



THE UNIVERSITY OF  
MELBOURNE

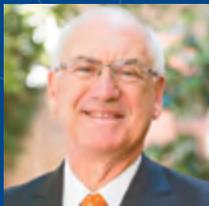
# ANNUAL REPORT 2020

ADVANCING MELBOURNE



2020

# MESSAGE FROM THE CHANCELLOR



The Hon Gayle Tierney MP  
Minister for Training and Skills and Minister for Higher Education  
Level 1, 2 Treasury Place  
East Melbourne Vic 3002

31 March 2021

Dear Minister

I am pleased to submit the Annual Report of the University of Melbourne for the year ending 31 December 2020.

The Annual Report is prepared in accordance with the requirements of the financial reporting directions under the *Financial Management Act 1994*. The University of Melbourne Council endorsed this Annual Report at its meeting on 17 March 2021.

Council's purpose is to exercise broad oversight of the University's operations, whose day-to-day work is the responsibility of the Vice-Chancellor and the University's staff members. Council's membership is diverse, and its individual members are mindful of their public duty to serve the University and the broader society to which the University belongs.

As you may conclude from the information contained in this Annual Report, in 2020 the University responded strongly to the public health emergency and other challenges of the year.

Importantly, it also maintained its leadership position in Australian higher education with strong performances in both the Academic Ranking of World Universities and the Times Higher Education World University Rankings.

During 2020, after taking account of the impact of COVID-19, University Council was also pleased to re-endorse the new strategy for the University, *Advancing Melbourne*, which had been approved by Council during 2019, and offers a strong sense of direction for the University in the years ahead.

As Chancellor of the University of Melbourne, I submit this Annual Report to you for your information and presentation to Parliament.

Yours sincerely



**Allan J Myers AC QC**  
Chancellor

# MESSAGE FROM THE VICE-CHANCELLOR



31 March 2021

The role of a great university was never more plain to see than in 2020. As people and communities worldwide were affected by the onset of COVID-19, the University of Melbourne's community of researchers, teaching academics, students, professional staff and many collaborators in the wider community made great contributions to local, state, national, and global needs in a time of extended public health emergency.

This Annual Report recaps many specific achievements by the University, both in response to the COVID-19 pandemic, and to other pressing global challenges. These achievements ranged across the disciplines, from notable work in the biological and physical sciences (for example the Doherty Institute) to the social sciences and humanities (for example the Melbourne Institute).

A most striking feature of this institution's overall response was the extraordinary combination of adaptability, innovation and resilience shown by staff members and students alike in all faculties and schools.

Yet perhaps the most significant achievement of all for the University was in remaining true to its core mission as an eminent global research and teaching university, while rapidly adapting to the radically changed circumstances imposed by public health restrictions and by COVID-19 itself.

In May 2020 our new strategy, *Advancing Melbourne*, was adopted. It embraces five important themes to guide the institution on its next decade's journey; these themes are 'Place', 'Discovery', 'Education', 'Community' and 'Global'.

These are perhaps more relevant and necessary than ever as we start to imagine our University in a post-pandemic world.

I look forward to leading the University in pursuit of this strategy's ambitious goals in years to come.

Yours sincerely

A handwritten signature in black ink that reads "Duncan Maskell". The signature is written in a cursive, slightly slanted style.

**Professor Duncan Maskell**  
Vice-Chancellor

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### Front cover

Walking beneath the arches of the Old Quad on Parkville campus, this University of Melbourne student symbolises the optimism we share as we face a new and different world. The background pattern featured throughout this annual report echoes the University's *Advancing Melbourne* strategy that uses lines to create visual connections to the past, to the present, and to the future.

Image: Peter Casamento

Please note: many of the images featured in this annual report were taken prior to pandemic restrictions.

# AT A GLANCE

**#1**

in Australia in the  
THE<sup>1</sup> Global Rankings

**52,151**

students  
(EFTSL)<sup>2</sup>

**42,296**

total award  
completions

**#31**

in the world in the  
THE<sup>1</sup> Global Rankings

**430,000**

living alumni

**\$657M**

research  
income<sup>4</sup>

**#35**

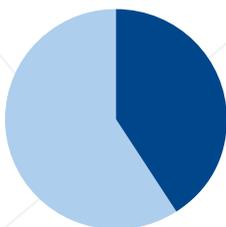
in the world in the  
ARWU<sup>3</sup> Rankings

**6000+**

participants in  
student/alumni  
mentor programs

**9189**

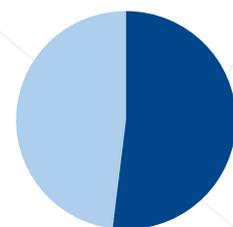
staff<sup>5</sup>



**41% international  
students**

**155**

student  
nationalities



**52% undergraduate  
48% graduate**

1. Times Higher Education
2. Equivalent full-time administered student load (EFTSL)
3. Academic Ranking of World Universities
4. Estimated from 2020 results, confirmation from Higher Education Research Data Collection (HERDC) due June 2021
5. Total staff full-time equivalent (FTE) including continuing, fixed-term and casual staff

# LOCATIONS

1. PARKVILLE
2. SOUTHBANK
3. BURNLEY
4. HAWTHORN
5. FISHERMANS BEND
6. WERRIBEE
7. CRESWICK
8. SHEPPARTON
9. DOOKIE



The University of Melbourne acknowledges and pays respect to the Traditional Custodians of the lands on which our campuses are situated:

- Wurundjeri people and Boon Wurrung people (Parkville, Southbank, Werribee and Burnley campuses)
- Yorta Yorta People (Shepparton and Dookie campuses)
- Dja Dja Wurrung people (Creswick campus).

# OUR HISTORY

1853

## LAYING A FOUNDATION FOR EXCELLENCE

The University of Melbourne was constituted by the newly formed Parliament of Victoria in 1853 and its foundation stone laid in 1854. The University has been synonymous with Melbourne's intellectual growth and global reputation ever since.

1880

## WELCOMING WOMEN TO AN ALL-MALE BASTION

In 1880 the University of Melbourne admitted women for the first time. Australia's first female graduate, Julia 'Bella' Guerin, graduated with a Bachelor of Arts in 1883. The country's first registered female medical students graduated from the University of Melbourne in 1891.

1904

## FIRST UNIVERSITY APPEAL CONDUCTED

Lady Janet Clarke, for whom Janet Clarke Hall residential college is named, was appointed president of the University's first fund-raising campaign. The project succeeded in drawing £13,326 in seven months to support research projects.

1948

## FIRST PHD OFFERED BY AN AUSTRALIAN UNIVERSITY

The University of Melbourne became the first Australian university to offer a PhD, conferring the first two in 1948 to Erica Wolff in Arts, and RH Myers in Science. The development of the PhD reflected the increasing importance placed on research.

1978

## HELPING THE DEAF TO HEAR

Professor Graeme Clark led a pioneering team in the University of Melbourne's Department of Otolaryngology to engineer the world's first bionic ear. This groundbreaking achievement paved the way for development of the Cochlear device, introduced in 1982, which has since provided the gift of hearing to more than 550,000 people worldwide.

2008

## INTRODUCING AN INNOVATIVE NEW CURRICULUM

In 2008 the introduction of a new Melbourne curriculum marked another historic transformation of the University, delivering broad undergraduate programs followed by professional qualifications offered at masters level, smaller class sizes, team-based learning and an enhanced university experience.

2010

## COMMITTED TO RECONCILIATION

With its first *Reconciliation Action Plan* (RAP) in 2010, the University of Melbourne made an official commitment to using its teaching and learning, research, and engagement expertise and resources to make a sustainable contribution to improved health, education and living standards for Indigenous Australians.

The RAP recognises the contribution of Aboriginal and Torres Strait Islander peoples and knowledge in support of this aim.

2020

## AN EXTRAORDINARY YEAR

In an extraordinary year, starting with destructive bushfires raging across the country and followed by the devastating global COVID-19 pandemic, the University community came together to plan and act with immediacy, decisiveness and empathy. Guided by the aspirations of the new *Advancing Melbourne* strategy, the University maintained the highest standards of teaching, research and professionalism.

# AN EXTRAORDINARY YEAR

2020 was a year like no other. After devastating Australian bushfires, the entire world faced a pandemic that affected individuals, communities and institutions in almost every country. Standing firm in the face of the global pandemic, the University re-evaluated its purpose and focus in line with the new strategy, *Advancing Melbourne*. Working with partners and within its communities, the University addressed the challenges of COVID-19, quickly readjusting its processes and mobilising to support students and staff.

Throughout the pandemic the health, safety and wellbeing of the entire University community has been paramount in its response to COVID-19. The University introduced a range of measures to assist students, researchers and staff, including providing ongoing advice and support.

Following the first confirmed case of COVID-19 in Victoria in January 2020, the University established a dedicated Incident Management Team to lead and manage the institution's response. Decisions were made to contribute to reducing rates of infection in line with the latest public health advice from the Australian and Victorian governments.

Victoria declared a state of emergency to respond to the coronavirus outbreak on 16 March and in response, the University ceased face-to-face learning for large lectures and started moving other classes online, stopped sports and physical events, and closed galleries. On 19 March, the University reported its first confirmed case of COVID-19 and then on 23 March, transitioned to a virtual campus model, to enable students and staff to stay at home wherever possible.

The University was proactive in establishing its own internal contact tracing capability – the Campus Community team – well in advance of health directions and guidelines. The team liaised directly with every member of the University community who tested positive for COVID-19 and provided support and advice to close contacts of positive COVID-19 cases.

The local situation required active management of the University's response while also preparing for, and responding to, a range of scenarios. This included establishing physical distancing protocols and hygiene initiatives to comply with rapidly changing health advice, and managing logistics around border closures, travel restrictions, and lockdowns.

Early introduction of travel restrictions meant that some students were unable to return physically to Australia, including a large number of international students. The University supported them to continue their studies remotely, introducing new services and new ways to stay connected as a global community.

The University was one of the first to offer financial assistance to affected students through the establishment of Student Support Grants for those affected by travel restrictions. Further support was provided to students experiencing financial hardship through the University's Emergency Support Fund. In 2020, the University awarded \$60 million in student grants. The University is extremely grateful for the generosity of donors who supported this scheme.

The University was also pleased to work with the Victorian Government to extend support to eligible international students via the International Student Emergency Relief Fund. Overall, with this generous support, the University provided financial assistance to more than 17,000 students, in addition to loans of IT equipment and internet access for students in need.

Additional student and graduate researcher support measures included:

- Expanding the University's suite of health and wellbeing services to include telehealth, a new outreach program for students, a COVID-19 hotline and testing at the University's Health Service, and enhancing existing services such as the Safer Community Program and Counselling and Psychological Services
- Moving all student services, including Stop 1, libraries, academic skills, and careers and employability advice to virtual delivery with online appointments, workshops and drop-ins continuing to help students all over the world
- Changing census, withdrawal and fee-due dates, updating special consideration requirements, and revising Weighted Average Mark (WAM) calculation methods



The first phase of a workplace saliva test pilot program to understand the most effective and comfortable way to mass test for COVID-19 in a workplace setting was rolled out at Bendigo Police Station as part of a program between the Victorian Government and the Peter Doherty Institute for Infection and Immunity. *Image supplied*

- Extending candidature and stipend of graduate researchers nearing the end of their candidature and those with projects affected by the pandemic, and introducing paid and unpaid COVID-19 leave
- Distributing more than 39,000 free meals to students through a partnership with SecondBite.

The University thanks its students and academic staff for the roles that they have played in adapting to and using new modes of teaching, learning and working. This could not have been achieved without the support of professional staff, who also transitioned to new ways of working during a time of incredible uncertainty.

In response to the pandemic, staff were also supported through a range of initiatives and programs in relation to working from home. This included the introduction of a COVID-19 Special Payment for casual employees, for those who were diagnosed with COVID-19, or were self-isolating and unable to work from home, and Quarantine Leave for permanent and fixed-term staff.

While the majority of students, researchers and staff were unable to attend campus for most of the year, the University's sense of community was not diminished. Throughout 2020, new channels were developed to help the University community stay informed and connected, strengthening the institution's commitment to an exceptional student experience in an online environment. This included establishment of the University's Virtual Campus Community and a range of online events, activities and orations enabling more people to access these than ever before. The University also delivered its first-ever virtual Open Day, with a comprehensive program held across multiple days, featuring more than 200 information sessions and interactive online events.

As the pandemic continued to escalate, the Vice-Chancellor established an overarching Pandemic Reset Coordinating Group, together with the Resources and Future State taskforces, to support University Executive in considering how the University could be best placed for success in a world post-COVID-19.

As a result of prudent fiscal management, the University was able to manage the financial impact of the pandemic and continue to deliver its teaching and learning, research, and support throughout 2020. However, the recurrent revenue challenge remains significant and is expected to continue in the coming years. In 2020, the University introduced one-off cost-saving measures, drew down on reserves, increased borrowings, and commenced the process of finding significant ongoing savings to address the long-term financial challenge. Almost 200 valued staff members left the University through voluntary redundancy as part of the University's approach to minimising the need for involuntary redundancies as a result of the financial impact of COVID-19.

Despite these challenges, the University remains committed to delivering outstanding teaching, learning and research and continuing to play a significant role in the life and development of Melbourne, Australia and world through its global networks. The COVID-19 pandemic has demonstrated that, while the University community has been physically apart, it has remained united and strong, working more closely and collaboratively than ever before.

Towards the end of 2020 some final-year students and late-stage graduate researchers were welcomed back to campus, in line with government guidelines, to access crucial in-person teaching, assessments and work placements to complete their qualifications by the end of January 2021. The University looks optimistically to 2021 for the chance to recreate positive on-campus experiences for students and staff across all campuses.

The magnificent glass sculpture of COVID-19 by UK artist Luke Jerram sits in the foyer of the Peter Doherty Institute for Infection and Immunity. Image: Guy Cleeve



### Contributing to combat COVID-19

The pandemic reinforced how important the research and scholarship of the University are and, through its global network, how the University of Melbourne can make a difference in the world.

Throughout the pandemic, the broader University community has continued to demonstrate the value of research, with many researchers involved in the response to COVID-19.

There was incredible support for the work of the Peter Doherty Institute – a joint venture between the University of Melbourne and the Royal Melbourne Hospital – with individuals, foundations and organisations around the world contributing \$16.4 million to support its work.

In January, scientists at the Doherty Institute were the first outside China to grow and share the novel coronavirus (2019-nCoV) from a patient sample. This was a significant global milestone that provided expert international laboratories with critical information to help combat the virus.

Throughout the year, University of Melbourne researchers have provided their expertise to various government panels to help inform the Australian Government's strategic response to the pandemic. In April, a special Group of Eight taskforce chaired by the University of Melbourne produced the Roadmap to Recovery report, a policy paper to help

the Australian Government guide the country out of the pandemic. University researchers also developed a dynamic modelling tool to inform Victorian Government pandemic policy.

The University contributed to the public discussion around the impacts of COVID-19, hosting a series of virtual panels including *Life Beyond Coronavirus: The Expert View* and *Conversations on COVID-19: A Global View*, drawing on academics from across the institution, together with experts from around the world.

In November, the University announced that it would partner with the Victorian Government and close research collaborators to create a new hub for infectious diseases and global health. The \$550 million state-of-the-art facility will enhance Victoria's capacity to respond to infectious diseases through collective expertise, knowledge-sharing and reach.

The extraordinary year of 2020 brought into relief the essential strengths of the University: the depth and breadth of expertise, the creativity and resilience of staff and students, and the willingness of different disciplines to come together to deliver real world solutions.

This all points to a promising future.

For more information about the COVID-19 expert panel series, see pages 42, 51 and 81.

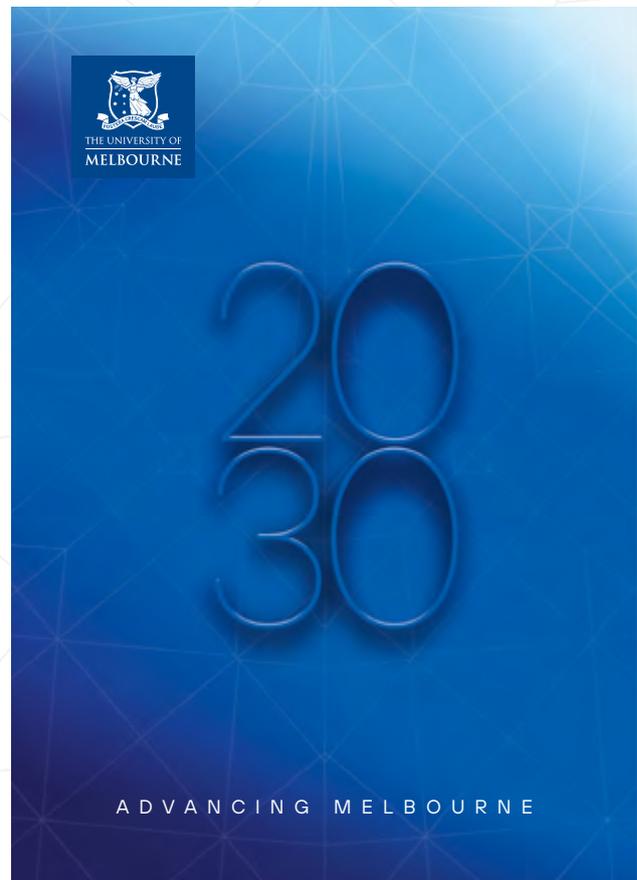
# INTRODUCTION TO *ADVANCING MELBOURNE*

Launched in mid-2020, *Advancing Melbourne* sets out the University of Melbourne's strategic direction for the coming decade.

*Advancing Melbourne* exemplifies the University's ambition in addressing future challenges and providing societal benefit through the transformative impact of education and research, and keeping students at the heart of everything we do.

The University of Melbourne is an institution foundational in the intellectual and cultural life of the city of Melbourne and the contemporary Australian nation. It gains strength and energy from being embedded in its place of origin, from deep time – remembered and inhabited through the knowledge and understanding of Indigenous people – through to the University's role since its establishment in 1853 in the development of the modern, vibrant city of Melbourne. The University looks to its future in this place of origin by committing to its city, state and nation, while aspiring to a strong global presence as befits its standing as a leader in education and research.

*Advancing Melbourne* reflects the University's commitment to its people, its place, and its partners. The aspiration for 2030 is that the University be known as a world-leading and globally connected Australian university, with students at the heart of everything it does.



***“Advancing Melbourne describes a broad direction and set of aspirations for the University. This framework underpins a set of flexible tactical delivery plans that ensure that the University will be able to reset and reposition for the future, dealing with external developments as they arise.”***

***— Professor Duncan Maskell Vice-Chancellor***

*Our purpose is to benefit society through the transformative impact of education and research*

*Our aspiration is to be a world-leading and globally connected Australian university with students at the heart of everything we do*

### **Vision for 2030**

- Students will be offered a distinctive and outstanding education and experience, preparing them for success as leaders, change agents and global citizens.
- The University will be recognised locally and globally for leadership on matters of national and global importance, through outstanding research and scholarship and a commitment to collaboration.
- The University will be empowered by a sense of place and connections with communities. It will take opportunities to advance both the University and the City of Melbourne in close collaboration and synergy.
- This will be delivered through building a brilliant, diverse and vibrant University community, with strong connections to those we serve.

*Advancing Melbourne* is structured according to five intersecting themes – ‘Place’, ‘Discovery’, ‘Education’, ‘Community’ and ‘Global’, which represent our key focus areas over the next decade. It was developed after extensive consultation with our staff, students, alumni and key stakeholders.

More information about *Advancing Melbourne* can be found at: [about.unimelb.edu.au/strategy/advancing-melbourne](https://about.unimelb.edu.au/strategy/advancing-melbourne)

### **Advancing Melbourne performance framework**

A new performance framework is under development to capture the success of *Advancing Melbourne* over the next decade.

The framework will demonstrate the value of University contributions to society and stakeholders; mobilise the University community around achievement of the aspirations; and assist in development and prioritisation of initiatives. Given the emphasis on the enduring purpose of the University, the new performance framework will enable greater focus on benefiting society as well as maintaining an ongoing commitment to academic and operational excellence.

The framework is being developed, drawing on lessons learned from the previous areas of measurement, through extensive consultation and co-creation across the University.

It will also align with principles relating to the responsible use of research metrics adopted by the University such as the San Francisco Declaration on Research Assessment (DORA) and Leiden Manifesto for Research Metrics.

# STRATEGIC GOALS AND PRIORITIES

PLACE

COMMUNITY

EDUCATION

DISCOVERY

GLOBAL

## GOALS

Embrace our place in Australia and the world, partnering in the future of Melbourne as a thriving and sustainable global city

A vibrant, diverse and inclusive community, and a destination of choice for talented students and staff

Students at the heart of the University, renowned for their outstanding knowledge, skills and societal influence

At the leading edge of discovery, understanding and impact through research

Lead, convene and collaborate through strategic partnerships on a global scale

## PRIORITIES

- |  |  |   |  |   |
|--|--|---|--|---|
| <ul style="list-style-type: none"> <li>• Partner with governments and others in growing the knowledge economy, locally and globally</li> <li>• Advance reconciliation and reciprocal learning with Indigenous peoples and communities</li> <li>• Develop our precincts and campuses to contribute to social, economic and cultural wealth</li> </ul> | <ul style="list-style-type: none"> <li>• Cultivate a culture and environment that will be attractive to the most talented people from around the world</li> <li>• Strengthen diversity and inclusion in the University community, including within its leadership</li> <li>• Strengthen opportunities for talented students from disadvantaged backgrounds</li> <li>• Provide strong voices in public debate, consistent with our commitment to advancing knowledge, academic freedom and freedom of expression</li> </ul> | <ul style="list-style-type: none"> <li>• Educate outstanding graduates for Australia and the world, known for their capacity to lead in a time of rapid transformation</li> <li>• Strengthen a distinctive curriculum that actively engages students in their learning, embedded in a research-rich context</li> <li>• Innovate and lead in new ways of learning, harnessing digital technologies and data analytics</li> <li>• Intensify our commitment to an exceptional student experience that continues beyond graduation</li> <li>• Maintain an enduring relationship with alumni, including opportunities for lifelong learning</li> </ul> | <ul style="list-style-type: none"> <li>• Attract the best researchers from around the world and nurture research careers</li> <li>• Advance research success through targeted investment, enhanced cross-disciplinary partnerships and a renewed emphasis on translation</li> <li>• Increase opportunities for students to engage with research culture and activity</li> <li>• Support cross-disciplinarity, innovation and collaboration through the purposeful development of a network of precincts which brings together researchers and students with research partners</li> </ul> | <ul style="list-style-type: none"> <li>• Become a hub of knowledge and research for the Asia Pacific region</li> <li>• Lead on global challenges where we can make a significant contribution to the world, and develop centres of excellence that are global in reach, ambition and impact</li> <li>• Strengthen relationships with a global community of scholars, partners and alumni, and ensure that curriculum is informed by a global range of perspectives</li> </ul> |
|--|--|---|--|---|

# AWARDS AND ACHIEVEMENTS

## 2020 University of Melbourne award winners

### Prominent research award winners

#### *Australian Academy of Science Australia-India Strategic Research Fund (AISRF) Early and Mid-Career Research Fellowship*

Dr Jegadesan Subbiah was awarded an Australian Academy of Science Australia-India Strategic Research Fund (AISRF) Early and Mid-Career Research Fellowship. The fellowship supports Australian researchers to work with leading researchers in India to facilitate long-term science, technology and innovation collaboration between Australia and India.

#### *2020 Australian Museum Eureka Prize for Innovation in Citizen Science*

For their research in using commercial drone technology and volunteer pilots to map coastal erosion in 3D, Associate Professor David Kennedy in the Faculty of Science, and colleagues from the University of Melbourne, Deakin University, Department of Environment, Land, Water and Planning, and Propeller Aerobotics, were awarded the Australian Museum Department of Industry, Science, Energy and Resources Eureka Prize for Innovation in Citizen Science. This work empowers local communities to predict how beaches respond to storms and rising sea levels using citizen scientists to produce 3D models that precisely measure shoreline change through use of lightweight drones. The open-source data informs coastal management and policy decisions.

#### *ORCA Prize for 2020*

Laureate Professor Eric Reynolds was the first Australian to be awarded the ORCA Prize. Awarded annually, this prestigious prize is given by the European Organisation for Caries Research (ORCA) in recognition of outstanding contributions in the field of dental caries research.



Dr Lou Bennett, recipient of the 2020 Westpac Research Fellowship.  
*Image supplied*

#### *Westpac Research Fellowship*

Dr Lou Bennett from the Faculty of Arts' School of Social and Political Sciences was awarded one of three prestigious 2020 Westpac Research Fellowships. Partnering with Indigenous communities in the south and east coasts of Australia, Dr Bennett will use the fellowship over the next three years to further explore creative ways to revitalise Indigenous languages. Research is currently underway on the New South Wales south coast, where Dr Bennett is working on language and song with the Yuin community.

## **Fellows and Academy appointments**

### **Australian Academy of Health and Medical Sciences**

#### *Appointed Fellows:*

Professor Melanie Bahlo  
(Walter and Eliza Hall Institute)

Professor Julie Bernhardt  
(Florey Institute of Neuroscience and Mental Health)

Professor Sarah-Jane Dawson  
(Peter MacCallum Cancer Centre)

Professor Mary Galea  
(Medicine, Dentistry and Health Sciences)

Professor Roy Robins-Browne  
(Microbiology and Immunology and Peter Doherty Institute  
for Infection and Immunity)

Professor Andrew Steer  
(Murdoch Children's Research Institute)

Professor Timothy Stinear  
(Microbiology and Immunology and Peter Doherty Institute  
for Infection and Immunity)

### **Australian Academy for Social Sciences**

#### *Appointed Fellows:*

Professor Nick Allen  
(Medicine, Dentistry and Health Sciences)

Professor Jenny Lewis (Arts)

Professor Adrian Little (Arts)

Professor Alan Lopez  
(Medicine, Dentistry and Health Sciences)

Professor Christine Parker (Law)

Professor Bruce Preston (Business and Economics)

Professor Sarah Wilson  
(Medicine, Dentistry and Health Sciences)

### **Australian Academy of Science**

#### *Appointed Fellows:*

Associate Professor Lee Berger  
(Veterinary and Agricultural Science)

Professor Linda Blackall (Science)

Professor Andrew Cuthbertson  
(Medicine, Dentistry and Health Sciences)

Professor Aurore Delaigle (Science)

Professor Andrew Roberts (Walter and Eliza Hall Institute)

### **Australian Academy of Technology and Engineering**

Professor Sally Gras (Botany) appointed Fellow

### **Australian Academy of the Humanities**

Dr Claudia Sagona (Arts) appointed Fellow

### **Econometric Society**

#### *Appointed Fellows:*

Professor Steven Williams (Economics)

Professor Chris Edmond (Economics)

### **National Academy of Sciences in the USA**

#### *Elected international member*

Professor Jane Elith

### **Royal Society (UK)**

#### *Appointed Fellow*

Professor Jane Visvader (Walter and Eliza Hall Institute)

# PLACE

Great universities have a strong presence in the world, beginning with their place of foundation. The University's history of service to the people of Melbourne, Victoria and Australia shapes the University it is today, and into the future.

The University's commitment to place starts with the importance of its relationship to the Traditional Custodians of the land on which its campuses stand. The University is committed to the recognition, curation and activation, within the academy, of Indigenous knowledges and deepening engagement and reciprocal learning with Indigenous communities in Melbourne, the Goulburn Valley, North East Arnhem Land and throughout Australia.

It also recognises the significance of the University's relationships to and within the City of Melbourne, a globally connected knowledge hub in an increasingly networked region. Working in partnership with the City and with the other communities it serves, the University aims to attract the most brilliant minds, wherever they may be found, to tackle problems of global significance.



The University of Melbourne is situated in the heart of one of the world's most multicultural and quirky cities and dynamic international business hubs and medical precincts. *Image: David Hannah*



# 2020 HIGHLIGHTS

Strong partnerships and community engagement reinforced the University's purpose as a place to create, challenge and share knowledge, enhanced with significant new initiatives throughout Melbourne, Victoria, Australia and internationally.

- Place-based partnerships flourished, with a range of key projects undertaken with the City of Melbourne in supporting pandemic recovery and partnership agreements struck with Indigenous partners in Melbourne and North East Arnhem Land.
- The University took steps to strengthen the recognition of Indigenous knowledge and design principles in campus development, and launched a research project to address the Indigenous history of the University and its campus.
- The University's work in the Goulburn Valley was enriched by funding support from the Victorian Government and the launch of a new Diploma in General Studies (Extended) to support pathways to further education for Indigenous students in regional Victoria. The work of the Department of Rural Health in educating medical professionals entered its 22nd year while undertaking a range of initiatives to support the community through the pandemic.
- Work continued on the development of the proposed Munarra Centre for Regional Excellence in Shepparton, which will provide a new home for the Academy of Sport, Health and Education.
- Good progress was made on the development of University precincts which will enrich student learning and research and collaboration with partners, including Melbourne Connect, Fishermans Bend, and the New Student Precinct in Parkville.



In 2020 the importance of the University as a place of connection for our people was highlighted as never before. While most learning and working went online, vital research continued on site in labs, with scientists diligently contributing to the global fight against COVID-19, and other critical issues facing our world. All the while the University’s work to develop and nurture its place-based partnerships continued unabated, both within the University’s knowledge and medical precincts and further afield regionally and globally.

Recognition of Indigenous design principles in campus development, and addressing the Indigenous history of the University, were a priority.

# THE IMPORTANCE OF PLACE

## Reconciliation Action Plan 3

The Reconciliation Action Plan, April 2018–December 2022 (RAP 3) recognises the opportunity to improve the lived experiences of not only the University’s Indigenous community, but also that of the society broadly, through promoting Indigenous cultural recognition (and diversity more broadly) within built and natural environments on all campuses.

This includes respecting and celebrating Indigenous knowledge, and coming to terms with the contested histories of the University’s campuses. Accordingly, in 2020 a project has been launched to produce a publication addressing the Indigenous history of the University. This responds to recommendations of a Research Colloquium on Place and Indigenous Cultural Heritage held in 2019.

Recognition of Indigenous custodianship, heritage and design principles increasingly informs campus development. In 2020, the University and its development partner Lendlease consulted with Indigenous Elders and community representatives on the recognition of Indigenous culture and history in the development of the Melbourne Connect precinct, to open in 2021. The precinct is on the former site of the Royal Women’s Hospital, a significant institution in Victoria’s history.

Indigenous heritage and culture is reflected in the naming, public art, plantings and storytelling featured within the new precinct. The planning committee was guided by Indigenous Elders, community members and experts on the site’s historical significance from within the University community and people of the Kulin nation.

### RESEARCH COLLOQUIUM ON PLACE AND INDIGENOUS CULTURAL HERITAGE: RESOLUTIONS

- Transparent and formal acknowledgement of the University’s institutional and colonial history
- Recognition of connection with eugenics and scientific racism
- Appropriately reflect Indigenous culture and heritage (including within built and natural environment)
- Research to articulate the contested history of the University and address its ambitions around place



## Signature Indigenous orations delivered online

The annual Dungala Kaiela Oration is co-hosted by the Kaiela Institute and the University of Melbourne. The orations have rolling themes examining culture, climate change, economics and regional development, legal issues, health and society.

Yorta Yorta Elder Dr Lois Peeler AM, acclaimed educator, activist and former lead singer of the Sapphires, presented this year’s Dungala Kaiela Oration.

Dr Peeler spoke of Kaiela Institute’s positive work in developing economic and social parity for the Yorta Yorta community. She urged non-Indigenous people to engage more deeply with Aboriginal narrative, understandings, knowledge and spirituality.

Streamed online, the oration was viewed by over 1000 people and since then, streamed over 3500 times.

The Narrm Oration is the University’s key address profiling leading Indigenous peoples from across the world to enrich ideas about possible futures for Indigenous Australia.

‘Narrm’ is a Woi Wurrung name that refers to the Country of the Melbourne region.

In response to the COVID-19 pandemic, the Narrm Oration was delivered virtually by Associate Professor Michael-Shawn Fletcher, Deputy Dean (Indigenous) from the Faculty of Science, on the theme of Our Country, Our Way: How Indigenous people and knowledge can save Australia’s environmental and social unravelling.

The online event has been streamed by more than 2600 viewers.

# PLACE-BASED PARTNERSHIPS

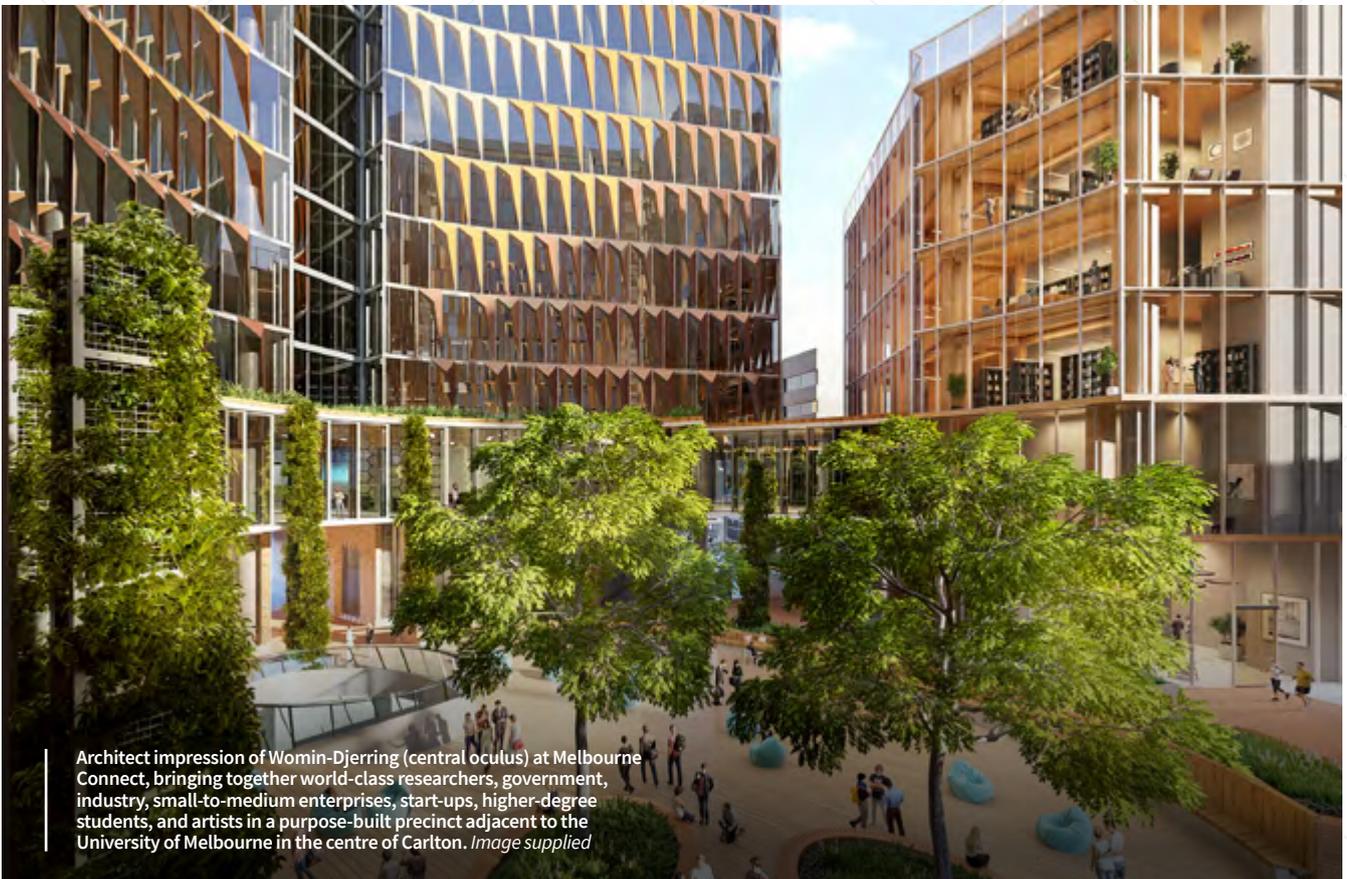
## City of Melbourne: a partnership spanning more than 170 years

Since its foundation in 1853, the University has been an integral part of the City of Melbourne. In 2020, the partnership took on a new dimension as the University joined forces with the City and other major institutions in rising to the challenges created by a global pandemic. At the same time we have worked to mitigate the impacts on our communities.

This includes participation by the Vice-Chancellor and senior staff in a range of City committees and forums designed to guide recovery from the COVID-19 pandemic, and collaboration across a range of projects. It also includes close collaboration with the City and partners in development of key urban infrastructure, including Melbourne Connect (due to open in 2021) and the planned campus at Fishermans Bend, which will facilitate large-scale experimental research and development in partnership with industry.

In 2020, over 400 people from disciplines across campus were involved in developing the concept design for the new campus, including consideration of heritage treatment. In September, demolition works started to prepare the site for commencement of Stage 1.

The University is proud to participate in the Melbourne Innovation District, a partnership between RMIT, the City of Melbourne and the University of Melbourne focused on activating the City North precinct. In 2020, partners worked together to deliver the Open Talent Program (also supported by LaunchVic), which offers University of Melbourne and RMIT Masters and PhD students skills development in creating start-up ecosystem projects. The Melbourne Innovation district is also a member of the Global Institute for Innovation Districts.



Architect impression of Womin-Djerring (central oculus) at Melbourne Connect, bringing together world-class researchers, government, industry, small-to-medium enterprises, start-ups, higher-degree students, and artists in a purpose-built precinct adjacent to the University of Melbourne in the centre of Carlton. *Image supplied*

Architect's impression of the University of Melbourne's new campus at Fishermans Bend, a large-scale experimental research development in partnership with industry. *Image supplied*



### **Working with the City to integrate UN Sustainable Development Goals into city planning**

A partnership between the City and the University of Melbourne is working to integrate the United Nations Sustainable Development Goals (SDGs) into the City of Melbourne's strategic planning environment.

The research project, led by Professor Michele Acuto (Director of the Connected Cities Lab in the Faculty of Architecture, Building and Planning) will outline a sustainable development framework for the City through to 2030, in line with national, regional and global efforts. The goal is to integrate the SDGs into the development and delivery planning and performance monitoring.

The approach builds on best practice by leading cities such as Cape Town, Los Angeles, New York City and Seoul which are using the SDGs as planning tools. The approach also links to the work of regional and global bodies including the UN Economic and Social Commission for Asia and the World Council on City Data.

### **Supporting local community through digital inclusion**

Digital inclusion was a pressing issue for many during the COVID-19 lockdown in Victoria. In the wider Carlton area, many young people and families found themselves without access to equipment and infrastructure to support remote work and learning.

In response, the University donated repurposed computers, with several years of good service left, to the Carlton Housing Estate. Over 90 computers were delivered to families, many from Carlton Primary School. This was fast tracked when it was anticipated that the Carlton Housing Estate would go into hard lockdown.

This initiative is part of an emerging digital engagement collaboration between the Carlton Community Network, the City of Melbourne and the University of Melbourne.

An interdisciplinary research team with interest in digital inclusion worked with the community on a co-developed research project to understand the digital divide. This project will continue to improve understanding of digital inequality in Victoria and means to increase inclusion.

### **Partnering with Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation**

Following a meeting of senior leaders from the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation and leaders of the University of Melbourne in 2018, further discussions have explored opportunities for collaboration and partnership. This is reflected in the close involvement of the Corporation in the Melbourne Connect Indigenous Heritage planning process, and also in a co-designed staff secondment program launched in August 2020.

The first secondment of University staff has reviewed and documented current IT infrastructure and high-level business operation requirements of the Corporation and created a technology roadmap to implement recommended changes.

## Goulburn Valley: working together to strengthen regional Victoria

The University has a deep engagement with the Goulburn Valley in central and northern Victoria, reflecting and supported by a significant campus presence. In 2020, the University undertook a comprehensive mapping of its work in the region, as a prelude to developing a charter with its partners, which include Indigenous custodians, local and state government, education and health providers and local business.

The Dookie campus is the oldest agricultural college in Victoria, dating back to 1886. The campus has a major mixed farming operation with broadacre crops, robotic dairy, orchards and a winery, and expert on-campus researchers with strong and growing ties to industry. In 2020, the Faculty of Veterinary and Agricultural Sciences delivered Agriculture Discovery Week at Dookie campus. Around 500 University of Melbourne students study at Dookie throughout the year and approximately 150 live on campus.

In recognition of the role and importance of Dookie campus within its regional community, the University received State Government funding of \$2 million in 2020, with an additional \$11 million included in the October budget to enhance community engagement and upgrade student accommodation.

### Partnering to develop new Indigenous precinct in Shepparton

The Academy of Sport, Health and Education (ASHE), a collaboration with Rumbalara Football Netball Club, is a community education centre supporting Aboriginal and Torres Strait Islander students (approximately 80 per cent aged 15+) transition to employment or further education.

In 2020, 103 students enrolled in courses, 21 graduated and 63 found employment.

Building on the success of ASHE, the University is one of the founding partners of the new Indigenous-led Munarra Centre for Regional Excellence (MCRE) in Shepparton, planned to be completed by mid-2023. ASHE will relocate to the Munarra Academy, the education arm of MCRE, with new education programs and activities to be co-designed and co-delivered.

### Diploma in General Studies (Extended) launched

A new Diploma in General Studies (Extended) (D-GENST) was developed in 2020 to be delivered on the Dookie campus. D-GENST is designed to provide a pathway to reduce barriers to educational entry and provide financial assistance for Aboriginal and Torres Strait Islander students in regional Victoria. The course facilitates transition to higher education through provision of a supportive learning environment specifically designed to develop the academic skills required for success at University.

ASHE, the Munarra Academy and Munarra Centre for Regional Excellence will be key feeders for the program, strengthening University partnerships and engagement in the Goulburn Valley.

The Department of Rural Health has provided education and training for doctors in a rural setting for over 20 years. The COVID-19 public webinar series demonstrated continuing strong links between the University's Department of Rural Health and the Goulburn Valley community. The series covered a range of topics presented by leading academics and health experts including the University of Melbourne's Professor Marcia Langton (on the success of the Indigenous health sector during the pandemic), Professor Shitij Kapur (on what has been learned from rural Australia about COVID-19), and Victorian Chief Health Professor Brett Sutton (on what 2021 will look like).



Jacob Stevenson of Yarra Glen, who graduated with a Bachelor of Science (Human Structure and Function Major) is now studying for his Doctor of Medicine MD as a University of Melbourne rural student.  
Image: Rodd Young

Cape York leader Noel Pearson (left) with Gumatj leader and Yothu Yindi Foundation Chair Galarrwuy Yunupingu (centre), with University of Melbourne Professor Marcia Langton and Gumatj clan children at the Garma Festival. Image: Melanie Faith Dove, Yothu Yindi Foundation



### North East Arnhem Land: knowledge exchange and strengthening partnerships

The 2020–2025 Memorandum of Understanding between the Yothu Yindi Foundation (YYF) and the University was signed in October 2020, setting out shared objectives to achieve the vision of Yolngu-led education in North East Arnhem Land.

The key focus is establishment of the Garma Institute, an independent Yolngu-led solution to support education attainment and employment.

Despite pandemic restrictions making face-to-face meetings impossible, the University and YYF worked together in 2020 to consolidate the shared vision for Yolngu-led education in remote Australia and refocused the partnership’s work in ways that would make a contribution to the community during the pandemic.

The University is a principal sponsor of the annual Garma Festival. While the Festival was cancelled due to COVID-19, the University supported redirection of funds to produce online material to be incorporated into Garma Festival 2021.

A shared presence in the region was established with the YYF with the lease and design of a permanent, culturally appropriate office space as a centre for community and stakeholders working with YYF. University staff and academics will also be able to use the space, as they work and connect with community in 2021.

The relocation of the University’s Cultural Advisor and Partnership Officer, Mayatili Marika, to Nhulunbuy enables the University to work directly with Elders and the community in connecting Yolngu knowledge holders with Academic Divisions and facilitating collaboration and co-design of curriculum and research. It will also support students on placement and those undertaking projects through the partnership. This work will support a vibrant University presence in the region for 2021 and into the future.

### Working with Yirrkala and Laynhapuy homeland schools

Building on the strong relationships that the Melbourne Graduate School of Education (MGSE) has with Yirrkala and Laynhapuy homeland schools, a co-designed project was conceived to contribute to the region to replace the Master of Teaching practicum placements. The Cultural Induction resource project is a collaboration with Yolngu education Elders, school principals, a cultural advisor, MGSE specialist staff, the Yirrkala teaching fellow, MGSE graduates and secondary students at Garrthalala Homeland School. The project will provide prospective teachers and placement students with an overview of Yolngu knowledge and an introduction to the region and cultural protocols. Working with the Mulka Project, it will produce a video of interviews with Yolngu Elders and educators, with translations, footage of the region and images of the schools and classrooms.

# PARTNERING WITH GOVERNMENT

As part of the strategic relationship entered into by Victorian universities with the State Government, the Victorian Vice-Chancellor's Committee (VVCC) met weekly with relevant government portfolio departments of Education and Training, Jobs, Precincts and Regions, Treasury and Finance, Premier and Cabinet and Health. Chaired by the Vice-Chancellor, this regular engagement ensured timely sharing of information as the impact of COVID-19 on University operations became apparent.

The Government responded with establishment of the \$350 million Victorian Higher Education State Investment Fund. The aim of this fund was to support research of strategic importance to the state and capital works for teaching, research and research infrastructure to mitigate the impact of COVID-19 on university funding. The State Government also established an international student hardship fund to complement universities' support for students, as well as providing payroll tax relief for July–December 2020, with payment deferred until 2022/23.

At a federal level, debate centred on the Government's Job Ready Graduates Package, developed following a series of major reviews conducted in 2019. The package represents the most significant reform to higher education funding in two decades. It included structural and program changes to funding arrangements and an average six per cent cut to teaching funding per student. The University engaged actively in the policy consultation and the ensuing parliamentary inquiry into the Job Ready Graduates package.

The Education Minister also established the Research Sustainability Working Group – of which Vice-Chancellor Duncan Maskell is a member – to advise on future funding settings for research.

Following advocacy from across the sector, the Federal Government announced a one-off \$1 billion allocation addressing, in part, the impact of COVID-19.



As the seriousness of the COVID-19 outbreak hit Victoria in early March, University of Melbourne experts including leading infectious diseases expert Professor Sharon Lewin (pictured here with Victorian State Premier the Hon Daniel Andrews) met weekly with government under the chairmanship of University of Melbourne Vice-Chancellor Professor Duncan Maskell for timely sharing of information on the impact of COVID-19. *Image supplied*

## Go8 Roadmap to Recovery report advises on pandemic response

In April 2020 the University and the Group of Eight (Go8) – Australia’s leading research-intensive universities – shared with the Federal Government a national COVID-19 Roadmap to Recovery report.

Produced by a special Go8 taskforce and co-chaired by University of Melbourne Dean of the Faculty of Medicine, Dentistry and Health Sciences and Assistant Vice-Chancellor (Health), Professor Shitij Kapur, the report identified strategies to support the nation’s recovery from COVID-19.

A multidisciplinary group of over 100 researchers from across Australia was convened to produce the report identifying two pandemic response options: an elimination strategy and a controlled adaptation strategy.

The University provided 21 experts as well as the Hunt Laboratory for Intelligence Research SWARM’s team and Collaborative Reasoning platform to contribute to the taskforce.

## Modelling to support Victoria’s response to the second COVID-19 wave

In support of the Victorian Government response to pandemic management, University researchers developed a dynamic policy model to inform decision making during Melbourne’s second wave of infections.

The model was developed through extensive collaboration between the University of Melbourne’s Transport, Health and Urban Design Research Lab, and Melbourne School of Population and Global Health. Investigators from the University of Otago and University of New England were closely involved.

Led by University of Melbourne Professors Tony Blakely and Mark Stevenson with Dr Jason Thompson, and Professor Rod McClure from the University of New England, the researchers offered their time and resources – including use of the University of Melbourne’s supercomputer – to the Victorian Department of Health and Human Services pro bono, enabling the Victorian Government to run dynamic policy scenarios, and test public tolerance for policy responses.



Federal Minister for Health, the Hon Greg Hunt (left) receives the Roadmap to Recovery report from University of Melbourne Vice-Chancellor Professor Duncan Maskell (centre) and Co-chair of the Go8 taskforce, Dean of Medicine, Dentistry and Health Sciences and Assistant Vice-Chancellor (Health), Professor Shitij Kapur. *Image supplied*

# COMMUNITY

The University is a place where all people are valued, encouraged to fulfil their potential and make a difference in the world: a community of talented people working in the context of mutual respect.

The University community comprises all of its students and staff, alumni, affiliates in research institutes and colleges, and partners in learning, research and innovation. It includes those who benefit from the knowledge the University creates, as well as neighbours and visitors to campus.

The University community is both local and global, reflected in the vibrancy of campus life and in a strong global network of alumni and partners. Diversity and inclusiveness are attributes that enrich the University's broad community.

The University is, and must always be, a safe place where knowledge is valued and shared, where truth and ideas can be discussed and debated freely and rigorously, and where innovation flourishes.



In the lead up to the 2020 Midsumma Festival, the University of Melbourne welcome sign at the Gate 10 Grattan Street entrance on Parkville campus was draped in the rainbow Pride colours. *Image supplied*



We acknowledge and pay respect to the Wurundjeri people, the Traditional Owners of this land.



# 2020 HIGHLIGHTS

In the face of a global crisis where people's lives and jobs changed virtually overnight, the University came together to support each other.

- In response to COVID-19, a comprehensive program of initiatives and support services were introduced to support students and staff.
- Alumni and supporters donated more than \$1.3 million to fund 17,000 emergency Student Support Grants. More than 4000 alumni volunteered their time and expertise as guest speakers, mentors and contributors to alumni associations and networks.
- A University-wide Diversity and Inclusion Strategy was developed and a comprehensive review of policies undertaken.
- The University received recognition for its work in furthering gender equity from SAGE Athena SWAN. Melbourne University Sport and the Pride in Action Network were both recognised for their advocacy for increased understanding of LGBTQIA+ issues across the University.
- The new Cultural Commons Strategy was launched. This brought together management of the University's collections of cultural and scientific significance housed at Buxton, Grainger and Ian Potter museums and Science Gallery Melbourne into a single team with significant expertise. This is the first step in a strategy which aims to bring together all the elements of the University's rich cultural estate – from museums, galleries and collections through to theatre, music and public art – in ways which enrich its value for education and research and enhances access for a wide range of audiences.



In 2020 the University grasped an extraordinary opportunity to reimagine how to gather as a community and reaffirm its commitment to welcoming and valuing diversity of thinking. Staff and students connected online to teach and learn, attend signature events and orations, look after each other in the face of difficulty, and work on the serious social and intellectual issues posed by the worldwide pandemic.

With donations, volunteering and philanthropy, University alumni, staff and partners were generous in helping provide emergency staff and student support, and funding for critical research. And, despite significant challenges, the University continued to prioritise diversity and inclusion as the bedrock on which strong communities of equity and equality are formed.

# SUPPORTING OUR COMMUNITY

The COVID-19 pandemic affected members of the University community in different ways, from restrictions on international travel and local movement through a 'pivot to digital' and the need to grapple with the challenges of learning and working remotely and undertaking research in a restricted environment.

Many of our students experienced physical and financial hardship and this was exacerbated by separation from home, together with loss of essential income as part-time work opportunities reduced.

Staff grappled with significant workload challenges as they balanced their 'business as usual' activity while adapting to the changed conditions created by the pandemic. They adapted to using new technologies and maintaining connection with colleagues, students as well as family and friends via platforms such as Zoom, as well as experiencing the joys and rigours of working from home. For many staff and students, combining work with family and household responsibilities in this unique environment presented unprecedented challenges.

Through it all, however, the University community responded with extraordinary commitment and resilience. To support a healthy and productive work environment from home, the University continued to provide access to equipment including ergonomic chairs, monitors, webcams, internet routers and headphones. Staff welcomed the opportunity to use University-provided equipment at home during the period of Stage 4 restrictions.

Dedicated online resources were created to share up-to-date information, provide support for staff and students working remotely and to assist them in managing wellbeing. These tools were widely used. An online coaching program for senior managers was also introduced.

To better understand staff experience, the University undertook a 'Pulse Survey' in August, focusing on wellbeing and aspects that staff found helpful in supporting their work, as well as those that could be improved. Over 5000 staff responded. Findings from the Pulse Survey informed immediate services but will also inform longer-term thinking about how the University supports staff with their work beyond 2020, and creates potential threshold measures for monitoring staff wellbeing.

The University also offered practical assistance, offering quarantine leave for continuing and fixed-term staff diagnosed with COVID-19 or required to quarantine who were self-isolating and could not work from home. A special payment was also introduced for casual employees who were not able to work rostered hours due to self-isolation or who were diagnosed with COVID-19.

Robust COVIDSafe plans were established and shared with those who needed to work on campus, including essential research and teaching staff.

## PROFESSIONAL STAFF CONFERENCE

The annual Professional Staff Conference brings people together to promote continuous improvement, efficiency and collaboration across professional functions.

In 2020, the conference was delivered online, and participation increased by 50 per cent to more than 1400 participants. The online program focused on challenges presented by the pandemic, with the title of 'Building Resilient Futures', and two key sub-themes focused on 'Adapting to Change' and 'Building Capability'.



# VIRTUAL CAMPUS

With closure of campus and the move to online learning in March 2020 due to COVID-19, the University developed an online Virtual Campus Community for students, staff, community and stakeholders to provide connection, wellbeing, and intellectual and spiritual nourishment.

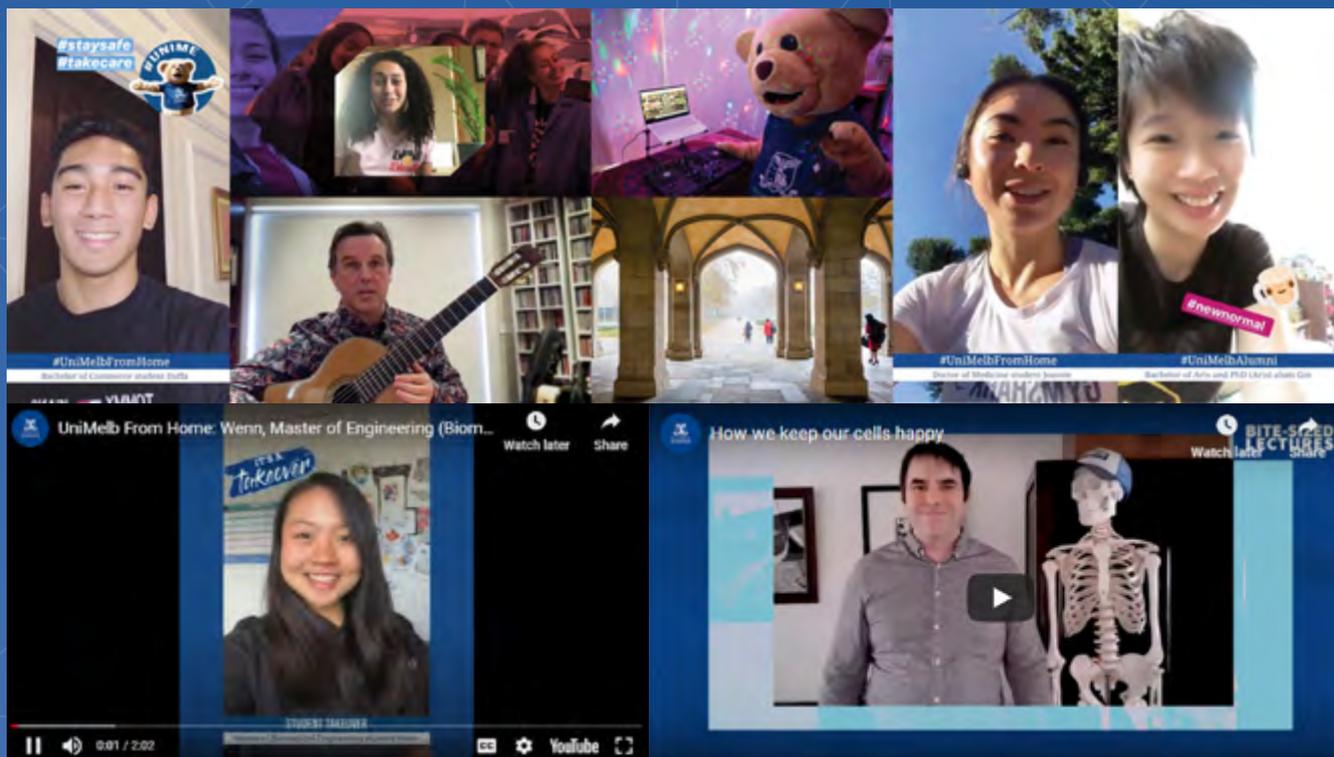
With students aware that they were facing a reduced campus experience due to self-isolation, the University moved quickly to engage students and stakeholders with substantial and engaging virtual activities and support.

