

INDEPENDENT COMMISSION AGAINST CORRUPTION

STATEMENT IN THE MATTER OF: Operation Gerda

PLACE: University of Sydney

NAME: Stephen Barrie Phillips

ADDRESS: The University of Sydney, NSW 2006

OCCUPATION: Vice-Principal of Operations

DATE: 18 July 2018

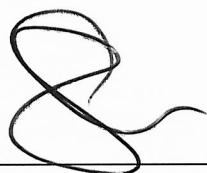
States: -

1. This statement made by me accurately sets out the evidence which I would be prepared, if necessary, to give in Court as a witness. The statement is true to the best of my knowledge and belief, and I make it knowing that, if it is tendered in evidence, I shall be liable to prosecution if I have wilfully stated in it anything which I know to be false or do not believe to be true.

2. I am 56 years of age.

3. My role as Vice-Principal of Operations at the University includes responsibility for a portfolio of support for functions including:

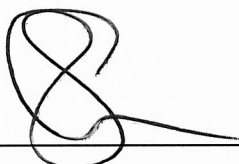
- Finance
- Information Technology
- Human Resources
- Campus Infrastructure Services
- Student Administration Services

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- Risk Management
4. The University of Sydney regards student safety as a very high priority. Student safety falls partly within this portfolio in that we provides security services, but it is not the only portfolio that has an interest in student safety.
 5. Student safety is a facet of the broader student experience at the University.
 6. Recently through the news, student safety at colleges and campuses has been an issue. Consequently, it is a big focus for the University.
 7. Student safety is within the key objectives in the sense that what we are doing is educating students, and in educating students we need to provide a safe environment for them.
 8. The University, as with the whole university sector, has been addressing student safety along with making sure that the student experience is a healthy and supporting one. This has been a high priority over a period of time. It would be fair to say that not just our University, but more broadly across the sector it is an area that all universities are focused on and it is a focus from the Vice-Chancellor (and Senate) down through the organisation.
 9. There is a range of metrics that we measure as part of a broader student experience, which includes channels such as student surveys, hotlines, etc and so within these we receive feedback about student safety. The University provides hotlines for the students to phone in about safety concerns. A lot of work has been

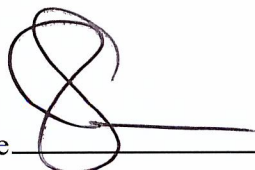
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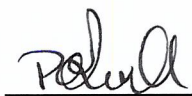
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done over the last couple of years in making sure that we are providing channels for students to understand how they can deal with security and safety concerns. Important to note that colleges are not directly under the control of the University.

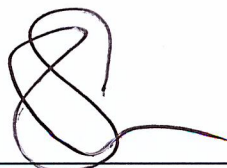
- 10. There are no specific student safety KPIs for my role.
- 11. The KPIs that concern security services are aggregated measures in terms of the services that Campus Infrastructure Services provides. Those KPIs and the development of service metrics are a work in progress at the moment. So Greg Robinson and his staff would have a set of KPIs and they provide metrics in an aggregated way back up to me.
- 12. I do not receive regular reports about student safety directed specifically to me. This is not strange because student safety sits more broadly in the student support space, which is not within my portfolio. However, as part of University Executive I receive reports of the overall student experience. The kind of feedback is provided in an aggregated manner and this is what you would expect for executives.
- 13. In our Executive leadership meetings, which occur on a monthly basis, and in University Executive operations meetings, service metrics are on the agenda. These reports are a work in progress at the moment.

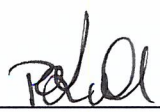
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- 14. The service metrics are an aggregation. So the Executive does not see security services split out separately as part of this measure. The provision of this information started about six to nine months ago.
- 15. For significant security incidents, Greg Robinson would contact me directly, whether it is inside hours or outside hours, typically via a phone call. This is 'at the time' contact rather than a formal report.
- 16. I do not provide reports on a regular basis up to the University Executive on campus safety issues.
- 17. I do, however, report on work, health and safety. The University has a Work Health and Safety Committee. This Committee has been in existence for a long time. My area provides reports on broader safety metrics to this Committee, for example long-term injury frequency rates and these sorts of issues. These are regular reports that do not only address students. The reports also cover the wellbeing of staff. Students may be included in any aspect of a report concerning safety. Reports that cover issues such as staff wellbeing would exclusively concern staff, whereas the measuring of safety incidents would not differentiate between staff and students.
- 18. My expectations for security services is that the University has security protocols in place that are aligned with the importance with which the University views security. Greg Robinson and his team are focused on ensuring that the provision

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of those services are in line with what the University has agreed with external providers in line with the contractual arrangements that are in place.

