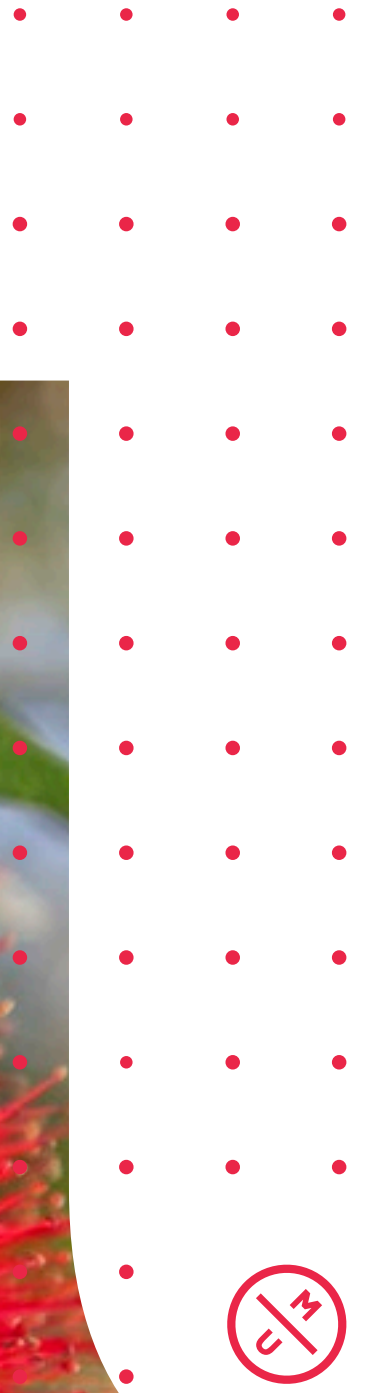


2021

Annual Report





In recognition of Murdoch University's commitment to responsible consumption and production, as set out in the United Nations Sustainable Development Goals and our own policies on environmental sustainability, we have chosen to limit production of hard copies of our 2021 Annual Report. PDF versions are available for download on the Murdoch University website – www.murdoch.edu.au/explore/leadership-governance/annual-reports

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Western Australia 6150
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Disclaimer
The information contained in this publication was correct as at March 2022.

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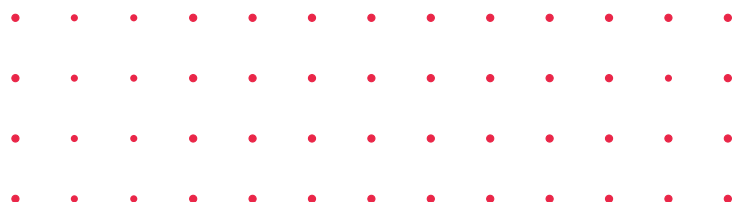
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Acknowledgment of Country

Murdoch University acknowledges the Whadjuk and Binjareb people of the Noongar nation as the traditional custodians of this country and its waters and that Murdoch University stands on Noongar Country.

Murdoch University pays its respects to Noongar elders past and present and acknowledges their wisdom and advice in teaching and cultural knowledge activities.





Statement of Compliance

Hon Sue Ellery BA MLC
Minister for Education and Training
WA Government
Level 12, Dumas House, 2 Havelock Street
WEST PERTH WA 6005

10th March 2022

Dear Minister for Education and Training,

In accordance with Section 63 of the Financial Management Act 2006, we hereby submit for your information and presentation to Parliament the Annual Report of Murdoch University for the financial year ended 31 December 2021.

The Annual Report has been prepared in accordance with the provisions of the Financial Management Act 2006 and is made in accordance with a resolution of the University's Senate.

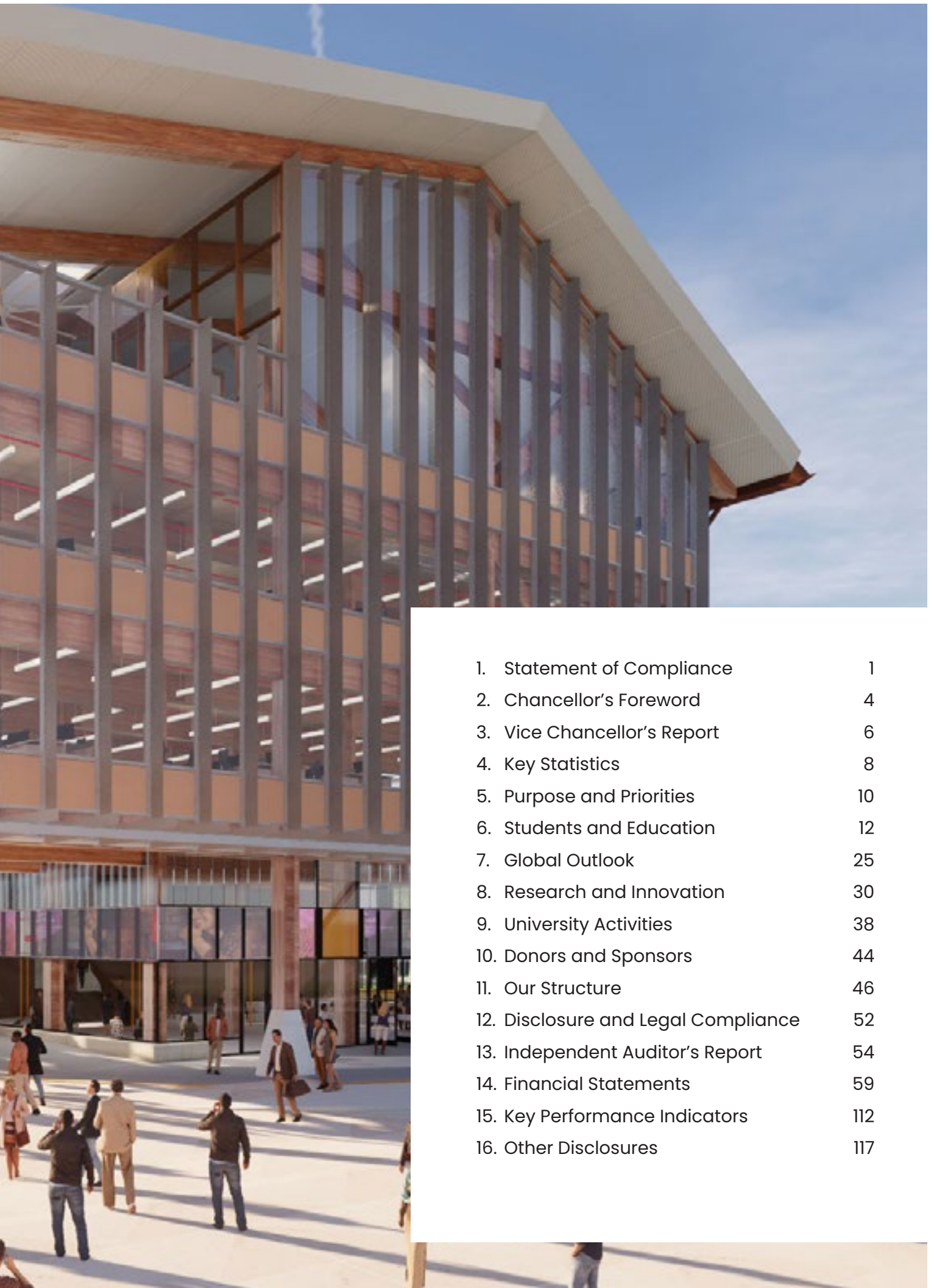
Sincerely

G Smith
Chancellor

J den Hollander
Interim Vice Chancellor

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Chancellor's Foreword



Whilst 2021 began with fundamental uncertainty regarding the impact of COVID-19 on how we led our lives, the year closed with a science-based response and a human determination that gave us reasons to be hopeful for the future.

The COVID pandemic still has a great distance to run, and the pace of the Omicron infection is concerning, but at the time of writing, the Western Australian Government has relaxed entry requirements for international students and announced a date for borders to fully reopen. Our international students, who have been sorely missed and endured difficult interruptions to their quest for higher education and the career pathway that such education provides, are expected to start arriving from Semester 1, 2022. We very much look forward to welcoming them.

During 2021, our domestic students have continued to engage powerfully with their education but have also been deprived of many of the academic, social, friendship and community experiences that we all have the right to expect. I look forward to a continued and increasing return to a student experience that respects our health obligations but fundamentally represents a vibrant, fun and engaged campus environment.

As ever, my further reason for hope lies in the resilience, commitment and dedication of our Murdoch people. I am immensely proud of the way they responded to the challenges of 2021.

Another year of enormous effort from all staff and the wider community ensured our students continued to learn and progress, while our research made significant contributions – not least the Australian National Phenome Centre's seminal research supporting global understanding of COVID-19. I congratulate the Centre on its special global significance during this period.

During 2021, Professor Eeva Leinonen left the University after five years as Vice Chancellor. I thank Eeva for her service – in particular, the development and implementation of the University's Strategic Plan; establishment of three flagship research institutes focused on health, food, and the environment; and her steady leadership during the pandemic.

I thank Interim Vice Chancellor Professor Jane den Hollander AO, as she continues to guide us into 2022 whilst we await the arrival of our newly appointed Vice Chancellor, Professor Andrew Deeks. I commend Jane for her enthusiastic engagement with staff and singular focus on progressing issues of importance to the University's success. I also thank Professor Romy Lawson for her support of the University as our Interim Vice Chancellor prior to the arrival of Professor den Hollander.

In December, after an exhaustive global search, I was delighted to announce the appointment of Professor Deeks as our next Vice Chancellor. Andrew will join the University in March 2022, having spent the past eight years as President of University College Dublin.

This search would not have been possible without acknowledging the powerful role played by the University community in defining the values, attributes and skills they wished to see reflected in the University's incoming Vice Chancellor. Hundreds of staff across the University contributed to provide a clear and powerful voice about their future leader and I thank them for their care and passion during this process.

During 2021, I was pleased that we broke ground on our future Academic Building at our South Street campus – a \$145 million investment in state-of-the-art research, teaching and student amenity that will represent a transformation in how our dedicated staff apply the latest digital and educational methods to our students' learning.

In a more personal observation, a 2021 highlight for me was the release of *Ngangk Yira: Mothers' Stories*, launched by the Ngangk Yira Research Centre for Aboriginal Health and Social Equity. This landmark publication contains recollections on traditional midwifery skills and childbearing experiences from 12 Elder and senior Aboriginal women.



Jade Maddox, Tracy Riebel, Prof Rhonda Marriott and Chancellor Gary Smith at the launch of Ngangk Yira: Mothers' Stories

I acknowledge these senior women for their courage and determination to lead their wider community by giving their intimate and important stories.

Twice in 2021, we were able to host Graduation Ceremonies, and we were acutely aware of the privilege to be able to perform these events, as we acknowledged that many universities around the globe were unable to gather in-person for these rite-of-passage celebrations.

During one ceremony, the University bestowed an Honorary Doctorate on Mathias Cormann, a former WA Senator and current Secretary-General of the Organisation for Economic Cooperation and Development. I congratulate Mathias for this recognition of his service and achievements.

Finally, I thank both our executive team and my Senate colleagues – including non-Senate members of Senate committees – for their diligence and commitment throughout 2021. Two governance reviews conducted during the year and the Vice Chancellor's recruitment process were a significant and worthy additional focus in an already challenging year.

We farewelled a small group of exceptional Senate colleagues during 2021 and welcomed some outstanding new talent who will commence with us

in 2022. I thank them all for their service and note their unanimous commitment to maintain their support of our University as they continue to pursue their careers.

I also note that our University and Senate committees continue to work very productively with the Murdoch Student Guild, who consistently demonstrate a firm and collaborative approach in their advocacy for the very best interests of all students and the University.

As we look to our 50th anniversary celebration in 2024, we will continue to live our values as a university where education is available to everyone with capacity to succeed – irrespective of background – knowing this is the greatest contribution we can make to a stronger community and better world. 2022 promises to be an exciting year for us all, under the leadership of our new Vice Chancellor.

Gary Smith
Chancellor

➤ **Another year of enormous effort from all staff and the wider community ensured our students continued to learn and progress.**



Vice Chancellor's Report



It was Robert Kennedy, in 1966, who said: “We live in interesting times. They are times of danger and uncertainty; but they are also the most creative of any time in the history of mankind.” It’s my considered view that 2021 presented a set of threats, complex challenges and opportunities equivalent to that most political and dangerous time in the 60s.

As the world moved from 2020’s emergency pandemic response to a period of adapting, innovating, and working within a new paradigm, the impact of two years living with COVID-19 has been profound for all communities, and our Australian higher education sector has been no exception.

Teaching methods and delivery rapidly adapted to the “new normal” with students and staff finding innovative ways to ensure progress, with a shift to more online options as well as novel ways of meeting and communicating. The flow of international students to our shores came to a virtual standstill in 2021 while changes to government funding and policy settings also contributed to a rapidly changing outlook for the university sector.

Despite the swift development and roll-out of vaccines to curb the virus and protect people’s health, questions were still being asked about the role and value of universities and scientific research to society. Within Western Australia, there was a renewed push for university mergers and this debate will no doubt continue into 2022.

In the face of these difficulties, Murdoch University, like its sister universities across Australia, remained focused on delivering an excellent education to our students and making important contributions to global knowledge through research and innovation. The 2021 Annual Report is testament to the ability of staff across the University to achieve through adversity – delivering on Murdoch’s strategy, purpose, guiding principles and values.

I assumed the role of Interim Vice Chancellor on 1st November recognising it had been a difficult, occasionally tumultuous year for Murdoch.

The University’s finances remained under pressure throughout 2021 and while savings and efficiencies were found, increasing student numbers, and identifying new sources of revenue, remain essential goals for 2022 and beyond.

In our global operations, we saw growth in student numbers in Singapore and Dubai. Potential new transnational education locations in Malaysia and Sri Lanka continued to be developed in 2021.

Two employee experience and engagement surveys conducted in 2021 identified workload, rusted on processes and transparent communications as areas of concern to our people. A campus-wide conversation, through the Rebuilding the Collective initiative agreed at Academic Council in 2021, has commenced with the express aim to reflect on and improve our management practices and workplace culture.

At my final Town Hall of 2021, I said: “I think we can all say goodbye to 2021 with few regrets. Our focus is on a better 2022.”

To that end, we did receive a very good piece of news towards the end of the year, with the Chancellor announcing the appointment of Professor Andrew Deeks as Murdoch’s new Vice Chancellor. Professor Deeks, a highly experienced University leader, will take up the appointment from March 2022.

It is clear 2022 will be a threshold year in many parts of our sector. Our future students have had a torrid experience during the past two years of living with a pandemic and our current first- and second-year students have had a very different experience relative to their peers from earlier years.



The return of international students is a priority, alongside the normalisation of the day to day for all our students and our staff as we learn to live with the virus.

The pandemic has taught us much: greater understanding of disease and global responses, tolerance of difference on a wide range of issues, and patience as we work towards opening borders. Through all of this, our students have continued to progress, research has continued, and our wider community engaged on the issues they face. This is what universities do, through the good times and especially in times of danger and uncertainty.

Universities matter to our communities and to our nation's future. I commend Murdoch staff for their contribution to ensuring the success of the generation we are educating now and the future generations they will educate. The research innovation and excellence that we have grown to expect will surely continue to the benefit of our people and our State more generally.

I thank the Senate for the opportunity to serve. It has been a privilege.

Jane den Hollander.

Professor Jane den Hollander AO
Interim Vice Chancellor

> I commend Murdoch staff for their contribution to ensuring the success of the generation we are educating now and the future generations they will educate.



Key Statistics



Student Statistics*

		2021	2020	2019	2018	2017
Number of students	Total	23,296	25,406	25,426	24,095	23,238
	Commencing	8,480	9,551	10,553	10,134	9,078
Student load (EFTSL)*	Total	15,435	17,335	17,412	16,066	15,192
	Undergraduate	13,173	14,294	14,211	13,569	13,234
	Postgraduate	2,262	3,041	3,202	2,497	1,958
Student load by	Commonwealth Grant Scheme	8,801	9,897	9,569	9,168	8,809
funding source	Research Training Program	352	323	316	338	336
(EFTSL)*	Domestic fee paying					
	- Undergraduate	1	5	1	2	1
	- Postgraduate	593	591	584	604	613
	International onshore	1,886	2,923	3,112	2,109	1,397
	Transnational	3,759	3,558	3,798	3,816	3,998
	Other	42	39	32	30	38
OUA student load	Total	554	670	436	470	598
(EFTSL)*	Murdoch reported*	283	314	177	201	231
	OUA reported	272	356	260	270	367

Staff Statistics^

Staff (FTE)	Total	1,641	1,808	1,890	1,771	1,758
	Academic					
	Teaching only or mainly	330	368	410	298	275
	Research only or mainly	96	96	79	76	66
	Teaching and research	266	301	324	376	408
	Other	21	24	28	19	15
	Professional	929	1,019	1,048	1,002	993

Financial Statistics (Consolidated)

		Restated			
Net operating result (\$000s)	14,637	-7,198	24,294	15,603	3,645
Operating margin (%)	3.7	-1.8	6.0	4.2	1.1
Net assets (\$000s)	924,356	863,260	857,714	821,829	798,350
Total assets (\$000s)	1,338,893	1,230,622	1,206,674	1,149,687	1,116,391
Total revenue	392,308	392,724	406,919	371,923	344,411
Total research income	31,251	32,033	38,630	36,036	30,710

*Data based on Murdoch University's reportable student load only. Values are subject to student revisions.

^Staff statistics do not include staff employed by transnational partners. The values are those determined on 31st December.

Purpose and Priorities



➤ **“The only education out of which good can come is the education which teaches you to think for yourself, instead of swallowing whatever the fashion of the moment may prescribe.”**

Sir Walter Murdoch

Our Vision

Murdoch University was formally established by an Act of the Western Australian Parliament in 1973 to meet the growing higher education needs of the community. Named after prominent Australian author and philosopher, Sir Walter Murdoch, and officially opened on the centenary of his birth on September 17, 1974, Murdoch University was the first in Australia to offer a new, flexible admission system. This made tertiary education more accessible to the community – a tradition and ethos that the University upholds to this day. Today, with more than 25,000 students from around the world and almost 2000 staff, Murdoch is realising its vision as a significant, comprehensive university with world-leading research providing solutions to some of the world’s big challenges.

Our Purpose

➤ **“To be a creative force for current and future generations.”**

With these words, Murdoch University reinforces its central role in our local, national and global community – applying our creativity, knowledge, skills and determination to make a real difference in the lives of people everywhere. Murdoch plays a key role in the economic and social well-being of many communities, and we have a mandate to be of service to society.

Our Guiding Principles and Values

For centuries, universities have shaped the world we live in through the creative force of education and research.

Across Murdoch University, there is a shared belief that our academic endeavours are undertaken to provide a benefit to current and future generations.

Our *Strategic Plan and Future Horizon 2017-2027* outlines the University's guiding principles:

- > **Equity and Social Justice.**
- > **Opportunity.**
- > **Sustainability.**
- > **Global responsibility.**

Murdoch's principles come to life through our culture, as an institution where the following values are clear:

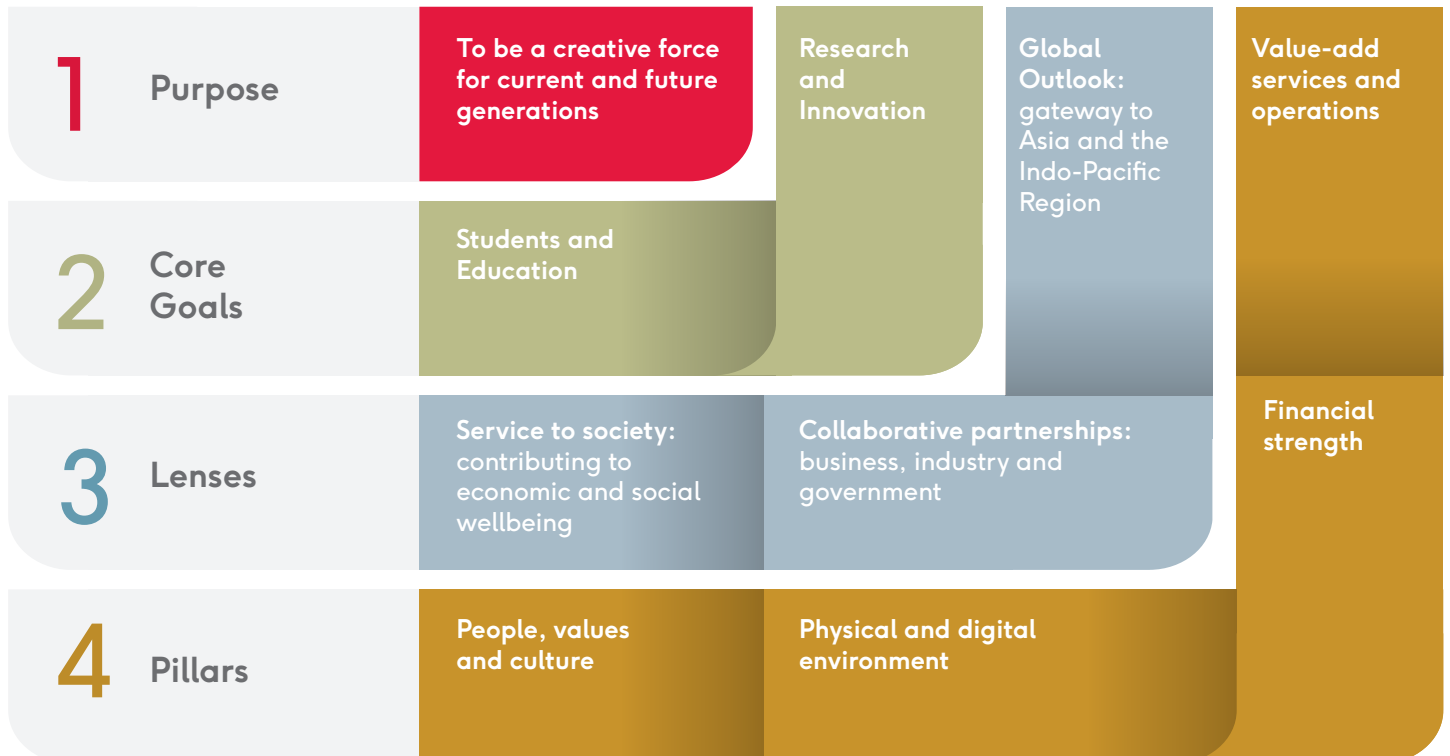
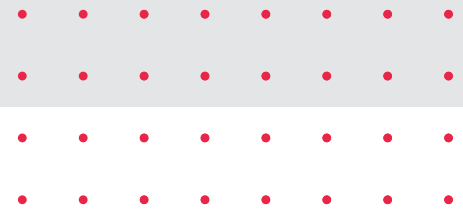
- > **Integrity: We act with integrity and trust in the best interests of the University and defend and express academic freedom.**
- > **Respect and Diversity: We embrace and value people, irrespective of background, and the individuals and organisations that support our endeavours.**
- > **Purpose: We respond with purpose to the changing higher education sector in a way that is performance-based, accountable and empowered.**
- > **Excellence and Future-focus: We promote the highest standards of intellectual inquiry and rigour, embrace continuous improvement, and value, celebrate and reward the success of our people.**

Our Strategy

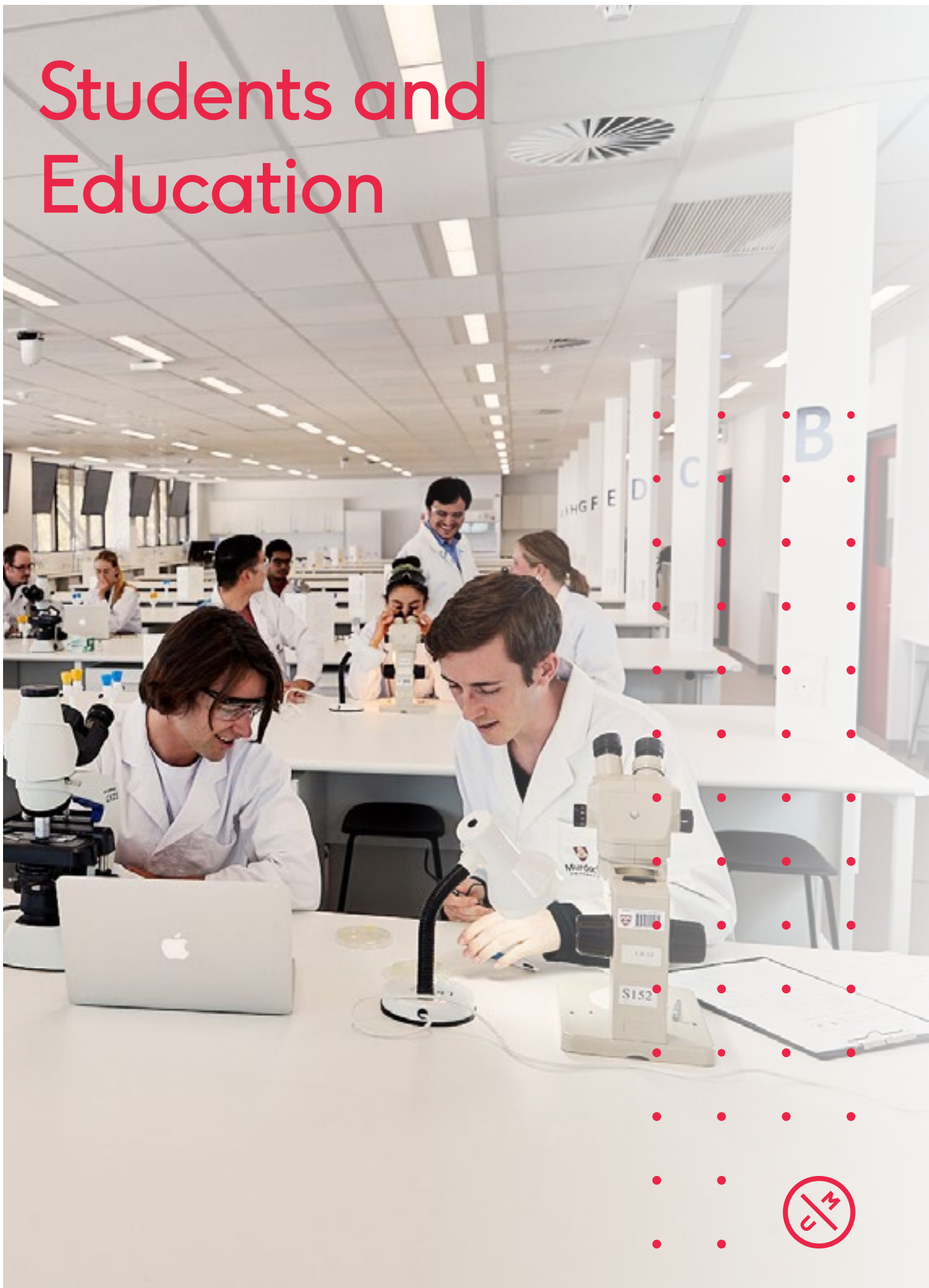
Murdoch's *Strategic Plan and Future Horizon 2017-2027* articulates the University's goals through the following structure:

The Strategic Plan is underpinned by two aims: to educate free thinkers who thrive in society and are sought-after by employers; and to provide life-changing solutions to the world's big challenges through outstanding translational – or "real-world" research and innovative practice.

The three lenses guide our endeavours and represent our most important priorities, while our pillars represent the core activities of the University.



Students and Education



Key statistics

A 5-star university

5-star ratings (Good Universities Guide 2022)

Undergraduate teaching quality | Post-graduate teaching quality (#1 in WA)

Post-graduate study:

Student support (#1 in WA) | Overall experience | Skills development

Learner engagement | Learning resources

Global excellence

(2021 Global Ranking of Academic Subjects)

Top 50

Veterinary medicine in world's top 50

Top 200

Oceanography, Nursing, Education, Hospitality and Tourism Management in world's top 200

22%

of domestic students from low socio-economic or disadvantaged backgrounds

36%

of commencing domestic bachelor students are first in their family to study at a university

Social equity

International student ratings

(International Student Barometer 2021)

83.3%

overall satisfaction with the student experience

90.1%

overall satisfaction with the living experience

84.9%

overall satisfaction with student support services

Student profile

19,000

More than 19,000 undergraduate students: 65% domestic, 28% international offshore, 7% international onshore

23,296

Total student number

15,435

2021 student load (EFTSL)



➤ **“To provide an outstanding education experience for every student leading to our graduates being innovators fully prepared for their future careers.”**

Strategic Plan and Future Horizon 2017–2027

Murdoch provides a vibrant, inclusive, and diverse learning environment for students, with high-quality learning and teaching inspired by the University’s purpose – “to be a creative force for current and future generations”.

The learning and teaching strategy sets an ambitious goals for student engagement and success, achieved through continuous improvement to teaching quality, University infrastructure, curriculum development, and student and staff support services.

The **Learning Excellence Academy**, a staff-led community of practice and peak reference body in the University promotes, celebrates, and shares good practice and student engagement, teaching quality and innovation and fosters a focus on the scholarship of learning and teaching amongst staff.

A contemporary curriculum also offers students the opportunity to learn both disciplinary knowledge and transferable skills. Many undergraduate courses include access to Murdoch’s unique **Career Learning Spine**, which provides students the opportunity to engage with employability skills to support student career aspirations. Introduced in 2017, the Career Learning Spine includes the largest undergraduate unit in the University, taught at all university campuses and through Open Universities Australia. It makes a significant contribution to Murdoch’s Employability Strategy, alongside work

integrated learning, the careers service and our innovation incubator Launchpad. Launchpad provides Murdoch students with an increased number of opportunities to develop entrepreneurial thinking and practice, allowing them to engage directly with successful entrepreneurs and industry partners.

The **Students as Change Agents** project, which enables students to lead the way on an innovative idea that will improve the University in some way, saw students engage in a range of wellbeing and curriculum improvement projects. In 2021, projects included the creation of a Campus Culture Calendar; bringing Auslan awareness to our science faculty; a reverse Moot court competition; research into the viability of Sleep Pods at the Perth campus; and an International Student Industry Transition workshop for work readiness for international students. Outcomes have ranged from one-off student events and workshops, right through to on-going development of systems which have attracted Student Services and Amenities Fee budgets to continue the ideas. Feedback from participants has been overwhelmingly positive, with each student reporting the program has provided them with the skills and attributes which are relevant to their prospective careers post study, and they would all highly recommend the program to other students in the future.

During 2021, the **Curriculum@Murdoch** program won the Award for Excellence in Innovation category at the Association for Tertiary Education Management Best Practice Awards. Curriculum@ Murdoch was developed to transform

the way Murdoch designs and manages curriculum information through sector-leading processes, policies and technology. It provides a ‘one-stop-shop’ for all curriculum information.

In a still uncertain global pandemic environment, the University continued to provide an inclusive, high-quality learning experience for our students, preparing a range of continuity responses to ensure students and staff were safe and that students could continue their learning – even if there were changes in delivery mode. This impacted most in our campuses in Singapore and Dubai, where students spent much of the year studying remotely. The Academic Safety Net remained for all students throughout 2021 recognising that the impact of COVID on students’ wellbeing was far-reaching.

Murdoch staff ensured that students were well supported across their learning journeys, blending face-to-face activities with improved quality online learning to support students’ flexible access and continuous engagement.

Ongoing implementation of our **Technology Enabled Learning** strategy allowed for more personalised student learning in this context, as well as protecting us somewhat from whatever impacts were likely because of COVID-19.

Extensive curriculum renewal continued, including the launch of several new courses. Work also commenced on a full refresh of our Engineering and Energy courses, which will see a range of new post-graduate options.

Student success and support

Murdoch enjoys a long and proud tradition of providing an outstanding education to all who can benefit – irrespective of social standing and background. Since the University's foundation in 1974, the University has welcomed students from all walks of life – and transformed thousands of lives in the process.

Nine distinct **Pathways** have contributed to Murdoch success in low SES student enrolments and the highest share of students who identify as Indigenous. For example, our two school-based preparatory programs, FlexiTrack High and TLC110, partner with schools to prepare students for university entry, either as part of the curriculum or in an after-school learning context at one of our campuses.

These year 12 students are not studying for an ATAR Selection Rank but still want the option to study at Murdoch. Another innovative pathway program occurs in the early weeks of each year. **Horizons Summer School** is for students in Year 11 and 12, with school leavers having the option to use successful completion as an entry pathway to begin university as part of their year's cohort.

