

The University of Newcastle

Student Services and Amenities Fee (SSAF)

2025-2027 Transition Plan

Introduction

1. This Transition Plan is for The University of Newcastle to seek approval from the Department of Education (the department) to enter into a transition arrangement [for up to three consecutive years for Table A providers, and five years for non-Table A providers], consistent with Section 19-39 of the *Higher Education Support Act 2003* and the Higher Education Support (Student Services, Amenities, Representation and Advocacy) Guidelines 2022.
2. Submission of this plan to the department does not constitute agreement to the plan. Providers will be notified of the status of their plan following assessment and consideration.

Application

3. Provide an overarching summary of the current arrangements for the delivery of student services and the uses of the SSAF funding. For example, this may include information about how student services are delivered now, what future plans for service delivery may be, recent changes to engaging with student led organisations, information on the student population and information about campus arrangements e.g. multi-campus, regional campuses (**no more than 750 words**).

The University of Newcastle (UON) allocates Student Services and Amenities Fee (SSAF) revenue to fund a broad range of essential student services that enhance student wellbeing, academic success, and overall engagement. These services are provided across all UON campuses. These services that align to the 19 SSAF categories are delivered through a combination of university-led programs, services offered via controlled entities (NUsport) and the University of Newcastle Student's Association (UNSA). UNSA is currently the only student-led organisation at UON which currently provides a range of student led activities, extra-curricular events, and out-of-class engagement opportunities supporting students throughout their academic journey.

Current Delivery of Student Service

UON provides a wide range of student services, funded by SSAF, including:

- **Career Support Services** – Resume-building workshops, internship programs, and career advisory services to enhance student employability.
- **Student Representation**– Includes student-led initiatives, with UNSA playing a key role in supporting and representing students.
- **Health and Wellbeing Services** – Counselling, peer support programs, and mental health initiatives to promote student wellness.
- **Sport and Recreation** – Funding for NUsport (sport and recreation organisation), and fitness programs to support active student lifestyles.
- **Academic and Learning Support** – Additional study sessions, study workshops, and mentoring programs.
- **International Student Support** – Visa assistance, orientation programs, and cultural integration services.
- **Social Engagement and Campus Activities** – Clubs, societies, and university-wide events to foster student participation and belonging.

Plans for Service Delivery and Transition to Student-Led Organisations

With the introduction of the Australian Government's new SSAF allocation mandate, requiring 40% of SSAF revenue to be directed to UNSA from 1 January 2025, UON has developed a three-year transition plan (2025-2027) to gradually implement this funding shift while ensuring that critical student services remain operational.

Key priorities of the transition plan include:

- **Maintaining student services** – Ensuring no decline or duplication in essential support programs during the transition.
- **Ensuring job security** – Managing workforce planning for staff currently delivering SSAF-funded services.
- **Incremental SSAF funding reallocation** – Allowing UNSA to gradually assume greater financial and delivery of services responsibility.
- **Ongoing stakeholder engagement** – Consulting with students, UNSA, NUsport, and other key bodies to align funding priorities with student needs.
- **Strengthening governance frameworks** – Supporting UNSA in developing financial management, risk prevention, and compliance mechanisms.
- **Ensuring compliance with financial oversight regulations** – Meeting Higher Education Support Act 2003 (HESA) and SSARA Guidelines.

Student Population and Multi-Campus Arrangements

UON serves a diverse student population across its multiple campuses including Callaghan, Newcastle City, Central Coast, and Sydney campuses, offering a wide range of student services, along with regional and online learning hubs ensuring equitable access to SSAF-supported services.

Engagement with Student-Led Organisation and Governance Challenges

Historically, student-led organisations such as UNSA have played a role in service delivery at UON. However, with the increase in SSAF allocation, they will need to mature as an organisation to provide a broader range of quality services, including implement stronger governance structures, financial transparency, and risk management strategies to meet compliance requirements.

To support this transition, UON will work with UNSA to :

- Develop their governance capability to manage their funding responsibly.
- Provide quarterly financial reporting and audits to ensure accountability and transparency in SSAF spending.
- Work collaboratively to align service delivery expectations with funding responsibilities.
- Ensure that services provided by UNSA are distinct and do not overlap with existing university services, avoiding duplication and maximising student benefit.

By implementing these measures, UON will ensure that UNSA are prepared to manage their increased financial and service delivery responsibilities while maintaining high service standards.