Launching **Virtual Campus Community (VCC)** in April 2020, the platform hosted a series of curated 'portals' selected and developed to:

- Provide essential support and services to students and staff in times of stress and isolation
- Replicate as fully as possible the different aspects of campus life in a virtual format, particularly promoting a sense of connectivity and community
- Allow students, staff, community and stakeholders to experience the broad range of expertise, collections and creativity that resides within the University community.

The University's social media and digital channels were used as a platform to promote VCC, attracting more than 75,000 sessions. The content eliciting the greatest interest included 'Bite-Sized' academic lectures, 'UniMelb from Home' stories to showcase student experiences thriving at home, and videos and imagery to connect the community back to the physical campus.

With over 3.2 million digital impressions, 170,000 people engaging with the content and a cost per visit to the site of 9 cents (UoM benchmark between \$1-\$5), performance outcomes were very positive and supported student recruitment acquisition outcomes.



Partnering with SecondBite and supported by Lentil as Anything, over 150 University of Melbourne staff provided free, healthy meals to over 6500 students in need during COVID-19 lockdown. *Image supplied*



### Free meals and access to the internet provided for students

The University partnered with SecondBite, a national food rescue organisation, to provide students with free, healthy and nutritious meals. The program was also supported by Lentil as Anything (a group of Melbourne restaurants that donates food to people in need) and University House.

More than 47,040 kilograms of food was provided to approximately 6500 students, supported by a team of 150 staff volunteers.

The Student and Scholarly Services team also distributed 976 internet dongles and laptops to help students connect virtually.

### STUDENTS AT THE HEART

Alongside the rapid transition to online delivery of teaching to enable students to continue with their studies, the University put in place a suite of vital supports for students affected by the pandemic. These included strengthened health and wellbeing services and financial aid programs via Student Support Grants and the Emergency Support Fund.

The University's commitment to a distinctive curriculum continued, equipping students with the skills to lead in a time of rapid transformation. This was demonstrated by introduction of signature initiatives of the Student Life strategy, as well as increased support for staff in adopting new ways of teaching.

The University's support for lifelong learning was enhanced with the introduction of new opportunities to stay connected, the launch of Melbourne MicroCerts, and a range of alumni engagement programs.

## INDIGENOUS STUDENTS AND COVID-19

### Report from Inala Cooper

*Director, Murrup Barak Melbourne Institute for Indigenous Development*

A central role of the Murrup Barak Melbourne Institute for Indigenous Development is to build and nurture a sense of community on the University's campuses for Indigenous students and staff. The COVID-19 pandemic presented many challenges, with face-to-face connection (including with Elders and senior Indigenous staff) being the support most-requested – both for cultural wellbeing and to support academic success.

For students overall, conversion to online learning was swift and engagement high. In the early stage of lockdown, some reported increased productivity due to fewer distractions on campus, and attendance remained high for online Indigenous Tutorial Assistance Training.

We also encouraged students to share through our social media what was working for them while studying from home, and offer helpful hints and support. Student engagement with Instagram in particular was very high, with students encouraged to create their own routines at home, keep active, eat well and remain connected with their peers and the community.

After the novelty of learning from home wore off going into Semester 2, increasing numbers of students reported feelings of loneliness, isolation, and declining mental and spiritual health. We found the most effective ways to support students were speaking to them on the phone, encouraging them to speak with lecturers or other faculty staff to raise concerns around completion or engagement, and where necessary, referring them to University and community health services. Students who had remained living at college or other University residential sites reported feeling continuously supported, connected, and engaged.



Connecting with future students and their families has been a high priority for Murrup Barak.

Through personal contact, future students and their families feel valued because they are able to ask questions of Murrup Barak staff members directly, allowing our staff to get to know the students personally, talk about their aspirations, and offer advice on moving to Melbourne and connecting with community.

There has been no significant drop in future students from interstate rating University of Melbourne courses high in their application preferences.

This is very encouraging.

## Staff secondment to Jawun partnership continues to provide mutual benefits

Jawun (meaning ‘friend’ in Kuku Yalanji language of the people of Mossman Gorge in Cape York) is a not-for-profit organisation partnering with Indigenous communities to build capacity, empower Indigenous-led change and foster meaningful connections between Indigenous and non-Indigenous Australians.

To share expertise and support Indigenous leaders to achieve their own development goals, Jawun places skilled professionals from Australia’s leading companies and government agencies into Indigenous organisations on six-week secondments.

Over 20 University staff have participated in the program since the University’s partnership with Jawun began in 2017. In 2020, 12 staff were accepted into the program, but due to COVID-19, only one of the secondees was able to accept their secondment in person before the program was paused.

In response, Jawun introduced a virtual secondment program mid-year. Two University staff members completed 100-hour virtual secondments with Indigenous organisations based in South Australia and the Goulburn Murray region of Victoria.

### MEET JAWUN SECONDEE, CHRISTINE LANCASTER

Christine Lancaster, executive assistant in the University’s Department of Medicine at St Vincent’s Hospital, recently undertook a ‘virtual’ six-week secondment through Jawun to the Yadu Health Aboriginal Corporation. Based in Ceduna on the west coast of the Eyre Peninsula in South Australia, Christine was able to support Yadu’s community outreach program, using her skills and background in marketing and events in a health setting.

“I was placed with Yadu to work on a new website and launch event following rebranding that saw the organisation’s name change from Ceduna Koonibba Aboriginal Health Service Aboriginal Corporation – quite a mouthful – to Yadu Health.

“In one of the local languages, *Yadu* means ‘deadly’ (in the best sense of the word), as in wicked! They also developed a fabulous new logo to be incorporated into the materials I was developing.

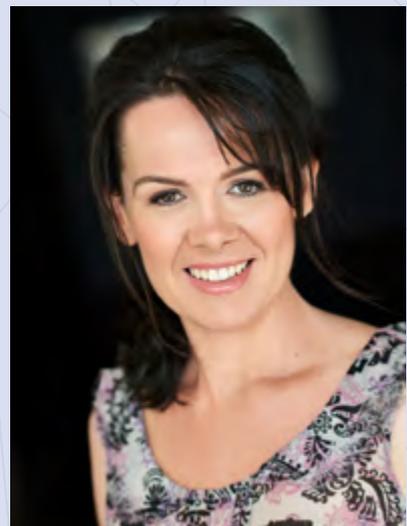
“Yadu provides clinical health services and community health programs to Ceduna and its surrounding communities including GPs, visiting specialists, residential and community-

based aged care, maternal and child health services, a sobering up unit, gambling support and many others.

“We managed to get the website up and running in just six weeks and it’s now a place where the community can find information about the services offered and make appointments.

“Fortunately for Yadu, the University does events very well, and since March the events team has done an awesome job helping staff move its events online, which is exactly what Yadu told me they wanted. In my six-week timeframe it wasn’t possible to plan and run an event, but I was able to create resources to help them kick off and run their own events program. Even as life begins to return to some sort of normality, Yadu has decided to still run some of their launch virtually, to allow people who may not have been able to join to still participate – including me!

“While a virtual secondment didn’t allow for the immersive experience, an onsite Jawun placement might have provided, Yadu was still able to get the assistance they needed for a couple of very important projects. It also



gave me a focus in lockdown I would otherwise have missed, and allowed me to make new friends in Ceduna. There are definite plans for me to visit in person after my new friend Patrick’s invitations to sail on an oyster boat, fish off the pier and go four-wheel driving on the Goog’s track.

“I certainly feel connected to Yadu and really want to continue to work with them and contribute as much as I can – even from Melbourne.”

# ADVANCING DIVERSITY AND INCLUSION

The University of Melbourne seeks to build a diverse and vibrant community, with strong and supportive connections for all. Building a new culture of belonging in the context of the global pandemic has been critical to the University's efforts to staying connected as a community and supporting each other. It has never been more important for the University to prioritise diversity and inclusion.

A new Diversity and Inclusion Strategy (2030) was developed in 2020, establishing an overarching framework and approach to diversity and inclusion for both students and staff. It was overseen by the University's Diversity and Inclusion Committee, chaired by Professor Julie Willis, Dean of the Faculty of Architecture and Business Planning.

The strategy articulates a 10-year vision for the University community and captures aspirations for wide-reaching cultural change: to be a place where everyone is valued and respected, has equal access to opportunities and is encouraged to fulfil their talents and potential.

The strategy is grounded in the experience and expertise of the University community and encompasses all students and staff. In addition, it considers relationships with affiliates, alumni and the communities the University serves.

The strategy has focused attention on other dimensions of diversity, including disability, mental health, anti-racism, and cultural and linguistic diversity. It identifies a set of priorities that respond to inputs, ideas and concerns raised by the University community. These priorities address the entire community, while tackling barriers experienced by specific groups via targeted action plans.

The initial emphasis in 2021 will be to strengthen foundations, address the most pressing issues and build accountability and transparency. A roadmap outlines the path to scale and increase the maturity of the University's diversity and inclusion agenda over the next five to 10 years.

In parallel with the strategy development process, the University advanced some key initiatives during 2020. A comprehensive policy review from the perspective of diversity and inclusion principles has to a program of policy amendment and development which is underway. The University also progressed accreditation programs to strengthen gender equity and LGBTIQ+ inclusion, progressed its SAGE Athena Swan action plan, and prepared for implementation of the Victorian Government Gender Equality Act in 2021.

## VISION

**Thriving, fair and diverse University community working together respectfully to make a difference to each other and in the world**

## GOALS

### Trust and recognition

*We are a trusted leader of diversity and inclusion internally and externally*

### Diverse university community

*We reflect the diversity of broader society*

### Culture and belonging

*Everyone is safe, welcome and can belong*

### Diversity and inclusion embedded

*In all our systems processes and work*

## Celebrating achievement

SAGE Athena SWAN is an internationally recognised charter celebrating good gender equality practices in higher education and research institutions. The University of Melbourne received a SAGE Athena SWAN Bronze Award for its commitment to advancing gender equity and promoting greater inclusion in Science, Technology, Engineering, Mathematics and Medicine (STEMM) disciplines.

The award was presented at a celebratory dinner in Adelaide in February 2020 as part of the Catalysing Gender Equality conference, attended by University staff and students in STEMM fields.

Melbourne University Sport (MU Sport) was awarded one of the highest honours for LGBTIQ+ initiatives, being named Sporting Organisation of the Year at the 2020 Australian Pride in Sport Awards.

MU Sport achieved a gold tier Pride in Sport Index, up from silver in 2019, in addition to receiving the Achievement Award for Most Improved.

This index benchmarks LGBTIQ+ inclusion practices within Australian sporting organisations and well-deserved recognition of the efforts of the entire University sporting community, including its 47 sporting clubs, in developing safe and inclusive environments.

Building on this success, a University-wide submission is being prepared to an affiliated LGBTIQ+ benchmarking program: the Australian Workplace Equality Index.



The University of Melbourne's Athena SWAN accreditation by SAGE was led by Associate Dean (Teaching and Learning) in the Faculty of Medicine, Dentistry and Health Sciences Professor Marilys Guillemain (centre), with support from a project team including Fiona Bell (left) and Robyn May. *Image supplied*

The Pride in Action Network Committee (pictured) head up the University of Melbourne's inaugural LGBTQIA+ ally network which brings together staff and students, allies and supporters, to share information and foster an inclusive and supportive workplace and learning environment. *Image supplied*



### **Pride in Action Network celebrates volunteers**

The Pride in Action Network (PiAN) Committee was recognised for its outstanding contribution in 2020, winning a University of Melbourne Excellence Award in the Strategic Priority of Social Inclusion category.

PiAN provides outstanding support and visibility for LGBTQIA+ staff, students and allies at the University.

Membership has grown to over 3500 since its establishment in 2019.

The University's PiAN Committee comprises volunteer staff and students who contribute to the University's diversity and inclusion agenda by fostering inclusion and providing support. This is delivered through training, events, awareness raising and research.

### **Racism. It Stops with Me campaign supported**

To assist international students and respond to the issues raised by the global Black Lives Matter movement, the University signed up to the Racism. It Stops with Me campaign in 2020, with implementation to commence in 2021.

Led by the Australian Human Rights Commission, the campaign reinforces the importance of creating a safe, inclusive and welcoming environment for all staff and students.

This commitment aligns with and complements the University's vision for Indigenous reconciliation expressed in its Reconciliation Action Plan (RAP3).

*For more information on the University of Melbourne Reconciliation Action Plan (RAP3) see page 19.*

### **Inclusive student pathways explored**

*Advancing Melbourne's* commitment to a vibrant, diverse and inclusive community requires the whole University to work on affirming and increasing opportunities for capable students from all backgrounds and to support their successes.

In 2020, important first steps were made to explore and consider new, more inclusive student pathways. This included establishment of the Domestic Student Equity and Diversity Working Group to review existing equity and diversity programs and refine approaches.

### **Public commitment to gender equity**

The University is a signatory to the Australian Higher Education Joint Sector Position Statement on Preserving Gender Equity as a Higher Education Priority During and After COVID-19.

The statement responds to the well-documented gendered impacts of COVID-19 and asks universities to commit publicly to preserve gender equity as a key priority during and after the pandemic.

To support this commitment, the University has representation on the Higher Education Senior Equity Practitioners Advisory Group on Gender and COVID-19.

In 2020, the University endorsed participation in the Panel Pledge, an initiative of the Women's Leadership Institute Australia, Male Champions of Change and Chief Executive Women.

Panel Pledge increases the visibility and contribution of women leaders in public and professional forums.

University Executive members committed to act as ambassadors of the initiative to be launched in 2021.



Prior to lockdown, the largest ever contingent of students, staff and alumni walked together under the University of Melbourne banner for Melbourne's Midsumma Pride March. Image supplied

## Prioritising accessibility and infrastructure investment

Improving accessibility for all members of the University community was a key focus in 2020.

- The establishment of 215 all-gender bathrooms across all campuses has significantly improved safety and inclusion for trans and gender diverse people within the University community.
- A focus on accessibility of events ensures meetings, conferences, exhibitions, ceremonies and functions are as accessible as possible.
- An Accessible Events Guide developed by the Melbourne Disability Institute will be piloted in 2021, with a view to refinement and broader dissemination.
- Extensive consultation was undertaken to inform development of a new disability, accessibility and inclusion policy. Stakeholders welcomed the new policy with enthusiasm.
- The University also committed to developing a new Disability Action Plan in 2021 to respond to gaps and needs identified in the policy consultation process.

## Improving lives of people with disability

Melbourne Disability Institute (MDI) is a research institute established in 2018 to build a collaborative, interdisciplinary and translational research program to improve the lives of people with disability.

During 2020, 15 seed funding grants were awarded to support people living with a disability under pandemic conditions.

Two of the projects enabled by the seed funding were:

- A survey was undertaken to examine the experiences of adults and children with a disability who received care under National Disability Insurance Scheme (NDIS) during the pandemic. The survey was undertaken to investigate the impact of COVID-19 on allied health-care services and consumer experiences provided by NDIS in transition to telehealth. It included perceptions relating to safety, effectiveness, acceptability, benefits and limitations of telehealth delivery.
- The Living with COVID-19 public health campaign featuring 30-second videos telling the story of school student Eden and her experience of coronavirus. Working with the Victorian Student Representative Council, the project filled a gap in coronavirus communications by providing entertaining and engaging resources specifically for adolescents.

# THE CULTURAL COMMONS

The University's Cultural Commons comprises 15 galleries, archives, museums and over 40 individual collections, including the Donald Thomson Collection, one of the world's most important anthropological collections with over 7500 Indigenous artefacts and 2000 biological specimens from Arnhem Land.

Melbourne Theatre Company, together with student-led theatres represent an extraordinary resource for storytelling. The Ian Potter Southbank Centre, a new home for the Conservatorium of Music, creates exciting performance spaces and teaching and research facilities.

Museums and Collections was established as a department in January 2020 with a strong and inspiring charter and purpose: to build a collaborative and flexible network around the University's cultural assets so that students, staff members, and local and global communities gain knowledge and understanding of contemporary and traditional cultures, scientific discovery and creative practices.

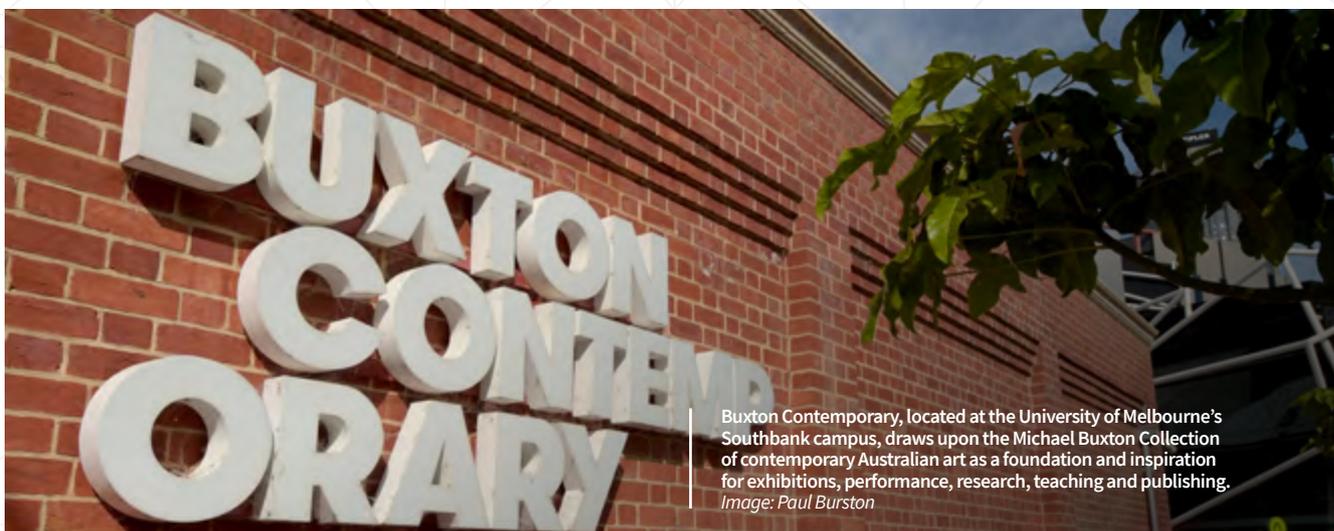
The department brings together the central museums and collections of the University – Buxton Contemporary, Grainger Museum, Ian Potter Museum of Art, Old Quad and Science Gallery Melbourne.

In 2020 University Executive also approved the Cultural Commons strategy. As encapsulated by the word 'commons', at the core of the strategy is the aspiration for shared knowledge – available to the world – across generations and over cultural divides.

The University's Cultural Commons provide access to a unique group of museums, galleries, theatres, collections and knowledge, representing what is valued, held, discovered and created, and what collectively helps develop an understanding of what it means to be human.

To align with this philosophy, the University repositioned Collections and Cultural infrastructure as a resource to be shared, interrogated and challenged, thereby enriching the contribution they make to learning and research, enjoyment and appreciation that takes place on University campuses, sites, and in the community beyond. The strategy thus brings place and community together within the academic mission of the University.

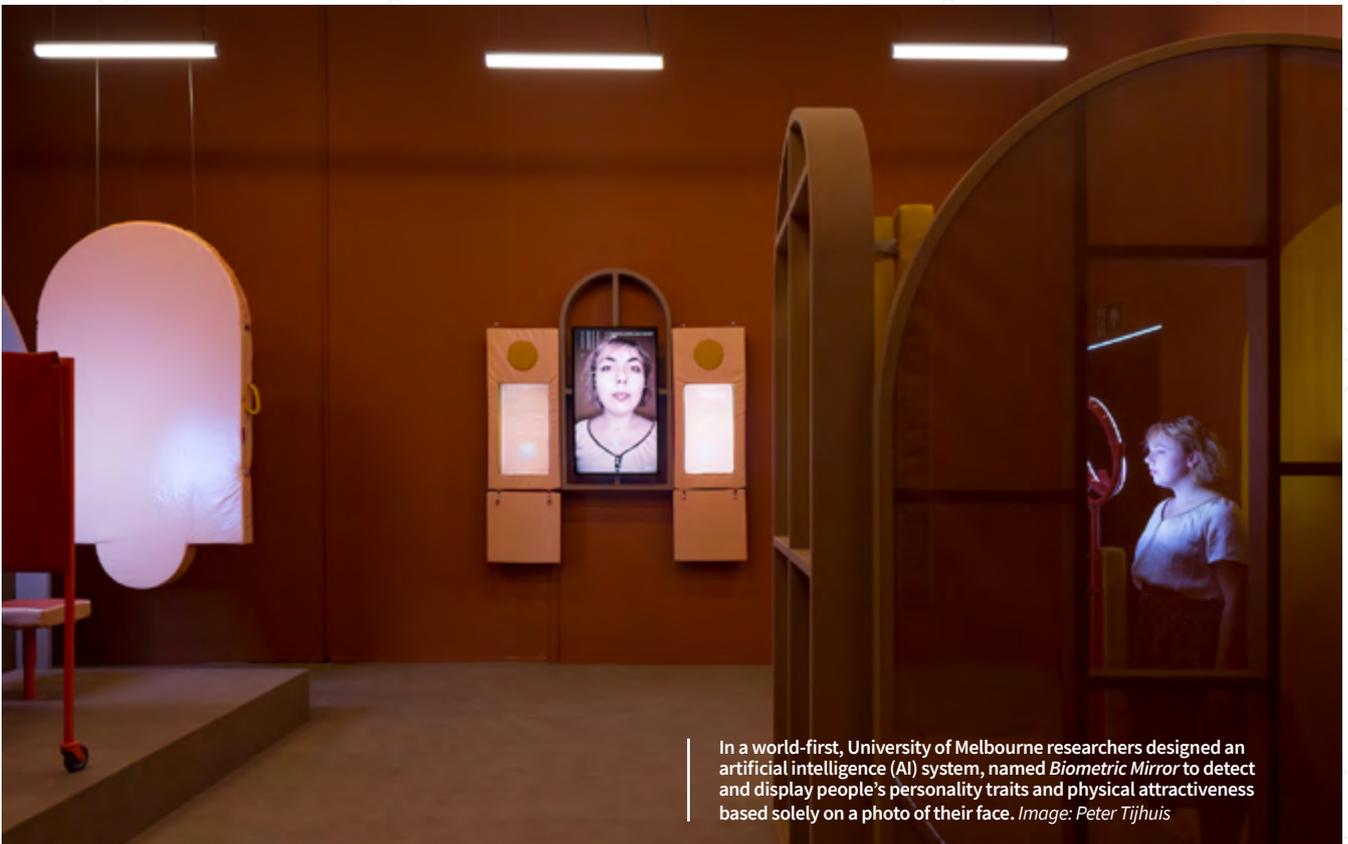
Like many cultural institutions globally, the University's museums, galleries and performing arts facilities were closed to visitors for large periods of time as a result of COVID-19 restrictions. Innovative digital experiences were created to provide opportunities for communities to connect with collections, exhibitions and programs, and to expand their use for learning and research. To showcase the breadth of cultural content from across the University, a digital platform was launched ([culturalcommons.edu.au](https://culturalcommons.edu.au)) to enhance the virtual student, staff and public experience with inspiring and engaging content.



Buxton Contemporary, located at the University of Melbourne's Southbank campus, draws upon the Michael Buxton Collection of contemporary Australian art as a foundation and inspiration for exhibitions, performance, research, teaching and publishing.  
Image: Paul Burston

## Highlights

- In October, the Ian Potter Museum presented MACHINE, a diverse program of speakers and University of Melbourne researchers covering timely themes including the interface between humanity and machines, digital ethics, data analytics, creative writing, visual art and mathematics, and art making as a form of knowledge creation. The forum was delivered online to more than 2000 viewers.
- Science Gallery Melbourne produced 10 digital programs and one physical event in partnership with a diverse suite of internal and external collaborators, including Ars Electronica, Centre of Visual Art, Chunky Move, Environmental Film Festival Australia, Indigenous Knowledge Institute, Melbourne Design Week, Melbourne Writers Festival, MPavilion, National Science Week, NXT Museum, Seaweed Appreciation Society, and Queers in Science.
- The Grainger Museum hosted over 1500 individual virtual student visits in learning and internship contexts over the year. For example, first-year Arts subject Representation attracted almost 500 students in Semester 2.
- The University struck a \$1.7 million partnership with the Victorian Department of Education and Training to establish a STEM (Science, Technology, Engineering and Mathematics) Centre of Excellence within Science Gallery Melbourne. The Centre will introduce secondary students to new and emerging industries and opportunities in STEM fields through integration of creativity and cutting-edge applications, access to industry grade fabrication labs, and links with University of Melbourne research. A range of programs will be offered exploring creativity, design thinking and excellence to encourage STEM participation and reflect the future of work.
- Science Gallery Melbourne also delivered a touring program in 2020 with art/science installation *Biometric Mirror* created by Lucy McRae and Niels Wouters. Shown by the Design Museum, Den Bosch and the Netherlands' NXT Museum in Amsterdam, it was viewed by over 20,000 people.



In a world-first, University of Melbourne researchers designed an artificial intelligence (AI) system, named *Biometric Mirror* to detect and display people's personality traits and physical attractiveness based solely on a photo of their face. Image: Peter Tijhuis

# PHILANTHROPY AND ADVANCEMENT

## Staying connected more important than ever

In a year where involvement and engagement faced unique challenges, the value of lifelong relationships with the University was highlighted.

Following lockdown in Melbourne, the University largely went online to continue offering events, career resources as well as volunteering and mentoring programs to ensure close and mutually supportive associations with the University and each other. Despite the restrictions on face-to-face engagement, support from alumni, donors and volunteers in 2020 continued to have a positive impact on the lives of individuals and societies at a local community level, nationally, and across the world.

The University of Melbourne's diverse and inclusive community of students, researchers, staff, alumni, donors, volunteers and stakeholders were able to remain profoundly and personally connected in a virtual environment.

**The University of Melbourne alumni community is made up of more than 430,000 alumni living and working in more than 170 countries.**

## Generous philanthropic contribution in a difficult year

The University's generous community of alumni and friends donated more than \$110 million directly to the University in 2020, leading to a remarkably strong year for philanthropy, given the manifold challenges of the COVID-19 environment.

\$16.4 million dollars of philanthropy were dedicated to critical COVID-19 research projects at the Doherty Institute and \$1.3 million to emergency student support, allowing the University to provide crucial assistance through more than 17,000 student grants.

## Major gifts contributing to crucial COVID-19 research

- Jack Ma Foundation, \$3.2 million
- TikTok, \$3 million
- Paul Ramsay Foundation, \$4 million

Generous gifts from supporters worldwide enabled critical COVID-19 research programs including into saliva testing. This vital work puts Australia in an advantageous position to test people easily and effectively, particularly important in mass testing situations and when timing is acute.

Donations to the Faculty of Engineering and IT enabled design and production of ventilation hoods that contain the droplet spread of COVID-19. After undergoing clinical trials, the hoods have now received approval for medical use from the Therapeutic Goods Administration.

*For more information on development of the ventilation hoods by University of Melbourne researchers, see page 62.*



## Calling to say thank you

The University telephoned more than 1000 alumni who mentored students in 2019, checking in with them to hear about their volunteer experience, acknowledge their support for students, and simply to say thank you. In these challenging times, students need alumni mentors more than ever and so it is important to keep in touch with volunteers and encourage them to stay engaged.

## Alumni relationships support lifelong learning

With more than 41,000 alumni engaged, 2020 saw a rapid shift to digital programming and new ways to engage alumni. In fact, 2020 was the best-ever year for engagement. More than 4000 alumni volunteered their time to support the University in programs from every faculty – mentoring students, as guest speakers, and through alumni associations and networks to help connect the University's communities.

**41,433 ALUMNI ENGAGED**  
**17,392 FOR FIRST TIME**

**37,689 EVENT PARTICIPANTS**

**4205 ALUMNI VOLUNTEERS**

**6465 PARTICIPANTS IN**  
**STUDENT/ALUMNI MENTOR PROGRAMS**

## Generous gifts contributing to change

### Griffin Chair in Economic History

A \$5 million gift was made from the Peter Griffin and Terry Swan Foundation to fund the Griffin Chair in Economic History in the Faculty of Business and Economics. This is a leadership role, revitalising and leading research and teaching in economic history, focusing on timely lessons about how economies, governments and societies can recover and thrive after recessions, depressions, epidemics and crises.

### Shanahan Chair in Frontier Medical Solutions

A generous gift from Brenda Shanahan and her family established the Shanahan Chair in Frontier Medical Solutions. This newly created leadership role works across the faculties of Engineering and IT and Medicine, Dentistry and Health Sciences. The chair is embedded within Australia's first health-tech facility combining research and education – the Aikenhead Centre for Medical Discovery (ACMD). The intersection of engineering and medicine is a critical space to expand the horizons of scientific and commercial research. The Chair will work with the expertise of our partners in ACMD to discover the technology that will improve health outcomes for all of us.

### Réjane Langlois Fellowship in Biomedical Engineering

A bequest of almost \$1 million from Réjane Langlois will enhance research at the interface of science, engineering and medicine. It will support delivery of new and improved therapies, further discoveries and applications, and bring real global impact and collaborations that will change lives.

## HARNESSING INDIGENOUS KNOWLEDGE AND CREATIVITY

Atlantic Fellows for Social Equity (AFSE) centres on Indigenous knowledges and Indigenous-led social change.

In 2020, the final tranche of US\$30 million of the total US\$50 million gift was received, following extensive in-person review of the first two years of operations of the AFSE Program undertaken by the CEO of The Atlantic Philanthropies, Christopher Oechsli.

This represents the largest ever philanthropic gift in the history of the University.

The Atlantic Philanthropies also gave the University an additional AU\$10 million towards refurbishment of new premises for AFSE, located in the Student Precinct development, as well as funding for an Atlantic Junior Fellow Program and Elders Program currently being designed.

Mr Chuck Feeney (Founder) and Mr Christopher Oechsli have accepted the award of Fellow of the University of Melbourne in recognition of their contribution.

In 2020, AFSE also welcomed Professor Elizabeth McKinley as its Executive Director and Associate Professor Nikki Moodie as Program Director.



In Episode 6 of the University of Melbourne webinar series *Life Beyond Coronavirus*, experts discussed ways of preventing the next pandemic. From left to right: Deputy Director of Melbourne School of Government Associate Professor Tom Daly, Director of Peter Doherty Institute for Infection and Immunity Professor Sharon Lewin, Professor Peter Doherty (on screen), and Chief Health Officer at the Victorian Department of Health and Human Services Professor Brett Sutton joined Chair and Dean of Medicine, Dentistry and Health Sciences Professor Shitij Kapur. *Image supplied*

## INFLUENTIAL VOICES

Throughout 2020, members of the University community provided strong voices in local and global public debates. As well as advancing understanding across society, they had a major influence on government policy and public responses to the COVID-19 pandemic and other significant challenges.

### Expert views shared through *Life Beyond Coronavirus* webcast

The University created two web series tackling major global coronavirus issues. Dean of the Faculty of Medicine, Dentistry and Health Sciences and Assistant Vice-Chancellor (Health) Professor Shitij Kapur moderated the webcasts which brought together multidisciplinary discussions to inform, educate, and contribute to the global conversation.

- The first series, *Life Beyond Coronavirus: The Expert View*, included seven episodes featuring academics, experts and community leaders across Australia, covering a range of topics including pandemic management and modelling, vaccine development and the future of work.
- The second series, *Conversations on COVID-19: A Global View*, went beyond Australia's borders to discuss with respected global leaders the issues playing out on the world stage.

### MELBOURNE'S EXPERTS CONTRIBUTING TO THE PUBLIC DEBATE IN 2020

- 130,000 media mentions of the University
- 1300 academics commentating in mainstream news media
- Cumulative potential global reach of \$1.8 billion
- Responses provided to more than 2600 media enquiries
- More than half a million visits to the University of Melbourne Newsroom website

# CONTRIBUTING TO THE GREATER GOOD

## Taking the Pulse of the Nation

The Melbourne Institute is Australia's pre-eminent economic and social policy research institution, undertaking high-quality, independent and impartial applied research, and contributing to the development of public policy in Australia.

During 2020 the Melbourne Institute developed and deployed the Taking the Pulse of the Nation project to understand and monitor COVID-19's effects on Australian attitudes and behaviours.

It tracked the economic and social wellbeing of Australians during the pandemic through a weekly survey. Four permanent questions on satisfaction with government policy, estimates of pandemic duration, financial stress, and mental stress, were supplemented with additional questions, updated weekly, to provide timely insights on issues emerging within Australia.

Survey results provided insights into Australian life during the pandemic for policymakers and other interested stakeholders. For example, increases in unemployment and financial stress associated with the COVID-19 pandemic led to an increase in the number of Australians experiencing mental distress, with the proportion varying across industries, gender and age groups.



The Taking the Pulse of the Nation Survey tracked changes in the economic and social wellbeing of Australians living through the effects of COVID-19, providing a snapshot of how Australians are faring during the pandemic. Image: Kate Trifo/Unsplash

## Freedom of expression roundtable supports open inquiry

The University hosted a freedom of expression roundtable discussion in February to promote open inquiry and freedom of expression on university and college campuses. Jointly convened with King's College London and the University of Chicago, the event brought together 20 senior university, student and government leaders from around the world.

## Contributing to Mental Health Royal Commission

The University made significant contributions to the Victorian Royal Commission into Mental Health during 2020. Three of the four commissioners leading the Royal Commission hold positions at the University: Department of Psychiatry's Associate Professor Alex Cockram, Professorial Fellow at Melbourne Law School Professor Allan Fels, and Foundation Director of Melbourne Social Equity Institute Professor Bernadette McSherry. Cath Roper, from the University's Centre for Psychiatric Nursing, was an adviser to the Royal Commission's Chief Executive Officer. Experts from across the University also made submissions and contributed witness statements to the Commission.

## Associate Professor Andrew Godwin seconded to Australian Law Reform Commission

In December 2020 Associate Professor Andrew Godwin was seconded to the Australian Law Reform Commission as Special Counsel for the Review of the Legislative Framework for Corporations and Financial Services Regulations. The appointment reflected Associate Professor Godwin's expertise and research impact in the field of financial regulation.

# UNIVERSITY OF MELBOURNE AWARD WINNERS

## Melbourne Excellence Awards

*Acknowledging outstanding work by University staff*

### Award for Excellence in Engagement

- Professor Beverley-Ann Biggs  
Faculty of Medicine, Dentistry and Health Sciences
- Dr Charles El-Hage  
Faculty of Veterinary and Agricultural Sciences
- Louisa Lim, Faculty of Arts
- Professor Tarunabh Khaitan, Melbourne Law School



**Professor Tarunabh Khaitan**  
Melbourne Law School  
Winner of the Award for Excellence in Engagement

### Award for Professional Excellence and Innovation

- Lloyd Alderman, Pratik Dhanwani, Petula Frantz  
Hannah Soulaïman, Alan Sweeney, Vinitha Thakur  
Faculty of Medicine, Dentistry and Health Sciences
- Martin McNamee, Business Services
- Zack Hameed, Matty Kapadia, Andrew Middleton  
Sachitra Sarathchandra, Vishnupriya Singh  
Faculty of Architecture, Building and Planning  
and Operational Performance Group
- Penny Chan, Dr Julia Kuehns, Ruth McConchie  
Wilfred Villareal, Jennifer Warburton, Christina Ward  
Student and Scholarly Services



**Professor Sundhya Pahuja**  
Melbourne Law School  
Winner of the Award for Outstanding  
Graduate Researcher Supervision

## Research Awards

### Award for Outstanding Graduate Researcher Supervision

- Professor Sundhya Pahuja, Melbourne Law School

### Award for Excellence in Team-based Research

- Associate Professor Russell Drysdale  
Professor Dr John Hellstrom, Janet Hergt  
Dr Roland Maas, Dr Kale Sniderman  
Professor Jon Woodhead, Faculty of Science

### Award for Excellence in Industry-engaged Research

- Professor Tuan Ngo, Faculty of Engineering and IT

## Strategic Priority Awards

### Patricia Grimshaw Award for Mentor Excellence

- Associate Professor Alysia Blackham  
Melbourne Law School

### Award for Excellence in a Priority Area

- Sally Beadle, Professor Helen Cahill, Dr Babak Dadvand  
Anne Farrelly, Katherine Romei, Keren Shlezinger  
Melbourne Graduate School of Education
- Associate Professor Lianne Schmaal, Faculty of Medicine  
Dentistry and Health Sciences
- Chris Bunting, Riley Childs, Lynley Eavis  
Michelle McNamara, Dr Megan Sharp  
Leonie Slavin, Zoe Stephenson, Tom Wright  
Pride in Action Network Committee

### Cornelius Regan Trust Award

- Sarah Banks, Advancement
- Dr Kristy DiGiacomo, Faculty of Veterinary  
and Agricultural Sciences



**Dr Kristy DiGiacomo**  
Faculty of Veterinary and Agricultural Sciences  
Winner of the Cornelius Regan Trust Award

## Teaching Awards

### Award for Excellence and Innovation in Indigenous Education

- Joanne Bolton, Faculty of Medicine  
Dentistry and Health Sciences

### David White Award for Teaching Excellence

- Dr Enes Makalic, Faculty of Medicine  
Dentistry and Health Sciences
- Dr Jennifer Martin, Faculty of Science

### Edward Brown Award for Teaching Excellence

- James Helal, Faculty of Architecture  
Building and Planning



**James Helal**  
Faculty of Architecture, Building and Planning  
Winner of the Edward Brown Award for Teaching Excellence

### Norman Curry Award for Innovation and Excellence in Educational Programs

- Associate Professor Laura Downie  
Associate Professor Michael Pianta, David Vasjuta  
Gordon Yau, Faculty of Medicine, Dentistry  
and Health Sciences

# EDUCATION

Students are essential contributors to the intellectual life of the University, to the spirited dialogue and debate about ideas, and are highly active in the University's engagement with communities.

Melbourne graduates are sought after for their creativity, rigorous and ethical approach, social awareness about global challenges and readiness for an increasingly digital and changing world.

Students and teachers encounter and challenge each other at the shifting borders of knowledge, in a constant spirit of respectful interrogation and inquiry.

Melbourne students remain part of the University community after they graduate, re-engaging with their learning and with the learning of others, facilitating the University's contribution to the world and benefiting from interaction with our global diaspora.





For the first time in 2020 and prior to COVID-19 lockdown, the University of Melbourne welcomed incoming first-year students at Melbourne as part of Orientation Week in February. *Image: Andrew Hobbs*

# 2020 HIGHLIGHTS

The University launched the educational ambitions set out in *Advancing Melbourne* while responding to challenges created by the global COVID-19 pandemic.

- Teaching and support programs were rapidly and effectively mobilised to establish a new online environment, including technical, physical, emotional and financial assistance for students and teaching staff.
- More than 10,000 students were contacted for wellbeing checks.
- Over 7480 students received grants from the COVID-19 Student Support Fund, established to support offshore students unable to return to Australia as a result of border closures.
- Over 9570 students received grants from the COVID-19 Emergency Support Fund, established to provide assistance for IT, home study support and loss of income.
- Over 20,000 students were supported with specialised resources to boost career and work-related skills and experience through the Careers and Employability service.
- Students were offered flexibility through modifications to census dates, adjustments to fee-due dates, special consideration requirements, changes to the course academic progress process and Weighted Average Mark (WAM) calculations.
- Enhanced student connection was provided through new my.uniLife app and Student Life initiatives including new commencement ceremonies, peer mentoring and academic advising programs.
- Accessible Microcerts, aligned with industry and workforce needs were introduced to equip students with in-demand skills and knowledge.

**IN  
2020**

In 2020 the University’s education programs proved resilient and future-ready after a rapid and effective transition to online delivery. After a week-long pause to prepare and reset once the global pandemic was declared, teaching and learning continued as students and staff adapted to new ways of interacting on a scale never before seen across the sector.

Welcoming student feedback, the University addressed the issues as they arose due to the changed learning environment and changing circumstances, providing a range of new services and processes – from new apps and certifications to specialised career advice – as the embodiment of dynamic, student-centred education.

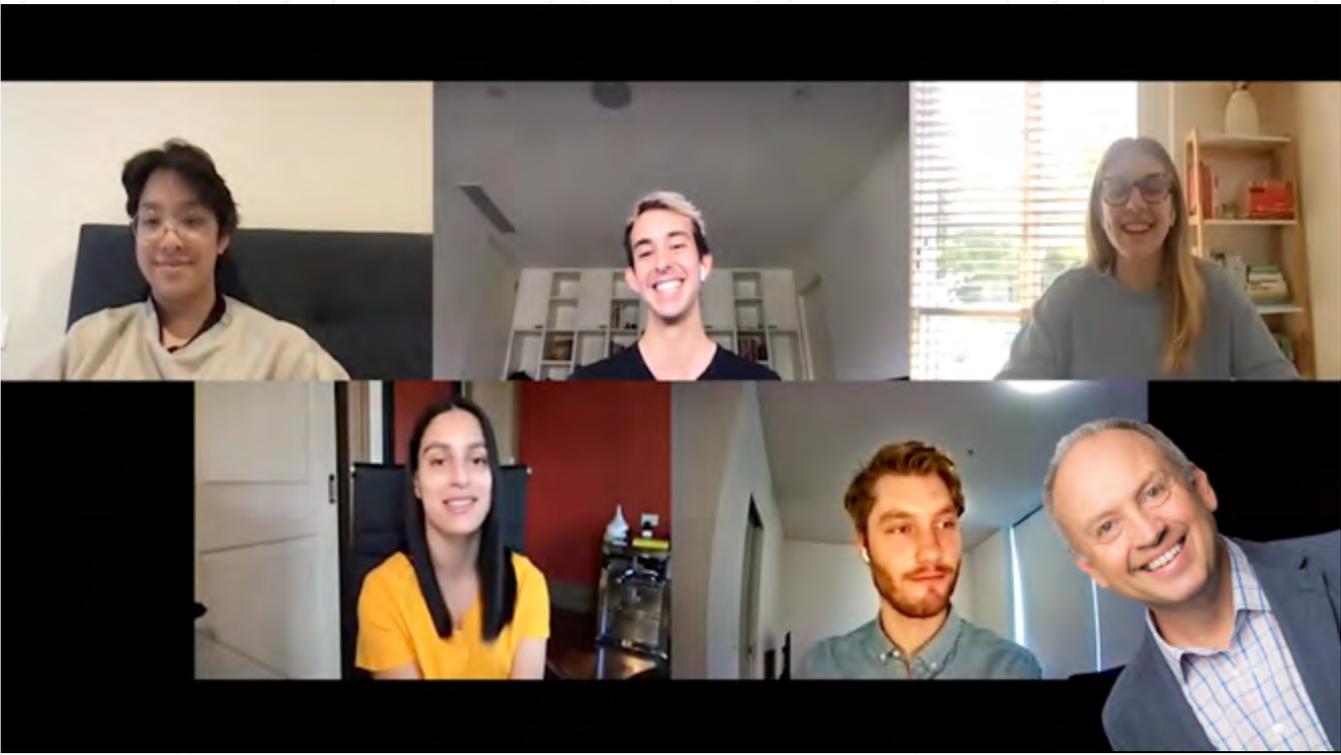
# SUPPORTING OUR STUDENTS

## Teaching and learning transitioned to remote delivery

In response to pandemic restrictions, and to continue delivering its characteristic curriculum to a global community of students, the University quickly and efficiently moved teaching and learning to a virtual environment. Lectures were moved online from Tuesday 17 March, followed by all other teaching and learning and assessment activities from Monday 30 March.

The University provided academic staff with advice, support and skills development to assist with online delivery of subjects. Peer mentoring and academic advising were also delivered online.

The scale and speed of the transformation was extraordinary. Both students and staff adapted to a virtual learning environment and new digital tools with enthusiasm and commitment. This was illustrated by the significant increase in the number of University staff and students using Zoom, a cloud-based platform for video, voice, content sharing and chat, from an average of 2000 per month in 2019 to 20,000 per month (March–October 2020). Page views in the University’s online Learning Management System increased by 18 per cent compared with the same period in 2019.



In response to COVID-19 pandemic restrictions, the University moved teaching and learning to a virtual environment. *Image supplied*

## Increased support for student health and wellbeing

The impact of COVID-19 was deeply felt by everyone in the University community. The pandemic, the associated restrictions and the transition to remote learning made health and wellbeing support services of utmost importance.

New and expanded student wellbeing initiatives were delivered to increase support for students including:

- More than 10,000 students were contacted by phone to check on wellbeing and connect them with support services where necessary
- The University's Counselling and Psychological Services (CAPS) employed additional staff to increase levels of support available
- An after-hours mental health crisis support line was introduced
- Mental health self-help resources assisted students in accessing support and advice online
- Mental health and wellbeing webinars were delivered by CAPS on a range of topics such as building resilience, managing isolation and loneliness, and being effective during tough times, as well as weekly mindfulness webinars and specific supports for international students
- Telehealth access for students to general practitioners was offered via the University Health Service, with the COVID-19 Health Service Hotline providing access to local, student-friendly advice and support.

## Financial support for students during COVID-19

The University provided support to over 17,000 students through the establishment of two financial support schemes during the COVID-19 pandemic.

The University's COVID-19 Emergency Support Fund supported more than 9570 students experiencing financial hardship as a result of the pandemic to continue their studies with extra funds for IT and home study upgrades, assistance for loss of income, and support for those affected by cancelled overseas study.

Meanwhile, the COVID-19 Student Support Fund provided grants to over 7480 students to support offshore students that were unable to return to Australia due to border closures. Along with funding specifically allocated by the University, the Emergency Support Fund also received generous assistance from alumni and donors and the Victorian Government. This contribution of \$1.3 million supported eligible international students via the International Student Emergency Relief Fund.

### EMERGENCY STUDENT SUPPORT FUND

Ritika was a final-year Master of Cancer Sciences student who was almost forced to give up her studies in 2020.

"When the COVID-19 pandemic happened, I lost two of my jobs and went from earning enough money to cover my fees, rent and living costs, to having insufficient income," Ritika says.

"I was faced with the difficult decision of giving up on my studies, and on my dream to pursue cancer research in the hope of finding a cure to childhood blood cancers such as leukaemia."

Thanks to the generosity of alumni and donors, Ritika was able to continue her studies during an extremely challenging time and is now working as a research assistant in a lab on campus.



## CREATING LIFELONG LEARNING OPPORTUNITIES

Throughout the year, the University held a range of programs to engage alumni and the broader University community and to provide support and access to timely information and leading experts on topical issues.

This included:

- A highly successful COVID-19 panel series, providing clear public health messaging and featuring an array of expert guest speakers
- A popular webinar series on food and food security (following on from the success of Dean's lecture program in early 2020)
- Leading US political experts debated central issues of the US election campaign and their global implications via webinar
- A range of career-focused webinars attracted more than 5000 registrations from young alumni.

The new alumni-to-alumni mentoring program was launched, building on success of Ask Alumni and other faculty-based programs.

### Student feedback informs online initiatives

The University surveyed students about their learning and university experiences in Semester 1. Overall, students were very positive about the quality of teaching and care staff provided.

Areas for improvement identified in the survey became the focus for enhancing teaching and learning in Winter Term and Semester 2.

Additional support was provided for academic staff through the Learning and Teaching Initiative program to improve online teaching and learning practices. Increased capacity was added to the Learning Environments team to further enhance the teaching, learning and assessment experience through improved access to a range of support services, including expert advice on the latest educational technologies, and high-quality video and media production. All student services, including Stop 1, libraries, academic skills, and careers and employability advice shifted to virtual delivery with online appointments, workshops and drop-ins continuing to support students all over the world.

Other measures were implemented to provide students with further flexibility and support. The census dates were updated, withdrawal and fee-due dates altered, special consideration requirements extended, and course academic progress processes and Weighted Average Mark (WAM) calculations modified to provide flexibility and fairness for all students. All assessments, including examinations, were delivered online in both Semester 1 and Semester 2, with technical assistance and wellbeing support offered. Over 200,000 individual exam sittings were held online.

The University remains deeply committed to the value of the on-campus student experience as well as the connection to the virtual campus community. In July and December graduating students received messages from staff and other students shared through videos and a digital celebration kit. Orientation for Semester 2-commencing students and Open Days for prospective students were also delivered entirely online for the first time.

In late 2020, the University welcomed some final-year students and late-stage graduate researchers back to campus. They were given access to in-person teaching, assessment or work placements in order to complete their qualifications by the end of January 2021.

The insights gained from the online educational experience throughout 2020 will inform future planning.

# INNOVATING THE EDUCATION EXPERIENCE

The University's commitment to a distinctive curriculum continued, equipping students with the skills to lead in a time of rapid transformation. Creating innovative ways for students to learn, harness digital technologies and equipping them with valuable experiences continued throughout 2020. This was demonstrated by the introduction of new ways to stay connected, the launch of Melbourne MicroCerts, alumni engagement programs and signature initiatives as part of the Student Life strategy.

## Contemporary challenges shaping learning and teaching

The University's Flexible Academic Programming Project (FlexAP) is designed to enhance the quality of the teaching, learning and student experience by providing flexible study options and improving the University's physical and virtual infrastructure.

The introduction of the FlexAP program in 2019 resulted in significant achievements in student timetabling, assessment, new teaching and learning spaces, and large subject curriculum enhancements. The FlexAP 2020 program was disrupted by the pandemic, requiring a rapid shift to a virtual learning environment. This saw the program evolve to meet critical new teaching and learning needs, while reinforcing the importance of its original aims.

## Highlights

- New grants addressing pandemic-related learning and teaching needs were made available to staff.
- Increased engagement in FlexAP initiatives from staff across the University led to significantly higher Learning and Teaching Initiative Grant applications for Semester 2.
- Digital assessment enhancements, supported by FlexAP in the first year, were deployed and widely adopted by staff in 2020 in response to the need for virtual assessment.
- GEM Scott Teaching Fellowship program, recognising leadership and excellence in teaching, awarded an additional fellowship in 2020.

## Student reference groups established

A new Student Wellbeing Reference Group was established during 2020 to ensure student wellbeing initiatives were coordinated and evidence-based. The Towards a Health Promoting University study, examining the wellbeing of University students across a wide range of indicators, was released in October.

Discovery subjects under development for 2021 incorporate a module on student wellbeing to be completed by all incoming undergraduate students. In 2021, the University will develop the Student Mental Health and Wellbeing Framework to support and coordinate our efforts.

To celebrate the milestone of graduation, high-profile alumni and members of local and international alumni associations participated in a video message of congratulations sent to 2020 graduates. The video welcomed them to their alumni community, encouraging them to maintain a lifelong connection with the University. *Image supplied*



### Innovative seed funding provided

The Melbourne InnovatED Program develops and nurtures EdTech projects proposed by staff, students and alumni with the potential to have a positive impact on teaching, learning and assessment. The program also leverages the University’s existing partnerships with the Wade Institute and Melbourne Entrepreneurial Centre.

In 2020 Melbourne InnovateED provided seed funding to support five projects exploring innovative ways for students to connect with interactive teaching and learning tools across various disciplines, created virtual study rooms, and built further opportunities for creative collaboration.

### Melbourne MicroCerts launched as major educational milestone

In July the Melbourne School of Professional and Continuing Education launched the innovative microcredential program Melbourne MicroCerts. Aligned with industry and workforce needs, these small, highly accessible short courses equip learners with in-demand skills and knowledge relevant to current work, and provide diverse skill sets for future application.

Based on extensive research and close consultation with industry, Melbourne MicroCerts focus on key emerging and future skill needs in areas such as:

- Technology, including cybersecurity and big data
- Leadership, including managing behaviour and expectations
- Power skills, such as critical thinking, creativity and problem solving
- Sustainability, including responding to changing environments and driving innovation.

# STUDENT LIFE INITIATIVES



As part of seven Melbourne Commencement ceremonies held in February as part of Orientation Week, incoming first-year students were delighted to receive welcome packs including the immensely popular University of Melbourne hoodies. *Image: Andrew Hobbs*

Initiatives developed as part of the Student Life program enhanced the undergraduate student experience, providing opportunities for connections with peers, academic staff and the wider University community. Activities and programs to support first-year students commencing their university studies in 2020 proved critical to help students establish a connection with the University community as teaching and learning transitioned to online as a result of the COVID-19 restrictions.

## Celebrating first-year commencement

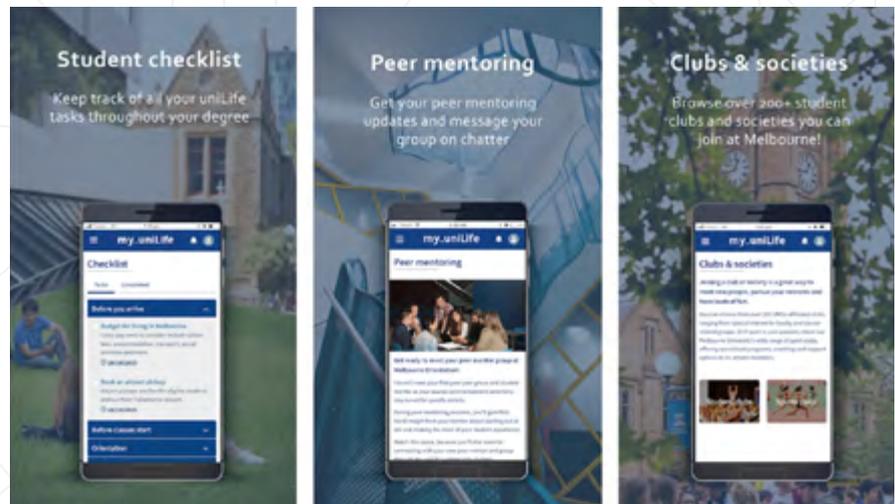
In 2020, the University introduced Melbourne Commencement Ceremonies for first-year students to welcome them to the University community. Prior to the COVID-19 restrictions being introduced, seven ceremonies were held in February as part of Orientation Week, with students hearing from University leadership, faculty Deans and guest speakers.