As an Indigenous student and the first in her family to attend university, Kathleen Miller embodies Murdoch's ethos as a university opening doors to education for more people.

Kathleen formally graduated in September 2021 with a Bachelor of Arts in Community Development.

But the road to higher education was not a straightforward one. Kathleen changed school multiple times during her childhood and while she chose ATAR subjects for her senior years, she didn't get the marks needed for direct entry into university.

As a result, she enrolled in Murdoch's K-Track enabling program, which provides a pathway into an undergraduate degree for Aboriginal and Torres Strait Islander people.

"On the completion of K-Track, I was so happy that I did it," she said. "You don't learn the things you need to know coming into uni. Well, I definitely didn't! K-Track gave me that foundation I needed for university study as well as confidence that I could do this."

Throughout her studies, the team at Kulbardi Aboriginal Centre also provided vital support: "I had access to the Kulbardi Success Scholarships, which really helped ease the pressure so I didn't have to work as often. I also had access to the ITAS (Indigenous Tutorial Assistance Scheme) tutors through Kulbardi and I don't think I would have got through university without them."

➤ **As one of 23 Indigenous graduates among a total of 858 to graduate in late 2021, Kathleen hopes more Indigenous people will consider university study.**

"At Murdoch, there is a lot of support and access to services that can help you during your degree," she said. "It's all about making a choice and continuing to make a choice to get to where you want to be in life and I think universities are a great pathway for that."



Indigenous student Kathleen Walker graduated in 2021, pictured here in her sash with members of the Kulbardi Aboriginal Centre team

Other expanded entry pathways include Law Start, for students seeking an alternative pathway into law; as well as increasingly popular portfolio and mature age interview options.

The award-winning **K-Track** is a free 14-week program to support Aboriginal and Torres Strait Islander students who wish to gain entry to Murdoch. In 2021, a total of 321 Aboriginal and Torres Strait Islander students were enrolled at Murdoch – representing 2.2% of our domestic students.

All students at Murdoch receive a high standard of support for their wellbeing through our advice services including health promotion, counselling and medical services. Our medical centre has provided COVID-19 vaccinations throughout the year in addition to regular medical services.

The University's bespoke student support service, **MyMurdoch Advice**, is staffed by student success advisors. Students can walk-in, phone or email the service on any issue affecting their wellbeing or academic progress. In 2021, MyMurdoch Advice was very well utilised. The total number of issues resolved was 38,565 compared to 30,384 in 2020 – a 26.9% increase, with 32% of students accessing the service in-person, 13% on the phone and 55% online. Advisors also provided ongoing support to more than 400 international students who remained offshore due to border closures. Each student was assigned their own advisor who contacted them fortnightly to support them with their studies.



At-risk students also receive specialist support to continue with their studies and improve their study outcomes, including access to targeted workshops, tutorial support, co-teaching interventions, specialist support and case management, psychological and social work services.

Introduced in response to the COVID-19 pandemic in 2019, the University extended its safety net program for Year 12 students seeking to enrol in Murdoch courses for 2022. The scheme allows students to apply using their Year 11 ATAR subject results, or via a recognised entry pathway such as a Cert IV or enabling program.

Also during 2021, an application was made for funding under the Commonwealth's **National Priorities and Industry Linkage Fund** (NPILF) to

support partnerships delivered between the University and industry. The NPILF forms part of the Job-ready Graduates package and provides block funding to support enhanced engagement between universities and industry.

Murdoch was also fortunate to hold in-person graduation ceremonies at RAC Arena in 2021. Over the course of the year, a total of 4,857 students graduated (3,325 onshore and 1,532 TNE) – joining Murdoch's 90,000+ global alumni community.

Law and journalism student Zahra Al Hilaly was named the inaugural Under 25 Rising Star at the 2021 40 Under 40 Most Influential Asian-Australia Awards. She was recognised for her tireless advocacy for gender equality, refugee rights, and equitable representation within decision making.



➤ **Murdoch held two in-person graduation ceremonies at RAC Arena, with a total of 4,857 students graduating.**

Cold case group offers huge scope for real-world learning

The opportunity to join Murdoch's Cold Case Review (CCR) Group proved irresistible for criminology students Yasmin Richards and Meghann Sutton.

Both are founding members of the group, which began in 2019 and grew to 55 members by the end of 2021.

Led by Criminology Associate Professor David Keatley and Forensic Science Lecturer Brendan Chapman, students are asked to analyse real world criminal case notes, statements, data and forensic evidence from unsolved homicide and missing persons cases.

"It's a unique opportunity for our students to bring fresh thinking to cold cases, access real-life cases and work with international experts," Associate Professor Keatley said.

► Yasmin said being a member of the CCR Group challenged students to think outside the square.

"We're asked to analyse cold cases and contribute anything new, provide a fresh perspective, to think of possibilities that perhaps nobody else has," Yasmin said.

Meghann said one of the most exciting opportunities offered by the CCR Group involved a collaboration with Germany – working with police, criminologists, psychologists, forensic experts, and fellow university students on cold cases in that country.

In 2021, she was part of a Murdoch CCR Group which presented to the International Conference of Police Expert Network on Missing Persons.

"It was incredible because it gave us experience liaising with these big investigative bodies, as well as experience in presenting our findings and listening to experts," she said.

Yasmin added: "Being able to network with other people regardless of their language or where they are from – these are important skills because you never know when you might have to collaborate with someone or present a case to them.

"Both Meghann and myself have also published academic papers and believe the skills developed and strengthened in the CCR Group, such as source gathering, data analysis and practical experience, have increased the quality of our papers."

Both Yasmin and Meghann gained entry into university via Murdoch's On Track program and are highly successful students.

Meghann is undertaking a PhD and hopes to develop a tool that law enforcement and others can use to identify the role of trophy-taking and fantasy in offending behaviour. Yasmin meanwhile is completing an Honours thesis on offender statement analysis.

Both love the opportunity offered by the CCR Group because it touches on so many areas – from psychology, criminology, forensics and laboratory medicine to crime science and cybercrime – with students from different disciplines collaborating and broadening their knowledge.



Real world experience... criminology students Yasmin Richards and Meghann Sutton are members of the University's Cold Case Review Group

Equity, Diversity and Inclusion



DVC Education and Equity Professor Kylie Readman at International Women's Day celebrations

Equity and social justice, respect and diversity are founding principles of Murdoch University and are reflected through programs, policies and active engagements with our staff, students and community.

The University's **Equity and Diversity Committee** reviews, monitors, and supports actions taken by the University to promote equity, diversity and inclusion for all students and staff. In 2021, the committee was revised as part of the Academic Governance Renewal and approved by Senate resolution for implementation in 2022.

Also in 2021, the University created a new position of Deputy Vice Chancellor Education and Equity, with Professor Kylie Readman taking on the role to further enhance and elevate the University's engagement with equity issues.

In 2021, Murdoch students participated in the **National Student Safety Survey** – an Australia-wide survey that seeks to measure the prevalence of sexual assault and harassment experiences among students at Australian universities, and better understand students' perceptions of safety and their views on campus life. The results of the national survey will be available early in 2022. The survey is the second to be commissioned by Universities Australia, with the first held in 2016.

The University also published its first Modern Slavery statement to support the Australian business community to identify and address modern slavery risks and maintain responsible and transparent sourcing and supply activities.

The University also embarked on a review of its **Disability Access and Inclusion Plan**. Participants were sought to provide feedback on their experiences and concerns around accessibility and inclusion. An updated plan is expected to be released in 2022.

Other important highlights from the year included:

- > **International Day of People with Disability:** The University's Access, Wellbeing and Equity team hosted a listen, learn and leverage event where staff from across campus could share their stories.
- > **16 Days in WA:** Part of the international global push against gender violence, staff were encouraged to support the campaign through a call to action, staff training and advocacy. Representatives from the University also participated in a silent march.
- > **International Women's Day:** Murdoch celebrated the annual event, recognising the social, cultural, economic, and political achievements of women, with a screening of *Brazen Hussies* – a documentary chronicling the history of the Women's Liberation Movement in Australia.
- > **Mental Health Week:** During the week, the University encouraged staff and students to get involved in mental health activities, raise awareness about the importance of wellbeing and encourage self-care practices. The theme was *Mental health starts with our children*.
- > **Rebound WA:** Key University staff participated in the Wheelchair Challenge, which raises awareness of accessibility issues encountered by people with a physical disability.
- > The new Rainbow flag was raised during this year's **Pride** celebrations, symbolising the impact of intersectionality on LGBTIQA+ people and people of colour.



Staff and students joined a flag raising ceremony and picnic on campus as part of Pride Month celebrations toward the end of 2021

Colleges

College of Arts, Business, Law and Social Sciences (ABLSS)

2021 highlights:

In 2021, the College faced up to the challenge of continuing to teach and research amidst the COVID-19 pandemic. With the ongoing absence overseas of the vast majority of our cohort of international students, we turned to increasingly inventive means to maintain their continuity of study. At the same time, we used the experience we were gaining with online teaching to improve and innovate across all our courses. We backed this with the launch of a new approach to monitoring the quality of student learning and progression with the introduction of Boards of Studies.

The College also developed and launched a range of new academic offerings, with highlights including a Bachelor of Data Analytics and a Master of Criminology, both unique in WA.

There were research achievements also, such as major grant successes recognising our expertise in fields such as artificial intelligence, and awards for our creations in screen production.

Murdoch School of Law and Criminology celebrated the naming of the Law Library after the late Honourable Michael Murray. We were privileged and honoured to have many of his family members and leading members of the legal profession attend the event.

A final highlight of all our work across 2021 was realised in the first weeks of 2022, when Murdoch hosted the National Indigenous Business Summer School for Western Australia. The fully-sponsored program helps students see how their study choices can have a positive impact on their future and the opportunities available through higher education; it was a great success for the 25 students who attended.

As the College looks forward to 2022, one aim that stands out among many is to be ready for the challenges of the post-COVID world we are slowly emerging into. These will test both our students and ourselves, and as educators and scholars we have set ourselves the goal of being ready.

Grant success

Several prestigious research grants were awarded to ABLSS academic staff in 2021, reflecting the College's successful engagement with industry, community organisations and other partners. Funded projects included: a \$745,000 **Australian Research Council** Discovery Grant to develop virtual human companions for aged care, health care and educational training settings; a \$480,000 Centre for Interdisciplinary Research grant to develop an applied philosophical framework to facilitate interactions between science and policy; a \$220,000 Department of Primary Industries and Regional Development grant to build a research and development site in Katanning for digital agriculture collaboration; and \$150,000 from the Transformations in Mining Cooperative Research Centre to map the regulation of mine closure, relinquishment, and re-purposing in Australia. Associate Professor Hamid Laga and Associate Professor Ferdous Sohel, in collaboration with Associate Professor Melissa Thomas from the Harry Butler Institute, secured more than \$780,000 for a three-year project to develop an artificial intelligence-based platform for invasive ant detection and monitoring. Associate Professor Laga also secured a four-year ARC Discovery Grant for the project – Intelligent Virtual Human Companion.

National appointment

The Federal Government announced the appointment of Murdoch Law Lecturer Lorraine Finlay to the position of **Australian Human Rights Commissioner**. Ms Finlay had lectured at Murdoch since 2010, specialising in constitutional law, criminal law, and legal protection of international human rights. She commenced her five-year term in November, 2021.

Awards and recognition

Professor Sandra Wilson and Dr Dean Aszkielowicz won the **Vice Chancellor's Award for Excellence** in Research (Best Research Output) for their co-edited, multi award-winning book *Japanese War Criminals* (with Professor Robert Cribb and Dr Beatrice Trefalt). Professor Wilson was also nominated as head of the Asian Studies Section of the Australian Academy of the Humanities during 2021. Professor Helena Grehan, with her colleague Professor Peter Eckersall, won the Australasian Drama Studies Association Joanne Tompkins Prize for Excellence in Editing, for their edited collection *The Routledge Companion to Theatre and Politics*.

Dr Danny Toohy was recipient of the LEAD Convenor Commendation for 2021. He was recognised for the high regard in which he is held by students and for the support he offers his colleagues.

AnaRita Sequeira and Anne Peachey received the Vice Chancellor's Award for **Excellence in Teaching**. Several ABLSS staff were recognised for excellence in Learning and Teaching with College awards, including Florence Mwangwabi (IT); Anahita Riegler (Criminology); Polychronis Koutsakis (IT); and Jacqui Baker (Social Sciences and Arts).

Other teaching awards included the Vice Chancellor's **Citations for Excellence in Enhancing Learning** to Dr Sarah Courtis; Martin Hill; Ashah Tanoa and Terri McCann; and the Peer Academic Coach team.



Lorraine Finlay



Indigenous Business Summer School students

Two Murdoch students won the Outstanding Student Campaign category at the 2021 Middle East Public Relations Association Awards.

Tri-nation event

The Murdoch Advancement Office and the strategic communications teaching team hosted the first tri-nation virtual alumni event across the Murdoch University campus in Perth, and operations in Singapore and Dubai. Attendees heard from three leading international communications experts on communications during a time of crisis.

Film in the spotlight

The film *A Crying Shame* was officially selected for the **International Shorts Film Festival** in 2021. The film, which tells the untold story of the Sister Kate's Aboriginal Home in Queens Park, was narrated, produced and directed by Murdoch media lecturer Dr Glen Stasiuk; filmed, recorded, composed and edited by Media Arts Technicians Tim Eng and Ben Morton; and assisted by PhD students Allison Nankivell and Andy Newcombe, and Honours student Brendan Miskelly.

Indigenous business inspiration

In 2021, planning began to host the **National Indigenous Business Summer School** WA 2022. The aim of the program is to inspire Aboriginal and Torres Strait Islander students to consider studying business or creating their own. The program is a collaborative effort between ABLSS, the Murdoch Business School and Kulbaradi Aboriginal Centre and has attracted substantial financial support from sponsors.

Curriculum renewal and expanded offerings

Extensive curriculum renewal occurred across 2021 to better support student learning and graduate outcomes. The College led the curriculum tier of the Digital On-ramping project. Semester 1 and Trimester 1 units will be delivered in 2022 for the Bachelor of Business, Master of Business Studies Global, Master of IT, and IT undergraduate degrees. The College also supported the development of Agriculture Semester 1 and Master of Sustainable Development Semester 1 units through the ABLSS Dean Learning and Teaching. In 2021, ABLSS undertook a systematic review of the Bachelor of Commerce (Human Resources Analytics and Accounting) curricula as part of a collaboration between human resources and accounting professionals and the **Murdoch Business School**. The new curricula will be fed into the revised Bachelor of Business degree from 2023. In Law and Criminology, Masters, Graduate Diploma and Graduate Certificate in Criminology were offered for the first time in 2021. Growing student numbers in the Criminology major in Singapore led to a request for a criminology degree, and this will be introduced in 2022. In Social Sciences and the Arts, a new major in Environment, Conflict and Security was developed for introduction in 2022.

Real-world learning

A new Law Reform and Policy Clinic unit was approved for the Bachelor of Laws (LLB) clinic units, mooting and Law in the Community, ensuring hands-on legal experience for every student commencing an LLB in 2022.

In consultation with the WA Police Technology Crime Services, three new units that focus on cybercrime were developed – Cybercrime and Digital Forensics; Technology, Crime and Justice and Cybercrime Investigation. The discipline also delivered an increased number of internships in criminology with WA Police, the Centre for Women's Safety and Wellbeing, WA healthcare providers, the Minderoo Foundation, Australian Federal Police and more.

Social justice initiatives

Following the fall of the Afghanistan capital Kabul in August 2021 to the Taliban, the Law and Criminology discipline set up an after-hours crisis clinic for Afghan clients. This was done in collaboration with Estrin Saul Lawyers and assisted more than 100 Afghans. A pilot Indigenous Law Clinic was also introduced, leading to a new collaboration between the clinic and the Murdoch forensics team.

Short courses and micro credentials

The **Digital Futures Academy** delivered two pilot short courses for Postgraduate students, enrolled alumni and staff. While a decision was made to retire the academy model, a new strategy was developed to pivot this work towards delivery of short courses, micro credentials and industry certifications for Murdoch students and high school outreach students as part of our engagement with the National Priority Industry Linkage Fund.

College of Science, Health, Engineering and Education (SHEE)

The College's focus during 2021 was on the student experience across the breadth of courses in health, food, education and the environment. In coming to terms with the impact of COVID-19, many of our international students were located in their home country and our teachers made every effort to enable continuity of study online. Supporting our international students has been a priority as they adapted to an online learning experience.

For students able to attend campus, our teaching transitioned to a hybrid model to include essential face to face activities blended with online learning options. Adjustments to policies continued to accommodate students impacted by

COVID including deferral of compulsory face to face activities, such as laboratories, practicals and placements, and offering non-paper based assessment options. To facilitate the pivot to blended online learning, support from the learning and teaching team has enhanced skills for academics to make these changes in a quality manner.

To optimise the student experience, a new Board of Studies model was initiated which improved access to course and unit data and enabled greater depth in assessing the quality of student learning. Veterinary Medicine completed a substantial revision of the Doctor of Veterinary Medicine, which will begin in 2022.

To respond to a strong outlook for engineering jobs, a completely new two-year Master of Engineering Practice was developed with majors in Autonomous and Intelligent Systems; Environmental and Sustainable Systems; and Smart Power and Energy Systems. Students received practical, hands-on acquisition of skills and knowledge in our state-of-the-art SimLab virtual classrooms for student teachers, for nursing students in the Simulation Suite and in Murdoch's clinics providing Chiropractic, Exercise Science, Psychology, Counselling or Veterinary services.

College researchers also continue to show strength in translational research, reflected in \$13m grant funding in 2021 and alignment with the Federal Government pathways to commercialisation.

The Animal Hospital at Murdoch University (TAHMU)

TAHMU is Murdoch's animal teaching hospital and supports the veterinary school in training students from around the world.

In 2021, TAHMU continued its operational transformation - implementing a new organisational model, bridging the digital divide, and making strategic investments to facilitate growth that will support its dual clinical and educational mission.

➤ **TAHMU is known for a depth and breadth of caseload, providing educational resources while also offering an outstanding and highly sought-after service to its valued clients through responsible veterinary practice management.**

During 2021, students were able to travel to north and eastern Western Australia for a series of field trips to further their surgical and animal welfare training.

TAHMU also provided support during the Perth Hills and Wooroloo bushfires in early 2021, taking in animals that were injured or homeless because of the fires. TAHMU's community ethos is further reflected in the work it does with Ronald McDonald House Charities Western Australia; Guide Dogs Australia; and the WA Police Force.

In late 2021, TAHMU announced a partnership with **Racing and Wagering WA (RWWA)** to deliver WA's first standing CT and MRI technology to WA. The equipment will provide unprecedented equine and One Health diagnostic imaging services, as well as expanding small animal surgical capabilities.



Innovations in CT and MRI technology allow for imaging of previously inaccessible parts of the animal, without the need for general anaesthesia. RWWA is contributing \$100,000 to the Advanced Standing Imagery Suite, which is expected to begin operations in 2022.

In 2021, the University's Veterinary Science course was ranked in the top 50 globally (Source: 2021 Academic Ranking of World Universities).





Professor Fiona Wood speaks at Murdoch's Women in STEMM Symposium

2021 highlights: Women in STEMM

The 3rd Annual **Women in STEMM Symposium** was held in November, with 168 registrants. Professor Fiona Wood, world-renowned burns specialist and director of Royal Perth Hospital's burns unit, was the keynote speaker. The symposium was an opportunity to showcase outstanding research carried out by women researchers at Murdoch, including Kristen Ham, Dr Barbara Kachigunda, Dr Lisolette Pannier and Associate Professor Belinda Brown. A feature presentation by Professor Una Ryan and her team highlighted their world leading research in parasitology and vector-borne diseases. In late 2021, Dr Ryan was recognised as the nation's leading researcher in the field of Tropical Medicine and Parasitology.

Murdoch Microgrid

Engineering and Energy's flagship outreach program for Perth schools is the Murdoch Microgrid. During 2021, school students designed scale-model buildings that join into a functioning microgrid system. The program is led by Dr David Parlevliet, Dr Keal Byrne and Professor Parisa Bahri and is federally funded by AusIndustry through a STEM Engagement grant.

Curriculum Management

Throughout 2021, the SHEE Learning and Teaching team supported academics in revising or enhancing existing courses or units, or developing new ones, for uploading and approval through CourseLoop. A substantial focus was on improving the expression and effectiveness of learning outcomes, both at course and unit level, with an emphasis on developing constructive alignment of those outcomes with types of assessment and their teaching practices.

During 2021, the College provided Learning and Teaching support for curriculum development through CourseLoop – the University's new curriculum management system – in a range of SHEE disciplines including chiropractic, counselling, education, engineering, exercise science, nursing, and veterinary medicine. The College also provided Learning and Teaching support in curriculum diagnostics for Medical, Molecular and Forensic Science (Bachelor of Science degree and three Majors); Education (Bachelor of Education Secondary and Master of Teaching Secondary); and Engineering (Master of Renewable and Sustainable Energy).

Support for black cockatoos

Black cockatoo research received a \$1.1 million boost for the team led by Professor Kris Warren and Dr Jill Shephard. This research uses GPS and satellite PTT tags to understand flock movement and identify critical foraging, roosting, and breeding sites for the three WA black cockatoo species – the Carnaby's cockatoo, Baudin's cockatoo and forest red-tailed black cockatoo.

Indonesian language teaching

Working closely with the Department of Education, a successful LEAP program began for teachers who are looking to obtain further qualifications for Indonesian language teaching with plans for other specialist areas. MU Education continued to offer the innovative **SimLab™** technology, an immersive digital platform utilising avatars to give students the opportunity to experience, practice and improve their teaching techniques in a safe learning environment.

National university teaching awards

Professor Cassandra Berry and the Education Discipline SimLab™ Team were each awarded a prestigious Citation for Outstanding Contribution to Student Learning in the **2021 Australian Awards for University Teaching**.



Dr Paola Magni

TAHMU donations

The School of Veterinary Medicine and the Animal Hospital received more than \$1.3m in philanthropic donations and bequests during 2021. This funding supported advanced diagnostics and therapies and training programs.

Hydrogen technology boost

Associate Professor Tania Urmee from Engineering and Energy - with the support from industry partners - was awarded a grant to create a **regional hydrogen technology** cluster. Murdoch was one of the 13th clusters funded by The National Energy Resources Australia (NERA).

Outstanding contribution recognised

In 2021, Forensic Biologist Dr Paola Magni was named a finalist in the **West Australian of the Year** in the Professions category. These awards recognise and celebrate outstanding contributions to the State. Paola is a Forensic Biologist, specialising in forensic entomology, and recognised as a world-leading expert in using insects in crime scene investigations.

Strategic partnerships

In 2021, a range of new strategic partnerships were developed, including a new **College Strategic Partnerships Framework** developed in collaboration with representatives from across the University.

Other initiatives included:

- › A Bachelor of Business articulation pilot with South Metropolitan TAFE, providing an alternative pathway into business studies for a diverse range of students. Students completing a diploma or advanced diploma of business at South Metropolitan TAFE receive credit towards units in a Bachelor of Business degree.
- › Commercial discussions and design plans underway for partnership-funded capital improvements to the veterinary school's animal house.
- › Water Corporation, Alcoa and Portec Veterinary Services identified as key collaborators with multiple active relationships across the University.
- › Future expansion of the University's partnership with Scitech to drive State-wide STEM outcomes.
- › Broadening of the University's partnership with the Department of Fire and Emergency Services, focusing on State-wide emergency management capability, and lessons learnt from the COVID-19 pandemic.

New mining accommodation

Researchers Dr Jonathan Whale and Associate Professor Tania Urmee from Engineering and Energy initiated collaboration with several local industries to build an energy efficient mining hut or donga. The energy efficient donga attracted a lot of attention from industry and government, and through social media.

Smart Cities

Associate Professor Ali Arefi and Adjunct Professor Chris Lund received a total of \$1.5 million through the City of Melville and the Commonwealth Government's Smart Cities and Suburbs Program to complete a *Grid Paralleled Mode Microgrid* project. This framework is an essential part of the City's planning towards zero net emission.

New robotics platform

Dr Sam Abraham and his team now offer a next generation approach to surveillance of antimicrobial resistance. The team has developed a high-throughout **robotics platform** called RASP (Robotic Antimicrobial Susceptibility Platform) to drastically increase processing power and cut processing times by two thirds while maintaining or improving upon the quality of results generated by human technicians.



Global outlook



➤ **“... extend our impact as a global University.”**
Strategic Plan and Future Horizon 2017–2027

International education continued to be challenged in 2021 as we moved into the second year of the pandemic.

As of October 2021, onshore international higher education student enrolments were down 13% nationally on 2020 (Austrade [AEI] YTD enrolment data, Oct 2021). In the same period, WA experienced a decline of 16% - exacerbated by a high reliance on India, which had suffered a greater decline (29% down) than the other major market, China (16% down). Overall, students in India have shown a lower willingness to engage in online learning as an interim substitute to face-to-face teaching than their counterparts in China.

Murdoch's current international enrolments are still higher than in 2017, when they were 1,961. From a high of 4,019 onshore international enrolments in 2019, we saw numbers fall to 3,549 in 2020 and 2,608 in 2021.

➤ **In 2021 despite the pandemic, we recruited 562 new international students with approximately 55% of them studying online offshore.**

Student experience

Onshore International Students

Unlike in 2020 with the significant and extended lockdown early in the year, life in Western Australia returned to relative normality for much of 2021, with onshore international students able to study on campus and remain engaged in the economy to support themselves.

The pastoral care elements for students in 2021 shifted from the financial of 2020 to emotional and cultural support. The University recognised that while onshore international students were able to live and study successfully in WA, they were feeling a significant disconnect from friends and family at home.

In response, a **new cultural connectivity and student support program** was implemented, supported by a combination of University, Lotterywest and Student Services and Amenities Fee funding.

This program was highlighted by cultural festivals celebrating Eid, Diwali and Christmas in July. The University was also pleased to collaborate with the Perth Asian Professionals group to launch the inaugural *Breaking the Bamboo Ceiling* event - a forum where distinguished professionals could share their experience of success with current students, including international students. We were very pleased that Murdoch Distinguished Alumnus Tony Chong was on the panel.





Initiatives to support online offshore students

Along with a significant cohort of students who were stranded offshore at the start of the pandemic, many of our commencing international students over the past two years have been engaging with us online. It is estimated that of the 2,608 enrolled international students in 2021, approximately 400 were not in Australia. The University has therefore had to increase the support provided to these students through a range of initiatives, such as:

- > Providing students with complex course advice, including determining what units were available for each student while offshore.
- > Helping students manage their enrolment so they would remain compliant with their visa conditions (most offshore students still had a student visa).
- > Explaining the expectations of online study and how it is different to studying on-campus.
- > Facilitating discussions with Academic Staff regarding modifications/accommodations so offshore students could complete their units successfully.
- > Assisting students with various administrative processes, including applications for payment plans and other forms of financial support.
- > Arrangement of academic support as required.
- > Assisting students with resolving technical issues which affected their ability to study online.
- > Providing pastoral care including referrals to other University services as required.
- > Sending care packages, including Murdoch branded hoodies and T-shirts.

The University has also been engaged in development of the **Digital On-Ramps** project to further enhance the learning experience where international students are unable to travel to Australia for a period of time early in their studies. This project also mitigated the risk of changeable border conditions associated with COVID-19.

Students were given the option of commencing their studies online, in their country of origin, before committing to a significant life change and expense of relocating to Australia.

Planning and development also took place in 2021 to ensure students can commence studying their first year online in 2022.

Other initiatives supporting the international education portfolio included:

- > New partnerships established to support market analysis, student recruitment and digital design.
- > Identification of the initial list of courses and study plans, as well as target regions that meet governance requirements, through a process of analysis and consultation.
- > Learning and teaching design/ support teams worked with teaching staff to plan and implement an online learning and teaching approach that will meet the needs of these students.
- > Some learning system (educational technology) developments implemented to support this work.
- > An International Student Hub (virtual hub) created as a one-stop online support and community hub to help immerse students in the Murdoch learning community.
- > Teams worked together, and with agents, to share information about the opportunity with potential students.

Student Mobility

Prestige scholarships build Indo Pacific knowledge and expertise

Since 2020, Murdoch has had sustained success in achieving outcomes for students in the prestigious **New Colombo Plan Scholarship scheme**. In the 2021 round, Murdoch had the highest scholarship outcome of any WA University.

➤ **The University also secured \$488,000 to support 148 students to participate in New Colombo Plan Mobility projects in 2021 and beyond.**

The New Colombo Plan Scholarship Program is a Commonwealth Government initiative designed to improve knowledge of the Indo Pacific region – with Australian undergraduate students supported to study and intern in the region.

In 2021, three talented Murdoch students were among 120 students from across Australia named 2022 New Colombo Plan Scholars.

Jet-Din Hang, Tilly Jowle-Gill and Ella Ruland are using their scholarships

in different ways. Jet-Din, a Law student, is interested in learning how Australia’s free trade agreement with China and India could unlock economic, competitive and job opportunities for Australia. Tilly, a Games Art and Design student, will study design at Seoul National University in South Korea, while Ella – an Honours student in Conservation and Wildlife Biology – will intern at the Centre for Cetacean Research and Conservation as a member of the Cook Islands Whale Research project.

Virtual Outbound Student Mobility

Since March 2020, domestic students have been unable to travel overseas to undertake offshore learning experiences. Following the Department of Foreign Affairs and Trade endorsement of virtual mobility, there was a strong focus on developing programs to shift study abroad activity from face to face to virtual during 2021, with more than 100 students participating.



Inbound Student Mobility

Ten students studied with Murdoch through the **Study Abroad and Exchange** program, both online and on-campus. Interaction within the group was made possible with Zoom meetings and the introduction of the “Fair Dinkum Guide to Becoming a Virtual Aussie” which included online students being sent a typical Australian gift bag while they were unable to travel to Perth.





Operational and Strategic Governance

2021 was a period of consolidation, ensuring the University has a strong strategic and operational framework in place to ensure sustained and sustainable growth in quality international students once borders open.

➤ International research shows that demand for international education remains high and Murdoch needs to be ready for the inevitable increase once the State opens for international and interstate travel.

Outcomes in 2021:

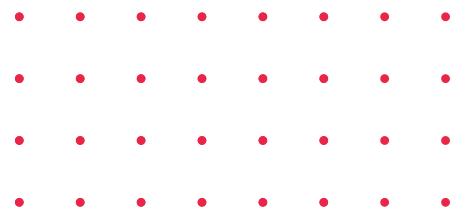
- Implementation of a refreshed International Strategy aligned to Lens 3 of Towards 2027:
 - Core purpose: Strengthening our reputation and attracting international students and partners who enrich the Murdoch experience, ensuring we extend our impact as a global university through free thinking research, engagement, and education.
 - Core goal: Global Outlook through Comprehensive Internationalisation.

- Implementation of revised governance frameworks for management of international activities and risk (International Committee as a sub-committee of Academic Council).
- Successful reduction of Evidence Level through enhanced admission and Genuine Temporary Entrant requirements:
 - Institutional Risk Rating reduced to less than 1 and sustained at this level since August 2020.
- Successful re-registration on CRICOS (Commonwealth Register of Institutions and Courses for Overseas Students) for the maximum possible period of seven years, with voluntary undertakings:
 - Voluntary undertakings submission on track.
- The EY 2021 report on agent management (commissioned by the University Senate’s Audit and Risk Committee) noted very positive changes compared to previous reports:
 - Implementation of findings from 2021 EY report are on track.
- In-country office expansion included the completion of recruitment support in India, China, Africa, Bhutan and Indonesia, as well as compliance support added to the in-country office in India.
- Continued virtual recruitment methods in 2021, with the re-introduction of face-to-face recruitment events via in-country recruitment staff:
 - International have conducted over 700 virtual engagement activities since the beginning of the pandemic.
 - Face to face recruitment activities resumed in 2021 through in-country recruitment support.

Pathway College

The partnership with Kaplan for the on-campus pathway college, the Murdoch Institute of Technology, ended in June 2020, with final teaching in June 2021.

The University established a Pathways College Working Group in August 2020, and during 2021 established a working group to establish a new partnership. It is anticipated that the first intake of pathway college students will occur from July 2022.



Transnational Education

Singapore and Dubai

The global pandemic continued to test Singapore and Dubai in 2021 even as vaccination levels improved in both cities. Despite many significant challenges, both Singapore and Dubai operations performed strongly in 2021.

