

UniSC
Australia

Annual Report 2022



UniSC
Australia

Report of the Council of the University of the Sunshine Coast

For the period 1 January to 31 December 2022

March 2023

The Honourable Grace Grace MP
Minister for Education, Minister for Industrial Relations and Minister for Racing
PO Box 15033
CITY EAST QLD 4002

I am pleased to present the 2022 Annual Report and financial statements for the University of the Sunshine Coast.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, and
- the detailed requirements set out in the Annual Report requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements can be accessed at <https://www.usc.edu.au/reports>

Yours sincerely

Air Chief Marshal Sir Angus Houston AK, AFC (Ret'd)
Chancellor, University of the Sunshine Coast

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ISSN 1837-7521 (print) | ISSN 1837-753X (online)

Published by the University of the Sunshine Coast, March 2023.

Information contained in this publication was correct at the time of publishing. For the most up-to-date information about the University, visit <https://www.usc.edu.au>. All amounts are in Australian dollars. University of the Sunshine Coast is registered on the Commonwealth Register of Institutions and Courses for Overseas Students. CRICOS Provider Number: 01595D.

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Acknowledgment of country

The University of the Sunshine Coast acknowledges the Traditional Custodians of the land on which we live, work and study. We pay our respects to local Indigenous Elders past, present and emerging and recognise the strength, resilience and capacity of all Aboriginal and Torres Strait Islander people.

Communication objectives

The University of the Sunshine Coast's 2022 Annual Report provides a record of the University's performance in 2022, its plans for the future, and audited financial statements. All achievements for 2022 are documented against the goals and corresponding key performance indicators of the University's Strategic Plan 2021–2024.

The report, including publication of consultancy spending and overseas travel, is available online at <https://www.usc.edu.au/reports>. Open data information is also available via the Queensland Government's Open Data website at <https://www.data.qld.gov.au>

Potential readers of the Annual Report include federal, state and local government representatives and officers, the University community (including staff and students), business and media, potential benefactors, international visitors and members of the public.

To provide your feedback or request copies of this Annual Report, please contact UniSC's Office of Marketing and Communications by telephoning +61 7 5459 4558 or by emailing marketing@usc.edu.au



UniSC is committed to providing accessible services to people from culturally and linguistically diverse backgrounds. If you have difficulty understanding the Annual Report, contact the Office of Marketing and Communications on +61 7 5459 4558 to arrange an interpreter to communicate the report to you.

About UniSC

Standing

UniSC was founded by its community in 1996 after Sunshine Coast residents campaigned for locally provided tertiary education opportunities. As the first greenfield university to open in Australia since 1971, UniSC has helped unlock the innovation, productivity and potential of its regional communities. Its impact on economic, social, cultural and environmental development is clear, with more than 17,500 students, a diverse offering of in-demand higher education programs, \$515 million invested in infrastructure and more than \$9 billion flowing into the local economy, including through the contributions from its 36,000 graduates.

Since its inception, UniSC has strategically expanded its footprint into more regional communities, encompassing areas from Moreton Bay to the Fraser Coast that previously lacked access to tertiary education. The University collaborates closely with regional leaders, industry, and non-government partners to ensure programs, research and support services align to create greater opportunities in all areas it operates within.

On the world stage, UniSC is recognised by The Higher Education (THE) Impact Rankings as a global leader in climate action, clean water sanitation, life on land, and life below water. This ranking comes alongside the Australian Research Council's recognition of UniSC as a producer of world-class research in 26 speciality areas, including environmental science, medical and health sciences, neuroscience, technology, and psychology.

Vision:

To become Australia's premier regional university

Mission:

Enriching our regions, connecting with our communities and creating opportunities for all

Values:

At UniSC we will:

- Advocate for equitable access to education and knowledge
- Recognise and embrace diversity and inclusion
- Champion environmentally sustainable principles and practices
- Commit to fair and ethical behaviour
- Respect our people, our communities, and their potential
- Be accountable to ourselves and each other
- Strive for excellence and innovation in all that we do.

Organisation

Basis of authority

The institution was established under the *Sunshine Coast University College Act 1994* and took its first students in 1996. Full university powers were granted under the *University of the Sunshine Coast Act 1998*.

