonably required to administer the club program

Clubs must cooperate with reasonable requests made by the Guild in relation to compliance matters.

Requests for Information
The Guild may request information from a club where reasonably required to:

- Assess registration or renewal
- Verify compliance
- Administer funding or sponsorship
- Monitor risks
- Investigate concerns
- Support decision-making under this Policy

A Club must provide requested information within the timeframe specified by the Guild. Where additional time is required, a club may request an extension.

7.2 Compliance Notices

The Guild may issue a Compliance Notice where a club:

- Has not met a requirement of this Policy or another Governance Document
- Has failed to provide requested information
- Has failed to complete a required action
- Has failed to meet an imposed condition
- Has otherwise failed to comply with Guild requirements

A Compliance Notice will:

- Identify the issue
- Outline any actions required
- Specify a timeframe for response or corrective action
- Explain the consequences of failing to comply

Where appropriate, the Guild may work with the club to develop an agreed plan to address the issue.

7.3 Financial Compliance Notices

The Guild may issue a Financial Compliance Notice where:

- Expenditure appears inconsistent with the objectives of the club
- Expenditure appears irresponsible or inappropriate
- Required financial records have not been maintained
- Requested financial information has not been provided
- Clarification is required regarding financial transactions or assets

A Financial Compliance Notice will identify the information required and the timeframe for response. The Guild may place temporary restrictions on financial activity while a matter is being reviewed where necessary to protect club or Guild funds.

7.4 Failure to Comply

Where a club fails to comply with a request for information, Compliance Notice or Financial Compliance Notice, the Guild may:

- Issue further reminders or warnings
- Impose conditions
- Restrict access to funding, grants or other benefits
- Suspend activities or access to certain services
- Place the club Under Review
- Commence the club Escalation Process
- Take any other action available under this Policy

The nature of any action will be proportionate to the seriousness of the issue and the risks involved.

7.5 Club Escalation Process

The Club Escalation Process applies where:

- A club repeatedly fails to meet its obligations
- A club does not address identified concerns
- A significant governance, financial or operational issue exists
- Immediate intervention is required to protect students, the club, the Guild or University interests
- Significant incidents or repeated incident reports indicate an elevated risk to students, the Club, the Guild or the University community

The Guild is not required to progress through every escalation stage and may apply a higher-level response where circumstances justify doing so.

When determining appropriate action, the Guild may consider:

- The seriousness of the issue
- The level of risk
- Previous compliance history
- Actions taken by the club to resolve the matter
- The impact on members, students or the Guild

7.6 Escalation Steps

Except for the Advisory Notice all notices are provided to Guild Executive Committee for noting.

Escalation Step	What it Means	Typical Examples	Club Obligations	Guild Actions	Club Response Timeframe	Delegation
Advisory Notice	Minor concerns have been identified, and assistance is provided to help the club address them.	∂ Late submission of information ∂ Minor administrative errors ∂ Inactive committee role ∂ Missing event documentation ∂ Incorrect contact details	Engage with the Guild and take reasonable steps to address concerns.	Request information, provide advice, guidance, clarification and support.	7 days to respond	Club Support Staff
Compliance Notice (Financial)	A request for clarification regarding financial records, expenditure or financial management practices.	∂ Unusual expenditure ∂ Insufficient supporting records ∂ Expenditure that may not align with club objectives ∂ Missing financial information	Provide information and clarification requested by the Guild.	Review expenditure, request supporting documentation and determine whether further action is required.	7 days to respond	Club Support Staff
Compliance Notice (Non-Financial)	A requirement, deadline or action has not been completed.	∂ Failure to submit renewal documents ∂ Failure to provide requested information ∂ Overdue reporting ∂ Unaddressed administrative issues	Complete the required action within the specified timeframe.	Issue written reminder and monitor progress.	14-28 days	Club Support Staff
Corrective Action Notice	Previous concerns remain unresolved or obligations continue to be unmet.	∂ Multiple reminders ignored ∂ Repeated missed deadlines ∂ Ongoing failure to provide required records or information	Complete outstanding requirements.	Issue final written reminder and advise of potential escalation. Place conditions on registration or assign Under Review Status.	28 days	Manager – Clubs & Societies

First Warning	More significant concerns have been identified, or previous escalation efforts have not been effective.	∂ Governance concerns ∂ Repeated non-compliance ∂ Failure to follow approval processes ∂ Unresolved financial reporting issues	Address identified concerns and complied with any requirements imposed.	May apply temporary restrictions on funding, sponsorship, grants, club benefits, services or club bank accounts.	28 days	Manager – Clubs & Societies
Final Warning	Serious concerns remain unresolved and stronger intervention is required.	∂ Significant governance failures ∂ Ongoing financial management concerns ∂ Repeated breaches of Guild requirements ∂ Conduct creating material risks to the club or Guild	Respond to concerns and comply with all conditions imposed.	Suspend activities, impose financial controls, restrict banking arrangements or suspend club benefits.	14 days	Guild Executive Committee
Show Cause Process	The Guild is considering major intervention and requires the club to explain why further action should not be taken.	∂ Proposed suspension	Provide a written response addressing the identified concerns.	Consider the club's response before determining further action.	7 days	Guild Executive Committee
Dissolution of Club	The Guild dissolves the club.	∂ Cancellation of registration ∂ Dissolution ∂ Serious unresolved governance or financial issues	Provide records and transfer assets.	Provide advice and direction.	7 Days	Guild Executive Committee

7.7 Outcomes and Interventions

Where concerns are identified, the Guild may apply one or more interventions that are proportionate to the nature, seriousness and risk of the matter. Depending on the circumstances, interventions may include:

- Imposing conditions on a club's registration or continued operation
- Restricting access to funding, sponsorship, grants, services or other club benefits
- Suspending specific activities, events, programs or functions
- Imposing temporary financial controls or restrictions on club bank accounts
- Placing the club Under Review or assigning another Registration Status under this Policy
- Requiring corrective actions to address governance, compliance, financial or operational concerns
- Directing that elections be conducted or re-conducted
- Appointing a Returning Officer or other independent person to oversee club processes
- Suspending the club's registration
- Requiring the club to show cause why further action should not be taken
- Dissolving the club
- Taking any other action reasonably necessary to protect students, club assets, Guild assets, the integrity of the clubs and societies program, or the proper administration of this Policy

Where appropriate, more than one intervention may be applied at the same time.

The Guild will seek to apply interventions that are proportionate to the circumstances and will generally attempt to resolve concerns at the lowest appropriate level before imposing more significant restrictions or sanctions.

Urgent Action
Where there is an immediate risk to:

- Student safety
- Club assets
- Guild assets
- Financial integrity
- Legal or regulatory compliance

The Manager – Clubs & Societies may implement temporary interim measures pending consideration by the Guild Executive Committee. Temporary measures may include:

- Suspension of activities
- Temporary banking restrictions
- Suspension of access to Guild services
- Suspension of access to funding programs

Any interim action must be reviewed by the appropriate approval authority as soon as reasonably practicable.

7.8 Individual Conduct

Individual conduct matters are governed by the Clubs & Societies Individual Conduct Policy. clubs, members and Club Officers must comply with that Policy in addition to this Policy.

7.9 Review and Appeal Rights

The Guild is committed to ensuring that escalation decisions are made fairly, transparently and in accordance with this Policy.

Where a club is affected by a significant escalation action, the Guild will provide reasons for the decision and advise the club of any available review or appeal rights. Applicable timeframes for requesting a review or lodging an appeal.

Reviews and appeals are conducted in accordance with Reviews and Appeals.

8.0 Reviews & Appeals

What this section covers
This section explains how Clubs and individuals can request a review of decisions made under this Policy. It outlines:

- Review rights
- Appeal rights
- Grounds for appeal
- Possible appeal outcomes
- Conflict of interest requirements

The Guild is committed to making decisions that are fair, transparent and consistent. Where a club or individual believes a decision has been made incorrectly, they may request a review or appeal in accordance with this section.

8.1 Reviewable Decisions

A club or individual may request a review of a decision made under this Policy where the decision materially affects their rights, registration status, access to Guild support or ability to participate in club activities. Examples include:

- Refusal of registration
- Refusal of renewal
- Conditions placed on registration
- Suspension decisions
- Escalation actions
- Restrictions imposed under Compliance, Intervention and Escalation or Individual Conduct.

8.2 Review Requests

A review or appeal may be requested by:

- A club that is directly affected by a decision
- A club member directly affected by a decision
- A club officer directly affected by a decision

The Guild may refuse to consider a review or appeal where the applicant is not directly affected by the decision. A request for review must:

- Be submitted in writing
- Identify the decision being reviewed
- Explain why the decision should be reconsidered
- Include any additional information the applicant wants considered
- Be lodged within 14 days of notification of the decision

The Guild may accept a late review or appeal where reasonable grounds exist.

8.3 Appeals

Where a club or individual remains dissatisfied following a review, they may lodge an appeal. The purpose of an appeal is to review the decision as well as determine whether the decision was made fairly, consistently and in accordance with this Policy.

An appeal must:

- Be submitted in writing
- Identify the decision being appealed
- State the grounds for appeal
- Include any supporting documentation

Unless otherwise specified, appeals must be submitted within 14 days of the review outcome being notified.

8.3.1 Appeal Grounds

An appeal may be made on one or more of the following grounds:

- This Policy was not applied correctly
- Relevant information was not considered
- Irrelevant information was considered
- Procedural fairness was not provided
- The decision was unreasonable having regard to the available information
- A conflict of interest may have affected the decision

Dissatisfaction with a decision alone is not sufficient grounds for appeal.

8.3.2 Appeal Decisions

Following consideration of an appeal, the appeal authority may:

- Uphold the original decision
- Vary the decision
- Overturn the decision
- Impose alternative conditions
- Refer the matter back for reconsideration

The appeal authority will provide reasons for its decision. Decisions made following an appeal are final unless otherwise provided for under the Guild's governing documents.

8.4 Review & Appeal Authorities

A review is an opportunity for a decision to be reconsidered. An appeal considers whether the original decision was made fairly, consistently and in accordance with this Policy.

Original Decision Maker	Review Authority	Appeal Authority
Club Support Staff	Manager – Clubs & Societies	Guild Executive Committee
Manager – Clubs & Societies	Guild Executive Committee	Guild Council

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Guild Executive Committee	Guild Council	No further appeal
Guild Council	No further internal review	No further appeal

A person involved in the original decision must not determine the review or appeal of that decision.

Guild Council may appoint an Appeal Panel to determine an appeal on its behalf, provided panel members have no conflict of interest and were not involved in the original decision.

A decision made by the final appeal authority is final for the purposes of this Policy. This does not prevent:

- A matter being referred to another Guild process
- A matter being referred to Curtin University
- A matter being referred to an external authority where appropriate

8.5 Conflict of Interest

A person involved in making, reviewing or determining a decision under this Policy must not participate where they have an actual, potential or perceived conflict of interest.

A conflict of interest may arise where a person:

- Is a member of the affected club
- Holds a position within the affected club
- Has a close personal relationship with a person involved in the matter
- Has previously been directly involved in the matter
- Has any other interest that may affect, or appear to affect, their impartiality

Where a conflict of interest exists, the individual must:

- Disclose the conflict as soon as practicable
- Remove themselves from the decision-making process

The Guild may appoint an alternative decision-maker where necessary.

9.0 Delegations & Authority

What this section covers
This section explains how authority is exercised under this Policy and how the clubs and Societies governance framework is administered.

It outlines:

- Decision-making responsibilities
- Delegated authorities
- Oversight arrangements
- Related governance documents that support this Policy

The Guild may delegate certain functions under this Policy to support the effective and efficient administration of the Clubs and Societies program.

Delegated authority does not remove accountability. All decisions made under this Policy must be consistent with the Guild's governing documents, Governance Documents and principles of procedural fairness.

This section also identifies the key documents that work alongside this Policy to support the governance, operation and administration of Guild-affiliated clubs and societies.

9.1 Delegation Principles

A person exercising delegated authority under this Policy must:

- Act consistently with this Policy and other Governance Documents
- Act fairly and without bias
- Make decisions within the scope of their delegated authority
- Escalate matters where the level of risk, complexity or significance exceeds their authority
- Disclose and manage any actual, potential or perceived conflicts of interest

9.2 Delegation Table

Delegate	Responsibilities
Guild Staff – Clubs Team	Exercise functions delegated to them under this Policy. This may include: - Providing advice and support to clubs - Assessing applications and submissions - Issuing requests for information - Administering registrations, renewals and approvals - Monitoring compliance - Undertaking administrative actions authorised under this Policy Guild Staff may not exercise powers reserved to the Manager, Guild Executive Committee or Guild Council.

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Manager – Clubs & Societies	Responsible for overseeing the administration of the Clubs and Societies program. Unless otherwise specified, the Manager may: ∂ Exercise powers delegated under this Policy ∂ Make decisions relating to compliance and operational matters ∂ Issue warnings, notices and directions ∂ Impose temporary restrictions or conditions ∂ Determine routine matters that do not require escalation to the Guild Executive Committee or Guild Council The Manager may refer any matter to the Guild Executive Committee or Guild Council where appropriate.
Guild Executive Committee	Responsible for making decisions delegated to it by Guild Council under the Guild's governing documents. The Guild Executive Committee may: ∂ Determine matters referred to it under this Policy ∂ Review decisions made under delegated authority ∂ Determine appeals within its authority ∂ Impose conditions, suspensions or other interventions permitted by this Policy ∂ Make decisions relating to club registration, governance, compliance and risk management The Guild Executive Committee may exercise any function delegated to it by Guild Council.
Guild Council	The ultimate approval authority for matters reserved to it under the Guild's governing documents. Guild Council may: ∂ Determine appeals referred to it under this Policy ∂ Dissolve a club ∂ Make decisions relating to matters of significant governance, risk or policy importance ∂ Review decisions made under delegated authority where permitted ∂ Amend, approve or rescind this Policy Guild Council may delegate functions and powers under this Policy in accordance with the Guild's governing documents.

CSG.CLUB_POL.002	**CLUBS & SOCIETIES INDIVIDUAL CONDUCT POLICY**
This Policy establishes the standards of conduct expected of Club members, Club officers, participants and attendees at Club activities. It outlines how conduct concerns may be reported and managed, the actions that may be taken where concerns arise, and the review and appeal rights available to affected individuals. This Policy supports the safe and effective operation of Guild-affiliated Clubs and Societies while promoting fairness, accountability and the wellbeing of participants.	