➤ **Singapore achieved commencing enrolment 7% higher than the aspirational forecast. This helped drive an 18% (\$2.4 million) increase over budget – a record return.**

Dubai achieved an 115% increase in commencing enrolments (264 new students in 2021 compared to 123 in 2020) with an increased focus on the domestic market during COVID and early signs of increased interest from international markets as the restrictions of the pandemic receded in the United Arab Emirates. The move to hybrid delivery in the September trimester was well received and most students chose to attend classes face to face.

New partnerships in a range of new markets, including China, Africa, Mauritius, Israel, Japan, and Indonesia were further developed in 2021.

Overall, Murdoch TNE collaborates with 262 institutes in China and 19 joint PhD students in Japan while 19 joint PhD students are currently enrolled from Qingdao Agricultural University in China.

Operational Highlights

- Four new courses approved for launch in Singapore – a New Master of Communication, Graduate Certificate in Communication, MBA/ Master of Communication, and Bachelor of Criminology.
- A new online learning initiative in Singapore to attract new international students in 2021 – especially from China.
- Murdoch Singapore and Kaplan co-sponsored a highly successful E-sports tournament called Campus Legends.
- Murdoch Singapore academic staff continued to produce significant research achievements including publications in top tiered journals. Research income included funding from the Thailand Tourism Authority for work focused on tourism in a post-pandemic world.
- A Learning & Teaching Symposium was hosted by Murdoch Singapore in September on the theme of Transnational Education, and featured speakers from all Murdoch locations.
- New high potential TNE locations in Malaysia and Sri Lanka continued to be developed in 2021.
- Murdoch Dubai launched its Dubai Career Portal – an online resource for organisations, students and alumni to share and apply for work opportunities.
- Murdoch Dubai hosted a research series – Research Inspirations – to facilitate sharing by productive researchers across the Perth, Singapore and Dubai campuses.
- A New Web Communications Major approved by the Dubai regulator.
- Return to campus teaching in Dubai with hybrid delivery.



Research and Innovation



Key statistics

Rankings and performance

#1 Top-ranked Australian university for proportion of industry co-authored papers (CWTS Leiden Rankings)

537

in Leiden Rankings

541

in Times Higher Education Rankings

575

in QS Rankings

622

in ARWU rankings

Increasing research impact

38%

of papers published in 2021 were the top 10% of journals in the discipline compared to 38.4% in 2020 and 33.8% in 2016 (Scopus)

Publication-based rankings

81%

World-standard or above in 81% of research disciplines (Excellence in Research for Australia 2018, Australian Research Council)

Excellence in research

116

HDR completions in 2021, compared to 109 in 2020 and 124 in 2016

60.9%

Publications in 2021 were with international collaboration, compared to 59.9% in 2020 and 46.4% in 2016 (Scopus)

Research income

\$37.29 million

research income – new awards in 2021, compared to \$35.80m in 2020 and \$24.46m in 2016

\$11.81 million

Australian competitive grant income

\$25.48 million

Other research income

Research income by institute

\$10.74m

Food Futures Institute

\$12.11m

Harry Butler Institute

\$12.82m

Health Futures Institute



➤ **“To provide life-changing solutions to complex real-world problems.”**
Strategic Plan and Future Horizon 2017–2027

2021 was a significant year for Murdoch Research & Innovation, with an improvement in many performance metrics on 2020, new collaborations with government and industry, several key appointments, and a maturing of the interdisciplinary research model introduced in recent years to drive the University’s research focus on food, health and the environment.

Researchers from across the University continued to make important contributions to resolving some of the world’s greatest challenges, from food and water security to climate change, protecting biodiversity and improving human and animal health.

Professor Chengdao Li, for example, was named a Fellow of the Australian Academy of Technology and Engineering. He was honoured for his exceptional work in plant genetics and breeding, which has contributed to Australia becoming one of the biggest barley producers and exporters in the world.

Murdoch’s research excellence

During 2021, Murdoch researchers received international recognition for their impact within their areas of research interest – including 22 Murdoch researchers who were named among the top 2% most influential scientists in the world in the Stanford University/Elsevier BV study. The list is created standardising world rankings using a range of criteria, including citations and high-citation index.

Murdoch researchers named in world’s top 2%:

- Dr Lars Bejder
- Professor Treena Burgess
- Professor Peter Davies
- Professor Peter Drummond
- Professor Elaine Holmes
- Professor Giselle Hosgood
- Professor Davey Jones
- Dr Erich Koenigsberger
- Professor Alan Lymbery
- Dr Simon Mallal
- Dr Manickam Minakshi Sundaram
- Professor Navid Moheimani
- Professor Jeremy Nicholson
- Professor Aleks Nikoloski
- Professor Elizabeth Phillips
- Professor Una Ryan
- Associate Professor Gamini Senanayake
- Dr GM Shafiullah
- Associate Professor Farhad Shahnia
- Professor Timothy Teo
- Dr Tania Urmee
- Professor Rajeev Varshney

The Highly Cited Researcher List is released by Clarivate Analytics annually. The list identifies researchers who, over the past decade, produced multiple papers ranking in the top 1% by citations for their chosen field, or fields, and year of publication, demonstrating significant influence among their peers. In 2021, fewer than 6,700 – or about 0.1% of the world’s researchers – in 21 research fields and across multiple fields, earned this exclusive distinction.

Highly Cited Scientists:

- Professor Elaine Holmes
- Professor Davey Jones
- Professor Jeremy Nicholson
- Professor Rajeev Varshney



➤ **Murdoch continues to undertake world-leading research to provide innovative approaches and solutions.**

During 2021, the Australian National Phenome Centre (ANPC) was at the forefront of global efforts to combat COVID-19, building understanding of the virus.

ANPC partnered with Cambridge University and Harvard University to phenotype a COVID-19 cohort of frontline medical staff and patients as they progressed from health through to disease and into recovery. In December, the ANPC was awarded \$3.3 million from the Federal Government to continue its research into long COVID.

In August, the University published its report: Third Commission, Inclusive Transitions on the Continent of Africa – the culmination of a three-year study into the policy challenges and issues of public concern to Africa.



The report made several recommendations on agriculture, healthcare, the blue economy, mining, energy and demographics, and highlighted the role of Western Australian academics and industry to work with

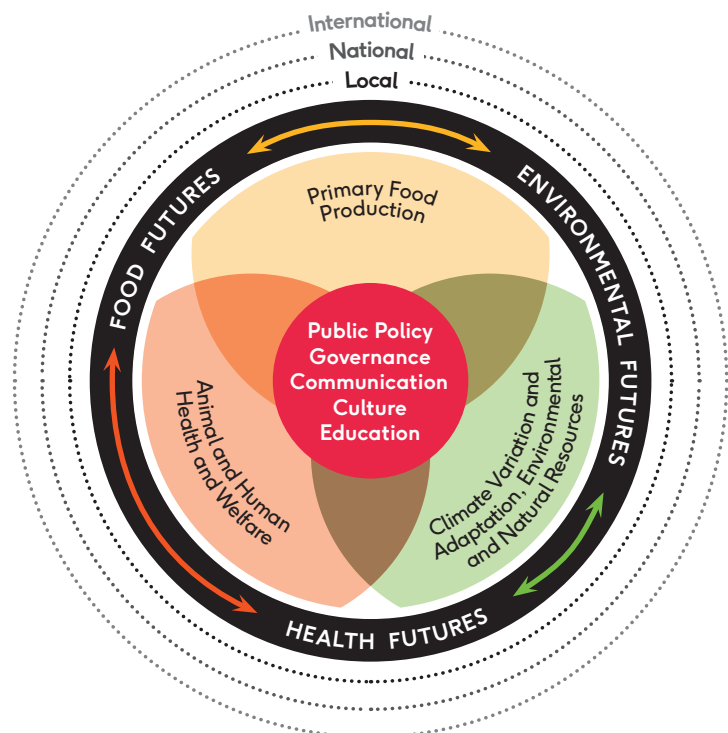
Africa to share ideas of common interest and identify points for collaboration.

Also in 2021, Professor Helena Grehan secured a \$1 million grant Australian Research Council Linkage grant to digitise significant cultural collections across Western Australia – including Aboriginal languages. The project builds on previous success with an ARC LIEF Grant and the establishment of the WA Digitisation Centre.

Globally significant research in areas of strength

In line with Murdoch's Strategic Plan, the University has **three interdisciplinary research institutes** aligned with areas of major research strength in food, health and the environment. The University's approach acknowledges that we cannot live healthy lives without safe and nutritious food, and we cannot have food without a sustainable environment.

As the global population grows towards 10 billion over the next 30 years, Murdoch continues to undertake world-leading translational research to provide innovative approaches and solutions to some of the world's greatest challenges in these areas.



Food Futures Institute

➤ ... providing solutions on the use of limited land and water resources to support economically and ethically sustainable food, forestry, and fibre production.



2021 highlights

The Food Futures Institute made several highly significant research appointments during 2021. Professor **Rajeev Varshney** – an internationally-respected, highly-cited researcher in the field of agricultural science – assumed the roles of Director, State Agricultural Biotechnology Centre, and Director, Centre for Crop and Food Innovations. Professor Varshney specialises in genomics, genetics, molecular breeding, and capacity building in developing countries. In late 2021, Professor Varshney and colleagues published in Nature their discoveries on genetic variations which can enhance yield, increase resistance to drought, heat stress and disease, and improve the nutritional qualities of chickpeas. Professor Varshney led the world-first study, sequencing more than 3,000 chickpea genomes and mapping their variations. The appointment of Professor Varshney and his team will augment Murdoch's strength in crop and food innovation, including in food security.



Rajeev Varshney

Professor Varshney has led major international programs that are creating and delivering superior crop varieties to some of the world's poorest farmers. Consistent with Murdoch's focus on translational research, this research has both social and economic benefits for current and future generations.



The world's first clear **solar glass greenhouse** opened at Murdoch's new grains research precinct in 2021. The glasshouse was constructed by smart building materials company ClearVue Technologies and is being employed by internationally renowned geneticist and Director of the Western Crops Genetics Alliance, Professor Chengdao Li, to develop new breeding technologies and produce commercial crop varieties.



The **Western Australian Food Innovation Precinct** began development in 2021 and will become the new centre for Food Futures Institute research. The \$21.7 million precinct located within the Peel Business Park in Nambeelup will include an advanced food manufacturing facility, food science labs, test kitchen, bench scale food processing, and teaching and learning facilities. Over time, it will become the State's centre of excellence for research, development and commercialisation of new ag-tech and value-added food. The precinct's Food Technology building will include food prototyping facilities, supported by the Future Food Systems Cooperative Research Centre.

The University appointed senior agricultural researchers: Professor **Daniel Murphy**, Professor **David Jones** and Associate Professor **Frances Hoyle**. The appointments strengthen Murdoch's leading position in soil science with a wealth of experience in food production, climate variation and adaptation, and environmental and natural resource sciences.



Daniel Murphy



Harry Butler Institute

➤ ... championing a research space where community, business and biodiversity can co-exist.

2021 highlights

Dr **James Tweedley** was named WA Young Tall Poppy of the Year for his outstanding commitment to resolving the major challenges facing oceans and estuaries. Dr Tweedley is a senior lecturer in animal biology at the Institute's Centre for Sustainable Aquatic Ecosystems. The awards are bestowed by the Australian Institute of Policy and Science. The judges noted Dr Tweedley's globally significant research on aquatic environments and fisheries management, as well as his use of citizen science to protect oceans and marine life.



James Tweedley

• • •

Institute researchers created a new product by transforming fly ash from burning coal into concrete. The research team, led by Dr **Martin Anda**, collected soft fly ash from the Collie coal mine south west of Perth and mixed it with construction waste which would otherwise be sent to landfill. The resulting product, *Colliecrete*, is a greener alternative to concrete.

Five Honours students were awarded Harry Butler Institute Scholarships, which provide financial support and the opportunity to work directly with industry partners like Chevron – a key supporter of the Institute.

• • •

Murdoch established the **ASEAN-Australia One Health Fellowship Program** in 2021 with \$2.4 million funding under the ASEAN Partnerships for Recovery. A “one health” approach recognises that the health of people, animals and the environment are interconnected. The program aims to strengthen regional technical capacity and coordination, with an emphasis on supporting ASEAN's regional public health and health security agenda. The program will support 40 fellowships in study areas like epidemiology; public, animal, and environmental health; wildlife medicine; health economics and biosecurity.

• • •

Researchers at the Centre for Terrestrial Ecosystem Science and Sustainability identified wildflowers and native grasses that could help boost revegetation of old agricultural fields in the northern Wheatbelt. Old fields are often difficult to restore, with most revegetation projects focusing on mid and overstorey vegetation such as trees and shrubs. The Murdoch research, led by PhD candidate **Tina Parkhurst**, found smaller everlasting, native herbs and grasses were a missing component in revitalising depleted land.

Harry Butler Institute researchers were part of a successful bid that secured \$5 million from the Australian Research Council to establish a new training centre dedicated to Aboriginal-led restoration of degraded landscapes. **Healing Country** will be a world-first, in-country capability, employment and business development training centre for Indigenous Australians. The centre wants to achieve cost-effective restoration solutions that grow and strengthen Indigenous enterprises, expand and bolster diverse training pathways, and conduct innovative research.

• • •

A new species of marsupial – identified as the oldest bilby fossil ever recorded – was named after Harry Butler Institute researcher Dr **Natalie Warburton** in 2021. Named *Bulbadon warburtonae*, they are the oldest known of bilbies from the bandicoot family tree, representing a new genus and species. The naming recognised Dr Warburton's ongoing research on marsupial anatomy and palaeontology.



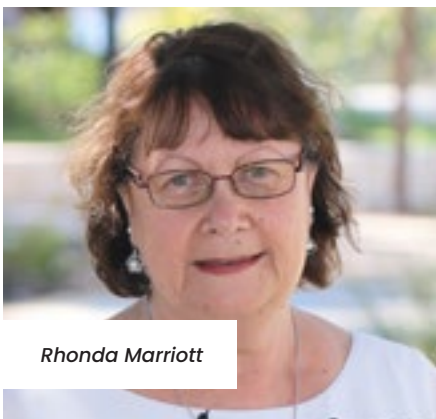
Bilby

Health Futures Institute

➤ ... transforming how long and how well people live, not just in Australia, but around the world.

2021 highlights

Professor **Rhonda Marriott** AO and the Ngangk Yira Research Centre for Aboriginal Health and Social Equity joined forces with Curtin University and the Telethon Kids Institute to collaborate on the first ever multidimensional, mixed methods study of Aboriginal stillbirth. Working with Aboriginal elders, communities and service providers, the project has received \$1.4 million from the National Health and Medical Research Council's Ideas Grant Scheme. Professor Marriott's career spanning more than 50 years in nursing and midwifery, academic and Aboriginal health was also recognised with a lifetime achievement award at the WA Nursing and Midwifery Excellence Awards in 2021.



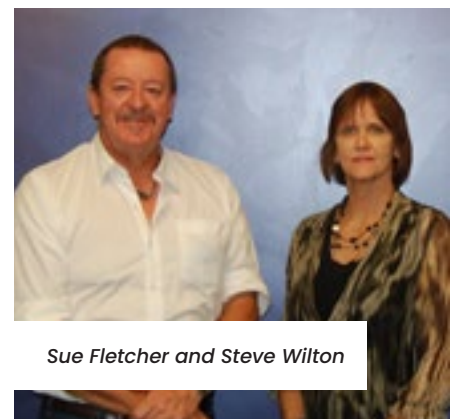
Rhonda Marriott

Dr **Andrew Currie** and Associate Professor **Rakesh Veedu** received \$1 million from the National Health and Medical Research Council to develop a rapid test for the potentially deadly and rapid bacterial blood infection sepsis. The researchers, from the Centre for Molecular Medicine and Innovative Therapeutics, are partnering with biotech start-up Biotome to progress their diagnostic technology. Sepsis kills more than 8,500 Australians each year and current tests are often too slow or miss a sepsis diagnosis.



Scientists at the Australian National Phenome Centre (ANPC) were awarded \$1.6 million to create chemical fingerprinting methods for Western Australia produce. The aim of the project is to connect nutritional quality and composition with positive healthcare outcomes through nutritional health claims. The ANPC is partnering with Bruker Biospin GmbH and the WA Department of Primary Industries and Regional Development to generate detailed chemical information of food and food products to verify their chemical make-up, nutritional functionality and other key attributes such as authenticity and freshness. The project is part of the Future Food Systems Cooperative Research Centre and is being led by Dr **Ruey Leng Loo**, from the Centre for Computational and Systems Medicine. Dr Loo was also named one of 20 winners at the 2021 Women in Tech [+] 20 WA Awards for her work in food, health and precision nutrition.

Professors **Sue Fletcher** and **Steve Wilton** were recognised in the Queen's Birthday 2021 Honours list for their outstanding contribution to medical research into rare diseases. The pair, who have spearheaded new treatments for Duchenne Muscular Dystrophy (DMD), were recognised in the General Division in the Order of Australia. Their pioneering research has supported accelerated approval of new drugs for DMD by the US Food and Drug Administration, including a third drug – *Casimersen* – which was approved in 2021.



Sue Fletcher and Steve Wilton

ANPC's front line response to world's biggest health challenge

Throughout 2021, Murdoch's Australian National Phenome Centre (ANPC) undertook major research to better understand COVID-19 and its impact on human health.

Led by world-renowned phenomics pioneer Professor Jeremy Nicholson, the ANPC's COVID-19 Critical Research Programme sought to better understand and mitigate the COVID-19 pandemic threat through improved identification of carriers and assessment of COVID treatments and the effectiveness of treatments for COVID-19.

In December, the Federal Government announced a \$3.4 million Medical Research Future Fund grant to the ANPC for research into improving understanding of the long-term impacts of COVID-19 and developing new models to predict disease progression and tailored treatments.

The project will apply state-of-the-art phenomics methods to provide patients with Post-Acute COVID-19 Syndrome (PACS) – otherwise known as Long COVID. The research is being conducted in collaboration with partners at Harvard University, Monash University and The University of Western Australia.

Earlier in 2021, the team at the ANPC developed a novel framework for assessing Long COVID using a range of new biomarkers that can be monitored during the acute disease phase, and beyond, to ascertain exactly how the disease is progressing.

Previous ANPC research demonstrated the deeply systemic nature of the disease, characterised by distinct metabolic signatures including those observed with diabetes, cardiovascular disease, liver dysfunction, neurological disruption, and acute inflammation.

➤ **Also in 2021, a team of early and mid-career researchers from Murdoch and UWA were awarded \$860,000 from the WA Department of Health to improve the testing of drugs in treating COVID-19.**



ANPC Director Jeremy Nicholson

University activities



➤ **“Make major capital investments in research and student facilities aligned with our education and research priorities.”**

Strategic Plan and Future Horizon 2017–2027



Building 360 under construction in 2021, and an architect's impression of the completed building.

In 2021, Murdoch broke ground on one of the most transformational projects for future learning and teaching since the University's foundation in 1974.

The \$145 million New Academic Building is yet to be officially named but has the working title Building 360. It will have capacity for more than 60% of all general teaching on the University's South St campus. Students will learn and collaborate with their peers in a world-leading technology-enriched environment, creating a unique experience for students, staff and visitors.

Building 360 is designed as a highly flexible, adaptable space to accommodate the University's future teaching and learning needs. Construction by contractor Multiplex began in May 2021, and the building is on track for completion and the arrival of students in Semester 1, 2023.

With sustainability at the heart of the building's design, Building 360 will reflect the University's founding commitment to sustainable outcomes through a 6 Star Green Star rating. Formed predominantly in timber, it will be the largest mass engineered timber construction in Western Australia, and largest tertiary building of its kind in Australasia.

The timber has been through an extensive design and fabrication processes involving sustainably sourced materials. In readiness for the timber's arrival, works during 2021 focused on site preparation, services adaptations and forming the concrete ground floor structure.

Meanwhile, a 60-person flat floor prototype learning and teaching space was created for academic staff, students, and the project delivery team to test pedagogies and technology-enhanced learning capabilities prior to implementation within Building 360.

To maximise room testing and change management efforts, this space will be available for teaching purposes from Semester 1, 2022. It is envisaged that the utilisation of this space during 2022 will empower all users to become ambassadors of the new pedagogical approach and improved student experience.

Building 360 is also set to reshape the University campus, creating a new arrival point on Discovery Way and promenade leading to Bush Court - the traditional heart of campus.

The Physical and Digital Environment is one of the four pillars underpinning the University's Strategic Plan and includes a commitment to make major capital investment in research and student facilities aligned with education and research priorities.



➤ In April, 2021, the world’s first clear solar glass greenhouse opened at the Southern Metropolitan Grains Hub.

Knowledge and Health Precinct

Murdoch’s **Knowledge and Health Precinct** (KHP) represents a major opportunity for the University to apply its creativity, knowledge and determination in making a positive difference to the global community.

The KHP already houses Murdoch’s flagship research facility – the Australian National Phenome Centre within the Fiona Stanley Hospital precinct – and the Southern Metropolitan Grains Hub.

Other future infrastructure projects that form part of the KHP are the Harry Butler Environmental Education Centre; Gateway Building; industry-leading agricultural research facilities in partnership with the Department of Primary Industries and Regional Development and an Aboriginal research, health and wellness centre. While it is expected that these projects will be completed over the next five to 10 years, that ambition is dependent on Murdoch finding suitable partners and funding.

In April, 2021, the world’s first clear solar glass greenhouse opened at the Southern Metropolitan Grains Hub. The performance of the glasshouse, constructed by smart building materials company ClearVue Technologies using three different versions of its transparent solar photovoltaic glazing panels, is being tested by Murdoch scientists in a range of research projects.

Critical Incident Management Team (CIMT)

The CIMT develops and implements the University’s Critical Incidence Management Plan to ensure the smooth operation of the University and effective management of critical incidents. The CIMT has been responsible for managing the University’s response to the COVID pandemic over the past two years.

The CIMT continued to meet regularly in 2021, monitoring health advice and responding rapidly to a series of short lockdowns enacted by the State Government in response to COVID positive cases in the community. In late December, two areas of the University were identified as exposure sites visited by a contact of a confirmed COVID-19 case.

In November, Manager University Resilience and Secretariat of CIMT **Dan Byles**, received the 2021 Senate medal at the Vice Chancellor’s Staff Awards. He was cited for extraordinary achievement in ensuring the timely and essential delivery of the CIMT’s response to the COVID-19 pandemic.

➤ In November, Manager University Resilience and Secretariat of CIMT **Dan Byles**, received the 2021 Senate medal at the Vice Chancellor’s Staff Awards.





CIMT Secretariat Dan Byles receives the Senate Medal from Interim Vice Chancellor Jane den Hollander

New brand

During 2021, Murdoch unveiled a bold new visual identity for the University, reflecting the University's position as a modern, future-focused University.

The new branding was positively received and supports Murdoch's vision to be recognised as a world-changing university of free thinkers.

The new visual identity included a new logo, the centrepiece of the front cover of this Annual Report, and was designed to signify to current and future students that Murdoch is a modern, flexible and future focused university.

The University also sought to enhance its brand and external reputation – especially among prospective students – via several successful marketing and promotion activities.

The **2021 Open Day**, for example, was a more targeted event and attracted 2,000 registered attendees and many additional visitors, with prospective students accessing inspiring talks, campus tours and entertainment.



Digital Transformation

➤ **“Deliver a pervasive, truly digital experience across the entire student lifecycle.”**

Strategic Plan and Future Horizon 2017–2027

Engaging Experiences

Student acquisition and retention were a key focus for the Information Technology Services (ITS) portfolio in 2021. Teams delivered new capabilities to better connect current and future students with relevant University services. Specifically, the **Customer Relationship Management (CRM)** team significantly improved the post-application student recruitment process, integrating CRM with the Student Management System and delivering more than 100 new pipeline and segmentation reports for Marketing. Risks of manual error are significantly reduced with the right data in the right hands at the right time. Further, collaboration between several teams delivered an analytics-based initiative to detect likely disengaged students and target them through retention campaigns of automated “nudges” resulting in the majority of these students re-engaging with the University’s learning and teaching platforms.

Performance and Productivity

ITS constantly looks to increase sustainability of Murdoch operations by leveraging technology to better meet business objectives. Significant examples in 2021 included transformation of finance and human resources with **Workday** - a modern enterprise cloud platform designed to replace the University’s legacy human resources and finance systems; a new academic workload planning system; and significant upgrades and enhancements to our learning and student management platforms. The Business Process Optimisation (BPO) project continued to deliver several significantly enhanced processes across most University business areas, including cross-departmental services via process standardisation and simplification, introducing 43 new services over the course of the year.

IT Service Resiliency (IT Foundations)

Overall **resiliency of major systems** increased through 2021 due to critical investment in new technologies, existing technology upgrades, and retirement of legacy technologies. Of particular focus in 2021 and into 2022 is the technology stream of Murdoch University’s New Academic Building (Building 360) project. This delivers new wired and wireless networks designed with the capacity to handle huge numbers of devices. We are also progressing the delivery of multiple AV technologies including MS Teams, Sandpit and Pilot Environments, digital signage, booking applications, queueing applications and virtual reality/augmented reality computer labs. The technology procured for the new building is being designed to seamlessly integrate with the wider campus, providing a continuous student experience that is not contained within Building 360 but in most cases can be leveraged across all Murdoch University campuses.



GOLD HORIZON art exhibition featuring Buraq by Abdul-Rahman Abdullah (above) purchased to commemorate the 50th Anniversary of Murdoch University Art Collection in 2024 with funds provided by the Peter Mark Sarfaty Fund. Colour Composition # 3 by Brendan Van Hek (right) donated through the Australian Government’s Cultural Gifts Program by Jenny & Wyborn Seabrook to support Murdoch University Art Collection’s 50th anniversary artwork donation campaign. Abdul-Rahman courtesy of Moore Contemporary. Brendan Van Hek courtesy of Sarah Cottier Gallery.

Community and alumni engagement



Murdoch is committed to nurturing and growing diverse connections across community groups, social enterprises, sports organisations, philanthropic partners, and alumni.

The University is a foundation partner with **RAC Arena**, with several important events hosted at the Arena during 2021, including graduation ceremonies, the Distinguished Alumni Awards and Sound On youth music festival.

Murdoch is the official education partner of One Big Voice – Australia’s largest

children’s choir festival. In 2021, 7,000 students participated.

Telethon Community Cinemas are a highly successful on campus open air film season, with profits going to charities that improve the quality of life for children facing health or physical ability challenges.

Art on the horizon

In late 2021, the Murdoch University Art Collection, with the support of inaugural Patron **Alan Dodge**, launched an exhibition and an accompanying philanthropic campaign titled **GOLD HORIZON**, which seeks to acquire exceptional artworks by purchase, donation and bequest in the lead-up to the Collection’s 50th anniversary in 2024. This anniversary will also coincide with the beginning of the University’s half-century celebrations.

The exhibition presented the first artworks acquired via the 50th anniversary campaign, including significant works by renowned Australian artists including Abdul-Rahman Abdullah, Amos Gebhardt, Bill Henson, Brendan Van Hek and Jacobus Capone.



Chancellor Gary Smith and Interim Vice Chancellor Jane den Hollander with 2021 Distinguished Alumni Tony Chong and Rebecca Tomkinson



Recognition for Distinguished Alumni

Murdoch University celebrated the achievements of four highly successful graduates at the 2021 Distinguished Alumni Awards.

Diplomat **Alison Chartres**, commercial lawyer **Tony Chong**, Royal Flying Doctor Service WA chief executive **Rebecca Tomkinson** and senior Hong Kong public servant **Dr Heston Kwong JP** were all recognised for contributions to their profession and the community.

The annual Distinguished Alumni Awards honour and celebrate Murdoch alumni who have gone into the world and truly made their mark in diverse fields, with only 30 recipients since the Awards’ inception 10 years ago.

Donors and Sponsors

➤ **Murdoch University thanks all our generous supporters.**

Leadership partners and donors in 2021

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The Ian Potter Foundation
The George Alexander Foundation
The Ragdoll Foundation
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The Lyons Family (in memory of Tom Lyons)

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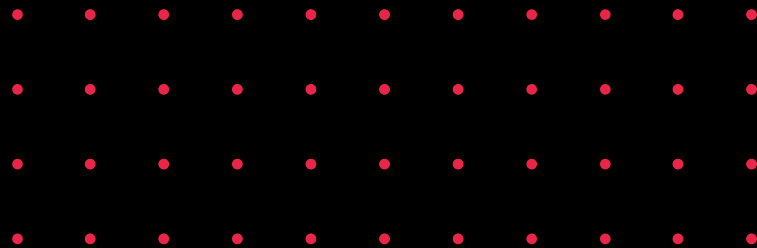
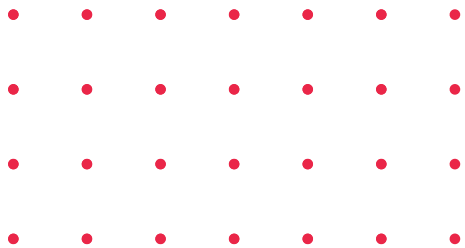
Murdoch Art Collection Donors

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Ric Chaney & Chris Hair
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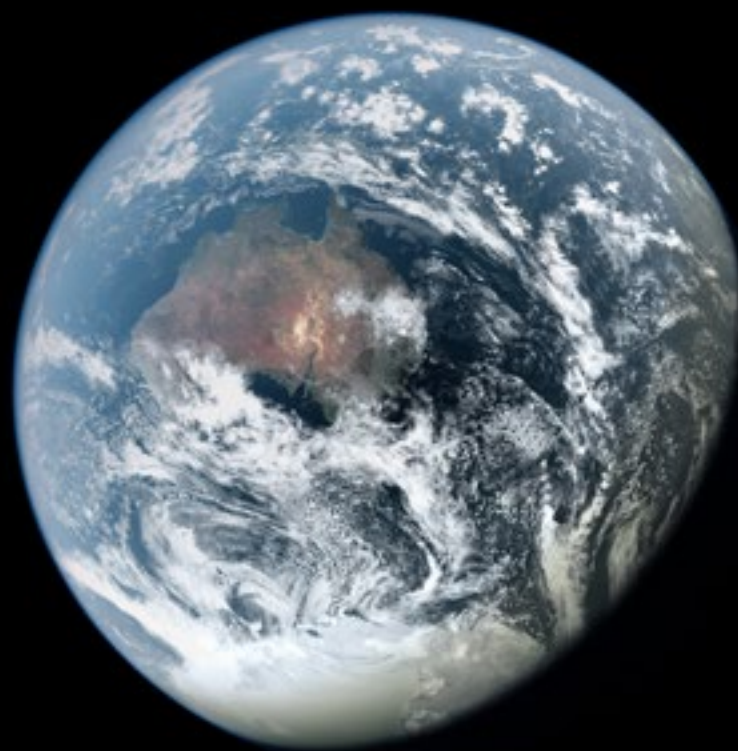
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Centre for Advanced Veterinary Education
Valley Veterinary Centre
Busselton Veterinary Hospital
The Unusual Pet Vets - Murdoch Clinic
Riverton Rossmoyne Veterinary Hospital
Grantham St Veterinary Clinic
St Francis Veterinary Hospital
Mt Barker Veterinary Hospital
Roleystone Animal Hospital
Ranford Veterinary Hospital
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- Carol Sinclair
- Alana Russo
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To contact the Murdoch University
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Advancement@murdoch.edu.au

Our Structure

Governance structure

Senate

Under the *Murdoch University Act 1973*, the governing body of the University is the Senate. Senate is ultimately responsible for all University affairs – approving the Strategic Plan; overseeing policy and procedures; and guiding programs and activities. To assist in the effective governance of the University, Senate has established four committees:

1. The Audit and Risk Committee helps Senate meet its governance, risk and compliance oversight responsibilities.
2. The Chancellor's and Nominations Committee advises on governance issues, determines remuneration for Senior Officers and reviews the performance and succession plans for Vice Chancellors and Senior Officers. This committee also recommends the appointment of suitable Senate members.
3. The Honorary Awards and Ceremonial Committee awards honorary degrees and Senate medals and oversees guidelines and policies relating to honorary degrees, Senate medals, graduation ceremonies and regalia.
4. The Resource Committee advises on a wide range of governance issues including financial control and sustainability, investment capability, campus development, commercial activities, oversight of the University's subsidiary entities, the finances of the Guild of Students (in an advisory capacity), and other relevant matters.