A welcome pack, including a video recording of the ceremony and welcome messages from students and staff, was sent to students restricted from travelling to Melbourne.

## TAKE-UP AND ADOPTION OF STUDENT LIFE INITIATIVES

- 6014 students attended a Melbourne Commencement Ceremony, with a further 2187 unable to attend in person due to COVID-19 travel restrictions, joining a virtual commencement ceremony.
- 5517 commencing undergraduate students participated in peer mentoring sessions and 912 later-year students developed their leadership and interpersonal skills as peer mentors.
- 8336 students were matched with 853 academic advisers with 1113 group-advising meetings taking place virtually in September 2020.
- 95 per cent of students who participated in an academic advising post-meeting survey rated the meeting as beneficial, with 60 per cent of those rating it “very” or “extremely” beneficial.
- More than 22,000 unique logins to the my.uniLife app, including over 118,000 event registrations, over 6000 posts in peer mentoring chat groups, and more than 50,000 tasks were completed by students as part of orientation and transition checklists.

The new my.uniLife app is designed to connect students with people, places and programs throughout their studies. Students can access personalised onboarding checklists, explore and register for University events, build their own orientation calendar, interact with their peer mentor and peer group, learn about their academic adviser and contact Student Services. Screenshots supplied



### Connections with peers and student mentors

The Melbourne Peer Mentor Program matched all first-year undergraduate students with a peer group and a later-year student mentor from the same degree. Launched during Orientation Week in February, the program provides opportunities for social connection and supports transition to university life. Peer mentoring moved quickly online in March, with mentors adapting sessions to provide support for studying in a virtual environment, share health and wellbeing strategies, and highlight support services after pandemic restrictions were introduced.

Skills development and training opportunities enabled student mentors to improve their support for commencing students, while building their own leadership capabilities.

### Enriching learning community through Academic Advising

The University launched Academic Advising at Melbourne in Semester 2, connecting first-year students with an academic staff member taking an active interest in their wellbeing, progress and success. In the program, academics initially meet with first-year students in groups to assist the beginning of their journeys then, as they progress through second year, will meet individually to provide students the opportunity to think, share ideas, talk about their goals and explore opportunities.

In 2020, all Academic Advising meetings were held virtually.

### STUDENT FEEDBACK

**“[My mentor] provided lots of advice on how to get through first year, study tips, which subjects she found more difficult, how much time she invested in studying in general. Really helpful.”**

**“Having the social aspect was important (particularly during lockdown).”**

**“It was really nice to talk to someone who knew about the course and subject and they were very nice, and it felt very supportive towards not just me, but all the students present, the atmosphere was good.”**

## CAREERS AND EMPLOYABILITY SERVICE

### Specialised advice and skills development

During 2020 over 20,000 students engaged with services in a virtual environment for career development appointments, workshops and employer and alumni programs.

**approx.  
4000**

careers sessions

**2800+**

one-on-one career  
consultations

**460+**

small group  
sessions

(often led by student peers)

**11,500+**

interactions with  
potential employers

(careers fairs and  
employer presentations)

### Planning for new student experience initiatives

Preparatory work in 2020 laid the groundwork for important future initiatives in the Student Life Strategy including:

- New First-Year Discovery subjects will be launched into all undergraduate degrees in 2021 and 2022. Discovery subjects will build on students' excitement about their chosen discipline, provide them with skills to support success, and build a sense of cohort and connection.
- Four new Next Generation Capstone Subjects will be offered in 2021 to enhance the curriculum and function as a bridge between undergraduate study and future career or graduate study paths.
- Focused on career readiness, the final program within the Advising and Mentoring Signature Initiative, Alumni and Industry Mentoring will launch in 2022, providing every third-year undergraduate student an opportunity to meet an alumni or industry mentor.
- The Melbourne Plus program will promote student participation in co-curricular activities that complement their developing academic attributes and knowledge. Students will build and reflect on their skills in leadership, community contribution, innovation and sustainability. Students who develop these skills will be recognised through shareable digital credentials.

- Six new Joining Melbourne modules, embedded within first-year Discovery subjects, will provide opportunities for commencing students to access information, engage in experiences and develop skills to support their active contribution to the University community.

### Extending Student Life initiatives to graduate students

Developmental work to enhance the quality and distinctiveness of the graduate student experience identified four defining qualities of Melbourne Graduate Student Life. Early planning for initiatives is focused on strengthening connections with peers and academics, leveraging the University's convening power and connections with professional networks, enriching the learning environment with global and Indigenous perspectives, and increasing opportunities for student co-design of learning experiences.

## CREATING OPPORTUNITY FOR ALL STUDENTS

The University offers a range of initiatives to support students from all backgrounds and abilities in undertaking tertiary studies at Melbourne. And, for students whose unique circumstances may have prevented them from achieving the best possible final secondary school results, the University of Melbourne offers a special entry and scholarship scheme, Access Melbourne, for domestic undergraduate applicants.

### IN 2020

33% OF ALL 2020 SEMESTER 1 COMMENCING STUDENTS QUALIFIED FOR ENTRY UNDER ACCESS MELBOURNE

1886 STUDENTS WHO WERE ELIGIBLE FOR ACCESS MELBOURNE ENROLLED IN SEMESTER 1, 2020

### PROPORTION OF ACCESS MELBOURNE APPLICANTS BY CATEGORY

UNDER-REPRESENTED SCHOOL	58%	DIFFICULT CIRCUMSTANCES	13%
DISADVANTAGED FINANCIAL BACKGROUND	28%	NON-ENGLISH-SPEAKING BACKGROUND	6%
RURAL OR ISOLATED	24%	RECOGNITION AS AN INDIGENOUS AUSTRALIAN	2%
DISABILITY OR MEDICAL CONDITION <sup>^</sup>	20%	MATURE-AGE CONSIDERATION (NON-SCHOOL LEAVER ENTRY PATHWAY)	0%

Note: Applicants may qualify for multiple categories (up to eight). Applicants who qualify for multiple categories may be counted more than once, therefore total cumulative percentage is greater than 100 per cent.

## SCHOLARSHIPS

The University of Melbourne offers a range of scholarships to enable students to reach their potential. It appreciates that students have different passions and ambitions and come from different places – from the inner cities to the Kimberley, and from over 150 different countries – to make the University of Melbourne home.

The University of Melbourne offers a wide range of scholarships to ensure the University is accessible to students from all backgrounds:

- Melbourne Access Scholarships
- Indigenous Student Scholarships
- Humanitarian Access Scholarships
- Undergraduate equity-based course scholarships
- Graduate Access Melbourne Bursary
- Scholarships and bursaries offered by affiliated residential colleges to help students cover cost of living out of home.

To improve opportunities for students from low socioeconomic status backgrounds to access tertiary study and raise retention and completion rates, in 2020 the University of Melbourne again offered support to students funded by the Higher Education Participation and Partnerships Program (HEPP).

# DISCOVERY

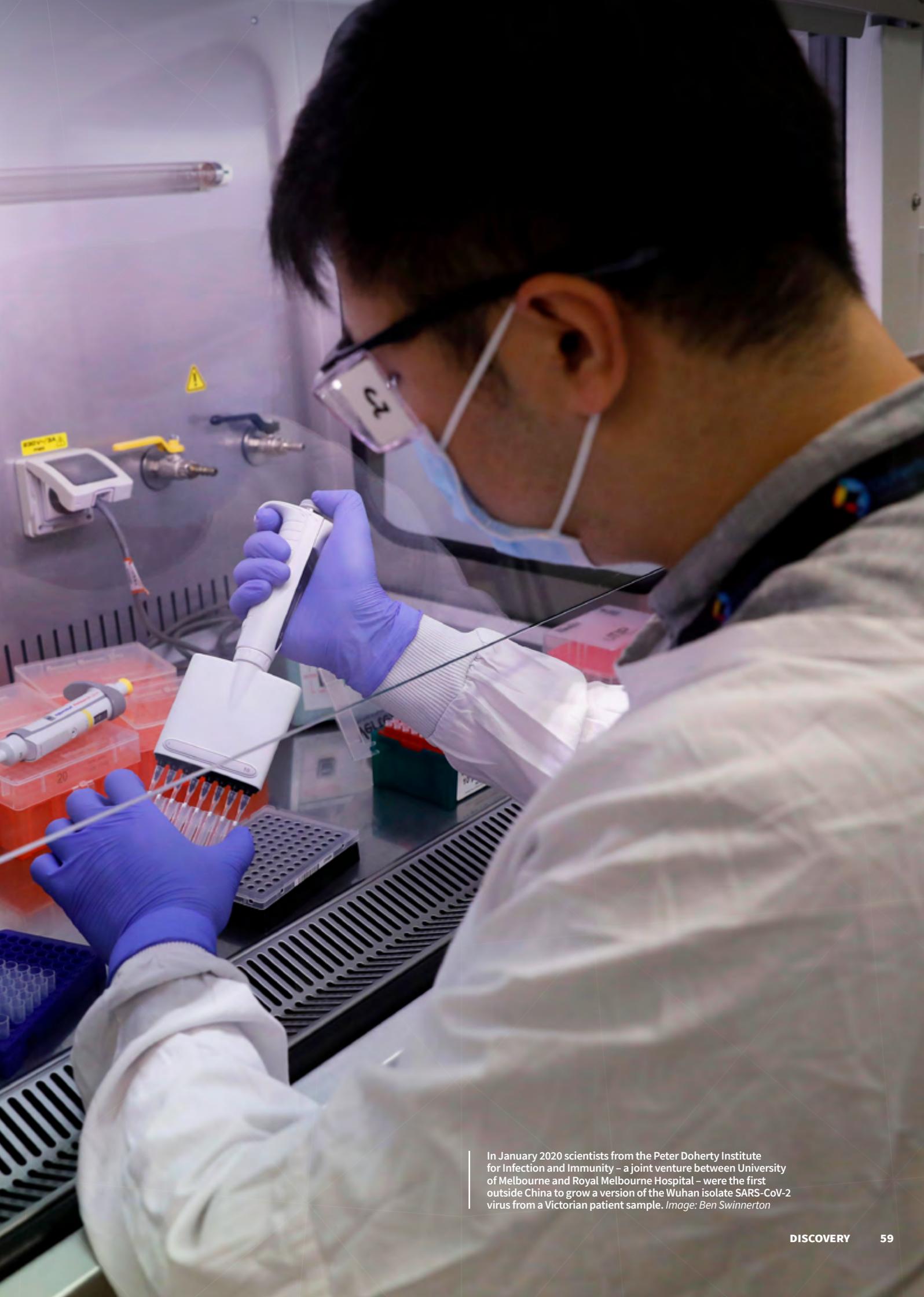
The University of Melbourne's ambition is to strengthen its reputation as a place where students and academics come to do the highest-quality research in the context of trying to address the difficult questions and major challenges that exist in the world.

The University facilitates breakthrough research in a highly collaborative environment, with a focus on cross-disciplinary and translational research.

The University encourages students to engage with research throughout their studies to ensure they have opportunities to explore leading-edge discovery.

Attracting talented people, nurturing ambition and supporting great performance, from graduate researchers through to established scholars, is critical to the University's success. So, too, is strengthening opportunities to ensure research outcomes provide the richest possible benefit to society.





In January 2020 scientists from the Peter Doherty Institute for Infection and Immunity – a joint venture between University of Melbourne and Royal Melbourne Hospital – were the first outside China to grow a version of the Wuhan isolate SARS-CoV-2 virus from a Victorian patient sample. *Image: Ben Swinnerton*

# 2020 HIGHLIGHTS

The extraordinary breadth and impact of University of Melbourne research continued – and grew – across all levels and categories of funding, despite the challenges imposed by COVID-19.

- Melbourne scientists were the first outside China to grow and share the novel coronavirus.
- The University supported the fight against spread of COVID-19 through the design of personal ventilation hoods for ICU beds, rolled out in hospitals across Victoria.
- In partnership with the Victorian Government and the global tech company Illumina, the University announced establishment of a new genomics hub, the first in the Asia-Pacific to combine genomic expertise and technology.
- The Indigenous Knowledge Institute was launched.
- Atlantic Fellows for Social Equity funding was secured and its programs reinvigorated.
- Melbourne became the first Australian university to sign up to the San Francisco Declaration on Research Assessment (DORA).

**900**

graduate researcher completions

**126**

Intellectual Property disclosures

**13,615**

scholarly outputs

**\$657M**

research income<sup>1</sup>

**\$245M**

Category 1 income<sup>1</sup>

**\$403M**

Category 2–4 income<sup>1</sup>

**#31**

Times Higher Education World University Rankings

**#35**

Academic Ranking of World Universities (ARWU) Rankings

1. Estimated from 2020 results, confirmation from Higher Education Research Data Collection (HERDC) due June 2021



In 2020 the University of Melbourne, like others around the world, played a critical role in applying the talents of its people to new challenges as the world leaned in heavily to expert advice on managing the social, physical and economic upheaval of pandemic. The University partnered with government and industry to ensure that the vital work of well-established and early-career researchers continued across all disciplines.

Crucially, in the early stages of the pandemic, the University Melbourne led the world in reproducing the novel coronavirus in a laboratory setting.

## RESEARCH IN AN EXTRAORDINARY YEAR

Consolidation of years of basic research and high-impact partnerships advanced the University’s research endeavour with a renewed emphasis on discovery and translation.

Key research performance targets (first set in 2015) were met and many exceeded. Innovative responses ensured continued levels of research output during a year when most researchers were required to work from home, many for the first time.

Prudent investment also allowed the University to continue supporting critical research in the fight against COVID-19 and strengthen the research infrastructure needed to thrive in a post-pandemic future.

These achievements are testament to the University’s people, infrastructure and strength of its many collaborations.

### Research as usual

Despite the disruptions of 2020, the University’s commitment to discovery and research translation continued. Traversing fields as wide as genomics, to reducing hazardous waste in the Pacific nations, saving Indigenous languages and new helmet technology to reduce traumatic brain injuries, the University’s research covered a comprehensive range of activity that will benefit communities and people in a post-COVID-19 world.

Existing relationships were strengthened and a series of new research training schemes through International Research Training Group (IRTG) relationships were initiated with partner institutions around the world.

The University’s five flagship interdisciplinary research initiatives, formed to tackle some of the world’s greatest challenges, creatively addressed the challenges presented by a global pandemic through research and advocacy, and launching a number of scholarships, seed funding projects, online student engagement opportunities and community programs.

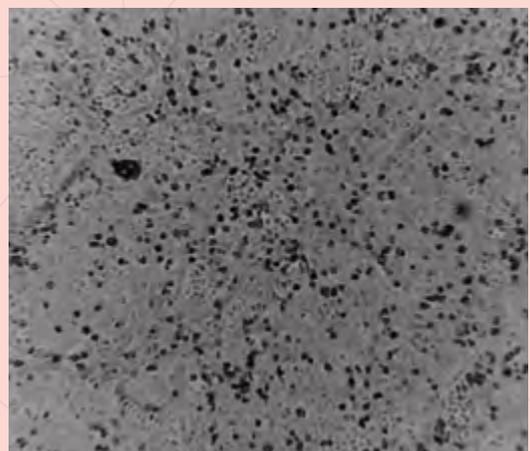
From supporting researchers adapting to new circumstances, to ensuring graduate researchers continue their valuable work, the University’s response demonstrated ongoing commitment to people, discovery and research translation.

### MELBOURNE SCIENTISTS FIRST TO GROW AND SHARE NOVEL CORONAVIRUS

In January 2020 scientists from the Peter Doherty Institute for Infection and Immunity – a joint venture between University of Melbourne and Royal Melbourne Hospital – were the first outside China to grow a version of the Wuhan isolate SARS-CoV-2 virus from a Victorian patient sample.

The team was able to provide expert laboratories across the world with crucial information to enable ongoing research towards combating the virus.

The Doherty Institute-grown virus was used to generate an antibody test, allowing detection of the virus in patients who are not displaying symptoms, and to assess trial vaccine effectiveness.



The coronavirus in culture. Image: Dr Julian Druce VIDRL, Peter Doherty Institute for Infection and Immunity.

In an extraordinary year, University of Melbourne researchers, students and graduate researchers stepped up to the challenge. A series of innovative research outcomes and new cross-disciplinary partnerships were launched, tackling the very real challenges of the pandemic and supporting the future of global health.



Personal ventilation hoods for hospital beds were prototyped and tested by University of Melbourne researchers in consultation with infectious disease experts at Western Health to ensure its application is practical, hygienic, effective and safe. *Image: Penny Stephens*

### Containing spread of COVID-19 in intensive care

Working in collaboration with Western Health, University researchers designed a personal ventilation hood for hospital beds to help contain the droplet spread of coronavirus in intensive care units.

Applied research from Faculty of Engineering and IT academics protected frontline health-care workers with a prototype that uses readily accessible components at a low cost, making it suitable for use in developing countries and primary health settings.

### New hub for infectious disease announced

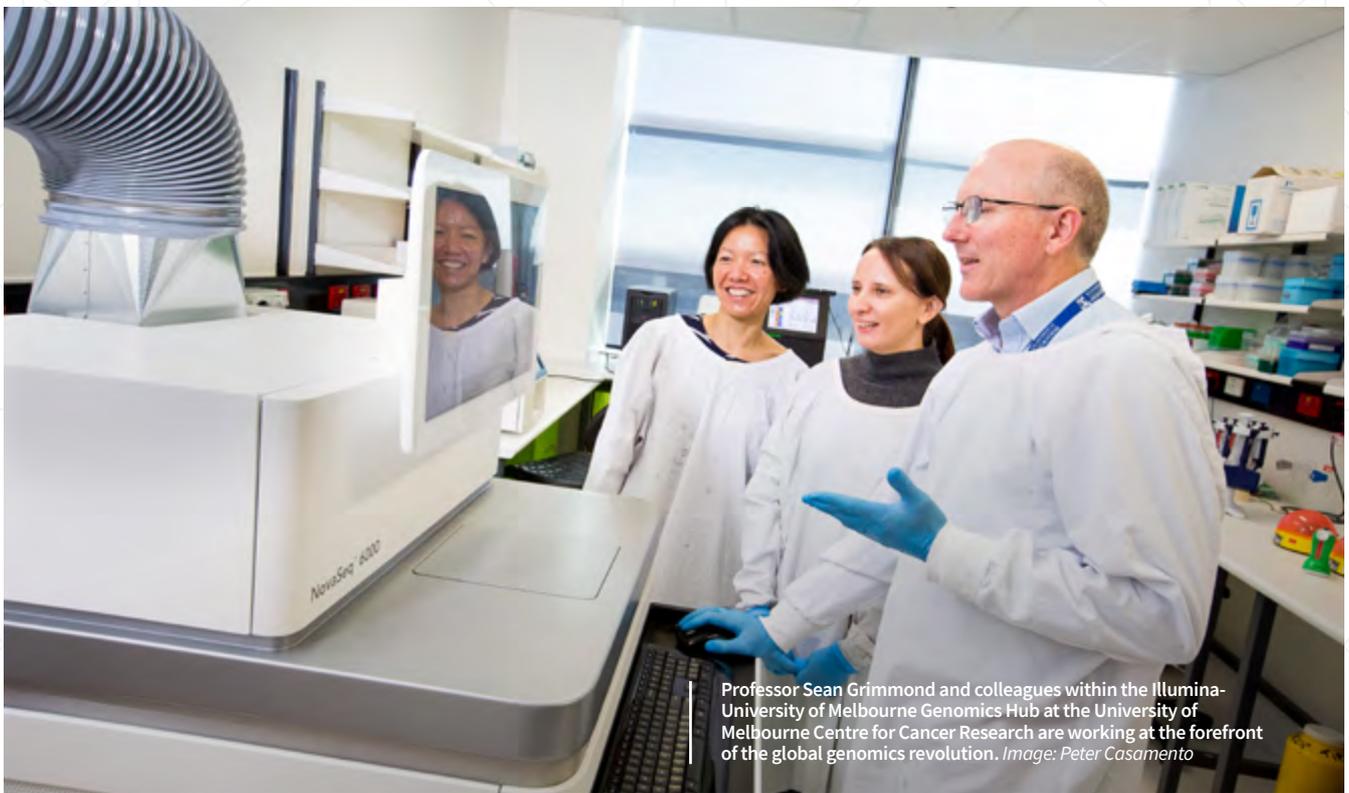
The Australian Institute of Infectious Diseases and Global Health (AIIDGH) is a visionary collaboration initially involving a cluster of world-leading medical research organisations in Melbourne. It was conceived as part of a national network of institutions with expertise to enhance our capacity to protect Australia and the region against infectious disease and future pandemics.

Announced in November 2020, AIIDGH will add key translational health and research infrastructure to Parkville Biomedical Precinct, making this the largest infectious disease centre in the region.

With a dual public-facing and commercial focus, the initiative will enable greater capability in end-to-end research into infectious diseases and support transition of health-based research activity into clinical application for the public good.

The Melbourne-based facilities will be operational by late 2025–early 2026, however the underpinning national and regional networks are expected to be established well before then.

In 2020, the University continued to advance innovative research success with a number of targeted investment partnerships, alongside exciting developments with very real-world impact.



Professor Sean Grimmond and colleagues within the Illumina-University of Melbourne Genomics Hub at the University of Melbourne Centre for Cancer Research are working at the forefront of the global genomics revolution. Image: Peter Casamento

### Keeping research expertise within Victoria for worldwide application

In late 2020 the University partnered with the Victorian Government and Illumina, a global leader in developing technologies to assist analysis of genetic variation and function, to establish the Illumina-University of Melbourne Genomics Hub. This is the first facility in the Asia-Pacific to combine genomic expertise and technology.

This \$60 million project, provided partly through the \$350 million Victorian Higher Education State Investment Fund, will drive better public health outcomes in research and diagnostics in areas including infectious diseases such as coronavirus.

The University's interdisciplinary initiative, Melbourne Integrative Genomics, aligns with the Melbourne Academic Centre for Health and Melbourne Genomics Health Alliance and works closely with Australian Genomics at the Murdoch Children's Research Institute, the Walter and Eliza Hall Institute of Medical Research and the Victorian Comprehensive Cancer Centre, to bring together specialist expertise in vital and increasingly important areas of science.

Located across the Melbourne Biomedical Precinct, these wide-ranging partnerships showcase how discovery and innovation significantly contribute to improved economic and health benefits through the translation of ideas into practice.

### LISTENING TO THE VOICES OF CHILDREN

Working with universities – including Flinders University, University of New South Wales and University of Western Sydney – broad-ranging responses were elicited from children aged three to 12 years. Children's voices have often been left out of important historical events. To understand the impact of the pandemic on them, children from across the country were asked to tell a mascot, Covey Bear, two stories about life in lockdown.

As well as providing valuable opportunities to improve speech-to-text technology, the stories contributed to archive projects as a record of a year like no other.

### Success for brain Stentrode clinical trial

A tiny device the size of a small paper clip can help patients with upper limb paralysis use the power of thought to complete tasks they cannot do with their hands.

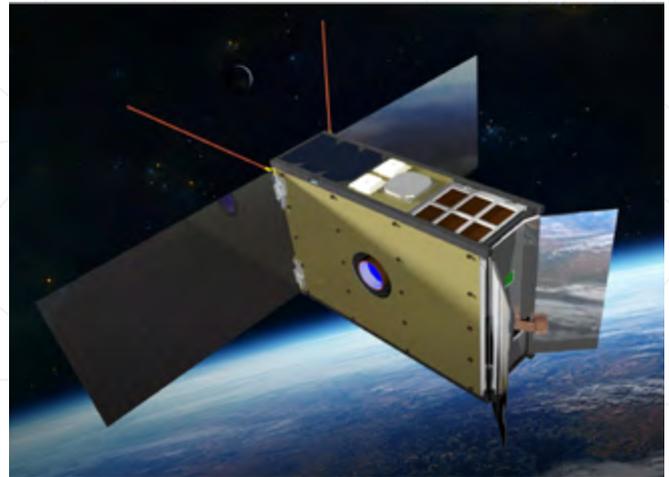
In its first human trial in 2020, the Stentrode was implanted successfully in two patients enabling them to wirelessly restore the transmission of brain impulses and successfully complete daily tasks such as online banking, shopping and texting – functions they were not previously able to perform.

Stentrode was developed by researchers from the University of Melbourne, Royal Melbourne Hospital, Florey Institute of Neuroscience and Mental Health, Monash University and Synchron Australia.

Synchron Australia was established by Associate Professors Thomas Oxley and Nicholas Opie to develop and commercialise neural bionics technology and products.

### Helmet technology to reduce traumatic brain injury

With contributions from the University in collaboration with Horizon Defence Systems and SORD Australia, significant developments in helmet technologies will help protect Defence personnel. A suite of computational and experimental biomechanical models developed by the University to predict combined helmet/head responses under extreme loading scenarios will be used by the CRCX helmet project team to help optimise helmet designs and predict brain injury risks.



With major funding attracted in 2020 and due to be launched into space by 2022, University of Melbourne researchers will build the SPIRIT satellite to carry innovative X-ray sensors, sophisticated on-board computers and radios, and a miniaturised electric propulsion engine. *Image supplied*

### Putting cutting-edge technology into space

The University helped propel Australia into the competitive aerospace market in partnership with Inovor Technologies, Neumann Space, Nova Systems and Sitael Australia, with support from the Italian and United Kingdom Space Agencies.

Researchers will build a small satellite, called SPIRIT, for launch into space by 2022. It will carry innovative X-ray sensors, sophisticated on-board computers and radios, and a miniaturised electric propulsion engine.

SPIRIT will demonstrate innovative technological elements in thermal management, real-time communications and on-board autonomous decision capabilities, to be used in future space projects for both Earth and astronomical observations.

Postgraduate students will join University engineering teams and industry partners in paid internships designed to mentor future space leaders. This project was funded by an Investment Expand Capability Grant from the Australian Space Agency.

The University has great depth across a broad range of research disciplines. In 2020, we tackled deep societal issues both within Australia and beyond our borders, with a series of research collaborations which will help governments develop better outcomes for vulnerable groups in very real ways.

### **Enabling medical practitioners to recognise family violence**

A new framework to identify a health practitioner's readiness to address family violence was developed in a University-led study funded by the Safer Families Centre. It is the first framework of its kind.

The model addresses commitment, advocacy, trust, collaboration and health (CATCH) system support as vital components in building readiness to deal with family violence.

The research showed that health practitioners in the frontline of family support need greater confidence in providing sensitive care for survivors. The CATCH model allows for training and systems to tailor strategies to prepare practitioners and improve survivors' individual outcomes and experiences within the health system.

### **Identifying gender inequities in low and middle-income Asian countries**

Despite girls achieving equality in secondary education in many countries, researchers found they are less likely to transition to further education, training or employment and have less access to information technology than boys.

According to research conducted across 40 low and middle-income countries in Asia and the Pacific, gender inequalities emerge most markedly in early adolescence.

Published in *Lancet Global Health* in 2020, funded by UNICEF and led by researchers at Burnet Institute and the University of Melbourne, the project is the first systematic analysis of gender inequality across childhood and adolescence.

The study found that adolescent girls experience a high burden of poor sexual reproductive health and sexual and intimate partner violence and are substantially more likely to be married as children.

Boys were found to experience higher mortality due to violence, injury and suicide, and overall higher rates of harmful drinking and smoking. Boys are also more likely to be engaged in child labour and hazardous work compared to girls.



### **50 Words Project celebrates Indigenous languages**

Working with Indigenous communities, researchers from the University's Research Unit of Indigenous Language have created a resource to help people connect with First Nations languages.

Most people have only heard of a small proportion of the hundreds of different languages from across the country.

The project provides 50 words online in every Indigenous language of Australia, to showcase vast linguistic diversity and celebrate the Indigenous languages that continue to be spoken every day, as well as those being revitalised by their communities.

Indigenous languages are not only intrinsically valuable, they help linguists understand how our minds process and learn information. They also provide insights into Indigenous culture and knowledge.

Over 60 languages are now available online through the project.



## ENHANCED RESEARCH COLLABORATION UNDER ONE ROOF

Collaboration and driving innovation and health delivery is exemplified in the development of Melbourne Connect.

Part of a purposeful network of precincts, including the world-leading Melbourne BioMedical Precinct, Melbourne Connect will bring together researchers and students with a clear purpose to ensure the next generation can engage with cutting-edge research and drive innovation in a very real way.

Ten years in the making, this connected innovation ecosystem will bring together world-class researchers, government, industry, small-to-medium enterprises, start-ups, graduate researchers and artists in a purpose-built precinct adjacent to the University of Melbourne in the centre of Carlton.

Designed to become a digital and data powerhouse, Melbourne Connect draws on the University's expertise across emerging technologies including robotics, computer-science, cybersecurity and privacy.

Many of the University's research centres, including the Melbourne Entrepreneurial Centre, will relocate to Melbourne Connect alongside commercial tenants.

Science Gallery Melbourne will also be located at Melbourne Connect. The gallery – a partnership with the Department of Education and Training – will explore the collision of art and science and host the STEM Centre of Excellence. Adjacent to Science Gallery, the recently launched Telstra Creator Space gives students, start-ups and industry access to a world-leading fabrication and prototyping laboratory.

*Image: Paul Burston*

# INTERDISCIPLINARY RESEARCH INITIATIVES

Bringing together researchers and students from across the University to address significant local and global challenges that cannot be solved by one discipline alone

## 2020 highlights

### Indigenous Knowledge Institute

Experienced educator and leading scholar of Indigenous music, Professor Aaron Corn, was appointed inaugural Director and Associate Professor Michael-Shawn Fletcher as Director of Research Capability at the University's new Indigenous Knowledge Institute. The institute opened on Parkville campus in 2020, launched its first strategic plan, and introduced the Community Fellowships, Graduate Research Scholarships and Seed Funding Grants programs.

### Melbourne Sustainable Society Institute

Melbourne Sustainable Society Institute (MSSI) engaged new audiences during the COVID-19 lockdown, particularly through delivery of a highly successful climate-focused webinar series *Towards 2030: Climate Action for the Crucial Decade Ahead*. MSSI supported a range of outstanding interdisciplinary research projects through 2020 seed funding, exploring eco-anxiety, regenerative agriculture, transformative stormwater management and the use of complex social-ecological systems to address intersecting sustainability-related issues including climate, health, economy and natural resources.

### Melbourne Social Equity Institute

Melbourne Social Equity Institute supports interdisciplinary research for fairer societies. To respond to the specific challenges faced by African Australian entrepreneurs, in 2020 it hosted a co-designed Blue Nile African Australian Business Masterclass Program. The institute supported research for the Essential Services Commission and seed funded seven interdisciplinary research projects addressing social disadvantage, to be co-produced with members of diverse communities.

### Melbourne Disability Institute

Melbourne Disability Institute (MDI) is an interdisciplinary research institute established by the University in 2018 to build a collaborative, interdisciplinary and translational research program to improve the lives of people with disability. In 2020, MDI launched the National Disability Research Partnership, bringing together experts to deliver fully credentialled disability research and policy. The institute also seed funded 15 COVID-19-related research projects across a range of disciplines, from improvements in telehealth services to the impact of the virus on remote learning.

### Melbourne Energy Institute

Melbourne Energy Institute sits alongside the Centre for Sustainability and Business in the Melbourne Business School and delivers influential, interdisciplinary research on the transition to a clean energy environment. In 2020, the institute co-sponsored research to examine organisational determinants of the uptake and performance of energy efficiency initiatives. Its groundbreaking power system security assessment was used by Australian Chief Scientist Dr Alan Finkel in his independent review into the future security of the national electricity market.

# INTERNATIONAL RESEARCH COLLABORATIONS

Collaborations with global University partners to nurture the next generation of researchers, and drive exciting research opportunities continued in 2020, despite the fact that international travel was heavily restricted.

## 2020 highlights

- The United States' National Institutes of Health provided \$33 million to the University's Centre for Youth Mental Health and partner Orygen to develop models to predict outcomes for young people at imminent and high risk of psychotic illness.
- The University of Melbourne and Shanghai Jiao Tong University (SJTU) signed an agreement to develop an International Research Training Group (IRTG). Two joint PhD candidates will be funded in 2021, along with up to five supervisor pairs (one academic each from SJTU and the University of Melbourne).
- The German Research Foundation invested \$5 million, matched by the University of Melbourne, to extend a joint PhD program in infection and immunity research for the next five years. Since 2016, 12 jointly supervised graduate researchers have completed PhDs, with the remaining 17 candidates close to completion. Renewed funding will enable research collaboration and innovation to continue in the immunological disciplines until 2025. The program focuses on basic principles of infectious disease.
- A partnership was developed with Belgian research university KU Leuven and the University of Melbourne to offer 30 joint PhDs. The co-investment will fund PhDs across a range of disciplines from emerging risks in actuarial science to tackling neurodegenerative disorders.
- The University of Melbourne forged a new partnership with the University of Toronto for joint research training across research areas of mutual interest and complementary capability.
- Bringing the world's best dental schools together, the University of Melbourne partnered with the University of North Carolina (UNC), King's College London, and the National University of Singapore to advance dentistry and oral and craniofacial health sciences. Known as DentAlliance, the initial partnership will last until 2025.
- With support from the Bloomberg Philanthropies Data for Health Initiative, the University led the first multi-country assessment of medical certification improvement strategies designed to improve accuracy of diagnoses by doctors in hospitals. The implementation of simple, cost-effective data collection methods is helping low and middle-income countries to strengthen vital public health statistics systems and improve record keeping.

# GOVERNMENT FUNDING PROVIDES VITAL SUPPORT

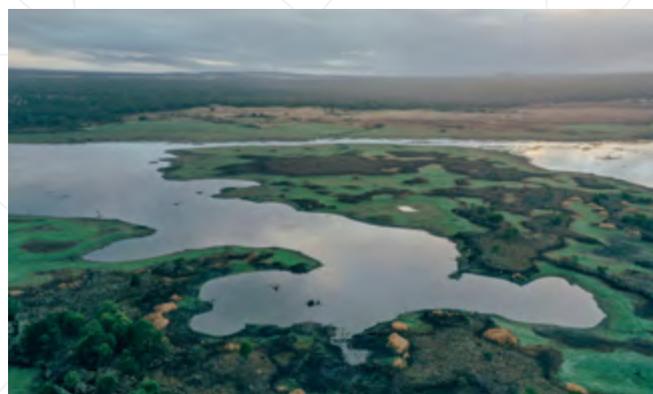
Throughout 2020 significant levels of funding were achieved in a highly competitive environment.

## Australian Research Council

The University received wide-ranging support from the Australian Research Council (ARC) in 2020 across a range of research projects to be implemented from 2021.

### ARC funding highlights

- Dr Simon Connor and Associate Professor Michael-Shawn Fletcher were awarded a grant under the Discovery Indigenous Scheme to test Indigenous cultural burning practices and changes to fuel loads, fuel type, fire frequency and fire intensity in southeast Australian forests over the past 500 years.
- Associate Professor Irma Mooi-Reci and Professor Mark Wooden were funded to investigate non-standard employment on fertility behaviour, including the role of temporary, casual, part-time paid work (known as 'non-standard employment') on Australians' childbirth intentions and outcomes.
- Associate Professor Mark Davis, Professor Robert Hassan and Dr Philip Pond will use innovative temporal methods to assess the influence of extreme nationalist discourse on mainstream political discussion including the relationship between digital media and increasing polarisation in political discourse.
- In a project led by Professor Charles Green and guided by a senior Gunditjmara Elder in collaboration with an eminent biomedical scientist, the team comprising Professor Gary Anderson, Professor Jon Cattapan, Associate Professor Richard Frankland and Dr Lyndell Green will work with Australian artists who have deep experience of portraying conflict to investigate Australian Government-commissioned war artists' experience of conflict from World War I onwards.
- Dr Kouros Khoshelham, Professor Marcia Langton, Dr Agathe Lisé-Pronovost, Dr Juliana Prpic, and Dr Martin Tomko will explore the engineering processes that enabled the Gunditjmara people of southwest Victoria to site, plan, construct, operate and maintain the World Heritage-listed Budj Bim aquaculture complex. They will show how it may have evolved and responded to changing social and environmental circumstances.



The Budj Bim Cultural Landscape, located in the traditional country of the Gunditjmara people in Victoria, contains one of the world's most extensive and oldest aquaculture systems.  
Image: Stu Heppell

## National Health and Medical Research Council

Fifty University researchers were awarded five-year National Health and Medical Research Council (NHMRC) Investigator grants.

### 2020 NHMRC funding highlights

- Professor Erica Fletcher was funded to examine development of AD214, a novel anti-fibrotic treatment for advanced age-related macular degeneration.
- Professor Eric Reynolds will research repair of tooth enamel/dentine by biomimetic mineralisation.
- Associate Professor Christiane Theda (University of Melbourne and Royal Women's Hospital) will examine the Neonav ECG Tip Location System to create better and safer care for paediatric intensive care patients.
- Professor David Grayden will continue development of the Stentrode Neurostimulator to enable those with upper-limb paralysis to complete daily tasks.
- Professor Stephen O'Leary will lead research into ways of preserving natural hearing during cochlear implantation.
- Associate Professor Andrew Wise from the Bionics Institute will work on a project to deliver hearing therapeutics, focusing on drug therapies.

### NHMRC Partnership Project grants

NHMRC Partnership Projects grants support the work of health-care policy and service delivery agencies in translating research outcomes into policy and practice, and evaluate current policy and practice to identify gaps in knowledge.

University researchers won four NHMRC Partnership grants in 2020 totalling nearly \$4.5 million:

- Professor Susan Cotton from Orygen Youth Mental Health who will develop acceptable, fair and efficient ways of improving reach and effectiveness of the headspace intervention model for young people
- Doherty Institute Professor Sharon Lewin who is developing and implementing an ethical framework for HIV phylogenetic analysis in Australia
- Professor Jodie McVernon who is piloting, implementing and evaluating protocols for pandemic preparedness in the Australian context
- Professor Tim Stinear who will explore ways of stopping Buruli ulcer in Victoria.

### Centres of Excellence established

Two new ARC Centres of Excellence were established within the Faculty of Medicine, Dentistry and Health Sciences at the University in 2020.

The Centre of Research Excellence in Healthy Housing led by Professor Rebecca Bentley from the Melbourne School of Population and Global Health will provide Australian-specific evidence and work with key stakeholders to make positive change and build capacity in the overlapping domains of housing and health.

The Centre of Research Excellence in Prediction of Early Mental Disorder and Preventive Treatment (PRE-EMT) led by Professor Barnaby Nelson from the Centre for Youth Mental Health will support better understanding of how mental illnesses develop, identify risk and protective factors, and introduce tools for use in clinical practice to predict onset of serious mental illness in young people.



Neonatal and perinatal medicine and medical genetics specialist Associate Professor Christiane Theda (a joint appointment of the University and Royal Women's Hospital Melbourne) received 2020 NHMRC funding to create better and safer paediatric intensive care. *Image supplied*

### Medical Research Future Fund

Researchers from across Melbourne Biomedical Precinct received additional funding from the Medical Research Future Fund (MRFF) in 2020 to continue their work in developing new classes of medicine to combat coronavirus.

- Professor Kanta Subbarao, Director of the WHO Collaborating Centre for Reference and Research in Influenza at the Doherty Institute, has been working closely with stem cell biologists at Murdoch Children's Research Institute and Monash University to use tissue models derived from human stem cells to identify drugs with antiviral activity against SARS-CoV-2.
- Associate Professor Wai-Hong Tham from the Walter and Eliza Hill Institute is working in collaboration with the Doherty Institute co-investigators Dr Amy Chung, Professor Dale Godfrey, Professor Stephen Kent and Dr Adam Wheatley to develop new biologics to prevent or treat COVID-19.
- Professor Monica Slavin, Head of the Department of Infectious Diseases at the Peter MacCallum Cancer Centre, is conducting an adaptive and rapid implementation trial of novel therapies to prevent and treat COVID-19 infection in high-risk cancer patients.

A range of other University projects were awarded MRFF funding in 2020, including cutting-edge research being conducted at the Doherty Institute by Professors Dale Godfrey, Ben Howden, Katherine Kedzierska and Deborah Williamson. The research team is looking to translate genomics into public health, create a clinical metagenomics platform, develop COVID-19 vaccine candidates, and define immune responses to understand susceptibility and target treatments.

### MRFF funding boost for genomic research

University research projects totalling a combined value of \$9.5 million were funded in 2020 by MRFF under the Genomics Health Futures Mission – Projects Grant Opportunity scheme.

These include:

- 'Achieving Equity in Genomic Health for Indigenous Australians' to be led by Professor Margaret Kelaher
- 'Precision Medicine for a Life-Threatening Infantile Epilepsy' to be led by Professor Ingrid Scheffer in collaboration with precinct partners at the Florey Institute of Neuroscience and Mental Health and the Murdoch Children's Research Institute
- 'SUPER-NEXT: Complete genome profiling for cancer of unknown primary' to be led by Dr Richard Tothill, in partnership with the Peter MacCallum Cancer Centre
- 'Precision Public Health in Australia through Integrated Pathogen Genomics (P2HAGE), led by Professor Ben Howden, will implement and evaluate a nationally synchronised approach to public health pathogen genomics with real-time genomic analysis and reporting platforms. The project will facilitate rapid and coordinated responses to infectious disease
- 'Delivering a Clinical Metagenomics Platform for Australia', led by Professor Deborah Williamson, will examine clinical metagenomic next-generation sequencing (mNGS). A transformative approach in microbial diagnostics and patient care, the sequencing can be used to detect all known pathogens in a single test. The META-GP program will develop and implement clinical metagenomic diagnostics for infectious diseases in Australia.
- '2020 COVID-19 Immunological Studies', led by Professor Katherine Kedzierska, is a two-year program that will define protective and long-lasting immunity against SARS-CoV-2 and determine why some people develop more severe COVID-19 symptoms than others.

### SUPPORT FOR EARLY CAREER RESEARCHERS

Supported by the generosity of donors, the University worked to nurture the careers of the next generation of research leaders, those who will shape the future of our world.

Early career research teams from the humanities and social sciences collaborated on the projects to demonstrate the power of interdisciplinarity, seeking to address social, economic or cultural impacts of COVID-19.

Projects included:

- Getting Back on Country: traditional owner-led repatriation, digitisation and exhibition design of Olkola and Wadeye cultural archives
- Young Asian-Australians' use of social media in coping with COVID-19
- Inequalities in remote learning.

# CELEBRATING OUR TALENTED RESEARCH COMMUNITY

Investigator led research is the engine of discovery. In 2020, the University recognised a number of talented academics, many of whom are global leaders in their field.

## Melbourne Laureate Professors

Recognition for exceptional academic distinction and performance and represent a significant honour.

- Professor Paul Mulvaney, Faculty of Science
- Professor Sharon Lewin  
Faculty of Medicine, Dentistry and Health Sciences

## Redmond Barry Distinguished Professors

Established in honour of Sir Redmond Barry's contribution as founder of the University, the title of Redmond Barry Distinguished Professor rewards outstanding leaders within the University's professoriate.

- Professor Robyn Eckersley, Faculty of Arts
- Professor Andrea O'Connor  
Faculty of Engineering and IT
- Professor Abdullah Saeed, Faculty of Arts

### *Redmond Barry Distinguished Professor Emeritus*

Professor Frances Separovic  
School of Chemistry, Bio 21 Institute

## Woodward Medallists

### Outstanding contribution to knowledge in humanities and social sciences

Professor Farrah Ahmed (Melbourne Law School) for her acclaimed monograph, *Religious Freedom under the Personal Law System* which develops a novel and influential analysis of the personal law system in India, and makes a timely contribution to debates about accommodating religious law in liberal democracies.

### Outstanding contribution to knowledge in Science and Technology

Professor Bruce Campbell (Medicine, Dentistry and Health Sciences) was awarded the medal for his groundbreaking publications that showed the major benefits of endovascular thrombectomy, a minimally invasive procedure to physically remove blood clots in the brain to treat stroke.

## Chancellor's Prize for Excellence in the PhD Thesis

### Humanities, Creative Arts and Social Sciences

- Frederic Murray Kiernan  
Melbourne Conservatorium of Music
- Neha Mishra, Melbourne Law School

### Science and Engineering

- Philippa Jane Karoly, Biomedical Engineering
- Victoria Hemming, School of BioSciences

### Medicine, Dentistry and Health Sciences

- Simone Louise Park  
Department of Microbiology and Immunology
- Dinh Son Bui  
Melbourne School of Population and Global Health



## MARLES MEDAL ESTABLISHED TO RECOGNISE RESEARCH EXCELLENCE AND IMPACT

Established in 2020, the Marles Medal recognises research impact and celebrates ways scholarship can benefit society beyond academia.

The Medal is named in honour of Ms Faye Marles AM, University of Melbourne alum and first woman to be appointed its Chancellor.

Professor John Hattie (Melbourne Graduate School of Education) was awarded the inaugural Marles Medal in the Humanities and Social Sciences for his world-leading work on visible learning, introducing sustainable changes in educational and teaching practices and taken up in over 10,000 schools worldwide.

Professor Sharon Goldfeld (Medicine, Dentistry and Health Sciences) was awarded the inaugural Marles Medal in the Sciences and Technology for development of the right@home nursing home visit program. Emanating from a robust randomised trial, this innovative program has received political recognition for its effectiveness in helping socially disadvantaged families build parenting capacity during infancy and early childhood.

**Juan Ford**  
Chancellor Fay Marles 2005  
oil on linen  
90 x 122 cm  
Trinity College Portrait Collection

# GLOBAL

The measure of a great university lies in the extent and productivity of its collaborations in advancing the frontiers of knowledge.

The University of Melbourne is committed to playing a leading role in global knowledge partnerships, fostering a culture of international collaboration with researchers, universities and innovation companies around the globe.

The University invests in building knowledge partnerships with Asia's rising research, innovation and education powerhouses, while continuing and deepening collaboration with education and research partners in Europe and North America.

University of Melbourne students live and work in a global community, with all the opportunities and challenges that entails. Their education prepares them for this, providing opportunities for learning in regional and global contexts, and equipping them with the attributes needed for working cross-culturally on campus.



As a truly international university, Melbourne draws its students from more than 150 nations, offering enriching opportunities for personal growth and intercultural understanding. *Image supplied*



# 2020 HIGHLIGHTS

In an increasingly complex and changing global landscape, the University worked immediately and decisively to review its international activities and programs.

- The University mobilised support for and advocacy on behalf of international students.
- The University strengthened its approach to engagement within the Asia-Pacific region through the launch of bespoke strategies for India, Indonesia and China.
- New and extended agreements for student mobility, information sharing and project cooperation improved collaborative outcomes in many countries including India, Indonesia and China.
- The University's leading role in tackling global challenges related to the worldwide pandemic was exemplified in a series of cross-disciplinary online seminars: COVID-19 The Expert View and Conversations on COVID-19: The Global View.
- University leadership in global Indigenous knowledge was showcased with development of the Indigenous Internationalisation Plan 2020–2024, a signature commitment under the Reconciliation Action Plan, and establishment of new global partnerships focused on equality and respect for all Indigenous peoples.



In 2020 the University resolutely reaffirmed its commitment to being an international partner in its core responsibilities of learning and teaching and research, advocacy on behalf of its international students and helping make sure that wherever they were in the world, they felt supported and connected.

With borders closing across the world – and people’s lives contracting to smaller circles of social and physical interaction – the need for intentional connection on a global scale became ever more pressing.

Strengthening its approach to engagement within the Asia-Pacific region, the University launched its China strategy and maintained connection with vital partners online, while ensuring that the voices and knowledge of Indigenous peoples were articulated and listened to solving modern man-made issues facing the world.

# SUPPORTING OUR INTERNATIONAL STUDENTS

International students faced a unique combination of factors and events during 2020, including the sudden closure of the Australian border and tightened restrictions on travel to and from Australia.

## Improving the international student experience after COVID-19

The transition to studying via the Virtual Campus was supported by the University in a range of ways. These included enabling internet access and either the purchase or loan of a computer, through to proactive outreach phone calls from staff to discuss any additional supports or services students might need to enable their studies to continue.

Financial support was provided through both the Student Support Grant and the Emergency Support Fund, which many international students were able to access, as well as the Victorian Government’s International Student Emergency Relief Fund. The University also partnered with SecondBite to provide free, nutritious meals to students, with Lentil As Anything and University House also joining this important initiative.

The University assisted with logistical, financial, academic and wellbeing support for 530 students undertaking global mobility experiences to return to Australia or their home country and transition to online study. Staff also provided ongoing support to over 100 of this cohort, whether they remained overseas by choice, or due to travel restrictions.

*For more information on the Student Support Grant and the Emergency Support Fund see pages 8, 31, 48 and 50.*

The University progressed development of enhanced opportunities for both Study Away and at-home Global Learning experiences.

Following the International Education: Disruption and Renewal event hosted by the Committee for Melbourne, Deputy Vice-Chancellor International Professor Michael Wesley was appointed to chair the International Student Advocacy Network (ISAN).

ISAN includes representatives from several universities in greater Melbourne as well as from business, government and community sectors. The network was established to advance, advocate, commission work and collectively deliver improved international student and education experiences in Melbourne as a globally significant and welcoming place for students and their families.



UMSU International is the official representative body for all international students at the University of Melbourne. For undergraduate, graduate, study abroad and exchange students, UMSU International provides representation, peer support and events. *Image supplied*

# DYNAMIC GLOBAL PARTNERSHIPS

The University's strong international connections reflect its global outlook. The strength of institutional partnerships assisted in navigating the impacts on collaborative research and student exchanges.

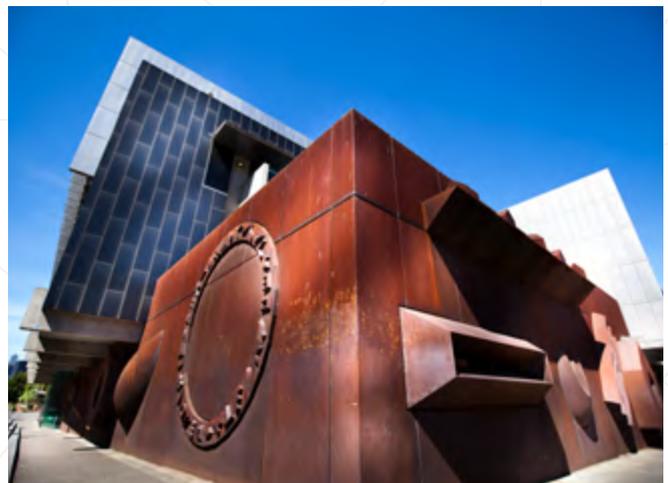
## Strengthening ties in the Asia-Pacific

The University strengthened its engagement and leadership position across the Asia-Pacific region in 2020. Critical plans were implemented for India and Indonesia, and a new institution-wide plan, Engaging with China 2020–2024, was launched. These country-specific strategies articulate the University's relationships, collaborations and commitment to building a shared future within the region.

The University's Engaging with China 2020–2024 strategy sets out a five-year plan, founded on the principles of shared aspirations, mutual benefit and respectful partnership.

China remains a key partner for the University in 2020 and beyond. The parties enjoy a rich history of research collaboration based on common issues and objectives. The University remains proud to host multiple centres and institutes focusing on China-related research and on strengthening the understanding of China and the wider Asian region. The Asia Institute, Asialink, Asian Law Centre, Australia-China Joint Research Centre, and the Centre for Contemporary Chinese Studies have all helped drive engagement with and scholarship about China and the region. The University also hosts a Confucius Institute with Nanjing University as its partner university to foster a greater understanding of Chinese culture and language, as well as acting as a vehicle through which to strengthen economic and business ties.

The leading centre for creative engagement with Asia, Asialink was established as a joint initiative of the Australian Government's Commission for the Future and the Myer Foundation, one of Australia's oldest and largest philanthropic organisations. In 1998, Asialink became a non-academic department of the University of Melbourne. And in 2001, a grant from the Sidney Myer Centenary Celebration supported development of the Sidney Myer Asia Centre building, Asialink's current headquarters.



Housed in the Sidney Myer Asia Centre on Parkville campus, Asialink drives creative engagement between Australia and Asia to build a strong shared future. *Image supplied*

For 30 years Asialink has continued to evolve in response to changing Australian and global contexts. A sense of urgency still prevails after 30 years for the University's Asia engagement agenda. Now more than ever, Australia's security and prosperity depends on a population comfortable with its geography and sufficiently knowledgeable and skilled to engage effectively with Asian peoples and cultures. Asialink's mission and point of difference is to create an Asia-literate Australian community and to help build and maintain Australia's role and influence in the Asian region.

In celebrating its anniversary and looking forward, Asialink forged new initiatives during 2020, including:

- Co-hosting the national Asian-Australian Leadership Summit
- Convening Public Displays of Affection, an international conference focused on redefining soft power through the lens of arts and culture
- Launching Winning in Asia, a new report designed to help Australian companies navigate a prosperous future in Asia.



A virtual signing ceremony celebrated the major milestone of 25 productive years of partnership between the University of Melbourne and China's Tsinghua University in October. Formalities were led by Melbourne Vice-Chancellor Professor Duncan Maskell, and the Chairperson of Tsinghua University's Council, Chen Xu (pictured). *Image supplied*

During October, the University of Melbourne held a virtual celebration to commemorate the 25th anniversary of the first institution-wide agreement with Tsinghua University. More than 120 students, staff and alumni of the two universities attended the online celebrations led by Chen Xu, Chairperson of Tsinghua University Council, and Vice-Chancellor Professor Duncan Maskell.

The events included a virtual signing ceremony to renew the agreement, foreshadowing further cooperation and mutual benefit.

The University of Melbourne has enjoyed a longstanding partnership with Tsinghua University, characterised by a high level of mobility and exchange, and collaborative research outcomes across disciplines. Melbourne Graduate School of Education's Centre for Positive Psychology has partnered with Tsinghua University's Department of Psychology to collaborate on a joint Master of Applied Psychology program for co-delivery in 2022. The achievements of the two universities contribute to enhance academic and cultural ties, and instil student talent with global expertise.



The *Engaging with Indonesia 2020–2024* strategy showcases how University of Melbourne collaboration with Indonesian universities and researchers can positively impact Indonesia and the world. *Image supplied*

## Strengthening ties with Indonesia

The University's partners provide a valuable channel for research and educational exchange, and are the conduit for engagement with the broader Indonesian higher education community.

Throughout 2020, strengthened cooperation focused on health and social sciences, with new collaborations in negotiation between the University, the Indonesian Government and Indonesian universities.

The year saw the formalisation of a longstanding relationship with the Indonesian Endowment Fund for Education (Lembaga Pengelola Dana Pendidikan – LPDP), through a Memorandum of Understanding and Agreement of Cooperation. In addition to LPDP's commitment to provide scholarships for Indonesian citizens to study at the University, these agreements signify cooperation through education exchange, collaboration and capacity building.

The University announced 12 award recipients of the inaugural Melbourne-Indonesia Research Partnerships Program for projects to further strengthen academic mobility, academic collaboration and research links between the University and Indonesian partners.



Deputy Vice-Chancellor (International) Professor Michael Wesley (centre) hosted senior officials from the Indian Department of Empowerment of Persons with Disabilities during their visit to Australia. *Image supplied*

## Strengthening ties with India

The Australia India Institute (Aii) proceeded with its strategic objectives in 2020 by further nurturing engagement between the two nations, as outlined in *Engaging with India 2020–2024*.