Functions and powers

The University's functions are to:

- provide education at university standard
- provide facilities for, and encourage, study and research
- encourage the advancement and development of knowledge, and its application to government, industry, commerce and the community
- provide courses of study or instruction, at levels of achievement the Council considers appropriate, to meet the needs of the community
- confer higher education awards
- disseminate knowledge and promote scholarship
- provide facilities and resources for the wellbeing of the University's staff, students and other persons undertaking courses at the University
- exploit commercially, for the University's benefit, a facility or resource of the University, including, for example, study, research or knowledge, or the practical application of study, research or knowledge, belonging to the University, whether alone or with someone else
- perform other functions given to the University under the Act or another Act.

The University's powers are:

Under the *University of the Sunshine Coast Act 1998* the University has all the powers of an individual. It may, for example:

1. Enter into contracts:
 - a. acquire, hold, dispose of, and deal with property
 - b. appoint agents and attorneys
 - c. engage consultants
 - d. fix charges, and other terms, for services and other facilities it supplies; and
 - e. do anything else necessary or convenient to be done for its functions
2. Without limiting subsection (1), the University has the powers given to it under its Act or another Act.
3. The University may exercise its powers inside and outside Queensland.
4. Without limiting subsection (3), the University may exercise its powers outside Australia.

Strategic framework

Strategic Plan 2021–2024

The Strategic Plan 2021–2024 (<https://www.usc.edu.au/strategicplan>) outlines how UniSC will realise our vision of becoming Australia's premier regional university. UniSC's journey has been exceptional in achievement as a community-focused higher education institution.

Our vision is reflected through six goals articulated in the plan:

1. **Opportunity**
Inspire more people to achieve their ambitions through education
2. **Employability**
Enable more people to work, contribute, and innovate in their local and global communities
3. **Research impact**
Produce research outcomes that make a difference
4. **Engagement**
Empower communities to thrive through dynamic and productive partnerships
5. **Infrastructure**
Build a contemporary, sustainable, accessible university
6. **People and Culture**
Become a workplace of choice

Implementation and monitoring

The Strategic Plan identifies Key Performance Indicators (KPI), along with strategies for how to achieve them, for each of the six goals.

Performance against these KPIs is reviewed throughout the year to monitor progress in achieving targets.

The following pages provide detailed information reporting against each of the six goals and associated key performance indicators.

Key five-year figures

Category	2018	2019	2020	2021	2022	trend
Students						
Total students ¹	17,809	17,840	18,150	18,280	17,539	↓
Student load (EFTSL) ²	11,960.1	11,875.0	12,016.7	12,169.9	11,401.8	↓
International students ¹	4,105	3,808	2,492	1,667	1,773	↑
Female ^{3,4}	63.8%	64.8%	66.7%	68.4%	69.0%	↑
Male ^{3,4}	36.1%	35.1%	33.1%	31.4%	30.8%	↓
Undergraduate ⁴	78.0%	79.1%	82.7%	84.9%	86.5%	↑
Postgraduate coursework ⁴	12.2%	11.9%	7.7%	5.4%	4.1%	↓
Higher degree by research ⁴	2.5%	3.0%	2.8%	2.5%	2.8%	↑
Non-award ⁴	7.3%	6.0%	6.8%	7.1%	6.6%	↓
Students by study site^{1,5}						
Campus						
UniSC Moreton Bay			2,120	3,490	4,091	↑
UniSC Caboolture	943	1,280	1,378	841	634	↓
UniSC Sunshine Coast	13,764	14,086	14,141	12,732	11,363	↓
UniSC Gympie	346	349	475	256	175	↓
UniSC Fraser Coast	794	785	854	643	534	↓
UniSC SouthBank ⁶	705	541	346	75	-	↓
UniSC Melbourne ⁶	833	754	299	93	-	↓
UniSC Sydney ⁶	925	642	223	59	-	↓
UniSC Online				5,451	6,663	↑
Study nodes						
Sunshine Coast Health Institute	542	1,157	1,187	708	327	↓
Thompson Institute	33	57	80	82	65	↓
Degrees conferred						
Degrees conferred by year	2,824	2,962	3,197	3,146	3,036	↓
Degrees conferred since 1999	24,413	27,375	30,572	33,695	36,753	↑
Graduates since 1999	22,060	24,814	27,772	30,620	33,381	↑
Undergraduate degrees conferred	2,110	2,203	2,403	2,404	2,491	↑
Postgraduate coursework degrees conferred	646	671	733	674	492	↓
Higher degree by research degrees conferred	68	88	61	68	53	↓
Equity						
Disability ⁷	6.8%	6.8%	9.2%	11.9%	11.4%	↓
Aboriginal and Torres Strait Islander ⁸	3.1%	3.4%	3.4%	3.5%	3.6%	↑
First in family to attend university ⁹	47.8%	47.0%	44.2%	42.9%	39.9%	↓

1. Number of students enrolled across the year. Data for 2022 are preliminary at 3 January 2023. Final full-year data available following the Australian Government submission on 31 March 2023.