The Senate elects the Chancellor and appoints the Vice Chancellor, who in turn become Senate members. Mr Gary Smith took up the role of Chancellor in August, 2019. Professor Eeva Leinonen who had been Vice Chancellor of the University since April, 2016, resigned and left the University in July 2021 to take up a position overseas. Professor Romy Lawson, whose substantive position was Provost, was appointed as interim Vice Chancellor. Professor Lawson held this position from 1 August to 31 October 2021 when she resigned to take up a position interstate. Professor Jane den Hollander AO was appointed as interim Vice Chancellor from 1 November 2021.

As set out in the *Murdoch University Act 1973*, the Vice Chancellor is chief executive officer and academic principal. The Vice Chancellor is also tasked with the leadership and development of the University and achievement of its Strategic Plan.

Senate commissioned two governance reviews and received the reports in 2021. While the University was found to have the expected governance framework similar to that of other comparable universities and no fundamental issues were found, recommendations for improvements were made. An implementation plan to address the recommendations was established and Senate has begun to consider and approve implementation. This work will continue through 2021 and 2022.

Voluntary Code of Best Practice for the Governance of Australian Universities

Senate has adopted the Voluntary Code of Best Practice for the Governance of Australian Universities as a best practice governance benchmark. Under the Voluntary Code, the University is required to disclose in its Annual Report whether or not it complies. During 2021, the University materially complied with the protocols contained in the Voluntary Code. Work continues on an improved reporting regime for the University's subsidiary companies.

Academic Freedom

Senate attests that Murdoch University has established *Freedom of Speech and Academic Freedom Regulations* ("the Regulations") which serve to uphold freedom of speech and academic freedom as paramount values, as required under the Model Code; maintain an institutional environment in which freedom of speech and academic freedom are upheld and protected; and address questions in relation to the management of freedom of speech and academic freedom issues promptly, actively and in good faith.

Following approval of the Regulations (which being Regulations are above policies in the hierarchy of legislation at the University and thus prevail over any inconsistencies between the Regulations and policy/procedure/guideline documents), a review of the University's legislative documents was commenced to determine inconsistencies. The University had the benefit of the outcomes of the review to evaluate alignment of the University's policy or policies with the Model Code which the Federal Government had commissioned E/Professor Sally Walker to undertake across the sector. Feedback was sought from a working group which had been established to consider how the University should respond to the Model Code. Necessary amendments to align were made and approved by the relevant approval bodies.

The University Secretary has engaged with the Guild President who was supportive of the Guild adopting the Regulations.

No issues of concern have come to the attention of Senate regarding freedom of speech and academic freedom in 2021.

Academic Council

Academic Council is the senior decision-making body on academic matters, academic policies, and the approval of academic offerings within the University, as set out in Section 21 of the *Murdoch University Act 1973*. Professor Parisa A. Bahri was re-elected as President of Academic Council in 2020 for a second term which expires on December 31, 2023. The President of Academic Council is an ex-officio member of the University's Senate.

Academic Council and its subordinate committees play an integral role in shaping and managing the academic environment as Murdoch University implements, develops and continually improves its academic offerings in line with its Strategic Plan.

An external, independent Review of Academic Council and its Subordinate Committees was commenced in November 2019, under the authority of Senate. An action plan was prepared for the implementation of the recommendations detailing proposals for revised structure, terms of reference, membership and reporting. Implementation was paused during 2020 due to the impact of COVID-19

and resumed in January 2021, with final approval by Senate in October 2021. Amendments made will be monitored at Academic Council with regular reports to Senate.

Internal audit

Internal audits are undertaken in accordance with an annual Internal Audit Plan that is aligned to the University's key risks. The Internal Audit Plan, which includes the objectives and scope of the audits, is approved by the Audit and Risk Committee. Internal Audit reports are presented and reviewed in the Audit and Risk Committee meetings. The University has a robust mechanism in place for follow-up and reporting on implementation of audit recommendations.

Risk management

The Senate, in accordance with its Statement of Governance Principles, has responsibility for setting the risk management policy and critically monitoring the management of risks across the University, including commercial undertakings. The Senate has approved Terms of Reference for the Audit and Risk Committee, which requires the Committee to confirm that the University's Risk Management Framework is appropriate.

The Audit and Risk Committee receives regularly internal audit reports and other relevant reports as well as updates from the Audit and Risk Management Office and management, which address significant risks to the University and systems of internal control. The Audit and Risk Committee submits its minutes to Senate for oversight, and produces an annual report which covers risk, internal controls and audit matters. The Chair of the Audit and Risk Committee provides a report at each Senate meeting.

Risk management policy and framework

The University's Risk Management Policy outlines the approach to identification, management and reporting of risks and specifies formal roles and responsibilities for these activities, aligned with contemporary best practices.

The University's Risk Management Framework underpins the continued rollout of good practice risk management aligned with AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines and and AS ISO 31000:2018 Risk Management – Guidelines.

Risk appetite statement

The University's Senate has set Risk Appetite Statements that are aligned to the core Goals, Lenses and Pillars outlined in the University's *Strategic Plan 2017–2027*. The purpose of Risk Appetite Statements is to articulate what the University is willing to – or not willing to accept – in the achievement of the Strategic Plan.

Strategic and operational risk management

The University's Strategic Risk Register aligns with the *Strategic Plan 2017–2027* and is reviewed, updated and reported regularly. The register highlights the key strategic risks of the University that are actively managed through a suite of actual and planned mitigation controls. Operational Risk registers are also in place across key areas of the University.

Fraud, corruption and misconduct control framework

The University has a Fraud, Corruption and Misconduct Control Framework that includes:

1. A Fraud, Corruption and Misconduct Policy.
2. A Fraud and Corruption Control Plan.
3. Conflict of Interest Policy.
4. Public Interest Disclosure Policy and Procedures.

The Fraud, Corruption and Misconduct Framework represents the commitment of the University to ensure that effective controls and practices are in place to mitigate fraud, corruption and misconduct-related risks.

University continuity

The University's Critical Incident and Continuity Management Plan (CIMP) guides critical incident and continuity management for its onshore and offshore campuses and activities. The CIMP aligns with the Tertiary Education Quality and Standards Agency's (TEQSA) Higher Education Standards and Education Services for Overseas Students Act 2000, adopts the principles of the Australasian Interservice Incident Management System (AIIMS) and adheres to relevant State and Federal government resilience related requirements.

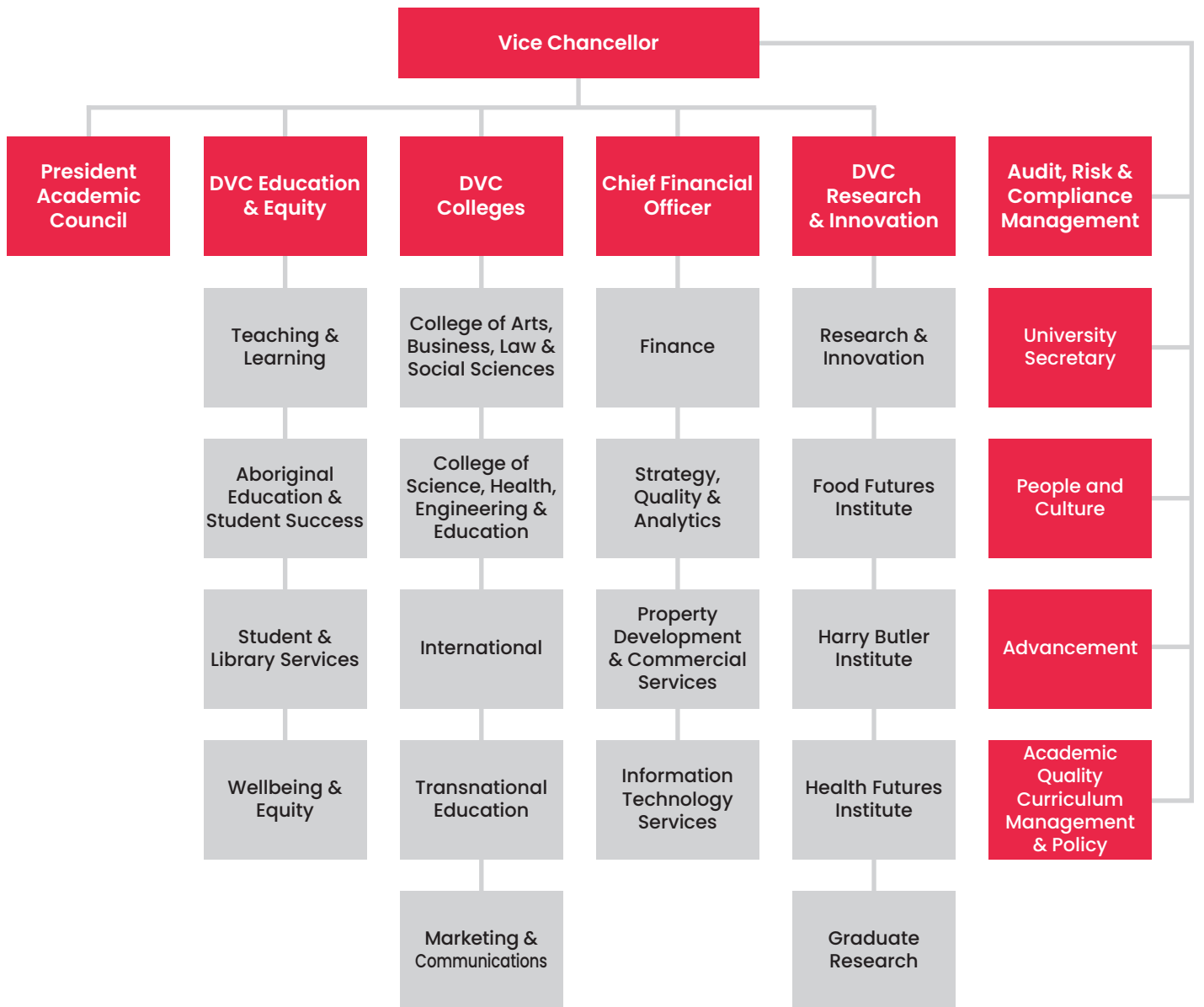
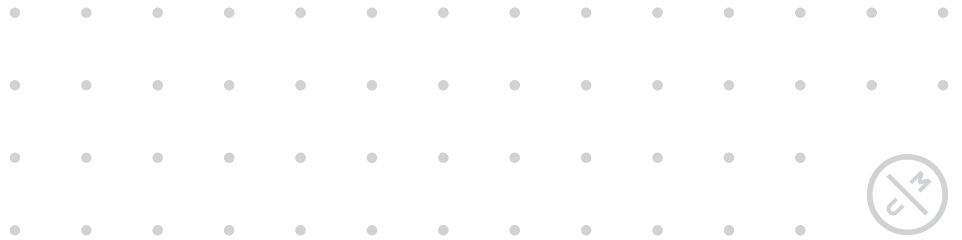
A Critical Incident Management Advisory Committee (CIMAC) is in place to ensure the effective implementation of critical incident and continuity management strategies at the University. The CIMAC is responsible for the development, implementation, performance and improvement of the CIMP.

Compliance management framework

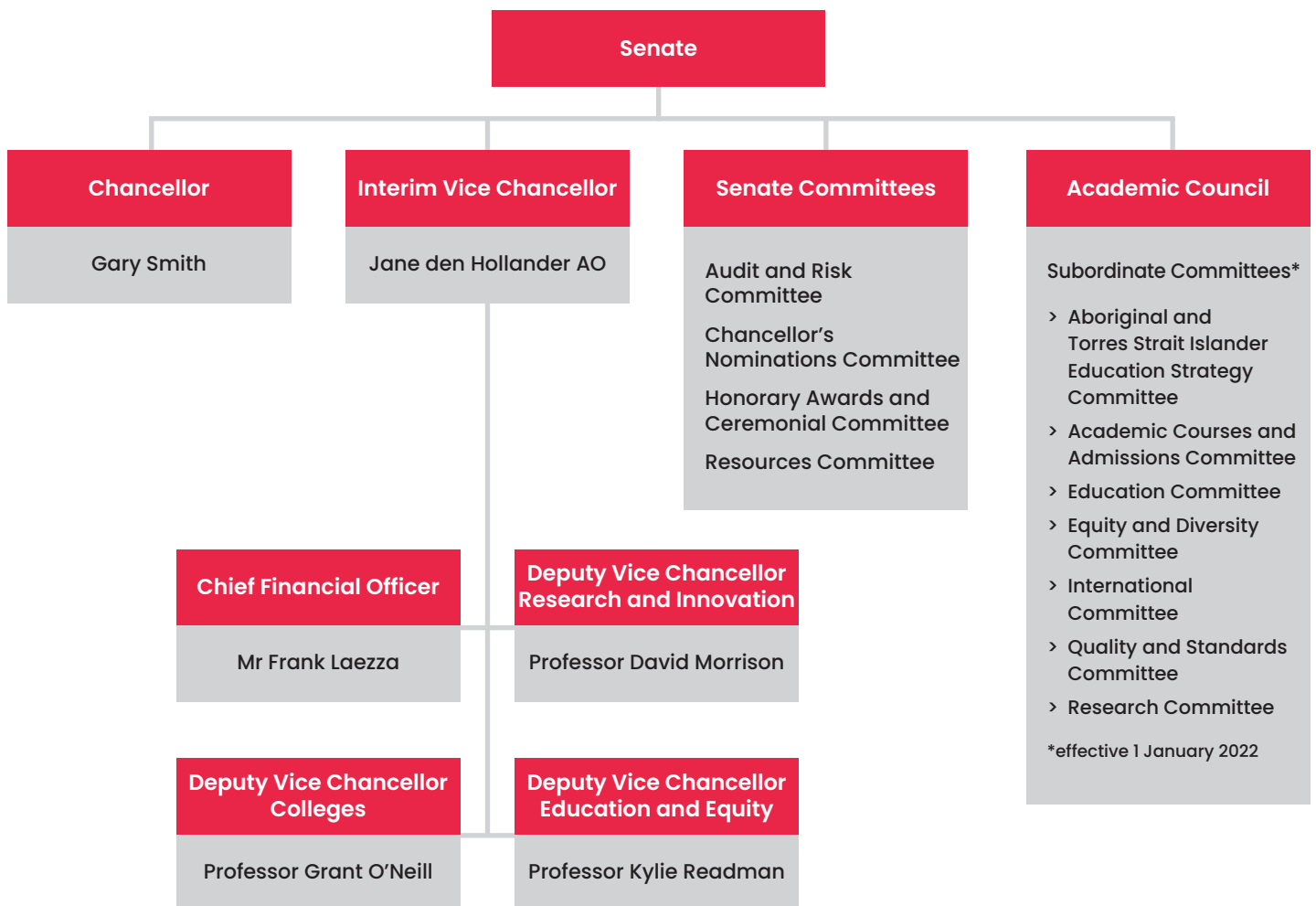
The Compliance Management Policy outlines the University's approach to compliance management, enabling it to meet compliance objectives. The Compliance Management Framework supports the identification and management of the University's compliance obligations.

The University's compliance management framework is based on AS/NZS ISO 19600:2015 Compliance Management Systems – Guidelines.

Organisational Structure



University Governance and Management



Senate Member Terms for 2021

Senate Member	Basis of Appointment	Term	Term of Office
1. Agrawal, Mr Abhinav (Abby)	Elected from and by the graduates of the University, section 12(1)(f)	1	01 January 2019 – 31 December 2021
2. Bahri, Professor Parisa Arabzadeh	Ex-officio, as President Academic Council, section 12(1)(i)	1	18 October 2018 – current (31/12/2023)
3. Belford, Mr Roland	Elected from and by the graduates of the University, section 12(1)(f)	1 2	01 January 2018 – 31 December 2020 01 January 2021 – 31 December 2023
4. Buckingham, Mr Gavin	Co-opted by Senate, section 12(1)(h)	1 2	18 August 2017 – 17 August 2020 18 August 2020 – 17 August 2023
5. den Hollander, Professor Jane	Appointed as Interim Vice Chancellor by Senate	1	1 November 2021 – 11 March 2022
6. Hayward, Emeritus Professor Colleen	Co-opted by Senate, section 12(1)(h)	1	01 June 2019 – 1 February 2021 (resigned)
7. Holt, Mr Ross	Appointed by the Governor, section 12(1)(f)*	1 2 3	10 June 2014 – 01 January 2017 02 January 2017 – 09 June 2017 10 June 2017 – 09 June 2020 10 June 2020 – 09 June 2023
8. Hughes, Mr Ross	Co-opted by Senate, section 12(1)(h)	1 2	02 September 2017 – 01 September 2020 02 September 2020 – 01 September 2023
9. Ishfaq, Mr Usama	Elected from and by the postgraduate students, section 12(1)(e)(ii)	1	01 January 2021 – 31 August 2021 (ineligible as graduated and no longer a student)
10. Kerr, Mr Peter	Appointed by the Governor, section 12(1)(f)* Appointed by the Governor, section 12(1)(g)	1 2 3	22 December 2015 – 01 January 2017 02 January 2017 – 21 December 2018 22 December 2018 – 21 December 2021 22 December 2021 – 21 December 2024
11. Lawson, Professor Romy	Appointed as Interim Vice Chancellor by Senate	1	31 July 2021 – 31 October 2021 (resigned)
12. Leinonen, Professor Eeva	Ex-officio, as Vice Chancellor, section 12(1)(a)* Ex-officio, as Vice Chancellor, section 12(1)(b)		04 April 2016 – 01 January 2017 02 January 2017 – 30 July 2021 (resigned)
13. Malekloo, Ms Reyhana	Elected from and by the undergraduate students, section 12(1)(e)(i)	1	14 September 2021 – 13 September 2022
14. McLure, Hon Carmel	Appointed by the Governor, section 12(1)(g)	1	30 April 2019 – 30 March 2021 (resigned)
15. Schroeder-Turk, Associate Professor Gerd	Elected from and by the Academic Staff 12(1)(c)	1 2	12 March 2018 – 11 March 2021 12 March 2021 – 11 March 2024
16. Smith, Mr Gary	Ex-officio, as Chancellor, section 12(1)(a)	1	08 August 2019 – 07 August 2022
17. Tomkinson, Ms Rebecca	Appointed by the Governor, section 12(1)(g)	1	20 November 2018 – 19 November 2021
18. Ugrinov, Mr David	Elected from and by the undergraduate students, section 12(1)(e)(i)	1	01 January 2021 – 31 August 2021 (ineligible as graduated and no longer an undergraduate student)
	Elected from and by the postgraduate students, section 12(1)(e)(ii)	1	14 September 2021 – 13 September 2022
19. Unwin, Ms Stephanie	Co-opted by Senate, section 12(1)(h)	1	05 October 2020 – 04 October 2023
20. Whitlock, Ms Julie	Elected from and by non-academic staff, section 12(1)(d)	1 2	09 April 2018 – 08 April 2021 09 April 2021 – 08 April 2024

*As per section 37. Transitional provisions (Senate) for Universities Legislation Amendment Act 2016 as at 02 Jan 2017 (*Murdoch University Act 1973*)

Senate and Sub-Committees

Consolidated Attendance for 2021

These meetings do NOT include decisions by circular resolution				Senate		Audit & Risk Committee		Chancellor's & Nominations Committee		Honorary Awards & Ceremonial Committee		Resources Committee		
				A	B	A	B	A	B	A	B	A	B	
Agrawal, Mr Abhinav (Abby)	ARC		HAAC	14	11	6 [^]	6 [^]			1	1			
Bahri, Professor Parisa Arabzadeh (A.)				14	14									
Belford, Mr Roland				14	13									
Buckingham, Mr Gavin	ARC	CNC		RC	14	10	6 [^]	6 [^]	11	4			9	4 [#]
den Hollander, Professor Jane			HAAC	RC	1	1					0	0	2	2
Hayward, Emeritus Professor Colleen	ARC				1	0	0 [^]	0 [^]						
Holt, Mr Ross		CNC	HAAC	RC	14	14			11	10	1	0	9	9
Hughes, Mr Ross		CNC		RC	14	12			11	11			9	9
Ishfaq, Mr Usama			HAAC		10	9					1	1		
Kerr, Mr Peter		CNC		RC	14	11			11	10			9	8
Lawson, Professor Romy			HAAC	RC	4	3					0	0	2	2
Leinonen, Professor Eeva			HAAC	RC	9	8					1	1	5	5
Malekloo, Ms Reyhana					4	4								
McLure, Hon Carmel					3	2								
Schroeder-Turk, Associate Professor Gerd			HAAC		14	14					1	1		
Smith, Mr Gary		CNC	HAAC		14	13			11	11	1	1		
Tomkinson, Ms Rebecca					13	11								
Ugrinov, Mr David					14	14								
Unwin, Ms Stephanie					14	10								
Whitlock, Ms Julie			HAAC		14	13					1	0		

A = Number of meetings held during the time the member held office or was a member of the committee during the year

B = Number of meetings attended

= Leave of absence granted

^ = One meeting was held in two parts on different dates. Part 1 on 16 June 2021 and Part 2 on 6 July 2021.

Notes:

The Senate Committee members that are not Senate members have been excluded from the table above.

Certification of Financial Statements

The accompanying financial statements of Murdoch University and the accompanying consolidated financial statements have been prepared in compliance with the provisions of the Financial Management Act 2006 from proper accounts and records to present fairly the financial transactions for the financial year ended 31 December 2021 and the financial position as at 31 December 2021.

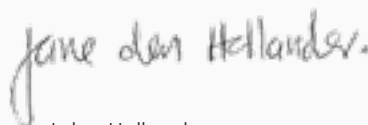
At the date of signing:

- there are reasonable grounds to believe that Murdoch University is able to pay all of its debts, as and when they become due and payable,
- the financial statements and notes satisfy the requirements of the Australian Charities and Not-for-profits Commission Act 2012,
- we are not aware of any circumstance which would render the particulars included in the financial statements misleading or inaccurate.



G Smith

Chancellor



J den Hollander

Interim Vice Chancellor



F Laezza

Chief Financial Officer

10 March 2022

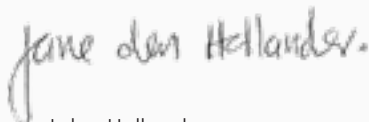
Certification of Financial Statements required by the Department of Education and Training

We declare that the amount of Australian Government financial assistance expended during the reporting period was for the purpose for which it was intended and Murdoch University has complied with applicable legislation, contracts, agreements and program guidelines in making expenditure.

Murdoch University charged Student Services and Amenities Fees strictly in accordance with the Higher Education Support Act 2003 and the Administration Guidelines made under the Act. Revenue from the fee was spent strictly in accordance with the Act and only on services and amenities specified in subsection 19-38(4) of the Act.



G Smith
Chancellor



J den Hollander
Interim Vice Chancellor

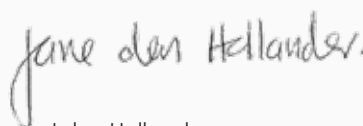
10 March 2022

Certification of Key Performance Indicators

We hereby certify that the 2021 Key Performance Indicators are based on proper records, are relevant and appropriate for assisting users to assess Murdoch University's performance, and fairly represent the performance of Murdoch University for the year ending 31 December 2021.



G Smith
Chancellor



J den Hollander
Interim Vice Chancellor

10 March 2022



Auditor General

INDEPENDENT AUDITOR'S REPORT 2021 MURDOCH UNIVERSITY

To the Parliament of Western Australia

Report on the Financial Statements

Opinion

I have audited the financial statements of Murdoch University (University) which comprise:

- the Statement of Financial Position as at 31 December 2021, the Income Statement, Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows for the University and the consolidated entity for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of Murdoch University and the consolidated entity for the year ended 31 December 2021 and the financial position at the end of that period
- in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and relevant Treasurer's Instructions, and Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act)* and the Australian Charities and Not-for-profits Commission Regulation 2013.

Basis for Opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report.

I am independent of the University in accordance with the *Auditor General Act 2006*, *ACNC Act* and the relevant ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial statements. I have also fulfilled my other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter

I draw attention to Note 1 (e), (f) and (g) of the financial statements which explains that the amounts reported in the previously issued 31 December 2020 financial statements have been restated and disclosed as comparatives in the financial statements. My opinion is not modified in respect of this matter.

The University Senate's Responsibilities for the Financial Statements

The University Senate is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the *Financial Management Act 2006*, relevant Treasurer's Instructions and the *ACNC Act*
- such internal control as the University Senate determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the University Senate is responsible for:

- assessing the entity's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

Report on Controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by Murdoch University. The controls exercised by the University are those policies and procedures established by the University Senate to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions (the overall control objectives).

My opinion has been formed on the basis of the matters outlined in this report.

In my opinion, in all material respects, the controls exercised by Murdoch University are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with legislative provisions during the year ended 31 December 2021.

The University Senate's Responsibilities

The University Senate is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, relevant Treasurer's Instructions and other relevant written law.

Auditor General's Responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives, and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and the controls, necessary to achieve the overall control objectives were implemented as designed.

An assurance engagement to report on the design and implementation of controls involves performing procedures to obtain evidence about the suitability of the design of controls to achieve the overall control objectives, and the implementation of those controls. The procedures selected depend on my judgement, including the assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Limitations of Controls

Because of the inherent limitations of any internal control structure, it is possible that, even if the controls are suitably designed and implemented as designed, once the controls are in operation, the overall control objectives may not be achieved so that fraud, error, or noncompliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the Key Performance Indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of Murdoch University for the year ended 31 December 2021. The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of Murdoch University are relevant and appropriate to assist users to assess the University's performance and fairly represent indicated performance for the year ended 31 December 2021.

The University Senate's Responsibilities for the Key Performance Indicators

The University Senate is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions, and for such internal control as it determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the University Senate is responsible for identifying key performance indicators that are relevant and appropriate having regard to their purpose in accordance with Treasurer's Instruction 904U *Key Performance Indicators*.

Auditor General's Responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the University's performance, and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 904U for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My Independence and Quality Control Relating to the Reports on Controls and Key Performance Indicators

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements*, the Office of the Auditor General maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other information

The University Senate is responsible for the other information. The other information is the information in the entity's annual report for the year ended 31 December 2021, but not the financial statements, key performance indicators and my auditor's report.

My opinions do not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

Matters Relating to the Electronic Publication of the Audited Financial Statements and Key Performance Indicators

This auditor's report relates to the financial statements, controls and key performance indicators of Murdoch University for the year ended 31 December 2021 included on the University's website. The University's management is responsible for the integrity of the University's website. This audit does not provide assurance on the integrity of the University's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements, controls or key performance indicators. If users of the financial statements, controls and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial statements, controls and key performance indicators to confirm the information contained in this website version of the financial statements, controls and key performance indicators.



Caroline Spencer
Auditor General for Western Australia
Perth, Western Australia
16 March 2022

Financial Statements



Murdoch University

Income Statement

for the year ended 31 December 2021

	Note	Consolidated		University	
		Restated ^{#1}		Restated ^{#1}	
		2021	2020	2021	2020
		\$'000	\$'000	\$'000	\$'000
Income from continuing operations					
Australian Government financial assistance					
Australian Government grants	2	138,969	122,761	138,969	122,761
HELP - Australian Government payments	2(b)	71,852	81,605	71,852	81,605
State and local government financial assistance	3	3,702	4,197	3,702	4,197
HECS-HELP - student payments		4,186	5,210	4,186	5,210
Fees and charges	4	91,295	116,718	88,782	115,248
Net investment revenue	5	23,129	1,300	22,863	1,212
Consultancy and contract research	6	24,793	24,203	24,793	24,203
Other revenue	7	34,377	36,721	24,777	24,816
Other income	7	5	9	5	9
Total income from continuing operations		392,308	392,724	379,929	379,261
Expenses from continuing operations					
Employee related expenses	8	224,213	249,696	221,691	246,987
Depreciation and amortisation	15&16	25,382	25,351	25,178	25,050
Repairs and maintenance	9	12,035	9,057	9,358	5,830
Borrowing costs		370	370	366	365
Impairment of assets		580	1,329	580	1,329
Loss on disposal of assets		89	32	89	34
Share of loss on investments accounted for using the equity method		4	9	4	9
Other expenses	10	114,984	114,067	108,640	111,531
Total expenses from continuing operations		377,657	399,911	365,906	391,135
Net result before income tax		14,651	(7,187)	14,023	(11,874)
Income tax		14	11	(23)	-
Net result after tax from continuing operations attributable to members of Murdoch University		14,637	(7,198)	14,046	(11,874)

^{#1} Restated, refer to note 1(e) for Initial application of the IFRS IC Agenda Decision SaaS arrangements and 1(f) Corrections of prior period error.

Murdoch University

Statement of Comprehensive Income

for the year ended 31 December 2021

	Note	Consolidated		University	
		2021	Restated ^{#1} 2020	2021	Restated ^{#1} 2020
		\$'000	\$'000	\$'000	\$'000
Net result after income tax for the period		14,637	(7,198)	14,046	(11,874)
Gain on equity instruments designated at fair value through comprehensive income, net of tax	21	32,393	10,333	32,393	10,333
Exchange differences on translation of foreign operations	21	(296)	231	-	-
Gains on revaluation of land, buildings, infrastructure and service concession assets, net of tax	15&21	14,362	6,356	14,362	6,356
Total comprehensive income attributable to members of Murdoch University		61,096	9,722	60,801	4,815

^{#1} Restated, refer to note 1(e) for Initial application of the IFRS IC Agenda Decision SaaS arrangements and 1(f) Corrections of prior period error.

Statement of Financial Position

as at 31 December 2021

Note	Consolidated			University			
	2021	Restated ^{#1} 2020	Restated ^{#1} 1 Jan 2020	2021	Restated ^{#1} 2020	Restated ^{#1} 1 Jan 2020	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Assets							
Current assets							
Cash and cash equivalents	11	58,854	54,044	92,814	38,891	39,380	76,886
Trade and other receivables	12	45,057	15,151	18,928	55,224	16,946	21,320
Contract assets	12	6,594	5,614	4,815	6,594	5,614	4,815
Inventories		1,595	1,242	1,125	1,593	1,241	1,124
Other financial assets	13	108,628	41,874	3,997	99,388	40,104	2,138
Prepayments		10,452	9,574	9,060	10,241	9,360	8,658
Total current assets		231,180	127,499	130,739	211,931	112,645	114,941
Non-current assets							
Receivables	12	2,036	3,036	46	2,036	3,036	46
Other financial assets	13	84,286	129,717	116,470	84,386	129,817	116,570
Prepayments		-	-	64	-	-	64
Investments accounted for using the equity method		-	4	13	-	4	13
Investment properties	14	249,534	241,576	253,439	249,534	241,576	253,439
Property, plant and equipment	15	755,061	712,790	701,936	754,877	712,441	701,605
Intangible assets	16	16,796	16,000	14,627	16,796	16,000	14,627
Total non-current assets		1,107,713	1,103,123	1,086,595	1,107,629	1,102,874	1,086,364
Total assets		1,338,893	1,230,622	1,217,334	1,319,560	1,215,519	1,201,305
Liabilities							
Current liabilities							
Trade and other payables	17	27,877	25,079	24,736	26,364	23,969	22,911
Borrowings	18	1,470	1,679	1,586	1,338	1,381	1,353
Provisions	19	49,914	57,364	50,780	35,247	42,686	35,952
Other liabilities	20	224,028	217,341	226,244	15,861	12,857	16,739
Contract liabilities	20	46,148	28,662	25,986	46,148	28,662	25,986
Total current liabilities		349,437	330,125	329,332	124,958	109,555	102,941
Non-current liabilities							
Other payables	17	-	6	6	-	6	6
Borrowings	18	34,407	6,931	6,053	34,407	6,931	6,053
Provisions	19	17,583	16,583	14,038	17,533	16,537	14,000
Other liabilities	20	12,949	13,578	14,208	12,949	13,578	14,208
Deferred tax liability		161	139	159	-	-	-
Total non-current liabilities		65,100	37,237	34,464	64,889	37,052	34,267
Total liabilities		414,537	367,362	363,796	189,847	146,607	137,208
Net assets		924,356	863,260	853,538	1,129,713	1,068,912	1,064,097
Equity							
Reserves	21	384,129	419,453	402,516	384,570	419,598	402,892
Retained earnings	21	540,227	443,807	451,022	745,143	649,314	661,205
Total equity		924,356	863,260	853,538	1,129,713	1,068,912	1,064,097

^{#1} Restated, refer to note 1(e) for Initial application of the IFRS IC Agenda Decision SaaS arrangements and 1(f) Corrections of prior period error.