Challenges and Considerations for the SSAF Transition

While the transition presents opportunities for UNSA, it also poses challenges for the UON, which includes:

- **Governance and financial accountability** – Ensuring UNSA can appropriately manage significant SSAF funding for which UON is ultimately responsible.
- **Service continuity risks** – Preventing disruptions in essential student services during the funding transition and ensuring UNSA's services remain distinct from those already provided by the university to avoid duplication
- **Ensuring equitable SSAF distribution** – Maintaining fair access to services across all UON campuses, including regional and online students.

To mitigate these challenges, UON will adopt a phased transition approach, enhanced governance support, and ongoing stakeholder engagement. The transition to 40% SSAF allocation for UNSA represents a significant shift in our budget model, requiring a structured implementation plan to protect student services, governance integrity, and financial accountability.

UON is committed to fully complying with the new SSAF requirements while ensuring that all students continue to benefit from high-quality, well-supported university services.

4. Provide an overarching summary explanation and supporting evidence of (1) why your organisation is not yet able to meet the funding and/or governance requirements and which requirement you are seeking transition for e.g. it could be either funding or governance requirements, or both requirements; and (2) the period of transition you are seeking for each requirement, noting the maximum approval period is one year and that transition arrangements have to be agreed yearly – it is not possible to provide multi-year approval (no more than 300 words)

1) UON is seeking a 3-year transition period

UON is seeking a transition period to meet both the funding and governance requirements of the new 40% SSAF allocation to UNSA. A sudden reallocation of funds to UNSA could result in service disruptions from the UON, affecting student support and wellbeing. A phased funding transition is preferred and will be required to ensure financial stability, service continuity and to build capacity to deliver on an uplift of student services.

From a governance perspective, UNSA must meet financial oversight, independent decision-making, and risk management requirements under the Higher Education Support Act 2003 (HESA) and SSARA Guidelines. The organisation will need time and resources to develop enhanced financial accountability frameworks, bolster governance structures, and ensure compliance with auditing and reporting obligations. UNSA will also need time to build capacity within their staff to uplift on student services. Without this preparation, there is a risk of financial mismanagement, governance inefficiencies and a poor student experience.

(2) The Period of Transition Being Sought for Each Requirement

UON is requesting a transition period of up to three years (2025-2027), with annual approvals as per government requirements. Our Overall transition plan will include the below:

- **Funding Transition (2025-2027):** A gradual reallocation of SSAF funds to UNSA to ensure financial sustainability and service continuity while the organisation build capacity.
- **Governance Transition (2025-2027):** Time for UNSA to establish governance structures, financial controls, and compliance measures to meet HESA and SSARA requirements.

For 2025, we have agreed to provide UNSA a 24% increase in SSAF funding allocation. This increase will provide the University and UNSA time to commence planning and have appropriate structures in place to take a 32% increase in SSAF funding in 2026.

This approach ensures UON's compliance with regulations, safeguards student services, strengthens governance, ensures financial accountability, and includes annual progress reports to demonstrate compliance and readiness for full SSAF implementation. It also provides time to manage the employment arrangements of UON staff who currently deliver these SSAF-funded services.

5. To agree to a transition plan, the department must be assured that key services would be maintained at an appropriate level for the calendar year in question, and that the plan will enable the provider to fully comply with all legislated requirements by the end of the plan.
 - a. Describe how service delivery of key services will be maintained at an appropriate level throughout the transition plan (**no more than 300 words**).

In 2025, UON have allocated SSAF funding to UNSA to support key student initiatives, including student music program (student engagement), Stress Less (student engagement), funding for International Culture Days (equity, diversity, and inclusion), a financial support officer (student wellbeing), and food trucks at the Central Coast campus. In partnership with UNSA and UON, these discussions were a commitment from both parties to start to gradually uplift student services from UON to UNSA, whilst ensuring that essential student services (such as wellbeing and academic learning support) are maintained. Upon agreement from the Department of Education to a transition period, we will continue to work with UNSA to plan an incremental increase of SSAF services for 2026.

These fundings form Year 1 of the 2025–2027 transition plan, reflecting UON’s commitment to enhancing the student experience while maintaining financial oversight and service accountability. By implementing these measures, UON ensures that all SSAF-funded services remain at an appropriate level throughout the transition while progressively achieving full compliance with legislated SSAF requirements by 2027.