2. Student load includes inbound exchange students. EFTSL means Equivalent Full-Time Student Load. Data for 2022 are preliminary at 3 January 2023. Final full-year data available following the Australian Government submission on 31 March 2023.

3. The proportion of students who identify as other than male or female is not displayed as these figures are fewer than 0.1 percent.

4. Values based on enrolments at Census 1 each year.

5. A student may be enrolled in courses across multiple study sites meaning that the total of enrolments by study site will add to more than the 'Total students'.

6. UniSC SouthBank, Melbourne and Sydney are no longer operating.

7. Disability percentages are a proportion of all domestic students at Census 1 each year.

8. Aboriginal and Torres Strait Islander percentages are a proportion of all domestic students at Census 1 each year.

9. First in family percentages are a proportion of undergraduate award (excluding one-year honours and graduate entry programs) students only at Census 1 each year.

Key five-year figures (continued)

Category	2018	2019	2020	2021	2022	trend
Staff (full-time equivalent, excluding casuals)						
Academic staff ¹⁰	389	420	461	446	450.12	↑
Non-academic staff ¹¹	572	655	683	618	642.44	↑
Total number of staff ¹²	961	1,075	1,144	1064	1092	↑
Proportion of academic staff with higher degree qualifications ¹³	89%	89%	90%	91%	88%	↓
Operating revenue (parent entity)	\$302.5m	\$310.2m	\$321.6m	\$334.7m	\$346.1m	↑
Operating expenditure (parent entity)	\$287.1m	\$290.2m	\$297.5m	\$289.7m	\$311.2m	↑
Property, plant and equipment	\$390.6m	\$511.6m	\$526.0m	\$530.0m	\$584.1m	↑
Research income ¹⁴	\$23.96m	\$31.01m	\$23.73m	\$26.59m	\$33.4m ¹⁵	↑

10. (Senior Academic Staff; Teaching and Research (Level A-E) staff).

11. Non-academic (Senior Professional Staff; Professional (Level 1-10) staff).

12. Data are based on figures supplied to the Australian Government's Department of Education, Skills and Employment (DESE) as at 31 March 2023.

13. Includes those academic staff whose highest qualification is a master's or doctoral degree.

14. Figures include research income reported to the Australian Government's Department of Industry, Innovation and Science (DIIS) through the Higher Education Research Data Collection (HERDC), as well as research funding received from DIIS.

15. Data are based on year-to-date figures and is current as at time of publishing. Figures for the year are unaudited. Final figures available June 2023.

Chancellor and Vice-Chancellor's summary

As one of Australia's leading regional universities, we continue to increase tertiary education participation in our communities across South East Queensland and build our impact through education, research and engagement.

There have been many pleasing developments and achievements over the course of 2022 at the University of the Sunshine Coast. We were delighted to see international students returning to our campuses, along with a much greater on-campus presence of domestic students following the uncertainty of the past two years.

Our modes of learning and teaching delivery have been reassessed to reflect students' changing needs and expectations, resulting in a more flexible approach with greater student choice, while also maintaining a focus on quality. In 2022 students have had access to a range of on-campus and online options to suit their preferred method of learning. A new learning management system was also introduced, providing a sophisticated platform to support learning and teaching offered through a range of delivery modalities.

UniSC continues to be recognised for its learning and teaching quality, with outstanding results in the 2022/23 Good Universities Guide. We are proud to be one of Australia's highest-rated public universities with 13 five-star rankings from 21 categories, including for social equity and first-generation enrolments. Over 17 consecutive years, we have maintained a five-star rating for teaching quality, reflecting the excellent work of our teachers and professional staff.