Murdoch University

Statement of Changes in Equity

for the year ended 31 December 2021

	Reserves \$'000	Retained Earnings \$'000	Total \$'000
Consolidated			
Balance at 1 January 2020	413,270	451,089	864,359
Effect of adoption of IFRS IC agenda decision ^{#1}	-	(11,411)	(11,411)
Retrospective changes ^{#1}	(10,754)	11,344	590
Balance as restated	402,516	451,022	853,538
Restatement due to prior period adjustments ^{#1}	17	(17)	-
Net result ^{#1}	-	(7,198)	(7,198)
Revaluation of land, buildings, infrastructure and service concession assets ^{#1}	6,356	-	6,356
Gain on financial assets at fair value through OCI	10,333	-	10,333
Loss on foreign exchange	231	-	231
Total comprehensive income	16,937	(7,215)	9,722
Balance at 31 December 2020	419,453	443,807	863,260
Balance at 1 January 2021	419,453	443,807	863,260
Net result	-	14,637	14,637
Revaluation of land, buildings, infrastructure and service concession assets	14,362	-	14,362
Gain on financial assets at fair value through OCI	32,393	-	32,393
Loss on foreign exchange	(296)	-	(296)
Total comprehensive income	46,459	14,637	61,096
Transfer from Reserve to Retained earnings due to realisation of Financial assets at fair value through OCI ^{#2}	(81,783)	81,783	-
Balance at 31 December 2021	384,129	540,227	924,356
University			
Balance at 1 January 2020	413,646	661,272	1,074,918
Effect of adoption of IFRS IC agenda decision ^{#1}	-	(11,411)	(11,411)
Retrospective changes ^{#1}	(10,754)	11,344	590
Balance as restated	402,892	661,205	1,064,097
Restatement due to prior period adjustments ^{#1}	17	(17)	-
Net result ^{#1}	-	(11,874)	(11,874)
Revaluation of land, buildings, infrastructure and service concession assets ^{#1}	6,356	-	6,356
Gain on financial assets at fair value through OCI	10,333	-	10,333
Total comprehensive income	16,706	(11,891)	4,815
Balance at 31 December 2020	419,598	649,314	1,068,912
Balance at 1 January 2021	419,598	649,314	1,068,912
Net result	-	14,046	14,046
Revaluation of land, buildings, infrastructure and service concession assets	14,362	-	14,362
Gain on financial assets at fair value through OCI	32,393	-	32,393
Total comprehensive income	46,755	14,046	60,801
Transfer from Reserve to Retained earnings due to realisation of Financial assets at fair value through OCI ^{#2}	(81,783)	81,783	-
Balance at 31 December 2021	384,570	745,143	1,129,713

^{#1} Restated, refer to note 1(e) for Initial application of the IFRS IC Agenda Decision SaaS arrangements and 1(f) Corrections of prior period error.

^{#2} Reflects the transfer between Reserves and Retained earnings in relation to the wind-up distribution arising from the Education Australia investment (unlisted equity instrument, fair valued through other comprehensive income).

Statement of Cash Flows

for the year ended 31 December 2021

	Note	Consolidated		University	
		2021	Restated ^{#1} 2020	2021	Restated ^{#1} 2020
		\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES:					
Australian Government grants		213,455	206,047	213,455	206,047
State and Local Government grants		4,765	4,312	4,765	4,312
HECS-HELP - student payments		4,186	5,210	4,186	5,210
OS-HELP (net)		-	1,089	-	1,089
Receipts from student fees and other customers		163,624	171,507	142,322	163,695
Dividends and distributions received		4,542	8,269	4,517	8,252
Interest received		390	1,032	339	908
Payments to suppliers and employees		(356,691)	(356,646)	(348,520)	(348,145)
Lease payments for short term and low value assets		(4,374)	(4,437)	(4,004)	(4,048)
Interest and other costs of finance paid		(378)	(366)	(374)	(366)
Income taxes paid		(36)	(65)	-	-
Net cash provided by operating activities	22	29,483	35,952	16,686	36,954
CASH FLOWS FROM INVESTING ACTIVITIES:					
Proceeds from sale of property, plant and equipment		26	28	26	26
Payments for property, plant and equipment, intangibles and investment property		(48,078)	(31,409)	(48,051)	(31,393)
(Payments)/redemption of bank deposits		(5,878)	(35,428)	1,418	(35,418)
Net proceeds/(payments) for financial assets		2,309	(3,129)	2,309	(3,129)
Loan to external party		-	(3,000)	-	(3,000)
Net cash used in investing activities		(51,621)	(72,938)	(44,298)	(72,914)
CASH FLOWS FROM FINANCING ACTIVITIES:					
Repayment of borrowings		(425)	(398)	(425)	(398)
Repayment of lease liabilities		(1,186)	(1,190)	(1,011)	(952)
Proceeds from borrowings		28,336	-	28,336	-
Net cash provided by/(used in) financing activities		26,725	(1,588)	26,900	(1,350)
Net increase/(decrease) in cash and cash equivalents held		4,587	(38,574)	(712)	(37,310)
Cash and cash equivalents at beginning of year		54,044	92,814	39,380	76,886
Effects of exchange rate changes on cash and cash equivalents		223	(196)	223	(196)
Cash and cash equivalents at end of financial year	11	58,854	54,044	38,891	39,380
Financing arrangements	18				

The Group does not have any non-cash financing and investing activities.

^{#1} Restated, refer to note 1(e) for Initial application of the IFRS IC Agenda Decision SaaS arrangements.

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1 Summary of significant accounting policies

General Statement

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied for all years reported unless otherwise stated. The financial statements include separate statements for Murdoch University as the parent entity ("University") and the consolidated entity consisting of Murdoch University and its subsidiaries ("the Group"). The principal address of Murdoch University is 90 South Street, Murdoch WA 6150, Australia.

As per AASB 1054 *Australian Additional Disclosures*, the annual financial statements represent the audited general purpose financial statements of the Group. They have been prepared on an accrual basis and comply with the Australian Accounting Standards (AAS) and other authoritative pronouncements of the AAS Board.

Murdoch University applies Tier 1 reporting requirements.

Additionally, the statements have been prepared in accordance with following statutory requirements:

- Higher Education Support Act 2003
- Financial Management Act 2006 (applicable sections)
- Western Australian Government Treasurer's Instructions (applicable sections)
- Australian Charities and Not-for-profits Commission Act 2012
- Statements of Accounting Concepts

The University is a not-for-profit entity and the financial statements have been prepared on that basis. Some of the Australian Accounting Standards requirements for not-for-profit entities are inconsistent with the International Financial Reporting Standards requirements.

Date of authorisation for issue

The financial statements were authorised for issue by Murdoch University's Senate members on 10 March 2022.

Historical cost convention

The financial statements have been prepared under the historical cost convention, except for debt and equity financial assets, certain classes of property, plant and equipment and investment properties that have been measured at fair value either through other comprehensive income or profit or loss.

Critical accounting estimates and judgements

The preparation of financial statements in conformity with Australian Accounting Standards require the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The estimates and underlying assumptions are reviewed on an ongoing basis. The areas involving higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed below:

Critical accounting estimates and assumptions

- Impairment of assets
- Artworks, land, buildings, infrastructure and service concession assets
- Investment properties
- Leave provisions
- Financial assets fair value through other comprehensive income

Critical judgements in applying the Group's accounting policies

- Useful life of assets

The Group determines the useful life of property, plant and equipment (with the exception of land and artworks) and intangible assets to ensure the assets are depreciated in a manner that reflects the consumption of their future economic benefits.

- Resident loans

Residents are entitled to a portion of the revaluation gain on their unit in accordance with their resident contract. The revaluation of the unit is based on expected entry values for each unit as at year end.

- Deferred management fees "DMF"

The DMF is calculated using variables including the average length of stay for units and serviced apartments and an estimate of the average period for a new tenancy.

1 Summary of significant accounting policies

(a). Basis of consolidation

Subsidiaries

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of the University as at 31 December 2021 and the results of all subsidiaries for the year then ended.

Subsidiaries are all those entities (including structured entities) over which the Group has control. The Group has control over an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Power over the investee exists when the Group has existing rights that give it current ability to direct the relevant activities of the investee. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Group controls another entity. Returns are not necessarily monetary and can be only positive, only negative, or both positive and negative.

Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date control ceases.

The acquisition method of accounting is used to account for the acquisition of subsidiaries by the Group and measured in the financial statements at the original cost of the investment until the investment is de-recognised.

Inter-entity transactions, balances and unrealised gains on transactions between Group entities are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Associates

Associates are all entities over which the Group has significant influence but not control. Investments in associates are accounted for in the University financial statements using the cost method and in the consolidated financial statements using the equity method of accounting, after initially being recognised at cost.

The Group's share of its associates' post-acquisition profits or losses is recognised in the income statement, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. Dividends receivable from associates are recognised in the parent entity's income statement, while in the consolidated financial statements they reduce the carrying amount of the investment.

When the Group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

(b). Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case, it is recognised as part of the cost acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable.

The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the statement of financial position.

Cash flows are included in the statement of cash flows on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the taxation authority, are classified as operating cash flows.

1 Summary of significant accounting policies

(c). New accounting standards and interpretations

The following standards have been issued but are not mandatory for 31 December 2021 reporting period.

The Group has elected not to early adopt any of these standards. The Group's assessment of the impact of these new standards and interpretations is set out below:

	Standard	Application date	Implications
AASB2021-3	Amendments to Australian Accounting Standards – Covid-19-Related Rent Concessions beyond 30 June 2021	1 April 2021	The University and its subsidiaries were not entitled to COVID-19 related rent concessions and therefore the amendment is not expected to apply to the Group Note Murdoch Singapore received rent concessions in the financial year ended 31 December 2020 and applied the practical expedient retrospectively, resulting in the separate disclosure of rental concessions totalling SGD\$17,688 in the 31 December 2020 Murdoch Singapore Income Statement. No further rent concessions were received by Murdoch Singapore.
AASB2014-10 and AASB2017-5	Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	1 January 2022	The amendments are not expected to have a material impact on the Group
AASB2020 3	Amendments to Australian Accounting Standards – Annual Improvements 2018–2021 and Other Amendments	1 January 2022	The amendments are not expected to have a material impact on the Group
Amendments to IFRS 3	Reference to the Conceptual Framework	1 January 2022	The amendments are not expected to have a material impact on the Group
Amendments to IAS 37	Onerous Contracts – Costs of Fulfilling a Contract	1 January 2022	The amendments are not expected to have a material impact on the Group
Amendments to IFRS 1	First-time Adoption of International Financial Reporting Standards – Subsidiary as a first-time adopter	1 January 2022	As the University's subsidiaries already comply with IFRS, the amendments are not expected to have a material impact on the Group
Amendments to IAS 16	Property, Plant and Equipment: Proceeds before Intended Use	1 January 2022	The amendments are not expected to apply to the Group
IFRS 9	Financial Instruments – Fees in the '10 per cent' test for derecognition of financial liabilities	1 January 2022	The amendments are not expected to apply to the Group
IAS 41	Agriculture – Taxation in fair value measurements	1 January 2022	The amendments are not expected to apply to the Group
AASB17 and AASB2020-5	Insurance Contracts and Amendments to Australian Accounting Standards – Insurance Contracts	1 January 2023	Amendment is not expected to apply to the Group.
AASB2020-1 and AASB2020-6	Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current and Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date	1 January 2023	The Group has not yet determined the application or the potential impact of the Amendment.
AASB2021-2	Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates	1 January 2023	The Group has not yet determined the application or the potential impact of the Amendment.
AASB2021-5	Amendments to Australian Accounting Standards – Deferred Tax related to Assets and Liabilities arising from a Single Transaction	1 January 2023	The Group has not yet determined the application or the potential impact of the Amendment.

(d). Comparative amounts

Where necessary, comparative information has been reclassified to enhance comparability in respect of changes in presentation adopted in the current year.

1 Summary of significant accounting policies

(e). Initial application of the International Financial Reporting Standards Interpretations Committee (IFRS IC) Agenda Decisions

Software-as-a-Service (SaaS) arrangements

In April 2021, the IFRS IC published an agenda decision relating to the accounting for configuration and customisation costs incurred related to a Software as a Service (SaaS) arrangement. As a result, the University has changed its accounting policy in relation to configuration and customisation costs incurred in implementing SaaS arrangements.

Impact of change in accounting policy

For the current year, \$11,859,000 of costs that would previously have been capitalised (under the previous policy) were expensed. Cash outflows of \$11,859,000 were included in payments to suppliers and employees in the statement of cash flows that previously would have been included as payments to acquire intangible assets.

The change in policy has been retrospectively applied and comparative financial information has been restated, as follows:

Impact on the statement of financial position (increase/(decrease))

	Note	Consolidated			University		
		IFRS IC agenda decision \$'000	Previous AAS \$'000	Increase/ (decrease) \$'000	IFRS IC agenda decision \$'000	Previous AAS \$'000	Increase/ (decrease) \$'000
1 January 2020							
Assets							
Non-current assets							
Intangible assets	16	14,627	17,202	(2,575)	14,627	17,202	(2,575)
Property, plant and equipment (Construction-in-progress)	15	719,017	727,853	(8,836)	718,686	727,522	(8,836)
Total assets		1,216,704	1,228,115	(11,411)	1,200,715	1,212,126	(11,411)
Net assets		852,948	864,359	(11,411)	1,063,507	1,074,918	(11,411)
Equity							
Retained earnings	21	439,678	451,089	(11,411)	649,861	661,272	(11,411)
Total equity		852,948	864,359	(11,411)	1,063,507	1,074,918	(11,411)

	Note	Consolidated			University		
		IFRS IC agenda decision \$'000	Previous AAS \$'000	Increase/ (decrease) \$'000	IFRS IC agenda decision \$'000	Previous AAS \$'000	Increase/ (decrease) \$'000
31 December 2020							
Assets							
Non-current assets							
Intangible assets	16	16,000	23,258	(7,258)	16,000	23,258	(7,258)
Property, plant and equipment (Construction-in-progress)	15	729,897	735,678	(5,781)	729,548	735,329	(5,781)
Total assets		1,229,468	1,242,507	(13,039)	1,214,365	1,227,404	(13,039)
Net assets		862,106	875,145	(13,039)	1,067,758	1,080,797	(13,039)
Equity							
Retained earnings	21	431,765	444,804	(13,039)	637,272	650,311	(13,039)
Total equity		862,106	875,145	(13,039)	1,067,758	1,080,797	(13,039)

Impact on the income statement (increase/(decrease))

	Note	Consolidated			University		
		IFRS IC agenda decision \$'000	Previous AAS \$'000	Increase/ (decrease) \$'000	IFRS IC agenda decision \$'000	Previous AAS \$'000	Increase/ (decrease) \$'000
For year ended							
31 December 2020							
Depreciation and amortisation	15&16	25,476	26,280	(804)	25,175	25,979	(804)
Other expenses (Technology and software maintenance)	10	114,067	111,635	2,432	111,531	109,099	2,432
Total expenses from continuing operations		400,036	398,408	1,628	391,260	389,632	1,628
Net result before income tax from continuing operations		(7,902)	(6,274)	(1,628)	(12,589)	(10,961)	(1,628)
Net result after income tax from continuing operations		(7,913)	(6,285)	(1,628)	(12,589)	(10,961)	(1,628)
Total comprehensive income		9,158	10,786	(1,628)	4,251	5,879	(1,628)

1 Summary of significant accounting policies

(e). Initial application of the International Financial Reporting Standards Interpretations Committee (IFRS IC) Agenda Decisions

Impact on the statement of cash flows (increase/(decrease))

For year ended	Note	Consolidated			University		
		IFRS IC agenda decision \$'000	Previous AAS \$'000	Increase/ (decrease) \$'000	IFRS IC agenda decision \$'000	Previous AAS \$'000	Increase/ (decrease) \$'000
31 December 2020							
Payments to suppliers and employees		(356,646)	(354,214)	(2,432)	(348,145)	(345,713)	(2,432)
Net cash provided by / (used in) operating activities		35,952	38,384	(2,432)	36,954	39,386	(2,432)
Payments for property, plant and equipment, intangibles and investment property		(31,409)	(33,841)	2,432	(31,393)	(33,825)	2,432
Net cash provided by / (used in) investing activities		(72,938)	(75,370)	2,432	(72,914)	(75,346)	2,432

(f). Corrections of prior period errors

During 2021, the University commenced a review of the classification of property, plant and equipment subject to lease arrangements in accordance with the requirements of Australian Accounting Standards. In doing so, it was identified that several properties meet the definition of investment properties under AASB 140 Investment Properties (AASB 140). The financial statement line items were restated and the impact of the rectification of the error is as follows:

Statement Of Financial Position	Note	Consolidated			University		
		As previously reported \$'000	Adjustment \$'000	Restated \$'000	As previously reported \$'000	Adjustment \$'000	Restated \$'000
As at 1 January 2020							
Non-current assets							
Property, plant and equipment	15	727,853	(17,081)	710,772	727,522	(17,081)	710,441
Investment property	14	235,768	17,671	253,439	235,768	17,671	253,439
Equity							
Reserves	21	413,270	(10,754)	402,516	413,646	(10,754)	402,892
Retained earnings	21	451,089	11,344	462,433	661,272	11,344	672,616
As at 31 December 2020							
Non-current assets							
Property, plant and equipment	15	735,678	(17,107)	718,571	735,329	(17,107)	718,222
Investment property	14	223,315	18,261	241,576	223,315	18,261	241,576
Equity							
Reserves	21	430,341	(10,888)	419,453	430,486	(10,888)	419,598
Retained earnings	21	444,804	12,042	456,846	650,311	12,042	662,353
Income Statement							
For the year ended 31 December 2020							
Net investment revenue	5	710	590	1,300	622	590	1,212
Depreciation and amortisation	15&16	26,280	(125)	26,155	25,979	(125)	25,854
Statement of comprehensive income							
For the year ended 31 December 2020							
Gains on revaluation of land, buildings, infrastructure and service concession assets, net of tax	15&21	6,507	(151)	6,356	6,507	(151)	6,356

1 Summary of significant accounting policies

(g). Reconciliation of prior period restatements

The initial application of the IFRIS IC Agenda Decision (note 1(e)) and correction of prior period error (note 1(f)) results in the below cumulative financial statement line restatements:

Impact (increase/(decrease))	Note	Consolidated			University		
		As previously reported \$'000	Adjustment \$'000	Restated \$'000	As previously reported \$'000	Adjustment \$'000	Restated \$'000
Statement Of Financial Position							
As at 1 January 2020							
Non-current assets							
Property, plant and equipment	15	727,853	(25,917)	701,936	727,522	(25,917)	701,605
Investment property	14	235,768	17,671	253,439	235,768	17,671	253,439
Intangible assets	16	17,202	(2,575)	14,627	17,202	(2,575)	14,627
Equity							
Reserves	21	413,270	(10,754)	402,516	413,646	(10,754)	402,892
Retained earnings	21	451,089	(67)	451,022	661,272	(67)	661,205
As at 31 December 2020							
Non-current assets							
Property, plant and equipment	15	735,678	(22,888)	712,790	735,329	(22,888)	712,441
Investment property	14	223,315	18,261	241,576	223,315	18,261	241,576
Intangible assets	16	23,258	(7,258)	16,000	23,258	(7,258)	16,000
Equity							
Reserves	21	430,341	(10,888)	419,453	430,486	(10,888)	419,598
Retained earnings	21	444,804	(997)	443,807	650,311	(997)	649,314
Income Statement							
For the year ended 31 December 2020							
Net investment revenue	5	710	590	1,300	622	590	1,212
Depreciation and amortisation	15&16	26,280	(929)	25,351	25,979	(929)	25,050
Other expenses (Technology and software maintenance)	10	111,635	2,432	114,067	109,099	2,432	111,531
Statement of comprehensive income							
For the year ended 31 December 2020							
Gains on revaluation of land, buildings, infrastructure and service concession assets, net of tax	15&21	6,507	(151)	6,356	6,507	(151)	6,356
Statement of cash flows							
For the year ended 31 December 2020							
Payments to suppliers and employees		354,214	2,432	356,646	345,713	2,432	348,145
Payments for property, plant and equipment, intangibles and investment property		33,841	(2,432)	31,409	33,825	(2,432)	31,393

(h). Going concern

The COVID-19 pandemic continues into 2022 with the ongoing impact of COVID-19 on enrolments and retention continuing to impact revenue. Management have determined, by assessing the University's forecasted financial performance and position, including cash balances and access to debt facilities, that the uncertainties arising as a result of COVID-19 do not impact upon the University's ability to continue as a going concern.

1 Summary of significant accounting policies

(i). Education Australia Limited (EAL) distributions in 2021

During the year, following the 11 March 2021 IDP Education Limited (IDP) ASX Announcement of EAL windup prior to 31 December 2021, the University, as a shareholder of EAL, received two distributions from EAL:

- an in-specie distribution by EAL of a 25% shareholding in IDP in August 2021; and
- a cash dividend in September 2021 from part of the proceeds of EAL's market sell-down of its remaining 15% shareholding in IDP.

The purpose of the windup of EAL was to enable each shareholder to directly control its investment in IDP and benefit from further participation in IDPs growth, should it choose, while at the same time preserving IDPs independence and broadening IDPs publicly traded shareholder base. The windup of EAL was approved by ordinary resolution of EAL shareholders at an extraordinary general meeting.

The University's management made a judgement that the two distributions by EAL in 2021 represent, in substance, a return of the EAL investment as they result from EAL's restructure and intended winding up. Where the two distributions result in the distribution of the only meaningful asset in EAL and represents substantially all the value in EAL. Therefore, the University has accounted for the value of the consideration received from the two distributions (being IDP shares, cash and the associated franking credits) as the recovery of the carrying amount of the EAL investment without impact on the Income Statement.

The timing delay in the winding up of EAL is due to common legal/administrative processes including settlement of tax liabilities. This does not represent economic benefits expected from future earnings/operations of EAL.

Management considered but rejected the alternative treatment of accounting for the two distributions as dividend income and the associated decrease in the fair value of the EAL investment in other comprehensive income (as the EAL investment had previously been elected as a Fair Value through Other Comprehensive Income investment).

2 Australian Government financial assistance including Australian Government loan programs (HELP)

(a). Commonwealth Grants Scheme and Other Grants

	Note	Consolidated		University	
		2021	2020	2021	2020
		\$'000	\$'000	\$'000	\$'000
Commonwealth Grants Scheme (CGS) ^{#1}		101,938	98,409	101,938	98,409
Disability Support Program ^{#2}		222	181	222	181
Indigenous, Regional and Low-SES Attainment Fund		3,187	-	3,187	-
Indigenous Student Success Program ^{#3}		1,242	1,179	1,242	1,179
Access and Participation Fund		-	2,374	-	2,374
Promotion of Excellence in Learning and Teaching		(9)	-	(9)	-
National Priorities and Industry Linkage Pool		3,250	-	3,250	-
Total Commonwealth Grants Scheme and Other Grants	32(a)	109,830	102,143	109,830	102,143

(b). Higher Education Loan Programs

HECS - HELP		60,209	70,395	60,209	70,395
FEE - HELP		9,500	9,067	9,500	9,067
SA - HELP	32(h)	2,143	2,143	2,143	2,143
Total Higher Education Loan Programs	32(b)	71,852	81,605	71,852	81,605

(c). Education Research

Research Training Program		10,246	9,976	10,246	9,976
Research Support Program		16,617	7,323	16,617	7,323
Total Education Research Grants	32(c)	26,863	17,299	26,863	17,299

(d). Australian Research Council

Discovery		1,294	715	1,294	715
Linkages		91	285	91	285
Total ARC	32(f)	1,385	1,000	1,385	1,000

(e). Other Australian Government financial assistance

Non-capital					
Research funding		400	264	400	264
Capital					
Research funding ^{#4}		491	2,055	491	2,055
Total Other Australian Government financial assistance		891	2,319	891	2,319
Total Australian Government financial assistance		210,821	204,366	210,821	204,366

		Consolidated		University	
		2021	2020	2021	2020
		\$'000	\$'000	\$'000	\$'000
Reconciliation					
Australian Government grants	(a),(c),(d) &(e)	138,969	122,761	138,969	122,761
HELP - Australian Government payments	(b)	71,852	81,605	71,852	81,605
Total Australian Government financial assistance		210,821	204,366	210,821	204,366

2 Australian Government financial assistance including Australian Government loan programs (HELP)

#1 Includes the basic CGS grant amount, Medical Student Loading, Transition Fund Loading, Allocated Places and Non-Designated Course.

#2 Higher Education Disability Support Program includes Additional Support for Students with Disabilities and Australian Disability Clearinghouse on Education and Training.

#3 Indigenous Student Success Program replaced the Indigenous Commonwealth Scholarships Program and the Indigenous Support Program as of 1 January 2017

#4 Related to Federal Government support for the Australian National Phenome Centre and funding received for the construction of the Harry Butler Institute.

Where an enforceable agreement exists between the University and the Government to transfer sufficiently specific goods or services to a customer, the University recognises grant revenue as and when goods and services are transferred. Revenue is recognised based on the University's input (cost) to the satisfaction of a performance obligation over the total expected input.

Where there is no identified enforceable agreement or performance obligation is not sufficiently specific, revenue is recognised immediately when the University has the contractual right to receive the grant.

3 State and Local Government financial assistance

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Non-Capital				
State Government	3,205	3,906	3,205	3,906
Local Government	497	291	497	291
Total State and Local Government financial assistance	3,702	4,197	3,702	4,197

Where an enforceable agreement exists between the University and the State or Local Government to transfer sufficiently specific goods or services to a customer, the University recognises grant revenue as and when goods and services are transferred. Revenue is recognised based on the University's input (cost) to the satisfaction of a performance obligation over the total expected input.

Where there is no identified enforceable agreement or performance obligation is not sufficiently specific, revenue is recognised immediately when the University has the contractual right to receive the grant.

4 Fees and charges

	Note	Consolidated		University	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Course fees and charges					
Fee-paying onshore overseas students		50,144	76,771	50,144	76,771
Fee-paying offshore overseas students		22,235	20,315	3,323	3,850
Continuing education		251	31	251	31
Fee-paying domestic postgraduate students		1,691	1,747	1,691	1,747
Other domestic course fees and charges		4,012	4,456	4,012	4,456
Total course fees and charges		78,333	103,320	59,421	86,855
Other non-course fees and charges					
Student services and amenities fees from students	32(h).	1,161	1,590	1,161	1,590
Service and management fees		-	-	15,962	14,089
Other fees and charges		2,941	3,026	3,467	4,056
Recovery charges		3,508	3,778	3,319	3,565
Parking fees		1,766	1,435	1,766	1,435
Rental and lease charges		3,586	3,569	3,686	3,658
Total other fees and charges		12,962	13,398	29,361	28,393
Total fees and charges		91,295	116,718	88,782	115,248

Course fees and charges are recognised over time as and when the course is delivered to students over the semester. When the courses or training have been paid in advanced by students or the University has received the government funding in advance, the University recognises a contract liability until the services are delivered.

Non-course fees and charges revenue are recognised over time as and when the service is provided over the period.

Scholarships provided by the University towards tuition fees are offset against course fees income.

5 Investment income and losses

	Consolidated		University	
	2021	Restated ^{#1} 2020	2021	Restated ^{#1} 2020
	\$'000	\$'000	\$'000	\$'000
Interest on bank deposits	376	981	323	866
Dividends and franking credits received	1,203	6,248	1,165	6,231
Income distributions from managed funds	3,307	3,450	3,307	3,450
Net gains on financial assets designated at fair value through profit or loss ^{#2}	10,285	2,484	10,110	2,528
Fair value gain/(loss) on investment property	7,958	(11,863)	7,958	(11,863)
Net Investment revenue	23,129	1,300	22,863	1,212

^{#1} Restated, refer to note 1(f) Corrections of prior period error.

^{#2} Inclusive of net gains relating to IDP ASX listed shares acquired via in-specie distribution upon the 2021 wind-up of Education Australia investment (unlisted equity instrument measured at fair value through other comprehensive income).

Investment revenue is recognised when (i) the Group's right to receive the payment is established; (ii) it is probable that the economic benefits associated with the revenue will flow to the Group; and (iii) the amount can be measured reliably.

Changes in fair value in investment property and financials assets designated at fair value through profit or loss are recognised immediately in the income statement.

6 Consultancy and contract research

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Contract research	24,326	23,858	24,326	23,858
Consultancy	467	345	467	345
Total consultancy and contract research	24,793	24,203	24,793	24,203

Research grants that are considered within the scope of AASB 15 due to the existence of an enforceable agreement and the promise to transfer goods or services to the customer (or on behalf of the customer) are sufficiently specific as the University has the obligation to provide:

- A refund if the goods or services are not provided
- Comprehensive academic papers with the results of the research after completion
- Intellectual property
- Perpetual and royalty-free licence to the developed intellectual property

Depending on the nature of the promise, the University either recognises revenue over time as the services are performed, or at a point in time when the obligation is delivered.

Consultancy revenue is recognised over time in the period in which the service is provided.

7 Other revenue and other income

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Other revenue				
Deferred management fee	5,697	3,429	-	-
Donations and bequests	1,667	1,788	1,737	1,858
Non-government grants	-	76	-	76
Subscriptions	11	16	11	16
Common service fees and electives	2,165	2,146	-	-
Statutory refunds	12	17	12	17
Other revenue	2,860	2,255	1,489	705
Revenue related to service concession arrangements	629	629	629	629
Scholarships and prizes	754	1,190	754	1,190
Sponsorships income	778	1,024	770	999
Trading income	19,804	19,836	19,375	19,326
Fair value gain on resident loans	-	4,315	-	-
Total other revenue	34,377	36,721	24,777	24,816
Other income				
Bad debts recovered or written back	5	9	5	9
Total other income	5	9	5	9

Deferred management fees "DMF", relating to the St Ives Retirement Village Murdoch, are earned whilst the resident occupies the independent living unit or serviced apartment. The DMF revenue on the original loan from the resident is recognised as income on a straight-line basis over the resident's expected tenure. Expected tenure is calculated by reference to information issued by the Australian Bureau of Statistics for life expectancy and industry trends regarding rollovers.

The DMF revenue on changes in the market value of the independent living unit or serviced apartment is recognised on an emerging basis, calculated as the amount that would be receivable at each period end. Where a rollover occurs prior to estimated tenure duration, the difference between the cash received and the accrued DMF is recognised immediately in the income statement.

Donations and bequests are recognised as revenue upon receipt pursuant to issuing a Deductible Gift Recipient "DGR" Tax Invoice. A DGR Tax Invoice is issued on the implicit assumption that the donation must, from a legal and taxation perspective, be given voluntarily and as such cannot be refunded or objectives enforced.

Trading income mainly comprise of income generated from The Animal Hospital and the University's bookshop. Revenue is recognised when services are provided or goods are sold.

Revenue related to service concession arrangements is usually recognised as access to the service concession asset is provided to the operator over the term of the service concession arrangement. Revenue is not recognised immediately by the grantor at the inception of the service concession arrangement. Instead, a liability is recognised and subsequently reduced as revenue earned based on the economic substance of the service concession arrangement.

Other revenue is brought to account as it is earned and is recognised when the goods and services are provided.

8 Employee related expenses

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Academic				
Salaries	77,774	87,193	76,763	85,963
Redundancy	1,794	7,421	1,794	7,421
Contribution to superannuation and pension schemes	11,734	12,733	11,683	12,683
Payroll tax	5,278	5,637	5,278	5,637
Worker's compensation	781	637	781	637
Annual leave	1,908	249	1,888	255
Long service leave expense	3,526	5,308	3,526	5,308
Total academic	102,795	119,178	101,713	117,904
Non-academic				
Salaries	91,427	95,592	90,201	94,381
Redundancy	5,725	7,863	5,725	7,863
Contribution to superannuation and pension schemes	13,290	13,643	13,139	13,509
Payroll tax	6,058	6,242	6,009	6,196
Worker's compensation	906	698	906	698
Annual leave	1,523	851	1,498	843
Long service leave expense	2,489	5,629	2,500	5,593
Total non-academic	121,418	130,518	119,978	129,083
Total employee related expenses	224,213	249,696	221,691	246,987

Contributions to the defined contribution section of the Group's superannuation fund and other independent defined contribution superannuation funds are recognised as an expense as they become payable. Past service costs are recognised in profit or loss immediately.

9 Repairs and maintenance

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Buildings and grounds	8,324	6,783	5,658	3,864
Other	3,711	2,274	3,700	1,966
Total repairs and maintenance	12,035	9,057	9,358	5,830

Repairs and maintenance costs are recognised as expenses as incurred, except where they relate to the replacement of a component of an asset, in which case the costs of the carrying amount of those parts that are replaced are derecognised and the cost of the replacing part is capitalised if the recognition criteria are met. Other routine operating maintenance, repair and minor renewal costs are also recognised as expenses, as incurred.