Category	Clubs
Policy Owner	General Manager, Student Services
Approval Authority	Guild Executive Committee
Review Date	31 December 2029
Accountability	Guild staff responsible for Clubs administration, Guild Executive Committee members exercising delegated authority under this Policy, Club officers and individuals participating in Club activities.
Related Legislation	∂ Curtin University Act 1966 (WA) ∂ Associations Incorporation Act 2015 (WA) (where applicable)
Related Documents	∂ Default Club Constitution ∂ Clubs Charter ∂ Clubs & Societies Policy ∂ Club Officers Statement ∂ Student Guild (Administration) Regulations ∂ Student Guild (Guild Council) Regulations ∂ Student Guild By-Laws ∂ Clubs & Societies By-Laws ∂ Curtin Land and Traffic By-Laws

Revision History

Revision Ref. No.	Approved/ Amended/ Rescinded	Date	Committee/Board	Resolution Number
New				

URTIN STUDENT GUILD CURTIN STUDENT GUILD CURTIN STUDENT GUILD CURTIN

1.1 Introduction

1.1 Purpose

The Curtin Student Guild is committed to providing a safe, inclusive and respectful environment for all participants in Club activities.

This Policy establishes the standards of conduct expected of individuals participating in Club activities and outlines the actions that may be taken where conduct creates risks to individuals, Clubs, the Guild or the wider University community.

The purpose of this Policy is to:

- Promote safe and respectful participation in Club activities
- Support the wellbeing of students, volunteers and staff
- Establish a fair framework for managing conduct concerns
- Outline intervention powers available to the Guild and Clubs
- Provide review and appeal rights where action is taken

1.2 Scope

This Policy applies to:

- Club members and participants
- Club Officers
- attendees at Club activities
- prospective members participating in Club activities
- volunteers supporting Club activities
- external participants attending Club activities
- any individual whose conduct impacts a Guild-affiliated Club or Club activity

This Policy applies regardless of whether the individual is a member of the relevant Club.

1.3 Definitions

Term	Definition
Club	A Guild-affiliated Club or Society registered under the Clubs & Societies Policy
Club Activity	Any meeting, event, function, activity, competition, trip, training session or other activity conducted by or on behalf of a Club
Club Member	A person recorded as a member of a Club in accordance with the Club's Constitution
Club Officer	A person elected or appointed to a committee position in accordance with the Club's Constitution
Committee	The governing body of a Club established under the Club's Constitution

Governance Documents	The Clubs & Societies Policy, this Policy, the Club Constitution, Society Rules, Clubs Charter and other governance documents approved by the Guild from time to time
Guild	The Curtin Student Guild
Interim Action	A temporary measure imposed while a conduct concern is being assessed, investigated or reviewed
Participant	Any individual attending, participating in or involved with a Club Activity, regardless of whether they are a Club Member
Review	A reconsideration of a decision made under this Policy
Safety-Based Action	An urgent intervention taken to protect the safety, wellbeing or interests of individuals, Clubs, the Guild or the wider University community

2.1 Individual Conduct

2.1 Expected Standards of Conduct

Individuals participating in Club activities are expected to:

- Behave respectfully towards others
- Comply with reasonable directions issued by Club officers, Guild staff and authorised officials
- Contribute to a safe and inclusive environment
- Comply with applicable laws, University requirements and Governance Documents including the Safe Spaces Agreement
- Use Club and Guild resources responsibly

Individuals must not engage in conduct that:

- Threatens the safety or wellbeing of others
- Disrupts Club activities
- Damages Club or Guild property
- Involves harassment, intimidation, discrimination or abuse
- Undermines the effective operation of a Club

2.2 Reporting Conduct Concerns and Incidents

Conduct concerns may be reported to:

- A Club Committee member
- Guild staff
- the Guild Executive Committee
- Curtin University where appropriate

Reports may relate to:

- Safety concerns
- Disruptive behaviour
- Harassment or intimidation
- Breaches of Governance Documents
- Conduct creating risks to participants, Clubs or the Guild

The Guild will determine the appropriate process for assessing, investigating or managing a reported concern.

2.3 Conduct by Club Participants

The Guild may take action in relation to a Club member or activity participant where the Guild reasonably believes that the individual's conduct:

- Creates a risk to the safety or wellbeing of others
- Disrupts the operation of a Club
- Breaches Governance Documents
- Breaches conditions imposed by the Guild
- Adversely affects the ability of a Club to operate effectively

Actions that may be applied include:

- Verbal or written warnings
- Suspension from participating in Club activities
- Suspension of membership
- Exclusion from specific activities or events
- Removal of access to Club systems or resources
- Any other reasonable action necessary to manage identified risks

Action may apply to a specific Club, multiple Clubs or all Guild-registered Clubs and Societies depending on the circumstances.

2.4 Conduct by Club Officers

Club officers are expected to meet a higher standard of conduct due to their governance and leadership responsibilities.

In addition to the actions above, the Guild may take action where a Club officer:

- Fails to fulfil the responsibilities of their position
- Fails to comply with Governance Documents
- Misuses Club funds, assets or resources
- Obstructs the administration of the Club
- Fails to cooperate with the Guild regarding compliance matters
- Engages in conduct that adversely affects the operation of the Club or creates risks to Club members, participants or resources

Actions may include:

- Suspension of specific responsibilities
- Suspension of banking access
- Suspension of administrative system access
- Removal from an officer position where permitted under applicable Governance Documents
- Restrictions on holding officer positions within Guild-affiliated Clubs and Societies

In making this determination the Guild may consider safety concerns, previous conduct findings, ongoing investigations, serious governance concerns, misuse of Club resources or other matters relevant to student safety or the integrity of the Guild's Clubs and Societies.

3.1 Intervention and Management

3.1 Interim Actions

The Guild may implement interim actions while concerns are being assessed or investigated. Interim actions are intended to:

- Protect students and participants
- Protect Club or Guild assets
- Maintain the integrity of an investigation or review process
- Minimise ongoing risks

Interim actions are not disciplinary findings and do not determine whether a breach has occurred. Actions listed under Club Participants.

Interim actions may remain in place until the relevant matter has been resolved or reviewed.

3.2 Safety-Based Actions

Where the Guild reasonably believes urgent action is necessary to protect the safety or wellbeing of students, staff or members of the University community, immediate action may be taken. Safety-based actions may include:

- Temporary suspension from Club activities
- Exclusion from specified events
- Restrictions on contact with Club members or officers
- Suspension of access to Club systems, resources or facilities
- Temporary restrictions on holding Club positions

The Guild will review any safety-based action as soon as reasonably practicable and provide the affected individual with information about the action taken and any available review rights.

3.3 Intervention Authorities

The following approval authorities apply under this Policy.

Action	Authority
Activity expulsion*	Club Committee
Warning	Club Support Staff
Activity suspension (up to 2 weeks)	Manager – Clubs & Societies
Membership suspension (up to 2 weeks)	Manager – Clubs & Societies
Banking or system access suspension	Manager – Clubs & Societies
Membership suspension (more than 2 weeks)	Guild Executive Committee
Officer suspension (more than 2 weeks)	Guild Executive Committee
Exclusion from all Guild-affiliated Club activities	Guild Executive Committee
Indefinite restrictions	Guild Executive Committee

* Club Committees may remove an individual from a specific Club Activity where reasonably necessary to maintain safety, comply with Safe Spaces agreement, venue requirements or ensure the orderly conduct of the Activity.

3.4 Guild Discipline Processes

Some conduct may be referred to a separate Guild or University disciplinary process. Where appropriate, the Guild may refer a matter to:

- The Guild Discipline Tribunal
- Curtin University
- Law enforcement agencies
- Another body with jurisdiction over the matter

The existence of a disciplinary process does not prevent the Guild from taking interim or safety-based action under this Policy where necessary.

Any action taken under this section may be reviewed following the outcome of a disciplinary process.

3.5 Reviews and Appeals

Reviews and appeals relating to decisions made under this Policy are conducted in accordance with the Clubs & Societies Policy. Individuals affected by a decision may request a review or lodge an appeal in accordance with that Policy.

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CSG.CLUB_POL.003	**EXTERNAL SPONSORSHIP & PARTNERSHIPS POLICY**
This Policy	

Category	Clubs
Policy Owner	General Manager, Student Services
Approval Authority	Guild Executive Committee
Review Date	31 December 2029
Accountability	Guild staff responsible for club administration, Guild Executive Committee members exercising delegated authority under this policy, and club committee members.
Related Legislation	∂ Curtin University Act 1966 (WA) ∂ Associations Incorporation Act 2015 (WA) (where applicable)
Related Documents	∂ Default Club Constitution ∂ Clubs & Societies Policy ∂ Club Officers Statement ∂ Student Guild (Administration) Regulations ∂ Student Guild (Guild Council) Regulations ∂ Student Guild By-Laws ∂ Clubs & Societies By-Laws ∂ Curtin Land and Traffic By-Laws
Where an inconsistency exists between this Policy and another Governance Document, the higher-order Governance Document prevails.	

Revision History

Revision Ref. No.	Approved/ Amended/ Rescinded	Date	Committee/Board	Resolution Number
New				

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1.0 Introduction

1.1 Purpose

The Curtin Student Guild supports Clubs and Societies in developing appropriate relationships with external organisations that assist Clubs to achieve their objectives and enhance the student experience.

This Policy establishes the requirements for sponsorships, partnerships, donations, affiliate arrangements and other forms of external support involving Guild Clubs and Societies.

The purpose of this Policy is to:

- Support Clubs in obtaining external support and funding
- Preserve the independence and student-led nature of Clubs
- Promote transparent sponsorship and partnership practices
- Establish clear expectations for Clubs and external organisations
- Provide a framework for Guild oversight of sponsorship and partnership arrangements

1.2 Scope

This Policy applies to:

- All Guild-registered clubs and societies
- Club Officers and committee members
- External organisations seeking to support Clubs
- Sponsorship, partnership, donation and affiliate arrangements
- Guild staff responsible for administering, supporting or monitoring clubs and societies
- Guild Executive Committee, Guild Council and decision-makers exercising authority under this Policy

This Policy applies regardless of whether support is provided through:

- Financial sponsorship
- Prizes or giveaways
- Event Support
- Promotional Support
- Venue support
- Discounted goods or services
- Donated goods or equipment
- Grants
- Affiliate arrangements
- Other forms of material assistance

This Policy applies to clubs and societies operating at Curtin University campuses in Western Australia that are administered by the Curtin Student Guild.

The Guild may publish procedures, forms, standards and guidance materials from time to time to support implementation of this Policy.

1.3 Sponsorship Principles

The Guild will administer this Policy in accordance with the following principles.

Student Benefit
Sponsorship and partnership arrangements should provide a genuine benefit to the Club, its members, activities, participation opportunities or long-term sustainability.

Independence
Clubs must remain student-led and independent. Support from an external organisation must not create any entitlement for that organisation to direct or influence the governance, operation or decision-making of the Club.

Transparency
Clubs should be transparent regarding sponsorship arrangements and external relationships. Members should be able to understand:

- Who supports the Club
- The nature of the support being provided
- Any obligations arising from the arrangement

Sponsor Suitability
Sponsorship and partnership arrangements should:

- Support the objectives and activities of the Club
- Be consistent with the responsibilities of the Club
- Not create significant reputational, governance, safety or wellbeing concerns for the Club, the Guild or Curtin University.

When considering sponsorship opportunities, Clubs should consider whether the activities, products, services or public conduct of a prospective sponsor are consistent with the objectives of the Club and the responsibilities of a Guild-registered club.

1.4 Definitions and Interpretations

Term	Definition
Activity	Any meeting, event, function, workshop, competition, trip, promotion, campaign, training session, social gathering, online event or other organised undertaking conducted, hosted, promoted, facilitated, or undertaken in the name of a club. *NB: For the purposes of this Policy, activities include, but are not limited to, annual general meetings, general meetings, committee meetings, planning meetings, social events, online events and recurring club activities.*
Club	A Guild-registered student club or society at Curtin University.
Club Officer	A person elected or appointed to a committee position in accordance with the Default Guild Club Constitution.
Committee	The governing body of a club comprising the club officers and other committee members holding office in accordance with the Default Guild Club Constitution.
Conflicts of Interest	A situation where a person has a personal interest that may affect, or be perceived to affect, their ability to act impartially and in the best interests of a Club, its members or the Guild.

Curtin Student	A person currently enrolled at Curtin University. A person on an approved leave of absence is not considered an enrolled Curtin student for the purposes of this Policy.
Event	An activity that requires planning, coordination or approval under this Policy. *NB: See Activity.*
External Organisation	An organisation, association, company, charity, religious body, political organisation or other entity that is not the Guild, Curtin University or a Guild-registered club.
Guild	The Curtin Student Guild.
Guild-registered Club or Society	A club or society that has been approved and registered by the Guild under this Policy.
Guild Council	The governing council of the Guild. Where authority has been delegated, references to Guild Council include any person or body exercising delegated authority on its behalf.
Guild Executive Committee	The Guild Executive Committee established under the Guild's governing documents.
Officer	A position or role as a club officer or committee member of a club, whether elected, appointed, or acting in the position.
Member	A person recorded as a member of a club in accordance with the Constitution.
Policy	This External Sponsorship and Partnerships Policy.
Registered	A Registration Status indicating that a club has met the requirements for registration or renewal, has an active registration with the Guild, and is entitled to operate and access Guild services, support and benefits.
Risk Assessment	A documented assessment of hazards, risks and control measures associated with a club activity.
Society Rules	Guild-approved additional rules adopted by a Club in accordance with the Constitution.

2.0 Responsibilities

2.1 Club Responsibilities

A Club must:

- Disclose sponsorship and partnership arrangements where required by the Guild
- Accurately record sponsorship income, benefits and obligations
- Maintain appropriate records relating to sponsorship and partnership arrangements
- Appropriately manage any actual, potential or perceived conflicts of interest.

2.2 External Organisations Restrictions

An external organisation must not:

- Control or direct Club governance
- Influence elections or committee appointments
- Determine membership decisions
- Control Club finances or expenditure decisions
- Access Club membership information, except where authorised by the member and permitted under applicable requirements
- Communicate on behalf of a Club without authorisation
- Exercise authority over Club governance, disciplinary or decision-making processes

The provision of funding, sponsorship, mentoring, training, resources or advice does not create any entitlement for an external organisation to direct or control a Club.

2.3 Guild Responsibilities

The Guild may request information relating to a sponsorship or partnership arrangement where reasonably required to:

- Assess compliance with Governance Documents
- Investigate a complaint or concern
- Assess governance, operational, safety or reputational risks
- Administer registration, renewal or funding processes
- Verify information provided by a Club

A Club must provide requested information within the timeframe specified by the Guild.

Information requested may include sponsorship agreements, correspondence, invoices, funding arrangements, promotional obligations or other documents relating to the sponsorship or partnership arrangement.

2.3.1 Guild Intervention

The Guild may direct a Club not to enter, continue, renew or vary a sponsorship or partnership arrangement where the Guild reasonably believes the arrangement:

- Is inconsistent with Guild Governance Documents
- Compromises the independence of the Club
- Creates significant governance, operational, safety or wellbeing risks

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- Creates significant reputational concerns for the Club, Guild or Curtin University
- Is otherwise inconsistent with the proper administration of the Clubs Program
- Involves activities, products or services that the Guild reasonably considers incompatible with the responsibilities of the Club or likely to adversely affect the student experience.