As UniSC's reach grows across our regions, we are pleased to see the Moreton Bay campus expansion with stage two construction underway. Three new buildings, adding a further 12,500 square metres, are scheduled for use by the end of 2023. With this region growing faster than predicted, expanding the Moreton Bay campus and growing its course offerings will help to increase higher education participation rates and address regional skills gaps. Our graduates will boost the regional workforce, contributing to its economic and social prosperity.

In June 2022 the Sunshine Coast was declared a Biosphere Reserve by UNESCO. This was an exciting announcement for UniSC, as the new reserve is adjacent to the existing Noosa and Great Sandy Biosphere Reserves.

We are now the world's only university operating within three UNESCO Biosphere Reserves and a UNESCO World Heritage Site.

Being located within such a unique environmental and ecological destination, where responsible development and sustainable-living sit alongside active conservation, UniSC is well positioned to enhance its global leadership in sustainability.

Throughout 2022 UniSC renewed its commitment to a whole-of-university approach to achieving sustainability and embedding these principles throughout its research, learning and teaching, operational and engagement activities. This commitment to action is reflected in the 2022 Times Higher Education Impact Rankings, where UniSC was ranked first among the public universities in Queensland and first in Queensland and seventh in Australia for overall impact. Globally we ranked an equal 31 out of 1406 institutions across 106 countries.

In terms of research, UniSC made significant progress in 2022 in key research focus areas of ecology and environment, agriculture, aquaculture and forestry, health, medicine and well-being, and human behaviour, work and society. From working on solutions to issues such as climate change, deforestation and urban heat planning, to improving mental health outcomes and encouraging healthy ageing, UniSC continued to champion research that will have significant impacts for our local communities and on a global scale.

Mental health continues to be a key research focus for UniSC, with the Thompson Institute building on its success and developing a national Post Traumatic Stress Disorder Centre. Federal Government funding of \$12.2 million was awarded in 2022 in addition to a donation received in 2020 of \$6 million from Roy and Nola Thompson, to build the Centre. It is scheduled for completion at the end of 2023.

Working in partnership with the Regional Universities Network, the Manna Institute was launched in October 2022 to boost mental health research. This collaborative project is establishing a virtual institute to improve the mental health and wellbeing of rural, regional and remote communities and is funded by a \$3.66 million Commonwealth grant under the Regional Research Collaboration Program.

UniSC also enjoyed significant success on the world stage at the 2022 Commonwealth Games in Birmingham, with 15 medal placings secured by the UniSC contingent of 20 athletes and coaches.

Every competing athlete from the UniSC community made us enormously proud, and as a university that supports students to compete at the highest level while also completing their studies, we acknowledge their coaches, teachers, families and supporters. UniSC's expertise and strength in sport supports our athletes to succeed and will continue to be a huge resource for future events including the 2032 Brisbane Olympic and Paralympic Games.

The Universities Accord announced in 2022 will undertake a year-long review of higher education. UniSC will be strongly advocating for regional higher education and the critical role that universities like ours play in the wider social and economic landscape that underpins Australia's prosperity. We know how important our graduates are to their regions, with seven out of ten graduates staying in the regions to work and contribute to the social and economic fabric of their communities.

Recognising the changing dynamics of higher education, in 2022 the senior leadership of UniSC was strengthened by the appointment of several new senior and executive roles, including a Chief Operating Officer, Pro Vice-Chancellor (Global and Engagement), Chief Data Officer, Director of Governance and Risk, Director of Library Services and Head of Government Relations.

While 2022 signaled ongoing change for the sector and UniSC, together our teachers, researchers and professional staff worked hard to achieve a quality experience for our students and make a difference to our regions and beyond. With the support and commitment of the whole of the UniSC community, in 2022 we continued to perform well as one of Australia's leading regional universities, and adapt to the needs of our students, industry and the regions.

A handwritten signature in black ink, appearing to read 'A. Houston' with a stylized flourish at the end.

Air Chief Marshal Sir Angus Houston AK, AFC (Ret'd)
Chancellor, University of the Sunshine Coast

A handwritten signature in black ink, appearing to read 'Helen Bartlett' in a cursive style.

Professor Helen Bartlett
Vice-Chancellor and President

1

Opportunity: Inspire more people to achieve their ambitions through education.