10 Other expenses

	Consolidated		University	
	2021	Restated ^{#1} 2020	2021	Restated ^{#1} 2020
	\$'000	\$'000	\$'000	\$'000
Administration expenditure	9,672	8,543	7,833	7,487
Advertising, marketing and promotions	5,929	5,950	5,480	5,731
Audit fees, bank charges, legal costs, insurance and taxes	5,314	4,945	3,831	3,832
Donations and sponsorships	798	1,225	796	1,224
Expenditure related to commercial operations	4,999	6,407	4,993	6,402
General consumables	5,520	5,293	5,447	5,235
Licence and royalty fees	10,071	8,225	10,051	8,219
Non-capitalised equipment	2,317	2,618	2,310	2,612
Occupancy costs	8,027	8,159	7,825	7,906
Operating lease payments	4,374	4,435	4,004	4,046
Other expenditure	11,832	10,535	12,913	11,125
Other research related expenditure	6,054	3,663	6,054	3,663
Other student and teaching related expenditure	6,523	8,442	6,562	8,432
Scholarships, grants and prizes	10,360	12,037	10,360	12,070
Student welfare payments ^{#2}	-	4,326	-	4,326
Fair value loss on resident loans	2,773	-	-	-
Technology and software maintenance	11,746	11,895	11,746	11,895
Telecommunications	462	792	453	783
People development, training and travel	8,213	6,577	8,182	6,543
Total other expenses	114,984	114,067	108,640	111,531

^{#1} Restated, refer to note 1(e) for Initial application of the IFRS IC Agenda Decision SaaS arrangements.

^{#2} Reported student welfare payments exclude student parking relief provided of approximately \$0.5m.

Operating lease payments comprise of leases with a lease term of 12 months or less and leases of low-value assets i.e. when the value of the leased asset when new is \$5,000 or less. Lease payments associated with these leases are expensed on a straight-line basis over the lease term.

Other expenses are recognised as incurred and became payable.

Scholarships provided by the University towards tuition fees have been reclassified to fees and charges (note 4) and offset against course fee income.

11 Cash and cash equivalents

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Current				
Cash at bank and on hand	58,854	32,922	38,891	23,380
Bank bills and deposits	-	21,122	-	16,000
Total cash and cash equivalents	58,854	54,044	38,891	39,380

(a). Reconciliation to cash at the end of the year

The above figures are reconciled to cash at the end of the year as shown in the statement of cash flows as follows:

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Unrestricted	42,810	38,927	26,299	27,687
Restricted	16,044	15,117	12,592	11,693
Balance as per statement of cash flows	58,854	54,044	38,891	39,380

(b). Cash at bank and on hand

The Group cash at bank and on hand had an average floating interest rate of 0.22% as at 31 December 2021 (2020: 0.11%).

The University cash at bank and on hand had an average floating interest rate of 0.27% as at 31 December 2021 (2020: 0.12%).

(c). Bank bills and deposits

The consolidated bank bills and deposits are bearing average fixed interest rates of 0.34% as at 31 December 2020. These deposits have an average maturity of 52 days. There were no consolidated bank bills and deposits with original maturities of three months or less as at 31 December 2021.

The University bank bills and deposits are bearing average fixed interest rates of 0.31% as at 31 December 2020. These deposits have an average maturity of 54 days. There were no consolidated bank bills and deposits with original maturities of three months or less as at 31 December 2021.

Cash and cash equivalents include cash on hand, deposits held at call with financial institutions, other short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

12 Receivables

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Current				
Trade receivables	18,178	13,694	28,361	15,475
Student fees receivable	2,419	2,322	2,419	2,322
Less: allowance for expected credit losses	(2,438)	(1,966)	(2,424)	(1,952)
	18,159	14,050	28,356	15,845
Loans receivable	1,127	170	1,127	170
Franking credit receivable	25,561	580	25,548	580
Other	210	351	193	351
Total trade and other receivable	46,057	15,151	55,224	16,946
Contract assets	6,594	5,614	6,594	5,614
Total current receivables	51,651	20,765	61,818	22,560
Non-current				
Loans receivable	2,000	3,000	2,000	3,000
Other	36	36	36	36
Total non-current receivables	2,036	3,036	2,036	3,036

Trade receivables are non-interest bearing and are generally on terms of 30 days. Set out below is the movement in the allowance for expected credit losses of trade receivables.

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
At 1 January	1,966	1,876	1,952	1,862
Provision for expected credit losses	673	601	673	601
Write-off	(201)	(511)	(201)	(511)
At 31 December	2,438	1,966	2,424	1,952

The information about credit risk exposures are disclosed in note 28 Financial Risk Management.

Trade receivables and student fee receivables are held to collect contractual cash flows and give rise to cash flows solely representing payments of principal and interest. These are classified and measured as debt instruments at amortised cost. Trade receivables are due for settlement in no more than 30 days. Tuition fee receivables are due on the first day of the academic period.

For both trade and student fee receivables the Group applies a simplified approach in calculating expected credit losses (ECL). Accordingly, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECL at each reporting date. The Group has established a provision matrix that is based on historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Loans receivable represent loans to third parties for specified purposes with interest and repayments in line with relevant lending agreements. The non-current loan receivable is due in full by 31 December 2024.

Franking credits receivable are expected to be received within 12 months of the end of the reporting period. The 2021 balance is inclusive of \$25 million in franking credits receivable on the wind up of the University's investment in Education Australia Limited.

13 Other financial assets

Current

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Unrestricted				
Other financial assets at fair value through profit or loss - listed securities	638	564	-	-
Other financial assets at amortised costs - bank deposits	41,991	36,114	34,000	35,418
Total unrestricted current other financial assets	42,629	36,678	34,000	35,418
Restricted				
Other financial assets at fair value through profit or loss - listed securities ^{#1}	65,999	5,196	65,388	4,686
Total current other financial assets	108,628	41,874	99,388	40,104

Non-current

Unrestricted				
Other financial assets at fair value through profit or loss - managed funds	77,734	73,795	77,734	73,795
Other financial assets at amortised costs - shares in subsidiaries	-	-	100	100
Investments in equity instruments designated at fair value through other comprehensive income - unlisted securities ^{#2}	6,414	55,805	6,414	55,805
Total unrestricted non-current other financial assets	84,148	129,600	84,248	129,700
Restricted				
Other financial assets at fair value through profit or loss - managed funds	138	117	138	117
Total restricted non-current other financial assets	138	117	138	117
Total non-current other financial assets	84,286	129,717	84,386	129,817
Total other financial assets	192,914	171,591	183,774	169,921

^{#1} Inclusive of IDP ASX listed shares acquired via in-specie distribution upon the 2021 wind-up of Education Australia investment (unlisted equity instrument, fair valued through other comprehensive income). 50% of these shares are in escrow until 27 February 2022 and 27 August 2022 and therefore have been classified as restricted as at 31 December 2021.

^{#2} Inclusive of reduction of Education Australia investment upon 2021 wind-up distribution. For further details, refer to Note 1(i) Education Australia Limited (EAL) distributions in 2021

Initial recognition and measurement

Financial assets are classified, at initial recognition and subsequently measured at either amortised cost, fair value through other comprehensive income (OCI) or fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group applied the practical expedient, the Group initially measures a financial asset at its fair value and in the case of a financial asset not at fair value through profit or loss at transaction costs.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent measurement

For the purpose of subsequent measurement, financial assets are classified in categories below:

Financial assets at amortised cost

The Group measures financial assets at amortised cost if i) it is held to collect contractual cashflow and ii) the contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. The Group has elected to classify its investment in subsidiaries at cost. Gains and losses are recognised in profit and loss statement when the asset is derecognised, modified and impaired.

Financial assets at fair value through profit and loss

Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit and loss, irrespective of the business model. Financial assets at fair value through profit and loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the income statement.

13 Other financial assets

Investment in equity instruments designated at fair value through other comprehensive income

Upon initial recognition, the Group elected to classify irrevocably its equity investments as equity investment designated at fair value through OCI when it met the definition of equity under AASB 132 Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never put through to profit or loss. Dividends are recognised as investment income in the income statement when the right of payment has been established. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

The Group also elected to classify irrevocably its non-listed equity investment (excluding the Group's subsidiaries) under this category.

14 Investment properties

	Consolidated		University	
	2021	Restated ^{#1} 2020	2021	Restated ^{#1} 2020
	\$'000	\$'000	\$'000	\$'000
Opening balance at 1 January	241,576	253,439	241,576	253,439
Fair value gain/(loss)	7,958	(11,863)	7,958	(11,863)
Closing balance at 31 December	249,534	241,576	249,534	241,576

^{#1} Restated, refer to note 1(f) Corrections of prior period error.

Investment properties include:

- operating leases to third parties, that include those for land only and those for commercial buildings
- residential properties bequeathed to the University; and
- St Ives Retirement Village Murdoch

For fair value hierarchy categorisation of investment properties see note 29.

14 Investment properties

(a). Amounts recognised in the income statement for operating leases to third parties

	Consolidated		University	
	2021	Restated ^{#1} 2020	2021	Restated ^{#1} 2020
	\$'000	\$'000	\$'000	\$'000
Rental income	3,200	3,283	3,200	3,283
Direct operating expenses	(60)	(109)	(60)	(109)
Fair value gain/(loss)	901	(1,170)	901	(1,170)
Total recognised in profit or loss	4,041	2,004	4,041	2,004

#1 Restated, refer to note 1(f) Corrections of prior period error.

(b). Amounts recognised in the income statement for St Ives Retirement Village Murdoch

	Consolidated		University	
	2021	Restated ^{#1} 2020	2021	Restated ^{#1} 2020
	\$'000	\$'000	\$'000	\$'000
Fair value gain/(loss)	6,897	(10,693)	6,897	(10,693)
Total recognised in profit or loss	6,897	(10,693)	6,897	(10,693)

#1 Restated, refer to note 1(f) Corrections of prior period error.

(c). Amounts recognised in the income statement for residential property

	Consolidated		University	
	2021	Restated ^{#1} 2020	2021	Restated ^{#1} 2020
	\$'000	\$'000	\$'000	\$'000
Fair value gain	16	-	16	-
Total recognised in profit or loss	16	-	16	-

#1 Restated, refer to note 1(f) Corrections of prior period error.

(d). Operating lease (as lessor) to third parties

	Consolidated		University	
	2021	Restated ^{#1} 2020	2021	Restated ^{#1} 2020
	\$'000	\$'000	\$'000	\$'000
The future minimum lease payments under non-cancellable leases are as follows:				
Within one year	1,573	1,643	1,573	1,643
	1,573	1,643	1,573	1,643

#1 Restated, refer to note 1(f) Corrections of prior period error.

Investment properties exclude properties held to meet service delivery objectives of the University. Service delivery objectives are reviewed at each reporting period to assess continued appropriateness of asset classification.

Investment properties are initially recognised at cost. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefits in excess of the originally assessed performance of the asset will flow to the University. Where an investment property is acquired at no cost or for nominal consideration, its cost shall be deemed to be its fair value as at the date of acquisition.

Subsequent to initial recognition at cost, investment property is carried at fair value, which is based on active market prices of similar properties, adjusted if necessary, for any difference in the nature, location or condition of the specific asset. If this information is not available, the Group uses alternative valuation methods such as recent prices in less active markets or discounted cash flow projections. These valuations are assessed annually by an external valuer. Changes in fair values are recorded in the income statement as part of the other income.

Rental revenue from the leasing of investment properties is recognised in the income statement in the periods in which it is receivable, as this represents the pattern of service rendered through the provision of the properties.

15 Property, plant and equipment

University

At 1 January 2020

- Cost
- Independent Valuation
Accumulated depreciation and impairment

	Land*** \$'000	Buildings *** \$'000	Infrastructure \$'000	Construction in progress*** \$'000	Plant and equipment* \$'000	Artworks \$'000	Library Books \$'000	Leasehold Improvement \$'000	Service concession assets \$'000	Right of use assets** \$'000	Total \$'000
	-	-	-	22,904	133,046	160	1,720	8,621	-	4,404	170,866
	233,526	295,096	34,130	-	-	7,278	-	-	51,450	-	621,480
	-	-	-	-	(62,715)	-	(462)	(1,045)	-	(602)	(64,824)
Net book amount	233,526	295,096	34,141	22,904	70,331	7,438	1,258	7,576	51,450	3,802	727,522
Year ended 31 December 2020											
Opening net book amount	233,526	295,096	34,141	22,904	70,331	7,438	1,258	7,576	51,450	3,802	727,522
Adoption of IFRS IC agenda decision	-	-	-	(8,836)	-	-	-	-	-	-	(8,836)
Prior year error	(10,851)	(6,230)	-	-	-	-	-	-	-	-	(17,081)
Revaluation increment	34	4,281	1,039	-	-	-	-	-	1,002	-	6,356
Additions	-	-	8	20,694	4,610	405	213	34	-	2,255	28,219
Disposals	-	-	-	-	(60)	-	-	-	-	(1)	(61)
Transfers in/(out)	-	7,819	461	(11,251)	3,155	-	-	(184)	-	-	-
Transfer to profit and loss	-	-	-	(409)	-	-	-	-	-	-	(409)
Transfer to software	-	-	-	(581)	-	-	-	-	-	-	(581)
Impairment losses	-	(807)	-	-	-	-	-	-	-	-	(807)
Depreciation charge	-	(5,839)	(1,047)	-	(11,822)	-	(453)	(782)	(886)	(1,052)	(21,881)
Closing net book amount	222,709	294,320	34,602	22,521	66,214	7,843	1,018	6,644	51,566	5,004	712,441
At 31 December 2020											
- Cost	-	911	264	22,521	141,079	565	1,471	8,472	-	6,559	181,932
- Independent Valuation	222,709	293,409	34,710	-	-	7,278	-	-	51,566	-	609,672
Accumulated depreciation and impairment	-	-	(362)	-	(74,865)	-	(453)	(1,828)	-	(1,655)	(79,163)
Net book amount	222,709	294,320	34,602	22,521	66,214	7,843	1,018	6,644	51,566	5,004	712,441
Year ended 31 December 2021											
Opening net book amount	222,709	294,320	34,602	22,521	66,214	7,843	1,018	6,644	51,566	5,004	712,441
Revaluation increment	4,445	6,348	1,523	-	-	793	-	-	1,253	-	14,362
Additions	-	24	159	48,257	1,462	220	156	11	-	534	50,823
Disposals	-	-	-	-	(109)	(7)	-	-	-	-	(116)
Transfers in/(out)	-	962	1,284	(10,325)	8,072	-	-	7	-	-	-
Transfers to profit or loss	-	-	-	-	(95)	-	-	-	-	-	(95)
Transfer to software	-	-	-	(571)	-	-	-	-	-	-	(571)
Depreciation charge	-	(5,896)	(1,065)	-	(11,953)	-	(416)	(660)	(888)	(1,089)	(21,957)
Closing net book amount	227,154	295,758	36,503	59,882	63,611	8,849	758	5,982	51,931	4,449	754,877
At 31 December 2021											
- Cost	-	17	532	59,882	147,529	133	1,174	8,490	-	7,193	224,960
- Independent Valuation	227,154	295,741	35,974	-	-	8,716	-	-	51,931	-	619,516
Accumulated depreciation and impairment	-	-	(3)	-	(83,918)	-	(416)	(2,508)	-	(2,744)	(89,589)
Net book amount	227,154	295,758	36,503	59,882	63,611	8,849	758	5,982	51,931	4,449	754,877

15 Property, plant and equipment

	Land***	Buildings	Infrastructure	Construction in progress***	Plant and equipment*	Artworks	Library Books	Leashold Improvement	Service concession assets	Right of use assets**	Total
	\$'000	***	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Consolidated											
At 1 January 2020											
- Cost	-	-	11	22,903	133,240	160	1,720	8,951	-	4,902	171,887
- Independent Valuation	233,526	295,096	34,130	-	(62,869)	-	(462)	(1,313)	51,450	-	621,480
Accumulated depreciation and impairment	-	-	-	-	-	-	-	-	-	(870)	(65,514)
Net book amount	233,526	295,096	34,141	22,903	70,371	7,438	1,258	7,638	51,450	4,032	727,853
Year ended 31 December 2020											
Opening net book amount	233,526	295,096	34,141	22,903	70,371	7,438	1,258	7,638	51,450	4,032	727,853
Adoption of IFRS IC agenda decision	-	-	-	(8,836)	-	-	-	-	-	-	(8,836)
Prior year error	(10,851)	(6,230)	-	-	-	-	-	-	1,002	-	(17,081)
Revaluation increment	34	4,281	1,039	-	-	-	-	-	-	-	6,356
Additions	-	-	8	20,694	4,618	405	213	14	-	2,588	28,540
Disposals	-	-	-	(60)	-	-	-	-	-	-	(60)
Transfers in/(out)	-	7,819	461	(11,251)	3,155	-	-	(184)	-	-	-
Transfer to profit and loss	-	-	-	(409)	-	-	-	-	-	-	(409)
Transfer to software	-	-	-	(581)	-	-	-	-	-	-	(581)
Foreign exchange differences	-	-	-	8	-	-	-	-	-	(31)	(3)
Impairment losses	-	(807)	-	-	-	-	-	-	-	-	(807)
Depreciation charge	-	(5,839)	(1,047)	-	(11,833)	-	(453)	(834)	(886)	(1,290)	(22,182)
Closing net book amount	222,709	294,320	34,602	22,520	66,259	7,843	1,018	6,654	51,566	5,299	712,790
At 31 December 2020											
- Cost	-	911	254	22,520	141,282	565	1,471	8,761	-	6,992	182,756
- Independent Valuation	222,709	293,409	34,710	-	(75,023)	-	(453)	(2,107)	51,566	-	609,672
- Murdoch Valuation	-	-	(362)	-	-	-	-	-	-	(1,693)	(79,638)
Net book amount	222,709	294,320	34,602	22,520	66,259	7,843	1,018	6,654	51,566	5,299	712,790
Year ended 31 December 2021											
Opening net book amount	222,709	294,320	34,602	22,520	66,259	7,843	1,018	6,654	51,566	5,299	712,790
Revaluation increment	4,445	6,348	1,523	-	-	793	-	-	1,253	-	14,362
Additions	-	24	159	48,258	1,489	220	156	23	-	534	50,863
Disposals	-	-	-	(109)	-	(7)	-	-	-	-	(116)
Transfers in/(out)	-	962	1,284	(10,325)	8,072	-	-	7	-	-	-
Transfer to profit or loss	-	-	-	(95)	-	-	-	-	-	-	(95)
Transfer to software	-	-	-	(571)	-	-	-	-	-	-	(571)
Foreign exchange differences	-	-	-	2	-	-	-	(11)	-	8	(1)
Depreciation charge	-	(5,896)	(1,065)	-	(11,952)	-	(416)	(600)	(888)	(1,264)	(22,171)
Closing net book amount	227,154	295,758	36,503	59,882	63,666	8,849	758	5,983	51,931	4,577	755,061
At 31 December 2021											
- Cost	-	17	532	59,882	147,754	133	1,174	8,791	-	7,534	225,817
- Independent Valuation	227,154	295,741	35,974	-	(84,088)	-	(416)	(2,808)	51,931	-	619,516
Accumulated depreciation and impairment	-	-	(3)	-	-	-	-	-	-	(2,957)	(90,272)
Net book amount	227,154	295,758	36,503	59,882	63,666	8,849	758	5,983	51,931	4,577	755,061

15 Property, plant and equipment

* Plant and equipment includes all operational assets.

** Disclosure per each class of right of use asset in note 15(a).

*** Restated, refer to note 1(e) for Initial application of the IFRS IC Agenda Decision SaaS arrangements and 1(f) Corrections of prior period error.

Items of property, plant and equipment costing \$5,000 or more are measured initially at cost. Where an asset is acquired at nil or nominal cost, the cost is valued at its fair value at the date of acquisition. Items of property, plant and equipment costing less than \$5,000 are immediately expensed directly to the income statement (other than where the cost forms part of a group of similar items which are significant in total). Land, buildings, infrastructure, service concession assets, library books, motor vehicles and artworks have no minimum capitalisation limit.

Land, buildings, infrastructure, service concession assets and artworks (except for investment properties - refer to note 14) are shown at fair value, based on periodic, but at least triennial, valuations by external independent valuers, less subsequent depreciation for buildings. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset, and the carrying amount is adjusted to the revalued amount of the asset. All other property, plant and equipment is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred (refer to note 9).

Construction in progress is stated at cost.

The net book value of library books is based on the cost of acquisitions for three years to the end of the current financial year. The University has adopted a 'rolling depreciation' methodology for library books, whereby acquisitions in the fourth year preceding the reporting year are charged to depreciation.

Depreciation

Land is not depreciated. Depreciation on the other assets is calculated using the straight-line method to allocate their cost or revalued amounts, net of their residual value, over their estimated useful lives, as follow:

Depreciable assets:

Computer equipment	25%
Other equipment	12.5%
Buildings and infrastructure	2%
Plant	5%
Motor vehicles	16.67%
Furniture and fittings	5% to 20%
Leasehold improvements	Over the lease terms
Right of use assets	Over the lease terms
Service concession asset - buildings	2%

Artworks are considered heritage assets and are anticipated to have very long and indefinite useful lives. Their service potential has not, in any material sense, been consumed during the reporting period. As such, no amount for depreciation has been recognised in respect of works of art.

Depreciation rates are reviewed at the end of each reporting period.

Impairment of assets

Property, plant and equipment are tested for any indication of impairment at the end of each reporting period. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to recoverable amount.

For assets measured at cost, impairment loss is recognised in the income statement.

For assets measured at fair value, increases in the carrying amounts arising on revaluation are recognised, net of tax, in other comprehensive income and accumulated in equity under the heading of land, buildings, infrastructure and service concession assets. To the extent that the increase reverses a decrease previously recognised in profit or loss, the increase is first recognised in profit or loss.

Decreases that reverse previous increases of the same asset class are also recognised in other comprehensive income to the extent of the remaining reserve attributable to the asset class. All other decreases are charged to the income statement.

15 Property, plant and equipment

(a). Right-of-use assets

Information about leases where the Group and University is a lessee is presented below:

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Buildings				
At 1 January	4,722	3,449	4,528	3,219
Additions	421	2,358	421	2,139
Depreciation charge	(1,001)	(1,054)	(849)	(830)
Foreign exchange differences	8	(31)	-	-
At 31 December	4,150	4,722	4,100	4,528
Motor Vehicles				
At 1 January	93	170	93	170
Additions	51	7	51	7
Depreciation charge	(94)	(84)	(94)	(84)
At 31 December	50	93	50	93
Computer Equipment				
At 1 January	127	83	127	83
Additions	62	109	62	109
Depreciation charge	(73)	(65)	(73)	(65)
At 31 December	116	127	116	127
Other Equipment				
At 1 January	357	330	256	330
Net Additions/ (Disposals)	-	114	-	(1)
Depreciation charge	(96)	(87)	(73)	(73)
At 31 December	261	357	183	256
Total right-of-use assets	4,577	5,299	4,449	5,004

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys a right to control the use of an identified asset for a period of time in exchange for a consideration.

The Group assesses whether:

- (a) The contract involves the use of an identified asset - the asset may be explicitly or implicitly specified in the contract. The capacity proportion of larger assets is considered an identified asset if the portion is physically distinct or if the portion represents substantially all of the capacity of the asset. The asset is not considered an identified asset if the supplier has the substantive right to substitute the asset throughout the period of use.
- (b) The customer has the right to obtain substantially all of the economic benefits from the use of the asset throughout the period of use.
- (c) The customer has the right to direct the use of the asset throughout the period of use. The customer is considered to have the right to direct the use of the asset only if:
 - i. The customer has the right to direct how and for what purpose the identified asset is used throughout the period of use; or
 - ii. The relevant decisions about how and for what purposes the asset is used is predetermined and the customer has the right to operate the asset, or the customer designed the asset in a way that predetermines how and for what purpose the asset will be used throughout the period of use.

In contracts where the Group is a lessee, it recognises a right-of-use asset and a lease liability at the commencement date of the lease, unless the short-term or low-value exemption is applied.

Initial recognition and subsequent measurement

A right-of-use asset is initially measured at cost comprising the initial measurement of the lease liability adjusted for any lease payments made before the commencement date (reduced by lease incentives received), plus initial direct costs incurred in obtaining the lease and an estimate of costs to be incurred in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

A right-of-use asset associated with land and buildings is subsequently measured at fair value. All other property, plant and equipment are measured as described in the accounting policy for property, plant and equipment in note 15.

Short-term leases and leases of low-value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases i.e. leases with a lease term of 12 months or less and leases of low-value assets i.e., when the value of the leased asset when new is \$5,000 or less. The Group recognises the lease payments associated with these leases as expense on a straight-line basis over the lease term.

15 Property, plant and equipment

(b). Service concession asset(s)

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Land				
Opening balance	7,165	7,165	7,165	7,165
Independent valuation	141	-	141	-
Total service concession land	7,306	7,165	7,306	7,165
Buildings				
Opening balance	44,401	44,285	44,401	44,285
Independent valuation	1,112	1,002	1,112	1,002
Accumulated depreciation and impairment	(888)	(886)	(888)	(886)
Total service concession buildings	44,625	44,401	44,625	44,401
Total service concession assets	51,931	51,566	51,931	51,566

An asset constructed for Murdoch University (as a public sector grantor), and upgrades or major component replacements for existing assets of Murdoch University by private operators, are recognised as a service concession asset when the Group (grantor) controls the asset. Control of service concession assets arises when Murdoch University controls or regulates what services the operator must provide with the asset, to whom it must provide them, and at what price. Control assessment further requires that Murdoch University must control through ownership, beneficial entitlement, any significant residual interest in the asset at the end of the term of the arrangement. Grantor also controls the asset if it will be used in a service concession arrangement for either its entire economic life or the major part of its economic life. Service concession assets are initially recognised at fair value, which is their current replacement cost in accordance with the cost approach to fair value in AASB13.

When an existing asset is used in a service concession arrangement, such an asset is reclassified as a service concession asset and measured at current replacement cost at the date of reclassification. At the date of reclassification, where there is a difference between the carrying amount of the asset and its fair value (current replacement cost), the difference is accounted for as a revaluation of the asset and recognised in other comprehensive income and accumulated in the asset revaluation reserve. After initial recognition or reclassification, service concession assets are carried at fair value less any depreciation and impairment.

Construction in progress

Costs in relation to service concession assets under construction are recognised as Construction in Progress assets.

Refer to notes 7, 20 and 29 for further details of the accounting policy relating to, and to the impact of, service concession arrangements for the Group.

16 Intangible assets

	Consolidated		University	
	Restated ^{#1}		Restated ^{#1}	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Electronic library materials	15,653	14,961	15,653	14,961
Software and software licences	1,143	1,039	1,143	1,039
Total intangible assets	16,796	16,000	16,796	16,000

^{#1} Restated, refer to note 1(e) for Initial application of the IFRS IC Agenda Decision SaaS arrangements.

	Electronic Library Materials	Software and Software Licences	Total
	\$'000	\$'000	\$'000
Consolidated and University			
At 1 January 2020			
Cost	25,444	7,109	32,553
Accumulated amortisation and impairment	(11,875)	(3,476)	(15,351)
Net book amount	13,569	3,633	17,202
Year ended 31 December 2020			
Opening net book amount	13,569	3,633	17,202
Adoption of IFRS IC agenda decision	-	(2,575)	(2,575)
Additions	3,946	15	3,961
Transfer from Construction in Progress	-	581	581
Amortisation Charges	(2,554)	(615)	(3,169)
Closing net book amount	14,961	1,039	16,000
At 31 December 2020			
Cost	27,509	3,458	30,967
Accumulated amortisation and impairment	(12,548)	(2,419)	(14,967)
Net book amount	14,961	1,039	16,000
Year ended 31 December 2021			
Opening net book amount	14,961	1,039	16,000
Additions	3,427	9	3,436
Transfer from construction in progress	-	571	571
Amortisation Charges	(2,735)	(476)	(3,211)
Closing net book amount	15,653	1,143	16,796
At 31 December 2021			
Cost	29,058	4,038	33,096
Accumulated amortisation and impairment	(13,405)	(2,895)	(16,300)
Net book amount	15,653	1,143	16,796

Intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

The cost model is applied for subsequent measurement requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

Amortisation for intangible assets with finite useful lives is calculated for the period of the expected benefit (estimated useful life which is reviewed annually) on the straight-line basis. All intangible assets controlled by the Group have a finite useful life and zero residual value.

Electronic library materials have no minimum capitalisation limit. The cost of utilising the assets is expensed (amortised) over their expected useful life of 10 years.

Acquisition of computer software and software licences costing \$5,000 or more and internally generated software costing \$10,000 or more are capitalised. The cost of utilising the assets is expensed (amortised) over their useful life. Computer software and software licences have an expected useful life of four years. Costs incurred below these thresholds are immediately expensed directly to the income statement.

17 Trade and other payables

	Note	Consolidated		University	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Current					
Trade payables		7,058	4,875	6,542	4,592
Current tax liability		35	55	-	-
Accruals and other payables		19,238	18,603	18,276	17,831
OS-HELP liability to Australian Government	32(g)	1,546	1,546	1,546	1,546
Total current trade and other payables		27,877	25,079	26,364	23,969
Non-current					
Other payables		-	6	-	6
Total non-current trade and other payables		-	6	-	6
Total trade and other payables		27,877	25,085	26,364	23,975

The carrying amounts of the Group's and University's payables are denominated in Australian currency only.

Trade and other payables represent liabilities for goods and services provided to the Group prior to the end of financial year, which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

18 Borrowings

	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Current				
Secured				
Lease liabilities	1,016	1,254	884	956
Western Australian Treasury Corporation ^{#1}	454	425	454	425
Total current secured borrowings	1,470	1,679	1,338	1,381
Total current borrowings	1,470	1,679	1,338	1,381
Non-current				
Secured				
Lease liabilities	3,610	4,016	3,610	4,016
Western Australian Treasury Corporation - secured ^{#1}	2,461	2,915	2,461	2,915
Commonwealth Bank of Australia	28,336	-	28,336	-
Total non-current secured borrowings	34,407	6,931	34,407	6,931
Total non-current borrowings	34,407	6,931	34,407	6,931
Total borrowings	35,877	8,610	35,745	8,312

^{#1} Loan from Western Australian Treasury Corporation is as follows:

Peel Campus loan 1: \$2,915,000 (2020: \$3,340,000) which is secured by a Guarantee of the Treasurer of the State, interest bearing at a fixed rate of 6.86% and repayable in quarterly instalments by April 2027.

Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities, which are not an incremental cost relating to the actual draw down of the facility, are recognised as prepayments and amortised on a straight-line basis over the term of the facility.

Borrowings are removed from the statement of financial position when the obligation specified in the contract is discharged, cancelled or expired.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period and does not expect to settle the liability for at least 12 months after the end of the reporting period.

Borrowing costs incurred for the construction of any qualifying assets are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed.

18 Borrowings

Lease liabilities

Lease liabilities are initially measured at the present value of unpaid lease payments at the commencement date of the leases. To calculate the present value, the unpaid lease payments are discounted using the incremental borrowing rate at the commencement date of the lease. Lease payments included in the measurement of lease liabilities comprise:

- Fixed payments, including in substance fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date (e.g. payments varying on account of changes in CPI)
- Amounts expected to be payable by the lessee under residual value guarantees
- The exercise price of a purchase option if the Group is reasonably certain to exercise that option and
- Payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

For a contract that contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative standalone price of the lease component and the aggregate standalone price of the non-lease components.

Subsequently, the lease liability is measured at amortised cost using the effective interest rate method resulting in interest expense being recognised as a borrowing cost in the income statement. The lease liability is remeasured when there are changes in future lease payments arising from a change in an index or rate and other situations e.g. change in a lease term, change in the assessment of an option to purchase the underlying asset, with a corresponding adjustment to the right-of-use asset.