Where practical, the Guild will provide reasons for the decision and an opportunity for the Club to respond before making a final determination.

3.0 Sponsorship Agreements

Where a sponsorship or partnership arrangement involves:

- Financial contributions
- Recurring support
- Branding rights
- Promotional obligations
- Exclusive arrangements
- Ongoing commitments

the Guild strongly encourages the arrangement to be documented in writing.

Written arrangements should identify:

- The parties to the arrangement
- Support being provided
- Obligations of each party
- Duration of the arrangement
- Termination arrangements

Clubs should exercise caution before entering sponsorship or partnership arrangements that create obligations extending beyond the current committee term.

3.1 Promotions & Representations

A sponsorship or partnership arrangement does not automatically grant an organisation:

- Access to Club member information
- Access to Guild systems
- Use of Guild branding
- Use of Curtin University branding
- Authority to represent the Guild or Curtin University;
- To conduct marketing activities, distribute promotional material, attend Club activities, or undertake promotional activities on University premises
- Promotional rights beyond those expressly approved by the Club, Guild or University

Any such rights require separate approval where applicable.

4.0 Reviews & Appeals

A Club may request a review of a decision made under this Policy in accordance with the review and appeal provisions contained within the Clubs & Societies Policy.

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CURTIN STUDENT GUILD

57th Guild Council - 9 / GC

GUILD COUNCIL – 12/11/2026

Appointment of External Auditor from 1 January 2027

Submitted: Natasha Morgan (General Manager)

Moved: Noor Fellah (Secretary)
Seconded: Dylan Storer (President)

Preamble:

Following a competitive RFP process, the Finance and Risk Committee endorsed and recommended the appointment of a new external audit provider at its meeting on 28 October 2026, to commence from the start of the Guild's 2027 financial year. This recommendation is now presented to Guild Council for approval, prior to submission to the University Council for final approval.

Motion:

That the Guild Council approve the recommendation of the Finance and Risk Committee, for the appointment of William Buck as External Auditor of the Curtin Student Guild for an initial three-year term commencing 1 January 2027, with the option to extend the appointment for a further two years subject to satisfactory performance.

Background:

The Guild issued a Request for Proposal seeking the appointment of an independent external auditor for an initial three-year term commencing 1 January 2027, with an option to extend for a further two years. The procurement process formed part of the Guild's commitment to sound governance and periodic review of audit arrangements.

The RFP required respondents to demonstrate capability across relevant experience, audit methodology, engagement team quality, value for money, independence and cultural fit. Submissions were assessed by an Evaluation Panel in accordance with the criteria outlined in the RFP documentation.

Evaluation Outcome

The Panel noted that all proposals demonstrated a strong understanding of the Guild's operations, governance environment and audit requirements. In particular, the submissions provided by William Buck, RSM Australia and the incumbent Moore Australia Audit (WA) reflected organisations with appropriate technical capability and sector experience.

Notwithstanding the strengths identified across all submissions, the Panel determined that William Buck offered the strongest overall proposition when considering:

- Demonstrated experience auditing not-for-profit, member-based and education-related organisations.
- A highly experienced engagement team with appropriate senior involvement and continuity arrangements.
- A competitive and transparent fee structure representing value for money.

- A structured transition methodology designed to ensure continuity and minimise disruption.
- The governance benefits associated with auditor rotation and obtaining fresh external perspectives on the Guild's financial reporting, controls and governance environment.

The Panel was satisfied that appointment of William Buck would maintain audit quality while providing an opportunity for independent review through a new organisational lens.

Panel Consensus

Following completion of the assessment process, panel members' responses demonstrated a consistent view that while all respondents are capable of delivering the required services, William Buck represented the preferred respondent on balance.

For the avoidance of doubt, there was no disagreement amongst panel members with the final finding that William Buck should be recommended as the preferred external auditor.

Risk and Governance Considerations

The recommended appointment remains subject to approval through the Guild's governance processes and any subsequent approval requirements of the University Council.

The Panel identified no matters that would prevent appointment of William Buck and received confirmation of independence and absence of conflicts of interest within the submitted proposal.

The proposed appointment is also consistent with the Guild's stated objective of periodically reviewing external audit arrangements as part of good governance practice.

Attachments

- Audit Review Panel – Review of Responses

Confidentiality

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Report to the Finance, Risk and Compliance Committee

External Audit Services Procurement Evaluation

Curtin Student Guild

September 2026

Executive Summary

The Curtin Student Guild undertook a Request for Proposal (RFP) process to appoint an independent external auditor for an initial three-year term commencing with the audit of the financial year ending 31 December 2027, with the option to extend for a further two years. The procurement process was undertaken as part of the Guild's commitment to sound governance and periodic review of external audit arrangements.

Invitations were extended to three suitably qualified audit firms:

1. Moore Australia (Incumbent Auditor)
2. RSM Australia
3. William Buck

Following review of the RFP requirements and the submissions received, all three firms demonstrated the capability, resources, independence and experience necessary to undertake the engagement. Each proposal represents a credible and low-risk audit solution for the Guild.

After assessing each submission against the evaluation criteria contained within the RFP and considering broader governance factors, including the benefits of obtaining a fresh external perspective following a long period of incumbent service, it is recommended that **William Buck be appointed as the Guild's external auditor commencing with the 2027 financial year audit**.

Procurement Overview

The RFP sought submissions from firms capable of undertaking:

- Annual external financial statement audits;
- Interim audit procedures;
- Governance and control reporting;
- Attendance at Finance and Audit Committee meetings;
- Provision of management letter recommendations; and
- Ongoing support regarding accounting and governance matters.

The evaluation criteria published in the RFP were:

Evaluation Criteria	Weighting
Relevant experience and capability	25%
Understanding of the Guild and proposed methodology	15%
Quality and experience of engagement team	25%
Fee proposal and value for money	25%
Client references and cultural fit	10%

Assessment of Respondents

1. William Buck

Strengths

William Buck demonstrated strong experience auditing organisations with characteristics comparable to the Guild, including membership organisations, not-for-profit entities, educational institutions and organisations operating under complex governance frameworks. Importantly, William Buck currently audits the Guild of Undergraduates at the University of Western Australia, which represents the closest comparator identified within the submissions.

The proposal demonstrated:

- Strong understanding of student-focused and membership-based organisations;
- Relevant experience across education, not-for-profit and governance sectors;
- Comprehensive audit methodology;
- Robust transition plan from the incumbent auditor;
- Appropriate independence and rotation policies;
- Competitive fee structure;
- Commitment to partner involvement and continuity of personnel.

Governance Considerations

A significant factor in the assessment is that William Buck would provide a genuinely independent and fresh perspective following more than ten years of continuous service by the incumbent auditor.

While Moore Australia has appropriately maintained independence through personnel rotation, the appointment of a new audit firm provides additional governance benefits through:

- Independent reassessment of longstanding accounting treatments;
- Fresh review of internal controls and processes;
- Alternative perspectives on governance and risk management;

- Reduced familiarity risk associated with long-term audit engagements.

Fee Proposal

Year	Fee (Ex GST)
2027	$28,000
2028	$29,400
2029	$30,870

William Buck submitted the lowest pricing proposal of all respondents.

Assessment

William Buck presents a strong combination of sector experience, governance benefit, competitive pricing and transition capability.

2. Moore Australia (Incumbent Auditor)

Strengths

Moore Australia has served as the Guild's external auditor for more than ten years and has developed detailed knowledge of:

- Guild operations;
- SSAF funding arrangements;
- Hospitality and retail activities;
- Inventory and payroll environments;
- Governance arrangements and committee structures.

The proposal demonstrated:

- Excellent understanding of Guild operations;
- Proven audit performance;
- Effective communication processes;
- Strong relationship management;
- Continuity of service;
- Minimal transition risk.

It is also noted that no concerns have been identified regarding independence, with partner and personnel rotation occurring in accordance with applicable professional requirements.

Fee Proposal

Year	Fee (Ex GST)
2027	$28,800
2028	$29,600
2029	$30,500

Assessment

Moore remains a highly capable and credible provider and would represent the lowest implementation and transition risk. If continuity was the primary consideration, a recommendation to reappoint Moore would be entirely reasonable. However, the benefits associated with obtaining a fresh external perspective after a lengthy period of service slightly outweigh the practical advantages of continuity.

3. RSM Australia

Strengths

RSM submitted a comprehensive and professionally presented proposal supported by:

- Extensive audit resources;
- Sophisticated audit technology;
- Strong not-for-profit sector experience;
- Highly credentialed audit leadership team;
- Comprehensive quality assurance framework.

The proposed engagement team is particularly strong and includes significant senior partner involvement together with dedicated technical support resources.

Fee Proposal

Year	Fee (Ex GST)
2027	$29,750
2028	$31,200
2029	$32,800

In addition, a technology levy of 3% would apply.

Assessment

Whilst technically strong, RSM did not demonstrate the same level of directly relevant student guild experience as William Buck and represented the highest overall cost proposal. Consequently, RSM ranked below the other respondents in the overall evaluation.

Comparative Evaluation Summary

Criteria	Weighting	William Buck	Moore Australia	RSM Australia
Relevant experience & capability	25%	Very Strong	Very Strong	Very Strong
Understanding & methodology	15%	Very Strong	Excellent	Very Strong
Calibre Engagement team	25%	Excellent	Strong	Very Strong
Value for money	25%	Excellent	Very Strong	Moderate
Client references & cultural fit	10%	Very Strong	Excellent	Strong
Governance benefit of fresh perspective	Considered qualitatively	High	Moderate	High

Criteria	Weighting	William Buck	Moore Australia	RSM Australia
Overall Ranking		**1**	**2**	**3**

Ranking of Respondents

1st Ranked – William Buck

Strengths include:

- Most advantageous overall value and governance outcome;
- Direct experience with comparable student representative organisations;
- Lowest cost proposal;
- Strong transition approach;
- Appropriate resources and expertise;
- Fresh perspective following long incumbent tenure.

2nd Ranked – Moore Australia

Strengths include:

- Proven performance as incumbent auditor;
- Deep understanding of Guild operations;
- Known audit quality / Low transition risk;
- Competitive pricing.

3rd Ranked – RSM Australia

Strengths include:

- Excellent technical capability;
- Strong audit methodology;
- Significant audit resources and technology tools.

Recommendation

After consideration of the submissions received, the published evaluation criteria, and the strategic benefit of obtaining a fresh external perspective, it is recommended that:

The Finance, Risk and Compliance Committee recommend to Guild Council the appointment of William Buck as External Auditor of the Curtin Student Guild for an initial three-year term commencing 1 January 2027, with the option to extend the appointment for a further two years subject to satisfactory performance.

The reasons supporting this recommendation are:

1. William Buck demonstrated relevant experience auditing comparable membership-based, educational and not-for-profit organisations.
2. The firm provides the opportunity for independent reassessment of historical practices, controls and governance arrangements following a lengthy incumbent tenure.
3. The proposal represents the lowest cost and strongest value-for-money outcome.
4. The proposed engagement team possesses appropriate qualifications and sector experience.
5. William Buck has demonstrated a clear and practical transition methodology designed to minimise disruption to Guild operations.
6. The appointment aligns with good governance practice by periodically reviewing and refreshing independent assurance providers where appropriate

Accordingly, William Buck is considered to offer the strongest overall combination of governance value, audit capability and value for money and is recommended as the preferred respondent.

13 November 2026

KRISTI JARVIS
DIRECTOR, GOVERNANCE SERVICES AND COUNCIL SECRETARY
LEGAL SERVICES
CURTIN UNIVERSITY

Dear Kristi

Appointment of Auditor for Guild Finances

In accordance with *R14(1)* of the *Student Guild (Guild Council) Regulations 2018,* the Finance and Risk Committee of the Guild has been delegated authority to act on behalf of the Guild Council regarding the recommendation of an independent auditor. At its meeting of 28th October 2026, the Finance and Risk Committee made the following recommendation:

"That the Guild Council recommends to University Council the appointment of William Buck as External Auditor of the Curtin Student Guild Financial Statements for an initial three-year term commencing 1 January 2027.

Accordingly, the Guild requests that University Council:

> **Approve William Buck be appointed as the independent external auditor for the Curtin Student Guild financial statements for the 2027 financial year ongoing in accordance with Section 46 (2)(a) of the *Curtin University Act 1966 (WA)* and Section 9 of *Statute 27 – Student Services and Amenities Fee***

Note that Section 9 of Statute 27 states that "the annual financial statements of the Student Guild are audited, in accordance with the relevant auditing standards in force at the time, by an independent external auditor whose appointment has been approved by the Council".

Can you please advise us at your earliest convenience of the outcome of this request.

Please contact the Guild's Managing Director, Vernon Thompson, if you require any further information.

Kind regards,

Dylan Storer / Tahni Rowe
GUILD PRESIDENT

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57th Guild Council - 9 / GC

GUILD COUNCIL – 12/11/2026

2027 Finance and Risk Committee – Appointment of External Member

Submitted: Natasha Morgan (General Manager)

Moved: Noor Fellah (Secretary)
Seconded: Dylan Storer (President)

Preamble:

Following a thorough recruitment process the Finance and Risk Committee, on the 28th October 2026, have endorsed and recommend the appointment of an external independent Finance and Risk Committee member. This is now presented to Guild Council for consideration and approval.

Motion:

That the Guild Council approve the recommendation of the Finance and Risk Committee, to appoint Gautam Gupta to the role of External Committee member 1 January 2027 to 31 December 2028.

Background:

The Constitution of the Finance and Risk Committee states that the committee shall include “Up to two (2) other persons who are not Guild Members, with relevant expertise, appointed by the Guild Council for a term of up to two (2) years”.
Additional requirements under the Constitution for the external members are:

a) Not more than one of those members may be an employee of the University;
b) Relevant expertise shall be taken to mean a qualification in accounting or auditing and/or appropriate experience within the field; and
c) The Remuneration Tribunal may determine an honorarium to be paid to these members.

Current Situation:

we recently reached out to our two external members, Elsie and Buena, whose current two-year terms conclude this year.
Following these discussions, we are pleased to advise that Buena has agreed to continue for a further term. However, we will be saying goodbye to Elsie and would like to take this opportunity to acknowledge and sincerely thank her for her valuable contribution to the Committee over the past two years.

Recruitment and Assessment Process:

To Management have undertaken a recruitment process during September, advertising the role through the Australian Institute of Company Directors (AICD) recruitment website. Members were invited to participate in the shortlisting and interview process, but this was not taken up due to travel and commitment challenges.