Strategies:

1. Increase participation and support life-long learning through streamlined access pathways, diverse learning options, and partnerships.
2. Attract and retain a diverse domestic and international student community with relevant program offerings matched to market demand.
3. Enhance the student experience to maximise student success and support accessibility and equity outcomes.

Overview

Pathways

UniSC's 2022 sub-bachelor degrees had a full year enrolment of 376, a 30 percent increase from 2021. We awarded an Undergraduate Certificate in Community Services to 107 students, providing a qualification for continuing students to help enhance employment opportunities while they study.

More than 1,300 learners have engaged in UniSC's free, online four-week short course Life Below Water: Conservation, Current Issues and Possible Solutions. This was offered internationally through the digital education platform FutureLearn to people wanting to explore the ecology and conservation of underwater life.

UniSC's Headstart program, which allows senior high school students to study first-year university subjects, saw a 17 percent increase in new enrolments at Census 1, 2022 and an increase of 5.6 percent at Census 2 compared to the same time in 2021.

Enrolments

UniSC welcomed the return of students from interstate and overseas onto our campuses as we prepared for the beginning of Semester 1. The reopening of Queensland's borders was welcome news for UniSC international students who had been unable to return to Australia due to COVID-19 restrictions.

Following student-led welcome phone calls to every commencing and returning student, Orientation and Connect Weeks saw thousands of new students attend a range of on-campus and online sessions, workshops and activities to prepare them for their first year of study.

UniSC's Bachelor of Clinical Exercise Physiology joined Nursing Science and Occupational Therapy as the most sought-after degrees for 2022, after a 4.3 percent rise in QTAC offers to study the program in Semester 1.

Finally, we welcomed the Federal Government's decision in October to fund an additional 120 places for our Moreton Bay campus in engineering, education and health from 2024.

Student success

Some of the country's highest student satisfaction levels led to UniSC topping Queensland across multiple categories in the 2023 Good Universities Guide, which names UniSC as Queensland's top public university for teaching quality, overall experience, learning resources, skills development and student support across undergraduate and postgraduate studies, as well as learner engagement for postgraduate studies. UniSC earned 13 five-star rankings from 21 categories, including for social equity and first-generation enrolments.

UniSC was rated by the Quality Indicators for Learning and Teaching (QILT) as the best public university in Queensland and in the nation's top two for overall satisfaction in the Student Experience Survey from 2020 and 2021.

History was made with UniSC's first graduation ceremony at the Moreton Bay campus on 2 April 2022 with awards conferred to more than 120 students. Stage two of the campus development was launched on the same day, with 90 invited guests attending a sod-turning ceremony to mark the start of construction of three new buildings.

A youth research forum in July 2022 formed part of the Youth Engaged in Sustainability (YES) initiative – led by UniSC and Silicon Coast – to champion young people's involvement in research with impact, based on the United Nation's 17 Sustainable Development Goals (SDGs). UniSC was also proud to host the 2022 National Students as Partners Roundtable in November, with the theme Sustainability: Developing pathways to transformative change.

UniSC students joined universities around Australia for a virtual, in-person video link with the Ukrainian President Volodymyr Zelenskyy on 3 August 2022, who spoke live from Ukraine and answered questions from students.

UniSC athletes were on the world stage in July and August 2022 at the Commonwealth Games in Birmingham, where an impressive 15 medal placings were secured by UniSC's team of around 20 athletes and coaches.

More than 1,500 UniSC students were supported with more than \$4.3 million in scholarships, bursaries and prizes, with 90 percent having some form of equity hardship element as part of the selection criteria.

Performance

KPI 1A: Increased student enrolments

MEASURE	TARGET	PERFORMANCE
Increased student enrolments	Annual increase in student enrolments (EFTSL)	796 EFTSL decrease

Forecast full-year 2022 data indicate UniSC enrolled 11,373.9 EFTSL, 796 less than in 2021. This reflected a significant level of volatility across the sector, with first preference domestic student applications across all Queensland universities declining at both major intake periods of Semester 1 and 2. Increases in labour market opportunities often correlate with a decrease in university enrolments. Harsh economic conditions including cost of living and rental affordability may have also contributed.

Student enrolments (EFTSL)

	2018	2019	2020	2021	2022 ¹
All students	11,960	11,875	12,017	12,170	11,374

1. 2022 full-year enrolments as at September 2022 forecast. Final actual values available in April 2023.