Events and collaboration opportunities were successfully migrated onto virtual platforms with high attendance and overwhelmingly positive feedback.

Aii hosted online seminars with government ministers from both countries. University leaders attended a virtual roundtable, led by the Indian Department of Empowerment of Persons with Disability to discuss mental health in a post-COVID-19 context. Aii also hosted a G8 seminar with member universities, focusing on collaboration between Australia and India, and examining India's National Education Policy.

Despite the hurdles of expanding international engagement during the pandemic, Aii successfully partnered on projects throughout the year with the Victorian Government as well as convening Annual India Week 2020 virtually, with over 20 events and expert guest speakers from across the globe.

Former Director and CEO of Aii, Melbourne Professor of Human Geography Craig Jeffrey, conducted a successful virtual research project with international students to explore themes of global and national food insecurity.

Formation of the Australia Research Collaboration Hub-India was a major highlight of the year and strengthened ties between the Australian Department of Education, Skills and Employment and the Indian Government.

The University has established mature and confident partnerships with leading educational institutes in India. Further development of meaningful programs throughout the year offered continuing shared benefits with institutions in regional centres.

In 2020, internal schemes such as the India Engagement Seed Grants and the India School Education Engagement Grants enabled development of new strategic projects, aligned with the objectives of *Engaging with India 2020–2024*, to advance and strengthen the University's collaboration with Indian partners. These have benefited Australian and Indian societies, and will continue to do so.

Australia and India's mutual commitment to improving the lives and wellbeing of people with disability continued throughout 2020, with the University hosting senior officials from the Indian Department of Empowerment of Persons with Disabilities during their visit to Australia.

As a result of this longstanding relationship, the University has been invited as an expert partner for development of a new national institute in India, specialising in mental health rehabilitation and ongoing research in the field of mental health. This important project provides not only the University of Melbourne, but also broader Australian society, with the opportunity to deepen the supportive ties with India and to share ideas on key initiatives designed to improve lives.

## Institutional agreements affirmed

Despite pandemic challenges, in 2020 the University signed 36 international institutional agreements across 25 countries and regions including new compacts with partners in Belgium, Hong Kong, Indonesia, Israel and Nepal.

The University signed a memorandum of understanding with KU Leuven in Belgium (Katholieke Universiteit Leuven), one of the oldest and most renowned research universities in Europe and fellow Universitas 21 member, committing to the launch of an International Research Training Program supporting joint PhDs between both institutions from July 2021.

This formalisation followed a senior delegation in February 2020 led by Rector Luc Sels to discuss mobility programs, research expertise, collaboration and EU funding.

## 2020 U21 engagement highlights

- Four researchers received U21 Researcher Resilience Fund grants to support PhD and early career researchers' development of digital and virtual capability and capacity to adapt to life as a researcher post-COVID-19. Awardees work in partnership with researchers from U21 member universities, including Shanghai Jiao Tong University, University of Glasgow, Lund University, University College Dublin, National University of Singapore, and Hong Kong University.

- The University was supported by two U21 Global Education Enhancement Fund grants to enhance and develop robust solutions for online teaching, learning and assessment in a rapidly changing and uncertain environment.
- Students Christopher Giradi and James Tait were awarded U21 & PwC Innovation Challenge grants. The 2019–2020 challenge attracted entries from 17 U21 member universities.

## Leadership in tackling global challenges

The University launched a new web series of conversations titled Conversations on COVID-19: The Global View, addressing a range of different impacts from the pandemic on the global education sector, mental health, what the next pandemic could look like and working from home. The series invited experts from around the world to explore responses and consequences, and theorise on what the future holds.

A special first instalment from the series presented jointly with the Royal Melbourne Hospital and hosted by Dean of the Faculty of Medicine, Dentistry and Health Sciences Professor Shitij Kapur, featured US Director of the National Institute of Allergy and Infectious Diseases Dr Anthony Fauci. They were joined by Director of the Peter Doherty Institute for Infection and Immunity Professor Sharon Lewin.



US Director of the National Institute of Allergy and Infectious Diseases Dr Anthony Fauci Zoomed into a web series that examined COVID-19 from all angles: medical, social, political and clinical. *Image supplied*



As part of the PacWastePlus Waste Legislative Review, Melbourne Law School researchers worked on a comprehensive legal review of waste management in Timor-Leste and 14 Pacific region countries to identify opportunities for increasing the impact of waste management legislation and leverage existing laws for lasting impact and a cleaner, safer Pacific community. Image: Yuichi Ishida/UNDP Timor-Leste

### Strengthening Indigenous ties across the world

A signature commitment under the University’s Reconciliation Action Plan, the Indigenous Internationalisation Plan 2020–2024 was launched during the year. The plan provides a framework to guide, support and grow a suite of international engagement activities and opportunities for Indigenous staff and students. It sets out commitments across four streams of activity:

- Research engagement and collaboration
- International exchange and mobility
- International engagement activities (including cultural exchange)
- Professional development opportunities for academic and professional staff.

The Indigenous Internationalisation Plan 2020–2024 encapsulates the value of teaching and exploring the domestic and global impact of Indigenous studies. These themes have great significance and are relevant to future generations of Indigenous and non-Indigenous students alike.

A global classroom initiative was progressed with the University of Toronto to build a global learning experience for students, utilising a shared curriculum. These discussions highlighted a shared interest by both institutions to explore Indigenous cultures outside domestic contexts.

A proposal for an Indigenous Studies subject is being developed and will provide a new lens to view global Indigenous experiences and identities. The University of Melbourne played a leadership role within the Association of Pacific Rim Universities (APRU) Indigenous Knowledges Network, exploring Indigenous studies across member institutions and creating an international community of practice. International networks such as APRU provide opportunities to support, communicate and build collaborations with global partners to tackle global challenges.

## UNIQUE AUSTRALIAN STUDIES ABROAD OPPORTUNITY

In 2020, Bachelor of Arts student Sasha Gillies-Lekakis undertook an exchange to Cuba through the University's membership of the Consortium for Advanced Studies Abroad (CASA). The University is the only Australian member of this small consortium of highly prominent international institutions providing study abroad opportunities across Latin America and Europe.

“The thought of applying for the CASA Cuba program, organised and directed by the prestigious Consortium for Advanced Studies Abroad, was immediately enticing. Not only did this program promise the privilege of studying at two of Latin America's foremost educational and cultural institutions – the University of Havana and Casa de Las Americas – but the location itself was also irresistible: Cuba, a country steeped in fascinating history, pulsating rhythms and stunning tropical scenery.

“Just as impressive were the classes I took while there. My Cuban history class was taken by the president of the Cuban Office of the Historian, responsible for a range of prestigious academic publications and restoration of Havana's historic district. Another class was taken by a Cuban health professor with an esteemed position in the Ministry of Public Health. Although my time was cut short by the unprecedented escalation of coronavirus globally, I am incredibly grateful that I was able to take advantage of this opportunity. I am already looking forward to planning and preparing my next trip to Cuba, so wonderful was my experience with the CASA Cuba program.”

— Sasha Gillies-Lekakis

Image: Stephan Valentin, Unsplash

# SUSTAINABILITY

Universities play a vital role in enabling sustainable and resilient futures for our communities locally, nationally and on a global scale. Sustainability is therefore embedded in all University of Melbourne disciplines, operations and activities – in curricula, the campus experience, in human resources, administrative processes and financial performance.

The summer bushfires reinforced how important the research and scholarship of the University of Melbourne are and, through our rich global network, how we can make a difference in the world. *Image: Cabrils*



# 2020 HIGHLIGHTS

In the face of the ongoing effects of the COVID-19 pandemic, the University of Melbourne continued to work to tackle the impacts of global warming and to demonstrate exceptional green credentials. The University's environmental impact reduced significantly in many areas, and planning continued to raise the bar on the University's sustainability goals and performance beyond 2020.

- The development of the Sustainability Plan 2021–2025 commenced.
- Sustainability performance results are on track to achieve zero net emissions electricity by 2021, and towards the University's overarching commitment to carbon neutrality before 2030.
- The Murra Warra Wind Farm in northwest Victoria became operational, and together with offtake from Crowlands Wind Farm, the University now purchases wind energy approximating its total electricity demand.
- Impressive Green Star ratings, as certified by the Green Building Council of Australia, were achieved for major projects, including 6-Star rating for Western Edge Biosciences and Werribee Teaching and Learning buildings, and 5-Star rating for Ian Potter Southbank Centre.
- Funding was secured for the Leaders for Global Sustainability University-wide flagship scholarship program (set to commence in 2021).
- The first University virtual sustainability tour was launched, allowing viewers to explore cross-campus sustainable initiatives, services and infrastructure.
- The Joining Melbourne sustainability module was created for new 2021 undergraduates.
- Biodiversity mapping commenced across all campuses.



In 2020 the University’s environmental footprint lightened significantly as energy and water use on campuses drove down, while energy generation from on-campus projects, and purchase of clean energy from regional wind farms, rose.

Sustainable practices, embedded in existing education programs and introduced as new student modules, remained a priority for the University. Welcoming the unique opportunity 2020 offered to imagine new ways to ensure sustainability, biodiversity mapping commenced across all campuses, and the challenge of maintaining 2020 achievements in a post-COVID-19 environment accepted.

# ENVIRONMENTAL SUSTAINABILITY

## Sustainability Plan 2017–2020

The University-wide Sustainability Plan concluded at the end of 2020. Development of a new five-year plan commenced and will launch during 2021.

### Outcomes

- Sustainability principles and practices have now been embedded from earliest stages of campus infrastructure design and development.
- Sustainability Fellowships Program is progressively integrating sustainability into core and compulsory curricula.
- Successful adoption of University-wide Green Impact program – an Australian first – drove behaviour change and engagement in staff and student community. Since its inception in 2017 as a flagship sustainability engagement program, it has engaged 3606 people across the University undertaking team and individual green-based actions across campus.
- Waste reduction and resource recovery have been driven by tackling waste at its source, including launch of the Choose to Reuse Plate Program at Union House, the first and only of its kind in an Australian University.
- Sustainability principles in practice have been demonstrated across design, implementation and commissioning of major projects such as Melbourne Connect, the New Student Precinct and the Fishermans Bend engineering and design campus (due to open in 2024).
- Carbon neutrality was progressed through power purchase agreements, on-campus energy projects, and assessment of indirect emissions of purchased goods and services such as air travel.
- Biodiversity baseline data collection for all campuses commenced, mapping the University’s beautiful and diverse natural habitats, to support a target of ‘no net loss’ of species and future plans for a changing climate.

The University’s new five-year Sustainability Plan is currently under development, bringing together inputs from over 400 staff, students and alumni. It embeds sustainability more deeply across all University activities to model a sustainable and resilient community approach on campus and beyond to the wider community.

## Award-winning projects recognised at highest levels

The Australian Rainforest Boardwalk, located within Parkville campus’ System Garden, won the Landscape Architecture Award in the Small Projects category at the 2020 Victorian Australian Institute of Landscape Architects ceremony.

The Old Quad Redevelopment, designed by Lovell Chen, was awarded the Sustainable Architecture Award in the 2020 Victorian Architecture Awards convened by the Australian Institute of Architects.

The Ian Potter Southbank Centre, new home of the Melbourne Conservatorium of Music, was shortlisted in the Educational Architecture category.

The Choose to Reuse program was highly commended in the Creating Impact category of the 2020 Green Gown Awards Australasia. In the same program, Master of Environment student Christopher Dixon won the Australian Campuses Towards Sustainability (ACTS) Award of Excellence in the student category.



A new Australian Rainforest Boardwalk in the System Garden (Parkville) won a 2020 Australian Institute of Landscape Architects award in the Small Projects (Victoria category). Image: Stokes Rousseau

## New student leadership programs funded

In 2020 the University secured philanthropic funding from the McCall MacBain Foundation to establish the Leaders for Global Sustainability University-wide flagship student enrichment scholarship. The program is a co-curricular initiative to enhance student sustainability leadership from all disciplines across the University. The program is being led by climate engagement specialist Linh Do and humanitarian and sustainability engineer Julian O'Shea.

## Staff and student engagement prioritised

During COVID-19 restrictions, staff and students were encouraged to continue to take action on sustainability from home, with a key priority being to keep them connected and motivated. Key actions included:

- The launch of a virtual sustainability tour in 2020 (to be fed into Joining Melbourne module for new students in 2021)
- Delivery of 93 events, forums, presentations and workshops to 3606 participants, including five faculty orientation sessions for students, new staff and 'how to events' such as making reusable masks
- 1216 responses received in response to the 2020 Biennial Sustainability Survey
- First-ever virtual training session hosted by Melbourne Sustainable Society Institute (MSSI), Climate Reality, led by Al Gore, training approximately 10,000 people from 149 countries, including a strong University contingent of 30 students and 18 staff.

## Recognition for leadership in sustainable design

In 2020, the University's commitment to a sustainable built environment was recognised with:

- Green Star ratings achieved on three major projects – 6-Star rating for Western Edge Biosciences and Werribee Teaching and Learning buildings, and 5-Star rating for the Ian Potter Southbank Centre.
- Fishermans Bend Stage 1 project joined the Green Building Council of Australia Early Access Program to help drive the national standard for sustainable buildings.

## Assessing risks of climate change

The University collaborated with the Victorian Department of Environment, Land, Water and Planning to understand and address the vulnerability of international students to climate-related risks as part of the Victorian Government's Greater Melbourne Climate Change Adaptation Strategy.

## Operational outputs demonstrate savings and efficiencies

2020 saw significant reductions in operational outputs and associated energy and cost savings, due to the move of most staff and students off campus in March.



Following launch in 2020, the University of Melbourne's virtual sustainability tour will also be offered as Joining Melbourne module for new students from next year. *Image supplied*

## FURTHER INTEGRATING SUSTAINABILITY INTO THE CURRICULUM

Planning for a suite of online modules for all commencing undergraduate students, to be embedded within first-year Discovery subjects, commenced in 2020. Joining Melbourne comprises six modules offering students opportunities to access information, engage in experiences and develop skills to support their active contribution to the University community. The Sustainable campuses and communities module, developed in 2020, explores the impact of humans on climate and the environment.

# SUSTAINABILITY GAINS ACROSS 2020

## Energy reduction and emissions

In 2020, the University reported a significant reduction in electricity usage. Consumption dropped in March/April and remained at these levels until October due to the move to a virtual campus. Consumption trended up slightly from October as some buildings reopened.

Solar energy generation in 2020 was 2606 MWh.

Energy usage	Unit	2018	2019	2020
Electricity	MWh	110,751	112,803	91,827
Natural gas	GJ	274,256	286,782	227,038
LPG	GJ	2779	2524	514

The large electricity users (Peter Doherty Institute/Data Centre/Medical Building/Kenneth Myer and Bio21) continued to operate at normal levels.

LPG is mostly used at Dookie campus for space heating, so a significant reduction in usage resulted due to building closures.

On-campus energy projects financed through the Clean Energy Finance Corporation (CEFC) delivered estimated savings of \$1.33 million to June 2020.

Project	Capex	Estimated total savings (2016 to June 2020)	
		Total kWh	\$
Solar PV	\$6.34M	6,317,358	\$1.07M
LED lighting upgrades	\$1.16M	403,000	\$0.26M
<b>TOTAL</b>	<b>\$7.51M</b>	<b>6,720,358</b>	<b>\$1.33M</b>
Other	\$0.99M		
<b>All projects</b>	<b>\$8.50M</b>		

In 2020, \$2.7 million was committed to Smart Campus Energy Upgrades (SCEU) projects including LED lighting upgrades, solar PV and HVAC upgrades. As an example, the Eastern Precinct Carpark LED lighting upgrade saw a 61 per cent energy saving.

\$12 million of funding is available for energy reduction initiatives in 2021 that can service debt from energy savings.

## Biodiversity baseline mapped

Work progressed across all campuses based on seven baseline measures to inform and support a target of 'no net loss' biodiversity policy. Collection will continue into 2021 with regular monitoring and evaluation into the future.

## Sustainability Survey conducted

The biennial Sustainability Survey launched in 2020. More than 1200 staff and students completed the survey, with high-level results indicating that:

- Environmental issues remain a top priority.
- Climate change is the most important environmental issue.
- The level of awareness of University sustainability-related issues has increased.
- Staff and students are motivated to improve campus sustainability, but staff have higher awareness and participation rates in sustainability initiatives than students.
- Issues of reducing carbon footprint and waste are of high importance (in particular, eliminating soft plastics and disposables) and staff and students are generally satisfied with efforts in this area.

## HEALTHY UPTAKE OF REUSE PROGRAMS

The Choose to Reuse Plate Program saw unprecedented use in the first quarter of 2020 with 68,620 items reused, saving the equivalent disposable items from landfill. The service closed in March 2020 on Parkville campus due to COVID-19. Collectively, the service has washed 335,213 items since July 2019.

In March 2020 the Choose to Reuse Events Service was also launched to expand reuse across the University. This service will be reinstated in 2021.



## ENCOURAGING TEAM PARTICIPATION AND OWNERSHIP OF SUSTAINABILITY

The Green Impact program is a behaviour change and engagement program the University implemented in 2017. The program encourages individuals to form teams and implement sustainability-based activities in their departments.

In 2020, due to COVID-19, with all on-campus activities ceased, the program went virtual, and instead individuals implemented green-based actions at home.

Activities included setting up vegetable gardens, compost bins, reducing energy (walking instead of driving, using green energy, installing solar panels), reducing meat consumption, meal planning to reduce food waste, picking up litter, and teaching children about sustainability.

### GREEN IMPACT 2020

TEAMS	52
PARTICIPANTS	449
ACTIONS	712
STUDENT ASSISTANTS	28
STUDENT AUDITORS	17

## Growth in waste reduction

**TOTAL WASTE PER PERSON = 22.9KG**

**TOTAL WASTE TO LANDFILL PER PERSON = 13.2KG**

Significant reduction in waste to landfill was achieved in 2020, in part due to the COVID-19 pandemic, with many staff and students working from home and in part from the University's continued efforts to reduce waste at source.

This resulted in the University reaching its Sustainability Plan 2017–2020 target: 'Reduce waste to landfill to 20kg per person by 2020'.

In 2020, waste reduced to 13.2kg per person compared with 29kg per person in 2019.

Also due to COVID-19, waste from offices and retail outlets was reduced, with the exception of medical and research waste. The prevalence of single use items for Personal Protective Equipment (masks, gloves) increased, along with single-use takeaway coffee cups and food packaging – an issue that has been and continues to be a problem globally.

The University drove change by tackling waste at its source, providing opportunities for resource recovery, reuse and adoption of circular economy principles – development of an economic system aimed at eliminating waste and encouraging continual use of existing resources.

Work began to embed sustainability into commercial leases for retailers and contractors, reduce waste at its source, investigate options for organics collection, and include these practices in all new capital projects.

An enhanced waste reduction strategy is planned to commence from 2021. The University acknowledges that the challenge will be to keep waste generation low as activity returns to campus.

## Furniture and Equipment Reuse Service impacted by COVID-19

The Furniture and Equipment Reuse Service continued to operate throughout 2020. Due to the move to a virtual campus, the volume of furniture made available for reuse by staff dropped sharply. However, the first three months of the year saw a 20 per cent increase in reuse compared to the same period in 2019.

In 2020, 3482 pieces were reused, equivalent to \$1.377 million and weight of 54,927kg kept out of landfill.

### More efficient use of paper

In 2020, a total of 18,010,250 A4-equivalent sheets of paper were used, with 92 per cent being recycled paper.

## VEHICLE FLEET

With fewer University fleet cars on the road due to COVID-19 restrictions, lower fuel consumption and kilometres were recorded. However, limited field work and research continued during this period, with usage rising again from November 2020.

### Fleet size

Year	Fleet size
2020	138
2019	153
2018	161
2017	170
<i>BASELINE (2015)</i>	200

### Kilometres traveled

Year	Passenger vehicle (kms)	Light Commercial (kms)
2020	575,511	689,321
2019	1,096,340	925,716
2018	1,127,641	1,086,220
2017	1,064,994	910,673

### Fuel consumption

Year	Fuel consumed (litres)
2020	86,273
2019	165,313
2018	179,881
2017	171,340
<i>BASELINE (2015)</i>	207,289

### Fuel consumption comparative to fleet size

Year	Fleet size	Fuel consumed (litres)
2020	69%	42%
2019	77%	80%
2018	81%	87%
2017	85%	83%
<i>BASELINE (2015)</i>	200	207,289

## AIR TRAVEL

With air travel banned for most of the year, air travel emissions were dramatically reduced.

	2019	2020
Distance	130 million km	13.9 million km
Emissions (tonnes CO <sup>2</sup> -e)	27,000 tonnes	2464 tonnes

## WATER USAGE

With significantly fewer people on campus during 2020, water usage fell by approximately 33 per cent across the University.

Water Usage	
Year	kL
2020	317,413
2019	452,020
2018	486,923

# ORGANISATIONAL AND STUDENT STATISTICS

Student statistics	2016	2017	2018	2019	2020
<b>Median ATAR<sup>1</sup></b>	93.60	93.65	93.40	93.30	93.65
<b>Student enrolments (EFTSL)<sup>2</sup></b>					
Total Load	48,088	50,220	52,676	54,581	52,151
Research Higher Degree	3,577	3,531	3,436	3,347	3,133
Postgraduate Coursework	19,751	20,856	22,544	23,640	22,157
Undergraduate	24,760	25,883	26,696	27,594	26,860
Female Enrolment (%)	55.7	56.2	56.6	56.9	57.3
International Load	17,567	19,995	22,438	23,840	21,406
International Students (%)	37	40	43	44	41
Total Indigenous Student Enrolments	288	342	383	437	463
Commonwealth Supported Places (incl. Research Training Programs)	25,021	24,794	24,966	25,546	25,577
<b>Award completions</b>					
Research Higher Degree (excluding Higher Doc)	901	825	1,019	967	900
Postgraduate Coursework	11,050	11,428	11,993	12,981	11,849
Undergraduate	7,313	7,915	8,357	8,457	8,399
<b>Total</b>	<b>19,264</b>	<b>20,168</b>	<b>21,369</b>	<b>22,405</b>	<b>21,148</b>
<b>Staff statistics<sup>3,4</sup></b>					
Total Academic Staff (FTE)	3,992	4,203	4,444	4,835	4,754
Total Professional Staff (FTE)	4,037	4,223	4,473	4,679	4,435
<b>Total Staff (FTE)</b>	<b>8,029</b>	<b>8,426</b>	<b>8,917</b>	<b>9,514</b>	<b>9,189</b>
<b>Key organisational statistics</b>					
<b>Research performance indicators<sup>2</sup></b>					
Research income (\$million) <sup>5</sup>	445	478	474	495	657
Web of Science indexed publications <sup>6</sup>	6,850	7,004	7,563	8,789	8,621
Graduate research completions (excluding higher doctorates)	901	825	1019	967	900
<b>Financials (\$million)<sup>7,8</sup></b>					
Operating Income (\$million)	2,150	2,274	2,494	2,531	2,426
Operating Expenditure (\$million)	2,084	2,248	2,437	2,495	2,417
Operating Result <sup>9</sup> (\$million)	66	26	58	37	9
Operating Margin (%)	3.1	1.1	2.3	1.4%	0.4%

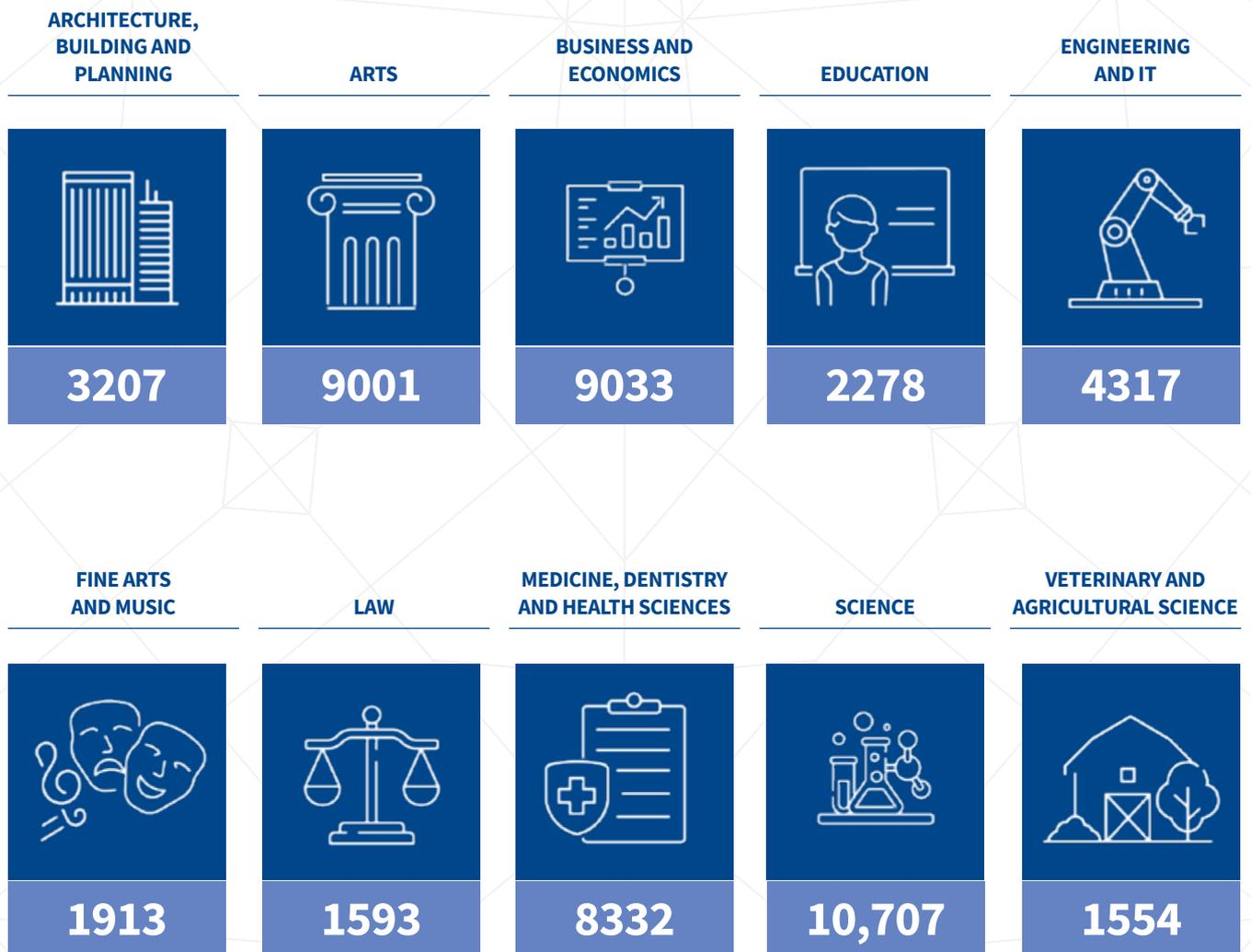
- Median ATAR for enrolled students are based on both Commonwealth Supported Place and international onshore Year 12 students.
- 2020 student enrolments, awards and research performance indicators are estimates based on best available data.
- Staff full-time equivalent (FTE) includes continuing, fixed-term and casual staff.
- Employees are correctly included in workforce data collections.
- 2020 unconfirmed figures, final Higher Education Research Data Collection (HERDC) audited figures available June 2021.
- As of 12 January 2021.

#### Explanatory note

Employees correctly included in workforce data generated for the 2020 annual reporting period based on the last pay period of the reporting cycle. The University of Melbourne Annual Report 2019 included workforce data which aggregated casual employment throughout the 2019 year. For transparency and accurate comparison purposes the 2019 data is revised here.

- Amounts represent University financial results excluding subsidiaries.
- 2019 financial figures have been restated. The changes relate to application of new and revised accounting standards, Service Concession Arrangements AASB 1058, new from 2020 and accounting treatment for the Termination for Convenience clause in contracts, related to the application of AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities. The standards have been retrospectively applied to 2019, and the values now reflect the revised values.
- Operating result represents the University's accounting surplus less net discretionary financing income and expenditure, infrastructure grants and endowment philanthropic income.

## 2020 enrolment by area of study (EFTSL)



# UNIVERSITY GOVERNANCE

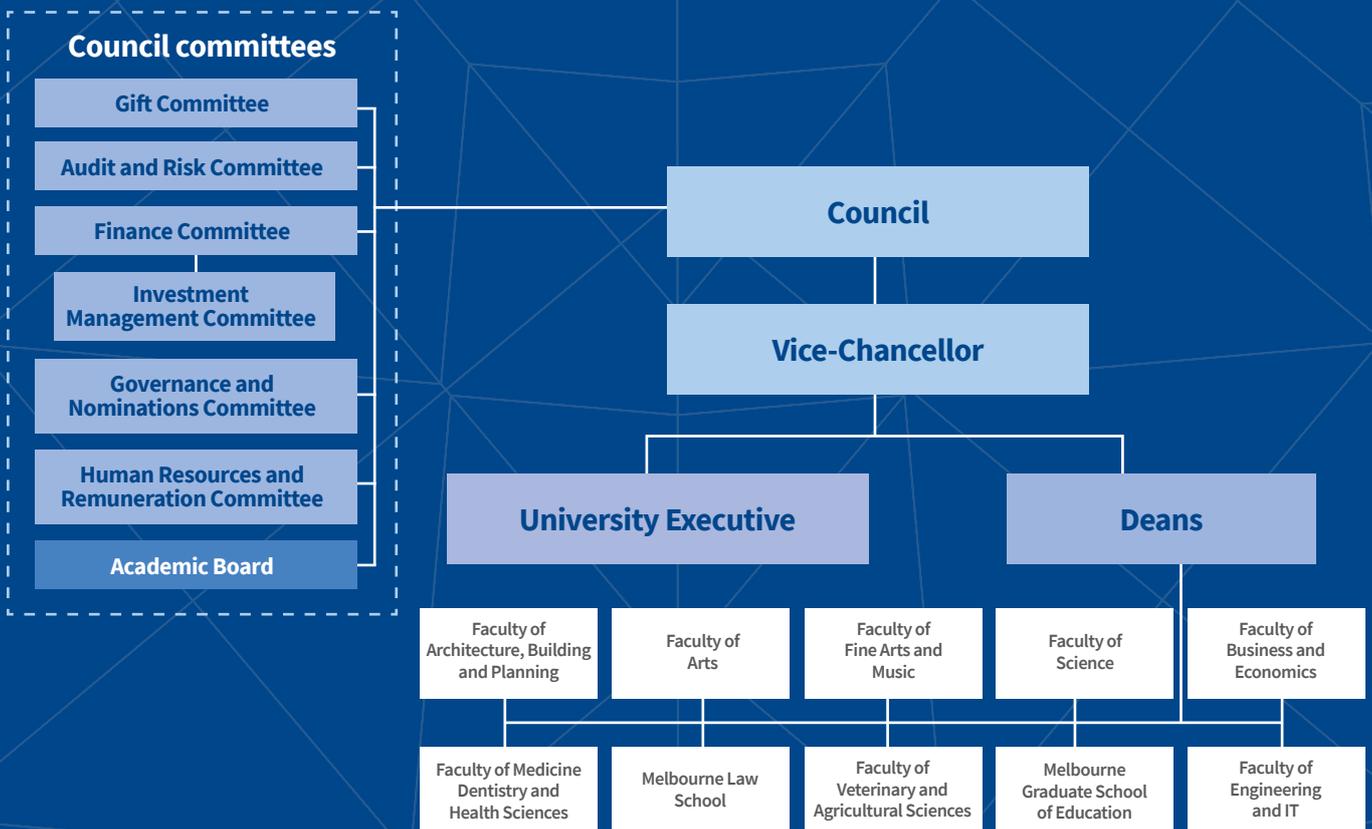
The University of Melbourne was established by an Act of the Victorian Parliament in April 1853. The 13-member University Council is the governing body of the University and oversees its entire direction and superintendence.

Specific powers and functions of Council, as defined by the *University of Melbourne Act 2009* (Section 9.1) are:

- a. To appoint the Chancellor, any Deputy Chancellor and the Vice-Chancellor
- b. To establish policies relating to governance of the University
- c. To oversee and review management of the University and its performance
- d. To oversee management and control of property and business affairs of the University
- e. To oversee management and control of University finances
- f. Any other powers and functions conferred on it by or under:
  - i. this Act or any other Act, or
  - ii. any University statute or University regulation.
- g. The power to do anything else necessary or convenient to be done for, or in connection with, its powers and functions.

There are six Council committees including Academic Board, the chief academic body responsible for academic quality assurance. The University has 10 faculties and is led and managed by the Vice-Chancellor and University Executive.

The University is compliant with the Universities Australia and University Chancellors Council 'Voluntary Code of Best Practice for the Governance of Australian Public Universities'.



## University statutes and regulations

The University Statute, Regulations and Standing Resolutions of Council are administered in accordance with provisions of the *University of Melbourne Act 2009*. The University's regulatory framework comprises the University of Melbourne Statute, three regulations – the Council Regulation, Academic Board Regulation and Vice-Chancellor Regulation – and University policies and processes.

## Council

The formal Council meeting is normally preceded by an informal session focused on strategy discussion. This format provides an opportunity for Council to dedicate time to emerging strategic matters and give constructive input to strategy development. In 2020, special meetings of Council were held to consider aspects of the University's pandemic response in accordance with Council's powers.

## Council member attendance at 2020 Council meetings

Category of appointment	Council member attendance at Council meetings held during 2020	Eligible Meetings	Attended Meetings	Leave of absence
Chancellor	<b>Allan J Myers AC QC</b>	10	10	0
Vice-Chancellor	<b>Professor Duncan Maskell</b>	10	10	0
President of Academic Board	<b>Professor Nilss Olekalns</b>	10	10	0
Ministerial Appointment	<b>Mark Leibler AC</b>	10	10	0
Governor-in-Council appointment	<b>Dr Helen Szoke AO</b>	10	10	0
Governor-in-Council appointment, Deputy Chancellor	<b>Jane Hansen AO</b>	10	10	0
Governor-in-Council appointment	<b>Wendy Stops</b>	10	9	0
Council appointment	<b>Professor Joseph J. Y. Sung SBS JP</b>	10	8	0
Council appointment	<b>Nadia Carlin</b>	10	9	0
Council appointment	<b>Dr Andrew Cuthbertson AO</b>	10	7	0
Council appointment	<b>Andrew Sisson AO</b>	10	10	0
Staff-elected member of Council	<b>Professor Marilys Guillemin</b>	10	9	0
Student-elected member of Council (until 30 September 2020)	<b>Tyson Holloway-Clarke</b>	7	6	0
Student-elected member of Council (from 1 December 2020)	<b>Desiree Cai</b>	1	1	0



### Chancellor

#### **ALLAN J MYERS AC QC**

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BA, LLB (Hons) *Melb* BCL *Oxon* DUniv *ACU* Hon LLD *Melb* FUniv *Melb*

Appointed Chancellor 1 January 2017 and reappointed in 2019 for second term commencing 1 January 2020. Chair of University of Melbourne's Humanities Foundation Board and inaugural Chair of Campaign Board for *Believe – The Campaign for the University of Melbourne*. Governor of Ian Potter Foundation. President of Council of Trustees of the National Gallery of Victoria from 2003 until 2012. Chair of National Gallery of Australia Council and Museums and Art Galleries Board of the Northern Territory from 2012 until 2018. Member of Council of Newman College, and of Graduate Studies Advisory Board of the Law Faculty at the University of Melbourne and of the Law Faculty at Oxford University. Founding Chair of Grattan Institute from 2008 until 2015. Director of publicly listed companies in Europe and of private and unlisted companies in Australia and elsewhere. Queen's Counsel in all Australian states and territories and barrister in England, New Zealand and Papua New Guinea. Philanthropist and businessman.

*Term of office concluding 31 December 2022.*



### Deputy Chancellor

#### **JANE HANSEN AO**

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BEc *Monash* MFin&BA *Columbia* BA *Melb* FUniv *Melb*

Appointed 1 January 2016 (Governor-in-Council appointment). Reappointed 1 July 2019. Elected Deputy Chancellor 1 January 2018. Re-elected Deputy Chancellor 1 January 2019. Re-elected Deputy Chancellor in November 2020 for term commencing 1 January 2021. Field of experience: international investment banking, mergers and acquisitions, strategy and corporate finance. Chair of Board of Management of Melbourne Theatre Company. Deputy Chair for *Believe – the Campaign for the University of Melbourne*. Member of Advisory Board for Melbourne Humanities Foundation. Board member of Opera Australia. Board member of The Lord Mayor's Charitable Foundation and member of Chief Executive Women. Chair and CEO of Hansen Little Foundation.

*Term of office concluding 31 December 2021.*



### Vice-Chancellor

#### **PROFESSOR DUNCAN MASKELL**

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MA *Cantab* PhD *Cantab* FMedSci HonAssocRCVS

Appointed Vice-Chancellor 1 October 2018. Past Senior Pro-Vice-Chancellor at the University of Cambridge. Director of Grattan Institute, Melbourne Business School and Melbourne Theatre Company. Member of Group of Eight. Ex-officio member of University companies and controlled entities.

## President of Academic Board

### PROFESSOR NILSS OLEKALNS

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BEd Adel MEc ANU MA UWO PhD LaTrobe

Appointed 1 January 2017. Ex-officio member of Council as elected President of Academic Board. Field of experience: applied macroeconomics, fiscal and monetary policies, exchange rates, output and inflation volatility, and interest rates. Recipient of numerous awards for teaching including the inaugural Edward Wood Prize for Teaching Excellence.

*Term of office concluded 31 December 2020.*



### NADIA CARLIN

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BCom Melb

Appointed 1 January 2019 (Council appointment).  
Field of experience: risk and assurance management, provision of audit services to public and private companies in Australia across diverse range of industries and business models. Chief Risk Officer and member of Executive Board at PwC. Past member of PwC's Assurance Leadership Team and former PwC Governance Board member. Advisor to Trustees of Edwin and Marion Flack Charitable Trust. Fellow of Institute of Chartered Accountants in Australia.

*Term of office concluding 31 December 2021.*



### DR ANDREW CUTHBERTSON AO

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BMedSci Melb MBBS Melb PhD Melb

Appointed 1 January 2020 (Council appointment).  
Field of experience: biotechnology, molecular biology, immunology. Senior Advisor to CEO, CSL Limited and Executive Director of CSL Limited Board. Board Member of Centre for Eye Research Australia and the Grattan Institute. Fellow of Australian Academy of Science, Australian Academy of Health and Medical Sciences and Australian Academy of Technological Sciences. Enterprise Professor, Faculty of Medicine, Dentistry and Health Sciences, University of Melbourne.

*Term of office concluding 31 December 2022.*



### MARK LEIBLER AC

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LLB (Hons) Melb LLM Yale Hon LLD Melb

Appointed 1 April 2017 (Ministerial appointment). Reappointed 1 January 2020.  
Field of experience: law, business, and Jewish affairs. Senior Partner, Arnold Bloch Leibler. Former Co-Chair, Referendum Council. National Chairman, Australia/Israel & Jewish Affairs Council. Governor of Australia Israel Chamber of Commerce. Member of Executive of Jewish Agency for Israel and member of Board of Governors of Tel Aviv University.

*Term of office concluding 31 December 2022.*





### **MR ANDREW SISSON AO**

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BSci *Melb*

Appointed 1 January 2020 (Council appointment).

Field of experience: investment management. Director of Opera Australia. Trustee of Helen Macpherson Smith Trust. Fellow of Australian Institute of Company Directors.

*Term of office concluding 31 December 2022.*



### **WENDY STOPS**

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BAppSc (IT) *CIT GAICD*

Appointed 1 January 2016 (Governor-in-Council appointment).

Reappointed 1 July 2019

Field of experience: information technology (including large-scale program management) and management consulting, risk and quality management, across many industry sectors and geographies. Non-Executive Director at the Commonwealth Bank of Australia (retired 13 October 2020), Coles Group, and Fitted for Work. Chair of Industry Advisory Board for Centre for Business Analytics, Melbourne Business School. Member of Digital Experts Advisory Committee for Department of Prime Minister and Cabinet's Digital Technology Taskforce. Member of Australian Institute of Company Directors' Governance of Technology and Innovation Panel.

*Term of office concluding 31 December 2021.*



### **PROFESSOR JOSEPH J. Y. SUNG SBS JP**

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MBBS *HKU MD CUHK PhD UCalgary FRCP (London) FRCP (Edin) FRCP (Glasgow) FRACP FAGA FAGC FHKCP FHKAM (Medicine)*

Appointed 1 January 2018 (Council appointment). Reappointed 1 January 2021

Field of experience: gastroenterology, university teaching and leadership.

Mok Hing Yiu Professor of Medicine, Director of Institute of Digestive Disease and Chair Professor in Medicine at The Chinese University of Hong Kong.

Vice-Chancellor and President of The Chinese University of Hong Kong (2010 to 2017).

*Term of office concluding 31 December 2023.*



### **DR HELEN SZOKE AO**

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BA *Tas GDip Melb PhD Melb Hon LLD Deakin FIPA GAICD FAIA FIPAA*

Appointed 16 May 2018 (Governor-in-Council appointment).

Reappointed 1 January 2021

Field of experience: public policy, social justice, human rights and discrimination. Previously, CEO of Oxfam Australia since 2013 and current non-executive Director.

Board member of Life Without Barriers and Climate Ready Project Griffith University. Interim Chair of You Matter. Member of the Judicial Commission of Victoria and Advisory Board for the Melbourne School of Government.

*Term of office concluding 31 December 2023.*

**Staff-elected member of Council**

**PROFESSOR MARILYS GUILLEMIN**

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PhD *Melb* MEd *Murdoch* DipEd *Melb* BAppSc *RMIT*

Appointed 1 October 2016. Reappointed 1 October 2019.

Field of experience: health sociology and ethics. Associate Dean (Learning and Teaching), Faculty of Medicine, Dentistry and Health Sciences.

Board member, Orygen.

*Term of office concluding 30 September 2022.*



**Student-elected member of Council**

**DESIREE CAI**

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Appointed 1 December 2020. Field of experience: current Bachelor of Arts student at the University of Melbourne. President of National Union of Students in 2019.

Consultant on TEQSA Student Expert Advisory Group in 2019. President of University of Melbourne Student Union in 2018.

*Term of office concluding 30 November 2022.*



**TYSON HOLLOWAY-CLARKE**

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BA (Hons) *Melb*

Appointed 1 October 2016. Reappointed 1 Oct 2018.

Field of experience: current Juris Doctor student at the University of Melbourne. President of University of Melbourne Student Union in 2016 and Indigenous Officer in 2015.

*Term of office concluded 30 September 2020.*



## Governance structure 2020

Governance of University of Melbourne, subject to provisions of *University of Melbourne Act 2009*, is detailed in Part 3 of Council Standing Resolutions. Council was assisted in its deliberations in 2020 by the work of the following standing committees. Membership of Council committees comprises external members of Council and other external appointees with relevant expertise in business and commerce, audit and compliance, risk management, financial management, philanthropy and law.

## AUDIT AND RISK COMMITTEE

**Chair:** Nadia Carlin

**Members:** Margaret Crossley, Mark Leibler AC, Professor Nilss Olekalns, Carol Pagnon, Wendy Stops, Dr Helen Szoke AO, David Watson

Audit and Risk Committee oversees the University's external and internal audit programs, recommends annual financial statements to Finance Committee (for its recommendation for approval to Council) and monitors University response to internal audits and annual external audit.

Audit and Risk Committee supports Council in overseeing and monitoring assessment and management of risk across the University, including University commercial activities. The Committee reviews the Risk Management Framework and practice and receives regular reports on significant strategic and operational risks and their management to an acceptable level. The Committee advises Council, and other committees as appropriate, on the Risk Management Framework, practice improvements and progress as well as significant risks arising from their review. The Committee recommends the Risk Management Framework, Risk Policy and Risk Appetite Statement updates to Council for approval.

IN  
2020

Audit and Risk Committee monitored the risks and oversaw implementation of the University's Incident Management Framework in the context of the COVID-19 pandemic. The Committee also continued its work on University risk management, compliance and audit matters.

## FINANCE COMMITTEE

**Chair:** Allan J Myers AC QC

**Members:** Nadia Carlin, Jane Hansen AO, Professor Duncan Maskell, Professor Nilss Olekalns, Andrew Sisson, Wendy Stops

Finance Committee exercises governance responsibilities with respect to University financial and business affairs, including monitoring financial risk and performance of University subsidiaries and commercial ventures.

IN  
2020

Finance Committee carefully monitored the University's evolving financial position in light of challenges posed by the COVID-19 pandemic. The Committee assessed the University's financial outlook based on various scenarios. It made important recommendations to Council about managing the financial impact of the pandemic, including prioritisation of capital projects and implementing mitigation strategies to address financial risks.

## INVESTMENT MANAGEMENT COMMITTEE

**Chair:** Andrew Sisson AO

**Members:** Liliana Colla, Amanda Fong, Professor Paul Kofman, Mark Leibler AC, Peter Scott, Allan Tait

Investment Management Committee is a sub-committee of Finance Committee. It exercises governance oversight of University investment funds, supervises selection and performance of fund managers and advisers appointed to give effect to University investment objectives. The Committee exercises a stewardship role in relation to management of investment funds.

IN  
2020

At the start of 2020, the Investment Management Committee welcomed a new Chair. Over the course of the year, the Committee worked closely with its primary investment managers and advisers to mitigate the initial impact of the pandemic on the University's investments and to update the longer-term strategies in effect. Work also continued on a review of its investment governance and operating model, which began in 2019.

## GIFT COMMITTEE

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**Chair:** Jane Hansen AO

**Members:** Professor Mark Cassidy, Professor Mark Considine, Professor Marilys Guillemain, Dr Daniel Halliday, Lara McKay, Allan J Myers AC QC, Eda N Ritchie AM

Gift Committee assists Council in overseeing and administering philanthropic funds from donors to any part of the University. It ensures appropriate and effective acceptance and use of any gift, bequest and pledge received and supports the work of existing foundations, funds, boards and advisory groups associated with such gifts. The Committee also oversees University stewardship of endowments and trusts.

IN  
2020

The Gift Committee approved the Gift Policy and supporting procedures to enhance efficiency across the University in relation to acceptance and administration of gifts for the benefit of potential and current donors, divisions administering the gifts and the beneficiaries of donors. The committee also considered and approved a number of gifts dedicated to COVID-19 and infectious diseases-related research.

## HUMAN RESOURCES AND REMUNERATION COMMITTEE

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**Chair:** Allan J Myers AC QC

**Members:** Nadia Carlin, Mark Leibler AC, Wendy Stops, Dr Helen Szoke AO

Human Resources (HR) and Remuneration Committee exercises governance responsibilities in oversight of remuneration of senior officers of the University of Melbourne and the HR Strategy of the University.

IN  
2020

In response to the financial challenges posed by the COVID-19 pandemic, Human Resources and Remuneration Committee approved the recommendation that there be no remuneration increases for the leadership executive of the University. The Committee considered the results of the 2020 Staff Pulse Survey, conducted to ascertain the nature and impact of the transition to remote work and teaching as a consequence of the pandemic. With the Committee's input, a detailed action plan was implemented to support specific target groups.

## GOVERNANCE AND NOMINATIONS COMMITTEE

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**Chair:** Allan J Myers AC QC

**Members:** Jane Hansen AO, Mark Leibler AC, Professor Duncan Maskell, Professor Nilss Olekalns

Governance and Nominations Committee advises Council and makes recommendations on appointments to Council, on appropriate form of University statutes, regulations, policy and governance arrangements, and on appointments or awards of special distinction.

IN  
2020

Governance and Nominations Committee considered the year's nominees for honorary doctorates in one round for the first time in the University's history. By recommending this change to Council, along with the single award ceremony for recipients, the Committee maintained the honorary doctorate as the highest honour given by the University.

## Academic governance

Academic Board is established by Council under *University of Melbourne Act 2009* and by the University of Melbourne Statute. The Board is responsible to Council for quality assurance in academic activities including maintenance of high standards in teaching, learning and research, development of academic and research policy, and acts as final appeal body for students. The President of Academic Board is a biennially elected position and is supported by a Vice-President and Deputy Vice-President.

### President of Academic Board

Professor Nilss Olekalns  
BEc Adelaide MA UWO MEc ANU PhD La Trobe

### Vice-President of Academic Board

Professor Janet Hergt  
BSc(Hons) La Trobe PhD ANU

### Deputy Vice-President of Academic Board

Professor Andrew Kenyon  
LLB(Hons) Melb LLM London PhD Melb

Standing committees of Academic Board report to the Board after every meeting on matters within their terms of reference. Academic Board met eight times in 2020 and was supported in its work by the following sub-committees:

- Academic Programs Committee
- Higher Degrees by Research Committee
- Selection Procedures Committee
- Teaching and Learning Quality Assurance Committee.

## SENIOR LEADERSHIP

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### University Executive

University Executive comprises senior leaders in Academic Divisions and Chancellery.

### Vice-Chancellor

Professor Duncan Maskell  
MA Cantab PhD Cantab FMedSci HonAssocRCVS

### Provost

Professor Mark Considine  
BA (Hons) PhD Melb FASSA FIPAA

### Deputy Vice-Chancellor (Academic and Undergraduate) and Deputy Provost

Professor Richard James  
BSc MEd DEd Melb DipEd Melb.StateColl.

### Deputy Vice-Chancellor (Student Life) and Deputy Provost

Professor Kerri-Lee Krause  
MA PhD Macquarie FSRHE MAICD

### Deputy Vice-Chancellor (Research)

Professor James McCluskey AO  
BMedSci MBBS MD UWA FRACP FRCPA FAA

### Deputy Vice-Chancellor (International)

Professor Michael Wesley  
BA (Hons) UQ PhD St And

### Vice-President (Administration and Finance) and Chief Operating Officer

Mr Allan Tait  
BSocSci (Hons) Birm ACA ACE&W

### Vice-President (Strategy and Culture)

Dr Julie Wells  
BA DipEd UWA BA (Hons) Murdoch PhD Monash

### Vice-President (Advancement)

Mr Nick Blinco  
BA Hull MSt Oxon

### President of Academic Board

Professor Nilss Olekalns  
BEc Adelaide MA UWO MEc ANU PhD La Trobe

## **Deans**

### ***Faculty of Architecture, Building and Planning***

Professor Julie Willis  
BArch BPD PhD *Melb*

### ***Faculty of Arts***

Professor Russell Goulbourne  
BA MA DPhil *Oxon*

### ***Faculty of Business and Economics***

Professor Ian Harper  
BEc (Hons) *UQ* MEc PhD *ANU* FASSA FAICD  
(Co-Dean and Dean, Melbourne Business School)

Professor Paul Kofman  
MEc PhD *Erasmus*  
(Co-Dean)

### ***Faculty of Fine Arts and Music***

Professor Barry Conyngham AM  
BA MA (Hons) *Syd* DMus *Melb* CertPostdocStud *USCD*

### ***Faculty of Medicine, Dentistry and Health Sciences***

Professor Shitij Kapur  
MBBS AIIMS PhD *Toronto*

## ***Faculty of Science***

Professor Aleks Owczarek (until 6 December 2020)  
BSc (Hons) *UQ* PhD *ANU*

Professor Moira O'Bryan (from 7 December 2020)  
BSc (Hons) *Melb* PhD *Melb*

## ***Faculty of Veterinary and Agricultural Sciences***

Professor John Fazakerley  
BSc (Hons) *Durh* PhD *Lond* MBA *Edin*

## ***Melbourne Graduate School of Education***

Dr Jim Watterston  
DipEd *Edith Cowan* BEd *Edith Cowan* MEd *Curtin* DEd *UWA*

## ***Melbourne Law School***

Professor Pip Nicholson  
BA LLB *Melb* MPP *ANU* PhD *Melb*

## ***Faculty of Engineering and IT***

Professor Mark Cassidy  
BEng (Hons) *UQ* PhD *Oxon* FTSE *FIEAust* GAICD

# COVID-19 GOVERNANCE RESPONSE

During 2020, the University's key decision-making bodies – including Council and University Executive – focused on addressing the University's response to the COVID-19 pandemic and on resetting its strategic priorities.

In addition to the key decision-making bodies, in 2020 the University established a governance framework to support decision-making in response to the COVID-19 pandemic. In the early stages of the pandemic, the University's Incident Management framework was implemented. In April, the 'critical incident' dimension of the pandemic eased, and adjustments were made to governance and decision-making structures to balance the management of the University's immediate requirements with future needs. An overarching Pandemic Response Group, supported by a Pandemic Response Team and two taskforces, was established to respond to the ongoing pandemic.

University Council was provided with weekly updates as the University adapted to changing circumstances and the external operating environment shifted rapidly.

## Pandemic Response Group

The Pandemic Response Group oversaw the University's operational response to the pandemic, providing coordination and communication across the University.

### Membership

- Professor Mark Considine, Provost
- Professor Jane Gunn, Chief Public Health Advisor
- Professor Jim McCluskey, Deputy Vice-Chancellor (Research)
- Mr Neil Robinson, COVID-19 Incident Coordinator
- Mr Allan Tait, Vice-President (Administration and Finance) and Chief Operating Officer (Chair)
- Dr Julie Wells, Vice-President (Strategy and Culture)

Pandemic Response Group was supported by the Pandemic Response Team (PRT) comprising PRT Planning Team and divisional leads. PRT Planning Team supported COVID-19 response planning across the University including development, review and approval of COVIDSafe plans, and transition to operations of approved COVIDSafe activities and initiatives.

## Taskforces

Two advisory taskforces, including representatives from Chancellery and Academic Divisions, were established to consider new ways of working in relation to critical areas of concern. The Resources Taskforce focused on the University's financial position and workforce, while the Future State Taskforce focused on future state opportunities and risks for the University. The taskforces informed the Pandemic Reset Coordinating Group and University leadership.