(a). Financing arrangements

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Facilities				
Hire purchase facility	1,000	1,000	1,000	1,000
Western Australian Treasury Corporation loan facility	100,000	100,000	100,000	100,000
Commonwealth Bank of Australia	120,000	-	120,000	-
	<u>221,000</u>	<u>101,000</u>	<u>221,000</u>	<u>101,000</u>
Facilities utilised at reporting date				
Western Australian Treasury Corporation loan facility	2,915	3,340	2,915	3,340
Commonwealth Bank of Australia	28,336	-	28,336	-
	<u>31,251</u>	<u>3,340</u>	<u>31,251</u>	<u>3,340</u>
Facilities not utilised at reporting date				
Asset finance (Finance Leases)	1,000	1,000	1,000	1,000
Western Australian Treasury Corporation loan facility	97,085	96,660	97,085	96,660
Commonwealth Bank of Australia	91,664	-	91,661	-
	<u>189,749</u>	<u>97,660</u>	<u>189,746</u>	<u>97,660</u>

In January 2018 the University signed an agreement with Western Australia Treasury Corporation (WATC) to increase its loan facility limit to \$100 million. The amount and timing of drawdowns is subject to specific limits in the conditions of funding. The increase in the loan facility limit is for the purpose of funding the University's capital works and acquisition of capital assets. The WATC loan facility is secured with a Treasurer's Guarantee and will be managed in accordance with the University's Debt Management Policy.

On 3 May 2021 the University signed a \$120 million three year committed cash advance facility agreement with the Commonwealth Bank of Australia (CBA). It is a bridging facility to support the construction of the New Academic Building. The use, amount and timing of drawdowns is subject to the conditions of the facility. This CBA facility is unsecured with a financial covenant requiring the University to retain a minimum net worth (total equity) of no less than \$700 million at all times and is managed in accordance with the University's Debt Management Policy.

The carrying amounts of borrowings are denominated in Australian dollars.

For an analysis of the sensitivity of borrowings to interest rate risk and foreign exchange risk refer to note 28.

18 Borrowings

(b). Reconciliation of liabilities arising from financing activities

	2020 Carrying	Cash flows	Non-cash changes			2021 Carrying
	amount		Acquisitions	Transfer	Other Adjustments	amount
	\$'000					\$'000
Long-term borrowings	2,915	28,336	-	(454)	-	30,797
Short-term borrowings	425	(425)	-	454	-	454
Lease liabilities	5,270	(1,186)	499	-	44	4,627
Total liabilities from financing activities	8,610	26,725	499	-	44	35,878

19 Provisions

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Current provisions expected to be settled within 12 months				
Employee benefits:				
Annual leave	10,414	9,561	10,328	9,507
Long service leave	1,546	1,472	1,542	1,466
Employment on-costs	1,007	1,013	1,007	1,013
Voluntary redundancy	-	9,971	-	9,971
Other provisions:				
Management fees - St Ives Retirement Village	14,481	14,524	-	-
Other provisions	3,507	901	3,486	881
	30,955	37,442	16,363	22,838
Current provisions expected to be settled after more than 12 months				
Annual leave	4,327	4,025	4,293	4,006
Long service leave	11,702	12,251	11,668	12,196
Employment on-costs	2,930	3,646	2,923	3,646
	18,959	19,922	18,884	19,848
Total current provisions	49,914	57,364	35,247	42,686
Non-current				
Employee benefits:				
Long service leave	14,073	13,398	14,033	13,352
Employment on-costs	3,195	2,870	3,185	2,870
Other provisions	315	315	315	315
Total non-current provisions	17,583	16,583	17,533	16,537
Total provisions	67,497	73,947	52,780	59,223

19 Provisions

Movements in other provisions

Movements in each class of provision during the financial year, other than annual leave, long service leave and voluntary redundancy, are set out below:

	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Employment on-costs provision				
Balance at beginning of year	7,529	4,990	7,529	4,990
Additional provision	3,021	3,421	3,004	3,421
Amounts used	(3,418)	(882)	(3,418)	(882)
Carrying amount at end of period	7,132	7,529	7,115	7,529
Management fees				
Balance at beginning of year	14,524	14,621	-	-
Additional provision	1,543	1,047	-	-
Amounts used	(1,586)	(1,144)	-	-
Carrying amount at end of period	14,481	14,524	-	-
Other				
Balance at beginning of year	1,216	2,596	1,196	2,505
Additional provisions	2,947	158	2,927	213
Amounts used	(110)	(1,338)	(90)	(1,322)
Unused amount reversed	(231)	(200)	(231)	(200)
Carrying amount at end of period	3,822	1,216	3,802	1,196

19 Provisions

Provisions are liabilities of uncertain timing or amount and are recognised where there is a present legal or constructive obligation as a result of a past event and it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. Provisions are reviewed at each reporting period.

Employee benefits

All annual leave and long service leave provisions are in respect of employees; services up to the end of the reporting period.

Annual Leave

Annual leave is not expected to be settled wholly within twelve months after the end of the reporting period and is therefore considered to be 'other long-term employee benefits'. Benefits expected to be settled wholly within 12 months are measured at the undiscounted amount expected to be paid. Benefits not expected to be settled before 12 months after the end of the reporting period are discounted to present value.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

The provision for annual leave is classified as a current liability, as the Group does not have an unconditional right to defer settlement of the liability for at least twelve months after the end of the reporting period.

Long service leave

Long service leave is not expected to be settled wholly within twelve months after the end of the reporting period is recognised and measured at the present value of amounts expected to be paid, when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

When assessing expected future payments, consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The long service leave provision is actuarially assessed and the expected future payments are discounted using market yields at the end of the reporting period on non-financial corporate bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

Retirement benefit obligations

The employees of the Group are entitled to benefits on retirement from superannuation plans elected by the employees. These plans incorporate defined contribution sections only as per AASB 119 'Employee benefits'.

Obligations for contributions to defined contribution plans are recognised as an expense in the income statement as incurred.

Retirement benefit obligations are reported as Other Provisions.

Employee on-costs

Employee on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred.

Termination benefits

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. The Group recognises the expense and liability for termination benefits either when it can no longer withdraw the offer of those benefits or when it has recognised costs for restructuring within the scope of AASB137 that involves the payment of termination benefits. The expense and liability are recognised when the Group is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy.

Termination benefits are measured on initial recognition and subsequent changes are measured and recognised in accordance with the nature of the employee benefit. Benefits expected to be settled wholly within 12 months are measured at the undiscounted amount expected to be paid. Benefits not expected to be settled before 12 months after the end of the reporting period are discounted to present value.

Termination benefits are reported as Other Provisions.

20 Other liabilities

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Current				
Income received in advance	30,520	28,610	11,190	9,676
Australian government unspent financial assistance	4,042	2,552	4,042	2,552
GORTO liability	629	629	629	629
Resident loans*	188,837	185,550	-	-
Total current other liabilities	224,028	217,341	15,861	12,857
Contract liabilities	46,148	28,662	46,148	28,662
Total current contract and other liabilities	270,176	246,003	62,009	41,519
* Resident loans obligation	252,760	249,442	-	-
Less: Deferred Management Fees	(63,923)	(63,892)	-	-
	188,837	185,550	-	-
Non-current				
GORTO liability	12,949	13,578	12,949	13,578
Total non-current other liabilities	12,949	13,578	12,949	13,578

Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer. Where the Group has received consideration, or payment is due before the Group transfers goods or services to the customer, a contract liability is recognised. Contract liabilities are recognised as revenue as the Group performs its obligations under the contract.

Resident loans

Resident loans, relating to the St Ives Retirement Village, are measured at the principal amount, plus the residents' share of any change in the market value of the underlying property at year end date less the value of the deferred management fee receivable.

Resident loans are non-interest bearing and are payable at the end of the resident contract. In most cases this is greater than 12 months, however they are classified as current liabilities because the company does not have an unconditional right to defer settlement. This classification distorts the University's working capital position.

In practice, the rate at which the company's retirement residents vacate their units, and hence the rate at which the resident loans will fall due for repayment can be estimated on the basis of statistical tables. It is highly improbable that all the residents would vacate their units at the same time and within the next 12 months.

Deferred management fee

Deferred management fee "DMF" receivable represents the contractual amount receivable with reference to the underlying resident contract. Murdoch Retirement Service Pty Ltd has a contractual right of offset of the DMF receivable against the relevant resident loan. Resident loans obligation and DMF receivable are recognised on a net basis due to the right of offset.

GORTO liability - grant of a right to the operator model

To the extent that the service concession liability does not give rise to a contractual obligation to provide cash to the operator, a GORTO liability is recognised as the unearned portion of the revenue arising from the exchange of assets between the University and the operator. The liability is subsequently amortised into the income statement according to the economic substance of the service concession arrangement, generally on a straight-line basis.

21 Equity

	Consolidated		University	
		Restated ^{#1}		Restated ^{#1}
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Reserves				
Land, buildings, infrastructure and service concession assets	383,717	369,354	383,717	369,354
Equity instruments designated at fair value through OCI	853	50,244	853	50,244
Foreign exchange translation reserve	(441)	(145)	-	-
Total reserves	384,129	419,453	384,570	419,598

Movements

	Consolidated		University	
		Restated ^{#1}		Restated ^{#1}
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Reserves				
Balance 1 January	419,453	413,270	419,598	413,646
Retrospective changes	-	(10,754)	-	(10,754)
Balance restated	419,453	402,516	419,598	402,892
Restatement due to prior period adjustments	-	17	-	17
Transfer from Reserve to Retained earnings due to realisation of Financial assets at fair value through OCI ^{#2}	(81,783)	-	(81,783)	-
Land, buildings, infrastructure and service concession assets	14,362	6,356	14,362	6,356
Equity instruments designated at fair value through OCI	32,393	10,333	32,393	10,333
Foreign exchange translation reserve	(296)	231	-	-
Balance 31 December	384,129	419,453	384,570	419,598

Retained earnings

	Consolidated		University	
		Restated ^{#1}		Restated ^{#1}
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Retained earnings 1 January	443,807	451,089	649,314	661,272
Effect adopting of IFRS IC agenda decision	-	(11,411)	-	(11,411)
Retrospective changes	-	11,344	-	11,344
Balance 1 January	443,807	451,022	649,314	661,205
Restatement due to prior period adjustments	-	(17)	-	(17)
Net result for the period	14,637	(7,198)	14,046	(11,874)
Transfer from Reserve to Retained earnings due to realisation of Financial assets at fair value through OCI	81,783	-	81,783	-
Retained earnings 31 December	540,227	443,807	745,143	649,314

^{#1} 2020 Restated, refer to note 1(e) for initial application of the IFRS IC Agenda Decision SaaS arrangements and 1(f) Corrections of prior period error.

^{#2} Reflects the transfer between Reserves and Retained earnings in relation to the wind-up distribution arising from the Education Australia investment (unlisted equity instrument, fair valued through other comprehensive income).

Land, buildings, infrastructure and service concession assets

This reserve is used to account for the increases or decreases in the value of assets as a result of revaluations.

Hedging reserve cash flow hedges

Forward exchange contracts are entered into as hedges to avoid or minimise possible adverse financial effects of movements in exchange rates. Such derivative instruments are stated at fair value. Changes in fair value of derivative financial instruments that are designated and effective as hedges of future cash flows are recognised directly in equity.

Equity instruments designated at fair value through OCI

This reserve is used to account for increases or decreases in the value of investment in equity instruments designated at fair value through other comprehensive income.

Foreign exchange translation reserve

This represents foreign exchange differences arising on translation of the foreign subsidiary.

22 Reconciliation of net result after income tax to net cash provided by / (used in) operating activities

	Consolidated		University	
	Restated ^{#1}		Restated ^{#1}	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Net result after income tax	14,637	(7,198)	14,046	(11,874)
Adjustments for:				
Depreciation and amortisation	25,382	25,351	25,178	25,050
Gain on disposal of property, plant and equipment	89	32	89	34
Net gains on other financial assets	(10,285)	(2,484)	(10,111)	(2,528)
Fair value (gain)/loss on investment property	(7,958)	11,863	(7,958)	11,863
Share of net results of associates accounted for using the equity method	4	9	4	9
Impairment of assets	-	807	-	807
Amortisation of GORTO liability	(629)	(629)	(629)	(629)
Donations	(99)	(319)	(99)	(319)
Net exchange differences	(223)	196	(223)	196
Changes in assets and liabilities:				
Decrease / (Increase) in receivables	(5,100)	126	(11,524)	1,977
Increase in inventories	(353)	(116)	(353)	(116)
Increase in other assets	(879)	(515)	(881)	(702)
(Increase)/Decrease in deferred tax assets	22	(20)	-	-
Increase in payables	(2,848)	2,771	(3,002)	3,596
Increase/(Decrease) in provisions	(6,450)	9,183	(6,374)	9,272
Decrease in resident loans	3,287	(5,463)	-	-
Increase in other liabilities	20,886	2,358	18,523	318
Net cash provided by operating activities	29,483	35,952	16,686	36,954

^{#1} Restated, refer to note 1(e) for Initial application of the IFRS IC Agenda Decision SaaS arrangements.

23 Remuneration of auditors

During the year, the following fees were paid or payable for services provided by the auditor of the University and Group:

	Consolidated		University	
	2021	2020	2021	2020
	\$	\$	\$	\$
Audit of Financial Statements				
Fees paid to Office of the Auditor General	324,428	318,277	285,728	280,304
Fees paid to BDO Corporate Services Pte Ltd Singapore	26,664	24,224	-	-
Total paid for audit	351,092	342,501	285,728	280,304

24 Contingent assets and contingent liabilities

There are no known contingent assets which are likely to materially affect the Group's financial position at reporting date. From time-to-time claims are made against the University for various matters including breach of contract. All claims are investigated by the University and assessed on their merits as to whether they are spurious in nature or worth defending. The University will only book a liability where there is a present legal, equitable or constructive obligation and will only disclose a contingent liability where the probability of an outflow is not remote.

In December 2019 the University announced it would undertake a proactive and wide-reaching review of payroll and leave entitlements. This review followed a number of well-documented incidents of underpayment of entitlements by several large organisations in Australia. The intention was to ensure that all staff at Murdoch University, past and present, received their correct entitlements. Due to the scale and complexity of this review, it is being conducted in phases, including a broad forensic audit which focuses on payroll accuracy in relation to applicable key legislation, industrial instruments and/or contractual and policy compliance. This review is ongoing; however several major phases have been completed between 2019 and 2021 and where applicable, the financial impact reflected in the Group's financial position. On the basis that the outcome of the ongoing review is not yet known, and the probability of an outflow is potentially greater than remote, the University has a contingent liability in this regard.

Other than what has been noted above, there are no other known contingent liabilities which may materially affect the Group's financial position as at the reporting date.

25 Events subsequent to reporting date

The fair value of IDP listed securities (the securities) is subject to ASX share market fluctuation. Between the end of the reporting period and the date of this authorised report there was a large downward movement in the fair value of the securities. These securities are reported as Other Financial Assets at fair value through profit or loss - listed securities (Note 13). There are no other known matters or circumstances have arisen since the end of the reporting date which significantly affect or could significantly affect the operations or results of the Group.

26 Commitments for expenditure

The following commitments are GST inclusive.

(a). Capital commitments

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows:				
Within one year ^{#1}	101,453	2,597	101,453	2,597
Total capital commitments	101,453	2,597	101,453	2,597

^{#1} 2021 is inclusive of commitments in relation to the construction of the New Academic Building.

(b). Other expenditure commitments

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Commitments relating to other expenditure are as follows:				
Within one year	7,657	6,011	7,657	6,011
Later than one year but not later than five years	15,514	3,178	15,514	3,178
Total other expenditure commitments	23,171	9,189	23,171	9,189

27 Key management personnel compensation

The University has determined that key management personnel include Senate members and senior officers of the University. Senate members who are employed as staff at the University have their compensation disclosed in respect of their individual employment conditions in their capacity as employees.

Total compensation of key management personnel for the reporting period is presented within the following bands:

	Senate members		Senior officers	
	2021	2020	2021	2020
\$0 - \$10,000	5	6	-	-
\$10,001 - \$20,000	3	2	-	-
\$20,001 - \$30,000	3	3	-	-
\$30,001 - \$40,000	1	1	-	-
\$40,001 - \$50,000	1	1	-	-
\$80,001 - \$90,000	1	1	-	-
\$130,001 - \$140,000	1	-	-	-
\$170,001 - \$180,000	-	1	-	-
\$180,001 - \$190,000	1	-	-	-
\$220,001 - \$230,000	-	-	1	-
\$230,001 - \$240,000	-	1	-	-
\$240,001 - \$250,000	1	-	-	-
\$290,001 - \$300,000	1	1	-	-
\$320,001 - \$330,000	-	-	1	-
\$330,001 - \$340,000	-	-	1	-
\$350,001 - \$360,000	-	-	-	1
\$360,001 - \$370,000	1	-	-	-
\$370,001 - \$380,000	-	-	-	1
\$410,001 - \$400,000	-	-	1	-
\$430,001 - \$440,000	-	-	-	1
\$470,001 - \$480,000	-	-	1	-
\$520,001 - \$530,000	-	-	-	1
\$530,001 - \$540,000	-	-	-	1
\$560,001 - \$570,000	-	-	-	1
\$570,001 - \$580,000	-	-	-	1
\$580,001 - \$590,000	-	-	1	-
\$590,001 - \$600,000	-	-	-	1
\$910,001 - \$920,000	1	-	-	-
\$990,001 - \$1,000,000	-	-	1	-
\$1,000,001 - \$1,010,000	-	1	-	-
	20	18	7	8

	Senate members		Senior officers	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Short-term employee benefits	1,552	1,677	2,533	2,757
Post-employment benefits	261	250	270	385
Other long-term benefits	462	66	302	265
Termination benefits	127	-	283	545
Total key management personnel compensation	2,402	1,993	3,388	3,952

28 Financial Risk Management

The Group's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and equity price risk), credit risk and liquidity risk. The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group.

(a). Market risk

Foreign exchange risk

Foreign exchange risk arises when future commercial transactions and recognised assets and liabilities are denominated in a currency that is not the Group's functional currency. The Group does have exposure to the international market and therefore is exposed to foreign exchange risk. The Group setup a US Dollar bank account in 2019 to minimise its foreign exchange risk arising from the anticipated receipts and payment of USD.

Equity price risk

A portion of the Group's investments are exposed to fluctuations in the prices of equity securities. The Group's investment policy provides strategies for the minimisation of price risk with the diversification of that risk through various investment managers and on-going monitoring by the Resources Committee to ensure there is no concentration of risk exposure in any one area.

Cash flow and fair value interest rate risk

The Group is exposed to cash flow interest rate risk as it borrows and invests funds at floating interest rates. The risk is managed through maintaining an appropriate mix of borrowings and investments at fixed and floating rates, maintaining an appropriate mix of financial institutions to invest with and setting limits in terms of borrowings and investments.

Summarised sensitivity analysis

The following tables summarise the sensitivity of the Group's financial assets and financial liabilities to interest rate risk, foreign exchange risk and equity price risk.

31 December 2021	Carrying amount \$'000's	Interest rate risk				Foreign exchange risk				Equity price risk			
		-0.5%		+0.5%		-10%		+10%		-10%		+10%	
		Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000
Financial assets													
Cash and Cash Equivalents - at bank	58,854	(294)	(294)	294	294	(597)	(597)	597	597	-	-	-	-
Amount receivable in foreign currency	724	-	-	-	-	(72)	(72)	72	72	-	-	-	-
Other financial assets													
Bank Deposits	41,992	(210)	(210)	210	210	-	-	-	-	-	-	-	-
Listed securities	66,637	-	-	-	-	-	-	-	-	(6,664)	(6,664)	6,664	6,664
Unlisted securities	6,414	-	-	-	-	-	-	-	-	(641)	(641)	641	641
Managed funds	77,872	-	-	-	-	-	-	-	-	(7,787)	(7,787)	7,787	7,787
Total increase/(decrease)		(504)	(504)	504	504	(669)	(669)	669	669	(15,092)	(15,092)	15,092	15,092

31 December 2020	Carrying amount	Interest rate risk				Foreign exchange risk				Equity price risk			
		-0.5%		+0.5%		-10%		+10%		-10%		+10%	
		Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000
Financial assets													
Cash and Cash Equivalents - at bank	54,044	(270)	(270)	270	270	(396)	(396)	396	396	-	-	-	-
Amount receivable in foreign currency	344	-	-	-	-	(34)	(34)	34	34	-	-	-	-
Other financial assets													
Bank deposits	36,144	(181)	(181)	181	181	-	-	-	-	-	-	-	-
Listed securities	5,760	-	-	-	-	-	-	-	-	(576)	(576)	576	576
Unlisted securities	55,805	-	-	-	-	-	-	-	-	(5,581)	(5,581)	5,581	5,581
Managed funds	73,912	-	-	-	-	-	-	-	-	(7,391)	(7,391)	7,391	7,391
Total increase/(decrease)		(451)	(451)	451	451	(430)	(430)	430	430	(13,548)	(13,548)	13,548	13,548

(b). Credit risk

The Group's maximum exposure to credit risk at year end date in relation to each class of recognised financial asset is the carrying amount of those assets indicated in the statement of financial position. There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions. Notes 12 and 13 provide further details.

28 Financial Risk Management

(c). Liquidity risk

The following tables summarise the maturity of the Group's financial assets and financial liabilities:

	Carrying amount		Contractual cash flows		Less than 1 year		1 to 5 years		5+ years	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets:										
Cash and cash equivalents										
Cash at bank	58,854	32,922	58,854	32,922	58,843	32,922	-	-	-	-
Bank Term Deposits	-	21,122	-	21,122	-	21,122	-	-	-	-
Receivables	53,687	23,801	53,687	23,801	51,851	20,765	2,036	3,036	-	-
Total Financial Assets	112,541	77,845	112,541	77,845	110,694	74,809	2,036	3,036	-	-
Financial Liabilities:										
Borrowings	35,877	8,610	38,681	9,532	2,448	1,916	34,447	4,922	1,786	2,694
Payables	27,877	25,085	27,877	25,085	27,877	25,079	-	6	-	-
Resident loan	188,837	185,550	188,837	185,550	188,837	185,550	-	-	-	-
Total Financial Liabilities	252,591	219,245	255,395	220,167	219,162	212,545	34,447	4,928	1,786	2,694

29 Fair value measurement

(a). Fair value measurements

The fair value of financial assets and liabilities must be estimated for recognition and measurement or for disclosure purposes. Initial recognition and measurement of financial instruments is at fair value which normally equates to the transaction cost or the face value. Subsequent measurement is at amortised cost using the effective interest method or at fair value as applicable.

Due to the short-term nature of the current receivable their carrying value approximates their fair value and based on credit history it is expected that the receivables that are neither past due nor impaired will be received when due.

The Group measures and recognise the following assets and liabilities at fair value on a recurring basis:

- Financials assets at fair value through profit and loss
- Investments in equity instruments designated at fair value through other comprehensive income
- Land, buildings and infrastructure
- Service concession assets
- Investment properties
- Artworks

(b). Fair value hierarchy

- Level 1 quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Recognised fair value measurements

Fair value measurements recognised in the statement of financial position are categorised into the following levels at 31 December 2021 and 2020.

	Note	Carrying amount \$000's	Fair value \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
2021 Consolidated						
Financial assets						
Cash and cash equivalents	11	58,854	58,854	-	-	-
Trade receivables	12	18,159	18,159	-	-	-
Other financial assets at amortised cost						
Bank deposits	13	41,992	41,992	-	-	-
Other financial assets at fair value through profit or loss						
Listed securities ^{#1}	13	66,637	66,637	66,637	-	-
Managed funds	13	77,872	77,872	77,872	-	-
Investment in equity instruments designated at fair value through other comprehensive income						
Unlisted securities	13	6,414	6,414	-	-	6,414
Total financial assets		269,928	269,928	144,509	-	6,414
Non-financial assets						
Investment properties	14	249,534	249,534	-	249,534	-
Land	15	227,154	227,154	-	227,154	-
Buildings	15	295,758	295,758	-	-	295,758
Infrastructure	15	36,503	36,503	-	-	36,503
Service Concession Assets	15	51,931	51,931	-	7,306	44,625
Artworks	15	8,849	8,849	-	8,849	-
Total non-financial assets		869,729	869,729	-	492,843	376,886
Financial liabilities						
Payables	17	27,877	27,877	-	-	-
Borrowings	18	31,251	31,707	-	-	-
Lease liabilities	18	4,626	4,626	-	-	-
Resident loan	20	188,837	188,837	-	-	188,837
Total Financial liabilities		252,591	253,047	-	-	188,837

^{#1} Inclusive of IDP ASX listed shares acquired via in-specie distribution upon the 2021 wind-up of Education Australia investment (unlisted equity instrument, fair valued through other comprehensive income).

29 Fair value measurement

Fair value hierarchy

	Note	Carrying amount \$'000's	Fair value \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
2020 Consolidated						
Financial assets						
Cash and cash equivalents	11	54,044	54,044	-	-	-
Trade receivables	12	14,050	14,050	-	-	-
Other financial assets at amortised cost						
Bank deposits	13	36,114	36,114	-	-	-
Other financial assets at fair value through profit or loss						
Listed securities	13	5,760	5,760	5,760	-	-
Managed funds	13	73,912	73,912	73,912	-	-
Investment in equity instruments designated at fair value through other comprehensive income						
Unlisted securities	13	55,805	55,805	-	-	55,805
Total financial assets		239,685	239,685	79,672	-	55,805
Non-financial assets						
Investment properties ^{#1}	14	241,576	241,576	-	241,576	-
Land ^{#1}	15	222,709	222,709	-	222,709	-
Buildings ^{#1}	15	294,320	294,320	-	-	294,320
Infrastructure	15	34,602	34,602	-	-	34,602
Service concession assets	15	51,566	51,566	-	7,165	44,401
Artworks	15	7,843	7,843	-	7,843	-
Total non-financial assets		852,616	852,616	-	479,293	373,323
Financial liabilities						
Payables	17	25,085	25,085	-	-	-
Borrowings	18	3,340	4,066	-	-	-
Lease liabilities	18	5,270	5,270	-	-	-
Resident loan	20	185,550	185,550	-	-	185,550
Total financial liabilities		219,245	219,971	-	-	185,550

^{#1} Restated, refer to note 1(e) for Initial application of the IFRS IC Agenda Decision SaaS arrangements.

Disclosed fair values

The Group has a number of assets and liabilities which are not measured at fair value, but for which the fair values are disclosed in the notes.

The fair value of financial assets and financial liabilities with standard terms and conditions and traded on active liquid markets are determined with reference to quoted market prices.

The carrying value less impairment provision of trade receivables and payables is a reasonable approximation of their fair values due to the short-term nature of trade receivables.

All other financial assets and liabilities are recorded at amortised cost in the financial statement and their carrying value approximates their fair value.

29 Fair value measurement

(c). Valuation techniques to derive fair values

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3. This is the case for unlisted securities.

The Group uses a variety of methods and makes assumptions that are based on market conditions existing at each balance sheet date. Specific valuation techniques used to value financial instruments include:

- the use of quoted market prices or dealer quotes for similar instruments
- the fair value of forward foreign exchange contracts is determined using forward exchange rate at the end of the reporting period
- other techniques, such as discounted cash flow analysis, are used to determine fair value for the remaining financial instruments

All of the resulting fair value estimates are included in level 2 except for unlisted securities, explained in (d) below.

Investment properties are valued independently each year whilst artworks are valued independently every three years. Land, buildings, infrastructure and service concession assets (classified as property, plant and equipment) are valued independently every three years, along with an annual desktop valuation. At the end of each reporting period, the Group updates their assessment of the fair value of each property, taking into account the most recent independent valuations. The Group determines the property's value within a range of reasonable fair value estimates.

The 2021 valuation for the University buildings under operating lease (including commercial buildings) was conducted by an independent licensed valuer, McGees Property. The St Ives Retirement Village valuation was determined by utilising an industry-specific valuation model developed by Ernst and Young Real Estate Advisory Services. The University land (including land under operating lease) was performed by McGees Property. The buildings, infrastructure and service concession assets were independently valued by Marsh Valuation Services.

All resulting fair value estimates for properties are included in level 3 except for land and investment properties. The level 2 fair value of land has been derived using a sales comparison approach. Sale prices of comparable land in close proximity are adjusted for differences in key attributes. The most significant input into this valuation approach is price per square meter.

29 Fair value measurement

(d) Fair value measurements using significant unobservable inputs (level 3)

The following table is a reconciliation of level 3 items for the period ended 31 December 2021 and 2020.

Consolidated	Buildings ^{#1}	Infrastructure	Service concession assets	Unlisted securities	Resident loan	Total
	\$'000	\$'000	\$'000	\$'000	\$000's	\$'000
2021						
Fair value at start of period	294,320	34,602	51,566	55,805	(185,550)	250,743
Acquisition	986	1,443	-	-	-	2,429
Settlements	-	-	-	(81,783)	(514)	(82,297)
Revaluation increment / (decrement) recognised through other comprehensive income	6,348	1,523	1,253	32,393	-	41,517
Depreciation expense	(5,896)	(1,065)	(888)	-	-	(7,849)
	-	-	-	-	(2,773)	(2,773)
	295,758	36,503	51,931	6,415	(188,837)	201,770
2020						
Fair value at start of period	288,866	34,141	51,450	45,472	(191,013)	228,916
Acquisition	7,819	469	-	-	-	8,288
Settlements	-	-	-	-	1,148	1,148
Revaluation increment / (decrement) recognised through other comprehensive income	4,281	1,039	1,002	10,333	-	16,655
Impairment Losses	(807)	-	-	-	-	(807)
Depreciation expense	(5,839)	(1,047)	(886)	-	-	(7,772)
Revaluation increment recognised in profit and loss	-	-	-	-	4,315	4,315
	294,320	34,602	51,566	55,805	(185,550)	250,743

#1 Restated, refer to note 1(f) Corrections of prior period error.

Transfers between levels 2 and 3 and changes in valuation techniques.

There were no transfers of financial assets / liabilities between levels 2 and 3.

Valuation inputs and relationships to fair value

Description	Fair value at 31 December 2021 \$'000's	Valuation technique	Unobservable inputs	Range of inputs (probability weighted average)	Relationship of unobservable inputs to fair value
Investment in unlisted securities	740	Adjusted net asset approach	Estimated net assets available for distribution to shareholders upon wind-up	Not applicable	Increase in equity will result in higher fair value
Investment in unlisted securities	5,674	Adjusted net asset approach	100% of the equity interest in the underlying unlisted securities	Not applicable	Increase in equity will result in higher fair value

Murdoch University

30 Related Parties

(a). Parent entity

The ultimate parent entity within the Group is Murdoch University.

(b). Subsidiaries

The consolidated financial statements incorporate the assets, liabilities and results of the following subsidiaries in accordance with the accounting policy described in note 1(b):

Name of Entity	Principal place of business	Ownership interest %	
		2021	2020
Murdoch Investments Company Pty Ltd	Australia	100	100
Murdoch Retirement Services Pty Ltd	Australia	100	100
Innovative Chiropractic Learning Pty Ltd	Australia	100	100
Murdoch Ventures Pty Ltd	Australia	100	100
M.U.F.T Company Pty Ltd ^{#2}	Australia	-	100
Murdoch Singapore Pte Ltd	Singapore	100	100
Murdoch College Properties Pty Ltd ^{#1}	Australia	-	100
The Alan & Iris Peacocke Research Foundation	Australia	100	100

^{#1} Murdoch College Properties Pty Ltd dissolved its intercompany arrangements with Murdoch University at 31 December 2019, and subsequently transferred its net assets to Murdoch University on 31 December 2019. Murdoch College Properties was deregistered on 1 February 2021.

^{#2} M.U.F.T Company Pty Ltd was deregistered on 1 February 2021.

(c). Key management personnel

Disclosures relating to key management personnel are set out in note 27.

(d). Transactions with related parties

Aggregate amounts included in the determination of the net result from ordinary activities that resulted from transactions with related parties:

	University	
	2021	2020
	\$'000	\$'000
Wholly owned entity		
Donations, sponsorships and bequests	70	65
Other fees and charges	16,511	15,145
Rental and lease charges	196	198
Other expenditure	108	(29)
Recovery of salaries	1,014	(916)

(e). Outstanding balances

Aggregate amounts receivable from, and payable to, each class of related parties at balance date:

	University	
	2021	2020
	\$'000	\$'000
Wholly owned entity		
Inter-entity receivable	10,650	2,556
Inter-entity (payable)	(202)	(57)

31 Superannuation - UniSuper defined benefit division

The Group currently contributes to the UniSuper defined benefit division (DBD) on behalf of certain employees. The DBD is a defined benefit plan under Superannuation Law but, as a result of amendments in 2006 to Clause 34 of the UniSuper Trust Deed, it is considered to be a defined contribution plan under AASB 119 "Employee benefits".

Financial position of the UniSuper defined benefit division

As at 30 June 2021, the assets of the DBD in aggregate were estimated to be \$5,070,000 above vested benefits, after allowing for various reserves. The Vested Benefit Index based on funding assumptions was 121.3%. The vested benefits are benefits which are not conditional upon continued membership (or any factor other than leaving the service of the participating institution) and include the value of indexed pensions being provided by the DBD.