We received a solid response, with six applications submitted. Following a skills-based assessment against the selection criteria, two candidates have been shortlisted for further conversations held in early October.

Skills based assessment and weighting assigned

Financial Management Expertise	20%
Risk Management Experience	15%
Governance & Committee Experience	15%
Strategic Thinking & Commercial Acumen	10%
Audit & Compliance Knowledge	10%
Independence & Objectivity	10%
Understanding of Not-for-Profit / Membership Organisations	5%
Stakeholder Engagement & Communication	5%
Alignment with Guild Values & Student-Centric Governance	5%
Availability & Commitment	5%

Shortlisted Candidate details:
The resumes and cover letters for both plus the skills matrix assessment are attached to enable members review and consideration for discussion as required.

Gautam Gupta
- Well experienced in executive and finance executive roles
- Solid financial qualifications
- Previous board experience
- Ability to be on site for meetings with adequate notice
- Willing to provide additional support where required
- Appreciated the unique leadership structure of the Guild

Julie McKay-Warner
- Well experienced in legal and general council executive roles
- Solid risk and compliance qualifications
- Extensive previous board experience
- Ability to be on site for meetings with adequate notice
- Willing to provide additional support where required
- Appreciated the unique leadership structure of the Guild

On consideration of this matter management unanimously believe that either candidate would be capable of providing the independent perspective and contribution we are seeking from our external members.

The motion put forward is based on a view that Gautam Gupta would be the stronger fit for the management accountant and current finance team, given his finance background and the perceived expertise he could bring to the role.

Attachments

- Gautam Gupta Resume
- Gautam Gupta Cover Letter

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CURTIN STUDENT GUILD

57th Guild Council – 11 / GC

GUILD COUNCIL – 12/11/2026

ANNUAL REVIEW OF GUILD STRATEGIC PLAN

Submitted: Dylan Storer (Guild President)
Moved: Dylan Storer (Guild President)
Seconded: Noor Fellah (Guild Secretary)

Preamble:

Section 13(4) of Statute No. 4 – Student Guild requires the Guild Council to prepare, adopt and publish a Strategic Plan covering at least three financial years and to review that plan at least annually.

This item provides Guild Council with the opportunity to undertake its annual review of the Curtin Student Guild Strategic Plan 2026–2029 and consider its continued relevance and operation.

Motion:

That the Guild Council:

> having reviewed the Curtin Student Guild Strategic Plan 2026-2029 in accordance with Section 13(4) of Statute No. 4 – Student Guild, endorses its continued operation.

Actions:

Actions recommended as part of this item include:

1. That the Managing Director ensure the Strategic Plan 2026–2029 continues to inform the Guild's annual business planning, operational priorities and resource allocation.
2. That progress against the Strategic Plan's objectives and performance measures be reported to Guild Council as part of the Guild's regular reporting processes.
3. That the incoming Guild Council undertake the next annual review of the Strategic Plan in 2027.

Background:

In 2025, the Guild undertook a comprehensive redevelopment of its strategic planning framework, replacing the previous single-page Strategy Map, which had largely been rolled over from year to year, with a comprehensive three-year Strategic Plan.

The new Strategic Plan represented a significant step forward in the Guild's strategic planning and governance, establishing a renewed mission, vision and values alongside six strategic pillars covering student voice and services, financial sustainability, people and culture, university engagement, good governance and innovation.

Importantly, the Plan also introduced a Strategic Performance Measures Framework, establishing measurable objectives, key performance indicators and targets against which the Guild's progress can be assessed.

The Strategic Plan provides a longer-term framework to guide the Guild's operations, advocacy, service delivery and decision-making, while recognising the importance of maintaining a student-led organisation that is financially sustainable, accountable and responsive to the needs of its members.

Given the Plan's recent adoption and its intended three-year operation, it is proposed that Guild Council reaffirm its continued operation following the annual review, with any substantive changes able to be considered in future reviews.

Attachment/s:

Attachment A: Curtin Student Guild Strategic Plan 2026-2029

STRATEGIC PLAN 2026-2029



CURTIN STUDENT GUILD

PRESIDENT STATEMENT

"I'm proud to share the Curtin Student Guild's Strategic Plan for 2026 to 2029."

This Plan sets out our direction for the years ahead a direction rooted in our values and our proud legacy of student-led action. For over 50 years, the Guild has stood with students: from supporting draft resisters during the Vietnam War to fighting for a fairer, more transparent university today. That legacy continues with this Plan.

This plan lays out a bold and practical roadmap to strengthen the Guild as a driven, forward-thinking student union that keeps delivering for students. Our six Strategic Pillars, including Student Voice, Financial Sustainability, Good Governance and Future Readiness, will guide how we make decisions, where we invest, and how we advocate. More than that, they reaffirm what we're here for: to serve and represent Curtin students.

Over the next three years, the Guild will continue to grow as a student-led, professionally run organisation. We'll keep running the services and campaigns students rely on, and we'll do it with transparency, accountability and a genuine commitment to collaboration, without losing sight of who we work for.

The Guild is the only body on campus that is entirely run by and for students and we will always have the back of students and fight for a better future.



Dylan Storer

President
Curtin Student Guild

OVERVIEW

This 2026-2029 Strategic Plan outlines the Curtin Student Guild's (Guild) vision and priorities for 2026–2029.

The strategy reaffirms the Guild's purpose as an advocate and essential support structure for Curtin University (university) students. It also updates key strategic pillars to ensure alignment with student expectations around equity, affordability, inclusion, representation, transparency, and sustainability.

Key outcomes of this strategy include an updated Mission and Vision, enhanced Values, and clearly defined strategic pillars and objectives that will guide Guild operations, partnerships, services, and governance.

The Guild is committed to applying this Strategic Plan as a guiding framework for its activities, services, and decision-making. It will strive to deliver outcomes aligned with the Plan's objectives in a manner that is student-focused and consistent with the Guild's purpose and values, to the extent that it is reasonable, responsible, and practicable to do so.



MISSION

To enrich the student experience through a strong student voice and inclusive services, whilst fostering a vibrant and fun community.

VISION

To be the leading and most trusted, independent, student-run organisation in Australia, that is highly valued by our students, the broader sector and community.



VALUES

Autonomy - Student control of student affairs for the benefit of our members.

Equity – We champion fairness, cultural safety, inclusion and accessibility for all students.

Accountability – We are transparent, ethical, and responsible to our members and community.

Community – We build a sense of empowered belonging through partnerships, clubs, and shared experiences.

Sustainability – Working responsibly for the well-being of students and the planet, now and into the future.

PILLAR "A" - MEMBERS: STUDENT VOICE, SERVICES, AND ENGAGEMENT

OBJECTIVES

Champion diverse student representation at each Curtin campus and online, through student-led campaigns, collective advocacy, and grassroots organising.

Deliver welfare, advocacy, support services that directly respond to lived students' needs and uphold Self Determination for all students.

Empower student-run clubs and societies to be successful by providing resources, training, and assistance in governance and event management.

Foster an inclusive and engaging campus culture through events and equity-focused programs.

PILLAR "B" - FINANCIAL: SUSTAINABILITY AND GROWTH

OBJECTIVES

Maintain affordability across Guild-run services, events, and outlets, whilst ensuring cost effectiveness and sustainable margins.

Strengthen Guild revenue sustainability by improving commercial performance through strategic pricing, operational efficiency, and business development.

Embed sound financial management practices, including budgeting, forecasting, and performance monitoring, to ensure disciplined, responsive use of resources.

Responsible management of Guild resources to deliver measurable student impacts that align with strategic goals.

All financial decision-making is strategic, ethical, and evidence-based.

Commercial operations are responsibly managed & financially viable for the long term.



PILLAR "C" - PEOPLE AND CULTURE: OUR WORKFORCE AND VOLUNTEERS

OBJECTIVES

Promote a values-based culture aligned with equity, collaboration, and professional integrity.

Support leadership and governance capacity of elected officers and staff.

Reflect the diversity of the student population in Guild leadership and service delivery.

Providing pathways and training opportunities for leadership, transferable skills, and work-readiness through Guild roles and volunteering.

Ensure staff and volunteers are supported and maintain a high standard of performance, working diligently, effectively, and in alignment with the Guild's Policy, Values, and its purpose to serve members.

PILLAR "D" - UNIVERSITY: PARTNERSHIP AND STUDENT VOICE

OBJECTIVES

Represent students in all key academic and university governance forums.

Influence university policy to uphold student rights, inclusion, and academic quality.

Ensure constructive engagement with university leadership without compromising our independence and responsibility to members.

Advocate to government for student-centred policies, funding, & legislation that advance equity, wellbeing, & access to quality education, while maintaining the Guild's independence and representative voice.

Advocate proactively for improvements to student-facing infrastructure, teaching, and services.

Represent the students' voice to the university for the enhancement of quality learning and teaching, the student experience, and outcomes for students.

Challenge the university to deliver excellence in education, sustainability, inclusion and wellbeing outcomes through their planning, operations and policies.

PILLAR "E" - GOOD GOVERNANCE: TRANSPARENT, STRATEGIC AND RESPONSIVE

OBJECTIVES

Operate under an evolving rolling three-year strategy that guides our decision-making.

Consider student feedback, risk, data, and impact when making decisions.

Uphold high standards of governance and compliance requirements.

Engage members through open communications, transparent reporting, and accountable leadership.

Define and report on success measures aligned to each strategic pillar to track student impact and accountability.

PILLAR "F" – INNOVATION: FUTURE READINESS

OBJECTIVES

Modernise Guild services, communication, and engagement through diverse delivery models and automation where appropriate.

Establish measurable goals for climate action, waste reduction, and ethical procurement, and advocate for university-wide environmental responsibility.

Encourage creative problem-solving, trial new initiatives, and support student-led projects that respond to emerging needs.

Consider an alumni and leadership legacy network to foster mentoring, support continuity, and retain institutional knowledge.



STRATEGIC PERFORMANCE MEASURES FRAMEWORK

PILLAR A – Members: Student Voice, Services, and Engagement

OBJECTIVE	KPI	MEASUREMENT METHOD	TARGET
Champion diverse student representation on Council	% of key demographic categories (e.g. gender, cultural background, international status, and study mode) represented on the Guild Council that align within ±10% of the overall student population.	Encouraging a diverse range of students to participate on the Council through marketing and communications	At least two targeted communication campaigns each year, specifically targeting the encouragement of a diverse demographic of students to participate on the Council
Deliver responsive support services	Student satisfaction with support services	Annual survey of students supported	≥80% satisfaction in annual survey
Empower clubs and societies by providing resources	Number of active clubs; Satisfaction with support/resources	Club registration system data; annual club survey	≥90 active clubs; ≥80% satisfaction score
Foster inclusive campus culture	Delivery and volume of events; Attendance at events	No of events each year i.e event calendar data; Event attendance data	≥ 6 events per year, including 3 major events ≥10% of the student population attending at least 1 event per semester
Adopt a Curtin Student Guild Food Charter that promotes healthy, sustainable, culturally inclusive, and affordable food and drink options across all Guild-operated venues.	Development, endorsement, and staged implementation of a Curtin Student Guild Food Charter aligned with student wellbeing, sustainability, and equity principles.	Completion of a co-design process with relevant stakeholders and formal endorsement of the Charter by Guild Council	Guild Council endorsement by 2027

PILLAR B – Financial: Sustainability and Growth

OBJECTIVE	KPI	MEASUREMENT METHOD	TARGET
Strengthen commercial sustainability	EBIDA margins; GP margin	Financial reporting and trend analysis	EBIDA ≥[10%;] GP percentage ≥ 60% to 65%
Maintain financial discipline	On-time budget completion; Accurate financial reporting; Regular and timely financial reporting to Council	Budget sign off on time by Council; Clear audit reports; Finance and Audit Committee minutes	Budget and financial reporting deadlines met; Clean audit sign-off from auditors.
Responsible management of Guild resources	Sound resource management Policy's and Procedures	Policy and Procedure reviewed in line with agreed frequency	100% compliance as evidenced by Policy register.

PILLAR C – People and Culture: Workforce and Volunteers

OBJECTIVE	KPI	MEASUREMENT METHOD	TARGET
Staff and Representative development	Training and professional development budget allocation per staff; representative member	Budget; performance reviews	Training allocation per head as per policy in each annual budget
Provide support to volunteers	Volunteer engagement and retention	Volunteer records; engagement reports	≥ 80% volunteers per year (define based on baseline data)
Establish and maintain a formal volunteer program	Number of volunteers registered and trained through formal network	Volunteer registration system; training participation logs	≥ 50 volunteers registered annually; ≥ 100% complete induction within 3 months
Maintain high staff performance	Satisfactory manager reviews of staff	Annual staff performance reviews	≥ 90% achieving "high" standard
Promote diversity in workforce and volunteer engagement (optional addition)	Percentage of volunteers from equity target groups	Volunteer demographics analysis	≥ 30% of volunteers identify with target equity groups
Provide leadership and transferable skill development opportunities	Number of volunteers completing leadership or skills-based training modules	Training participation logs	≥ 70% of active volunteers complete at least one module annually

PILLAR D – University: Partnership and Student Voice

OBJECTIVE	KPI	MEASUREMENT METHOD	TARGET
Represent students in university forums	% attendance at scheduled university forums	Reports back to Council	≥ 75% attendance by President or nominee
Influence university policy	Number of policy submissions or feedback responses provided	Policy submissions to University approved by Council	≥ 2 per year
Represent student voice to improve learning, experience, and outcomes	Student satisfaction with their voice being heard	Annual survey of Guild-engaged students	≥ 70% agreement that "my voice is represented"
Hold the University accountable for excellence in key areas	Number of Guild submissions or feedback on university plans or strategies	Submission approved by Council	≥ 2 per year

PILLAR E – Good Governance: Transparent, Strategic and Responsive

OBJECTIVE	KPI	MEASUREMENT METHOD	TARGET
Strategic Plan in place and reviewed regularly	Regular Strategy updates completed on schedule	Annual strategy review cycle	Annual review completed
Engage through open reporting	Frequency of updates; AGM/ forum attendance	Website/communications metrics; AGM reports	4 public updates/year; AGM/forum attendance ≥50
Report on pillar-aligned success	Annual performance report publication	Annual reporting documentation	Annual report published by Q1 each year
Uphold good Governance standards	Development and maintenance good Governance Programme annual calendar	Annual calendar; Corporate register; Risk register	100% compliance with measurements

PILLAR F – Innovation: Future Readiness

OBJECTIVE	KPI	MEASUREMENT METHOD	TARGET
Contemporary services and delivery	Number of innovative projects annually	Report to Council monthly	1-2 innovative projects in progress each year
Set environmental goals	Active sustainability projects in motion;	Council reports indicating updates on sustainability projects	≥2 sustainability goals each year
Support student-led innovation	Projects funded/trialled	Number of innovation projects funded	≥1 student-led initiatives funded or trialled/year

Note: All strategic objectives and initiatives outlined in this Plan are subject to the principles of good governance, compliance with applicable regulatory obligations, and the Guild's reasonable financial capacity. Implementation will be prioritised based on available resources, organisational risk assessments, and alignment with member needs and expectations.