## PANDEMIC RESPONSE GOVERNANCE

### Short term: 2020

Immediate response and horizon planning

### Medium term: 2021–2022

### Long term: 2023 and beyond

#### Pandemic Response Group

Advisory to Vice-Chancellor, Vice-Chancellor's Advisory Group and University Executive on operational matters arising from the pandemic, including health and safety, business continuity and student and staff matters

#### Resources Taskforce

Advisory to Vice-Chancellor's Advisory Group on response to income reduction and operational implications of Future State Taskforce recommendations

#### Future State Taskforce

Advisory to Vice-Chancellor, Vice-Chancellor's Advisory Group and University Executive on opportunities and risks in response to COVID-19 (short and longer term)

#### Vice-Chancellor's Advisory Group

- Advises University Executive on major strategic issues (financial and non-financial) likely to impact achievement of strategy, capital, people, risk and reputation
- Collaborates with the Taskforces, Pandemic Response Group and on planning as COVID-19 situation evolves

#### University Executive

University Executive is the University's principal management committee

#### Council

Council is the governing body and approves major strategic and financial directions for the University

## Faculties, Schools and Other Academic Units

### Faculty of Architecture, Building and Planning

Faculty of Architecture, Building and Planning is a single-department faculty, comprising one graduate school:

- Melbourne School of Design

### Faculty of Arts

Faculty of Arts comprises the following Schools and Institute:

- Asia Institute
- Graduate School of Humanities and Social Sciences
- School of Culture and Communication
- School of Historical and Philosophical Studies
- School of Languages and Linguistics
- School of Social and Political Sciences

### Faculty of Business and Economics

Faculty of Business and Economics consists of the following Schools and Departments:

- Department of Accounting
- Department of Business Administration
- Department of Economics
- Department of Finance
- Department of Management and Marketing
- Melbourne Business School
- Melbourne School of Professional and Continuing Education

### Faculty of Fine Arts and Music

Faculty of Fine Arts and Music is a single faculty comprising the following Divisions and Centre:

- Melbourne Conservatorium of Music
- Victorian College of the Arts
- Wilin Centre for Indigenous Arts and Cultural Development

### Faculty of Medicine, Dentistry and Health Sciences

Faculty of Medicine, Dentistry and Health Sciences consists of the following Schools, Departments and Institutes:

- Melbourne Dental School (Graduate School)
- Melbourne Medical School (Graduate School)
  - Department of Clinical Pathology
  - Department of General Practice
  - Department of Medical Education
  - Department of Medicine and Radiology
  - Department of Obstetrics and Gynaecology
  - Department of Paediatrics
  - Department of Psychiatry
  - Department of Rural Health
  - Department of Surgery

- Melbourne Medical School Clinical Schools
  - Austin Clinical School
  - Ballarat Rural Clinical School
  - Bendigo Clinical School
  - Epworth Clinical School
  - Extended Rural Cohort
  - Northern Clinical School
  - Royal Melbourne Clinical School
  - Shepparton Clinical School
  - St Vincent's Clinical School
  - Wangaratta Clinical School
  - Western Clinical School
- Melbourne School of Health Sciences (Graduate School)
  - Department of Audiology and Speech Pathology
  - Department of Nursing
  - Department of Optometry and Vision Sciences
  - Department of Physiotherapy
  - Department of Social Work
- Melbourne School of Population and Global Health (Graduate School)
- Melbourne School of Psychological Sciences
- School of Biomedical Sciences
  - Department of Anatomy and Neuroscience
  - Department of Biochemistry and Molecular Biology
  - Department of Microbiology and Immunology
  - Department of Pharmacology and Therapeutics
  - Department of Physiology
- Faculty-level Departments, Centres and Institutes
  - Centre for Cancer Research
  - Centre for Digital Transformation of Health
  - Centre for Youth Mental Health (Orygen)
  - Department of Medical Biology (Walter and Eliza Hall Institute)
  - Florey Department of Neuroscience and Mental Health
  - Medical Bionics Department
  - Melbourne Dementia Research Centre
  - Melbourne Poche Centre for Indigenous Health
  - Peter Doherty Institute for Infection and Immunity
  - Sir Peter MacCallum Department of Oncology

## **Faculty of Science**

Faculty of Science includes the following Schools, Office, and Institute:

- Australian Mathematical Sciences Institute
- Office for Environmental Programs
- School of BioSciences
- School of Chemistry
- School of Earth Sciences
- School of Ecosystem and Forest Sciences
- School of Geography
- School of Mathematics and Statistics
- School of Physics

## **Faculty of Veterinary and Agricultural Sciences**

Faculty of Veterinary and Agricultural Sciences comprises the following Schools, Departments and Hospital:

- Department of Veterinary Biosciences
- Department of Veterinary Clinical Sciences
- Melbourne Veterinary School (Graduate School)
- School of Agriculture and Food
- University of Melbourne U-Vet Werribee Animal Hospital

## **Melbourne Graduate School of Education**

Melbourne Graduate School of Education is a graduate school established as a faculty.

## **Faculty of Engineering and IT**

The Faculty comprises the following Schools and Departments:

- School of Chemical and Biomedical Engineering
  - Department of Biomedical Engineering
  - Department of Chemical Engineering
- School of Computing and Information Systems
- School of Electrical, Mechanical and Infrastructure Engineering
  - Department of Electrical and Electronic Engineering
  - Department of Infrastructure Engineering
  - Department of Mechanical Engineering

## **Melbourne Law School**

Melbourne Law School is a graduate school established as a faculty. The faculty includes the following school:

- Melbourne School of Government

## **Other Academic Units**

### **Australia India Institute**

Australia India Institute is the leading centre for engaged research on contemporary India outside the subcontinent. The Institute builds Australia's capacity for India-related research addressing key social, political and environmental challenges.

### **Bio21 Molecular Science and Biotechnology Institute**

Bio21 Molecular Science and Biotechnology Institute is a multidisciplinary research centre specialising in medical, agricultural, and environmental biotechnology.

### **Nossal Institute for Global Health**

Nossal Institute for Global Health contributes to improvement of global health through research, education, inclusive development practice, and training of future leaders in fields of health sciences.

### **Melbourne Interdisciplinary Research Institutes**

- Indigenous Knowledge Institute
- Melbourne Disability Institute
- Melbourne Energy Institute
- Melbourne Social Equity Institute
- Melbourne Sustainable Society Institute

In addition to objectives and functions related to their respective fields of operation, Interdisciplinary Research Institutes have the following common objectives:

- a. Respond to societal concerns requiring interdisciplinary research approaches
- b. Increase public awareness of, and debate on, critical issues in their field
- c. Raise profile of University research as the basis for various forms of partnerships
- d. Develop relationships with relevant government departments and instrumentalities, educational institutions, and government and private research agencies, both within Australia and internationally
- e. Promote, and attract funding for, interdisciplinary research in recognised area of strength of the University
- f. Encourage, design and consider proposals for research projects, particularly collaborative research projects across the University
- g. Support research activities in selected priority areas, specific to their respective fields of operation
- h. Provide point of contact for University and external parties interested in their field of operation
- i. Provide advice to the University on any matter which they consider appropriate relating to their field of operation.



Designed and manufactured by famed gold and silversmith Stuart Devlin in 1965, the University's ceremonial mace symbolises rebirth and renewal as it leads each academic procession, and solemnises graduation ceremonies. *Image: Peter Casamento*

### University departments not controlled or hosted by a faculty

University departments not controlled or hosted by a faculty are established for purpose of organising non-academic activities of the University.

- Asialink
- Atlantic Fellows for Social Equity
- Department of Museums and Cultural Collections
- International House
- Medley Hall
- Melbourne Theatre Company
- Melbourne University Sport

### Subsidiary companies

- Australia India Institute Private Limited (India)
- Australian Music Examinations Board (Vic) Ltd
- Goulburn Valley Equine Hospital Pty Limited
- Melbourne Business School Ltd Group
- Melbourne Teaching Health Clinics Ltd
- Melbourne University Publishing Ltd
- Nossal Institute Ltd
- UM Commercialisation Pty Ltd
- UMelb Pte Ltd (Singapore)
- UoM Commercial Ltd
- UoM International Holdings Limited

# COMPLIANCE

## STATUTORY REPORTING

### Risk management strategy and framework

The University of Melbourne recognises risk management as a key aspect of University governance and a vital component of effective decision making. The University applies systems and processes that fulfil the requirements of the Victorian Government Risk Management Framework. It maintains a Risk Management Framework (the 'Framework') that is consistent with the Australian and New Zealand Standard (AS/NZS ISO 31000:2018) and reviewed annually to ensure it remains current and reflects best practice.

The University Risk Register and the University risk appetite are both reviewed at least annually to give the University a comprehensive understanding of its risk profile. The University Risk Register clearly identifies risk owners and treatment owners who are accountable for managing the risks to a satisfactory level. The 2020 annual review of the University Risk Register involved iterative consultations with responsible owners and stakeholders to ensure all key risks, including risks as a result of COVID-19 were appropriately identified, assessed and mitigated.

The University Audit and Risk Committee provides oversight of risk management and compliance activities throughout the University. At a management level, risk is monitored and managed through the Risk Management Advisory Group and University Executive.

Risk management is integrated with the University's business planning cycle to support a positive risk culture that creates and protects value. Underpinned by the Framework and Risk Management Policy, risk management occurs at all levels – institutional, divisional, local and project; and in all areas including specialised areas across the University.

The divisional risks across the University are actively monitored by management in the respective divisions, are discussed and analysed as part of the business planning process and were considered in the review of the University Risk Register.

Resources from Legal and Risk and Strategy, Planning and Performance are dedicated to implement continually a body of work designed to support the development of a positive risk culture, including for example implementation of University wide business continuity plans in response to disruptions caused by COVID-19, implementation of a compliance program to help manage compliance risks and ongoing collaboration and engagement with key stakeholders for managing risks.

### Attestation

Consistent with the Victorian Government Risk Management Framework, I, Duncan Maskell, certify that the University of Melbourne has risk management processes in place to enable the University to manage its key risk exposures. The Audit and Risk committee verifies this assurance and the risk profile of the University of Melbourne has been reviewed within the last 12 months.



4 March 2021

## Health and safety

The University of Melbourne has a broad health and safety risk profile, including specific risks associated with manual tasks; storage, handling and use of chemicals and biologicals; laboratory and workshop operations; travel and field work; and performance theatres.

Supported by the Health and Safety Management Plan 2014–2020, the Health and Safety Policy requires the University to provide a safe and healthy working and learning environment for all staff, contractors, students and visitors. The plan sets out health and safety goals against four strategic objectives.

## Health and Safety Management System (HSMS)

The University of Melbourne's HSMS was continually reviewed in 2020. All health and safety policies, procedural principles and HSMS requirements were reviewed to meet changes to information technology systems, legislation or other legal requirements.

### Health and safety key performance indicators: 2018–2020

Objective	Key performance indicators	2020 outcome
Continually improve compliance with health and safety legislation and effective implementation of University's HSMS	<ul style="list-style-type: none"> <li>a. Zero improvement notices (WorkSafe)</li> <li>b. Zero prohibition notices (WorkSafe)</li> <li>c. Zero non-conformance findings (external audits)</li> </ul>	<ul style="list-style-type: none"> <li>a. <b>Target not achieved</b> ✗ 0 improvement notices (WorkSafe)</li> <li>b. <b>Target achieved</b> ✓ 0 prohibition notices (WorkSafe)</li> <li>c. <b>Target not achieved</b> ✗ 7 non-conformances (external audit)</li> </ul>
Improve health and safety leadership and culture throughout the University	<ul style="list-style-type: none"> <li>a. Implement safety leadership training focusing on care, trust, and engagement</li> </ul>	<ul style="list-style-type: none"> <li>a. <b>Target achieved</b> ✓ Program of information and support for senior leaders' role in COVID-19 implemented</li> </ul>
Provide high-quality, consistent and practical health and safety information and advice to the University community	<ul style="list-style-type: none"> <li>a. Minimum of average score of 70% in health and safety sections of quality performance surveys</li> <li>b. Zero non-conformances to University-wide systems criteria in external HSMS audits i.e. policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>a. <b>Target achieved</b> ✓ 9.7/10 net promoter score</li> <li>b. <b>Target achieved</b> ✓ 0 non-conformance University-wide systems</li> </ul>
Reduce occurrence or reoccurrence of workplace injuries and illnesses	<ul style="list-style-type: none"> <li>a. Zero lost time injuries frequency rate (LTIFR) with unacceptable tolerance of 1.55</li> <li>b. 5% reduction in injuries/illnesses resulting in five days or more of lost time</li> <li>c. 5% reduction in musculoskeletal disorders injuries resulting in five days or more of lost time</li> <li>d. 5% reduction in injuries/illnesses resulting in 100 days or more of lost time</li> <li>e. 5% increase in reported injuries/illness (to reduce under-reporting of incidents)</li> </ul>	<ul style="list-style-type: none"> <li>a. <b>Within tolerance</b> ✓ 15% reduction in LTIFR 2018: 1.13; 2019: 0.81; 2020: 0.69</li> <li>b. <b>Target achieved</b> ✓ 45% reduction in injuries &gt;5 days lost 2018: 11; 2019: 11; 2020: 6</li> <li>c. <b>Target achieved</b> ✓ 25% reduction in MSD injuries &gt;5 days lost 2018: 8; 2019: 4; 2020: 3</li> <li>d. <b>Target achieved</b> ✓ 50% increase in injuries &gt;100 days lost 2018: 3; 2019: 1; 2020: 2</li> <li>e. <b>Target achieved</b> ✓ 23% increase in reported incidents and hazards: 389; 2018: 1610; 2019: 2255; 2020: 2775</li> </ul>

## Health and safety resources

In 2020 each operating division appointed health and safety business partners. Higher-risk divisions appointed health and safety managers, and moderate and lower-risk divisions appointed part-time health and safety business partners.

Complementing the divisional business partners, specialist health and safety advisory services continued to be provided through University Services. In addition, specialist health and safety advice is commissioned from external consultants where required.

A Public Health Network was established to support implementation and monitoring of COVIDSafe plans throughout the University. The network, comprising public health and infection control subject matter experts, is supported by existing communications, wellbeing and safety support services within the University.

## Consultative framework

Employees continue to be represented by elected employee health and safety representatives. There were 62 elected employee health and safety representatives holding office in 2020. Each division has a consultative Health and Safety Committee with membership comprising employer and employee representatives and where applicable, student representatives.

Membership of the University-wide Health and Safety Committee (HSC) comprises equal numbers of employer and employee representatives. Students are represented via student observers. The employee representatives are elected from the pool of University employee health and safety representatives. The HSC met three times during 2020, with minutes of the meetings published on the University's safety webpages.

## Training

During 2020 the University provided training to address general health and safety responsibilities and specific health and safety hazards.

The health and safety training needs of each employee, as well as cohorts of graduate research students and coursework students, are assessed in accordance with the University's health and safety training requirements.

Over 33,163 health and safety-related training modules were undertaken in 2020. The following table provides a summary of health and safety-related training provided at the University.

## Health and safety training: 2018–2020

Training course type	Attendees		
	2018	2019	2020
Health and safety roles and responsibilities	7704	8960	5149
Health and wellbeing, change management and psychosocial	6035	7317	7734
First aid and emergency management	1302	1633	660
Chemical safety, radiation safety and compressed gas safety	3152	3608	2213
Manual handling and ergonomics	4603	4810	3699
Personal Protective Equipment (PPE)	1096	1667	1112
Health and safety representative	4	13	10
COVID-Safe	NA	NA	12,586

## Emergency preparedness and response

The University's emergency preparedness and response procedures are based on the requirements of AS 3745 Planning for Emergencies in Facilities. The University continued to implement its campus-wide and local building emergency plans for occupied buildings. Bushfire response plans have also been reviewed, updated and activated for the University's rural campuses at Dookie and Creswick.

Evacuation drills were suspended in April 2020 due to COVID-19 work and study from home directions, building closures and limited occupancy of the remaining buildings. Where evacuation drills were undertaken, a review of the effectiveness of each evacuation was completed by the building's chief warden. Alternative arrangements to support emergency response were established for operable buildings.

## Critical incident management

The University has a critical incident management framework for significant and disruptive events. The framework aligns University's plans with the Australasian Inter-Service Incident Management System (AIIMS) used by emergency services agencies.

During 2020 the pool of trained critical incident team members undertook refresher training. This training involved staff from across the University and communicated the University's steps in response to escalating events.

### Radiation management

The University's Electromagnetic Radiation Committee monitors implementation of the University's radiation safety initiatives and management licence. During 2020 the committee met on three occasions.

There were 11 variations to the University's radiation management licence 2020 to meet the research and teaching needs of the University.

During 2020 the University continued an internal self-certification program for radiation laboratories. 95 per cent of radiation laboratories completed the internal self-certification program. This program continues to be supported by risk-based review and monitoring by the University's radiation safety officer.

### Occupational health surveillance and programs

The University coordinates and implements health monitoring and vaccination programs supporting the University's compliance obligations, as well as voluntary vaccination programs to reduce incidence of employee illness.

During 2020 over 100 health and hazard assessments were reviewed by an occupational health nurse, resulting in screening reviews with employees and students. Services were adjusted to take into account the work and study from home directions.

#### Occupational health surveillance – services provided or facilitated: 2018–2020

Service provided	2018	2019	2020
Influenza vaccinations	4609	6205	7209
Pathologies and biological screening	37	31	10
Q Fever vaccinations	284	367	117

### Worker's compensation and injury management

Throughout 2020 the University's Injury Management team worked with injured employees and their supervisors to develop and implement return-to-work plans for all compensable lost-time injuries. Support was also provided to injured workers with non-compensable injuries and other health-related conditions aimed at ensuring successful return-to-work outcomes.

### Self-insurance approval and workers compensation compliance

Following high levels of audit conformance in prior years, the University has been classified in tier one for self-insurance claims management compliance. Subsequently the University was exempt from the annual claims audit in 2020.

### Regulatory activity

The University continued to work cooperatively with health and safety regulators. WorkSafe was the most active health and safety regulator at the University during 2020. WorkSafe visits followed incident notifications to WorkSafe, in response to requests to WorkSafe by others, and review of return-to-work obligations.

#### Regulatory activity trends 2018–2020

Action	2018	2019	2020
Visits to University's workplaces by WorkSafe	5	14	6
Prohibition notices issued by WorkSafe	0	0	0
Improvement notices issued by WorkSafe	0	1	0
Health and safety convictions	0	0	0

### Health and safety performance monitoring

To assist in monitoring effectiveness of the health and safety management system, performance reports are provided to consultative, management, executive and governance forums within the University, including the Risk Management Advisory Group, University Executive, and Audit and Risk Committee. Local health and safety business partners provide health and safety performance reports to respective divisions. All significant incidents are reviewed in detail and, where appropriate, action plans put in place to minimise risk of reoccurrence.

### Health and safety incident statistics: 2018–2020

Performance indicator	2018	2019	2020
Reported incidents (including injury and illness)	1,610	2,255	2775
Reported incident incidence rate (per 100 FTE employees)	18.12	22.05	28.52
Days lost due to reported injuries	715	416	431
Number of worker's compensation claims	96	79	31
Number of lost time injury claims (LTI)	18	15	12
LTI incidence rate (per 100 FTE employees)	0.20	0.15	0.12
LTI frequency rate (per one million hours worked)	1.13	0.81	0.69
Average cost per claim (including estimate of future costs)	\$8618	\$7632	\$10,167
Work-related fatalities	0	0	0

### Incidents requiring notification to WorkSafe

The *Occupational Health and Safety Act 2004 (Vic)* requires the University to notify WorkSafe Victoria of all serious injuries, dangerous occurrences and deaths at the workplace. An investigation of each incident has either commenced or been completed. Corrective and preventative actions were instigated to prevent or reduce the risk of reoccurrence.

### Notifications to WorkSafe: 2018–2020

Performance indicator	Event	2018	2019	2020
Serious injury or illness	Immediate medical treatment – laceration	7	16	11
Serious injury or illness	Immediate medical treatment – temporary loss of bodily function	0	2	1
Serious injury or illness	Immediate medical treatment – eye injury	0	1	0
Serious injury or illness	Immediate medical treatment – electric shock	0	1	1
Serious injury or illness	Admission as an inpatient to hospital	1	3	0
Serious injury or illness	Medical treatment within 48 hours – exposure to substance	0	1	1
Serious injury or illness	COVID-19 notification <sup>1</sup>	N/A	N/A	2
Dangerous occurrence	Uncontrolled implosion, explosion or fire	1	12	1
Dangerous occurrence	Fall or release from a height of any plant, substance or object	1	11	2
Death at a workplace	Non-work-related fatalities	1	1	0
<b>Total</b>	<b>All incidents</b>	<b>11</b>	<b>38</b>	<b>19</b>

<sup>1</sup> From 28 July, employers required to notify WorkSafe when an employee or contractor's employee with confirmed COVID-19 diagnosis attended the workplace up to 14 days prior to diagnosis or onset of symptoms.

### External Health and Safety audits

Conformance with the University of Melbourne's HSMS to the National Self-Insurers Audit Tool (NAT) is a requirement of the University's worker's compensation self-insurance approval.

During 2020 an external surveillance audit was undertaken by Lloyd's Register Quality Assurance auditors to support maintenance of the University's external certification of HSMS to the NAT and AS 4801 Occupational Health and Safety Management Systems.

The recertification audit assessed 108 audit-criteria (over a sample of 215 assessment-criteria) across five academic divisions and Chancellery. Seven criteria were assessed as non-conformances. Corrective actions have been implemented and five non-conformances were closed in 2020. The two remaining non-conformances are scheduled to be closed in March 2021. The University successfully maintained the certifications NAT and AS4801 until September 2022.

### Internal Health and Safety audits

A program of internal audits against the NAT and AS4801 Occupational Health and Safety Management Systems criteria were undertaken in 2020. 181 grouped criteria were assessed across the University's divisions, departments and wholly-owned subsidiaries.

Overall, four per cent of the audit criteria were assessed to be in non-conformance. While this result is higher than previous years, it reflects a change in audit methodology (grouping criteria) such that a deficiency in one criterion may affect other related criteria. Corrective action plans were established to address these non-conformances.

## Workplace monitoring and inspection – COVID-19 response

To support periodic formal review of the University's response to COVID-19, observational assessments were made to confirm the primary risk controls were operational as required by local COVIDSafe plans. These include signage, sanitiser, wipes, mask wearing and physical distancing. In 2020 there were over 699 individual observations undertaken throughout the University's workplaces. Corrective action plans were developed for adverse findings. Observational assessment questions were reviewed and refined to align with changes to COVIDSafe plans as new risk controls were introduced.

### 2020 workforce data

	DECEMBER 2019							DECEMBER 2020						
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (Head-count)	FTE	Full-time (Head-count)	Part-time (Head-count)	FTE	Number (Head-count)	FTE	Number (Head-count)	FTE	Full-time (Head-count)	Part-time (Head-count)	FTE	Number (Head-count)	FTE
<b>Demographic data</b>														
<b>Gender</b>														
Women Executives	26	25.6	3	3	6.0	20	19.6	29	28.2	8	2	10.0	19	18.2
Women (total staff)	7044	5331.1	2112	723	2602.9	4209	2728.2	6608	5197.0	2196	746	2700.0	3666	2496.9
Men Executives	29	28.2	6	3	9.0	20	19.2	28	27.2	6	3	9.0	19	18.2
Men (total staff)	5151	4171.3	1944	200	2072.8	3007	2098.5	4742	3975.7	1983	213	2120.5	2546	1855.2
Self-described Executives	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0
Self-described (total staff)	20	11.5	2	3	4.0	15	7.5	27	16.7	2	3	4.0	22	12.7
<b>Age</b>														
15–24	794	400.1	43	4	45.9	747	354.2	475	259.4	37	3	39.3	435	220.2
25–34	3361	2534.6	741	104	811.1	2516	1723.6	3011	2358.6	699	107	771.4	2205	1587.2
35–44	3561	2934.8	1245	359	1485.3	1957	1449.5	3466	2899.9	1286	371	1533.4	1809	1366.5
45–54	2434	2024.4	1142	250	1313.6	1042	710.8	2441	2061.8	1203	272	1391.1	966	670.7
55–64	1639	1332.6	756	162	865.8	721	466.8	1561	1308.0	790	159	896.5	612	411.5
Over 64	426	287.4	131	47	158.1	248	129.3	422	301.6	166	50	192.9	206	108.7
<b>Total Employees</b>	<b>12214</b>	<b>9514.0</b>	<b>4058</b>	<b>926</b>	<b>4679.7</b>	<b>7230</b>	<b>4834.3</b>	<b>11376</b>	<b>9189.4</b>	<b>4181</b>	<b>962</b>	<b>4824.5</b>	<b>6233</b>	<b>4364.8</b>

### Explanatory note

Employees correctly included in workforce data generated for the 2020 annual reporting period based on the last pay period of the reporting cycle. The University of Melbourne Annual Report 2019 included workforce data which aggregated casual employment throughout the 2019 year. For transparency and accurate comparison purposes the 2019 data is revised here.

### Definitions

<b>Census date</b>	Ongoing and fixed-term staff measured as of 31 December in the reported year
<b>Casual reporting period</b>	Casual headcount and FTE calculated as average of casuals paid in the month of December in the reporting year. In 2020 there were three casual pay cycles in December, 2019 there were two.
<b>Executives</b>	Executives defined based on level of seniority as recorded in THEMIS
<b>Casual executives</b>	No executives employed on a casual basis
<b>Total staff</b>	Sum of continuing, fixed-term and casual staff, including executives

# EMPLOYMENT PRACTICES

Throughout the year, the University invested in training and development and employee communication to support the significant transition to remote working as a result of the COVID-19 pandemic, while ensuring that it was compliant with requirements articulated in the Enterprise Bargaining Agreement, relevant employment legislation and government directives.

## University of Melbourne compliance

The University revised its existing compliance framework at the end of 2019 with the goal of enhancing ongoing identification and management of compliance obligations across the organisation and its controlled entities.

Revisions to the framework focused on greater clarity around roles, responsibilities and accountability and on closer alignment to risk and audit frameworks and functions of the University.

Implementation of the enhanced compliance program commenced at the beginning of 2020.

This work involved implementing the following:

- Robust measures for scanning the external regulatory environment
- Engagement strategy for increasing networks of internal compliance stakeholders
- New technology to improve oversight and monitoring of compliance obligations
- Holistic approach to capture and reporting of organisation-wide complaints and incidents
- Review of reporting to governance committees.

Work undertaken during 2020 produced a solid foundation on which to continue building the maturity of the University's compliance program into the future. This work will ensure that compliance management at the University continually performs as an effective component within the overarching risk management framework and aligns with international best practice standards on compliance and risk management.

## Reporting on compliance obligations

### Building Act

The University of Melbourne is committed to compliance with building and maintenance provisions of the *Building Act 1993* (Vic) (the Act). All new buildings and renovations are designed and built to comply with the building and maintenance requirements of the Act. To ensure compliance with the current building regulations and codes, all relevant projects are referred to an independent building surveyor for certification. All existing buildings comply with standards applicable at the time of construction. As part of the University's annual program of capital works, all refurbishment projects are undertaken to current code requirements and, where appropriate, the scope of these works is extended to address new compliance requirements and deemed to apply to the entire building.

For 2020, capital development expenditure for property is forecast to be approximately \$307 million, including funding for several major strategic initiatives: New Student Precinct, Melbourne Connect, Fishermans Bend, Metro Tunnel Interface Project, and Little Hall Student Accommodation.

The University's Estate Plan, in alignment with *Advancing Melbourne*, provides an overarching framework to organise expansion and contraction of the University's estate. It prescribes a set of principles governing how the estate should be managed at a strategic level and on a long-term basis. It is a call for change in how the University plans investment in and development of its campuses, to meet the needs of various existing and prospective users, and to attract staff and students.

The University is currently considering its most recent draft of the Strategic Asset Management Plan (SAMP) and undertaking development of its more detailed operational plans which translate strategic objectives into the University's asset management and operational maintenance activity.

Management of capital works throughout project management lifecycles is undertaken in accordance with the University's capital planning principles, procedures and guidelines. Consultants appointed to projects are selected from the State Government's register and are required to comply with the University's quality and compliance standards and guidelines. The University ensures that it complies with its obligations with regards to management of asbestos within its buildings. In addition to the general Division 5 audits, the University ensures that contractors complete a more detailed Division 6 audit prior to construction.

In 2020 the University completed a detailed audit of Parkville campus to identify works to improve campus mobility and compliance with the *Disability Discrimination Act 1992* (Cth) and has committed to commence a program of works to rectify the identified areas. The University has also committed to audit all its campuses during 2021 and to continue the program of rectification works as a matter of priority.

Consistent with the Victorian Government Statewide Cladding Audit of buildings to determine risk associated with Aluminium Composite Panels (ACP) and Expanded Polystyrene (EPS) Cladding, the University identified the extent of the risk and recommended mitigation options. It removed ACP/EPS cladding from high and medium-risk areas in six identified buildings, with an additional building identified for treatment during 2021.

The University is committed to achieving a minimum 5-Star Green Star design standard for all new buildings. Currently, the University is targeting to achieve a 6-Star Green Star design rating. This standard equates to world leadership in sustainable building design and use.

The University remains committed to reducing its carbon emissions. Significant investment has been made in energy reduction works and onsite generation projects (solar PV panels on 27 buildings) and in 2020 the University completed the Murra Warra Wind Farm. This facility has allowed the University to procure zero emissions renewable electricity for all of its operations.

## **Pandemic response**

In response to the worldwide COVID-19 pandemic, the University complied with the government requirements to limit its operations and to provide a safe work and study environment for students, staff and contractors. The University restricted access to all buildings not being used for critical research and implemented necessary infrastructure and controls within buildings deemed critical to the University's operations. The University's Pandemic Response Group ensured that all faculties and operational areas developed COVIDSafe Plans and implemented procedures for case identification, incident reporting, contact tracing, communication and notifications.

## **Education Services for Overseas Students Compliance**

The University of Melbourne continued to review and improve processes and mechanisms for monitoring compliance with requirements under the *Commonwealth Education Services for Overseas Student Act 2000* (ESOS Act) and the National Code 2018. The University's ESOS Coordination Framework, designed to minimise risk and enable continued compliance with future *ESOS Act* requirements, is an ongoing framework for continuous improvement of service delivery to overseas students.

## **Carers Recognition Act**

The University of Melbourne recognises the important contribution people with carer responsibilities make to the University through all aspects of employment, teaching and learning. The University acknowledges the *Carers Recognition Act* and reinforces support to carers through policies such as flexible work arrangements, recruitment and appointment, appropriate workplace behaviour and enrolment and timetabling, as well as support services available through in-house Counselling and Psychological Services (CAPs) and Benestar (Employee Assistance Program services).

Throughout 2020, in response to the pandemic, the University developed a dedicated COVID-19 response intranet site providing access to support services and guidelines for working from home and managing remote teams. In addition, policies for assessing academic performance relative to opportunity were updated to recognise additional impacts for people with carer responsibilities, particularly as a result of the significant shift to working remotely.

Additional online learning programs such as Manager Essentials, Me, My Team and Change were introduced

to assist University leaders in supporting their teams, especially team members with carer responsibilities. The University also conducted a Pulse Survey to specifically focus on the impact of the pandemic and the shift to remote working. The survey identified opportunities to support people with carer responsibilities and the implications to performance and staff wellbeing.

### **National Competition Policy and Victorian Competitive Neutrality Policy**

The University has established policies and processes to practise competitive neutrality in relation to relevant research activities. This includes the University of Melbourne's Research Funding, Costing and Pricing Policy. It should be noted that only a minority of research activities at the University of Melbourne are affected by these requirements.

### **Whistleblower protection and public interest disclosures**

The University of Melbourne is committed to a culture of integrity and good governance, and maintaining the highest standards of ethics and quality in its research, teaching and administration. University employees must comply with all relevant laws, obligations and internal policies and take all reasonable steps to prevent non-compliance and possible instances of corrupt or improper conduct.

Whistleblowers play an important role in identifying and calling out improper conduct and harm to the community. In response to the amended Commonwealth whistleblower protection regime in 2019, the University introduced a new whistleblower protection policy and program (with effect from 1 January 2020) to deal with relevant disclosures in connection with the University under both the Commonwealth regime and the Victorian *Public Interest Disclosure Act 2012* – now collectively referred to as 'whistleblower disclosures'.

During 2020, work progressed to embed the Whistleblower Protection Program within the University and its controlled entities. This work has focused on ensuring eligible recipients are sufficiently aware of their whistleblower protection obligations under University policy and law, and that the appropriate disclosure handling protocols are employed to ensure confidentiality and protection.

The University will continue to embed a culture of encouraging whistleblowers to come forward with their concerns and protect them when they do.

### **Modern Slavery Act compliance**

2020 presented a new challenge with regards to managing the University supply chain. The focus quickly shifted towards maintaining critical supply items and protecting critical infrastructure due to the reduced activity at the University due to COVID-19. Steady progress was made towards the Diversity and Inclusion (D&I) targets, however COVID-19 has impacted the results due to reprioritisation of activities and reduced third-party expenditure.

The University is due to submit its first statement in response to the *Commonwealth Modern Slavery Act (2018)* by 30 June 2021 and as such, created a cross-functional working group to establish and assess modern slavery risk across the University's operations and supply chains. Progress has been made in mapping and identifying risk in University supply chains, taking a tiered approach to prioritise addressing high risk first.

The University has also been a member of the Australian Universities Procurement Network (AUPN) Modern Slavery working group. AUPN is aiming to build a sector-based approach, producing solutions and materials to enable universities to drive efficiencies and create opportunities to identify issues across the sector. This approach will enable the University to have more detailed statements over the coming years.

### **Procurement and sourcing local jobs**

The University of Melbourne continues to be committed to utilising local labour in its third party arrangements. After launching a social procurement strategy in 2019, there has been a continued focus in 2020 to further drive local purchasing decision making.

### **Freedom of Information**

The *Freedom of Information Act 1982 (Vic)* (*FOI Act*) was created to promote openness, accountability and transparency in the Victorian public service by extending as far as possible the right of the community to access information in the possession of the government or other bodies constituted under the law of Victoria. As an institution established under the *University of Melbourne Act 2009 (Vic)*, the University is a prescribed agency under the *FOI Act* and must therefore observe the legislative obligations that apply to public bodies in relation to the maintenance and release of records.

The Victorian Information Commissioner developed Professional Standards, in accordance with Part IB of the *FOI Act*, which prescribes how agencies must discharge their obligations under the Act. The Standards commenced on 2 December 2019.

An applicant has a right to apply for access to any document held by the University, covering documents both created and received by the University. Other than regular electronic and paper records, applicants may also request access to documents such as maps, films, computer discs, and recordings.

The *FOI Act* allows the University to refuse access, either fully or partially, to certain documents or information. Examples of documents that may not be accessed include: certain internal working documents; documents covered by legal professional privilege, such as legal advice; certain commercial and financial information; personal information about other people; information provided to the University in confidence; and documents relating to trade secrets.

The *FOI Act* provides a 30-day period for processing requests. This time may be extended where consultation with third parties is required and by agreement with the applicant. However, obtaining an applicant's agreement for an extension cannot occur after expiry of the timeframe for deciding a request.

If an applicant is not satisfied with a decision made by the University, subject to section 49A of the *FOI Act*, they have the right to seek a review by the Office of the Victorian Information Commissioner (OVIC) within 28 days of receiving a notice of decision from the University.

### **Making a request**

Requests to access to documents in the University's possession should be made in writing to the University's FOI Officer. The requirements of a request are set out in section 17 of the *FOI Act*. An application fee of \$29.60 currently applies (which may be waived if it would cause financial hardship to the applicant). Requests should be emailed to: [foi-officer@unimelb.edu.au](mailto:foi-officer@unimelb.edu.au) or sent via post to:

FOI Officer  
Legal and Risk  
The University of Melbourne, Vic, 3010

Access charges may apply once documents have been processed and an access decision has been made. Charges may be applied, for example, for costs associated with photocopying and search and retrieval of documents.

More information about the University's FOI arrangements can be found at: [about.unimelb.edu.au/strategy/governance/compliance-obligations/freedom-of-information](https://about.unimelb.edu.au/strategy/governance/compliance-obligations/freedom-of-information)

### **Activity report**

During 2019–2020, the University received 55 requests valid under provisions of section 17 of the *FOI Act*. Of these, 39 were requests for access to documents relating to the applicant (personal requests). The remaining 16 were for access to documents of a general or non-personal nature.

The University made 44 FOI decisions during the 12 months ended 30 June 2020. Decisions on another 11 requests were not finalised by the end of the reporting year.

Access to documents was granted in full in response to 13 requests, in part in response to 16 requests, and denied in full in response to 4 requests. No documents were identified in response to 11 requests. In one instance, the applicant elected not to pursue their application and in 16 instances, documents were provided, or the request satisfied outside the *FOI Act*.

Thirty-six decisions were made within the statutory 30-day time period and eight decisions were made within an extended statutory 30–45 daytime period.

During 2019–2020, three requests were subject to a complaint/internal review by Office of the Victorian Information Commissioner (OVIC). One OVIC matter was withdrawn by the applicant and two did not have outcomes by the end of the reporting year. One request progressed to the Victorian Civil and Administrative Tribunal (VCAT).

### **Categories of documents**

The University of Melbourne Enterprise Classification Scheme includes the following document categories:

- Collection Management
- Engagement
- Financial Management
- Governance
- Health and Safety
- Human Resources
- Information Management
- Legal Services
- Property, Assets and Equipment
- Research
- Student Management
- Support Services
- Teaching and Learning
- Technology
- Applications.

The University aims to make information and documents easily accessible to members of the public. A large amount of information is released through online and print publishing as well as directly to an individual upon their request.

Information outlining the functions of the University, and a non-exhaustive list of the types of material the University produces, is available on the University's website under its Part II Information Statement.

### Further information

Further information regarding operation and scope of FOI legislation and regulations can be obtained from: [foi.vic.gov.au](http://foi.vic.gov.au)

### Amenities and service fee

Following the Federal Government's amendment of the *Higher Education Support Act 2003* through the *Higher Education Legislation Amendment (Student Services and Amenities) Act 2010*, the University introduced an amenities and service fee in 2012. The fee for 2020 was \$313 for full-time students and \$234 for part-time students. Used to support student services and amenities of a non-academic nature, in 2020 these funds were provided to the University of Melbourne Student Union, Melbourne University Sport, Graduate Student Association, the Student Services and Amenities Fee Grant Program, and other areas across the University to support activities including employment and career advice, childcare, financial advice, food services, sporting and recreational activities, and equity and disability support.

### ICT expenditure

BAU ICT expenditure (Opex)	Non-BAU ICT expenditure (total)	Non-BAU ICT expenditure (Opex)	Non-BAU ICT expenditure (Capex)
(A)	(B) = (C) + (D)	(C)	(D)
\$106,676,679	\$94,534,942	\$15,361,418	\$79,173,523

### Additional information available on request

In compliance with requirements of the Standing Directions 2018 under the *Financial Management Act 1994*, details in respect of the items listed below have been retained by the University and are available on request, subject to provisions of the *Freedom of Information Act 1982*:

- Statement that declarations of pecuniary interests have been duly completed by all relevant officers
- Details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary
- Details of publications produced by the University about itself, and how these can be obtained
- Details of changes in prices, fees, charges, rates and levies charged by the University
- Details of any major external reviews carried out on the University
- Details of major research and development activities undertaken by the University
- Details of overseas visits undertaken including summary of objectives and outcomes of each visit
- Details of major promotional, public relations and marketing activities undertaken to develop community awareness of the University and its services
- Details of assessments and measures undertaken to improve occupational health and safety of employees
- General statement on industrial relations within the University and details of time lost through industrial accidents and disputes
- List of major committees sponsored by the University, the purposes of each committee and the extent to which the purposes have been achieved; and
- Details of all consultancies and contractors including:
  - Consultants/contractors engaged
  - Services provided
  - Expenditure committed to for each engagement.

## Information governance

### Cybersecurity

Cybersecurity remains one of the highest priorities at the University of Melbourne as the institution continues to bolster processes and technologies to protect critical information assets and systems through a defence-in-depth approach. As cyber attacks against the higher education sector have increased in frequency, size, and scope, so too has the investment of time and resources in the University's cybersecurity controls.

In 2020, via the University's growing Cybersecurity team, the University continued to uplift cyber resilience through industry best practice based on technical controls, awareness campaigns, and security architecture and advisory enhancements. Key achievements in 2020 included the introduction of multi-factor authentication for all staff, establishment of a 24x7 Security Operations Centre alongside enhancement of incident response processes, and development of new cybersecurity standards. In addition, the University modernised vulnerability management practices through introduction of new technology and processes and commenced deployment of additional protections for the University's endpoint fleet.

With cybersecurity awareness continuing to be a major area of focus, the University not only introduced a new mandatory online cybersecurity education module for staff, but conducted regular phishing simulations and targeted education campaigns to promote awareness of cyber risks.

In recognition of pandemic-related cyber threats and challenges faced by staff and students, the Cybersecurity team rapidly pivoted to secure remote working and learning through introduction of enhanced controls and additional security assessments for key departments and systems.

Enhancements to the University's cybersecurity controls will continue into 2021 and beyond, as the University recognises the ongoing challenges in this domain and remains committed to working with its partners such as the Australian Centre for Cybersecurity, government, and industry to face cyber threats.

### Privacy and data protection

The University of Melbourne is committed to promoting a strong and pervasive privacy and data protection culture. This commitment is reflected in policy and process frameworks and in day-to-day privacy practices. Privacy is an important element of the University's core staff training modules, and privacy compliance reporting forms part of the central governance model.

The privacy landscape is constantly shifting, domestically and globally. Offering services to, and working with, partners and students around the world, the University complies with Victorian and Commonwealth privacy and data protection legislation, but also with the laws of other countries in which the University offers services or operates joint projects. To this end, the privacy team monitors international privacy law developments and works closely with internal legal advisors and internal auditors to ensure identification and tracking of all privacy and data protection obligations and assure ongoing compliance.

This year the Privacy Office focused on provision of advice around collection and management of personal and health information to support the University's pandemic response activities. This included advice on collection of information to support the Victorian Government's contact tracing program, in compliance with prevailing public health directions. With the transition to online teaching and learning, priority was also given to ensuring robust privacy protections for online student learning systems. This included assessments for information security as well as privacy risks.

In April the University Privacy team made a submission to the Office of the Victorian Information Commissioner (OVIC) on the proposed new Victorian Privacy Management Framework. This framework has now been published and the University will be guided by its principles privacy governance model is reviewed in 2021.

In November the University also responded to OVIC's examination of protection of personal information in the Victorian higher education sector. This is a regulatory priority for OVIC in 2020–21 and reflects the pivot of higher education to online teaching and learning in response to the pandemic.

## Records and information

The Records and Information team built on the successful 2019 implementation of Records Managed SharePoint (RMSP) in the transition to a virtual campus.

This solution combines a positive user experience for creating, managing and sharing documents securely while delivering recordkeeping compliance transparently to the end user.

This is achieved via integration with the University's enterprise document management system, Content Manager.

The team experienced a significant increase in requests for new RMSP sites to be created from April 2020, with a 50 per cent increase in documents being created and managed in the six months from April, compared with the prior six-month period.

Work also successfully continued on progressive integration of University business systems with Content Manager.

The team worked with colleagues in the Risk, Audit and Compliance team to support University of Melbourne Archives (UMA) in achieving certification as a Place of Deposit under the *Public Records Act 1973* (Vic). This enables UMA to receive transfers of permanent University records from the Records and Information team and hold them on behalf of the state, under the auspices of the Keeper of Public Records.

## Ethical and responsible decision making

### Freedom of speech

The University continued to implement the Freedom of Speech policy adopted in 2019 and actively promote critical and free enquiry, informed intellectual discourse and public debate.

The University actively engaged with the Federal Government's assessment of the Australian universities' Freedom of Speech and Academic Freedom policy settings and remains confident that the University's policies deliver the necessary support to protecting those freedoms.

Between 10–11 February 2020, the University also hosted a roundtable on Freedom of Expression, jointly convened with the University of Chicago and King's College London. Keynote addresses were given by the Vice-Chancellor and President of Griffith University Professor Carolyn Evans, an expert in the field and former Dean of the Melbourne Law School. A curriculum module on freedom of speech will be taken for the first time by commencing students in 2021.

*For more information on the Freedom of Expression roundtable, see page 43.*

## Foreign interference, influence and relations

The University of Melbourne recognises the critical importance of securing Australia's national interests, as well as those of the University and its members in relation to foreign interference, foreign influence, and foreign relations evidenced in certain arrangements under the recently passed *Australia's Foreign Relations (State and Territory Arrangements) Act 2020* (Foreign Relations Act). As a global institution, the University is alert, proactive and sophisticated in managing potential risk to Australia's knowledge and technological resources and Australia's national security.

Across the University, work is advancing to enhance risk management practices, build a stronger information base to guide decisions, and drive cultural change across all its domains. These efforts are a complex component of whole-of-institution work.

Under the auspice of the newly established Foreign Interference Working Group, areas of the University including Legal and Risk, Research Innovation and Commercialisation, Information Technology, Human Resources, Chancellery International, Advancement, and Chancellery Research and Enterprise are engaged on workstreams relating to foreign interference, foreign influence and foreign arrangements' risk management. Additionally, working groups and committees draw on senior leadership across University areas to ensure that oversight and risk management is comprehensive and responsive.

Aspects of due diligence and security practices are distributed across portfolios and Academic Divisions. Due to known foreign party-related risks and the additional reputational risk visible in the external operating environment, the Foreign Interference Working Group (along with other groups and committees) will drive greater transparency, oversight and coordination of risk-related matters to ensure sector-leading compliance with relevant laws and regulations across the University.

The Working Group has oversight of the implementation of the Federal Government's University Foreign Interference Transparency (UFIT) guidelines. The University of Melbourne is well advanced in progressing a staged UFIT action and implementation plan.

This includes advancing compliance under the Foreign Interference and Transparency Scheme (FITS) federally legislated in 2018. The FITS establishes a registration scheme under which organisations and some individuals must register, on a public website, certain activities conducted on behalf of foreign principals. Information to staff and a compliance training program has been rolled out.

In 2019, two separate reviews looked at the activities of the University's Confucius Institute and the applicability of the FITS. Both reviews found that the activities of the Confucius Institute at Melbourne do not fall within the type of activities that are registerable under the FITS Act. In mid-2019, this assessment was confirmed by the Commonwealth Attorney-General's Department and the Department of Home Affairs.

To date, no activities have been identified that would be registrable under the FITS Act and are monitored on an ongoing basis to maintain compliance.

In addition, the Working Group is currently considering compliance measures to deal with the new Foreign Arrangements Scheme established under Australia's *Foreign Relations Act*. The University is liaising with the Department of Foreign Affairs and Trade's Foreign Arrangements Taskforce on notification processes and implementation of the scheme.

### **Child safety**

The University of Melbourne continues to enact its responsibilities under the Victorian Child Safe Standards and is committed to ensuring a safe environment for children under the age of 18.

The University's Child Safe Champion (University Provost) and Child Safe Responsible Officer (Director, Student Services – Student and Scholarly Services) have oversight of the University's child safety reporting processes (for any child safety concern, including disclosure from a child of abuse or harm, or a reasonable belief that abuse or harm has occurred or may occur), and any action taken on behalf of the University to protect and promote the safety of children under the age of 18.

The University continues to take a proactive approach in selection and admission of students under the age of 17 to further assess safety and other considerations in relation to their wellbeing. The requirement for relevant staff to obtain a valid Working with Children Check remains part of the onboarding process.

### **Gifts**

The University of Melbourne's gift policy requires recipients to register gifts of up to \$200 in value. All gifts are recorded and escalated to the Chief Financial Officer for consideration. From March 2020, when the University initiated its work-from-home protocol due to the pandemic, six entries have been registered.

# FINANCIAL STATEMENTS OVERVIEW

## Measuring financial performance

The University monitors its financial performance using an internal financial measure referred to as the Operating result.

This measure reflects the capacity of the University to live within its means, by removing from the accounting or net result, items that distort core operating performance such as discretionary investment income and income of a capital nature.

This provides a safeguard against unexpected adverse events and ensures no cross subsidisation of operations from investments. When global markets are volatile, relying on investments for operations is a high-risk strategy.

The Operating result is calculated by subtracting from the net (or accounting) result discretionary investment income, interest expense, philanthropic endowment income and infrastructure grant income.

**\$9M**

Operating result

▼ Down \$28M on FY19

**0.4%**

Operating margin

▼ Down 1.0% on FY19

**\$178M**

Net result

▼ Down \$142M on FY19

## Understanding our financial performance

The COVID-19 pandemic had a significant impact on the University's financial performance for 2020. Operating income was \$275 million lower than budgeted due to impacts to teaching and learning revenue. Additional costs were also incurred including \$60 million in student support grants. Measures were implemented to reduce costs and activity and were successful in mitigating the financial impacts.

The University achieved a small operating surplus of \$9 million, effectively a 'break-even' result in 2020. These outcomes are the result of a major effort across all faculties and divisions to reduce spending considerably with savings of c.\$360 million achieved compared to budget.

The net result was \$178 million, \$142 million lower than the previous year however higher than anticipated with philanthropic income received and changes to the market value of investments which are recognised in the Income Statement.

# \$2.4bn

## Operating income

▼ Down 4.2% on FY19

Operating income was \$2.426 billion, a decrease of \$105 million or 4.2 per cent on 2019, driven by decrease in student related income. Internally operating income is monitored in three categories aligned to core activities, being, teaching and learning, research and other income.

The decrease in teaching and learning income from 2019 was primarily due to 21 per cent fewer commencing international students and students enrolling with a lower load than expected.

The University had a very successful year in attracting Research income. Research income from a Higher Education Research Data Collection (HERDC) perspective

# 52,151

## Student EFTSL

▼ Down 4.5% on FY19

41% International  
59% Domestic

# Student revenue

57% International

43% Domestic

was 32 per cent higher than the prior year due to increased funding into medical research driven by COVID-19, Medical Research Future Fund (MRFF) success and the second tranche of Atlantic philanthropies funding attracting \$46 million. It is important to note that, while we are higher than prior year from an HERDC perspective, the accounting treatment adopted defers as a liability funding received relating to activity to be delivered in future years.

Other income which includes fee for service income was impacted by the COVID-19 pandemic. Decreases were seen primarily in commercial operations such as Melbourne Theatre Company, the Sports Centre and services such as carparking.

# \$2.4bn

## Operating expenditure

▼ Down 3.1% on FY19

Operating expenditure was \$2.417 billion, a decrease of \$77 million or 3.1 per cent on 2019.

Cost saving measures successfully addressed the COVID-related revenue shortfall with approximately \$360 million in savings against budget achieved across employee and non-employee expenditure.

In comparison to the prior year, employee expense increased by \$106 million or 7.6 per cent. This was driven principally by salary increases under the University's Enterprise Agreement,

# \$1.5bn

## Employee

▲ Up 7.6% on FY19

voluntary redundancy payments and increases to accrued employee entitlements with a reduced amount of leave being taken due to COVID-19.

Non-employee expenditure decreased by \$183 million or 16.5 per cent against the prior year. This was largely due to lower on campus activity and cost savings measures. Depreciation expenditure was also lower due in part, to a decline in the depreciation rate for buildings from 2.5 per cent to 2 per cent from 1 January 2020.

# \$0.9bn

## Non-employee

▼ Down 16.5% on FY19

## Financial position

**\$9.5bn**

**Total assets**

▲ Up 7.2% on FY19

**\$2.6bn**

**Total liabilities**

▲ Up 9.6% on FY19

**\$6.9bn**

**Net assets**

▲ Up 6.3% on FY19

### Robust balance sheet

Net assets of \$6.885 billion, increased by 6.3 per cent from 2019. This growth is primarily due to new accounting requirements, property revaluations and construction additions.

The debt-to-equity ratio marginally improved from 11.0% in the prior year to 9.9%.

### Total assets

Increased by \$638 million or 7.2 per cent to \$9.475 billion.

### Key movements

- Over half of the University's assets comprise of property, plant and equipment which enable sustainable operations. In 2020 it increased by \$497 million due to a revaluation of land, buildings and construction additions. Additions largely relate to execution of the University strategy to improve the student experience including student accommodation projects.
- Investments increased by \$220 million primarily due to market performance, endowment income which is added to the investment portfolio and a reclassification from cash to other financial assets.

### Total liabilities

Increased \$227 million or 9.6% to \$2.590 billion.

### Key movements

- Provisions increased by \$88 million largely due an increase in employee leave entitlements with less leave being taken due to COVID-19 related restrictions.
- Refund liabilities increased by \$110 million. The University had a successful year in attracting research funding in particular COVID related medical research and MRFF which will be spent over multiple years.
- The expiration of a medium term note in June 2021 resulted in a reclassification of \$250 million between non-current and current liabilities.

Other than the above, there were no significant changes in the financial position during the year.

# FIVE-YEAR FINANCIAL SUMMARY

The table provides a summary of the University's financial results for the current and preceding four reporting periods. Where required, amounts have been restated to ensure consistent accounting treatment from changes to accounting policy.

In 2020, a new accounting standard for Service Concession Arrangements (AASB 1059) was effective and a change to the accounting treatment for contracts with Termination for Convenience clauses was applied. The new requirements have been retrospectively applied to 2019, and the values below reflect the revised values. Further detail in relation to the changes is provided within Note 1 of the Financial Statements.

## Income Statement

	2020	2019 Restated*	2018	2017	2016
	\$'000	\$'000	\$'000	\$'000	\$'000
Income	2,664,107	2,853,644	2,661,608	2,511,203	2,286,948
Expenses	2,485,885	2,533,159	2,592,699	2,276,313	2,111,174
<b>Net result before impairment of available-for-sale financial assets</b>	<b>178,222</b>	<b>320,485</b>	<b>68,909</b>	<b>234,890</b>	<b>175,774</b>
Impairment expense on available-for-sale financial assets	-	-	-	12,068	14,120
<b>Net result</b>	<b>178,222</b>	<b>320,485</b>	<b>68,909</b>	<b>222,822</b>	<b>161,654</b>

\*2019 restated to reflect the application of new and revised accounting standards.

## Statement of financial position

	2020	2019 Restated*	2018	2017	2016
	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets	1,073,798	1,143,952	1,026,643	792,129	635,861
Non-current assets	8,401,427	7,693,211	6,653,233	6,363,756	5,814,119
<b>Total assets</b>	<b>9,475,225</b>	<b>8,837,163</b>	<b>7,679,876</b>	<b>7,155,885</b>	<b>6,449,980</b>
Current Liabilities	1,335,405	833,014	807,904	728,912	698,971
Non-current liabilities	1,254,717	1,530,032	1,151,922	795,228	704,971
<b>Total liabilities</b>	<b>2,590,122</b>	<b>2,363,046</b>	<b>1,959,826</b>	<b>1,524,140</b>	<b>1,403,942</b>
Reserves	4,803,768	4,469,329	3,927,586	3,992,329	3,522,028
Retained surplus	2,081,335	2,004,788	1,792,464	1,639,416	1,524,010
<b>Total equity</b>	<b>6,885,103</b>	<b>6,474,117</b>	<b>5,720,050</b>	<b>5,631,745</b>	<b>5,046,038</b>
<b>Liquidity ratio</b>	<b>0.80</b>	<b>1.37</b>	<b>1.27</b>	<b>1.09</b>	<b>0.91</b>
<b>Debt to equity</b>	<b>9.9%</b>	<b>11.0%</b>	<b>11.5%</b>	<b>11.4%</b>	<b>11.4%</b>

\*2019 restated to reflect the application of new and revised accounting standards.

### Notes

- In 2017 the University issued domestic Australian dollar Medium Term Note to the value of \$100 million for 25 years.
- Independent valuations of land were carried out, increasing non-current assets and reserves in 2016 (\$152 million), 2017 (\$203 million), 2018 (\$14 million), 2019 (\$118 million) and 2020 (\$156 million). Buildings were valued in 2017 increasing non-current assets and reserves by \$98 million, in 2019 (\$209 million) and in 2020 (\$50 million). Service concession assets were valued in 2019 (\$22 million) and 2020 (\$3 million).
- During 2018, the University received \$332 million from monetising rents on two student accommodation sites (303 Royal Parade and Little Hall). A similar arrangement was entered into in 2019 for the Melbourne Connect student accommodation, where the University received \$155 million. The amounts received are recognised as deferred income in contract and other liabilities in the financial statements and will be recognised as income over the life of each concession (40 years).

The table provides a summary of the University's operating income and expenditure for the current and preceding four reporting periods along with a reconciliation to the net result.