6. For each year that the transition plan is intended to cover, describe **how** your organisation will achieve compliance with the funding and governance requirements below, populate the **milestones/timeframes** in achieving this, and how your organisation will be **fully compliant by the end** of the proposed transition period.
 - a. **Funding requirement (no more than 300 words)** regarding the allocation of 40 per cent of SSAF revenue should include information on the:
 - key activities to be delivered through expenditure of SSAF revenue across the provider, for both student-led organisations and other entities
 - stakeholder engagement and outcomes in determining SSAF allocation and implementing transition arrangements
 - the proposed allocations of the 40 per cent of SSAF revenue to student-led organisations on an annual basis
 - progress against any previous milestones or commitments in previous annual plans submitted to the department, including actual SSAF revenue collected, distributed and expensed for preceding years
 - provide the total SSAF revenue expected to be collected and the intended allocation amount and percentage to student-led organisation/s for each year that the transition plan is intended to cover. **Note: this information should align with the information provided in the SSAF Allocation Report.**

The University of Newcastle is seeking approval to incrementally increase the SSAF allocation to UNSA. The below funding milestones have been outlined below.

Funding Milestones*	2025	2026	2027
Estimated SSAF revenue	\$8,732,808	\$9,145,335	\$9,560,409
Allocation to student-led organisations	\$2,110,087	\$2,926,507	\$3,824,164
Percentage allocation to student-led organisation	24%	32%	40%

*All figures shown are **projections based on historical revenue trends and expected growth**. Actual allocations may vary depending on enrolment numbers, SSAF collection rates, and broader financial considerations.

Key Activities Funded by SSAF Revenue

At the University, SSAF revenue will continue to support a broad range of student services, delivered through UNSA and university-managed programs, as outlined in the 19 SSAF categories. Key services as outlined by the annual SFUN survey will continue to be used as a baseline of meeting the needs of students.

Stakeholder Engagement & Implementation Process

UON conducts regular engagement with student representatives, UNSA, and internal governance bodies through:

- SSAF Advisory Group meetings to assess funding priorities and allocations.
- Collaboration with UNSA to strengthen governance frameworks and ensure financial accountability.
- Quarterly report tracking to review the expenditure of all SSAF stakeholders and ensure financial oversight.
- Review of the annual SFUN Survey to ensure that SSAF funding is allocated to the areas where students are seeking an uplift in.
- Annual reviews and financial reporting will ensure accountability and compliance.

7. Governance requirement (no more than 300 words) regarding student-led organisations which should include information on:

- how the planned governance arrangements and timeframes to design, establish and implement by either the provider or its student-led organisation, will be achieved, and
- progress against any previous milestones or commitments in previous annual plans submitted to the department.

The University of Newcastle Students' Association (UNSA) is a fully student-led organisation, with 100% student representation, independent decision-making, and financial oversight. UNSA submits quarterly reports to the University of Newcastle (UON) as part of an audit process to ensure compliance with financial and governance requirements. UNSA also adheres to an annual governance schedule, which is regularly reviewed to maintain alignment with legislative and financial regulations. UNSA provides UON with a comprehensive schedule of planned events for the year, which reduced duplication with UON services. UON does not intervene in UNSA's expenditure decisions, provided they remain within budgetary and government guidelines.

Planned Governance Arrangements & Implementation Timeline

2025 – Strengthening Compliance & Oversight

- Continue ensuring UNSA's decision-making autonomy remains in line with HESA SSARA regulations.
- Maintain the existing quarterly reporting process for financial tracking and compliance verification.
- Expand UON's quarterly audits to reinforce accountability and risk management.
- Evaluate and update governance policies to align with evolving HESA & SSARA standards.
- Start to plan for uplift of student services for 2026.

2026 – Refinement of Governance & Financial Controls

- Review and refine UNSA's policy framework to reinforce compliance while maintaining independence.
- Expand financial oversight with external compliance reviews to strengthen governance practices.
- Ensure expenditure remains within the overall budget.
- Review to ensure appropriate student service delivery is occurring.

2027 – Full Compliance & Governance Optimisation

- Final compliance assessment to ensure continued adherence to HESA & SSARA regulations.
- Publish annual audited accounts, ensuring full transparency.
- Conduct a final governance and risk assessment to confirm full compliance.
- Maintain and continuously improve the student service delivery based on feedback from students and staff.