CONTACT US

More Information :

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CURTIN STUDENT GUILD

STUDENT EXPERIENCE SURVEY 2026

INSIGHTS REPORT

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EXECUTIVE SUMMARY

The 2026 Student Experience Survey received 1,360 responses and provides a comprehensive picture of the current student experience at Curtin. The results show that students are generally positive about the Curtin Student Guild and the services it provides, however they also identify clear opportunities to improve awareness, engagement and value for students.

The strongest theme throughout the survey is the impact of cost-of-living pressures on students. Cost of living and cost of education were the two highest-ranked issues, significantly ahead of all other concerns. Students also demonstrated strong interest in affordable food, discounts, member benefits and practical support that helps them manage the financial realities of university life. These findings suggest affordability remains one of the most important areas for Guild advocacy, service delivery and commercial decision-making.

Students continue to value the Guild's role in supporting academic success and wellbeing. Quality of teaching and learning, academic support, mental health support, placements, social connection and campus facilities all emerged as important issues. Students expect the Guild to advocate on matters that have a direct impact on their university experience and ability to succeed.

The survey found that students who engage with Guild services are generally satisfied. Nearly two-thirds of respondents indicated they were satisfied with Guild services and very few expressed dissatisfaction. Guild-operated cafés, G Mart and member discounts are among the most frequently used services and represent important touchpoints between students and the Guild. However, awareness of some key support services remains low. In particular, two-thirds of students were unaware of Student Assist, highlighting a significant opportunity to improve communication and visibility.

A recurring finding across multiple questions is that awareness and engagement represent a greater challenge than service quality. Many respondents indicated they were unfamiliar with Guild services, had not attended events, or did not feel sufficiently informed to provide an opinion. Students frequently requested clearer communication, better promotion of services and a stronger understanding of the benefits available through Guild membership.

The survey also highlights the importance of belonging and connection. Students expressed strong interest in club activities, cultural events, social events, international student programs, end-of-semester celebrations and opportunities to build friendships. While satisfaction among attendees is generally positive, participation levels indicate there is considerable opportunity to engage a broader proportion of the student population. This is particularly evident in the clubs space, where membership

is reasonably strong but event participation is concentrated among a smaller group of highly engaged students.

Two cohorts emerged consistently throughout the survey: online students and international students. Both groups expressed a desire for greater connection, more targeted communication and increased opportunities to engage with Guild services, activities and support. These cohorts present important opportunities for future engagement strategies.

The survey also confirms that students receive information through a combination of channels. Guild emails remain the most effective communication method, followed by university communications, posters, social media and word of mouth. Students continue to rely on both digital and physical communication channels, reinforcing the importance of a multi-channel engagement approach.

Overall, the survey presents a positive picture of the Guild's current performance. There is relatively little evidence of widespread dissatisfaction. Instead, students are asking for more visibility, more engagement opportunities, stronger communication and practical support that addresses the realities of student life. The key opportunity for the Guild is not simply to improve services, but to strengthen awareness and participation so that more students understand, access and benefit from the services, advocacy and opportunities already available to them.

This report has been compiled with the assistance of CoPilot.

DEMOGRAPHICS

Gender	Responses	%
Woman	841	61.8%
Man	454	33.4%
Non-binary	35	2.6%
Enrolment Type		
Domestic Student	942	69.3%
International Student	413	30.4%
No response	5	0.4%
Study Mode		
Full-time	1,187	87.3%
Part-time	151	11.1%
Other / Special enrolment arrangements*	18	1.3%
No response	4	0.3%
Year of study		
First year	462	34.0%
Second year	315	23.2%
Third year	227	16.7%
Fourth year or more	87	6.4%
Postgraduate	266	19.6%
No response	3	0.2%

Examples from the "Other" category include HDR, PhD, Rising Scholars, cross-

Faculty	Responses*
Science and Engineering	576
Health Sciences	259
Humanities	247
Business and Law	237
Centre for Aboriginal Studies	9
Education	9

*Because respondents could select multiple faculties, totals exceed the number of survey participants.

ADVOCACY

University Merger

The survey indicates that students choose Curtin primarily because of its degree offerings and reputation, and there is strong resistance to the idea of merging Perth universities, with opposition outweighing support by more than 12 to 1.

Support for a Potential Merger of Perth Universities

Response	Responses	%
No	900	66.2%
Not sure – need more information	385	28.3%
Yes	72	5.3%
No response	3	0.2%

- There is overwhelming opposition among surveyed students
- The large undecided group suggests many students do not yet feel sufficiently informed about what a merger would mean for them

Why did you decide to study at Curtin?

Reason	Responses	%
Degree choice	731	53.8%
Reputation	289	21.3%
Location	181	13.3%
My friends were studying here	56	4.1%
Other responses	99	7.3%
No response	4	0.3%

Degree choice is the dominant driver. More than half of all respondents chose Curtin because it offered their preferred degree program. This is the strongest factor influencing university selection.

Curtin's reputation remains important. About one in five students cited reputation as their primary reason for studying at Curtin, indicating the institution's brand and standing continue to influence enrolment decisions.

Location matters. For 13% of respondents, convenience and accessibility were key considerations.

Social influence has a relatively small impact. Only 4% selected "My friends were studying here" as their primary motivation.

Other themes from write-in responses

Although individual counts are small, recurring themes included:

- Scholarships and financial support
- PhD supervision opportunities
- Online study options
- Rising Scholars participation
- Specific course availability
- Cross-institutional enrolment arrangements

Issues important to students

What Issues Are Important to Students?

Issue	Responses
Cost of living	1,072
Cost of education	990
Quality of teaching and learning	828
Academic support	806
Parking on campus	675
Tuition-free weeks	637
Mental health support	636
Placements	546
Student facilities on campus	525
Making friends at university	524
Universities having a duty of care to students	472
Food security	438
University merger	431
Sustainability and climate change	379

The issues students care most about can be grouped into four broad themes:

Financial pressures
- Cost of living
- Cost of education
- Food security

Academic success
- Teaching quality
- Academic support
- Placements

Student wellbeing
- Mental health
- Social connection
- Duty of care

Campus experience
- Parking
- Facilities
- University merger

Broader Issues of Significance to Society

This question attracted responses from a relatively small proportion of participants (33 comments).

In contrast to the previous question, where there was strong consensus around cost-of-living and education issues, the broader societal issues were much more diverse and individual.

Social justice and equality

- Human rights
- Anti-racism
- Equity and inclusion
- Accessibility
- Gender equality
- LGBTQ+ rights
- Women's safety
- Domestic and family violence

Global conflict and international affairs

- War and conflict
- Palestine
- International political issues
- Humanitarian concerns

Climate and sustainability

- Climate change
- Sustainability
- Reducing environmental impacts
- University's carbon footprint

Technology and artificial intelligence

- Use of AI in education
- Generative AI
- Future workforce impacts

Other themes

- Visa and immigration policy
- Healthcare
- Indigenous inclusion
- Animal welfare

STUDENT LIFE AND BALANCING UNIVERSITY

This section provides a useful picture of how students balance study, employment, commuting and campus life. The typical respondent is:

- A full-time student
- Working 10-20 hours per week in a casual job
- Living with parents or guardians
- Commuting 10-60 minutes to campus
- Attending campus 2-3 days per week
- Spending some additional time on campus beyond classes, but not extensive amounts

The data suggests students are balancing multiple commitments, particularly employment and travel time, while still maintaining a meaningful connection to campus life. This has important implications for service delivery, event scheduling, communications and advocacy around cost-of-living pressures.

Employment

Employment is a normal part of student life, with most students balancing study alongside paid work. Many students are piecing together income from multiple employment sources, highlighting potential financial pressures.

- Nearly 78% of students work during semester
- The most common workload is 10-20 hours per week
- Around 21% work more than 20 hours per week
- Approximately 7% work full-time equivalent hours (30+ hours per week) while studying
- Among employed students, most work one job
- Casual employment dominates student work arrangements

Hours Worked	**Responses**	**%**
10-20 hours per week	426	31.3%
I do not work	298	21.9%
5-10 hours per week	244	17.9%
20-30 hours per week	195	14.3%
1-5 hours per week	103	7.6%
30-38 hours per week	62	4.6%
More than 38 hours per week	32	2.4%
Number of Jobs		
1 job	737	54.2%

Hours Worked	Responses	%
2 jobs	285	21.0%
3 or more jobs	38	2.8%
Not applicable / not working	300	22.1%

Employment Type	Responses
Casual	668
Part-time	301
Full-time	65

Employment Type	Responses
Gig economy	27
Apprentice/Trainee	1
Not applicable	298

Living Arrangements

The prevalence of students living at home suggests housing affordability remains an important factor in university participation.

- More than half of respondents live with parents or guardians
- Renting (share house or independently) represents a substantial proportion of students
- Around 10% live in on-campus accommodation

Living Arrangement	Responses
Living with parent/guardian	705
Rent in a share house	248
Rent by myself/with partner	155
On-campus accommodation	136
Own home	85
Other arrangements	30

Commute to Campus

Commuting is a significant component of the student experience and likely influences participation in campus activities. Students rely on a mix of private vehicles and public transport, reinforcing the importance of access, parking and public transport connectivity.

- Almost half of students travel 30 minutes or more
- Around 15% commute for more than an hour
- Only a small proportion live very close to campus
- Driving is the single most common transport method

- Public transport plays a significant role, particularly combinations of bus and train travel
- Walking is common among students living on or near campus

Travel Time	Responses	%
10-30 minutes	478	35.1%
30-60 minutes	408	30.0%
More than 60 minutes	203	14.9%
Under 10 minutes	185	13.6%
No response	86	6.3%
Transport Mode	**Responses***	
Drive	454	
Bus	181	
Walk	149	
Bus + Train + Drive	113	
Bus + Train	110	
Bus + Drive	85	

**Students could pick multiple answers*

Time Spent on Campus Outside Classes

Most students are spending discretionary time on campus, creating opportunities for clubs, events, food outlets, social spaces and Guild services. However, a sizeable commuter cohort engages with campus only for classes

- About one in five students leave campus once classes are finished
- Over 50% spend between 1 and 6 hours per week on campus outside classes
- Nearly 24% spend more than six hours per week on campus beyond their learning commitments

Time on Campus	Responses	%
1-3 hours per week	357	26.3%
3-6 hours per week	325	23.9%
None – I only attend classes	262	19.3%
6-10 hours per week	183	13.5%
10+ hours per week	144	10.6%
No response	89	6.5%

GUILD SERVICES AWARENESS, USAGE AND SATISFACTION

This section reveals a consistent theme: students who engage with Guild services are generally satisfied, but a significant proportion of students have low awareness or limited interaction with the Guild.

Use of Guild Services and Facilities

Students primarily experience the Guild through its commercial and campus services rather than its representative or advocacy functions.

- Food, retail and discount services dominate student engagement.
- Guild cafes, G Mart and Guild discounts are the most frequently used services.
- Governance and advocacy services have much lower visibility and utilisation.
- Approximately 15% of respondents reported not using any Guild services.

Service / Facility	Responses*
Guild Cafes (Concept, Mallokup, Basement, Library)	723
10% Discount at Guild Outlets	644
G Mart	634
Student Kitchen	367
The Tav	275
Guild Clubs	261
Guild Events and Activities	219
Guild Social Media	206
Guild Pantry+	126
Guild Website Resources	118
Student Assist	109
Guild Discounts Off Campus	103
Equity Spaces	76
Guild Student Representatives	36
Have not used any Guild services	197

**Students could select multiple services, so totals exceed the number of respondents.*

Guild Student Representative Support

Only a small number of respondents indicated they had sought assistance from a Guild Student Representative. Most common reasons were:

- Requesting information
- Providing feedback about Guild services or events

- Placement / internship issues
- Welfare issues
- Making a complaint

Awareness of Student Assist

Student Assist is one of the Guild's key support and advocacy services, yet awareness remains relatively low. The data suggests a substantial opportunity to improve promotion and visibility. **Two-thirds of students are unaware of Student Assist.**

Satisfaction with Guild Services

Student sentiment is broadly positive, although there is a large group who appear neither strongly engaged nor dissatisfied.

- Nearly two-thirds of respondents are satisfied with the Guild.
- Fewer than 3% express dissatisfaction.
- Almost one-third remain neutral.

Measure	%
Satisfied (Agree + Strongly Agree)	64.1%
Neutral	29.7%
Dissatisfied (Disagree + Strongly Disagree)	2.9%
Don't Know / N/A	3.1%

The issue does not appear to be dissatisfaction. Rather, many students feel unable to form a view because they have little interaction with the Guild. Reviewing the comments reveals several recurring themes (examples include):

Low awareness

- "I don't know what they do"
- "Not aware of what the Guild does"
- "I don't know what the Guild actually does"

Limited engagement

- "I have not used any services"
- "I have not attended Guild events"
- "I haven't had anything to do with the Guild"

Online student experience

- "I'm an online student"
- "I haven't really interacted with Guild services"

Reasons for Dissatisfaction

While negative feedback volumes are low, several themes emerged.

Awareness and visibility

- Students unsure what the Guild does
- Perceived lack of communication about services

Online student inclusion
- Multiple comments referenced limited opportunities for online students
- Perceived campus-centric service delivery

Value and affordability
- Food pricing concerns
- Perceived lack of tangible benefits

Representation and advocacy
- Some respondents disagreed with perceived political positions
- Some wanted stronger advocacy on specific issues

International student support
- A small number of comments suggested international students could receive more attention and support

Important context
Because only a small proportion of respondents were dissatisfied, these comments should be treated as themes for improvement rather than major systemic issues.

Net Promoter Score (NPS)

Question: How likely are you to recommend Guild services and activities to a friend or colleague?

Responses analysed: 1,171

Metric	Result
Average score	7.2 / 10
Promoters (9-10)	275
Passives (7-8)	499
Detractors (0-6)	397
NPS	**-10**

Despite high satisfaction, the NPS is negative. This is not unusual for student organisations because:

- Many students use services passively but do not feel strongly enough to recommend them.
- Awareness is lower than satisfaction.
- The Guild's value proposition may not be clearly understood by many students.

There appears to be a gap between:

- Service satisfaction (64% positive)
- Advocacy and enthusiasm (NPS -10)

Students generally like the Guild when they interact with it, but relatively few are enthusiastic advocates.

GUILD CLUBS

This section highlights an interesting contrast: club membership is relatively strong, but event participation and advocacy are much lower than might be expected.

Membership of Clubs and Student Groups

Club participation is a significant part of the student experience for many students, but membership is not yet reaching a majority of the student population.