KPI 1B: Improved student experience

MEASURE	TARGET	PERFORMANCE
Improved student experience	Improved differential between UniSC and national average for <i>Quality of the entire educational experience</i> in the Student Experience Survey results	9-percentage points above national average

This measure of student satisfaction is based on student responses to the national Student Experience Survey (SES) Quality of entire educational experience survey item. The SES forms part of the Australian Government's Quality Indicators for Learning and Teaching (QILT) initiative.

UniSC undergraduate students reported above the national average in satisfaction with the Quality of the entire educational experience in 2022 (2021 survey) at 82 percent compared to 73 percent nationally. UniSC achieved a 9 percent differential to the national average in the latest survey compared to 5 in the prior year, thus meeting the aspirational target of a 5-percentage point differential above the national average for two years.

Quality of the entire educational experience UniSC and National

	2018 (2017 survey)	2019 (2018 survey)	2020 (2019 survey)	2021 (2020 survey)	2022 (2021 survey)
UniSC	83%	81%	81%	73%	82%
National	78%	79%	78%	68%	73%
<i>Difference</i>	5	2	3	5	9

KPI 1C: Improved student retention rate compared to national benchmark

MEASURE	TARGET	PERFORMANCE
Improved comparative national differential for adjusted student attrition rate	Annual improvement of differential between UniSC and national adjusted attrition rate for commencing, domestic undergraduates	0.0 percentage improvement

The latest available national results from 2019 show an improvement in UniSC's full-year adjusted attrition rate of 1.4 percent. UniSC's comparison to the national differential has not changed at 7.0.

Adjusted attrition rate for domestic, commencing bachelor students

	2015	2016	2017	2018	2019
UniSC attrition rate	22.9%	19.2%	22.3%	21.6%	20.2%
National attrition rate	15.0%	14.4%	15.0%	14.6%	13.2%
<i>Difference</i>	7.9	4.8	7.3	7.0	7.0

2 Employability: Enable more people to work, contribute, and innovate in their local and global communities.

Strategies:

1. Develop quality curricula that supports student success.
2. Expand and enhance work-integrated learning opportunities to increase the readiness of graduates to enter the employment market.
3. Build UniSC's organisational capability to enable improved graduate employability outcomes.

Overview

Achievement highlights

UniSC reported an 8 per cent rise in employment outcomes in the 2022 Graduate Outcomes Survey, with 89.6 per cent of respondents reporting employment four months after graduating. For undergraduate students alone, the rate of employment after five months rose 16 per cent to 75.8%. UniSC's School of Law and Society had the greatest improvement from 65.3 percent to 87.6 percent.

The biggest improvement in median salary came from UniSC's School of Nursing, Midwifery and Paramedicine with an increase of \$6,300 to \$69,200 for undergraduate domestic students in full-time employment four months after study. Overall, the median salary for undergraduates rose by \$3,500 to \$65,000.

Work-integrated learning

Work-integrated-learning is a growing focus at UniSC for bridging gaps between students and employers, fast-tracking the pathway to employment. An exemplar this year has been the School of Business and Creative Industries which has enabled students to apply skills in the workplace, and build professional networks before they graduate by building work-integrated-learning into relevant undergraduate programs.

In 2022 UniSC enhanced its commitment to being an integral part of industry's ecosystem, driving greater engagement and stronger partnerships with existing business through student placements, research and collaboration.

UniSC's Industry Engagement Framework was launched to provide a whole-of-institution approach with the aim of strategically aligning industry partner relationships and expectations with UniSC. Internally a focus has been on the embedding of industry engagement to ensure work-ready outcomes for students and positive relationships with industry partners is achieved.

In response to a growing demand for industry-ready graduates, UniSC has embedded industry certifications

into its technology degrees – ensuring graduates gain industry certifications and badges to secure jobs and internships before they start work.

UniSC also partnered with Community care provider Comlink Australia to create more regional pathways to employment. The partnership will not only address major workforce shortages in aged care, it will also allow university students to stay in their home regions and earn while they learn. Similarly, nursing students who undertake final-year placements through a UniSC partnership with Lutheran Services are transitioning to the workforce as work-ready graduates, in a pilot project that could become a model for the sector.

Similar partnerships with a virtual reality studio Haven XR and game design company Epic Games ensure a strong connection with the tourism and gaming industries that are rapidly growing in Queensland.