Progress Against Previous Milestones

- UNSA has maintained governance commitments, ensuring 100% student representation and democratically elected leadership.
- Quarterly reports and audits will continue as per the existing process, ensuring continued transparency.
- The progressive SSAF transition (2025-2027) is on track, ensuring UNSA meets the 40% SSAF allocation requirement by 2027 without service disruptions.

Transition Plan Governance Milestones <i>(examples, not definitive)</i>	2025	2026	2027
Majority student-led	Already 100% student led	No change – continued compliance	No change – continued compliance
Democratically elected leaders	Support election processes to ensure they align with best governance practices	Continue to support elections to uphold democratic governance	Continue to support elections to uphold democratic governance
Governing body of the organisation makes decisions independently from the higher education provider	Continue ensuring UNSA's decision-making autonomy remains in line with HESA & SSARA regulations	Review and refine UNSA's policy framework to reinforce compliance while maintaining independence	Final compliance assessment to confirm continued alignment with regulatory requirements
Keeping and publication of annual audited accounts	Continue quarterly financial reporting & UON audits	No change – continued compliance	No change – continued compliance
Policies and procedures for record keeping, risk management, fraud prevention and financial controls	Evaluate and update governance policies to align with evolving HESA & SSARA standards	Implement enhanced fraud prevention, risk management, and financial controls	Conduct final governance and risk assessment for full compliance

Contact information


Please nominate one relevant individual to be a SSAF Contact Officer for your organisation. The Department of Education may follow up for additional supporting information or may follow up for further information where issues are identified.

Please provide the following details for your nominated SSAF Contact Officer:

Full name	Prof Mark Hoffman
Position title	Deputy Vice- Chancellor (Academic) and Vice President
Email address	Mark.Hoffman@newcastle.edu.au
Phone number(s)	

Transition Plan Owner

I, *Mark Hoffman, Deputy Vice-Chancellor (Academic) and Vice President of The University of Newcastle*, seek approval of this Transition Plan and declare that the information provided in the Transition Plan is to the best of my knowledge true, complete and correct and meets the requirements of the *Higher Education Support Act 2003* and the Higher Education Support (Student Services, Amenities, Representation and Advocacy) Guidelines 2022.

Signature of Owner	
Full name of Owner	Prof Mark Hoffman
Position title of Owner	Deputy Vice- Chancellor (Academic) and Vice President
Date Approved	28/03/2025

Please submit your organisation's completed Transition Plan via email to SSAF@education.gov.au.

The University of Newcastle

Student Services and Amenities Fee (SSAF)

2026 – 2027 Transition Plan

Note this transition plan is for 2026

Introduction

1. This Transition Plan is for University of Newcastle to seek approval from the Department of Education (the department) to enter into a transition arrangement [for up to three consecutive years for Table A providers, and five years for non-Table A providers], consistent with Section 19-39 of the *Higher Education Support Act 2003* and the Higher Education Support (Student Services, Amenities, Representation and Advocacy) Guidelines 2022.
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Current Delivery of Student Service

In 2025, UON provides a wide range of student services, funded by SSAF, including:

- **Career Support Services** – Resume-building workshops, internship programs, and career advisory services to enhance student employability.
- **Student Representation**– Includes student-led initiatives, with UNSA playing a key role in supporting and representing students.
- **Health and Wellbeing Services** – Counselling, peer support programs, and mental health initiatives to promote student wellness.

- **Sport and Recreation** – Funding for NUsport (sport and recreation organisation), and fitness programs to support active student lifestyles.
- **Academic and Learning Support** – Additional study sessions, study workshops, and mentoring programs.
- **International Student Support** – Visa assistance, orientation programs, and cultural integration services.
- **Social Engagement and Campus Activities** – Clubs, societies, and university-wide events to foster student participation and belonging.

Student Population and Multi-Campus Arrangements

UON serves a diverse student population across its multiple campuses, including those in Callaghan, Newcastle City, Central Coast and Sydney. The university offers a wide range of student services, as well as regional and online learning hubs, ensuring equitable access to SSAF supported services. In 2026, the university will open a Gosford campus to complement our existing Central Coast campus.