Membership Type	Responses
Club or Society	490
Stadium Sports Club	87

- Approximately 36% of respondents are members of a Guild club or society.
- Around 6% are members of a Stadium Sports Club.
- The majority of respondents are not currently involved in a student club.

Club Event Attendance

Events Attended	Responses
0 events	457
1 event	149
2 events	112
3 events	64
4 events	42
5 events	28
6+ events	65+
No response	372

- Among engaged students, attendance tends to be concentrated in a small number of events.
- A smaller but highly engaged group attends numerous club activities throughout the year.

There appears to be a participation funnel:

1. Students become aware of clubs
2. Some join clubs
3. Fewer actively attend events
4. A small core cohort participates extensively

This suggests that increasing event participation among existing club members may be just as important as recruiting new members.

Likelihood to Recommend a Guild Club

Responses analysed: 1,068

Measure	Result
Average rating	6.2 / 10
Promoters (9-10)	198
Passives (7-8)	313
Detractors (0-6)	557
NPS	**-33.6**

- The average recommendation score is 6.2 out of 10.
- More than half of respondents scored clubs at 6 or below.
- Only around 19% gave a strong recommendation score of 9 or 10.
- The resulting NPS of -34 is substantially lower than the Guild services NPS (-10).

The result should be interpreted carefully. Unlike the Guild services question, this question appears to have been answered by many students who:

- Are not club members
- Have never attended a club event
- Have limited exposure to the club experience

This is reflected by the large number of students reporting zero club event attendance.

- The challenge may not necessarily be club quality. Instead, the results point to:
- Limited student participation
- Limited awareness of club benefits
- Low engagement among non-members
- A relatively small group of highly engaged participants

Strategic Implication

The data suggests the Guild should focus on moving students through the engagement funnel:

Awareness → Membership → Event Attendance → Advocacy

Membership uptake is reasonably healthy, but the biggest opportunity appears to be encouraging members and non-members alike to participate more actively in club events and experiences.

GUILD EVENTS AND MEMBER BENEFITS

This section reveals strong interest in Guild events and benefits, but also highlights that many students either do not attend events or do not feel sufficiently engaged to provide a view on their quality.

Interest in Events, Activities and Guild Member Benefits

Event / Benefit	Responses
Guild member offers and discounts	548
On-campus giveaways	439
Club events	433
Guild O-Day	428
End-of-semester celebrations	418
Skills-based events (e.g. first aid, financial literacy)	414
Relaxed daytime events	342
Workshops and information sessions	325
Night-time music events	296
International student events	261
School or faculty events	249
Postgraduate student events	249
Pasar Malam	151
On-campus accommodation events	132
Equity Department events	129

Students are most interested in:

- Tangible member benefits (discounts and giveaways)
- Signature Guild experiences (O-Day and End-of-semester celebrations)
- Club events
- Practical and personal development activities (skills-based events, Workshops and information sessions)

The strongest demand is for a mix of:

- Value-for-money benefits
- Social connection
- Career and life skills development

This reinforces findings elsewhere in the survey that students are balancing study, work and cost-of-living pressures and are looking for practical value from Guild membership.

Events Attended This Year

The responses were provided as free text, resulting in many variations of the same event names.

Most frequently mentioned events

The strongest themes were:

- Guild O-Day / Orientation events
- Curtin After Dark
- PJ Party
- Talent Show
- Faculty and club events
- Pasar Malam
- O-Week activities

O-Day was by far the most commonly recalled Guild event. This suggests O-Day remains the Guild's flagship event and likely represents the primary touchpoint for many students.

Students appear most likely to participate in:

- Large campus-wide events
- Orientation activities
- Social and entertainment-focused events

Smaller events may require stronger promotion to achieve similar recognition and participation.

Satisfaction with Events Attended

Response	Responses	%
Strongly Agree	181	13.3%
Agree	474	34.9%
Neutral	263	19.3%
Disagree	36	2.6%
Strongly Disagree	10	0.7%
I do not know / Not applicable	336	24.7%
No response	60	4.4%

Overall Satisfaction

Measure	%
Satisfied (Agree + Strongly Agree)	48.2%
Neutral	19.3%
Dissatisfied (Disagree + Strongly Disagree)	3.3%
Don't Know / Not Applicable	24.7%

- Almost half of respondents expressed satisfaction with events they attended.
- Very few respondents reported dissatisfaction.
- A quarter selected "Don't Know / Not Applicable".

The large "Don't Know / Not Applicable" cohort likely reflects students who:

- Did not attend events
- Attended very few events
- Did not feel they had enough experience to judge

This pattern is consistent with previous results relating to clubs and Guild services.

FOOD PURCHASING AND COMMERCIAL OPERATIONS

This section provides valuable insight into student spending habits, food purchasing behaviour and the factors influencing food choices on campus.

Where Students Buy Food

This question was asked as a free-text response, resulting in many variations of the same venue names. After reviewing responses, several clear patterns emerge.

Most frequently mentioned outlets

Outlet	Mentions
IGA (all variations)	150+
Basement Café	50+
Library Café	50+
G Mart	20+
Guzman y Gomez (GYG)	40+
Guild Café / Concept	25+
Subway	17
Coles	12
Common Ground	9

- IGA is by far the most frequently mentioned food destination
- Guild-operated venues (Basement Café, Library Café, Concept and G Mart) feature prominently among students' preferred food outlets
- Students use a mix of:
    - Guild venues
    - University-based commercial operators
    - External retailers such as IGA, Coles and Subway

The results suggest Guild commercial operations are highly visible and form an important part of students' regular campus experience. Guild-operated cafés and G Mart collectively represent a significant share of student food purchasing behaviour.

What is Important When Buying Food on Campus?

Factor	Responses
Price	1,078
Convenience	716
Quality	668
Choice	452

Almost 80% of all respondents selected price as an important consideration. This was followed by convenience, quality and choice.

The findings strongly reinforce broader survey themes around:

- Cost of living pressures
- Student employment
- Financial constraints

Students are clearly value-conscious consumers.

Frequency of Purchasing Food on Campus

Frequency	Responses	%
Sometimes	474	34.9%
Rarely	397	29.2%
Most of the time	216	15.9%
Never	155	11.4%
Whenever I am on campus	94	6.9%
No response	24	1.8%

- The majority of students purchase food on campus at least occasionally
- Around one-quarter purchase food frequently ("Most of the time" or "Whenever I am on campus")
- Only 11% report never purchasing food on campus

Most students are active participants in the campus food economy, although purchasing is often occasional rather than routine. This likely reflects:

- Cost considerations
- Students bringing food from home
- Variable campus attendance patterns

Weekly Food Spending

Spend per Week	Responses	%
$1-$20	724	53.2%
$20-$40	305	22.4%
$40-$60	114	8.4%
$60-$80	52	3.8%
$80-$100	27	2.0%
Over $100	8	0.6%
No response	130	9.6%

- More than half of respondents spend $20 or less per week
- Three-quarters spend $40 or less per week
- High-spending students are relatively uncommon
- Only around 6% spend more than $60 per week

The data suggests students view campus food primarily through a value-for-money lens. Guild commercial operations appear well embedded in students' purchasing habits, but success is likely to depend on continuing to deliver affordable, convenient and reliable food options in an environment where cost-of-living pressures remain front of mind.

ENGAGEMENT

How Students Find Out What's Going On at Curtin

Communication Channel	Responses
Curtin Student Guild emails	865
Curtin University communications (OASIS, email, website, social media)	688
Posters around campus	614
Curtin Student Guild social media	548
Word of mouth	514
Clubs / Club communications	322
Signage in cafés, The Tav and G Mart	250
Guild Student Representatives	62
I do not hear about activities or services on campus	68

- Email remains the most effective channel - Guild emails were the clear leader, reaching more students than any other communication method.
- Campus-based communication remains effective - students continue to rely heavily on posters, signage, word of mouth
- Social media plays an important role - Guild social media is one of the strongest engagement channels and reaches a substantial proportion of students.

GENERAL TRENDS AND KEY INSIGHTS

The final section of the survey provides some of the most useful strategic insight from the open text responses. While individual comments vary considerably, several clear themes emerge consistently across the four open-ended questions:

- Do you have suggestions for how the Guild can improve the student experience at Curtin?
- Is there anything we could do better?
- Is there anything new that you would like the Guild to introduce?
- Do you have any general feedback?

Overall Observation

The majority of comments were constructive rather than critical. Many respondents simply wrote a version of no, N/A.

However, recurring themes emerged that align strongly with the quantitative survey findings.

1. Affordability and Cost of Living

This was the strongest and most consistent theme.

Students repeatedly requested:

- Cheaper food
- More discounted meals
- Cheaper coffee
- Greater Guild discounts
- Better value-for-money offers
- Return of Guild vouchers and promotions

Examples included suggestions such as:

- More free food during exams
- Cheap food days
- Cheap coffee days
- Increased Guild member discounts
- More affordable retail options

Students view affordability as one of the most practical ways the Guild can improve their university experience.

This reinforces findings throughout the survey where:

- Cost of living was the highest-ranked advocacy issue
- Price was the most important factor when buying food on campus
- Most students spend relatively little on food each week

2. Better Communication and Awareness

Many students indicated they were unaware of:

- Guild services
- Student Assist
- Events
- Opportunities available to them

Comments requested:

- More regular communication
- Better promotion of events
- More visibility of Guild services
- Clearer explanations of what the Guild does

The challenge appears less about dissatisfaction and more about awareness. This aligns with earlier findings:

- 67% of students were unaware of Student Assist
- Many students selected "Don't know / Not applicable" when asked about Guild services and events

3. Greater Support for Online Students

A recurring theme was that online students feel disconnected from campus life. Students requested:

- More inclusion in Guild activities
- Better access to services
- Online engagement opportunities
- Recognition of the online student experience

4. More Events and Social Connection

Many students expressed interest in:

- More cultural events
- More international student events
- More evening activities
- More social opportunities
- More opportunities to meet people

Students also suggested:

- Language exchange programs
- Cultural celebrations
- Community-building events
- Volunteering opportunities

Students are seeking both social connection and a stronger sense of belonging. This aligns with the high ranking of:

- Making friends at university
- Club events
- End-of-semester celebrations
- International student events

5. Food and Campus Facilities

Students provided a range of suggestions relating to campus amenities, including:

Food

- Healthier food choices
- Better dietary options
- More affordable meals
- Greater variety

Facilities

- More microwaves
- Better food preparation facilities
- More lockers
- Improved study spaces
- Additional amenities in specific locations

Many suggestions focused on practical improvements that make campus life easier and more convenient.

6. Parking and Transport

Parking appeared repeatedly in comments, with students requesting:

- Cheaper parking
- More parking availability
- Continued advocacy regarding parking costs

This mirrors the quantitative data, where parking was one of the highest-ranked student issues.

7. Academic Experience and Student Support

Students also suggested improvements related to:

- Academic support
- Placement experiences
- Examination arrangements
- Course delivery
- Mental health support

Several comments reflected a desire for stronger support throughout their academic journey.

8. International Student Support

International students specifically requested:

- More information sessions
- More international student events
- English conversation opportunities
- Better integration into campus life

International students appear to value both practical support and opportunities for social connection.

9. Diverse Views on Representation and Advocacy

A small but noticeable group commented on:

- Political neutrality
- Free speech
- Student representation
- Broader advocacy positions

These views varied significantly and were not consistent in direction.

Executive Summary

The strongest message from the open-ended responses is remarkably consistent with the survey's quantitative findings:

Students want the Guild to focus on making university more affordable, helping students succeed academically, creating opportunities for connection and belonging, and ensuring students are aware of and can access the support already available to them.

Importantly, there is relatively little evidence of widespread dissatisfaction. The dominant themes are not complaints about existing services, but requests for **more visibility, more engagement, more affordability and greater support for the realities of student life.**

IDEAS FOR IMPROVEMENT

Students are generally positive about the Guild, but they want the Guild to be more visible, more affordable, more connected to their day-to-day challenges, and more effective at helping them understand and access the support already available to them.

The biggest opportunity is not fixing dissatisfaction. It is converting a large group of neutral, unaware or lightly engaged students into active participants who understand the value of their Guild membership.

1. Increase promotion of Student Assist
2. Launch a "What Your Guild Does For You" campaign
3. Introduce regular affordability initiatives (cheap coffee/meal days)
4. Improve communication of member benefits and discounts
5. Expand international student programming
6. Develop targeted communications for online students
7. Increase awareness of clubs and pathways into clubs
8. Create more skills-based events (financial literacy, first aid, employability)
9. Continue strong advocacy on cost of living and parking
10. Use food outlets, G Mart and cafés as channels to promote Guild services

2025–2026 TREND COMPARISON

The 2026 Student Experience Survey largely reinforces the findings of the 2025 survey. Students continue to value the Guild and support its role in enhancing the student experience; however, several trends have become more pronounced. The results indicate that student priorities remain centred on affordability, academic success, wellbeing and belonging, while opportunities remain to improve awareness and engagement with Guild services.

Student Profile

The profile of the typical respondent remained broadly consistent between 2025 and 2026. In 2026, respondents were predominantly:

- Domestic students (69%)
- Full-time students (87%)
- Women (62%)
- First or second-year students (57%)
- Working in paid employment during semester (78%)
- Living with parents or guardians (52%)
- Commuting between 10 and 60 minutes to campus (65%)

The largest faculty cohort remained Science and Engineering, with strong representation across all major faculties. These characteristics are broadly comparable with the 2025 survey and provide confidence that the results continue to reflect the experience and priorities of Curtin students.

Cost of Living Has Become Even More Dominant

The most significant trend between 2025 and 2026 is the continued growth in concern regarding affordability. Cost of living and cost of education remained the highest-ranked issues for students and were consistently reflected across advocacy priorities, food purchasing behaviour, event preferences and open-text feedback.

Students increasingly view the Guild through a value-for-money lens, demonstrating strong interest in:

- Discounts and member benefits
- Affordable food and beverages
- Cost-of-living support initiatives
- Food security
- Practical advocacy on student expenses

While affordability was a major issue in 2025, it emerged even more strongly and consistently throughout the 2026 results.

Awareness Remains the Guild's Greatest Opportunity

A key finding that remained largely unchanged was low awareness of Guild services among a significant proportion of students.

In both surveys, many students indicated they were unfamiliar with Guild services, events and support programs. The most notable example remains Student Assist, where awareness continues to be relatively low despite the service's importance.

The surveys suggest that the Guild's primary challenge is not dissatisfaction with services, but ensuring students understand what is available to them and how those services can support their success.

Greater Demand for Practical Value

The 2025 survey highlighted strong demand for social events, community-building activities and student engagement opportunities. While these themes remain important in 2026, student interest has shifted toward activities that provide clear practical value.