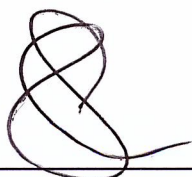
19. More broadly, I expect that the security area keeps the campus and the people on it safe. My expectation is that Greg Robinson and his team, together with the external providers, are meeting our security needs.

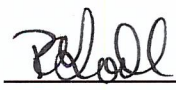
20. Greg Robinson and his team are developing a paper that deals with anti-terrorism measures.

21. I am not aware of a strategy document concerning security risks (prior to my employment) but Greg Robinson may well have developed such a document in working with his team.

22. The University has as part of its risk management framework, reports and registers a number of risk management themes that the Executive, including myself, review on a regular basis. One of those themes includes the broader issue around safety and security. The expectation is also that there are subsidiary and operational risk registers that are managed at cascading levels throughout the organisation. Risk management at the University has had a significant step up over the last two years compared to where it was previously.

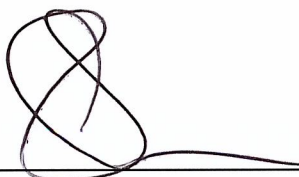
23. The University has aggregated appropriately how risks are presented and viewed.


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- 24. The Executive looks at the risk register regularly. The University Senate in its meetings, depending on the topics that are on the agenda at that time, also examine the risks that are appropriate to a given topic.
- 25. The risk reports are channelled through the Secretariat who prepare for Executive and Senate meetings. The individual Executive members would have reviewed the risks that they own.
- 26. The University executive used to meet every three to four weeks. We are now changing to fortnightly meetings because of changes in the committee structures. The executive is also supported by a number of subcommittees as well.
- 27. I am not sure if the education subcommittee looks at student safety.
- 28. The operations committee is beginning to be provided with progress reports.
- 29. The protocol we have for committee reports is that the area responsible prepares the report and it is reviewed by relevant executive member.
- 30. For assurance for the delivery of security services, I rely on three things. The first level has to be the function head or lead. I am also relying to a certain extent on the risk management area, depending on what comes up. Finally, the University has internal audit plans and so on a cyclical basis we conduct internal audits of certain areas. I expect internal audits to provide some level of comfort.

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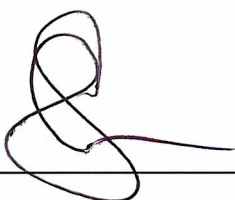
31. For the provision of security services, I expect Greg Robinson (or his delegated head) to ensure that anyone who is providing services has the right protocols in place to confirm that the University is getting what it asked for. There needs to be protocols in place as the first line of control.

32. Recently I have had concerns about the performance of the overarching managing agent for facilities services. In about June or July last year I received service feedback that prompted me to ask questions. Just walking around and getting feedback from various consumers of the service gave me some concerns about whether we were we getting the right kind of service. This kicked off a review of the service provider and relevant service metrics and gave rise to questions about whether our managing agent was in fact doing what they were contracted to do. I am referring to Brookfield.

33. An example of a concern I had about the managing agent was that the toilets were not clean. I did not see visual management demonstrating that cleaner X was here, and for me that type of evidence of performance is contract management '101'.

34. My concerns about Brookfield were not related to security services.

35. In relation to supply chain management issues, one can always do more and in a sense the University is maturing in this space. I have no doubt there is more we can do, but in a whole lot of areas the University is making vast improvements.

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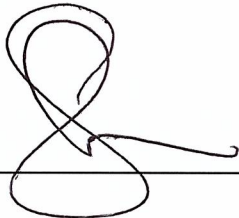
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36. With regard to contracts, the University does not want a set and forget mentality.

You still have to manage contracts. Managing external providers is a different type of management compared to managing in-house staff; it is managing to the achievement of outcomes.

37. In general, the colleges are not governed or directed by the University. The colleges are responsible for their own security. We do not direct them in what they need to do. However, Greg Robinson and his team work cooperatively with them.

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