Plans for Service Delivery and Transition to Student-Led Organisations

With the introduction of the Australian Government's new SSAF allocation mandate, requiring 40% of SSAF revenue to be directed to UNSA from 1 January 2025, UON has developed a three-year transition plan (2025-2027) to gradually implement this funding shift to ensure that critical student services remain operational. We are currently in year one of this transition plan (2025).

During 2025, the university will support this phase of SSAF funding transfer to UNSA in the following ways:

- We have earmarked the key services that will transition from the UON to the UNSA.
- We have established a Joint Transition Oversight Group comprising UNSA and UON representatives to develop service level agreements and KPIs, address emerging risks, and provide strategic guidance.
- We have developed a student feedback and issues resolution monitoring framework that will address complaints, capture concerns and monitor feedback, as well as identifying and addressing any service gaps.
- Contingency plans will be put in place to ensure that, if challenges arise during the transition of services to UNSA, alternative support structures can be activated to prevent service gaps.
- UNSA will perform an independent external review of its governance arrangements, which will then be incorporated into a revised service funding agreement.

UON and UNSA are actively working through these details in partnership.

Key future priorities for the SSAF transition from UON to UNSA for 2026

Key priorities for 2026 include:

- **Maintaining student services** – Ensuring no decline or duplication in essential support programs during the transition. By 2026, several services would have transitioned from UON to UNSA. Key items such as the Service level agreements, KPIs and issues resolution



monitoring framework would be in play and reviewed frequently to ensure UNSA in maintaining their service standard.

- **Strengthening governance frameworks** – Reviewing UNSA financial management, risk prevention, and compliance mechanisms to ensure no slippage in service delivery.
- **Ongoing stakeholder engagement** – Consulting with students, UNSA, NUsport, and other key bodies to align funding priorities with student needs.
- **Ensuring compliance with financial oversight regulations** – Overnight and audits to ensure UNSA is meeting the Higher Education Support Act 2003 (HESA) and SSARA Guidelines.

4. **Provide an overarching summary explanation and supporting evidence of (1) why your organisation is not yet able to meet the funding and/or governance requirements and which requirement you are seeking transition for e.g. it could be either funding or governance requirements, or both requirements; and (2) the period of transition you are seeking for each requirement, noting the maximum approval period is one year and that transition arrangements have to be agreed yearly – it is not possible to provide multi-year approval (no more than 300 words)**

1) **UON is seeking a transition period for the funding allocation transfer to UNSA**

UON is seeking a transition period to meet the funding and governance requirements of the new 40% SSAF allocation to UNSA. A sudden reallocation of funds to UNSA is likely to result in service disruptions in the transfer from UON, affecting student support and wellbeing. UNSA has confirmed that they will not be able to take over UON's student services from 1 January 2026. A phased funding transition is therefore required to ensure financial stability and service continuity, as well as to build the capacity needed to deliver an increase in student services. The Department of Education has approved the transition for 2025 and UON is seeking to extend the transition period into 2026.

From a governance perspective, UNSA is required to meet the financial oversight, independent decision-making, and risk management obligations set out under the *Higher Education Support Act 2003 (HESA)* and the *SSARA Guidelines*. Throughout 2025, we are working closely with UNSA to strengthen these foundations by:

- Developing new Service Level Agreements and to strengthen the funding agreement.
- Refining key policies and operational processes.
- Establishing clear and measurable KPIs.
- Ensuring appropriate audit mechanisms are in place to assess governance performance.

Our aim is to complete this preliminary work in 2025, with a view to commencing selected services in Q2 to Q3, 2026.

To achieve this, both UNSA and the University will require time and dedicated resources to:

- Develop enhanced financial accountability frameworks.
- Strengthen governance structures.
- Meet compliance, audit, and reporting obligations.
- UNSA will need time to build internal capability to deliver uplifted student services.



Without this critical planning, there is a heightened risk of financial mismanagement, governance inefficiencies, and negative impacts on the student experience.

2) The Period of Transition Being Sought for Each Requirement

UON has received an extension for 2025 and is seeking to extend this for another year, through 2026.

Our Overall transition plan will include the below:

- **Funding Transition (2025-2027):** A gradual reallocation of SSAF funds to UNSA to ensure financial sustainability and service continuity while the organisation build capacity.
- **Governance Transition (2025-2027):** Time for UNSA to establish governance structures, financial controls, and compliance measures to meet HESA and SSARA requirements.