The Moreton Bay campus is also a major pipeline to employment in a region that will grow by 700,000 people in 20 years. Working closely with the Moreton Bay Regional Council, UniSC is ensuring a steady pipeline of local graduates relevant to the region's new businesses and industries.

While supporting employability, UniSC also bolstered self-employment in partnership with the Queensland Government in business planning for small business.

Programs and partnerships

In 2022 UniSC launched a new Bachelor of Music degree aimed at encouraging ethical, sustainable careers for students, with a twin focus on producing original music and learning how to thrive in the industry. The degree is supported by the Sunshine Coast campus' new \$5.5 million creative arts facility – part of UniSC's cultural hub – which includes professional-quality recording studios and contemporary performance spaces.

This year we launched UniSC's Para Sports Hub, a national one-stop-shop for athlete development, where athletes gain the support, facilities, mentorship, expertise and services for success, which is particularly relevant leading up to the Brisbane Paralympic and Olympic Games in 2032.

Our Transforming School Education events at the Sunshine Coast and Moreton Bay campuses offered aspiring and current teachers the chance to explore new and future directions in school education with leaders in the field. People thinking of making a switch to teaching learned about UniSC's fast-tracked graduate pathways to qualify to teach in primary or secondary schools.

Performance

KPI 2A: Improved graduate employment outcomes

MEASURE	TARGET	PERFORMANCE
Improved graduate employment outcomes	Achieve national graduate overall employment average for domestic undergraduates by 2024	1.1 percentage above the national average

UniSC's overall domestic undergraduate employment improved between 2021 and 2022 to 89.6 percent, as did the national average. The UniSC result was 1.1 percentage points above the national average.

OVERALL DOMESTIC UNDERGRADUATE EMPLOYMENT, UniSC AND NATIONAL

	2019 (2018 survey)	2020 (2019 survey)	2021 (2020 survey)	2022 (2021 survey)	2023 (2022 survey)
UniSC	84.3%	84.2%	82.8%	81.8%	89.6%
National	87.2%	87.1%	85.4%	85.1%	88.5%
<i>Difference</i>	-2.9	-2.9	-2.6	-3.3	1.1

KPI 2B: Increased student completions

MEASURE	TARGET	PERFORMANCE
Increased student completions	Annual increase in student completions	6.9 percent below 2021 completions

Preliminary 2022 figures indicate a 6.9 percent decrease in student completions over the prior year.

Increased student completions

	2020	2021	2022 ¹
UniSC student completions	2,961	3,128	2,912

1. Current as at 17 January 2023. These figures are preliminary and will be finalised in early 2023.

KPI 2C: Improved employer satisfaction

MEASURE	TARGET	PERFORMANCE
Improved employer satisfaction	Achieve at or above national employer satisfaction value by 2024	1.4 percentage points below national average

Latest results from the Employer Satisfaction Survey (ESS) show that UniSC employers' overall satisfaction for the 2019–21 period has increased slightly to 83.3 percent compared to the 2018–20 period. This is 1.4 percentage points below the national average of 84.7 percent and an improvement on the -1.6 difference reported in the prior year.

The ESS is included in the Quality Indicators for Learning and Teaching (QILT) survey suite, which is independently and centrally administered by the Social Research Centre on behalf of the Australian Government. The ESS asks employers about their perceptions of UniSC and higher education in general as it relates to graduates in their employment.

Employer ratings of graduates, three-year aggregated results – Overall satisfaction

	2019 (2016–2018 survey years)	2020 (2017–2019 survey years)	2021 (2018–2020 survey years)	2022 (2019–2021 survey years)
UniSC ¹ %	87.3 (82.3, 91.1)	85.2 (80.1, 89.2)	83.0 (77.3, 87.5)	83.3 (76.6, 88.5)
National ² %	84.3 (83.8, 84.9)	84.3 (83.8, 84.8)	84.6 (84.1, 85.2)	84.7 (84.1, 85.3)
<i>Difference</i>	3	0.9	-1.6	-1.4
UniSC – n	159	175	153	115
National ² – n	12,097	13,458	12,539	10,711

1. Confidence intervals are 90% using the Agresti-Coull method.

2. Table A and B universities.

3 Research impact: Produce research outcomes that make a difference.

Strategies:

1. Build critical mass of regionally beneficial and globally impactful research activity aligned to areas of existing and emerging strength.
2. Develop strong, collaborative and productive research partnerships that contribute to genuine innovation and knowledge generation and have sustained benefits for end users.
3. Establish a researcher development framework encompassing HDR students and research staff that encourages development and application of novel, relevant and useful research.