As at 30 June 2021, the assets of the DBD in aggregate were estimated to be \$7,339,000 above accrued benefits, after allowing for various reserves. The Accrued Benefit Index based on best estimate assumptions was 134.2%. The accrued benefits have been calculated as the present value of expected future benefit payments to members and indexed pensioners which arise from membership of UniSuper up to the reporting date.

The vested benefit and accrued benefit liabilities were determined by the Fund's actuary using the actuarial demographic assumptions outlined in their report on the actuarial investigation of the DBD as at 30 June 2021. The financial assumptions used were:

	Vested Benefits	Accrued Benefits
Gross of tax investment return - DBD pensions	5.3% p.a.	6.5% p.a.
Gross of tax investment return - commercial rate indexed pensions	2.4% p.a.	2.4% p.a.
Net of tax investment return - non pensioner members	4.6% p.a.	5.7% p.a.
Consumer Price Index	2.0% p.a.	2.0% p.a.
- For the next 3 years		
- Beyond 3 years		
Inflationary increases		
- For the next 3 years	2.25% p.a.	2.25% p.a.
- Beyond 3 years	2.75% p.a.	2.75% p.a.

Assets have been included at their market value; that is, after allowing for realisation costs.

32 Acquittal of Australian Government Financial Assistance

(a). Education - CGS and other Education grants

	Commonwealth Grants Scheme ^{#1}		Indigenous Student Success Program ^{#4}		Access and Participation Pool		Disability Performance Funding ^{#2}		Indigenous, Regional and Low-SES Attainment Fund		Promotion of Excellence in Learning and Teaching		National Priorities and Industry Linkage Fund		Other		Total		
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	
Parent Entity (University) Only																			
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)	101,938	98,409	1,242	1,179	-	2,374	222	181	3,187	-	(9)	-	3,250	-	567	-	110,397	102,143	
Transfer to Balance Sheet	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(567)	-	(567)	-	
Revenue for the period	101,938	98,409	1,242	1,179	-	2,374	222	181	3,187	-	(9)	-	3,250	-	-	-	109,830	102,143	
Adjustment ^{#3}	-	-	-	-	-	-	2	104	-	-	-	-	-	-	-	-	2	104	
Surplus/(deficit) from the previous year	-	-	(223)	(348)	(14)	(14)	-	-	-	-	54	65	-	-	-	-	(183)	(297)	
Total revenue including accrued revenue	101,938	98,409	1,019	831	(14)	2,360	224	285	3,187	-	45	65	3,250	-	-	-	109,649	101,950	
Less expenses including accrued expenses	(101,938)	(98,409)	(1,121)	(1,054)	-	(2,374)	(224)	(285)	(3,187)	-	-	(11)	(83)	-	123	-	(106,430)	(102,133)	
Transfer from Balance Sheet	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(123)	-	(123)	-	
Surplus/(deficit) for reporting period	-	-	(102)	(223)	(14)	(14)	-	-	-	-	45	54	3,167	-	-	-	3,096	(183)	

^{#1} Includes the basic CGS grant amount, CGS – Regional Loading, CGS – Medical Student Loading, Allocated Places, Non-Designated Courses and CGS – Special Advances from Future Years.
^{#2} Disability Performance Funding includes Additional Support for Students with Disabilities and Australian Disability Clearinghouse on Education & Training.
^{#3} Funded by the University.
^{#4} Indigenous Student Success Program has replaced the Indigenous Commonwealth Scholarships Program and the Indigenous Support Program as of 1 January 2017.

(b). Higher education loan programmes (excl OS-HELP)

	HECS-HELP (Aust Government payments only)		FEE-HELP		SA-HELP		Total	
	2021	2020	2021	2020	2021	2020	2021	2020
Parent Entity (University) Only								
Cash Payable/(Receivable) at the beginning of the year	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in cash during the reporting period	671	(153)	125	(296)	67	1	863	(448)
Cash available for the period	60,661	71,219	9,688	9,488	2,138	2,209	72,487	82,916
Revenue earned	61,332	71,066	9,813	9,192	2,205	2,210	73,350	82,468
Cash Payable/(Receivable) at the end of the year	60,209	70,395	9,500	9,067	2,143	2,143	71,852	81,605
	1,123	671	313	125	67	67	1,498	863

2(b)

32 Acquittal of Australian Government Financial Assistance

(c). Department of Education and Training Research

	Research Training Program		Research Support Program		Total	
	2021	2020	2021	2020	2021	2020
Parent Entity (University) Only	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)	10,246	9,976	16,617	7,323	26,863	17,299
Revenue for the period	2(c) 10,246	9,976	16,617	7,323	26,863	17,299
Surplus/(deficit) from the previous year	1,245	825	-	-	1,245	825
Total revenue including accrued revenue	11,491	10,801	16,617	7,323	28,108	18,124
Less expenses including accrued expenses	(11,491)	(9,556)	(16,617)	(7,323)	(28,108)	(16,879)
Surplus/(deficit) for reporting period	-	1,245	-	-	-	1,245

(d). Total Higher Education Provider Research Training Program expenditure

	Total domestic students	Total overseas students
	\$'000	\$'000
Research Training Program Fees offsets	9,000	513
Research Training Program Stipends	2,940	244
Total for all types of support	11,940	757

(e). Other Capital Funding

	Linkage Infrastructure, Equipment and Facilities Grant		Other Capital Funding		Total	
	2021	2020	2021	2020	2021	2020
Parent Entity (University) Only	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)	-	-	-	1,000	-	1,000
Net accrual adjustments	(5)	-	496	1,055	491	1,055
Revenue for the period	(5)	-	496	2,055	491	2,055
Total revenue including accrued revenue	(5)	-	496	2,055	491	2,055
Less expenses including accrued expenses	-	-	(496)	(2,055)	(496)	(2,055)
Surplus/(deficit) for reporting period	(5)	-	-	-	(5)	-

(f). Australian Research Council Grants

	Discovery		Linkages		Total	
	2021	2020	2021	2020	2021	2020
Parent Entity (University) Only	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)	1,383	838	82	322	1,465	1,160
Net accrual adjustments	(89)	(123)	9	(37)	(80)	(160)
Revenue for the period	2(d) 1,294	715	91	285	1,385	1,000
Surplus/(deficit) from the previous year	2,682	2,595	2,470	2,304	5,152	4,899
Total revenue including accrued revenue	3,976	3,310	2,561	2,589	6,537	5,899
Less expenses including accrued expenses	-	(628)	-	(119)	-	(747)
Surplus/(deficit) for reporting period	3,976	2,682	2,561	2,470	6,537	5,152

Murdoch University

32 Acquittal of Australian Government Financial Assistance

(g) OS-HELP

	2021	2020
	\$'000	\$'000
Parent Entity (University) Only		
Cash received during the reporting period	-	1,269
Cash spent during the reporting period	-	(180)
Net cash received	-	1,089
Cash surplus/(deficit) from the previous period	1,546	457
Cash surplus/(deficit) for the reporting period	17 1,546	1,546

(h) Student Services and Amenities Fee

		2021	2020
		\$'000	\$'000
Parent Entity (University) Only			
SA-HELP revenue earned	2(b)	2,143	2,143
Student Services and Amenities Fees direct from students	4	1,161	1,590
Total revenue expendable in period		3,304	3,733
Student services expenses during period		(3,502)	(3,733)
Unspent/(overspent) student services revenue		(198)	-

Key Performance Indicators 2021



Murdoch University is mid-way through its *Strategic Plan and Future Horizon 2017–2027* and has been delivering on the projects and broad initiatives that take us towards achieving our core goals.

The Key Performance Indicators assess important measurable outcomes in Education and Students, Research, and Operations. They each measure either the effectiveness of the University's efforts in reaching strategic goals by achieving a given result, or the efficiency of the University's efforts by comparing one result to another in a ratio. The Murdoch University Senate noted and endorsed management defined interim targets for these indicators based on 2020 and 2025 formal targets.

As detailed in the earlier sections of this Annual Report, the COVID pandemic continues to impact the operations of the University through increased teaching costs, reduced or restrained research activity and varied effects on international student enrolments. These factors directly affect some indicators and, in some cases, have a compounding effect because of the reduced pipeline of enrolled students.

Education and Students Outcomes

Murdoch University seeks to provide an outstanding educational experience for every student that prepares them for their future careers. Strategies that provide effective student support to help students succeed in higher education have built both traditional and non-traditional domestic cohorts, as well as growing international student load.

The key indicators relating to Education and Students are:

- > **Undergraduate course satisfaction as measured by the Social Research Centre for Quality Indicators for Learning and Teaching (QILT).**
- > **Retention Rate for commencing domestic bachelor students.**
- > **Number of commencing Domestic Undergraduate Students from low SES background.**
- > **Number of commencing Domestic Students from regional or remote areas.**
- > **Number of commencing Domestic Students that identify themselves as being of Aboriginal and Torres Strait Islander heritage.**
- > **Commencing International onshore student load.**

Research Outcomes

Murdoch University's research is focused on three inter-related core interdisciplinary themes and associated institutes – food security (Food Futures Institute); health futures and translational medicine (Health Futures Institute) and environmental and biological sciences (Harry Butler Institute). More broadly research is translational in nature and substance, supported by local and global communities and industry-based partnerships, as well as national and international collaborators.

The key indicators relating to Research are:

- > **Total Higher Education Research Data Collection (HERDC) income received.**
- > **Engagement Income (HERDC Categories 2–4: Industry and other Research and Development (R&D) income; Other public sector R&D income; Cooperative Research Centre R&D income).**

Operational Outcomes

The impacts of the COVID pandemic on the Australian economy have continued to affect the financial position of the higher education sector. Universities' strategies and operations have needed to be resilient to unforeseen events as well as legislative and regulatory change in order to efficiently manage their financial position to invest in their activities and maintain national and international competitiveness.

Building a strong financial platform is a critical objective of the first five years of the Strategic Plan. In order to have a strong future, we have a clear focus on growth in student numbers, student retention and completion, strategic management of our costs and strategic investment in high value initiatives.

The key indicator relating to Operations, measured at the consolidated level, is:

- > **Operating Margin, expressed as a percentage.**

Education and Students Outcomes

Effectiveness Indicators

Undergraduate Course Satisfaction

Murdoch has and continues to focus on three institutional priorities that seek to improve the student experience and outcomes. Employment focused delivery options are being implemented, with engagement with industry that encourages co-design, co-delivery and Work Integrated Learning opportunities. We are building an integrated digital experience that supports students who study online or in a combination of campus-based and online study. Finally, we are enhancing a model of learning and teaching at Murdoch that provides students with an opportunity for a return to campus that is safe and aligned with government advice and prioritises learning activities and campus activation that cannot be undertaken online.

The University participates in the annual national Graduate Outcomes Survey (GOS), part of the Quality Indicators of Learning and Teaching (QILT) suite of surveys. In this survey, graduates who completed their undergraduate course in the previous year are asked to express their agreement or disagreement with a series of statements in the Course Experience Questionnaire (CEQ) segment of the survey. The final question in this questionnaire segment is used by the University as an indicator, which monitors the students' impression of their study experience.

Data is collected in November, February and May following the completion of the graduate's qualification. The results from the 2021 survey are derived from Murdoch University's data provided by QILT. In 2021, the number of graduates surveyed who provided valid CEQ responses was 790 with an overall Graduate Outcomes Survey response rate of 44.4%. Individual collection period response rates were 43.0% for November 2020 which includes the supplementary February 2021 collection period, and 45.1% in May 2021. The 95% margin for error for 2021 is $76.2 \pm 2.97\%$.

The 2021 GOS surveyed graduates who completed their studies in 2020. These are the first cohort of graduates to be surveyed that have experienced studies during the emerging COVID-19 pandemic. Student satisfaction has seen a sector wide decrease in satisfaction levels across students who have been impacted by the pandemic. This is referenced in the QILT GOS National report and is seen in our indicator below.

Undergraduate Course Satisfaction (CEQ Scale) measured by Social Research Centre

2025 Target	> National Average
2021 Target	77.8%
2021 Result	76.2%
2020 Result	83.8%
2019 Result	83.0%

Commencing student retention rate

Retention of students is influenced by a wide range of factors, including personal factors beyond the University's control such as financial imperatives, carer responsibilities and timing of offerings. Of the factors capable of being influenced by the University, the core determinant of student retention is whether the program of study provided is meeting each student's aspirations.

The retention rate indicates the percentage of commencing, domestic students who continue their bachelor's level course studies in the higher education sector from the listed academic year to the next, excluding those who graduate. The 2019 retention rate reflects those domestic students who commenced their studies in 2019 and were retained in the sector into 2020. This is the most recent year for which verified data is available through the Higher Education Statistics Collection of the Department of Education, Skills and Employment as the adjusted retention rate—the measure used by the Department to determine our performance-based funding. The final retained value from 2020 into 2021 is unknown at the time of this report, because reporting of 2021 unit enrolments to the Department is still ongoing.

Strategies implemented over the last few years that affected the 2019 retention rate include delivering an engaging "O Week" experience each semester to connect students to their course and their peers, ensuring student support services are accessible and sustainable, and offering enriching 'campus life opportunities'.

Commencing student retention rate (Domestic Students)

2020 Target	>National Average
2019 Target	86.6%
2019 Result	83.9%
2018 Result	84.0%
2017 Result	81.3%

Participation of non-traditional cohorts

Murdoch's student population includes proportionally higher cohorts of students from non-traditional backgrounds compared to the sector average. This is the result of a suite of linked pathways to entry that have been developed to facilitate inclusive entry for the broadest range of applicants and support their enrolment at university.

Low socio-economic status (SES) is determined by the position of a student's permanent home residence in a socio-economic ranking compiled by the Australian Bureau of Statistics using demographic and social data collected in the population census. The lowest quartile is classified as low SES. The number of commencing undergraduate students from a low SES background is calculated using Australian Bureau of Statistics 2016 census data on socio-economic status of statistical areas.

The number of commencing Domestic students from regional or remote areas is calculated based on students' postcode of permanent home residence mapped to regional/remote categories using the Australian Statistical Geography Standard (ASGS) Volume 5 – Remoteness Structure.

The number of Indigenous students is measured as those domestic students commencing a degree in that year that self-identify as being of Aboriginal or Torres Strait Islander descent.

Numbers of students have been used, rather than percentages, to ensure growth in these cohorts is recognised, given expansion in the commencing cohort is varied and affected by factors outside the control of the University, particularly the impact of Government policy measures. The most recent year for which validated data is available through the Higher Education Statistics Collection of the Department of Education, Skills and Employment is 2020. This data has been used in determining the student numbers included in the verified set of indicators below.

Commencing International onshore student load

Murdoch University aspires to be a global institution which seeks to empower people everywhere through education. This global outlook was beginning to be realised prior to the COVID-19 pandemic, with sustainable growth in onshore international students, and new and renewed educational partnerships.

The indicator is measured by the equivalent full time student load (EFTSL) of international fee-paying students who commenced their course of study in the year at an Australian campus.

Restrictions on international arrivals and lockdown requirements due to COVID-19 reduced the number of international students able to get to and remain in Australia for their studies. This led to a sizeable reduction in onshore commencements by international students and a shortfall against targets that is unlikely to be returned to 2019 levels for a number of years, depending on the broader economic and government policy impacts of the pandemic in our key markets.

The target of zero International Onshore Commencement was set due to the ongoing uncertainty around the opening of borders with students unable to travel to Perth. After the target was set - and in line with the flexible regulatory approach implemented by the Commonwealth - online delivery was developed to allow Murdoch to commence some international students.

Number of domestic students from non-traditional cohorts ¹

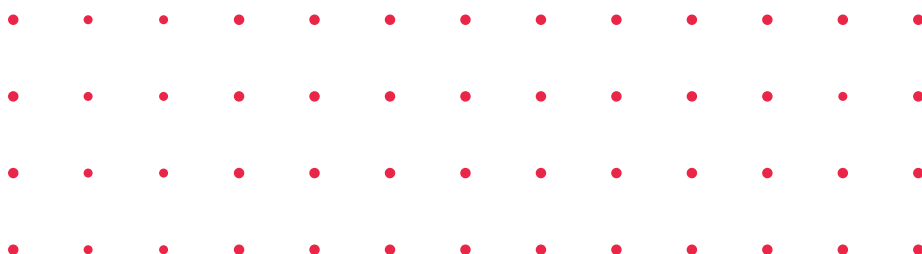
	Commencing Undergraduate students		Commencing students
	Low SES ¹	Regional or Remote ²	Indigenous Students
2020 Target	>775	>683	>164
2020 Result	836	663	144
2019 Result	866	805	134
2018 Result	813	703	139

1. Low SES is based on the students' permanent home residence. Students are classified as being Low SES if their permanent address is in an area in the bottom 25% of the 2016 SEIFA Education and Occupation Index for 15 to 64-year-olds.

2. Regional and remote categories are derived from 2016 ASGS classifications.

International Onshore Student Commencements (EFTSL)

2025 Target	2,500
2021 Target	0
2021 Result	385
2020 Result	822
2019 Result	1,553
2018 Result	1,132





Research Outcomes

Effectiveness Indicators

Total research income

Research activities at Murdoch are shaped toward consolidation and critical mass in key research areas to positively contribute at the local, national and global level. Our research is translational in nature and substance, with inspiration coming from our local community and industry-based partnerships, as well as from national and international collaborators with whom we tackle some of the major challenges of our time.

Research income is one indicator of performance measuring the growth in research income across all category types. The measure used is total income reported by the University in the Higher Education Research Data Collection (HERDC) across Categories 1–4. Data for 2020 is reported as this is the most recent audited data available from the Department of Education, Skills and Employment.

Murdoch has not achieved target for 2020 for total research income or engagement income, which is a subset of total research income. Murdoch did not achieve the 2020 target due to subdued growth in industry income and impacts due to COVID-19, with lockdowns affecting milestone delivery of projects and hence the milestone payments were delayed.

Total research income (HERDC Categories 1–4)	
2025 Target	\$60,000,000
2020 Target	\$40,000,000
2020 Result	\$35,518,982
2019 Result	\$39,277,394
2018 Result	\$33,919,058

Engagement income

Strengthening research engagement with external partners remains an institutional priority. Murdoch University has strategically developed local and international collaborations that build research income and support mechanisms in a manner that makes the University resilient to external funding policy changes and adaptable to national and global needs.

The research institutes ensure that strong partnerships are built, and critical mass developed to strengthen research reputation and profile. They provide a strong platform for increasing the number and scope of our strategic research partnerships with local, national and international industry partners, other universities and research institutes.

The Higher Education Research Data Collection (HERDC) Categories 2 to 4 cover Industry and Other Research and Development (R&D) income; Other public sector R&D income; and Cooperative Research Centre R&D income. Each of these requires external engagement to generate reportable research income, in some cases requiring co-investment that is leveraged to obtain Commonwealth Government funding. This indicator measures income derived from industry engagement by aggregating research income across the HERDC Categories 2–4. Data for 2020 is reported as this is the most recent audited data available from the Department of Education, Skills and Employment.

Total Engagement Income in Categories 2–4 (HERDC)	
2025 Target	\$33,000,000
2020 Target	\$25,000,000
2020 Result	\$18,737,847
2019 Result	\$16,604,960
2018 Result	\$16,270,411

Operational Outcomes

Efficiency Indicator

Consolidated – Operating Margin

The Senate has sought to ensure the University effectively manages its operations to maintain its educational and research excellence in a framework that delivers financial sustainability.

The Operating Margin is a measure of the consolidated surplus which supports the University's capital and strategic investment requirements. It is calculated as the consolidated surplus or deficiency as a percentage of total consolidated income.

Consolidated Operating Margin	
2025 Target	>5%
2021 Target	3.3%
2021 Result	3.7%
2020 Result restated*	-1.8%
2019 Result	6.0%

*The 2020 operating margin result has been restated due to the application of the International Financial Reporting Standards Interpretations Committee decision regarding the treatment of Software as a Service (SaaS). As a result, the University has changed its accounting policy in relation to configuration and customisation costs incurred in implementing SaaS arrangements increasing recognised expenses.

➤ **Research activities at Murdoch are shaped towards key research areas to positively contribute at the local, national and global level.**

Other Disclosures

People, Values and Culture

Murdoch University continued to deal with the impact of COVID-19 throughout 2021 and managed these challenges by ensuring people and their wellbeing, health and safety remained the primary focus. Despite the difficult external environment, the University implemented several initiatives to support its People, Values and Culture. These included:

- › **The launch of a People Strategy to ensure Murdoch University can thrive in a constantly evolving higher education and external environment and enable our leaders to collaborate and focus on the people priorities that really matter.**
- › **Completion of the voluntary redundancy program which commenced in 2020. This program will support the future financial stability of the University through the uncertain times ahead.**
- › **Ongoing investigation and review of payment arrangements to ensure all University employees are receiving their correct entitlements, as part of a payroll remediation program that began in 2019.**
- › **The development of new tailored casual compliance training specifically designed to meet the needs of our casual workforce and ensure all staff understand their obligations and expectations while working at Murdoch.**

The following provides a snapshot of our staff profile as of 31 December 2021:

Headcount	Continuous and Fixed Term	Casual
Academic	548	682
Professional	905	671
Total	1,453	1,353

People Strategy and developing our people

Despite the backdrop of continued change in 2021, we continued to take action to support the development of our people.

The People Strategy was an integral step to raising the maturity of our people and talent management landscape, and to ensure we can meet the challenges of the workplace of the future and the increasingly volatile external environment. The strategy acknowledges it is Murdoch people and their commitment that will bring our strategy to success, and ensure we meet our core goals for Students & Education, and Research & Innovation. The strategy has four key pillars: purpose and culture; wellbeing; leadership; and talent and capability and is “co-owned” by leaders across the University.

A People Strategy Committee was formed and is accountable for its strategic execution, monitoring and reporting.

At an operational level, we continued to improve two-way communication with our people through delivery of two Employee Experience and Engagement Surveys. We now have a deeper understanding of the employment experience and insights to how to address priority areas. Survey results have been shared widely and action planning is in progress.

› **At a local learning and development level, we continue to update offerings online so that we might better develop our people in a digital environment.**

Wellbeing

The Murdoch Staff Wellbeing Strategy (including Safety & Health) and enabling Action Plan were launched in 2021. Together the strategy and action plan support improved wellbeing, engagement, participation, and productivity of our people. Key outcomes in 2021 included:

- › Continued and ongoing support to staff through delivery of our COVID-19 strategy.
- › Improved understanding of employee sentiment towards wellbeing, and how we might respond, through delivery of two Employee Experience & Engagement Surveys.
- › Continued opportunity to access to our Employee Assistance Program support services, for staff and their immediate family members.
- › Increased usage of our online Wellbeing Hub which provides access to personalised health assessments, online resources, expert advice, and management tools.
- › Continuation of a Staff Wellbeing Collective which connects interested stakeholders who work to create, promote and foster a culture of wellbeing across the University.
- › Achievement of gold accreditation as a Mental Health First Aid Skilled Workplace which acknowledges our significant achievements in supporting staff to develop Mental Health First Aid skills and embedding a sustainable and effective program.
- › Delivery of a range of development support opportunities for wellbeing including Incidental Counsellor Development, Domestic Violence support development, and a range of webinars.
- › Focusing on Health and Safety. A key aim of Murdoch's Health and Safety team during 2021 was to continue to navigate the COVID pandemic and ensure the safety and health of all staff and students through enabling working from home, and clear guidelines and updates to support our employees.

- › Murdoch University manages a broad range of safety and health hazards and hazardous activities, including field work, research, chemicals, performing arts, and biological material. These hazardous activities carry a diverse risk profile that is managed through the safety, health and wellbeing policy, safety and health strategic plan and safety management system.
- › A program of external gap analysis was undertaken to align the University with the pending Work Health and Safety Act 2020 and supporting Work Health and Safety (General) Regulations 2022. Work is currently being undertaken to align the current Safety Management System to meet the revised requirements. Our Safety and Health performance indicators assist in monitoring the effectiveness and safety culture of Murdoch University. All these performance indicators are reported to executive committees.

Performance Indicators	2021
Reported Incidents	159
Reported Observations	205
Reported Incident rate (100 FTE)	0.38
Days Lost due to Reported Injuries and Illness	932

Workforce equity, diversity, and inclusion

Throughout 2021, in line with our Guiding Principle of Equity and Social Justice, we continued to support an inclusive environment, where people feel they belong, and differences are respected and celebrated.

Whole organisation activities to support these outcomes include the introduction of the Vice Chancellor's Living our Guiding Principles and Values Award as part of our 2021 staff awards process - now embedded in our ongoing recognition activities; and creation of the role of Deputy Vice Chancellor Education and Equity to reinforce our focus at the Senior Executive level.

Murdoch University remains committed to increasing the employment, retention, and development of **Aboriginal and Torres Strait Islander people** through the ongoing deployment of our Reconciliation Action Plan (RAP) and Aboriginal and Torres Strait Islander Employment Strategy. Key outcomes in 2021 included:

- › Increased representation of Aboriginal and Torres Strait Islanders in our workforce across the year.
- › Continued support to improve awareness across our staff through delivery of the Aboriginal Cultural Awareness and Workplace Inclusion e-Learning package and Beyond Black and White development course which aims to increase understanding of discrimination and unconscious bias faced by many in the Aboriginal and Torres Strait Islander community.
- › Acknowledgement of the importance of diversity in leadership through the appointment of the Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership to the Senior Executive Group.

We continued to deliver activities identified under our Athena SWAN Bronze Accreditation. Athena SWAN is an internationally recognised framework designed to put gender equity and diversity in higher education under the microscope. It recognises that inclusive and diverse teams are more innovative, creative, and productive - essential features in science, technology, engineering, mathematics and medicine (STEMM) disciplines. We have delivered:

- › A deep dive survey in relation to Equity, Diversity and Inclusion to better understand the employment experience and develop insights about how we might improve this.
- › Delivery of Achievement Relative to Opportunity Guidelines applicable to promotions and recruitment activities.
- › Improved access to information with the creation of a new 'Women in the Workplace' and 'LGBTIQA+ Community' Intranet pages.
- › Continued support for flexible work arrangements including support for employees who require accessibility or reasonable adjustments to be able

Governance Disclosures

to deliver their work from home as part of our COVID-19 response.

Significant Factors Affecting the University

Economic Fundamentals and Competition

The State Government has funded initiatives to address skills shortages in some sectors, with an emphasis on skilled migration and industry-focused vocational training. TAFE fees for 180 priority courses have been reduced to encourage students to upskill and meet contemporary industry standards in areas such as agriculture, construction, engineering, information technology, and community services. This is likely to draw students away from university study towards shorter, cheaper courses with a strong focus on employment in areas where there is demonstrated demand for skilled workers.

During 2021, border restrictions significantly reduced national and international travel and migration to WA. While the State Government has announced the border will reopen in March 2022, international student numbers are unlikely to return to 2019 levels until 2024.

These economic and demographic changes have forced financial and structural changes on the higher education sector. Reduced income from international students and the associated pipeline effects, together with changes in Commonwealth funding, have affected the economic sustainability of higher education providers. In addition, as commercial sector wages rise, universities will need to increase salaries to compete, further exacerbating pressures on salary costs and staffing levels.



Job-ready Graduates Legislation

Under the Commonwealth's Job-ready Graduates (JRG) program, a Higher Education Continuity Guarantee (HECG) is in place from 2021 to 2023 to assist with recovery from the effects of COVID-19. HECG will fund any gap between the providers' Maximum Basic Grant Amount (MBGA) for higher education courses and designated courses, and actual enrolled student load for the year. Effectively, universities who are 'under-enrolled' will receive their MBGA, regardless of their enrolled student load. From 2024, providers will be funded only for enrolled students up to their MBGA.

Universities will retain their base funding through the Commonwealth Grants Scheme, with a transition fund designed to offset certain funding reductions caused by JRG in such a way that revenue is maintained over 2021 to 2023. This will provide additional Commonwealth supported places, albeit at the reduced level of support of the revised Commonwealth contribution amounts.

Transition Fund Loading (TFL) has been recalculated by the Commonwealth to account for changes in enrolment patterns driven by COVID-19. In particular, actual 2021 enrolments provided better information on the number and disciplines of 'grandfathered' students that significantly affect aggregate institutional funding. Once finalised, TFL through to 2023 will be specified in Funding Agreements.

The National Priorities Industry Linkage Fund (NPILF) is a dedicated funding stream to incentivise engagement with industry, development of industry-relevant course material, workforce planning to help align course mix with demand from industry, and provision of work-integrated learning opportunities for students. Murdoch will receive \$3.25 million to support a 'NPILF Pilot submission for 2021 – 2024' that details three metrics and three case studies to be undertaken to meet the aims of the fund.

The Indigenous, Regional and Low SES Attainment Fund (IRLSAF) was established in 2021 by combining the Higher Education Participation and Partnerships Program (HEPPP), regional loading, enabling loading and relevant elements of the National Institutes Grant.

Component funding will continue to be allocated in line with current policy except for HEPPP. A revised HEPPP formula allocates funding based on each university's share of low SES students (45%, previously 100%); regional and remote students (45%); and Indigenous students (10%). Students who belong to more than one of the target groups will be counted more than once to reflect the level of support required. There is potential for WA to be disadvantaged in IRLSAF calculations by 2021 census data, with lower proportions of low SES and regional populations than other states.

Careful management of the University's funded load and over-enrolment will be necessary to make the maximum number of places available to help meet demand while maintaining funding per student to meet costs. A risk remains that the University will generate enrolment growth in disciplines with lower total funding, such as science or allied health, or over-enrolment in disciplines with lower student contributions, such as social sciences and humanities.

Media and Advertising Expenditure

Section 175ZE of the *Electoral Act 1907* requires the University to include a statement in the Annual Report setting out details of expenditure incurred by the University during the financial year in relation to advertising agencies, direct mail organisations, media advertising organisations and market research organisations.

The total expenditure incurred by the University during the 2021 financial year in that respect is \$4,886,664 and is outlined below:

Advertising Agencies \$816,046

Wunderman Thompson

Media Advertising \$3,813,828

Initiative Media

Benchmarking

Equilibrium Interactive

Facebook

LinkedIn

Market Research \$256,790

Kantar Public A

Taylor Nelson Sofres

Governance Disclosures

Impact of legislation

The University will be subject to the Work Health and Safety Act 2020 (WA) which is expected to come into effect in 2022.

The University *Security of Critical Infrastructure Act 2018* was amended in 2021, bringing the University within its scope.

The University is also subject to the *Building and Construction Industry (Security of Payment) Act 2021* which has a staggered implementation commencing later in 2022.

Complaints handling

Murdoch University strives for excellence in its dealings with staff, students and the broader community. However, on occasion, it may receive negative feedback or people express dissatisfaction or displeasure with an experience and lodge a complaint. The feedback provided through the complaints process informs the University's continuous improvement programs.

The University is committed to ensuring that all complaints are handled effectively and efficiently in a process that is supported by our Complaints Management Policy and is accessible, impartial, confidential, equitable and sensitive. Complaints are managed with respect for all parties involved and procedural fairness.

Processes are in place such that members of staff, students or the public can lodge a complaint with the University. Further information is available on the University's website:

<http://our.murdoch.edu.au/University-Secretarys-Office/Governance-Services/Complaints/>

An independent external review of student complaints management was carried out in late 2019/early 2020. The report contained a number of commendations and recommendations. An action plan was developed and implementation of these recommendations is underway.

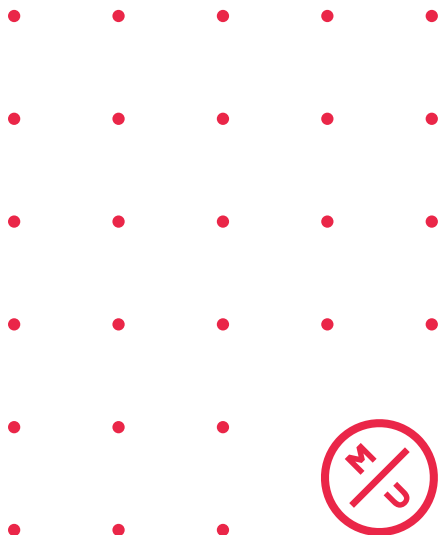
Freedom of Information

This year Murdoch University received sixteen applications (of which four applications are still current) under Freedom of Information legislation. In addition, the University received seven requests for information that could be provided outside of the Freedom of Information process.

The three requests that were ongoing in 2020 were all closed in 2021.

No applications proceeded to internal review in 2021.





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