## Operating income and expenditure

	2020	2019	2018	2017	2016
	\$'000	Restated* \$'000	\$'000	\$'000	\$'000
<b>Income per audited financial statements</b>	<b>2,664,107</b>	<b>2,853,644</b>	<b>2,661,608</b>	<b>2,511,202</b>	<b>2,286,948</b>
<i>Reconciling items:</i>					
Investment income (excluding endowments & research grants)	64,727	182,474	135,583	148,548	95,483
Gain on financial assets and liabilities at fair value through profit or loss	55,517	115,620	-	-	-
Gain from sale of asset	-	-	-	31,538	-
Infrastructure grant income	32,066	1,435	63	63	19,238
Philanthropic endowment income	85,715	22,765	31,510	57,504	22,085
<b>Operating income</b>	<b>2,426,082</b>	<b>2,531,350</b>	<b>2,494,452</b>	<b>2,273,549</b>	<b>2,150,142</b>
<b>Expenditure per audited financial statements</b>	<b>2,485,885</b>	<b>2,533,159</b>	<b>2,592,699</b>	<b>2,288,381</b>	<b>2,125,294</b>
<i>Reconciling items:</i>					
Interest expense	33,816	34,354	32,598	28,667	27,244
Infrastructure grant expense	34,059	-	-	-	-
Loss on financial assets and liabilities at fair value through profit or loss	-	-	123,200	-	-
Impairment expense	-	3,782	-	12,068	14,120
Other	532	282	-	-	-
<b>Operating expenditure</b>	<b>2,417,478</b>	<b>2,494,741</b>	<b>2,436,901</b>	<b>2,247,646</b>	<b>2,083,930</b>
<b>Net result per audited financial statements</b>	<b>178,222</b>	<b>320,485</b>	<b>68,909</b>	<b>222,822</b>	<b>161,654</b>
<i>Reconciling items:</i>					
Net discretionary financing activities	86,428	259,958	(20,215)	107,813	54,119
Net Infrastructure grant expenditure	(1,993)	1,435	63	63	19,238
Gain from sale of asset	-	-	-	31,538	-
Philanthropic endowment income	85,715	22,765	31,510	57,504	22,085
Other	(532)	(282)	-	-	-
<b>Operating result</b>	<b>8,604</b>	<b>36,609</b>	<b>57,551</b>	<b>25,904</b>	<b>66,212</b>
<b>Operating margin</b>	<b>0.4%</b>	<b>1.4%</b>	<b>2.3%</b>	<b>1.1%</b>	<b>3.1%</b>

\*2019 restated to reflect the application of new and revised accounting standards.

### Notes

- Net discretionary financing activities** comprises Investment income (excluding endowments and research grants), gain or loss on financial assets and liabilities at fair value through profit or loss less interest and impairment expense.
- Infrastructure grant income** are grants received for capital projects and are excluded from the operating result due to the mismatch between income recorded and expenditure which inflates the accounting result. Income is recorded in the Income Statement whereas expenditure is capitalised in the Statement of Financial Position.
- Philanthropic endowment income** represents capital donations where the principal is to remain intact for a defined time and income is generated on that principal for utilisation in future years. This also includes donations received where the principal will be used to fund, or partially fund, construction of new buildings.
- Gain from sale of assets** comprises of the sale of a University property in Sturt street Southbank in 2017 and has been excluded from the operating result on the basis that it is a large abnormal item.
- Other** comprises of the Academic Incentive Pool which is an internal incentive scheme which awards funds to University faculties where financial targets have been exceeded. Expenditure is excluded from the operating result as it is not a measure of financial performance.

### **Events occurring after reporting date**

Note 27 of the financial statements provides details on two subsequent events that have arisen since the end of the financial year.

### **Statutory Requirements**

Under the Financial Management Act 1994 and associated Financial Reporting Directions, the University is required to provide details of expenditure on consultancies.

In 2020, there were 45 consultancies where total fees payable to the consultants were in excess of \$10,000. Total expenditure incurred during 2020 in relation to these consultancies is \$13.379 million (excluding GST).

There were no consultancies under \$10,000.

Details of individual consultancies can be viewed at <https://about.unimelb.edu.au/news-resources/reports-and-publications>.

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# THE UNIVERSITY OF MELBOURNE

## FINANCIAL STATEMENTS

### Income Statement for the year ended 31 December 2020

	Note	Consolidated		University	
		2020 \$'000	2019 Restated \$'000	2020 \$'000	2019 Restated \$'000
<b>Revenue and income from continuing operations</b>					
Australian Government financial assistance					
– Australian Government grants	3	749,165	745,334	749,165	745,384
– HELP – Australian Government payments	3	295,083	288,233	295,083	288,233
State and Local Government financial assistance	4	56,434	38,775	56,434	38,775
HECS-HELP – student payments		31,656	31,139	31,656	31,139
Fees and charges	5	1,002,263	1,109,935	975,718	1,067,520
Investment revenue	6	118,684	226,608	114,570	221,457
Consultancy and contracts		125,914	122,497	125,914	124,292
Other revenue	7	257,296	216,374	263,593	216,580
Share of profit/(loss) of equity accounted investments		(3,543)	4,644	(3,543)	4,644
Other investment income	6	55,517	115,620	55,517	115,620
<b>Total revenue and income from continuing operations</b>		<b>2,688,469</b>	<b>2,899,159</b>	<b>2,664,107</b>	<b>2,853,644</b>
<b>Expenses from continuing operations</b>					
Employee related expenses	8	1,527,722	1,434,144	1,494,942	1,389,357
Depreciation and amortisation	16, 17	138,063	171,090	133,571	166,260
Repairs and maintenance		51,110	62,244	50,615	61,704
Finance costs		33,892	34,494	33,816	34,354
Impairment of assets	9	(2,655)	10,132	(2,657)	10,177
Loss/(gain) on disposal of assets	10	49	198	(73)	198
Other expenses	11	771,934	869,038	775,671	871,109
<b>Total expenses from continuing operations</b>		<b>2,520,115</b>	<b>2,581,340</b>	<b>2,485,885</b>	<b>2,533,159</b>
<b>Net result</b>		<b>168,354</b>	<b>317,819</b>	<b>178,222</b>	<b>320,485</b>

The above Income Statement should be read in conjunction with the accompanying notes.

## Comprehensive Income Statement for the year ended 31 December 2020

	Note	Consolidated		University	
		2020 \$'000	2019 Restated \$'000	2020 \$'000	2019 Restated \$'000
<b>Net result</b>		<b>168,354</b>	<b>317,819</b>	<b>178,222</b>	<b>320,485</b>
<b>Items that may be reclassified to the Income Statement</b>					
Valuation gain/(loss) on cash flow hedge		5,096	(7,466)	5,096	(7,466)
<b>Items that will not be reclassified to the Income Statement</b>					
Gain/(loss) on revaluation:					
– Land and buildings	<b>16</b>	222,189	357,495	206,218	326,661
– Works of art and other collections	<b>16</b>	14,595	2,768	14,595	2,769
– Service concession assets	<b>16</b>	3,342	21,928	3,342	21,928
Gain/(loss) on financial assets designated at fair value through other comprehensive income		5,159	33,174	3,514	13,326
Superannuation:					
– Increase/(decrease) deferred government contribution	<b>13</b>	(110)	3,277	(110)	3,277
– (Increase)/decrease deferred government employee benefits		110	(3,277)	110	(3,277)
Other		81	(25)	-	-
<b>Total other comprehensive income</b>		<b>250,462</b>	<b>407,874</b>	<b>232,765</b>	<b>357,218</b>
<b>Comprehensive result</b>		<b>418,816</b>	<b>725,693</b>	<b>410,987</b>	<b>677,703</b>

The above Comprehensive Income Statement should be read in conjunction with the accompanying notes.

## Statement of Financial Position as at 31 December 2020

	Note	Consolidated		University	
		2020 \$'000	2019 Restated \$'000	2020 \$'000	2019 Restated \$'000
<b>ASSETS</b>					
<b>Current assets</b>					
Cash and cash equivalents	12	821,817	895,757	811,602	875,678
Receivables and contract assets	13	152,881	197,395	149,483	197,124
Other financial assets	14	39,450	13,915	39,450	13,915
Other non-financial assets	15	73,837	58,222	73,263	57,235
Assets classified as held for sale	16	40,109	-	-	-
<b>Total current assets</b>		<b>1,128,094</b>	<b>1,165,289</b>	<b>1,073,798</b>	<b>1,143,952</b>
<b>Non-current assets</b>					
Receivables and contract assets	13	99,822	98,740	99,822	98,740
Other financial assets	14	2,731,200	2,531,985	2,624,962	2,426,835
Other non-financial assets	15	3,657	1,661	3,657	1,661
Investments in associates and joint ventures	28	11,533	15,077	11,533	15,076
Property, plant and equipment	16	5,747,179	5,278,434	5,590,898	5,093,774
Intangible assets	17	72,030	58,309	70,555	57,125
<b>Total non-current assets</b>		<b>8,665,421</b>	<b>7,984,206</b>	<b>8,401,427</b>	<b>7,693,211</b>
<b>TOTAL ASSETS</b>		<b>9,793,515</b>	<b>9,149,495</b>	<b>9,475,225</b>	<b>8,837,163</b>
<b>LIABILITIES</b>					
<b>Current liabilities</b>					
Trade and other payables	18	180,066	163,850	173,348	154,881
Borrowings	19	270,077	18,983	268,948	17,598
Provisions	20	344,175	264,116	337,851	257,197
Contract and other liabilities	21	257,049	229,072	251,793	224,533
Other financial liabilities	22	303,465	178,805	303,465	178,805
<b>Total current liabilities</b>		<b>1,354,832</b>	<b>854,826</b>	<b>1,335,405</b>	<b>833,014</b>
<b>Non-current liabilities</b>					
Borrowings	19	414,030	692,969	413,475	692,969
Provisions	20	153,636	146,543	153,207	146,072
Contract and other liabilities	21	645,319	660,187	645,319	660,187
Other financial liabilities	22	42,716	30,804	42,716	30,804
<b>Total non-current liabilities</b>		<b>1,255,701</b>	<b>1,530,503</b>	<b>1,254,717</b>	<b>1,530,032</b>
<b>TOTAL LIABILITIES</b>		<b>2,610,533</b>	<b>2,385,329</b>	<b>2,590,122</b>	<b>2,363,046</b>
<b>NET ASSETS</b>		<b>7,182,982</b>	<b>6,764,166</b>	<b>6,885,103</b>	<b>6,474,117</b>
<b>EQUITY</b>					
Reserves	23	5,034,840	4,682,693	4,803,768	4,469,329
Retained surplus		2,148,142	2,081,473	2,081,335	2,004,788
<b>TOTAL EQUITY</b>		<b>7,182,982</b>	<b>6,764,166</b>	<b>6,885,103</b>	<b>6,474,117</b>

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

## Statement of Changes in Equity as at 31 December 2020

	Consolidated			University		
	Reserves	Retained Surplus	Total	Reserves	Retained Surplus	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Balance at 1 January 2019</b>	<b>4,090,117</b>	<b>1,871,992</b>	<b>5,962,109</b>	<b>3,927,586</b>	<b>1,792,464</b>	<b>5,720,050</b>
Adjustment upon initial application of AASB 15, 16 and 1059*	30,174	150,474	<b>180,648</b>	30,174	150,474	<b>180,648</b>
Prior period adjustment upon reassessment of termination for convenience clauses**	-	(104,284)	<b>(104,284)</b>	-	(104,284)	<b>(104,284)</b>
<b>Balance at 1 January 2019 adjusted</b>	<b>4,120,291</b>	<b>1,918,182</b>	<b>6,038,473</b>	<b>3,957,760</b>	<b>1,838,654</b>	<b>5,796,414</b>
<b>Net result</b>	-	<b>317,819</b>	<b>317,819</b>	-	<b>320,485</b>	<b>320,485</b>
<b>Other comprehensive income</b>						
Gain/(loss) on revaluation:						
– Land and buildings	357,495	-	<b>357,495</b>	326,661	-	<b>326,661</b>
– Works of art and other collections	2,768	-	<b>2,768</b>	2,769	-	<b>2,769</b>
– Service Concession Arrangements	21,928	-	<b>21,928</b>	21,928	-	<b>21,928</b>
Gain/(loss) on financial assets designated at fair value through other comprehensive income	33,174	-	<b>33,174</b>	13,326	-	<b>13,326</b>
Gain/(loss) on cash flow hedge	(7,466)	-	<b>(7,466)</b>	(7,466)	-	<b>(7,466)</b>
Deferred government superannuation:						
– Increase/(decrease) in contribution	3,277	-	<b>3,277</b>	3,277	-	<b>3,277</b>
– (Increase)/decrease in employee benefits	(3,277)	-	<b>(3,277)</b>	(3,277)	-	<b>(3,277)</b>
Other	(25)	-	<b>(25)</b>	-	-	<b>-</b>
<b>Total comprehensive income</b>	<b>407,874</b>	<b>317,819</b>	<b>725,693</b>	<b>357,218</b>	<b>320,485</b>	<b>677,703</b>
Net transfers	154,528	(154,528)	-	154,351	(154,351)	-
<b>Balance at 31 December 2019</b>	<b>4,682,693</b>	<b>2,081,473</b>	<b>6,764,166</b>	<b>4,469,329</b>	<b>2,004,788</b>	<b>6,474,117</b>
<b>Balance at 1 January 2020</b>	<b>4,682,693</b>	<b>2,081,473</b>	<b>6,764,166</b>	<b>4,469,329</b>	<b>2,004,788</b>	<b>6,474,117</b>
<b>Net result</b>	-	<b>168,354</b>	<b>168,354</b>	-	<b>178,222</b>	<b>178,222</b>
<b>Other comprehensive income</b>						
Gain/(loss) on revaluation:						
– Land and buildings	222,189	-	<b>222,189</b>	206,218	-	<b>206,218</b>
– Works of art and other collections	14,595	-	<b>14,595</b>	14,595	-	<b>14,595</b>
– Service Concession Arrangements	3,342	-	<b>3,342</b>	3,342	-	<b>3,342</b>
Gain/(loss) on financial assets designated at fair value through other comprehensive income	5,159	-	<b>5,159</b>	3,514	-	<b>3,514</b>
Gain/(loss) on cash flow hedge	5,096	-	<b>5,096</b>	5,096	-	<b>5,096</b>
Deferred government superannuation:						
– Increase/(decrease) in contribution	(110)	-	<b>(110)</b>	(110)	-	<b>(110)</b>
– (Increase)/decrease in employee benefits	110	-	<b>110</b>	110	-	<b>110</b>
Other	81	-	<b>81</b>	-	-	<b>-</b>
<b>Total comprehensive income</b>	<b>250,462</b>	<b>168,354</b>	<b>418,816</b>	<b>232,765</b>	<b>178,222</b>	<b>410,987</b>
<b>Net transfers</b>	<b>101,685</b>	<b>(101,685)</b>	<b>-</b>	<b>101,674</b>	<b>(101,674)</b>	<b>-</b>
<b>Balance at 31 December 2020</b>	<b>5,034,840</b>	<b>2,148,142</b>	<b>7,182,982</b>	<b>4,803,768</b>	<b>2,081,336</b>	<b>6,885,104</b>

\* Refer to Note 1.7 for details of the impact of the initial application of AASB 1059

\*\* Refer to Note 1.5 for details of the impact of a prior period adjustment upon reassessment of termination for convenience clauses

*The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.*

## Statement of Cash Flows for the year ended 31 December 2020

	Note	Consolidated		University	
		2020 \$'000	2019 Restated \$'000	2020 \$'000	2019 Restated \$'000
<b>Cash flows from operating activities</b>					
Australian Government grants		1,141,773	1,038,035	1,141,773	1,038,085
OS-HELP		7,237	4,434	7,237	4,434
State and Local Government grants		61,588	37,841	61,588	37,841
HECS-HELP student payments		31,656	31,139	31,656	31,139
Dividends received		125,139	190,570	121,374	185,641
Interest received		11,781	19,955	11,700	19,734
Receipts of student and other fee-for-service activities		1,019,300	1,273,518	994,969	1,235,325
Other operating inflows		385,252	345,039	388,468	349,080
Payments to employees		(1,413,136)	(1,407,385)	(1,379,848)	(1,362,076)
Payments to suppliers (inclusive of GST)		(612,628)	(751,070)	(594,422)	(733,331)
Interest and other costs of finance paid		(28,828)	(45,679)	(28,751)	(45,539)
Other operating outflows		(234,964)	(189,046)	(251,093)	(215,629)
<b>Net cash inflow/(outflow) from operating activities</b>	<b>24</b>	<b>494,170</b>	<b>547,351</b>	<b>504,651</b>	<b>544,704</b>
<b>Cash flows from investing activities</b>					
Proceeds from sale of property, plant and equipment		367	223	352	223
Proceeds from sale of financial assets		1,156,360	538,129	1,142,700	519,415
Payments for property, plant and equipment and intangibles		(394,335)	(228,449)	(393,668)	(227,576)
Payments for other financial assets		(1,313,402)	(791,394)	(1,300,712)	(773,186)
<b>Net cash inflow/(outflow) from investing activities</b>		<b>(551,010)</b>	<b>(481,491)</b>	<b>(551,328)</b>	<b>(481,124)</b>
<b>Cash flows from financing activities</b>					
Proceeds from borrowings		728	-	-	-
Repayment of borrowings		(6,034)	(5,893)	(6,034)	(5,954)
Repayment of lease liabilities		(11,793)	(9,599)	(11,364)	(9,154)
<b>Net cash inflow/(outflow) from financing activities</b>		<b>(17,099)</b>	<b>(15,492)</b>	<b>(17,398)</b>	<b>(15,108)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(73,939)</b>	<b>50,368</b>	<b>(64,075)</b>	<b>48,472</b>
<b>Cash and cash equivalents at 1 January</b>		<b>895,757</b>	<b>845,389</b>	<b>875,678</b>	<b>827,206</b>
<b>Cash and cash equivalents at 31 December</b>	<b>12</b>	<b>821,818</b>	<b>895,757</b>	<b>811,603</b>	<b>875,678</b>

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

## Note 1 Statement of significant accounting policies

### 1.1 Financial statements

The Financial Report includes separate financial statements for the University of Melbourne and the consolidated entity consisting of the University and its subsidiaries, referred to as the Group.

The principal address of the University is Grattan Street, Parkville, Victoria 3010, Australia.

The Group's financial statements are presented in a simplified layout providing information that is more streamlined and relevant to users. Financial statement notes are grouped together where they are similar in nature, with related principal accounting policies, key estimates and judgements included directly below.

The principal accounting policies adopted by the Group for the year ended 31 December 2020 are set out within these financial statements. These policies have been consistently applied to each year presented unless otherwise stated.

### 1.2 Basis of preparation

The Group's Tier 1 general purpose financial statements are prepared as follows:

- Prepared under the historical cost convention, as modified by the revaluation of financial assets designated at fair value through other comprehensive income, financial assets and liabilities at fair value through profit or loss and certain classes of property, plant and equipment.
- Prepared in accordance with Australian Accounting Standards, the *Higher Education Support Act 2003*, *Financial Management Act 1994 (Vic)* and *Australian Charities and Not-for-profits Commission Act 2012*.
- The University is a not-for-profit entity and these financial statements have been prepared on that basis. Some of the requirements for not-for-profit entities are inconsistent with IFRS requirements.
- Prepared on a going-concern basis, which assumes the continuity of normal operations.
- Presented in Australian dollars, which is the Group's functional and presentation currency.
- Rounded to the nearest thousand dollars unless otherwise specified.
- Comparative amounts have been restated, where applicable, to conform with the current period presentation.

### 1.3 General policies

#### Finance costs

- Interest expense is recognised using the effective interest rate method.

#### Foreign currency

- Foreign currency transactions are translated into the functional currency using the exchange rate at the date of the transactions. Foreign currency differences from such transactions are recognised in the Income Statement.
- Foreign currency differences from the translation at year-end exchange rates of monetary assets and liabilities are recognised in the Income Statement.
- Foreign currency differences arising from qualifying cash flow hedges are recognised in equity to the extent the hedges are effective.

#### Taxation

- The University is exempt from income tax pursuant to Part 50.1 of the *Income Tax Assessment Act 1997*.
- Income and expenses are recognised net of Goods and Services Tax (GST), except where the amount of GST incurred is not recoverable from the taxation authority. In these circumstances the GST is recognised as part of the expense.
- Assets are recognised net of GST, except where the amount of GST incurred is not recoverable from the taxation authority. In these circumstances the GST is recognised as part of the cost of acquisition of the asset. Receivables and payables are stated with the amount of GST included.
- The net amount of GST recoverable from or payable to the Australian Taxation Office (ATO) is included as a current asset or liability in the Statement of Financial Position.
- Cash flows are presented on a net basis with net cash flow payable to, or receivable from, the ATO recorded separately. GST components of cash flows arising from investing or financing activities recoverable from, or payable to, the ATO are presented as operating cash flows.

## Note 1 Statement of significant accounting policies (cont'd)

### 1.4 Critical accounting estimates and judgements

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates. Estimates and judgements are continually evaluated by management and are based on historical experience and other factors, including expectations of future events that may have financial impact on the Group and believed to be reasonable under the circumstances. Estimates and assumptions that have a risk of causing a material adjustment to the carrying amounts of assets and liabilities are found in the following notes:

#### Estimates

- Impairment of assets (Note 9)
- Other financial assets (Note 14)
- Property, plant and equipment (Note 16)
- Provisions (Note 20)
- Fair value of derivatives and other financial instruments (Notes 29 and 30)

#### Judgements

- Revenue and income (Notes 3, 5, 6 and 7)
- Impairment of assets (Note 9)
- Property, plant and equipment (Note 16)
- Borrowings (Note 19)
- Service concession arrangements (Notes 5, 16, 21 and 23)
- Subsidiaries, joint arrangements and associates (Note 28)

### 1.5 Prior period adjustments

The Group has a number of grants and contracts which include a termination for convenience clause, whereby the grantor or customer can terminate the agreement, which is outside of the Group's control, and which would require all unspent and uncommitted funding to be returned. When the Group adopted AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities in 2019, the application of these standards was still evolving. During 2020, subject to further consideration and discussions with staff from the Australian Accounting Standards Board, the Group reassessed its accounting treatment of termination for convenience clauses. As a result, the Group concluded that such clauses give rise to a financial liability in the form of a refund obligation, as the Group has no practical ability to avoid the grantor or customer exercising the clause.

### Impact of change

#### *Contracts accounted for under AASB 1058 with a termination for convenience clause*

For contracts accounted for under AASB 1058, income was previously recognised on receipt or right to receive payment. The change in accounting treatment to recognise the refund obligation resulted in the following financial impacts:

- Decrease to 2019 opening retained earnings of \$104.284 million, and a corresponding increase in 2019 opening refund obligations of \$104.284 million, relating to income recognised in the years prior to 1 January 2019 that has now been recognised as a refund obligation.
- Decrease in income of \$30.781 million (Notes 3 - 7), for the year ended 31 December 2019 and a corresponding increase in refund obligations as at 31 December 2019, relating to income previously recognised in 2019 that has now been recognised as a refund obligation.
- Recognition of refund obligations of \$135.065 million as at 31 December 2019 (Note 22).

#### *Contracts accounted for under AASB 15 with a termination for convenience clause*

For contracts accounted for under AASB 15 where the University has not satisfied all the performance obligations, the unspent amount was previously reported as a contract liability. Where such contracts include a termination for convenience clause, the Group has determined that the refund obligation replaces the contract liability. This has resulted in a reclassification of \$10.679 million from contract liabilities (Note 21) to refund obligation (Note 22) as at 31 December 2019.

Restatement	2019 Effect \$'000
Opening retained earnings (refund obligations) – 1 January 2019	(104,284)
Reduction in income – year ended 31 December 2019	(30,781)
Closing retained earnings (refund liability) – 31 December 2019	(135,065)

The table below presents the amounts by which the financial performance and financial position are affected for the year ended 31 December 2019, as a result of the change in accounting treatment for termination for convenience clauses.

	Note	Consolidated		
		As Previously Reported 2019 \$'000	As adjusted 2019 \$'000	Effect of Change 2019 \$'000
<b>Impacts on financial performance</b>				
<b>Revenue and income from continuing operations</b>				
<b>Australian Government financial assistance</b>				
– Australian Government grants	3	772,417	745,334	(27,083)
State and Local Government financial assistance	4	39,483	38,775	(708)
Fees and charges	5	1,107,427	1,107,425	(2)
Investment revenue	6	226,809	226,608	(201)
Consultancy and contracts		123,558	122,497	(1,061)
Other revenue	7	218,100	216,374	(1,726)
<b>Total revenue and income from continuing operations</b>		<b>2,927,232</b>	<b>2,896,451</b>	<b>(30,781)</b>
<b>Net result</b>		<b>348,474</b>	<b>317,693</b>	<b>(30,781)</b>
<b>Impacts on financial position</b>				
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Contract and other liabilities	21	235,576	224,897	(10,679)
Other financial liabilities	22	33,061	178,805	145,744
<b>Total current liabilities</b>		<b>715,586</b>	<b>850,651</b>	<b>135,065</b>
<b>TOTAL LIABILITIES</b>		<b>2,098,336</b>	<b>2,233,401</b>	<b>135,065</b>
<b>NET ASSETS</b>		<b>6,855,512</b>	<b>6,720,447</b>	<b>(135,065)</b>
<b>EQUITY</b>				
Retained surplus		2,208,881	2,073,816	(135,065)
<b>TOTAL EQUITY</b>		<b>6,855,512</b>	<b>6,720,447</b>	<b>(135,065)</b>

*This table is an extract of the relevant line items in the financial statements and therefore does not add downwards*

## Note 1 Statement of significant accounting policies (cont'd)

### 1.6 COVID-19 pandemic

In March 2020, the Coronavirus (COVID-19) was declared a global pandemic. To slow the spread of the virus, public health measures were imposed across the world and in Australia. The pandemic has had a significant impact on the Higher Education sector with impacts to face to face teaching and student numbers as a result of domestic and international travel restrictions.

These impacts had a significant impact on the Group's financial performance for 2020. Income was lower than expected, in particular international student revenue and commercial income. Additional costs were also incurred including student support grants.

Measures were implemented to reduce costs and activity and were successful in mitigating the financial impacts.

#### *COVID-19 Basis of preparation*

The Group has a strong financial position and a robust financial framework. Considering all available information and the potential impacts of COVID-19, the Group has concluded it is appropriate to prepare its financial statements on a going concern basis. The below section outlines the significant financial statement balances impacted by COVID-19.

#### *COVID-19 Significant accounting judgements, estimates and assumptions*

Other financial assets - Investments in managed unit trusts are measured at fair value. The current impact of the pandemic on financial markets is factored into the fair value at reporting date with sensitivity analysis disclosed in Note 29 Financial risk management.

Property, plant and equipment - The Group engaged Colliers International to value property, plant and equipment, and the impact of COVID-19 has been taken into consideration in the valuation provided.

Trade receivables - Assessing the impact of COVID-19 on the Groups receivables shows the collectability of receivables hasn't deteriorated, even though our customer base has been impacted by domestic and global restrictions. Our customer base largely comprises Government, fee-paying students and industry partners. Appropriate plans and actions have been put in place by the Group to assist customers and students with payment options if they have been affected by COVID-19.

The Group has assessed the credit quality of trade receivables as a result of the COVID-19 pandemic and in doing so reassessed the inputs to the provision matrix used to calculate expected credit losses. The provision matrix includes inputs that reflect the current economic environment and as a result, the known economic impact of COVID-19 has been factored into the calculation. This has resulted in a greater percentage of receivables provided for, however overall a lesser provision, due to a lower trade receivables balance at the reporting date.

Provisions - A provision has been raised at the reporting date mainly relating to the voluntary redundancy program where there is a detailed formal plan that has been communicated to the individuals affected.

### 1.7 Application of new and revised accounting standards and interpretations

#### *New and revised accounting standards and interpretations that are mandatory for the current year*

In the current year, the Group adopted all new and revised standards and interpretations issued by the Australian Accounting Standards Board effective for the current reporting period.

#### *Application of AASB 1059 Service Concession Arrangements: Grantors*

AASB 1059 Service Concession Arrangements: Grantors was adopted from 1 January 2020. There are no other new or revised standards and interpretations adopted materially affecting the reported results or financial position.

#### *What has changed?*

The Standard addresses the accounting for service concession arrangements by a grantor who is a public sector entity, by prescribing the accounting for the arrangement from the grantor's perspective.

A service concession arrangement is a contract between a grantor (public sector entity) and an operator in which the operator has a right of access to an asset or group of assets to provide public services on behalf of the grantor for a period of time, and where the operator manages at least some of those services under its own discretion. The standard requires the grantor to recognise a service concession asset, and corresponding liability when the grantor controls the underlying asset. The grantor controls the underlying asset if, and only if:

- a) The grantor controls or regulates what services the operator must provide with the asset, to whom, and at what price; and
- b) The grantor controls, through ownership, beneficial entitlement or otherwise, any significant residual interest in the asset at the end of the arrangement.

Prior to 1 January 2019, service concession assets were not recognised as assets until ownership passed to the University at the expiry of the relevant arrangement. The new accounting policies are set out in the following notes and provide further details of the change:

- Fees and charges (Note 5)
- Property, plant and equipment (Note 16)
- Contract and other liabilities (Note 21)

See Note 16.c for details of the University's Service Concession Arrangements.

#### Impact of change

In line with requirements of the standard, the Group has applied the transitional provisions of AASB 1059 and applied a standard retrospective approach in accordance with AASB 1059.C3(b) from the date of initial application. The date of initial application is the beginning of the earliest reporting period for which comparative information is presented, i.e., 1 January 2019. The Group has:

- Measured the cost of service concession assets at fair value (current replacement cost) at 1 January 2019. (Note 16)
- Measured financial liabilities (Note 21) for:
  - service concession arrangements at fair value at 1 January 2019.
  - the unearned portion of revenue from the receipt of an asset under the grant of a right to the operator model at the fair value (current replacement cost) of the asset at 1 January 2019, adjusted to reflect the remaining period of the arrangement, less any related financial liabilities measured.
  - the unearned portion of revenue arising from the receipt of additional consideration from the operator for access to an existing asset of the grantor that has been reclassified as a service concession asset at the proceeds received, adjusted to reflect the remaining period of the service concession arrangement.
- Recognised net adjustments to the opening balance of retained earnings at 1 January 2019.

As a result of the application of AASB 1059 the financial performance and the financial position of the Group is impacted by:

		Consolidated	
	Note	2020 \$'000	2019 \$'000
<b>Impacts on financial performance</b>			
Fees and charges	5	4,175	2,510
Depreciation and amortisation	16, 17	3,209	2,385
<b>Total impact on financial performance</b>		<b>966</b>	<b>125</b>
<b>Impacts on financial position</b>			
Property, plant and equipment	16	192,258	195,646
Contract and other liabilities (Current)	21	4,175	4,175
Contract and other liabilities (Non-current)	21	143,578	147,753
Reserves	23	35,882	36,062
Retained surplus		7,657	7,531
<b>Total impact on financial position</b>		<b>966</b>	<b>125</b>

#### New and revised accounting standards and interpretations to be applied in future reporting periods

At the date of this report, amendments to accounting standards and interpretations have been published that are not mandatory for the financial year ended 31 December 2020. Application is not expected to result in material changes to the Group's future financial reports.

# HOW THE UNIVERSITY IS FUNDED

This section outlines the Group's major revenue and income categories. At a glance for 2020 these are:



\* Australian Government funding is inclusive of higher education loan programs.

## Note 2 Disaggregation of revenue and income

The Group monitors its financial performance using two financial measures, the 'underlying result' and 'underlying EBITDA'. Both measures reflect the capacity of the Group to live within its means, by removing items that distort core operating performance from the accounting result. A description of both measures can be found in the financial summary section of the Annual Report.

The measures provide a safeguard against unexpected adverse events, ensure no cross subsidisation of operations from investments and allow management to assess current year performance consistently compared with prior years.

Management assesses performance of revenue and income in three categories which broadly align to the University's strategy. These are Teaching and Learning, Research and Other. The table below provides a breakdown of revenue and income reported in the Financial Statements against the three categories.

	Note	Consolidated			Total \$'000
		Teaching and Learning \$'000	Research \$'000	Other \$'000	
<b>2020</b>					
Australian Government financial assistance	3	598,946	392,713	52,589	1,044,248
HECS-HELP - student payments		31,656	-	-	31,656
State and Local Government financial assistance	4	4,349	31,804	20,281	56,434
Fees and Charges	5	931,786	9,865	60,612	1,002,263
Other revenue	7	508	186,926	69,862	257,296
Consultancy and contracts		851	84,761	40,302	125,914
Other		-	-	170,658	170,658
<b>Total revenue and income from continuing operations</b>		<b>1,568,096</b>	<b>706,069</b>	<b>414,304</b>	<b>2,688,469</b>
The revenue and income streams above are accounted for as follows:					
Total revenue from contracts with customers		1,563,747	300,935	176,404	2,041,086
Total income of not-for-profit entities		4,349	405,134	51,902	461,385
Income from leasing and service concessions		-	-	15,340	15,340
Other		-	-	170,658	170,658
<b>Total revenue and income from continuing operations</b>		<b>1,568,096</b>	<b>706,069</b>	<b>414,304</b>	<b>2,688,469</b>
<b>2019</b>					
Australian Government financial assistance	3	566,976	462,263	4,328	1,033,567
HECS-HELP - student payments		31,139	-	-	31,139
State and Local Government financial assistance	4	887	28,754	9,134	38,775
Fees and Charges	5	1,008,926	11,462	89,547	1,109,935
Other revenue	7	850	127,912	87,612	216,374
Consultancy and contracts		9,998	104,694	7,805	122,497
Other		-	-	346,872	346,872
<b>Total revenue and income from continuing operations</b>		<b>1,618,776</b>	<b>735,085</b>	<b>545,298</b>	<b>2,899,159</b>
The revenue and income streams above are accounted for as follows:					
Total revenue from contracts with customers		1,617,890	232,276	100,245	1,950,411
Total income of not-for-profit entities		886	502,809	82,794	586,489
Income from leasing and service concessions		-	-	15,387	15,387
Other		-	-	346,872	346,872
<b>Total revenue and income from continuing operations</b>		<b>1,618,776</b>	<b>735,085</b>	<b>545,298</b>	<b>2,899,159</b>

## Note 3 Australian Government financial assistance

	Note	Consolidated		University	
		2020 \$'000	2019 Restated \$'000	2020 \$'000	2019 Restated \$'000
Commonwealth Grant Scheme and other grants	34.a	313,760	307,316	313,760	307,316
Higher Education Loan Programs	34.b	295,083	288,233	295,083	288,233
Education research	34.c	198,889	204,491	198,889	204,491
Capital funding	34.e	2,888	1,841	2,888	1,841
Australian Research Council	34.f	52,720	55,287	52,720	55,287
Other Australian Government financial assistance		180,908	176,399	180,908	176,449
<b>Total Australian Government financial assistance</b>		<b>1,044,248</b>	<b>1,033,567</b>	<b>1,044,248</b>	<b>1,033,617</b>

### Key estimates and judgements

Significant judgement is applied to assess if a grant or contract is enforceable and contains sufficiently specific performance obligations. The table below outlines the circumstances that must exist for consideration to be recognised as revenue from a contract with a customer.

Where grants or contracts are recognised over time, the input method of costs incurred-to-date will be used to measure progress towards satisfaction of the performance obligation. The nature of the product or service and its satisfaction is directly related to the expert knowledge used to produce the product or provide the service. Costs incurred-to-date mainly comprise of employee related expenditure accordingly, this is the best measure of the transfer of control over the product or service.

### Accounting policy

Revenue is measured at the amount of consideration to which the Group expects to be entitled to in exchange for transferring promised products or services to a customer. Specific revenue recognition criteria are set out below.

Revenue Type	Performance obligation	Timing of satisfaction
Commonwealth Grant Scheme and Higher Education Loan Programs	Provision of education services.	Over time, as the student receives and consumes the educational services.
Education research	None	On receipt or right to receive payment in accordance with AASB 1058. Where the agreement contains a termination for convenience clause, the unspent funding is recognised as a financial liability in the form of a refund obligation, with income recognised once the related expenditure has been incurred.
Capital funding	To acquire or construct a non-financial asset. Typically we receive capital funding to construct buildings for example, educational facilities.	Over time, as the building or facility is constructed. Income is recognised to the extent of costs incurred-to-date because the costs of construction are the best measure of the stage of completion of the building.
Australian Research Council and NHMRC (included in Other Australian financial assistance)	None	These contracts contain termination for convenience clauses. On receipt or right to receive payment, the unspent funding is recognised as a financial liability in the form of a refund obligation, with income recognised once the related expenditure has been incurred.
Other grants / Australian Government financial assistance	If the below facts and circumstances exist, these categories meet the criteria to be recognised as a contract with a customer. Otherwise, they are recognised on receipt or right to receive payment.	
	Provision of a final product. For example, a conceptual framework with measures or an evaluation report containing data and recommendations.	At the point-in-time when the final product is delivered. Where the customer controls the benefit throughout the agreement term, the revenue will be recognised over time as the service is provided.
	Provision of a specific number of internships with an industry partner.	At the point-in-time when each internship is completed. Transaction price is the amount agreed with the customer for each internship.
	Delivery of services directly to the public, on behalf of the customer.	Over time as the service is delivered.
	Provision of a non-exclusive license or IP for the knowledge created by the service.	Where the customer controls the benefit throughout the agreement term, the revenue will be recognised over time as the service is provided.  If the benefit transfers at a point-in-time the revenue and associated costs will be recognised at that point-in-time.

## Note 4 State and Local Government financial assistance

	Consolidated		University	
	2020	2019 Restated	2020	2019 Restated
	\$'000	\$'000	\$'000	\$'000
Non-capital research	43,874	30,455	43,874	30,455
Non-capital other	9,760	8,320	9,760	8,320
Capital	2,800	-	2,800	-
<b>Total State and Local Government financial assistance</b>	<b>56,434</b>	<b>38,775</b>	<b>56,434</b>	<b>38,775</b>

### Key estimates and judgements

State and Local Government financial assistance is measured and recognised in accordance with the policy and judgements set out in the other grants section of Note 3.

## Note 5 Fees and charges

	Note	Consolidated		University	
		2020	2019 Restated	2020	2019 Restated
		\$'000	\$'000	\$'000	\$'000
<b>Course fees and charges</b>					
Fee-paying onshore overseas students		845,593	904,733	845,593	904,733
Continuing education *		1,664	1,851	1,664	1,810
Fee-paying domestic postgraduate students *		62,822	62,669	48,022	44,616
Fee-paying domestic undergraduate students *		778	1,505	778	1,505
Other domestic course fees and charges		14,318	28,439	3,518	4,596
Sundry fees		6,700	16,152	6,700	16,152
<b>Total course fees and charges</b>		<b>931,875</b>	<b>1,015,349</b>	<b>906,275</b>	<b>973,412</b>
<b>Other non-course fees and charges</b>					
Student services and amenities fees from students	34.h	1,510	5,812	1,510	5,812
Parking fees		2,324	6,329	2,324	6,329
Rent and use of facilities		11,304	18,169	9,595	15,234
Student accommodation		12,240	16,117	12,240	16,117
Testing services		4,351	4,910	4,351	4,910
Veterinary services		12,126	12,851	12,126	12,851
Other		26,533	30,398	27,297	32,855
<b>Total other non-course fees and charges</b>		<b>70,388</b>	<b>94,586</b>	<b>69,443</b>	<b>94,108</b>
<b>Total fees and charges</b>		<b>1,002,263</b>	<b>1,109,935</b>	<b>975,718</b>	<b>1,067,520</b>

\* Course fees and charges exclude FEE-HELP payments which are disclosed in Note 3 and Note 34.b.

### Key estimates and judgements

The existence of a sufficiently specific performance obligation, when it is satisfied and the amount of revenue to be allocated to each performance obligation involves significant judgement. The accounting policy below outlines the material performance obligations and, how and when these are satisfied.

### Accounting policy

Course fees and charges revenue is recognised as the course is delivered to the student and is measured as the amount the Group expects to be entitled to. Any fee waivers are recognised as a reduction in the amount of revenue recognised. Where revenue has been received for programs or services to be delivered in the following year, these amounts are deferred as a contract liability.

Other non-course fees and charges are recognised as the service is delivered to the student or the public. For example, rent and student accommodation revenue are recognised as the Group provides the accommodation or use of space to the student or the public.

### Operating leases as lessor

When the Group is a lessor, a lease is classified as an operating lease when it does not transfer substantially all of the risks and rewards incidental to ownership of the underlying asset. Indicators such as whether the lease is for the major part of the economic life of the asset are considered as part of this assessment. Payments received under operating leases are recognised as income on a straight-line basis over the lease term, and form part of the line item called rent and use of facilities.

### Student accommodation

The Group entered into a number of arrangements with the private sector for the provision of student accommodation with terms between 38 and 42 years, these are recognised as Service Concession Arrangements. Student accommodation includes revenue recognised in accordance with the grant of right to operate model of Service Concession Arrangements.

## Note 6 Investment revenue and other investment income

	Consolidated		University	
	2020 \$'000	2019 Restated \$'000	2020 \$'000	2019 Restated \$'000
<b>Investment revenue</b>				
Interest	10,462	17,934	10,365	17,711
Dividends	106,484	206,852	102,467	201,924
Other investment revenue	1,738	1,822	1,738	1,822
<b>Total investment revenue</b>	<b>118,684</b>	<b>226,608</b>	<b>114,570</b>	<b>221,457</b>
<b>Other investment income</b>				
Gain on financial assets and liabilities at fair value through profit or loss	55,517	115,620	55,517	115,620
<b>Total other investment income</b>	<b>55,517</b>	<b>115,620</b>	<b>55,517</b>	<b>115,620</b>
<b>Total investment revenue and other investment income</b>	<b>174,201</b>	<b>342,228</b>	<b>170,087</b>	<b>337,077</b>

In 2020 total interest comprised \$8.756 million (2019: \$13.002 million) for financial assets at amortised cost and \$1.691 million (2019:\$5.133 million) for financial assets at fair value through profit or loss.

### Accounting policy

Revenue Type	Recognition
Interest	Recognised taking into account the effective interest rates applicable to the financial assets.
Dividends	Recognised when the Group has the right to receive payment.
Gain/(loss) on financial assets and liabilities at fair value through profit or loss	Comprised of changes in fair value of the Group's investments in managed unit trusts (refer Note 14) and derivative financial assets and liabilities that are held for trading (refer Notes 14 and 22).

## Note 7 Other revenue

	Consolidated		University	
	2020	2019 Restated	2020	2019 Restated
	\$'000	\$'000	\$'000	\$'000
Donations and bequests	99,705	68,353	106,692	67,607
Non-government grants	133,645	90,711	133,636	90,778
Commercial sales	8,100	31,912	7,440	30,900
Royalties, trademarks and licences	4,537	3,624	4,537	3,624
Other revenue	11,309	21,774	11,288	23,671
<b>Total other revenue</b>	<b>257,296</b>	<b>216,374</b>	<b>263,593</b>	<b>216,580</b>

### Key estimates and judgements

The existence of a sufficiently specific performance obligation, when it is satisfied and the amount of revenue to be allocated to it involves significant judgement. The accounting policy below outlines the material performance obligations, how and when these are satisfied.

### Accounting policy

Revenue Type	Performance obligation	Timing of satisfaction
Donations and bequests	None	Recognised on receipt, when there are no sufficiently specific performance obligations or it cannot be identified when the obligation is satisfied. Typically, the stated purpose of the gift is not specific enough for the requirements of the standard. In the rare circumstance where a gift has a sufficiently specific performance obligation, revenue is recognised when or as the obligation is satisfied. Where the agreement contains a terminate for convenience clause, the unspent funding is recognised as a financial liability, with revenue recognised once the related expenditure has been incurred.
Non-government grants	The accounting policy and judgements are the same as Other Grants in Note 3.	
Commercial sales	Provision of theatre productions	At a point-in-time, when the production has been delivered.
	Provision of fitness services	Evenly throughout the period of providing access to the fitness centre, given the inputs are expended evenly throughout the period. The customer receives access to the centre as it is provided.
Other Revenue	Provision of childcare services	Evenly throughout the period of providing care to the child, given the inputs are expended evenly throughout the period. The child receives the care as it is provided.

# COMPOSITION OF EXPENDITURE

This section outlines the Group's major expenditure categories. At a glance for 2020 these are:



## Note 8 Employee related expenses

	Consolidated		University	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
<b>Academic</b>				
Salaries	660,613	615,616	651,065	606,047
Contributions to superannuation and pension schemes	94,012	88,632	93,174	87,762
Payroll tax	35,431	33,405	34,874	32,862
Long service leave	18,075	21,798	17,793	21,398
Annual leave	52,481	50,864	52,584	50,756
Other	14,564	5,957	14,518	5,951
<b>Total academic</b>	<b>875,176</b>	<b>816,272</b>	<b>864,008</b>	<b>804,776</b>
<b>Professional</b>				
Salaries	477,407	465,689	461,973	442,793
Contributions to superannuation and pension schemes	66,871	62,046	65,392	59,816
Payroll tax	25,350	24,322	24,406	22,972
Long service leave	14,651	16,309	14,414	16,090
Annual leave	44,141	40,518	43,681	40,385
Other	24,126	8,988	21,068	2,525
<b>Total professional</b>	<b>652,546</b>	<b>617,872</b>	<b>630,934</b>	<b>584,581</b>
<b>Total employee related expenses</b>	<b>1,527,722</b>	<b>1,434,144</b>	<b>1,494,942</b>	<b>1,389,357</b>
<b>Employee numbers</b>				
Full-time equivalent staff numbers (excluding casual staff)	<b>8,364</b>	<b>8,475</b>	<b>8,199</b>	<b>8,287</b>

### Accounting policy

Employee benefits are expensed as the related service is provided. Other includes termination payments made or provided for in 2020.

## Note 9 Impairment of assets

	Consolidated		University	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Impairment of receivables	(3,012)	6,350	(3,014)	6,395
Other impairment losses	357	3,782	357	3,782
<b>Total impairment of assets</b>	<b>(2,655)</b>	<b>10,132</b>	<b>(2,657)</b>	<b>10,177</b>

## Note 9 Impairment of assets (cont'd)

### Key estimates and judgements

The Group assesses impairment at each reporting date by evaluating conditions that may lead to impairment of assets. Where an impairment trigger exists, the recoverable amount of the asset is determined. The recoverable amount is the greater of value in use and fair value less costs to sell.

Where there is a clear impairment trigger for specific receivables these are recognised in the allowance for doubtful debts for trade receivables. The Group applies the simplified approach to estimate the allowance for doubtful debts for the remainder of trade receivables. The Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime expected credit losses at each reporting date. An expected credit loss (ECL) matrix is prepared incorporating debtor carrying amounts by days past due, with respective historical write-off rates and forward looking rates.

Application of the simplified approach to calculating ECLs requires significant judgement. The Group uses judgement in selecting the inputs to the ECL calculation, based on the Group's past history, existing market conditions and forward looking estimates at the end of each reporting period, specific to the debtors and the economic environment.

The simplified approach cannot be applied to loans to subsidiaries therefore, the general approach is used.

## Note 10 Loss/(gain) on disposal of assets

	Consolidated		University	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Carrying amount of disposed assets	401	421	279	421
Proceeds from sale of assets	(352)	(223)	(352)	(223)
<b>Net loss/(gain) on disposal of assets</b>	<b>49</b>	<b>198</b>	<b>(73)</b>	<b>198</b>

### Accounting policy

Property, plant and equipment, and intangible assets are derecognised when disposed of, or when their use is no longer expected to produce future economic benefits. Any gain or loss on disposal is recognised in the Income Statement.

## Note 11 Other expenses

	Consolidated		University	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Scholarships, grants and prizes	166,033	196,065	182,049	209,729
Non-capitalised equipment	17,681	26,413	17,681	26,413
Advertising, marketing and promotional expenses	10,606	19,224	9,343	17,057
Computer software and services	50,142	49,510	48,338	47,963
Consumable materials	45,500	63,288	52,575	63,083
Contracted and professional services	250,925	290,854	245,239	294,979
Student support	73,849	5,071	73,849	5,071
Rent/hire costs	6,590	13,405	6,345	13,186
Travel, staff development and training	13,334	70,901	13,054	68,766
Utilities and services	58,886	69,819	58,280	69,079
Contract termination fee	33,702	-	33,702	-
Other expenses	44,686	64,488	35,216	55,783
<b>Total other expenses</b>	<b>771,934</b>	<b>869,038</b>	<b>775,671</b>	<b>871,109</b>

### Accounting policy

Other expenses are recognised on an accruals basis.

# ASSETS

Assets are controlled by the Group from which future economic benefits are expected to be realised. Assets held by the Group at reporting date are:



## Note 12 Cash and cash equivalents

	Consolidated		University	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Cash at bank and on hand	351,492	487,425	341,277	467,347
Deposits at call/term deposits	470,325	408,332	470,325	408,331
<b>Total cash and cash equivalents</b>	<b>821,817</b>	<b>895,757</b>	<b>811,602</b>	<b>875,678</b>

### Accounting policy

Cash and cash equivalents include cash on hand and at bank, cash held within the investment portfolio, at-call deposits and bank bills with a maturity of 90 days or less. Any bank overdrafts are shown as a current liability within borrowings.

## Note 13 Receivables and contract assets

	Consolidated		University	
	2020 \$'000	2019 Restated \$'000	2020 \$'000	2019 Restated \$'000
<b>Current</b>				
Trade receivables	104,512	124,868	101,564	124,822
Contract assets	325	6,665	-	6,665
Less allowance for impaired receivables and contract assets	(4,170)	(7,894)	(4,170)	(7,891)
Deferred Government contribution for superannuation	7,700	8,892	7,700	8,892
Other receivables	44,514	64,864	44,389	64,636
<b>Total current receivables and contract assets</b>	<b>152,881</b>	<b>197,395</b>	<b>149,483</b>	<b>197,124</b>
<b>Non-current</b>				
Deferred Government contribution for superannuation	99,822	98,740	99,822	98,740
<b>Total non-current receivables and contract assets</b>	<b>99,822</b>	<b>98,740</b>	<b>99,822</b>	<b>98,740</b>
<b>Total receivables and contract assets</b>	<b>252,703</b>	<b>296,135</b>	<b>249,305</b>	<b>295,864</b>

## Note 13 Receivables and contract assets (cont'd)

### Allowance for impaired receivables and contract assets

The movement in the allowance for impaired receivables and contract assets during the year was as follows:

	Consolidated		University	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
<b>Movement in allowance for impaired receivables and contract assets</b>				
<b>Balance as at 1 January</b>	<b>7,894</b>	<b>6,277</b>	<b>7,891</b>	<b>6,152</b>
Provision for expected credit losses and specific bad debts	(3,564)	6,174	(3,564)	6,247
Write off	(160)	(4,557)	(157)	(4,508)
<b>Balance at 31 December</b>	<b>4,170</b>	<b>7,894</b>	<b>4,170</b>	<b>7,891</b>

### Interest rate and credit risk

The Group's receivables and contract assets are non-interest bearing. The table below provides information about the credit risk exposure on the Group's receivables and contract assets using a provision matrix. Refer to Note 29 for further information on credit risk.

	Not past due \$'000	Past due 1-30 days \$'000	Past due 31-60 days \$'000	Past due 61-90 days \$'000	Past due 91-120 days \$'000	Past due 121 days + \$'000	Total \$'000
<b>Consolidated - 2020</b>							
Expected credit loss rate	1.30%	1.34%	1.33%	1.40%	1.36%	20.25%	
Gross carrying amount	89,832	5,334	1,457	1,055	879	8,157	106,714
Expected credit loss balance	1,168	71	19	15	12	1,652	2,937
Additional specific provisions	-	50	18	7	90	1,068	1,233
<b>Total expected credit loss including specific provisions</b>	<b>1,168</b>	<b>121</b>	<b>37</b>	<b>22</b>	<b>102</b>	<b>2,720</b>	<b>4,170</b>

	Not past due \$'000	Past due 1-30 days \$'000	Past due 31-60 days \$'000	Past due 61-90 days \$'000	Past due 91-120 days \$'000	Past due 121 days + \$'000	Total \$'000
<b>Consolidated - 2019</b>							
Expected credit loss rate	0.40%	0.37%	0.40%	0.42%	0.53%	6.27%	
Gross carrying amount	103,770	6,411	4,631	1,279	3,372	12,286	131,749
Expected credit loss balance	415	24	19	5	18	770	1,251
Additional specific provisions	65	182	1,332	69	40	4,955	6,643
<b>Total expected credit loss including specific provisions</b>	<b>480</b>	<b>206</b>	<b>1,351</b>	<b>74</b>	<b>58</b>	<b>5,725</b>	<b>7,894</b>

## **Accounting policy**

### ***Trade receivables***

These are recognised at their consideration less any provision for impairment. Trade receivables are generally due for settlement within 30 days of the end of the month of invoice. Cash flows relating to short-term receivables are not discounted as the effect of discounting is immaterial.

### ***Contract assets***

A contract asset is the Group's right to consideration, for the performance obligations it has satisfied, when that right is conditional on something other than the passage of time. The difference between a receivable and contract asset is whether it is conditional or unconditional. Typically, this occurs where the right to consideration is based on an agreed payment schedule. In this case a contract asset is recognised when the performance obligation is satisfied however the right to consideration per the payment schedule is in the future. For example, graduation services are delivered in December however, consideration is not due until after the reporting date.

The typical timing of receipts or the right to a receivable is in advance of providing the service. Consideration for the provision of educational services, ancillary services, such as fitness, childcare, student accommodation and theatre, is received in advance of providing the service. Additionally, grants and contracts are typically received in instalments with the first instalment due when the contract is signed accordingly, a portion of the consideration is received or receivable prior to commencing the service, resulting in a contract liability.

### ***Allowance for impaired receivables and contract assets***

Refer to Note 9 for details of the Group's impairment policy.

### ***Deferred Government contributions for superannuation***

The Group has a number of employees who are members of the State Employees Retirement Benefits Scheme and the State Superannuation Fund administered by the Government Superannuation Office. These schemes are state super schemes and are not available to future University employees. Funding to meet payments incurred will be provided to the University of Melbourne by the Australian Government. The cost is shared between the State of Victoria and the Australian Government under the *States Grants (General Revenue) Amendment Act 1987*. The Group's obligation is limited to what is required to be paid for that year. This is refunded from the Australian Government on an emerging cost basis.

At 31 December 2020, the State Superannuation Fund was carrying total liabilities for member benefits greater than the value of the net market value of the plan's assets, based on an actuarial valuation. As a result an unfunded superannuation liability exists and is recognised in the financial statements of the Scheme. The Group recognises a receivable from the Australian Government in respect of unfunded superannuation schemes operated by the State Government, which offsets the deferred Government superannuation present obligation recognised in the financial statements. As at 31 December 2020 the Group's total unfunded superannuation liability determined by the Victorian Government Superannuation Office amounted to \$107.522 million (2019: \$107.632 million). Refer to Note 20 for the liability recorded. The increase/decrease in the asset and liability are disclosed in the Comprehensive Income Statement.