For 2025, we have provided UNSA 24% of the total SSAF funding allocation. In 2026, we have committed to providing UNSA an uplift to 32% SSAF of funding and have identified key activities that will be transferred to UNSA. In 2027, the university will provide UNSA the remaining 8% to reach the required 40%. This timing for the transition of funds will ensure UON's compliance with regulations, safeguard student services, strengthen governance, assure financial accountability, and will include annual progress reports to demonstrate compliance and readiness for full SSAF implementation. It also provides time to manage the employment arrangements of UON staff who currently deliver SSAF-funded services.

5. To agree to a transition plan, the department must be assured that key services would be maintained at an appropriate level for the calendar year in question, and that the plan will enable the provider to fully comply with all legislated requirements by the end of the plan.
- a. Describe how service delivery of key services will be maintained at an appropriate level throughout the transition plan (no more than 300 words).

In April, the Department of Education approved the University's transition plan covering the year of 2025. In 2025, UON have allocated SSAF funding to UNSA to support key student initiatives, including: student music program (student engagement), Stress Less (student engagement), funding for International Culture Days (equity, diversity, and inclusion), a financial support officer (student wellbeing), and food trucks at the Central Coast campus. In partnership with UNSA and UON, these discussions were a commitment from both parties to start to gradually transfer student services from UON to UNSA, whilst ensuring that essential student services (such as wellbeing, careers and academic learning support) are maintained.

In 2025, the Joint Transition Group is overseeing the development of the following areas in order to support UNSA's expanded role:

- A new funding agreement, commencing January 2026, for SSAF funds transferred to UNSA, with accountability clauses.
- A new Service Level Agreement, with contingent plans if UNSA fail to meet the service levels agreed.
- Robust governance structures, underpinned by clear KPIs.



- A student feedback and issues resolution framework.

These measures will ensure that all SSAF-funded services maintain their high standards throughout the transition period, while working towards full compliance with SSAF's legislative requirements by 2026.

6. For each year that the transition plan is intended to cover, describe how your organisation will achieve compliance with the funding and governance requirements below, populate the milestones/timeframes in achieving this, and how your organisation will be fully compliant by the end of the proposed transition period.
 - a. Funding requirement (no more than 300 words) regarding the allocation of 40 per cent of SSAF revenue should include information on the:
 - key activities to be delivered through expenditure of SSAF revenue across the provider, for both student-led organisations and other entities
 - stakeholder engagement and outcomes in determining SSAF allocation and implementing transition arrangements
 - the proposed allocations of the 40 per cent of SSAF revenue to student-led organisations on an annual basis
 - progress against any previous milestones or commitments in previous annual plans submitted to the department, including actual SSAF revenue collected, distributed and expensed for preceding years
 - provide the total SSAF revenue expected to be collected and the intended allocation amount and percentage to student-led organisation/s for each year that the transition plan is intended to cover. Note: this information should align with the information provided in the SSAF Allocation Report.

At UON, we achieve compliance with the funding and governance requirements as outlined below:

Key Activities Funded by SSAF Revenue

At the University, SSAF revenue will continue to support a broad range of student services, delivered through UNSA and university-managed programs, as outlined in the 19 SSAF categories. Key services as outlined by the annual SFUN (Student Feedback on University of Newcastle) survey will continue to be used as a baseline for meeting the needs of students.

Stakeholder Engagement & Implementation Process

UON conducts regular engagement with student representatives, UNSA, and internal governance bodies through:

- SSAF Advisory Group meetings to assess funding priorities and allocations.
- Collaboration with UNSA to strengthen governance frameworks and ensure financial accountability.
- Quarterly report tracking to review the expenditure of all SSAF stakeholders and ensure financial oversight.
- Review of the annual SFUN Survey to ensure that SSAF funding is allocated to the areas where students are seeking an uplift in support.
- Annual reviews and financial reporting will ensure accountability and compliance.



- Commencing in 2025, we have established the Joint Transition Oversight Group, who will ensure that UNSA is meet the requirements of the HESF and HESA 2003 with the scheduled transfer of SSAF funds.

Funding Milestones	Year 2025 (already completed)	Year 2026	Year 2027
Estimated SSAF revenue	\$8,737,808	\$9,145,335	\$9,560,409
Allocation to student-led organisations	\$2,110,087	\$2,926,507	\$3,824,164
Percentage allocation to student-led organisation	24%	32%	40%

b. Governance requirement (no more than 300 words) regarding student-led organisations which should include information on:

- how the planned governance arrangements and timeframes to design, establish and implement by either the provider or its student-led organisation, will be achieved, and
- progress against any previous milestones or commitments in previous annual plans submitted to the department.