Students expressed growing interest in:

- Guild member discounts
- Skills-based workshops
- Financial literacy
- Employability programs
- Career development opportunities
- Practical support services

This reflects broader financial pressures and a growing focus on outcomes that directly support students' university and employment goals.

Online and International Student Expectations Have Increased

Both surveys identified online and international students as cohorts requiring greater attention. However, these themes were more prominent and consistent in 2026.

Online students continue to report feeling less connected to campus life and have lower awareness of Guild services and activities. International students increasingly expressed interest in support services, social connection, cultural activities and opportunities to develop a sense of belonging at Curtin.

These findings suggest there is value in developing more targeted engagement approaches for both cohorts.

Commercial Services Play a Growing Role in the Student Experience

The 2026 survey highlighted the importance of Guild commercial operations as a key point of engagement with students.

Guild cafés, G Mart and Guild discounts emerged as some of the most frequently used Guild services. For many students, these services represent their most regular interaction with the Guild.

This reinforces the strategic importance of ensuring commercial operations continue to deliver strong value, affordability and visibility as part of the broader student experience.

Satisfaction Remains Strong

Students who engage with Guild services continue to report positive experiences. The 2026 survey found:

- 64% of respondents were satisfied with Guild services
- Only 3% reported dissatisfaction
- Event satisfaction remained positive among attendees
- Feedback across open-text questions was generally constructive rather than critical

This is broadly consistent with the positive sentiment observed in 2025 and suggests the Guild continues to perform well in areas where students actively engage.

Overall Trend

The 2026 survey confirms and strengthens the key themes identified in 2025. Student priorities have not fundamentally changed; rather, they have become more concentrated around affordability, practical support and day-to-day student life.

The strongest longitudinal message from both surveys is clear:

Students value the Guild and the services it provides, but they want the Guild to be more visible, more affordable, more connected to their everyday challenges and more effective at helping them understand and access the support already available to them.

The consistency between the 2025 and 2026 findings provides strong evidence that the Guild's strategic priorities should continue to focus on affordability, student success, wellbeing, belonging and improved engagement with Guild services.

Student Guild of Curtin University

Representation Board – Meeting #06

To be held at 5 30 PM on Thursday 16th of July 2026

In Council Chambers 410.208

AGENDA

1. **Acknowledgement of the Traditional Owners**

   "The Curtin Student Guild pays our respect to the Aboriginal and Torres Strait Islander members of our community by acknowledging the traditional owners of the land on which the Bentley Campus is located, the Wadjuk people of the Nyungar Nation; and on our Kalgoorlie Campus, the Wongutha people of the North-Eastern Goldfields. We acknowledge and respect their continuing culture and the contribution they make to the life of this university, city and this region."

2. **Attendance**

   2.1. Members Present; Dylan Storer, Hadiya Naeemi, Morgan Mills, Ebony Whitney, Connie Butcher, Zobia Laarayb, Tom Harrowing, Sarah Abed, Mia Antenucci, Tahsin Ibn Anowar (Online), Astor Luk (Online)
   2.2. Others Present; Noor Fellah, Andrew Cameron, Alevine Maglia, Layla Seif
   2.3. Apologies and Leave of Absence; Bonnie Walley, Max Zhang
   2.4. Absent;

   The Chair opened the meeting at 5.32pm, acknowledging the traditional owners of the land on which the Bentley and Kalgoorlie campuses are located.

3. **Disclosure of any potential or perceived Conflicts of Interest**

4. **Minutes of the Previous**

5. **Reports**

   5.1. Previous Meeting Minutes

   Motion: That the Representation Board approves the minutes of the previous meeting, held on the 14/05/2026, as a true and accurate record of the proceedings.

   Moved: Sarah Abed
   Seconded: Ebony Whitney
   A motion to approve the minutes of the previous meeting held on 14 May 2026 as a true and accurate record was moved and seconded. The motion was carried.

6. Matters Arising from the Minutes.

7. Public Question Time

8. Reports

8.1. President – Submitted

Dylan presented his report and highlighted the following matters:

Running on Empty Campaign

Dylan advised that the Running on Empty campaign had gathered 2,600 signatures, resulting in the securing of free parking during both exam periods each semester, saving students and staff up to $68 per semester in yellow parking fees. He also noted that additional bus services have been introduced between Canning Bridge and Curtin as a result of the campaign's advocacy on public transport.

Guild Housing Report

Dylan advised that the Housing Report had been released on Tuesday morning and had received coverage in The West Australian, ABC Perth, ABC Goldfields, ABC Southwest, and on the front page of the Kalgoorlie Miner. He thanked Morgan for significant work on the report's content and Kalgoorlie statistics, and Ebony for her contributions to the campaign, including barbecues and student surveys conducted the previous year. Dylan advised that the Guild had also been invited to participate in a targeted consultation on reforms to WA's Residential Tenancy Act, with the aim of incorporating student accommodation affiliated with universities under the RTA. He noted that laws are being drafted and the Guild will continue to engage in that process. Dylan also advised that he had met with the Vice Chancellor that day, that Curtin has acknowledged the Guild's concerns, and that commitments are expected to be announced publicly once confirmed in writing.

Federal Higher Education Regulatory Changes

Dylan advised of recent changes to federal higher education regulations. Positive changes include improved standards for student input into university governance and decision making, and requirements for extensive consultation with students and staff before major changes are proposed. He noted that Curtin already largely meets these standards but will work with the university to ensure full compliance and strengthen student representation.

Dylan also raised a more concerning element of the changes, being that universities are now required to adopt definitions of anti-Semitism, Islamophobia, and racism against Aboriginal and Torres Strait Islander peoples by the start of the following year. He expressed concern about potentially problematic definitions of anti-Semitism that conflate criticism of Israel or Zionism with hatred toward Jewish people, noting that the Guild firmly opposes racism in all forms but must ensure that criticism of countries and their actions is not stifled. Dylan noted that the university intends to take its time in drafting its definition and that the Guild will advocate for an appropriate standard to be adopted.

Equity Spaces

Dylan advised that the new equity spaces are currently under construction, with completion expected within approximately one month.

University Merger

Dylan noted that discussion of the merger would be moved to general business for an in-camera session.

Discussion

Hadiya Naeemi added that it is equally important for universities to adopt an anti-Palestinian racism definition to protect student advocacy in that space, referencing models adopted at UTS and UQ.

Alevine Maglia whether the Guild has access to any preliminary definition being considered by the university. Dylan confirmed that no consultation process has commenced as yet, as the regulations were only recently put in place, and undertook to share information as it becomes available.

8.2. Vice President – Education – Submitted

Hadiya presented her report, noting it could largely be taken as read. Ebony Whitney raised concern that the merger campaign's social media activity has been insufficient, noting that students at orientation events had mistaken the campaign for an April Fool's joke due to a lack of recent posts, with the last post having been on 21 May. Hadiya acknowledged the feedback and undertook to address the social media content plan.

8.3. Vice President – Sustainability & Welfare – Submitted

Morgan stated they will take the report as read, and highlighted that the Guild's decorative pots had been painted the previous day.

8.4. Faculty of Science & Engineering Representative – Submitted

8.4.1. KPIs – Submitted

Connie noted that two months of reports were being presented as the previous meeting had not been held. Key updates included ongoing discussions about revamping Building 204, which has significant issues including lead paint in an outdoor study area that students have been advised not to use. Connie advised that she had met with the Dean of Engineering to discuss making the space more open and accessible, particularly for first year students. Connie also noted that she had completed her WiSTEM training, attended the one-year anniversary of the WiSTEM Room, which has come under new management by Stella Carabin who has significant plans for the space, and that she had worked with Mia on a review of accessibility toilets across campus, with a number of reports submitted following that inspection.

There were no further questions.

8.5. Faculty of Health Sciences Representative – Submitted

8.5.1. KPIs – Submitted

Zobia advised that her draft report had been accidentally submitted and asked members to refer to the circulated updated version. She highlighted the following matters. The Allied Health Professionals Australia paid placement petition had reached 50,000 signatures nationally and was recently presented. The pop-up flu vaccine clinic had been highly successful, with over 170 students vaccinated with minimal promotion. The lab coat hire system is progressing well, with budgeting, placement locations, a pilot system, and a timeline now being finalised, with completion expected within two to three weeks. Zobia also advised that work with First Nations Officer Bonnie on improving the Indigenous Health Practice unit is progressing, with a newly appointed unit coordinator having already implemented some changes, though the Guild intends to meet with her to ensure student feedback is incorporated. Zobia noted that a significant number of the unit's tutors are not themselves Aboriginal or First Nations, which had been identified as a concern. Finally, Zobia advised that she attended the NUS conference and that a reel regarding campus lift closures had been filmed with Mia and uploaded, with members encouraged to share it.

Dylan commended the flu vaccination clinic and encouraged all members to ensure they have been vaccinated. He confirmed that the vaccine clinic will return the following two Thursdays from 10am to 1pm near Concept Café, free of charge.

There were no further questions.

8.6. Faculty of Business & Law Representative – Submitted

8.6.1. KPIs – Submitted

Ebony presented her report and highlighted the following matters:

Regarding exam format changes in the law school, Ebony advised that the law school is moving toward handwritten in-person examinations, which she and the Law Society consider inconsistent with industry expectations for graduates. A Dean's forum had been held, and it has been agreed that Ebony, the Curtin Student Law Society, and the Dean of Law will jointly draft a letter with recommendations to the university regarding assessment approaches in the law school and more broadly. Ebony also noted she will engage with the Legal Practice Board to inform the Guild's position.

Regarding safety concerns at the Murray Street campus, Ebony advised that two students had been assaulted when leaving campus from class. She raised concern that initial responses from the faculty suggested responsibility lay with the students for not reporting the incidents, despite one student having confirmed that she had reported the incident. Ebony noted that a related incident may be presented as a success story at an upcoming university health and safety committee meeting and asked representatives attending such meetings to correct the narrative if this occurs, emphasising that student safety incidents should be addressed immediately upon being reported.

Regarding the RTA submission, Ebony advised that the first set of questions covering definitions, legislative thresholds, exemptions, student accommodation, and Disability Royal Commission recommendations had been submitted. Remaining topics to be addressed in a mid-August submission include occupancy agreements, minimum standards, property condition reports, security bonds, termination of agreements, and dispute resolution. Ebony invited members to provide any further recommendations for inclusion in the submission and encouraged members to familiarise themselves with the Housing Report ahead of O-Day.

Connie Butcher noted that the Housing Report has been well received, including by university staff at orientation events, and suggested providing printed copies to interested faculty staff.

8.7. Faculty of Humanities Representative – Submitted

8.7.1. KPIs – Submitted

Tom presented his report, noting it could largely be taken as read. He advised that following a meeting with Jeff Brooks, Head of the School of Education, it is expected that the placement crisis will be significantly worse this semester than last, with students likely to face increased communication difficulties, delays, and lack of placements. Tom advised his intention to prepare proactively, maintain an open channel with the Education Student Society, and use the O-Day period to communicate with students. He noted that advocacy with the Department of Education for a centralised placement system has not gained traction, with the relevant ministers consistently pushing back on the proposal.

There were no further questions.

8.8. Student Assist – Submitted

8.9. International Students Committee President – Submitted

8.9.1. KPIs – Submitted

Tahsin presented his report, highlighting the following matters. He is currently focused on O-Day planning from the ISC perspective, including coordinating volunteers for the ISC stall. He is working with Morgan on an accommodation booklet for orientation week. Tahsin advised that the upcoming Café Connect event will feature cultural clubs briefly introducing themselves to new students. He also noted that he had attended the engineering pre-orientation session for international students with Connie. Finally, Tahsin advised that he is working with First Nations Officer Bonnie on a cultural awareness session for international students to be held later in the semester.

There were no further questions.

8.10. Postgraduate Students Committee President – Submitted

8.10.1. KPIs – Submitted

Morgan presented their report and highlighted the following matters. Following a prolonged back-and-forth with the Dean of Research in Health Sciences, a policy preventing children from being present in the Health Sciences HDR Hub has been reversed. Morgan advised that an upcoming HDR student event in two weeks' time will bring students together with a panel of Deans of Research, library representatives, and Student Assist, noting that 55 students have already registered and RSVP capacity has been reached.

There were no further questions.

8.11. Queer Officer – Submitted

8.11.1. KPIs – Submitted

Astor presented their report, noting it could largely be taken as read, and highlighted the following matters. They had attended an NUS meeting with Queer Officers from other universities, at which a forthcoming campaign against app-based violence on dating apps was discussed. The NUS is also pushing for Div Con to be held annually rather than biennially. Astor also noted that approval had been given by Tahni to purchase books from Gaze Award while travelling in London, to be added to the Guild's collection once the new room is completed.

There were no further questions.

8.12. Women's Officer – Submitted

8.12.1. KPIs – Submitted

Sarah presented her report, noting it could largely be taken as read. She advised that her event, the Women's Fair, is confirmed for 5 August and will be a collaboration with Women in Business, with the partner organisation managing vendors and the Guild handling other aspects including staging. Zobia noted that the Faculty of Health Sciences also has a major event scheduled for 5 August in the Guild Club Hub, and Sarah undertook to liaise with Tahni to resolve the scheduling.

There were no further questions.

8.13. Accessibility Officer – Submitted

8.13.1. KPIs – Submitted

Mia opened her report by noting Disability Pride Month and providing a content warning regarding discussions of neglect, abuse, violence, and death. She presented the following matters.

Mia outlined the current state of disability rights in Australia, noting that 47% of working-age people with disabilities are not in the workforce, often due to employer unwillingness to provide

accommodations under legislation she described as inadequate. She noted that companies are currently legally permitted to pay disabled people below minimum wage, and that prior to the NDIS, institutionalisation was associated with widespread abuse and neglect. Mia advised that more than half of people with disabilities have experienced physical or sexual violence, and that approximately 79,000 unnecessary hospitalisations and 550 potentially preventable deaths occur annually.

Mia advised that proposed federal legislation to reform the NDIS has drawn widespread condemnation, including from the Australian Human Rights Commission, State and Territory Disability Ministers, and the government's own NDIS Reform Advisory Committee. She noted that the government has agreed to some amendments but that these do not remove any substantive provisions of the bill. Mia noted that national protests have been announced for 1 August in Melbourne, Sydney, and Brisbane, with a Perth protest anticipated, and encouraged members to attend and follow the Protect the NDIS organisation for updates. She noted that the Senate inquiry into the bill closes on 14 August, and indicated her intention to contact Liberal ministers regarding the bill, as the Greens have firmly stated they will not support it.

Members requested that Mia share protest details and information on ways to get involved as they become available. Mia confirmed she would do so.

8.14. Higher Education Developments – NA

8.15. Ethnocultural Officer – Not Submitted

8.15.1. KPIs – Not Submitted

8.16. First Nations Officer – Submitted

8.16.1. KPIs – Submitted

Motion: That the Representation Board notes the reports.