### ***Other receivables***

Other receivables are recognised at fair value and subsequently measured at amortised cost less any provision for impairment. Other receivables include receivables within the investment portfolio, student debt, tax, accrued income and other receivables. Receivables within the investment portfolio are recognised on trade date and student debtors are recognised on the date the student is assessed. Students are assessed at the earliest of the invoice date, due date, and first payment date. Accrued income is recognised when the good or service has been provided but not yet invoiced for transactions that are not contracts with customers.

## Note 14 Other financial assets

	Consolidated		University	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
<b>Current</b>				
Derivative financial asset (held-for-trading)	39,450	13,915	39,450	13,915
<b>Total current other financial assets</b>	<b>39,450</b>	<b>13,915</b>	<b>39,450</b>	<b>13,915</b>
<b>Non-current</b>				
Financial assets at fair value through profit or loss	2,532,215	2,341,590	2,532,215	2,341,590
Financial assets designated at fair value through other comprehensive income	194,441	185,851	72,495	64,993
Investments in subsidiaries	4,544	4,544	20,252	20,252
<b>Total non-current other financial assets</b>	<b>2,731,200</b>	<b>2,531,985</b>	<b>2,624,962</b>	<b>2,426,835</b>
<b>Total other financial assets</b>	<b>2,770,650</b>	<b>2,545,900</b>	<b>2,664,412</b>	<b>2,440,750</b>

### Accounting policy

Classification of financial assets is determined at initial recognition. The classification depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. The business model refers to how the Group manages its financial assets in order to generate cash flows. This determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

#### *Derivative financial assets (held-for-trading)*

Derivative financial assets (held-for-trading) are comprised primarily of FX forwards to assist with foreign currency risk management. These have not been designated a hedging relationship. Derivatives in a positive position at the end of the reporting period are reported as financial assets. Derivative financial assets (held-for-trading) are carried in the Statement of Financial Position at fair value, with net changes in fair value recognised in the Income Statement.

#### *Financial assets at fair value through profit or loss (FVTPL)*

Financial assets at FVTPL consists of the Group's investments in managed unit trusts. These instruments are required to be measured at FVTPL as they are not a basic lending arrangement given the returns are not solely principle and interest.

Purchases and sales of investments are recognised on trade date, the date on which the Group commits to purchase or sell the asset. Financial assets at FVTPL are carried in the Statement of Financial Position at fair value with net changes in fair value recognised in the Income Statement. Financial assets are derecognised when the right to receive cash flows expires or are transferred, and the Group transfers substantially all the risks and rewards of ownership. Upon derecognition the gain or loss is recognised in the Income Statement.

#### *Financial assets designated at fair value through other comprehensive income (FVOCI)*

Financial assets designated at FVOCI consists of the Group's investments in other companies. The interests are classified as equity and the Group irrevocably elected to measure these assets at FVOCI, on the basis that they are not held-for-trading.

Financial assets designated at FVOCI are carried in the Statement of Financial Position at fair value with net changes in fair value recognised in the Comprehensive Income Statement. Gains or losses on these financial assets are never recognised in the Income Statement and are not subject to impairment testing. Dividends are recognised as investment revenue in the Income Statement when the right of payment has been established, except when the Group benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in the Comprehensive Income Statement.

#### *Investments in subsidiaries*

Investments in subsidiaries are carried at fair value. Where a fair value is not readily available, investments are carried at the lower of cost and recoverable amount. There are a number of immaterial subsidiaries that are not consolidated, as such, investments in these entities are not eliminated from the Consolidated entity. Refer to Note 28 for further details.

## Note 15 Other non-financial assets

	Consolidated		University	
	2020 \$'000	2019 Restated \$'000	2020 \$'000	2019 Restated \$'000
<b>Current</b>				
Prepayments	70,838	55,730	70,274	54,893
Other	2,999	2,492	2,989	2,342
<b>Total current other non-financial assets</b>	<b>73,837</b>	<b>58,222</b>	<b>73,263</b>	<b>57,235</b>
<b>Non-current</b>				
Prepayments	3,657	1,661	3,657	1,661
<b>Total non-current other non-financial assets</b>	<b>3,657</b>	<b>1,661</b>	<b>3,657</b>	<b>1,661</b>
<b>Total other non-financial assets</b>	<b>77,494</b>	<b>59,883</b>	<b>76,920</b>	<b>58,896</b>

### Accounting policy

Prepayments are recognised when payment is made in advance of receiving goods or services.

## Note 16 Property, plant and equipment

	Land	Buildings	Library collections	Works of art and other collections
Consolidated	\$'000	\$'000	\$'000	\$'000
<b>At 1 January 2019</b>				
– Cost	-	-	132,204	-
– Valuation	1,467,534	2,391,167	-	352,333
Accumulated depreciation	-	(107,296)	(77,191)	(26)
<b>Net book amount</b>	<b>1,467,534</b>	<b>2,283,871</b>	<b>55,013</b>	<b>352,307</b>
<b>Year ended 31 December 2019</b>				
Opening net book amount	1,467,534	2,283,871	55,013	352,307
Adjustment on initial application of AASB 16	-	-	-	-
Adjustment on initial application of AASB 1059*	(62,024)	(5,670)	-	-
<b>Opening net book amount adjusted</b>	<b>1,405,510</b>	<b>2,278,201</b>	<b>55,013</b>	<b>352,307</b>
Additions	19,100	-	1,453	11,048
Disposals	-	-	(81)	-
Revaluation increment/(decrement)	147,312	210,183	-	2,768
Depreciation	-	(96,271)	(6,208)	-
Transfer from construction in progress	-	288,747	-	-
Write-ups/transfers/(write-offs)	-	22	-	-
<b>Closing net book amount</b>	<b>1,571,922</b>	<b>2,680,882</b>	<b>50,177</b>	<b>366,123</b>
<b>At 31 December 2019</b>				
– Cost	-	-	133,455	-
– Valuation	1,571,922	2,680,882	-	366,123
Accumulated depreciation	-	-	(83,278)	-
<b>Net book amount</b>	<b>1,571,922</b>	<b>2,680,882</b>	<b>50,177</b>	<b>366,123</b>
<b>Year ended 31 December 2020</b>				
Opening net book amount	1,571,922	2,680,882	50,177	366,123
Additions	39,330	27,889	1,385	581
Disposals	-	-	(138)	-
Revaluation increment/(decrement)	174,530	47,659	-	14,595
Depreciation	-	(68,529)	(6,479)	-
Assets classified as held for sale	(38,930)	(1,179)	-	-
Transfer from construction in progress	-	51,395	-	-
Write-ups/transfers/(write-offs)	-	(14)	-	-
<b>Closing net book amount</b>	<b>1,746,852</b>	<b>2,738,103</b>	<b>44,945</b>	<b>381,299</b>
<b>At 31 December 2020</b>				
– Cost	-	-	134,494	-
– Valuation	1,746,852	2,738,103	-	381,299
Accumulated depreciation	-	-	(89,549)	-
<b>Net book amount</b>	<b>1,746,852</b>	<b>2,738,103</b>	<b>44,945</b>	<b>381,299</b>

Plant and equipment	Leasehold property	Leased plant and equipment	Construction in progress	Right-of-use assets	Service Concession assets	Total
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
405,442	91,630	9,907	290,915	-	-	930,098
-	-	-	-	-	-	4,211,034
(336,087)	(30,552)	(8,097)	-	-	-	(559,249)
<b>69,355</b>	<b>61,078</b>	<b>1,810</b>	<b>290,915</b>	-	-	<b>4,581,883</b>
69,355	61,078	1,810	290,915	-	-	4,581,883
-	(40,204)	(1,810)	-	109,831	-	67,817
-	-	-	-	-	193,266	125,572
<b>69,355</b>	<b>20,874</b>	-	<b>290,915</b>	<b>109,831</b>	<b>193,266</b>	<b>4,775,272</b>
27,587	29	-	146,136	3,950	66,571	275,874
(390)	-	-	-	(1,871)	-	(2,342)
-	-	-	-	-	21,928	382,191
(29,572)	(2,821)	-	-	(14,046)	(3,436)	(152,354)
327	9,836	-	(335,386)	-	36,476	-
49	-	-	(278)	-	-	(207)
<b>67,356</b>	<b>27,918</b>	-	<b>101,387</b>	<b>97,864</b>	<b>314,805</b>	<b>5,278,434</b>
401,972	40,047	-	101,387	112,434	-	789,295
-	-	-	-	-	314,805	4,933,732
(334,616)	(12,129)	-	-	(14,570)	-	(444,593)
<b>67,356</b>	<b>27,918</b>	-	<b>101,387</b>	<b>97,864</b>	<b>314,805</b>	<b>5,278,434</b>
67,356	27,918	-	101,387	97,864	314,805	5,278,434
20,549	-	-	294,332	5,851	-	389,917
(287)	(27)	-	-	(219)	-	(671)
-	-	-	-	-	3,342	240,126
(22,379)	(3,594)	-	-	(15,239)	(4,049)	(120,269)
-	-	-	-	-	-	(40,109)
189	2,025	-	(53,609)	-	-	-
54	-	-	(437)	148	-	(249)
<b>65,482</b>	<b>26,322</b>	-	<b>341,673</b>	<b>88,405</b>	<b>314,098</b>	<b>5,747,179</b>
421,169	43,000	-	341,673	117,253	-	1,057,589
-	-	-	-	-	314,098	5,180,352
(355,687)	(16,678)	-	-	(28,848)	-	(490,762)
<b>65,482</b>	<b>26,322</b>	-	<b>341,673</b>	<b>88,405</b>	<b>314,098</b>	<b>5,747,179</b>

## Note 16 Property, plant and equipment (cont'd)

University	Land \$'000	Buildings \$'000	Library collections \$'000	Works of art and other collections \$'000
<b>At 1 January 2019</b>				
– Cost	-	-	132,204	-
– Valuation	1,379,879	2,327,388	-	352,191
Accumulated depreciation	-	(103,867)	(77,191)	-
<b>Net book amount</b>	<b>1,379,879</b>	<b>2,223,521</b>	<b>55,013</b>	<b>352,191</b>
<b>Year ended 31 December 2019</b>				
Opening net book amount	1,379,879	2,223,521	55,013	352,191
Adjustment on initial application of AASB 16	-	-	-	-
Adjustment on initial application of AASB 1059*	(62,024)	(5,670)	-	-
<b>Opening net book amount adjusted</b>	<b>1,317,855</b>	<b>2,217,851</b>	<b>55,013</b>	<b>352,191</b>
Additions	19,100	-	1,452	11,048
Disposals	-	-	(81)	-
Revaluation increment/(decrement)	118,112	208,549	-	2,769
Depreciation	-	(93,446)	(6,208)	-
Transfer from construction in progress	-	288,660	-	-
Write-ups/transfers/(write-offs)	-	22	-	-
<b>Closing net book amount</b>	<b>1,455,067</b>	<b>2,621,636</b>	<b>50,176</b>	<b>366,008</b>
<b>At 31 December 2019</b>				
– Cost	-	-	133,454	-
– Valuation	1,455,067	2,621,636	-	366,008
Accumulated depreciation	-	-	(83,278)	-
<b>Net book amount</b>	<b>1,455,067</b>	<b>2,621,636</b>	<b>50,176</b>	<b>366,008</b>
<b>Year ended 31 December 2020</b>				
Opening net book amount	1,455,067	2,621,636	50,176	366,008
Additions	39,329	27,877	1,385	580
Disposals	-	-	(138)	-
Revaluation increment/(decrement)	156,461	49,757	-	14,595
Depreciation	-	(66,060)	(6,479)	-
Transfer from construction in progress	-	51,393	-	-
Write-ups/transfers/(write-offs)	-	-	-	-
<b>Closing net book amount</b>	<b>1,650,857</b>	<b>2,684,603</b>	<b>44,944</b>	<b>381,183</b>
<b>At 31 December 2020</b>				
– Cost	-	-	134,494	-
– Valuation	1,650,857	2,684,603	-	381,183
Accumulated depreciation	-	-	(89,550)	-
<b>Net book amount</b>	<b>1,650,857</b>	<b>2,684,603</b>	<b>44,944</b>	<b>381,183</b>

\* Refer to Note 1.7 for details of the impact of the initial application of AASB 1059

Plant and equipment	Leasehold property	Leased plant and equipment	Construction in progress	Right-of-use assets	Service Concession assets	Total
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
389,212	91,585	6,287	289,850	-	-	909,138
-	-	-	-	-	-	4,059,458
(326,687)	(30,538)	(6,287)	-	-	-	(544,570)
<b>62,525</b>	<b>61,047</b>	-	<b>289,850</b>	-	-	<b>4,424,026</b>
62,525	61,047	-	289,850	-	-	4,424,026
-	(40,204)	-	-	108,021	-	67,817
-	-	-	-	-	193,266	125,572
<b>62,525</b>	<b>20,843</b>	-	<b>289,850</b>	<b>108,021</b>	<b>193,266</b>	<b>4,617,415</b>
27,502	29	-	145,861	3,437	66,571	275,000
(341)	-	-	-	(1,464)	-	(1,886)
-	-	-	-	-	21,928	351,358
(28,747)	(2,818)	-	-	(13,480)	(3,436)	(148,135)
-	9,836	-	(334,972)	-	36,476	-
-	-	-	-	-	-	22
<b>60,939</b>	<b>27,890</b>	-	<b>100,739</b>	<b>96,514</b>	<b>314,805</b>	<b>5,093,774</b>
390,303	40,003	6,287	100,739	109,887	-	780,673
-	-	-	-	-	314,805	4,757,516
(329,364)	(12,113)	(6,287)	-	(13,373)	-	(444,415)
<b>60,939</b>	<b>27,890</b>	-	<b>100,739</b>	<b>96,514</b>	<b>314,805</b>	<b>5,093,774</b>
60,939	27,890	-	100,739	96,514	314,805	5,093,774
20,549	-	-	294,332	5,763	-	389,815
(141)	-	-	-	(72)	-	(351)
-	-	-	-	-	3,342	224,155
(21,587)	(3,593)	-	-	(14,723)	(4,049)	(116,491)
-	2,025	-	(53,418)	-	-	-
-	-	-	(4)	-	-	(4)
<b>59,760</b>	<b>26,322</b>	-	<b>341,649</b>	<b>87,482</b>	<b>314,098</b>	<b>5,590,898</b>
409,459	43,000	-	341,649	114,771	-	1,043,373
-	-	-	-	-	314,098	5,030,741
(349,699)	(16,678)	-	-	(27,289)	-	(483,216)
<b>59,760</b>	<b>26,322</b>	-	<b>341,649</b>	<b>87,482</b>	<b>314,098</b>	<b>5,590,898</b>

## Note 16 Property, plant and equipment (cont'd)

### Key estimates and judgements

#### Depreciation and amortisation

The estimation of useful lives, residual value, depreciation and amortisation methods require significant judgement and are reviewed annually. During 2020, the depreciation rates for several categories of assets were revised effective 1 January 2020. The revised 2020 rates along with the comparative 2019 rates are documented below. The rate changes resulted in a \$31.433 million decrease in depreciation expense for the Group in 2020.

Depreciation is provided on a straight-line basis on all tangible fixed assets other than land, construction in progress, works of art and other collections, none of which are depreciated.

The Group's depreciation rates are:

#### Buildings and Service

##### Concession Assets

- Structure/shell/building fabric 2% (2019, 2.5%)
- Site engineering services/central plant 3% (2019, 4%)
- Fit out 7% (2019, 8%)
- Trunk reticulated building systems 3% (2019, 5%)

Since 2009, newly constructed buildings are componentised into the above four categories. For non-componentised buildings, a single asset is recorded against the Structure/shell/building fabric category.

#### Plant and equipment

- Motor vehicles 12.5% (2019, 20%)
- Furniture 10% (2019, 10%)
- General equipment 10% (2019, 25%)
- Scientific equipment
  - Large research equipment 20% (2019, 20%)
  - Other scientific equipment 20% (2019, 33.33%)
- Computing equipment 20% (2019, 33.33%)

#### Library collection

- Monographs 5% (2019, 5%)
- Periodicals 5% (2019, 3.33%)
- Audio-visual materials 5% (2019, 20%)

#### Leasehold property

- Amortised over the shorter of the lease term and useful life of the property.

#### Right-of-use assets

- Depreciated over the shorter of the lease term and useful life of the asset.

Assets are depreciated from the date of purchase until the shorter of the end of useful life and the date of disposal.

#### Right-of-use assets

Judgement is required to assess whether a contract is, or contains, a lease. Assessment is made when the contract is entered into, and is completed on a lease-by-lease basis. Areas of judgement include determining whether there is an identified asset, whether the Group will obtain substantially all of the economic benefits from use of the asset, whether the Group has the right to direct the use of the asset, and whether it is reasonably certain lease extension and termination options will be exercised.

#### Accounting policy

Property, plant and equipment costing \$10,000 or more is capitalised. Items under \$10,000 are expensed, with the exception of works of art and other collections and library. There has been no change to the capitalisation threshold in 2020.

Each class of property, plant and equipment is carried at cost or fair value less any accumulated depreciation and impairment losses. Valuation techniques and significant unobservable inputs used in measuring the fair value of property, plant and equipment are disclosed in Note 30.

Revaluation increments and decrements are recognised in the asset revaluation reserve on an asset class basis, except to the extent an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense. Revaluation reserves are not transferred to retained earnings on derecognition of the relevant asset but retained within the asset revaluation reserve.

#### Land and buildings

Land and buildings are initially recorded at cost, which is considered to equate to fair value. Subsequent to initial recognition, land and buildings are recognised at fair value. At the date of revaluation any accumulated depreciation is eliminated against the gross carrying amount of the asset, which is then restated to the revalued amount of the asset.

Annual valuations are performed by independent valuers which include a site inspection every five years.

Previously, valuations were only booked following a site inspection, or in a year where there was a material change. From 2020 the valuations are booked every year with the next site inspection due in 2022.

A number of the Group's owned assets are subject to an operating lease. The value of land and buildings subject to an operating lease is insignificant compared to the Group's total land and buildings.

#### Works of art and other collections

Works of art and other collections are measured at fair value and valued on a six-year cyclical basis.

A rolling valuation plan is in place for valuing these collections.

### ***Library collection***

The general library collection, which excludes the rare book collection and electronic publications, is recorded at cost less any accumulated depreciation and, where applicable, any impairment losses. The rare book collection is included as part of other collections and electronic publications are included as intangible assets.

### ***Plant and equipment***

Plant and equipment, which includes motor vehicles, furniture and equipment with exception to leased equipment, is recorded at cost less depreciation and, where applicable, any impairment losses.

### ***Leasehold property***

Leasehold property is recorded at cost less amortisation and, where applicable, any impairment losses. Leasehold property includes improvements made to leased properties.

### ***Construction in progress***

Construction in progress is recorded in the Statement of Financial Position at cost. Capital expenditure relating to the refurbishment of buildings which adds value, rather than maintaining the value of the buildings, is included in construction in progress. When construction projects are completed, the balance within construction in progress is transferred to buildings.

### ***Right-of-use assets***

Right-of-use assets are recognised at cost, less any accumulated depreciation and impairment losses, where the lease term is more than 12 months and the cost of the underlying asset is \$10,000 or more. Cost is initially measured at the value of the lease liability adjusted for lease payments made before commencement date. Lease liabilities are presented within Note 19 Borrowings.

The Group applies this policy equally to concessionary, or peppercorn, leases. This option under AASB 16 was adopted rather than valuing the right-of-use asset at fair value at inception of the lease. The Group has 60 leases, of which only seven are concessionary leases, and owns over 80 further properties. The concessionary leases range in terms from 3 to 50 years. None of the seven concessionary leases relate to the Group's main campuses and as such the Group considers its dependency on these leases to be low.

### ***Service Concession Assets***

The Group recognises a service concession asset when it controls the asset. Control of service concession assets arises when the Group controls or regulates what services the operator must provide with the asset, to whom it must provide them, and at what price. The Group must also control through ownership or beneficial entitlement, any significant residual interest in the asset at the end of the term of the arrangement.

Service concession assets are initially recognised at current replacement cost in accordance with the cost approach to fair value.

When an existing asset is used in a service concession arrangement, it 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 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. Service concession assets will be revalued in line with the Group's land and buildings revaluation policy outlined above.

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

### ***Assets classified as held for sale***

Assets are classified as held for sale if it's highly probable they will be recovered through a sale rather than through continuing use. Once classified as held for sale, assets are no longer depreciated. Assets held for sale are carried at the lower carrying amount or fair value less cost to sell.

### ***Subsequent costs***

Subsequent expenditure is capitalised only if it is probable that future economic benefits associated with the expenditure will flow to the Group. The costs of servicing property, plant and equipment are expensed in the period they are incurred.

### ***Contributions received or paid for buildings***

Contributions are both received from and made to third parties towards the construction of buildings in exchange for the right to occupy space. Contributions received are treated as joint operations where evidence of joint control exists. Each party only recognises their share of the building. There is no change to the treatment of contributions received from the application of AASB 16.

Contributions paid to third parties are accounted for as leases under AASB 16 and classified as right-of-use assets.

## Note 16 Property, plant and equipment (cont'd)

### 16.a Right-of-use assets by class of asset

The Group has leases for a number of different asset categories including land, buildings and equipment. The right-of-use asset column is the combined amounts for all categories. To assist with the understanding of the Group's leases, this table splits the right-of-use assets by category for key balances.

	Consolidated				University			
	Land	Buildings	Plant and Equipment	Total	Land	Buildings	Plant and Equipment	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2019</b>								
Depreciation	(261)	(12,975)	(810)	<b>(14,046)</b>	(261)	(12,975)	(244)	<b>(13,480)</b>
Net book amount	4,608	91,768	1,488	<b>97,864</b>	4,607	91,768	139	<b>96,514</b>
<b>2020</b>								
Depreciation	(156)	(14,481)	(84)	<b>(14,721)</b>	(156)	(14,481)	(84)	<b>(14,721)</b>
Net book amount	4,460	82,838	184	<b>87,482</b>	4,460	82,838	184	<b>87,482</b>

### 16.b Assets classified as held for sale

	Consolidated		University	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Assets classified as held for sale	40,109	-	-	-
<b>Total assets classified as held for sale</b>	<b>40,109</b>	<b>-</b>	<b>-</b>	<b>-</b>

Assets held for sale at reporting date are comprised of properties located at the Hawthorn Campus owned by UoM Commercial Ltd.

### 16.c Service Concession Arrangements

Application of service concession accounting requires complex and highly judgmental assessments to be made. For the Group, the area of significant judgement involves the assessment of student accommodation to be a public service. The Group deems the provision of student accommodation to be a public service where it complements the University's public service objective of education and where not deemed to be commercial in nature.

The Group's Service Concession Arrangements relate to several arrangements with the private sector for the provision of student accommodation with terms between 38 and 42 years. Upfront payments are recognised as deferred revenue under the grant of right to operate (GORTO) model and amortised to revenue over the concession period. Student accommodation includes revenue recognised in accordance with the GORTO model. Refer to Note 21 Contract and other liabilities.

The following are the two types of arrangements:

- **Student Accommodation Market Transaction:** The Group has an arrangement with a private operator for the provision of asset services for three student accommodation buildings for terms between 40-42 years. Two of the buildings are under construction and one is in operation. In exchange for an upfront payment from the private operator and the provision of asset services, the private operator has the right to the net student rents collected over the concession term.
- **Build, Own, Operate, Transfer (BOOT):** There are two student accommodation buildings under BOOT arrangements, whereby a private operator built, owns and operates the student accommodation and will transfer ownership of the building to the University at the end of the concession term. Both buildings are in operation. The Group provides the operator with the right to collect rent from the students for concession terms of between 38 and 42 years.

## Note 17 Intangible assets

	Consolidated			University		
	Electronic library	Software	Total	Electronic library	Software	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>At 1 January 2019</b>						
Cost	129,813	38,192	168,005	129,813	31,002	160,815
Accumulated amortisation	(90,574)	(31,126)	(121,700)	(90,574)	(24,666)	(115,240)
<b>Net book amount</b>	<b>39,239</b>	<b>7,066</b>	<b>46,305</b>	<b>39,239</b>	<b>6,336</b>	<b>45,575</b>
<b>Year ended 31 December 2019</b>						
Opening net book amount	39,239	7,066	46,305	39,239	6,336	45,575
Additions	19,764	14,769	34,533	19,764	13,704	33,468
Amortisation	(15,573)	(3,163)	(18,736)	(15,573)	(2,552)	(18,125)
Write-ups/transfers/(write-offs)	-	(3,793)	(3,793)	-	(3,793)	(3,793)
<b>Closing net book amount</b>	<b>43,430</b>	<b>14,879</b>	<b>58,309</b>	<b>43,430</b>	<b>13,695</b>	<b>57,125</b>
<b>Year ended 31 December 2019</b>						
Cost	149,577	87,252	236,829	149,577	84,399	233,976
Accumulated amortisation	(106,147)	(72,373)	(178,520)	(106,147)	(70,704)	(176,851)
<b>Net book amount</b>	<b>43,430</b>	<b>14,879</b>	<b>58,309</b>	<b>43,430</b>	<b>13,695</b>	<b>57,125</b>
<b>Year ended 31 December 2020</b>						
Opening net book amount	43,430	14,879	58,309	43,430	13,695	57,125
Additions	20,637	10,447	31,084	20,636	9,874	30,510
Disposals	-	(6)	(6)	-	-	-
Amortisation	(16,664)	(1,130)	(17,794)	(16,664)	(416)	(17,080)
Write-ups / transfers / (write-offs)	-	437	437	-	-	-
<b>Closing net book amount</b>	<b>47,403</b>	<b>24,627</b>	<b>72,030</b>	<b>47,402</b>	<b>23,153</b>	<b>70,555</b>
<b>At 31 December 2020</b>						
Cost	47,403	54,238	101,641	47,403	50,379	97,782
Accumulated amortisation	-	(29,611)	(29,611)	-	(27,227)	(27,227)
<b>Net book amount</b>	<b>47,403</b>	<b>24,627</b>	<b>72,030</b>	<b>47,403</b>	<b>23,152</b>	<b>70,555</b>

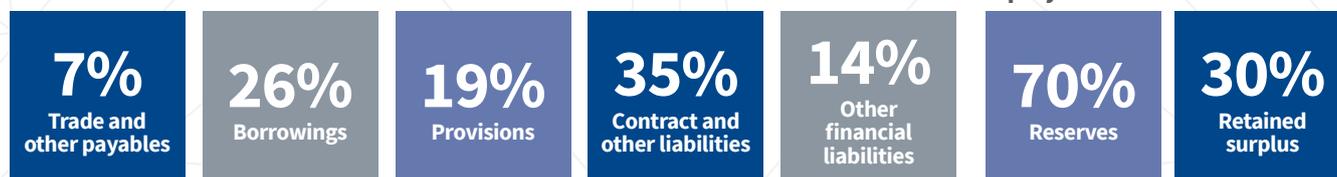
### Accounting policy and key estimates

Asset type	Recognition
Software	Major computer software is recognised at cost less amortisation and, where applicable, any impairment losses. With the exception of the research phase of development, all allowable costs are capitalised in the year they are incurred. Amortisation is provided on a straight-line basis at rates between 10% and 33.33% (2019: 14.29% and 33.33%).
Electronic library	Electronic library materials are acquired from third parties. They are recognised at cost and amortised on a straight-line basis at 25% (2019: 25%).

# LIABILITIES AND EQUITY

Liabilities are present obligations of the Group, which are expected to result in an outflow of future economic benefits. Equity is the residual interest in the assets of the Group, after deducting all its liabilities. Liabilities and equity held by the Group at the reporting date are:

## Liabilities



## Note 18 Trade and other payables

	Consolidated		University	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
<b>Current</b>				
Trade creditors	48,442	61,972	46,362	55,897
Sundry creditors	70,166	40,845	65,785	37,057
Accrued expenses	52,529	58,699	52,272	59,593
OS-HELP liability to Australian Government	8,929	2,334	8,929	2,334
<b>Total current trade and other payables</b>	<b>180,066</b>	<b>163,850</b>	<b>173,348</b>	<b>154,881</b>

### Accounting policy

Payables represent liabilities for goods and services provided to the Group prior to the reporting date, which are unpaid. The amounts are unsecured and are usually paid within 30 days from the month following recognition.

Accrued expenses relate to expenses incurred but not yet invoiced.

## Note 19 Borrowings

	Consolidated		University	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
<b>Current</b>				
Unsecured bank borrowings	5,421	5,058	5,421	5,058
Unsecured bonds	249,712	-	249,712	-
Lease liabilities	13,207	12,949	12,806	11,564
Other borrowings	1,737	976	1,009	976
<b>Total current borrowings</b>	<b>270,077</b>	<b>18,983</b>	<b>268,948</b>	<b>17,598</b>
<b>Non-current</b>				
Unsecured bank borrowings	12,038	17,459	12,038	17,459
Unsecured bonds	359,330	625,218	359,330	625,218
Lease liabilities	37,098	43,719	36,543	43,719
Other borrowings	5,564	6,573	5,564	6,573
<b>Total non-current borrowings</b>	<b>414,030</b>	<b>692,969</b>	<b>413,475</b>	<b>692,969</b>
<b>Total borrowings</b>	<b>684,107</b>	<b>711,952</b>	<b>682,423</b>	<b>710,567</b>

### Unsecured bank borrowings

The Group borrowed \$60.000 million which was fully drawn down in 2008. The interest rate is 7.03% fixed for the 15 year term. The amortised cost at 31 December 2020 is \$17.459 million (2019: \$22.517 million).

### Unsecured bonds

In 2014 the Group issued domestic Australian dollar Medium Term Notes (MTN) to the value of \$250.000 million. The bond coupon rate is 4.25% fixed for seven years. The amortised cost at 31 December 2020 is \$249.712 million (2019: \$249.161 million).

In 2017 the Group issued domestic Australian dollar MTN to the value of \$100.000 million. The bond coupon rate is 4.25% fixed for 25 years. The amortised cost at 31 December 2020 is \$99.633 million (2019: \$99.618 million).

The Group completed an offering in the US Private Placement market during 2015. This comprised four tranches of senior notes totaling the equivalent of \$274.300 million AUD. \$41.250 million AUD was issued for 20 years (5.42% fixed interest) with three further tranches issued in 2016. These were made up of \$30.000 million AUD for 20 years (5.48% fixed interest), \$20.000 million AUD for 25 years (5.49% fixed interest) and \$131.000 million USD for 30 years (4.40% fixed interest). The repayment date is at the end of the respective tranche tenures. The amortised cost at 31 December 2020 totals \$259.697 million (2019: \$276.439 million).

### Loan covenant

Borrowings are not subject to covenants apart from an annual requirement to supply the Group's audited financial statements and budget.

### Lease liabilities

The Group has lease contracts as lessee for various properties and equipment. Rental contracts are typically made for fixed periods between 1 and 30 years, but may have extension options. There are two leases with a term of 50 years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

In respect of leases that commenced prior to 31 December 2020, the Group expects to pay undiscounted contractual cash flows of \$13.186 million in less than one year (2019: \$11.859 million), \$27.265 million between one and five years (2019: \$32.024 million), and \$18.909 million in more than five years (2019: \$22.534 million).

The committed future cash outflows, for leases not yet commenced is estimated to total \$1.372 billion. This primarily relates to Melbourne Connect, which is due to commence in 2021 and has a 42 year lease term. The future cash outflows for Melbourne Connect have been calculated as the total lease payments expected to be made over the 42 year lease term. It is expected that a lease liability of approximately \$660.000 million will be recognised in 2021, when the lease commences.

### Reconciliation of liabilities to cash flows arising from financing activities

Consolidated	2020			2019		
	Long term borrowings \$'000	Lease liabilities \$'000	Total \$'000	Long term borrowings \$'000	Lease liabilities \$'000	Total \$'000
Balance at 1 January	655,284	56,668	<b>711,952</b>	659,899	65,199	<b>725,098</b>
Cash flows	(5,306)	(13,485)	<b>(18,791)</b>	(5,893)	(11,554)	<b>(17,447)</b>
Net non-cash additions/disposals	-	5,519	<b>5,519</b>	-	1,716	<b>1,716</b>
Foreign exchange movement	(16,789)	-	<b>(16,789)</b>	692	-	<b>692</b>
Amortised cost changes	613	1,694	<b>2,307</b>	586	2,147	<b>2,733</b>
Other	-	(91)	<b>(91)</b>	-	(840)	<b>(840)</b>
<b>Balance at 31 December</b>	<b>633,802</b>	<b>50,305</b>	<b>684,107</b>	<b>655,284</b>	<b>56,668</b>	<b>711,952</b>

## Note 19 Borrowings (cont'd)

### Key estimates and judgements

Judgement is required to assess whether a contract is, or contains, a lease, these are outlined in Note 16.

### Accounting policy

#### Borrowings

Borrowings are initially recognised at fair value net of transaction costs and subsequently measured at amortised cost. Using the effective interest rate method, any difference between the proceeds, net of transaction costs and the redemption amount, is recognised in the Income Statement over the term of borrowings.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired.

#### Lease liabilities

Short-term leases and low-value assets are recognised as an expense on a straight-line basis over the lease term.

Lease liabilities are recognised as the present value of unpaid lease payments at the commencement date of the lease, where the lease term is more than 12 months and the cost of the underlying asset is \$10,000 or more. To calculate the present value, the outstanding lease payments are discounted using the incremental borrowing rate at the commencement date of the lease. Key payments included in the measurement of the lease liabilities for the Group include fixed payments, lease incentives, and variable lease payments that depend on an index or rate.

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 with a corresponding adjustment to the right-of-use asset. Right-of-use assets are presented in Note 16 property, plant and equipment.

## Note 20 Provisions

	Note	Consolidated		University	
		2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
<b>Current</b>					
<b>Current provisions expected to be settled within 12 months</b>					
Employee benefits:					
– Annual leave		90,079	72,691	87,561	69,983
– Long service leave		30,267	26,481	26,487	22,754
– Time off in lieu		496	-	496	-
– Deferred Government superannuation obligation	13	7,700	8,892	7,700	8,892
WorkCover claims		1,793	1,756	1,793	1,756
Restructure		27,715	2,368	27,689	2,368
Other		11,960	2,992	11,960	2,508
		<b>170,010</b>	<b>115,180</b>	<b>163,686</b>	<b>108,261</b>
<b>Current provisions expected to be settled after more than 12 months</b>					
Employee benefits:					
– Annual leave		37,209	26,731	37,209	26,731
– Long service leave		136,956	122,205	136,956	122,205
		<b>174,165</b>	<b>148,936</b>	<b>174,165</b>	<b>148,936</b>
<b>Total current provisions</b>		<b>344,175</b>	<b>264,116</b>	<b>337,851</b>	<b>257,197</b>
<b>Non-current</b>					
Employee benefits:					
– Long service leave		45,440	39,814	45,011	39,343
– Deferred Government superannuation obligation	13	99,822	98,740	99,822	98,740
WorkCover claims		8,374	7,989	8,374	7,989
<b>Total non-current provisions</b>		<b>153,636</b>	<b>146,543</b>	<b>153,207</b>	<b>146,072</b>
<b>Total provisions</b>		<b>497,811</b>	<b>410,659</b>	<b>491,058</b>	<b>403,269</b>

## Movements in provisions other than employee benefits

Consolidated 2020	WorkCover claims \$'000	Restructure \$'000	Other \$'000	Total \$'000
Balance at 1 January	9,745	2,992	2,368	15,105
Additional provisions recognised	422	27,696	11,960	40,078
Amounts used	-	(2,959)	(1,000)	(3,959)
Unused amounts reversed	-	(14)	(1,368)	(1,382)
<b>Balance at 31 December</b>	<b>10,167</b>	<b>27,715</b>	<b>11,960</b>	<b>49,842</b>

### Key estimates, judgements and accounting policy

#### *Employee benefits*

Provision is made for employee benefit liabilities for annual leave, long service leave and time off in lieu, arising from services rendered by employees.

An estimate based on past pattern is made for the probability of leave that will be taken within 12 months and after 12 months. Employee benefits expected to be settled within 12 months are measured at the amounts expected to be paid when the liability is settled, plus related on-costs. Employee benefits not expected to be settled within 12 months are measured at the present value of the estimated future cash flows for those benefits.

Provisions made are classified as a current liability, unless there is an unconditional right to defer the settlement of the liability for at least 12 months after the reporting date, in which case it is classified as a non-current liability.

#### *Long service leave*

Liabilities for long service leave are discounted to determine the present value of expected future payments to be made for services provided by employees up to the reporting date. The discount rate of 0.6% (2019: 1.2%) is based on average Indicative Mid Rates of Commonwealth Government Securities. Consideration is given to expected future salary levels, the pattern of employee departures and periods of service.

#### *Deferred Government superannuation obligation*

Refer to Note 13 for the accounting policy relating to deferred Government superannuation obligations.

Employee contributory superannuation funds managed outside of the University exist to provide benefits for the Group's employees and their dependents on retirement, disability or death of the employee. The contributions made to these funds are recorded in the Income Statement.

#### *WorkCover*

The University is a Self Insurer for Workers' Compensation and WorkCover. A provision is recognised representing an estimate of the total outstanding liability for workers' compensation claims. The value of the provision is based on an actuarial assessment carried out at reporting date. Significant estimates in the actuarial valuation include number of claims and cost per claim, and have been estimated based on an analysis of past experiences.

#### *Restructure*

Restructure provisions are recognised where the costs of restructure are measurable, there is a present obligation and steps have been taken to implement a detailed plan, including communicating the plan to those affected prior to reporting date.

## Note 21 Contract and other liabilities

	Consolidated		University	
	2020 \$'000	2019 Restated \$'000	2020 \$'000	2019 Restated \$'000
<b>Current</b>				
Australian Government unspent financial assistance	30,545	10,280	30,328	10,156
Contract liability – grants and contracts	77,867	70,403	77,867	70,403
Contract liability – student fees	123,053	113,261	118,048	108,846
Deferred income – service concession arrangements	14,832	9,700	14,832	9,700
Other deferred income	10,752	25,428	10,718	25,428
<b>Total current</b>	<b>257,049</b>	<b>229,072</b>	<b>251,793</b>	<b>224,533</b>
<b>Non-current</b>				
Contract liability – other	27,860	22,500	27,860	22,500
Deferred income – service concession arrangements	617,459	637,686	617,459	637,687
<b>Total non-current</b>	<b>645,319</b>	<b>660,187</b>	<b>645,319</b>	<b>660,187</b>
<b>Total contract and other liabilities</b>	<b>902,368</b>	<b>889,259</b>	<b>897,112</b>	<b>884,720</b>

## Key estimates, judgements and accounting policy

### *Australian Government unspent financial assistance*

Australian Government unspent financial assistance are amounts billed in accordance with contracts with the Australian Government, but where the Group has not yet provided the service; and also includes unspent Higher Education Loan Program (HELP) funds. The liability represents the Group's obligation to provide educational services to students or to refund cash to the Australian Government.

### *Contract liabilities*

Contract liabilities arise from contracts with customers and represent amounts billed in accordance with customer contracts, but where the Group has not yet provided a good or service. Contract liabilities are recognised as revenue when the Group provides the customer with the good or service.

### *Deferred income – service concession arrangements*

The Group has a number of arrangements with private sector parties for the provision of student accommodation, as outlined in Note 16.c.

The deferred income for service concession arrangements represents the unearned portion of the revenue arising from the exchange of assets between the Group and the operator. The liability is reduced as the revenue is earned, which is evenly over the concession term, from the date of practical completion of construction. The revenue is recorded as student accommodation revenue in Note 5.

Judgement was applied in assessing these arrangements to be service concession arrangements and in categorising them as the Grant of Right to Operator Model as defined by AASB 1059.

### *Unsatisfied performance obligations*

Remaining performance obligations represent goods or services the Group has promised to provide to customers under contracts relating to the transfer of goods or services for the customers' own use. The remaining performance obligations can be categorised as follows:

Performance obligation	Unsatisfied when	Satisfied when
To acquire or construct a non-financial asset. Primarily, we receive capital funding to construct buildings for example, educational facilities.	The non-financial asset has not been constructed, is partially constructed or has not been acquired.	As the asset is constructed or when it is acquired.
Provision of a final product.	Has not been delivered.	The final product is delivered.
Delivery of services on behalf of the customer.	Represents services that have not been delivered.	As the service is delivered.
Provision of a non-exclusive license or IP.	Represents goods that have not been delivered.	As the good is provided.

The transaction price is allocated using the input method of costs incurred-to-date. The nature of the services or product and its satisfaction is directly related to the expert knowledge used to provide the service or produce the product. Costs incurred-to-date mainly comprises salaries, accordingly, costs incurred-to-date is the best measure of the transfer of knowledge i.e. the satisfaction of the performance obligation.

## 21.a Assets and liabilities related to contracts with customers

The Group has recognised the following assets and liabilities related to contracts with customers:

	Current		Non-current	Current		Non-current
	Contract assets	Contract liabilities	Contract liabilities	Contract assets	Contract liabilities	Contract liabilities
	2020	2020	2020	2019	2019	2019
Consolidated	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	6,665	193,944	22,500	-	389,641	-
Revenue recognised	(6,665)	(168,557)	-	6,665	(198,995)	-
Adjustment to opening retained earnings	-	-	-	-	(149,810)	-
Reclassification	-	2,140	(2,140)	-	(11,800)	-
Additional liability	325	203,938	7,500	-	175,587	22,500
<b>Total contract assets and liabilities as reported</b>	<b>325</b>	<b>231,465</b>	<b>27,860</b>	<b>6,665</b>	<b>204,623</b>	<b>22,500</b>
Prior period adjustment	-	-	-	-	(10,679)	-
<b>Total contract assets and liabilities</b>	<b>325</b>	<b>231,465</b>	<b>27,860</b>	<b>6,665</b>	<b>193,944</b>	<b>22,500</b>

There are no significant changes to contract assets and liabilities. There has been no changes in transaction prices therefore, there is no revenue recognised in the reporting period from performance obligations satisfied (or partially satisfied) in previous periods.

## Note 22 Other financial liabilities

	Consolidated		University	
	2020	2019 Restated	2020	2019 Restated
	\$'000	\$'000	\$'000	\$'000
<b>Current</b>				
Derivative financial liabilities (held-for-trading)	9,697	1,502	9,697	1,502
Refund liability	265,677	155,318	265,677	155,318
Obligation to pay cash to third parties	28,091	21,985	28,091	21,985
<b>Total current other financial liabilities</b>	<b>303,465</b>	<b>178,805</b>	<b>303,465</b>	<b>178,805</b>
<b>Non-current</b>				
Cross currency interest rate swap	40,737	28,757	40,737	28,757
Derivative financial liabilities (held-for-trading)	1,979	2,047	1,979	2,047
<b>Total non-current other financial liabilities</b>	<b>42,716</b>	<b>30,804</b>	<b>42,716</b>	<b>30,804</b>
<b>Total other financial liabilities</b>	<b>346,181</b>	<b>209,609</b>	<b>346,181</b>	<b>209,609</b>

### Cross currency interest rate swap

As part of the US Private Placement (USPP), the Group hedged its foreign currency exposure arising from the 30 year USD denominated tranche by entering into two fixed to fixed cross currency interest rate swaps (CCIRS) with an aggregate notional amount equal to \$131.000 million USD. The CCIRS contracts were designated as cash flow hedges of a highly probable forecast transaction, being the draw down of the USD denominated debt under the USPP on 17 February 2016.

### **Accounting policy**

The Group holds derivative financial instruments to hedge its foreign currency and interest rate risk exposures. Derivatives are initially recognised at fair value on the date a contract is entered into and are subsequently measured at fair value. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged.

#### ***Cash flow hedge***

The effective portion of changes in the fair value of derivatives that are designated, and qualify as cash flow hedges, are recognised in equity. Any ineffective portion is recognised immediately in the Income Statement.

Hedge accounting is discontinued when the Group revokes the hedging relationship, the hedging instrument expires, is sold, terminated, or exercised, or no longer qualifies for hedge accounting. Any cumulative gain or loss deferred in equity remains in equity and is recognised when the forecast transaction is ultimately recognised in the Income Statement. When a forecast transaction is no longer expected to occur, the cumulative gain or loss deferred in equity is recognised immediately in the Income Statement.

#### ***Derivative financial liabilities (held-for-trading)***

Derivative financial liabilities (held-for-trading) comprise foreign exchange forwards used to assist with the Group's foreign currency risk management and an electricity contract for difference, which the Group uses to manage a portion of its overall electricity price exposure. Neither of these financial derivatives apply hedge accounting. Where the derivative is in a negative position at the end of the reporting period they are reported as financial liabilities. Changes in fair value of the derivatives are recognised in the Income Statement. Further information on how the Group manages its foreign currency and electricity price exposures can be found in Note 29.

#### ***Refund liability***

A refund liability exists where the Group has an obligation to pay cash to the funding body or a third party, typically where there are unspent funds at the termination of the agreement. In addition, the Group recognises a refund liability where the contract contains a termination for convenience clause. As the customer can terminate the agreement without cause and require the immediate repayment of any unspent or uncommitted funding, the Group has no practical ability to avoid the grantor or customer exercising the clause. This refund liability is payable on demand should the agreement be terminated.

#### ***Obligation to pay cash to third parties***

Obligations to pay cash to third parties mostly arise where the University must administer cash scholarships by paying a stipend to students.

## Note 23 Reserves

	Consolidated		University	
	2020	2019 Restated	2020	2019 Restated
	\$'000	\$'000	\$'000	\$'000
Trust fund reserve	1,145,916	1,044,242	1,145,916	1,044,242
Asset revaluation reserve				
– land and buildings	3,430,059	3,204,526	3,271,090	3,061,531
– works of art and other collections	362,014	347,419	361,895	347,300
Financial assets revaluation reserve	86,984	81,825	47,520	44,005
Hedging reserve	(26,879)	(31,975)	(26,879)	(31,975)
General reserve	5,353	5,344	4,226	4,226
Members capital reserve	19,164	19,165	-	-
Contributed equity	12,339	12,339	-	-
Foreign currency translation reserve	(110)	(192)	-	-
<b>Total reserves</b>	<b>5,034,840</b>	<b>4,682,693</b>	<b>4,803,768</b>	<b>4,469,329</b>

Reserve	Nature and purpose of reserve
<b>Trust fund reserve</b>	Reflects net surpluses derived from donations and bequests which can only be applied to the purpose they were donated for.
<b>Asset revaluation reserve</b>	Arises from the revaluation of specific asset classes of land, buildings, works of art and other collections.
<b>Financial assets revaluation reserve</b>	Represents changes in fair value of equity instruments elected to be measured at fair value through other comprehensive income.
<b>Hedging reserve</b>	Arises from hedging gains and losses recognised on the effective portion of cash flow hedges.
<b>General reserve</b>	Maintained for a number of general purposes.
<b>Members capital reserve</b>	Maintained by Melbourne Business School Limited Group (MBS). The members capital reserve represents initial donor member contributions to the School, which were received in exchange for voting rights. Donor members are members other than the University of Melbourne.
<b>Contributed equity</b>	Represents the net fair value of assets identified upon acquisition of Mt Eliza Graduate School of Business Limited (MEBS). In 2004 MBS acquired the net assets of MEBS, which at the time were valued at \$12.339 million. In exchange for these assets the donor members of MEBS received voting rights in MBS.
<b>Foreign currency translation reserve</b>	Maintained for translation of foreign currency balances at reporting date.

# CASH FLOWS

## Note 24 Reconciliation of net result for the year to net cash flows from operating activities

	Consolidated		University	
	2020 \$'000	2019 Restated \$'000	2020 \$'000	2019 Restated \$'000
<b>Net result for the year</b>	<b>168,354</b>	<b>317,819</b>	<b>178,222</b>	<b>320,485</b>
<b>Add/(less) non-cash flows in net profit/(loss)</b>				
Depreciation and amortisation	138,063	171,090	133,572	166,260
Impairment losses	(2,655)	10,132	(2,657)	10,177
Fair value (gain)/loss on financial assets at fair value through profit or loss	(55,517)	(115,620)	(55,517)	(115,620)
Gain on foreign currency transactions	(1,234)	(456)	(1,234)	(456)
Net (gain)/loss on disposal of property, plant and equipment	49	198	(73)	198
Share of (profit)/loss of equity accounted investments	3,543	(4,644)	3,543	(4,644)
Donation of non-financial assets	(20,894)	(10,884)	(20,894)	(10,884)
Other	(805)	(559)	(810)	(558)
<b>Changes in assets and liabilities</b>				
Decrease/(increase) in receivables and contract assets	50,285	(38,384)	53,409	(42,810)
Decrease/(increase) in other non-financial assets	(17,611)	(12,581)	(18,024)	(13,064)
Increase/(decrease) in trade and other payables	16,216	272	18,467	3,444
Increase/(decrease) in provisions	87,152	33,257	87,789	33,951
Increase/(decrease) in contract and other liabilities	12,758	148,396	12,393	148,500
Increase / (decrease) in refund liabilities	110,360	143,517	110,360	143,517
Increase/(decrease) in obligation to pay cash to third parties	6,106	21,986	6,106	21,986
Retained earnings adjustment on the application of AASB 15, 16, 1058 and 1059	-	150,474	-	150,474
Retained earnings adjustment related to prior period adjustment	-	(104,283)	-	(104,283)
Increase / (decrease) in property plant and equipment on adoption of AASB 1059	-	(161,969)	-	(161,969)
Other	-	(410)	-	-
<b>Net cash inflow from operating activities</b>	<b>494,170</b>	<b>547,351</b>	<b>504,652</b>	<b>544,704</b>

# UNRECOGNISED ITEMS

## Note 25 Contingencies

The Group has the following material contingent liabilities as at 31 December 2020.

### Bank guarantees

The Group has issued a letter of indemnity to the National Australia Bank to cover the Bank's guarantee to the Victorian WorkCover Authority under the University's WorkCover Self Insurance Scheme. The amount of the guarantee in place is \$14.695 million (2019: \$13.335 million) and the actuarial assessment of claims liability as at 31 December 2020 is \$10.167 million (2019: \$9.745 million).

### Back payments

The Group made back payments in 2020 to casual academic employees arising from disputed historical practices relating to sessional marking, lecture attendance and practice sessions. For known disputed practices where payment has not yet been made, a provision has been recognised in Note 20. The provision is measured using management's best estimate of the expenditure required to settle the disputes. The provision is classified as a current liability as payment is expected to occur in 2021.

A related diagnostic review of the University's compliance with its obligations under the 2018 Enterprise Agreement is underway for the purpose of obtaining legal advice in respect of any further potential liability. At the date of signing this financial report, the review is not sufficiently progressed to estimate further liabilities. As such a contingent liability exists due to a possible remediation obligation that may arise from the findings of this review.

### Other

There are several other legal claims and exposures, which arise from the ordinary course of business, none of which are individually significant. Where the liability is not probable the Group has not provided for such amounts in these financial statements. There are no current, pending or potential legal claims against the Group which are foreseen as materially affecting the financial statements.

## Note 26 Commitments

	Consolidated		University	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
<b>Capital commitments</b>				
<b>Capital expenditure contracted for at the reporting date but not recognised as liabilities, payable:</b>				
<b>Property, plant and equipment</b>				
Within one year	194,528	218,572	194,528	218,572
Later than one year	15,304	150,736	15,304	150,736
Later than five years	-	-	-	-
<b>Total property, plant and equipment commitments</b>	<b>209,832</b>	<b>369,308</b>	<b>209,832</b>	<b>369,308</b>
<b>Other expenditure commitments</b>				
Within one year	3,233	3,225	3,233	3,225
Later than one year	5,862	8,888	5,862	8,888
Later than five years	3,109	3,817	3,109	3,817
<b>Total other expenditure commitments</b>	<b>12,204</b>	<b>15,930</b>	<b>12,204</b>	<b>15,930</b>

### Key estimates, judgements and accounting policy

Commitments are disclosed exclusive of GST.

## Note 27 Subsequent events

On 20 January 2021, the University issued domestic Australian dollar medium term notes (MTN) to the value of \$150.000 million. The bond coupon rate is 1.97% fixed for 10 years. The proceeds will be used to repay in part, the \$250.000 million MTN which matures during 2021. The Group has sufficient cash reserves and other liquid assets to cover the remaining notes which are maturing.

Assets held for sale at reporting date are comprised of properties located at the Hawthorn Campus owned by UoM Commercial Ltd. The land and buildings were expected to sell at the end of 2020, however during January 2021 a decision was made to retain the assets for operational reasons and the property was taken off the market.

There are no other matters or circumstances that have arisen since the end of the financial year that have affected the financial position of the Group. Note 28 Subsidiaries, joint arrangements and associates

# MANDATORY DISCLOSURES

## Note 28 Subsidiaries, joint arrangements and associates

### Subsidiaries

The consolidated financial statements incorporate the assets, liabilities and results of the following material subsidiaries:

Name of entity	Principal activities	Principal place of business	Ownership interest	
			2020	2019
<b>Melbourne Business School Limited Group</b>	Provision of educational services.	Australia	45%	45%
<b>UOM Commercial Limited</b>	Commercialisation of research and teaching of the University of Melbourne.	Australia	100%	100%

The following subsidiaries are not consolidated in the financial statements as their results, assets, liabilities and equity do not materially impact, individually and in aggregate, the consolidated financial statements.

Name of entity	Principal activities	Principal place of business	Ownership interest	
			2020	2019
<b>Australia India Institute Private Limited</b>	Provides programs on public health, energy, food, security skills and higher education, including support to young professionals, establishing leadership programs and facilitating research partnerships.	India	100%	100%
<b>Australian Music Examinations Board (Victoria) Limited</b>	Provides a system of graded examinations in relation to music and speech in Victoria.	Australia	100%	100%
<b>Goulburn Valley Equine Hospital Pty Limited</b>	Provides equine hospital services, specialising in lameness and reproduction services.	Australia	100%	100%
<b>Melbourne Teaching Health Clinics Limited</b>	Operates and manages medical clinics to provide students at the University with world class clinical training.	Australia	100%	100%
<b>Melbourne University Publishing Limited</b>	To publish scholarly writing from Australia and overseas, both within and independent of the tertiary sector.	Australia	100%	100%
<b>Nossal Institute Limited</b>	Undertake and provide research, development, education, training, consultancy and other activities in regard to medical and related areas.	Australia	100%	100%
<b>UoM International Holdings Limited Group</b>	Holding company established to act as the parent company for some of the University's subsidiaries established outside of Australia.	Australia	100%	100%
<b>UMELB Pte Limited</b>	Undertake University profiling, student recruitment, alumni support and donor relationship development.	Singapore	100%	100%
<b>UM Commercialisation Pty Ltd</b>	To act as trustee for UM Commercialisation Trust.	Australia	100%	-

UM Commercialisation Pty Ltd was transferred to the University from UOM Commercial Limited on 30 June 2020. The Group is the holding company of UM Commercialisation Pty Ltd.

There are no restrictions on the Group's ability to access or use the assets and settle the liabilities of the Group.

### Non-controlling interests

There are no subsidiaries that have material non-controlling interests to the Group.

### Associates and joint arrangements

The Group has a 20% interest in Uniseed Management Pty Limited and a 50% interest in BioCurate Pty Limited, both of which are considered associates. The carrying value of associates as at 31 December 2020 is \$11.533 million (2019: \$15.077 million).

The Group has a 50% interest in the Australian National Academy of Music Limited Group, which is considered a joint venture.