UNSA is a fully student-led organisation, with 100% student representation, independent decision-making, and financial oversight. UNSA submits quarterly reports to UON as part of an audit process to ensure compliance with financial and governance requirements. UNSA also adheres to an annual governance schedule, which is regularly reviewed to ensure compliance with legislative and financial regulations. UNSA provides UON with a comprehensive schedule of planned events for the year, reducing duplication with UON services. UON does not intervene in UNSA's expenditure decisions, provided they remain within budgetary and government guidelines.

Planned Governance Arrangements & Implementation Timeline

2026 – Refinement of Governance & Financial Controls

- Review and refine UNSA's policy framework to reinforce compliance while maintaining independence.
- Expand financial oversight with external compliance reviews to strengthen governance practices.
- Ensure expenditure remains within the overall budget.
- Review to ensure appropriate student service delivery is occurring.

2027 – Full Compliance & Governance Optimisation



- Final compliance assessment to ensure continued adherence to HESA & SSARA regulations.
- Publish annual audited accounts, ensuring full transparency.
- Conduct a final governance and risk assessment to confirm full compliance.
- Maintain and continuously improve the student service delivery based on feedback from students and staff.

Progress Against Previous Milestones

As outlined in the 2025 UON Transition Plan, we are currently on track to meet our key milestones in collaboration with UNSA, which include:

- Ensuring UNSA's decision-making autonomy remains in line with HESA SSARA regulations.
- Maintaining the existing quarterly reporting process for financial tracking and compliance verification.
- Working through quarterly audits to reinforce accountability and risk management.
- Evaluate and update governance policies to align with evolving HESA & SSARA standards.
- Plans are currently in place for the uplift of student services to UNSA for 2026.

We are expecting these milestones to be completed by the end of 2025, in preparation for student services shifting in Q2-Q3, 2026.



Transition Plan Governance Milestones <i>(examples, not definitive)</i>	Year 2025 (in progress)	Year 2026	Year 2027
Majority student-led	Already 100% student led	No change – continued compliance	No change – continued compliance
Democratically elected leaders	UON will support election processes for UNSA to ensure they align with best governance practices	UON will continue to support elections to uphold democratic governance	Continue to support elections to uphold democratic governance
Governing body of the organisation makes decisions independently from the higher education provider	UON will continue ensuring UNSA's decision-making autonomy remains in line with HESA & SSARA regulations	UON will review and refine UNSA's policy framework to reinforce compliance while maintaining independence	Final compliance assessment to confirm continued alignment with regulatory requirements
Keeping and publication of annual audited accounts	UON will continue quarterly financial reporting & UON audits	No change – continued compliance	No change – continued compliance
Policies and procedures for record keeping, risk management, fraud prevention and financial controls	UON will evaluate and update governance policies to align with evolving HESA & SSARA standards	Implement enhanced fraud prevention, risk management, and financial controls	Conduct final governance and risk assessment for full compliance

Contact information

Please nominate one relevant individual to be a SSAF Contact Officer for your organisation. The Department of Education may follow up for additional supporting information or may follow up for further information where issues are identified.

Please provide the following details for your nominated SSAF Contact Officer:


Full name	Professor Lisa Wood
Position title	Interim Deputy Vice-Chancellor (Academic)
Email address	DVC-Academic@newcastle.edu.au



Phone number(s)	02 4921 5114
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Transition Plan Owner

I, *[insert full name of Approver]*, *[Role description - Vice Chancellor or Chief Executive Officer equivalent]* of *[insert full name of higher education provider]*, seek approval of this Transition Plan and declare that the information provided in the Transition Plan is to the best of my knowledge true, complete and correct and meets the requirements of the *Higher Education Support Act 2003* and the Higher Education Support (Student Services, Amenities, Representation and Advocacy) Guidelines 2022.

Signature of Owner	
Full name of Owner	Professor Lisa Wood
Position title of Owner	Interim Deputy Vice-Chancellor (Academic)
Date Approved	30 June 2025

Please submit your organisation's completed Transition Plan via email to [SSAF@education.gov.au](mailto:ssaf@education.gov.au).