Moved: Connie Butcher
Seconded: Mia Antenucci

Moved by Connie, Seconded by Mia

The motion was carried.

Motion: That the Representation Board notes the KPIs.

Moved: Morgan Mills
Seconded: Ebony Whitney

Moved by Morgan, Seconded by Ebony

The motion was carried.

9. Items for Discussion and Resolution

9.1. Support the National Day of Protest Against Pauline Hanson

Motion: That the Representation Board **supports** the National Day of Action against Pauline Hanson.

Moved: Hadiya Naeemi
Seconded: Sarah Abed

Moved by Hadiya, Seconded by Sarah

The mover advised that the proposal arose from the NUS Education Conference, where Socialist Alternative put forward a proposal for a coordinated nationwide day of protest action against Pauline Hanson, noting that while individual state protests have been held, no simultaneous national action has yet occurred. The mover argued that such an action would challenge uncritical media coverage of One Nation's polling performance and allow students across the country to collectively express opposition to Hanson's bigotry, Islamophobia, and racism. The mover asked that the Guild concretely support the efforts through social media promotion, poster printing, and modest financial contributions.

The motion was carried.

10. General Business

The meeting moved in camera to discuss the university merger.

11. Meeting Evaluation

Sarah presented the meeting evaluation and noted the following. Key matters of significance discussed included the relationship between Curtin University and student representation, proposed changes with student wellbeing in mind, the distinction between anti-Semitism and anti-Zionism, the asbestos concerns in Building 204, issues with certain unit tutors, and the lift closures. Sarah noted that the provision of supporting links in some reports was a strength, as was the constructive feedback and suggestions for more proactive approaches to campaigns such as the merger. Sarah assessed the meeting as well run with no significant areas for improvement.

12. Next Meeting

Notice of the next ordinary meeting of the Representation Board will held on the 13th of August at 5:30PM in Council Chambers 410.208

The Chair noted that the next ordinary meeting of the Representation Board will be held on 13 August at 5.30pm in Council Chambers. The meeting was closed at 6.43pm.

Student Guild of Curtin University

57th GC Executive Committee

Meeting #13

To be held at 10 15 on Tuesday the 28th of July 2026

Location: Online/ Presidents Office

Opened at 10:20am

AGENDA

1. Acknowledgement of the Traditional Owners

   "The Curtin Student Guild pay our respect to the Aboriginal and Torres Strait Islander members of our community by acknowledging the traditional owners of the land on which the Bentley Campus is located, the Wadjuk people of the Nyungar Nation. We acknowledge and respect their continuing culture and the contribution they make to the life of this university, city and this region."

2. Attendance
   a. Members Present; Tahni Rowe, Morgan Mills, Hadiya Naeemi, Dylan Storer, Noor Fellah
   b. Others Present;
   c. Apologies and Leave of Absence;
   d. Absent;

3. Disclosure of any potential or perceived Conflicts of Interest

4. Other items

EC#38/26

Motion: That the Guild Executive Committee approves the minutes of the meeting held July 14th 2026 as a true and accurate report of the proceedings of the meeting.

Moved: Noor Fellah
Seconded: Tahni Rowe

5. Significant Items

   5.1 Guild Executive Verbal Reports
      I. Secretary
         a. provided update regarding governance portfolio.
      II. President
         a. Invitation to appear at NDIS inquiry hearing in Perth. They have invited 2 representatives, Mia Antenucci will attend and someone else will attend as well. Thursday August 6th

b. MD and President have been working on memo to be sent out shortly on communications moving forward. To remind reps of tone for any posts made.
c. Census wants us to promote them. Will follow up.

III. Vice President – Education.
a. Has met the PSC rep, told her to draft some goals and KPIs
b. Emailed John York about 11:59pm submission times about having it be permanent. He highly recommended brining feedback and statistics
c. Shoutout Mia Antenucci she is doing well 😊
d. National Student Survey: requested the Guild do some things on this (have Equity reps involved or relevant initiative)
e. Protests happening in India, VPE and ISC Pres agree there isn't a point in doing a protest on campus anymore but would still be good to reach out to students and put something out
f. Dylan suggests an event in lieu of a protest to bring the community together, Hadiya agrees and will consult with ISC portfolio.

IV. Vice President – Activities
a. PJ party week
b. Interclub quiz night on Tuesday, not many sign ups
c. Ivon has now done two weeks, super cool, super to the point, everyone really happy with her
d. Starting club projects
e. Ball tickets on sale
f. Empty spaces template, going to include building and all its empty spaces and email this to the building manager
g. Club awards to be held in the gallery on campus.
h. Aims to make gallery a bookable space, going to negotiate discount for clubs.
i. Wants to introduce a new award for club (“Impact Award” name tbd) for those clubs who do more than just club events. Winner and runner up for grabs
j. First time the Census will include LGBTQIA+ and international students do fill out the Census, doing content with Cartia about this, its on August 11th so something will be posted prior.

V. Vice President – Sustainability and Welfare

a. Meeting with Clayton on divestment campaign on Friday

b. Have a meeting about Murray Street health and safety

c. Tahni asks about asbestos and mould in 204 Building, properties is doing testing, haven't confirmed its mould yet

6. General Business

- University Equity Group Dissolvement

    - Essentially the uni has to have a committee all equity things report to, legally have to have one
    - This was dissolved last year (this was Diversity Inclusion and Belonging Committee)
    - Meant to have 4 to 6 (unsure minimum meeting rate) meetings a year, they held 2, there has to be 2 Guild reps (queer and access attended in 2025)
    - GEIAG dissolved subsequently because the body it reported to (DIBC) dissolved
    - Dylan said he would ask Linda tomorrow before we ask Vice Chancellor
    - Hadiya said all sub committees sit under Linda according to Org manager
    - Hadiya said there is faculty committees as well, there is also no accountability for how many meetings are held and that they maintain meeting. There is two Guild reps involved but not much communication to them.
    - Hadiya action items to check with fac reps, check with Mia if the meeting has moved 100% online, and will check org manager
    - Lets find out if it exists, make them meet
- Returning Officer for Curtin Economics Society
    - Need an RO for Thursday 6 August 5pm
    - Dylan can do it
- Ethnocultural Department
    - Put someone in, ask reps if anyone from their collectives may be keen
    - While someone is acting we can make a guide for Ethnocultural officer so they aren't coming in blind
    - Hadiya is asking what definitions they're intending to refine, and we should push them to include a definition for anti-Palestinian racism.
    - Morgan said it will be them and two other reps in the working group. Need to hear back from reps.
- MD Reappointment
    - MD has indicated that he would be interested in another 3-year term, but he would appreciate the certainty of having that locked in
    - The current reappointment procedure says that process can only start within 12 months of the end of his term
    - If we are comfortable to amend the procedure to start the process of his reappointment, have this approved by Guild Council and Executive
    - Potentially amend to 18 months instead of 12 months
    - Having the start date/ roll over in mid year rather than start date being same as reps

7. Next Meeting

The next meeting of the Executive Committee will be held on Tuesday, 11th August 2026, at 10:00am in the President's Office.

Close meeting at 11:17am

Student Guild of Curtin University

Finance and Risk Committee - Meeting #4

Held at 1:10pm on Monday 20 July 2026

Via Video Conference or in The Bridge

Minutes

1. Acknowledgement of the Traditional Owners

   The Chair opened the meeting at 1:10pm and delivered the Acknowledgement of Country.

2. Attendance

   2.1 Members Present: Vivi Choi (Chair), David Phillips, Finn Gardoll, Max Zhang, Ebony Whitney, Buena Kortum, Elsie Lee
   2.2 Others Present: Dylan Storer, Noor Fellah, Vernon Thompson, Nicole Ward-Beaver, Natasha Morgan
   2.3 Apologies and Leave of Absence: Karen Rennie
   2.4 Absent; Nil

3. Disclosure of any potential or perceived Conflicts of Interest

   No disclosures of actual, potential or perceived conflicts of interest were recorded.

4. Minutes of the Previous Meeting

   4.1 Previous Meeting Minutes

   The Committee considered the minutes of the previous Finance and Risk Committee meeting.

   Motion: That the Finance and Risk Committee **approve** the minutes of the Finance and Risk Committee held Wednesday 13 May 2026 (*Attachment 4.1).*

   Moved: Ebony Whitney
   Seconded: David Phillips

   4.2 Any Circular Resolutions – N/A

5. Matters Arising from Previous Minutes

   5.1 Action List *(Attachment 5.1)*

The Action List was noted.

5.2 Finance and Risk Committee Work Plan 2026 *(Attachment 5.2)*

The Finance and Risk Committee Work Plan 2026 as presented was noted.

6 Items for Decision

6.1 Risk Management Plan and Policy Review *(Attachment 6.1-6.1d)*

The Committee considered the revised Risk Management Framework documentation, including the Risk Register and associated policy documents.

Updates made following feedback received at the May meeting were reported, noting that primarily the changes relate to the clarification of risk tolerance settings and colour coding applied within the documents.

Clarification was sought and provided regarding the revised documents and positive feedback was expressed for the snapshot of risks as a summary guide.

It was agreed that ownership of extreme risks as noted on Table 4 Risk Rating Matrix Outcomes be changed from CEO to Guild President and that Portfolio Managers be amended to General Managers throughout the document in keeping with the organisational structure changes.

The topic of gender-based violence, sexual harassment and implementation of the National Code was raised. It was reported that Curtin University has accepted the National Code and is working on their plan to implement the code. Some consultation has taken place with the Student Assist team, however it was noted that there is currently no student representation on the University committee.

It was agreed that a student representative be involved in consultation with the University and is to be actioned before the next meeting.

Motion: That the Finance and Risk Committee **approve** the Risk Appetite Statement and Risk Management and Assurance Framework and the proposed amendments to the Risk Management Policy and Risk Management Procedure (*Attachment 6.1-6.1d)* and recommend the Guild Council approve the Risk Management Framework suite of documents, subject to agreed amendments to ownership in the Risk Rating Matrix.

Moved: Ebony Whitney
Seconded: Buena Kortum

6.2 Budget 2027 Cash Target (*Attachment 6.2*)

The Committee considered the proposed 2027 budget development process, assumptions and proposed cash surplus target of $500,000. It was advised that the surplus target was intended to support both asset replacement requirements and the gradual establishment of working capital reserves to provide greater financial resilience for commercial operations. It was noted that the target broadly reflected annual asset depreciation requirements while also beginning to address the absence of a dedicated commercial contingency reserve.

Proposed modelling of Guild membership discount structures was discussed. Rationale for exploring alternative discount arrangements was outlined and members discussed whether variations in discount structures could enable greater financial support to students while maintaining commercial sustainability.

It was agreed that modelling be provided for future consideration that include; the current arrangement of 10% discounts for both student and associate members; increased student discounts while retaining associate discounts at 10%; and potential decreases in associate membership fees, noting that the Guild's ultimate mission is the key objective of any decision.

Motion: That the Finance and Risk Committee support the proposed budget development approach and timeline and **approve** the proposed cash surplus target of $500,000 (*Attachment 6.2).*

Moved: Ebony Whitney
Seconded: David Phillips

6.3 Data, Privacy, Confidentiality and Integrity *(Attachment 6.3-6.3b*)

The Committee considered the revised Data Privacy, Confidentiality and Integrity Policy.

Cross-border data disclosure, data sovereignty risks and service provider obligations were discussed and it was noted that a full audit of all current systems in use is underway. Once fully understood it is anticipated that recommendations will be presented. The consideration

of modern slavery practices to be incorporated into the review and future recommendations was agreed.

It was requested that the document, and all future policy updates, include a numbering structure consistent with legal and governance drafting conventions to facilitate future interpretation, implementation and policy compliance and to allow for more efficient references.

David Phillips left the meeting at 1:57pm.

Governance arrangements relating to policy ownership and approval authorities was discussed and Members noted an inconsistency between the approval authority identified within the policy itself and the approval pathway outlined in the papers. The need for a comprehensive policy register clearly identifying policy owners, approving bodies and delegated authorities was acknowledged with it advised that a policy register is intended to be established.

Consideration was deferred to the meeting scheduled for 9 September 2026 pending the agreed amendment to include numbered clauses and references and the review and clarification of approval authority references.

7 Items for Discussion

7.1 Business Continuity Plan (*Attachment 7.1-7.1a*)

The revised Business Continuity Plan was discussed and it was requested that the previously agreed numbering conventions be applied to the document without a need to come back to the Committee.

Scenarios in relation to the unavailability of the Managing Director and Student Assist service disruption tolerances were highlighted and clarification on points raised was provided.

The report was noted.

7.2 Travel and Conference Policy *(Attachment 7.2-7.2b*)

The revised Travel and Conference Policy was reviewed and discussed. Updates to incorporate numbering as previously discussed, changes to conferences, refences to organisations and events and the inclusion of the Guild's 80% meeting attendance requirement were raised.

It was agreed that Guild President work with management to make the amendments and that the item be held over to the next meeting pending those updates.

8 Items for Noting

8.1 Financial Reports June 2026 (*Attachment 8.1)*

It was reported that the financial performance remained favourable with sufficient flexibility to reallocate resources where operationally required and current results remain ahead of budget expectations.

The adequacy of funding availability was raised and it was agreed that President and Managing Director will undertake further discussion outside of the meeting.

The June 2026 draft Financial Reports were noted.

8.2 SSAF and Grant Report June 2026 *(Attachment 8.2)*

Discussion took place about the progress of a number of capital projects. Clarification regarding several projects reporting low completion percentages was sought and it was advised that while there are timing delays with some major capital projects there was confidence that the projects would continue to progress.

It was further noted that the Guild Precinct Plan had gained significant momentum during 2026. It was advised that while some expenditure may be deferred beyond the current financial year there was no risk associated with the carry-forward of approved SSAF capital funding and no expectation that funds would need to be returned.

The current expenditure of the Student Services and Amenities Fee (SSAF), the International Student Additional Funding Fee (ISAF) and the Guild Grant were noted.

8.3 Invoices over $50,000 *(Attachment 8.3-8.3b)*

The Committee noted the report detailing invoices in excess of $50,000.

It was advised that the overall project value of refurbishment works is expected to be approximately $106,000, with expenditure occurring through a series of individual invoices associated with the broader project.

8.4 Financial Ratios June 2026 *(Attachment 8.4)*

The Financial Ratios report for June 2026 was noted as read.

9 General Business

9.1 Policy Review Program

The Committee discussed incorporating actions arising from the meeting into the relevant policy review work program. The importance of progressing policy updates, including formatting changes and governance clarifications identified throughout the meeting, was noted.

10 Items to be Communicated

Nil.

11 Next Meeting –

The next Finance and Risk Committee meeting will be held on 9 September 2026, remotely via Video Conference or in person in The Bridge meeting room.