The Group received contributions towards the construction of two buildings, the Kenneth Myer Building and the Peter Doherty Institute, which are treated as joint operations. The policy is outlined in Note 16, in the accounting policy section called contributions received or paid for buildings.

## Note 28 Subsidiaries, joint arrangements and associates (cont'd)

### Accounting policy and judgements

#### Subsidiaries

Subsidiaries are entities controlled by the Group. The Group assesses whether it has the power to direct the relevant activities of the investee by considering the rights it holds to control decisions, such as the mix between education and research, student fees and target student mix.

The financial statements of subsidiaries that materially impact the Group are included in the consolidated financial statements from the date control commences until the date control ceases. Intercompany transactions, balances and unrealised gains on transactions between Group companies are eliminated.

An assessment of subsidiaries for material impact to the consolidated financial statements is performed annually. The assessment includes both a qualitative and quantitative assessment of materiality.

Although the Group owns less than 50% of Melbourne Business School Limited Group, the Group has control and concludes no non-controlling interest (NCI) exists on the basis the NCI has no share in the net assets.

#### Associates and joint arrangements

Significant judgement has been applied in assessing the existence of significant influence. Even though the University holds a 50% interest in BioCurate Pty Limited it does not have joint control. Through the shareholder agreement, decisions about the relevant activities do not require the unanimous consent of the parties sharing control.

The associates and joint venture are individually immaterial to the Group. The Group's associates and joint venture are accounted for using the equity method. Under this method the investment is initially recognised at cost and is adjusted annually for the Group's share of the profit or loss of the associate or joint venture.

## Note 29 Financial risk management

### Financial risk management objectives and policies

The Group is exposed to key financial risks including market risk, credit risk and liquidity risk. The University's Council has overall responsibility for the establishment and oversight of the Group's risk management framework. The Council has established the:

- Finance Committee, which meets regularly to monitor and evaluate the University's financial management strategies in the context of the most recent economic conditions and forecasts.
- Investment Management Committee, which monitors and advises the Finance Committee on the University's investments.
- Audit and Risk Committee, which is responsible for monitoring the assessment and management of risk across the University.

### Risk exposures

The main risks the Group is exposed to and management's strategy for managing them are:

Risk	Description	Strategy for management and sensitivity analysis
<b>Market risk</b>	Market risk is the risk from changes in market prices affecting the Group's result or the value of its financial assets and liabilities. The key market risks the Group is exposed to are interest rate risk, foreign currency risk and price risk.	
<b>Interest rate risk</b>	The Group's exposure to movements in interest rates primarily relates to the Group's interest bearing investments and borrowings.	<p>The Group manages its interest rate risk by monitoring the interest rate profile of these assets and liabilities and taking action to mitigate this risk where necessary. All borrowings are subject to approval by University Council and the Treasurer of Victoria. All University borrowings are at a fixed interest rate, either naturally or synthetically through the overlay of financial derivatives. This eliminates any interest rate cash flow risk to the University on borrowings. Refer to Note 19 for details of borrowings.</p> <p>For interest bearing investments, if interest rates were 1% lower/higher than the reporting date rates, with all other variables held constant, the Group's net result for the year would have been \$8.521 million lower/higher, reflecting the lower/higher interest income earned on affected balances (2019: \$8.938 million lower/higher).</p>

Risk	Description	Strategy for management and sensitivity analysis
<b>Foreign currency risk</b>	The Group's main exposure to foreign currency risk arises from overseas equity investments, USD denominated debt, and future revenues and payments in foreign currencies. The Group is mainly exposed to US dollars.	<p>The Group holds derivative financial instruments to hedge foreign currency risk exposure within its investment portfolio. Derivatives are initially recognised at fair value on the date a contract is entered into and subsequently measured at fair value. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so the nature of the item being hedged.</p> <p>Foreign exchange risk on principal and interest payments on foreign-currency denominated long-term borrowings is managed through the use of cross currency interest rate swaps (fixed to fixed), whereby a foreign currency exposure is converted to a functional currency exposure. These financial instruments are hedge accounted.</p> <p>The Group's hedged position includes AUD equivalent of \$183.050 million (2019:\$183.050 million) of non-AUD denominated debt exposure being managed at an average hedge rate of \$0.72 (2019: \$0.72). The impact of the hedging relationship is outlined in Note 22 for the notional amount and carrying amount. Fair value changes of the effective portion of the hedge are outlined in Note 23. There are no ineffective portions of the hedge.</p> <p>There were no forward contracts entered during the year to hedge USD foreign exchange exposure (2019: AUD equivalent of \$41.185 million at an average foreign exchange rate of \$0.73). These hedges are not hedge accounted and all changes in fair value are taken through the Income Statement.</p> <p>At the reporting date, if the Australian dollar weakened/strengthened by 10% against the relevant foreign currency investments with all other variables held constant, the Group's net result would have been \$13.053 million lower/higher (2019: \$0.133 million lower/higher), due to changes in fair value of financial assets at fair value through profit and loss.</p>
<b>Price risk</b>	<p>The Group has a significant investment in marketable securities included within financial assets at fair value through profit or loss, which exposes the Group to price risk.</p> <p>The Group has a significant exposure to electricity price risk, given the significant amount of expenditure incurred for utilities.</p>	<p>To manage this risk, the Group has invested its funds with Fund Managers and maintained a diversified investment portfolio. The majority of the equity investments are of a high quality, are publicly traded on equity exchanges and are mainly included in the S&amp;P/ASX 200 Index.</p> <p>At the reporting date, if the value of marketable securities were 10% lower/higher with all other variables held constant, the Group's net result would have been \$250.184 million lower/higher (2019: \$234.458 million lower/higher), due to changes in fair value of financial assets at fair value through profit or loss.</p> <p>To help manage this risk the Group has contracted substantially all of its forecast electricity load for the next 10-years via two Power Purchase Agreements (PPAs). These PPAs are:</p> <ul style="list-style-type: none"> <li>the Melbourne Renewable Energy Project, a PPA executed directly with the Crowlands Wind Farm as part of a consortium of significant energy consumers coordinated by the City of Melbourne. This has been classified as a derivative, refer to Note 22; and</li> <li>the Murra Warra Wind Farm where the Group executed a PPA directly with the wind farm. This has been classified as a lease.</li> </ul>
<b>Credit risk</b>	Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Credit risk arises from financial investments, derivative counterparties and the Group's receivables from customers.	<p>Financial investments and derivative counterparties are limited to high-credit-quality financial institutions where internationally agreed standard form documentation exists. The credit ratings of these counterparties are monitored.</p> <p>The Group does not have any material credit risk exposure to any single receivable or group of trade receivables. The Group's exposure to credit risk is influenced mainly by characteristics of each customer. Receivable balances are monitored on an ongoing basis to ensure that the exposure to bad debts is not significant. The Group has established an allowance for impaired receivables that represents their estimate of expected losses in respect of receivables. An analysis of the ageing of the Group's receivables at the reporting date has been provided in Note 13.</p>
<b>Liquidity risk</b>	Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due.	Liquidity risk is managed by University management and overseen by the Finance Committee through maintenance of sufficient liquid assets and borrowing facilities, and active monitoring of cash flow forecasts.

## Note 29 Financial risk management (cont'd)

The following table summarises the maturity of the Group's financial liabilities. The amounts displayed are the contractual undiscounted cash flows, including principal and interest payments. The amounts included in the Statement of Financial Position are based on the discounted cash flows and as such will differ to the amounts below.

Consolidated	Note	Contracted undiscounted cash flows			
		Less than 1 year \$'000	1 to 5 years \$'000	More than 5 years \$'000	Total \$'000
<b>2020</b>					
<b>Financial liabilities</b>					
Trade and other payables	18	180,066	-	-	180,066
Borrowings	19	259,079	17,639	362,546	639,264
Other financial liabilities	22	294,120	1,061	41,655	336,836
<b>Total financial liabilities</b>		<b>733,265</b>	<b>18,700</b>	<b>404,201</b>	<b>1,156,166</b>
<b>2019</b>					
<b>Financial liabilities</b>					
Trade and other payables	18	163,850	-	-	163,850
Borrowings	19	257,631	24,051	380,653	662,335
Other financial liabilities	22	178,805	337	31,233	210,375
<b>Total financial liabilities</b>		<b>600,286</b>	<b>24,388</b>	<b>411,886</b>	<b>1,036,560</b>

## Note 30 Fair value measurements

### (a) Fair value measurements

All financial assets and liabilities have carrying values that are a reasonable approximation of fair value at reporting date, except for Borrowings. The aggregate fair value of Borrowings at reporting date is \$639.264 million (2019: \$662.335 million). Refer to Note 19 for the carrying amount of Borrowings.

### Key estimates and judgements

Note 30(c) outlines the key estimates and judgements used by the Group in measuring the fair value of financial assets and liabilities.

### Accounting policy

The Group categorises assets and liabilities measured at fair value into a hierarchy based on the level of inputs used in measurement.

- Level 1 – quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 – inputs other than quoted prices 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).

The fair value hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (level 1 inputs) and the lowest priority to unobservable inputs (level 3 inputs).

The level in the hierarchy is determined by the basis of the lowest level input that is significant to the fair value measurement in its entirety. Fair value measurement of non-financial assets is based on the highest and best use of the asset. The Group considers market participants use of, or purchase price of the asset, to use it in a manner that would be highest and best use.

**(b) Fair value hierarchy**

<b>Consolidated</b>	<b>2020</b> <b>\$'000</b>	<b>Level 1</b> <b>\$'000</b>	<b>Level 2</b> <b>\$'000</b>	<b>Level 3</b> <b>\$'000</b>
<b>Recurring fair value measurements at 31 December 2020</b>				
<b>Financial assets</b>				
Financial assets at fair value through profit or loss	2,532,215	1,434,289	1,097,926	-
Financial assets designated at fair value through other comprehensive income	194,441	122,239	-	72,202
Investments in subsidiaries *	4,544	-	-	4,544
Derivative financial assets (held-for-trading)	39,450	-	39,450	-
<b>Total financial assets</b>	<b>2,770,650</b>	<b>1,556,528</b>	<b>1,137,376</b>	<b>76,746</b>
<b>Non-financial assets</b>				
Property, plant and equipment **	5,180,352	-	1,063,029	4,117,323
Assets held for sale	40,109	-	-	40,109
<b>Total non-financial assets</b>	<b>5,220,461</b>	<b>-</b>	<b>1,063,029</b>	<b>4,157,432</b>
<b>Financial liabilities</b>				
Borrowings ***	639,264	-	639,264	-
Cross currency interest rate swap	40,737	-	40,737	-
Derivative financial liability (held-for-trading)	11,676	-	9,349	2,327
Obligation to pay cash to third parties	28,091	-	-	28,091
Refund liability	265,677	-	-	265,677
<b>Total liabilities</b>	<b>985,445</b>	<b>-</b>	<b>689,350</b>	<b>296,095</b>

	<b>2019</b> <b>Restated</b> <b>\$'000</b>	<b>Level 1</b> <b>\$'000</b>	<b>Level 2</b> <b>\$'000</b>	<b>Level 3</b> <b>\$'000</b>
<b>Recurring fair value measurements at 31 December 2019</b>				
<b>Financial assets</b>				
Financial assets at fair value through profit or loss	2,341,590	1,370,082	971,508	-
Financial assets designated at fair value through other comprehensive income	185,851	121,126	-	64,725
Investments in subsidiaries *	4,544	-	-	4,544
Derivative financial assets (held-for-trading)	13,915	-	13,915	-
<b>Total financial assets</b>	<b>2,545,900</b>	<b>1,491,208</b>	<b>985,423</b>	<b>69,269</b>
<b>Non-financial assets</b>				
Property, plant and equipment **	4,933,732	-	887,310	4,046,422
<b>Total non-financial assets</b>	<b>4,933,732</b>	<b>-</b>	<b>887,310</b>	<b>4,046,422</b>
<b>Financial liabilities</b>				
Borrowings ***	662,335	-	662,335	-
Cross currency interest rate swap	28,757	-	28,757	-
Derivative financial liability (held-for-trading)	3,549	-	1,326	2,223
Obligation to pay cash to third parties	21,985	-	-	21,985
Refund liability	155,318	-	-	155,318
<b>Total liabilities</b>	<b>871,944</b>	<b>-</b>	<b>692,418</b>	<b>179,526</b>

\* There are several immaterial subsidiaries that are not consolidated, as such investment in these entities are not eliminated from the Group. Refer to Note 28 for further details.

\*\* Comprised of land, buildings, service concession arrangements and works of art and other collections. Other items of property, plant and equipment are not held at fair value (Note 16).

\*\*\* Comprised of unsecured bank borrowings and unsecured bonds. Other items of borrowings, such as lease liabilities, are not held at fair value (Note 19).

## Note 30 Fair value measurements (cont'd)

### Non-recurring fair value measurements

There were no non-recurring fair value measurements.

### (c) Valuation techniques used to derive level 2 and level 3 fair values

#### *Land and buildings (levels 2 and 3)*

The fair value of land and buildings was determined by independent property valuers, Colliers International Consultancy and Valuation Pty Limited, who have appropriately recognised qualifications and experience.

Given the nature and use of the education-related buildings together with limited comparable sales on a going-concern basis, it is an accepted valuation methodology to carry out a current replacement cost analysis of the buildings to which the market value of the land is added, based on its existing use. Transport, services, zoning, heritage registration, environmental issues and condition and repair were considered in valuing the buildings. The cost approach adopted for the building component is considered to utilise level 3 inputs.

The direct comparison approach is used to value a number of buildings located outside of the University's campus. The direct comparison approach in this process is considered to utilise level 2 inputs.

Land with a community service obligation of greater than 10% is considered to use level 3 inputs as the unobservable input is considered significant. Valuation for the other remaining land properties is categorised as level 2, based on the inputs to the valuation, using the market approach.

#### *Works of art and other collections (level 3)*

The fair value of works of art and other collections was determined by independent valuers, Simon Storey Valuers, having appropriately recognised qualifications and experience. Random statistical sampling is used to value the larger collections. The sample valuations are projected to estimate total value using the number raised estimation methodology. Due to the unique nature and use of the collections there are limited comparable sales therefore, the valuation is considered to utilise level 3 inputs.

#### *Financial assets designated at fair value through other comprehensive income (levels 2 and 3)*

The fair value of financial assets that are not traded in active markets 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.

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

The following table is a reconciliation of level 3 items for the periods ended 31 December 2019 and 2020:

	Land \$'000	Buildings \$'000	Works of art and other collections \$'000	Service concession assets \$'000	Assets classified as held for sale \$'000	Other financial assets \$'000	Other financial liabilities \$'000	Total \$'000
<b>Level 3 Fair value measurements 2019</b>								
<b>Balance at 1 January</b>	<b>730,125</b>	<b>2,265,595</b>	<b>352,307</b>	-	-	<b>52,396</b>	<b>(1,482)</b>	<b>3,398,941</b>
Adjustment on application of AASB 1059	-	(5,670)	-	101,068	-	-	-	<b>95,398</b>
Prior period adjustment	-	-	-	-	-	-	(157,543)	<b>(157,543)</b>
<b>Balance at 1 January adjusted</b>	<b>730,125</b>	<b>2,259,925</b>	<b>352,307</b>	<b>101,068</b>	-	<b>52,396</b>	<b>(159,025)</b>	<b>3,336,796</b>
Additions	19,100	-	11,048	66,571	-	2,497	(19,759)	<b>79,457</b>
Transfer from construction in progress	-	288,477	-	36,476	-	-	-	<b>324,953</b>
Disposals	-	-	-	-	-	(113)	-	<b>(113)</b>
Depreciation	-	(95,480)	-	(3,436)	-	-	-	<b>(98,916)</b>
Revaluation	64,557	211,113	2,768	1,781	-	14,489	(742)	<b>293,966</b>
Write-ups/transfers/(write-offs)	-	22	-	-	-	-	-	<b>22</b>
<b>Balance at 31 December</b>	<b>813,782</b>	<b>2,664,057</b>	<b>366,123</b>	<b>202,460</b>	-	<b>69,269</b>	<b>(179,526)</b>	<b>3,936,165</b>
<b>Level 3 Fair value measurements 2020</b>								
<b>Balance at 1 January</b>	<b>813,782</b>	<b>2,664,057</b>	<b>366,123</b>	<b>202,460</b>	-	<b>69,269</b>	<b>(179,526)</b>	<b>3,936,165</b>
Additions	-	27,889	581	-	38,930	3,721	(116,466)	<b>(45,345)</b>
Transfer from construction in progress	-	51,334	-	-	-	-	-	<b>51,334</b>
Depreciation	-	(67,960)	-	(4,049)	-	-	-	<b>(72,009)</b>
Revaluation	51,665	46,285	14,595	2,327	-	3,756	(103)	<b>118,525</b>
Write-ups/transfers/(write-offs)	-	(14)	-	-	-	-	-	<b>(14)</b>
Transfers from level 3 to level 2	-	(11,643)	-	-	-	-	-	<b>(11,643)</b>
Assets classified as held for sale	(38,930)	(1,179)	-	-	1,179	-	-	<b>(38,930)</b>
<b>Balance at 31 December</b>	<b>826,517</b>	<b>2,708,769</b>	<b>381,299</b>	<b>200,738</b>	<b>40,109</b>	<b>76,746</b>	<b>(296,095)</b>	<b>3,938,083</b>

Quantitative information about significant unobservable inputs used in level 3 fair value measurements are summarised in the table below.

Description	Fair value 2020 \$'000	Significant unobservable inputs	Relationship of significant unobservable inputs to fair value
<b>Other financial assets</b>	<b>76,746</b>	Net asset value	A 5% increase in net asset value would increase fair value of other financial assets by \$3.837 million (2019: \$3.463 million).
<b>Other financial liabilities</b>	<b>(296,095)</b>	Electricity long term forward price	A 10% increase in the electricity long term forward price would decrease the value of the liability by \$0.107 million (2019: \$0.167 million).
		Large Generator Certificates (LGC) long term forward price	A 10% increase in the LGC long term forward price would decrease the value of the liability by \$0.029 million (2019: \$0.032 million).

## Note 31 Remuneration of auditors

During the year, the fees presented in the table below, were paid or payable for services provided by auditors of the Group.

	Consolidated		University	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
<b>Audit of the financial statements</b>				
Fees paid or payable to the Victorian Auditor-General's Office	524	550	446	446
Fees paid or payable to KPMG	102	102	-	-
<b>Total remuneration for audit services</b>	<b>626</b>	<b>652</b>	<b>446</b>	<b>446</b>
<b>Other audit and assurance services</b>				
Fees paid or payable to Ernst & Young	160	343	160	343
<b>Total remuneration for other audit and assurance services</b>	<b>160</b>	<b>343</b>	<b>160</b>	<b>343</b>

## Note 32 Related party transactions

### Parent entities

The ultimate parent entity within the Group is the University.

### Subsidiaries

The University's interests in its subsidiaries are set out in Note 28.

### Members of Council and specified executive officers

Disclosures relating to Members of Council and specified executives are set out in Note 33.

### Transactions with related parties

The following transactions occurred with related parties:

	University	
	2020 \$'000	2019 \$'000
<b>Subsidiaries</b>		
Funding provided	5,953	13,836
Rent in-kind provided	59	694
Lease receipts	1,853	1,781
Sale of goods and services	3,693	4,695
Purchase of goods	776	18,738
Transfers of research and development to a related party	28	-
Transfers under finance arrangements	76	-
Donations received	7,720	-
<b>Associates</b>		
Funding provided	1,000	6,962
<b>Key management personnel</b>		
Donations received	8,632	15,482

Contributions to superannuation are disclosed in Note 8.

## Outstanding balances

The following balances are outstanding at the reporting date in relation to transactions with related parties:

	University	
	2020 \$'000	2019 \$'000
<b>Subsidiaries</b>		
Current receivables (sale of goods and services)	388	3,868
Current payables (purchases of goods)	119	75
<b>Key management personnel</b>		
Commitments – donations	7,151	13,694
<b>Loans to/from related parties</b>		
<b>Loans to subsidiaries</b>		
<b>Opening balance</b>	-	<b>4,456</b>
Loan written off	-	(4,456)
<b>Closing balance</b>	-	-
<b>Loans from other related parties</b>		
<b>Funding provided</b>	-	<b>309</b>
Funding provided	-	(309)
<b>Donations received</b>	-	-

## Terms and conditions

During the financial year, all transactions between the University and its related parties were in the ordinary course of business and on normal arm's length commercial terms and conditions. Outstanding balances are unsecured, non-interest bearing and repayable in cash.

## Note 33 Key management personnel

Key management personnel are made up of responsible persons and executive officers.

### Responsible persons

The University defines responsible persons as members of University Council.

Names of responsible persons	
Ms Desiree Cai (appointed from 1 December 2020)	Prof Duncan Maskell (Vice-Chancellor)
Ms Nadia Carlin	Mr Allan Myers AC QC
Dr Andrew Cuthbertson AO (appointed from 1 January 2020)	Prof Nilss Olekalns (until 31 December 2020)
Prof Marilyns Guillemin	Mr Andrew Sisson AO (appointed from 1 January 2020)
Ms Jane Hansen AO	Ms Wendy Stops
Mr Tyson Holloway-Clarke (until 30 September 2020)	Prof Joseph J Y Sung
Mr Mark Leibler AC	Dr Helen Szoke AO

### Remuneration of responsible persons

Amounts paid, payable or otherwise made available to Council in connection with the management of affairs of the Group is outlined below. This excludes executive members.

	Consolidated	
	2020 \$'000	2019 \$'000
Short-term benefits	358	353
<b>Total remuneration of responsible persons</b>	<b>358</b>	<b>353</b>

## Note 33 Key management personnel (cont'd)

The number of University Council members with their remuneration classified in the relevant income band, is shown in the table below. The remuneration only relates to remuneration for acting in the capacity as a member of Council. Certain members elect to donate part or all of the remuneration reported to the University. Staff of the University are not eligible to be remunerated for acting in the capacity as a member of Council.

	Consolidated	
	2020 No.	2019 No.
Nil	5	5
\$1-\$9,999	1	-
\$20,000-\$29,999	1	-
\$30,000-\$39,999	3	5
\$40,000-\$49,999	3	2
\$80,000-\$89,999	1	1
<b>Total number</b>	<b>14</b>	<b>13</b>

### Executive officers

The University defines executive officers as members of the University Executive Committee. The Committee comprises of the Vice-Chancellor, the Faculty Deans, the Provost, the Deputy Vice-Chancellors and the Vice-Presidents.

### Remuneration of executive officers

Amounts paid, payable or otherwise made available to executive officers are outlined below.

	Consolidated	
	2020 \$'000	2019 \$'000
Short-term benefits	10,429	10,420
Post-employment benefits	1,348	1,216
Termination benefits	-	394
Other long-term benefits	138	168
<b>Total remuneration of executive officers</b>	<b>11,915</b>	<b>12,198</b>

As a responsibility of office, one executive included occupies a residence owned by the University. The residence is required to be available and used regularly for official University functions and promotional activities. The value of this benefit, including associated costs for 2020 is \$331,617 (2019: \$327,013).

To assist the University to manage the financial impacts COVID-19, University Executive members took a 20% pay cut for 6 months in 2020. This amount was processed as a donation to the University and has been reported in Note 32 above. The total remuneration reported for 2020 of \$11.915 million includes this amount.

The number of executive officers and their remuneration during the reporting period is shown in the table below in their relevant bands.

	Consolidated	
	2020 No.	2019 No.
\$30,000-\$44,999	1	-
\$45,000-\$59,999	-	1
\$60,000-\$74,999	-	1
\$90,000-\$104,999	-	1
\$105,000-\$119,999	-	1
\$360,000-\$374,999	1	-
\$375,000-\$389,999	1	-
\$390,000-\$404,999	1	4
\$405,000-\$419,999	1	2
\$420,000-\$434,999	3	2
\$435,000-\$449,999	1	1
\$450,000-\$464,999	-	1
\$465,000-\$479,999	1	1
\$495,000-\$509,999	1	-
\$525,000-\$539,999	1	-
\$540,000-\$554,999	1	-
\$555,000-\$569,999	1	1
\$570,000-\$584,999	1	1
\$585,000-\$599,999	1	-
\$600,000-\$614,999	2	-
\$615,000-\$629,999	1	2
\$645,000-\$659,999	-	1
\$660,000-\$674,999	1	-
\$735,000-\$749,999	-	1
\$795,000-\$809,999	1	-
\$810,000-\$824,999	-	1
\$1,125,000-\$1,139,999	-	1
\$1,485,000-\$1,499,999	-	1
\$1,500,000-\$1,514,999	1	-
<b>Total number of executives</b>	<b>22</b>	<b>24</b>
<b>Total annualised employee equivalent (AEE)</b>	<b>21.0</b>	<b>20.7</b>

### Minister

The relevant Minister for the reporting period was the Hon Gayle Tierney, Minister for Training and Skills and Minister for Higher Education. Remuneration of the Minister is disclosed in the financial report of the Department of Parliamentary Services. Other relevant interests are declared in the Register of Members' Interests, which each Member of Parliament completes.

## Note 34 Acquittal of Australian Government financial assistance (University only)

### Note 34.a Education – CGS and other education grants

	Commonwealth Grants Scheme <sup>1</sup>		National Institutes Funding		Access and Participation Fund		Promotion of Excellence in Learning & Teaching		Disability Performance Funding <sup>2</sup>	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	292,434	285,622	5,843	5,741	1,536	1,579	(1)	-	433	404
Net accrual adjustments	(457)	1,648	-	-	-	-	-	-	-	-
<b>Revenue for the period</b>	<b>291,977</b>	<b>287,270</b>	<b>5,843</b>	<b>5,741</b>	<b>1,536</b>	<b>1,579</b>	<b>(1)</b>	<b>-</b>	<b>433</b>	<b>404</b>
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-	-	-
<b>Total revenue including accrued revenue</b>	<b>291,977</b>	<b>287,270</b>	<b>5,843</b>	<b>5,741</b>	<b>1,536</b>	<b>1,579</b>	<b>(1)</b>	<b>-</b>	<b>433</b>	<b>404</b>
Less expenses including accrued expenses	(291,977)	(287,270)	(5,843)	(5,741)	(1,536)	(1,579)	1	-	(433)	(404)
<b>Surplus/(deficit) for reporting period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

	Supporting More Women in STEM Careers		Academic Centres of Cyber Security Excellence		AMSI Vacation Schools		Superannuation Programs		The Hellenic Chair in Global Diasporas	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	4,516	2,700	244	240	516	507	6,469	8,580	2,500	-
Net accrual adjustments	-	-	(273)	-	-	-	-	295	-	-
<b>Revenue for the period</b>	<b>4,516</b>	<b>2,700</b>	<b>(29)</b>	<b>240</b>	<b>516</b>	<b>507</b>	<b>6,469</b>	<b>8,875</b>	<b>2,500</b>	<b>-</b>
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-	-	-
<b>Total revenue including accrued revenue</b>	<b>4,516</b>	<b>2,700</b>	<b>(29)</b>	<b>240</b>	<b>516</b>	<b>507</b>	<b>6,469</b>	<b>8,875</b>	<b>2,500</b>	<b>-</b>
Less expenses including accrued expenses	(4,516)	(2,700)	29	(240)	(516)	(507)	(6,469)	(8,875)	(2,500)	-
<b>Surplus/(deficit) for reporting period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<sup>1</sup>Includes the basic CGS grant amount, CGS Regional Loading, CGS Enabling Loading, CGS Medical Student Loading, Allocated Places and Non Designated Courses.

<sup>2</sup>Disability Performance Funding includes Additional Support for Students with Disabilities.

	Total	
	2020 \$'000	2019 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	314,490	305,373
Net accrual adjustments	(730)	1,943
<b>Revenue for the period</b>	<b>313,760</b>	<b>307,316</b>
Surplus/(deficit) from the previous year	-	-
<b>Total revenue including accrued revenue</b>	<b>313,760</b>	<b>307,316</b>
Less expenses including accrued expenses	(313,760)	(307,316)
<b>Surplus/(deficit) for reporting period</b>	<b>-</b>	<b>-</b>

### Note 34.b Higher Education Loan Programs (excl OS-HELP)

	HECS-HELP (Australian Government payments only)		FEE-HELP		SA-HELP		Total	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	188,895	165,113	122,879	106,591	3,533	3,333	<b>315,307</b>	<b>275,037</b>
Net accrual adjustments	(17,721)	1,203	(2,308)	12,087	(195)	(94)	<b>(20,224)</b>	<b>13,196</b>
<b>Revenue for the period</b>	<b>171,174</b>	<b>166,316</b>	<b>120,571</b>	<b>118,678</b>	<b>3,338</b>	<b>3,239</b>	<b>295,083</b>	<b>288,233</b>
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-
<b>Total revenue including accrued revenue</b>	<b>171,174</b>	<b>166,316</b>	<b>120,571</b>	<b>118,678</b>	<b>3,338</b>	<b>3,239</b>	<b>295,083</b>	<b>288,233</b>
Less expenses including accrued expenses	(171,174)	(166,316)	(120,571)	(118,678)	(3,338)	(3,239)	<b>(295,083)</b>	<b>(288,233)</b>
<b>Surplus/(deficit) for reporting period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Note 34.c Department of Education and Training Research

	Research Training Program		Research Support Program		Total	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	103,597	99,886	106,971	104,605	<b>210,568</b>	<b>204,491</b>
Net accrual adjustments*	(11,655)	-	(24)	-	<b>(11,679)</b>	-
<b>Revenue for the period</b>	<b>91,942</b>	<b>99,886</b>	<b>106,947</b>	<b>104,605</b>	<b>198,889</b>	<b>204,491</b>
Surplus/(deficit) from the previous year	-	-	-	-	-	-
<b>Total revenue including accrued revenue</b>	<b>91,942</b>	<b>99,886</b>	<b>106,947</b>	<b>104,605</b>	<b>198,889</b>	<b>204,491</b>
Less expenses including accrued expenses	(91,942)	(99,886)	(106,947)	(104,605)	<b>(198,889)</b>	<b>(204,491)</b>
<b>Surplus/(deficit) for reporting period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* An accounting surplus for Research Block Grants is not reported, as the University records a refund liability for the cash surplus in the 'net accrual adjustments' line. The cash surplus of \$11.679 million in this line is considered a request to the Secretary of the Australian Government Department of Education to be rolled over for future expenditure.

## Note 34 Acquittal of Australian Government financial assistance (University only) (cont'd)

### Note 34.d Total Research Training Program expenditure

	Total domestic students		Total overseas students		Total	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Research Training Program fee offsets	67,161	63,262	3,214	4,096	<b>70,375</b>	<b>67,358</b>
Research Training Program stipends	20,483	30,390	984	1,982	<b>21,467</b>	<b>32,372</b>
Research Training Program allowances	84	91	16	64	<b>100</b>	<b>155</b>
<b>Total for all types of support</b>	<b>87,728</b>	<b>93,743</b>	<b>4,214</b>	<b>6,142</b>	<b>91,942</b>	<b>99,886</b>

### Note 34.e Capital funding

	Linkage Infrastructure Equipment and Facilities Grant		Stawell Underground Physics Laboratory		Menzies Institute and Library		Total	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	4,019	432	300	2,650	-	-	<b>4,319</b>	<b>3,082</b>
Net accrual adjustments	(2,314)	(276)	883	(883)	-	(82)	<b>(1,431)</b>	<b>(1,241)</b>
<b>Revenue for the period</b>	<b>1,705</b>	<b>156</b>	<b>1,183</b>	<b>1,767</b>	<b>-</b>	<b>(82)</b>	<b>2,888</b>	<b>1,841</b>
Surplus/(deficit) from the previous year	19	-	883	-	6,918	7,000	<b>7,820</b>	<b>7,000</b>
<b>Total revenue including accrued revenue</b>	<b>1,724</b>	<b>156</b>	<b>2,066</b>	<b>1,767</b>	<b>6,918</b>	<b>6,918</b>	<b>10,708</b>	<b>8,841</b>
Less expenses including accrued expenses	(1,258)	(137)	(208)	(884)	(162)	-	<b>(1,628)</b>	<b>(1,021)</b>
<b>Surplus/(deficit) for reporting period</b>	<b>466</b>	<b>19</b>	<b>1,858</b>	<b>883</b>	<b>6,756</b>	<b>6,918</b>	<b>9,080</b>	<b>7,820</b>

## Note 34.f Australian Research Council grants

	Discovery		Linkages		Networks and centres		Special research initiatives		Total	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	48,909	48,257	11,982	11,341	13,209	7,975	82	1,840	<b>74,182</b>	<b>69,413</b>
Net accrual adjustments	(6,595)	(4,587)	(4,182)	(3,334)	(10,627)	(5,681)	(58)	(524)	<b>(21,462)</b>	<b>(14,126)</b>
<b>Revenue for the period</b>	<b>42,314</b>	<b>43,670</b>	<b>7,800</b>	<b>8,007</b>	<b>2,582</b>	<b>2,294</b>	<b>24</b>	<b>1,316</b>	<b>52,720</b>	<b>55,287</b>
Surplus/(deficit) from the previous year	107	(596)	684	(813)	1,881	(411)	36	(13)	<b>2,708</b>	<b>(1,833)</b>
<b>Total revenue including accrued revenue</b>	<b>42,421</b>	<b>43,074</b>	<b>8,484</b>	<b>7,194</b>	<b>4,463</b>	<b>1,883</b>	<b>60</b>	<b>1,303</b>	<b>55,428</b>	<b>53,454</b>
Less expenses including accrued expenses	(39,934)	(42,967)	292	(6,510)	1,777	(2)	(56)	(1,267)	<b>(37,921)</b>	<b>(50,746)</b>
<b>Surplus/(deficit) for reporting period</b>	<b>2,487</b>	<b>107</b>	<b>8,776</b>	<b>684</b>	<b>6,240</b>	<b>1,881</b>	<b>4</b>	<b>36</b>	<b>17,507</b>	<b>2,708</b>

## Note 34.g OS-HELP

	OS-HELP	
	2020 \$'000	2019 \$'000
Cash received during the reporting period	7,237	4,434
Cash spent during the reporting period	(642)	(4,808)
<b>Net cash received</b>	<b>6,595</b>	<b>(374)</b>
Cash surplus/(deficit) from the previous period	2,334	2,708
<b>Cash surplus/(deficit) for reporting period</b>	<b>8,929</b>	<b>2,334</b>

## Note 34.h Student Services and Amenities Fee

	Student Services and Amenities Fee	
	2020 \$'000	2019 \$'000
Unspent/(overspent) revenue from previous period	2,296	3,184
SA-HELP revenue earned	3,339	3,239
Student services and amenities fees from students	1,510	5,812
<b>Total revenue expendable in period</b>	<b>7,145</b>	<b>12,235</b>
Student services expenses during period	(7,145)	(9,939)
<b>Unspent/(overspent) Student Services and Amenities Fee</b>	<b>-</b>	<b>2,296</b>

# STATEMENT BY THE VICE-CHANCELLOR AND CHIEF FINANCIAL OFFICER

The University Council at its meeting held on 17 March 2021 agreed to adopt the financial statements and authorised the Vice-Chancellor and Chief Financial Officer to sign the financial statements on behalf of the University.

In our opinion:

- (i) the financial statements of the University of Melbourne and the consolidated entity present a true and fair view of the financial transactions of the University and the consolidated entity during the financial year ended 31 December 2020 and the financial position of its operations for the year ended on that date,
- (ii) the financial statements have been prepared in accordance with the Australian Accounting Standards, the Financial Management Act 1994, Australian Charities and Not-for-profits Commission Act 2012, other mandatory professional reporting requirements and the Financial Statement Guidelines for Australian Higher Education Providers for the 2020 Reporting Period as issued by the Australian Government Department of Education and Training,
- (iii) the Group has complied with all material requirements of applicable legislation, contracts, agreements and various program guidelines that apply to the Australian Government financial assistance identified in these financial statements,
- (iv) we are not aware at the date of signing these statements of any circumstances which would render any particulars included in the statements to be misleading or inaccurate and there are reasonable grounds to believe that the University of Melbourne and the consolidated entity will be able to pay its debts as and when they fall due,
- (v) the amount of Australian Government financial assistance received during the financial year ended 31 December 2020 was expended for the purposes for which it was provided.



**Professor Duncan Maskell**  
Vice-Chancellor  
17 March 2021



**Katerina Kapobassis**  
Chief Financial Officer  
17 March 2021

# Independent Auditor's Report

## To the Council of The University of Melbourne

<b>Opinion</b>	<p>I have audited the financial report of The University of Melbourne (the university) and its controlled entities (together the consolidated entity) which comprises the:</p> <ul style="list-style-type: none"> <li>• consolidated entity and university statements of financial position as at 31 December 2020</li> <li>• consolidated entity and university income statements for the year then ended</li> <li>• consolidated entity and university comprehensive income statements for the year then ended</li> <li>• consolidated entity and university statements of changes in equity for the year then ended</li> <li>• consolidated entity and university statements of cash flows for the year then ended</li> <li>• notes to the financial statements, including significant accounting policies</li> <li>• statement by the Vice Chancellor and Chief Finance Officer.</li> </ul> <p>In my opinion the financial report is in accordance with Part 7 of the <i>Financial Management Act 1994</i> and Division 60 of the <i>Australian Charities and Not-for-profits Commission Act 2012</i>, including:</p> <ul style="list-style-type: none"> <li>• giving a true and fair view of the financial position of the university as at 31 December 2020 and of its financial performance and its cash flows for the year then ended</li> <li>• complying with Australian Accounting Standards and Division 60 of the <i>Australian Charities and Not-for-profits Commission Regulations 2013</i>.</li> </ul>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the university in accordance with the auditor independence requirements of the <i>Australian Charities and Not-for-profits Commission Act 2012</i> and the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Council's responsibilities for the financial report</b>	<p>The Council of the university is responsible for the preparation of a financial report that gives a true and fair view in accordance with Australian Accounting Standards, the <i>Financial Management Act 1994</i> and the <i>Australian Charities and Not-for-profits Commission Act 2012</i>, and for such internal control as the Council determines is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Council is responsible for assessing the university's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

<b>Other information</b>	<p>The Council are responsible for the Other Information, which comprises the information in the annual report for the year ended 31 December 2020, but does not include the financial report and my auditor's report thereon.</p> <p>My opinion on the financial report does not cover the Other Information and accordingly, I do not express any form of assurance conclusion on the Other Information. However, in connection with my audit of the financial report, my responsibility is to read the Other Information and in doing so, consider whether it is materially inconsistent with the financial report or the knowledge I obtained during the audit, or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude there is a material misstatement of the Other Information, I am required to report that fact. I have nothing to report in this regard.</p>
<b>Auditor's responsibilities for the audit of the financial report</b>	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is 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 the 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 this financial report.</p> <p>As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:</p> <ul style="list-style-type: none"> <li>• identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. 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.</li> <li>• obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the university's internal control</li> <li>• evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council</li> <li>• conclude on the appropriateness of the Council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the university's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the university to cease to continue as a going concern</li> <li>• evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation</li> </ul>

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**Auditor's responsibilities for the audit of the financial report (continued)**

- obtain sufficient appropriate audit evidence regarding the financial information of the entities and business activities within the university and the consolidated entity to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the audit of the university and the consolidated entity. I remain solely responsible for my audit opinion.

I communicate with the Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the Council with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

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MELBOURNE  
30 March 2021



Charlotte Jeffries  
*as delegate for the Auditor-General of Victoria*

## Auditor-General's Independence Declaration

### To the Council, the University of Melbourne

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General, an independent officer of parliament, is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised.

Under the *Audit Act 1994*, the Auditor-General is the auditor of each public body and for the purposes of conducting an audit has access to all documents and property, and may report to parliament matters which the Auditor-General considers appropriate.

### *Independence Declaration*

As auditor for the University of Melbourne for the year ended 31 December 2020, I declare that, to the best of my knowledge and belief, there have been:

- no contraventions of auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit.
- no contraventions of any applicable code of professional conduct in relation to the audit.

MELBOURNE  
30 March 2021



Charlotte Jeffries  
*as delegate for the Auditor-General of Victoria*

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<b>Management and structure</b>			
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Item No.	Source	Summary of reporting requirement	Page Number
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33.	SD 5.2.2(a), 5.2.2(b) & FMA s49	<p>The financial statements must contain such information as required by the Minister and be prepared in a manner and form approved by the Minister. They must be signed and dated by the Accountable Officer, CFO (subject to 5.2.2) and a member of the Responsible Body, in a manner approved by the Minister, stating whether, in their opinion the financial statements:</p> <ul style="list-style-type: none"> <li>• present fairly the financial transactions during reporting period and the financial position at end of the period; and</li> <li>• have been prepared in accordance with applicable requirements in the FMA, the Directions, the Financial Reporting Directions and Australian Accounting Standards.</li> </ul>	190
34.	FRD 30D	Rounding of Amounts	139
35.	SD 3.2.1.1(c)	<p>The Responsible Body must establish an Audit Committee to:</p> <ul style="list-style-type: none"> <li>• review annual financial statements and make a recommendation to the Responsible Body as to whether to authorise the statements before they are released to Parliament by the Responsible Minister</li> </ul>	94, 100, 109, 190
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# GLOSSARY

## **Academic Advising at Melbourne**

Connects University of Melbourne first-year students with an academic staff member to provide opportunities to think, share ideas, talk about goals and explore opportunities

## **Academic Ranking of World Universities (ARWU)**

Publication of the world's top 1000 colleges and universities based on specific indicators

## **Academy of Sport, Health and Education (ASHE)**

Collaboration with Rumbalara Football Netball Club to support Aboriginal and Torres Strait Islander students transition to employment or further education in Shepparton, Victoria

## **Access Melbourne**

Special guaranteed entry and scholarship scheme for domestic undergraduate applicants whose circumstances in secondary school have prevented them from achieving the best possible ATAR

## **Advancing Melbourne**

Charts the University of Melbourne's strategic direction to the year 2030

## **Australian Institute of Infectious Diseases and Global Health (AIIDGH)**

Cluster of world-leading medical research organisations with expertise to enhance Australia's capacity to protect the region against infectious disease and future pandemics

## **Australian Rainforest Boardwalk**

Located within Parkville campus' System Garden, allows visitors to navigate the rainforest while leaving it free from the impact of human footsteps, and providing an educational hotspot for biodiversity at the University of Melbourne

## **Australian Research Council (ARC)**

One of the Australian Government's two main agencies (with the NHMRC, see below) for allocating competitive research funding to academics and researchers at Australian universities

## **ARC Centres of Excellence**

Foci of expertise through which high-quality researchers maintain and develop Australia's international standing in research areas of national priority and providing significant collaboration opportunities between universities, publicly funded research organisations, research bodies, governments and businesses in Australia and overseas

## **Australian Tertiary Admission Rank (ATAR)**

Primary criterion for entry into most undergraduate university programs in Australia

## **Believe – the Campaign for the University of Melbourne**

Philanthropic program providing student scholarships, fellowships and stipends, as well as named chairs and other academic appointments

## **Choose to Reuse program**

Provides reusable items instead of disposable food and drink packaging to save water and waste at University of Melbourne campuses

## **Commitment, advocacy, trust, collaboration and health (CATCH)**

Builds readiness to deal with family violence and provides training and systems to prepare practitioners and improve survivors' individual outcomes and experiences within the health system

## **Consortium for Advanced Studies Abroad (CASA)**

Small consortium of prominent international institutions providing study abroad opportunities across Latin America and Europe

## **COVID-19**

Ongoing worldwide pandemic of the coronavirus disease 2019 (COVID-19) caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2)

## **Cultural Commons**

Comprises 15 University of Melbourne galleries, archives, museums and individual collectionsU (see also Donald Thompson Collection below)

## **Diploma in General Studies [Extended] (D-GENST)**

Delivered on the University of Melbourne's Dookie campus to provide a pathway to reduce barriers to educational entry and provide financial assistance for Aboriginal and Torres Strait Islander students in regional Victoria

## **Discovery subjects**

New first-year University of Melbourne subjects, to be delivered into all undergraduate degrees in 2021 and 2022, built on students' chosen discipline, providing skills to support success and build a sense of cohort and connection

## **Diversity and Inclusion Strategy 2030**

Overarching framework and approach for students and staff to foster an inclusive environment where diversity is celebrated

## **Doctor of Philosophy (PhD)**

Highest academic degree awarded by universities in most countries

## **Donald Thomson Collection**

Amassed by Melbourne-based anthropologist and biologist Professor Donald Thomson (1901–70) containing almost 7500 artefacts and 2000 biological specimens collected mainly on Cape York, in Arnhem Land, from the Great Sandy Desert, the Gibson Desert of Western Australia, the Solomon Islands, and West Papua

## **Earnings before interest, taxes, depreciation and amortisation (EBITDA)**

Net income with interest, taxes, depreciation and amortisation, used to analyse and compare profitability among companies and industries, eliminating effects of financing and accounting decisions

## **Emergency Support Fund**

Payment of up to \$7500 for students who experienced financial hardship as a result of COVID-19 due to loss of income, cancelled overseas study, and unrecoverable associated costs or required hardware upgrades for online study

## **Equivalent full-time student load (EFTSL)**

Components used to calculate student contribution – one EFTSL is equivalent to a full-time study load for one year. For standard undergraduate degrees, an annual total of 80 credit points is equivalent to a standard year of full-time study (one EFTSL)

## **Eureka Prizes**

Celebrate outstanding achievements in Australian science across categories of research and innovation, leadership, science engagement, and school science

## **Fifty Words Project (50 Words Project)**

Provides 50 words in every Indigenous language of Australia to showcase online the vast linguistic diversity of Indigenous languages that continue to be spoken as well as those being revitalised by their communities

## **Fishermans Bend**

New purpose-built campus for the University of Melbourne faculties of Engineering and Information Technology and Architecture and Building and Planning for large experimental research and hands-on learning and industry colocation

## **Flexible Academic Programming Project (FlexAP)**

University of Melbourne project begun in 2015 to enhance quality of teaching and the student experience, providing choice and flexibility of study options and making more effective and efficient use of University infrastructure and resources

## **Full time equivalent (EFT)**

Relates to full time equivalent for staff

### **Future State Taskforce**

Advisory to Vice-Chancellor, Vice-Chancellor's Advisory Group and University Executive on opportunities and risks in response to COVID-19 (short and longer term)

### **Graduate Degree Packages**

Unique University of Melbourne packages for school leavers bundling undergraduate degree offers with offers for a place in a specialised professional entry Graduate School program

### **Green Impact**

Behaviour change and engagement program encouraging staff and students to form teams and implement sustainability-based activities within departments

### **Go8 (Group of Eight)**

Comprises Australia's eight leading research universities: Australian National University, Monash University, University of Adelaide, University of Melbourne, University of New South Wales, University of Queensland, University of Sydney and University of Western Australia

### **HASS**

Humanities, Arts, and Social Sciences

### **Higher Education Research Data Collection (HERDC)**

Research income data submitted annually by universities to the federal Department of Education and Training

### **Highly cited researchers (Hi-Ci)**

Annual list recognising leading researchers in the sciences and social sciences from around the world

### **Indigenous Knowledge Institute**

Opened on University of Melbourne Parkville campus in 2020 to advance research and education in Indigenous knowledge systems

### **International Financial Reporting Standards (IFRS)**

Issued by IFRS Foundation and International Accounting Standards Board (IASB) to provide common global language for business affairs to ensure that company accounts are understandable and comparable across international boundaries

### **International Student Advocacy Network (ISAN)**

Includes representatives from universities in greater Melbourne as well as from business, government and community sectors to advance, advocate, commission work and collectively deliver improved international student and education experiences in Melbourne as a globally significant and welcoming place for students and their families

### **International Student Emergency Relief Fund**

Victorian Government co-contribution of up to \$1100 administered via the University of Melbourne Emergency Support Fund for international students residing in Victoria who lost a legal source of income due to COVID-19

### **JAWUN**

Partnerships between organisations and Indigenous communities to promote self-reliance, entrepreneurial activity and business planning

### **Leiden Manifesto for Research Metrics**

Compilation of 10 principles for best practices of metrics-based research assessment formulated on input from the scientometric community during a special session of the STI/ENID conference in Leiden in September 2014

### **Melbourne Biomedical Precinct**

Biomedical and innovation precinct, located in Parkville, connecting the University of Melbourne with major hospitals and research institutes

### **Melbourne Centre for Cancer Research (UMCCR)**

Collaboration of cancer researchers from across the University of Melbourne working in collaboration to improve outcomes for cancer patients through the fostering of innovation and integration in cancer care, research, education and training

### **Melbourne Commencement Ceremonies**

Welcome for first-year University of Melbourne students as part of Orientation Weeks

### **Melbourne Connect**

Purpose-built precinct adjacent to the University of Melbourne bringing together researchers, government, industry, small-to-medium enterprises, start-ups, graduate researchers and artists across emerging technologies including robotics, computer-science, cybersecurity and privacy

### **Melbourne curriculum**

Globally competitive curriculum coupling broad undergraduate studies with postgraduate specialisation

### **Melbourne Innovated Program**

Develops and nurtures EdTech projects proposed by staff, students and alumni that have the potential to positively impact on teaching, learning and assessment, and leveraging the University of Melbourne's partnerships with the Wade Institute and Melbourne Entrepreneurial Centre

### **Melbourne Innovation District (MID)**

Partnership between the University of Melbourne, City of Melbourne, and RMIT University to develop urban innovations

### **Melbourne MicroCerts**

Innovative microcredential program of short courses aligned with industry and workforce needs to equip students with skills and knowledge relevant to current work, and providing diverse skill sets for future application

### **Melbourne Peer Mentor Program**

Supporting transition to university life by matching all first-year University of Melbourne undergraduate students with a peer group and later-year student mentor from the same degree to provide opportunities for social connection

### **Melbourne Research Future Fund (MRFF)**

Long-term investment supporting Australian health and medical research

### **Munarra Centre for Regional Excellence (MCRE)**

New Indigenous-led academy in Shepparton, Victoria (for completion in mid 2023)

### **National Health and Medical Research Council (NHMRC)**

Peak funding body for medical research – one of the Australian Government's two main agencies (with the ARC, see above) for allocating competitive research funding to academics and researchers at Australian universities

### **New Student Precinct**

World-class student precinct on the University of Melbourne Parkville campus including nine buildings and 37,300m squares of new and refurbished buildings and landscape space

### **Pandemic Reset Program**

University of Melbourne program, led by the Pandemic Reset Co-ordinating Group, to improve the quality and efficiency of the University's shared service model and provide better support for the core academic work of the University

### **Pandemic Response Group**

Advisory to the University of Melbourne Vice-Chancellor, the Vice-Chancellor's Advisory Group and University Executive on operational matters arising from the COVID-19 pandemic, including health and safety, business continuity and student and staff matters

### **Pride in Action Network**

University of Melbourne inaugural LGBTQIA+ Ally Network bringing together staff and students who identify as LGBTQIA+, their allies and supporters, to create opportunities to share information and foster a supportive and inclusive workplace and learning environment

### **QS Rankings**

Annual publication of global university rankings by Quacquarelli Symonds

### **Reconciliation Action Plan (RAP)**

Business plan documenting the practical actions an organisation will undertake to contribute to reconciliation in Australia – the first University of Melbourne RAP being for the period 2011–2013, the second from 2015–2017, and the third for the period 2018–2022 (an Elevate RAP, signalling reconciliation leadership)

### **Research Higher Degree (RHD)**

Postgraduate university degree involving a unique supervised research project, either as Masters by Research or Philosophy, or Doctoral degree (either Professional Doctorate or Doctor of Philosophy)

### **Research Sustainability Working Group**

Established by the Victorian State Education Minister, including University of Melbourne Vice-Chancellor Professor Duncan Maskell, to advise on future funding settings for sustainability research

### **Resources Taskforce**

Advisory to Vice-Chancellor's Advisory Group on response to income reduction and operational implications of Future State Taskforce recommendations (see Future State Taskforce above)

### **Roadmap to Recovery Report**

Drafted by a multidisciplinary group of over 100 researchers from across Australia, the report identified two strategies to support Australia's recovery from COVID-19: an elimination and a controlled adaptation response

### **SAGE Athena SWAN**

Internationally recognised charter celebrating good gender equality practices in higher education and research institutions

### **San Francisco Declaration on Research Assessment (DORA)**

Recognises the need to improve the ways researchers and scholarly research are evaluated

### **Spirit**

Small satellite due to be launched into space by 2022, to carry innovative X-ray sensors, sophisticated on-board computers and radios, and a miniaturised electric propulsion engine

### **STEMM**

Science, Technology, Engineering, Mathematics and Medicine

### **Stop 1**

University of Melbourne on-campus and online student information and service centres

### **Student Support Grants**

Payment of up to \$7500 for students who were outside Australia and affected by Australian Government COVID-19 travel restrictions between 3 April and 31 August 2020, and who incurred unexpected costs relating to travel, accommodation, self-isolation, and technology essential to online learning

### **Sustainability Plan 2017–2020**

New five-year plan developed with input from over 400 staff, students and alumni to embed sustainability more deeply across all University of Melbourne activities and model a sustainable and resilient community approach on campus and beyond to the wider community

### **Taking the Pulse of the Nation**

University of Melbourne project undertaken to understand and monitor COVID-19's effects on Australian attitudes and behaviours, tracking the economic and social wellbeing during the pandemic through a weekly survey

### **Times Higher Education Rankings of World Universities (THE)**

Annual publication of university rankings by Times Higher Education magazine

### **Universitas 21 (U21)**

Coalition of 27 universities sharing and nurturing international knowledge across a global network of over 1 million students and 200,000 staff

### **United Nations Sustainable Development Goals (SDGs)**

Set of 17 goals (also known as 'Global Goals') for the international development community formulated by the United Nations in response to reaching the deadline for achievement of the Millennium Development Goals (MDGs) in 2015

### **Vice-Chancellor's Advisory Group**

Advises University of Melbourne Executive on major strategic issues (financial and non-financial) likely to impact achievement of strategy, capital, people, risk and reputation in relation to COVID-19 and its evolution

### **Victorian Comprehensive Cancer Centre (VCCC)**

Purpose-built centre for cancer research, treatment, care and education, located within the Parkville Precinct of Melbourne

### **Victorian Vice-Chancellor's Committee (VCC)**

Chaired by University of Melbourne Vice-Chancellor, Professor Duncan Maskell, and including state government portfolio departments of Education and Training, Jobs, Precincts and Regions, Treasury and Finance, Premier and Cabinet, and Health to share timely information of the impact of COVID-19 on university operation

### **Virtual Campus Community (VCC)**

Launched in 2020 in response to COVID-19 restrictions to provide an online platform where students, staff, and the wider University community connect, explore and navigate the challenges of studying, learning and researching remotely

### **Web of Science (WoS)**

Citation index built on the fact that citations in science serve as linkages between similar research items, and lead to matching or related scientific literature, such as journal articles, conference proceedings and abstracts

### **Weighted Average Mark (WAM)**

Calculation of overall academic performance as an average percentage mark for all subjects completed, weighted to the number of credit points gained for each subject

### **WGEA**

Workplace Gender Equality Agency

### **Woodward Medal**

Awarded annually to University of Melbourne staff for research published in the preceding five years

### **Yothu Yindi Foundation (YYF)**

Promotes Yolngu cultural development, and creates economic opportunities for Yolngu and other Indigenous Australians that can be sustained over the long term, supported by the University of Melbourne

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