Overview

In 2022 UniSC made significant progress in key research focus areas of ecology and environment, agriculture, aquaculture and forestry, health, medicine and well-being, and human behaviour, work and society. These themes intersect, offering strong opportunities for cross-disciplinary research that is capable of solving significant global challenges.

UniSC's research strengths are reflected in the work of research institutes, centres, schools and groups. The university centres and institutes include the Forest Research Institute, Thompson Institute, Centre for Bioinnovation, Centre for Human Factors and Sociotechnical Systems, and the Australian Centre for Pacific Islands Research. School-level centres include the UniSC Road-Safety Research Collaboration, Sustainability Research Centre, Sexual Violence Research and Prevention Unit, and the Indigenous and Transcultural Research Centre.

In ecology and environment, UniSC research continued to focus on conservation, preservation, restoration, protection and the management of aquatic and terrestrial ecosystems, together with the issues of climate change and climate change adaptation. Research highlights included: UniSC students, supervised by Dr Ben Gilby, researched how urbanisation is affecting bird populations; an international group of scientists including UniSC's Dr Bonnie Holmes found that population decline is changing the genetic diversity of migratory tiger sharks – one of the ocean's apex predators; marine rescue volunteers and researchers led by Associate Professor Kathy Townsend investigated the emergence of a mystery soft shell disease in sea turtles in local waterways, and dealt with the substantial increase in sick and stranded turtles due to flooding in recent months; Professor David Schoeman, a quantitative ecologist, co-authored a research paper offering a new 3D planning approach to protect more of the ocean's marine species and biodiversity;

and Professor Peter Timms, a global expert in chlamydia infections in humans and animals, was named a Queensland Great for his work leading the development of a vaccine to help safeguard Australia's iconic koala from extinction.

UniSC's research in agriculture, aquaculture and forestry made headway in 2022. UniSC's Forest Research Institute undertakes projects on a broad spectrum of issues that makes direct and meaningful contributions to the sustainability of our wooded landscapes. Collaborative research led by HDR student Leanda Garvie and supervised by Professor of Forestry Operations Mark Brown showed the potential environmental and economic benefits of replacing fossil fuels with bioenergy generated from the branches, tops of trees and stem wood left behind after trees are logged for mills. This research is valuable to other Australian regions exploring the viability of developing local bioenergy industries to produce electricity, heat or transport fuel.

UniSC's 2022 research looked at many areas of health, medicine and well-being, with healthy ageing a key theme. An international collaboration involving UniSC's Professor of Pathophysiology Robert Harvey discovered new cell pathways, which can impact the treatment available to people diagnosed with Parkinson's disease and other neurodegenerative disorders. UniSC researchers led by Associate Professor Chris Askew developed an effective home-based therapy for peripheral artery disease (PAD), a condition which causes blockages in the arteries of the legs leading to leg pain when walking. UniSC HDR student and town planner Ryan McNeilly Smith investigated the role urban planning and design policy can play in reducing health risks in cities and towns from extreme heat. Research led by Dr Katharina Merollini estimated the healthcare costs of Queenslanders who survived cancers in the 20 years to 2016. UniSC's Professor Scott Cummins and Lecturer Dr Min Zhao undertook genetic analysis of 12 edible seaweeds to identify potential cancer-preventing compounds. UniSC research undertaken by Professor Jeanine Young aimed at preventing infant deaths associated with suffocation was linked to a 22 percent reduction in Queensland's infant mortality rate.

In the fields of human behaviour, work and society, UniSC's focus on mental health remained a high priority. Mental health is a key focus for UniSC researchers involved in the new Manna Institute, launched in October 2022, thanks to a \$3.66 Commonwealth grant under the Regional Research Collaboration Program which was created to help improve the mental health and wellbeing of rural, regional and remote communities. Additionally, \$12.2 million was announced in the Federal Budget to build a National PTSD Centre at the Thompson Institute. The institute received a further \$3.9 million for its suicide prevention program and evidence-based mental health research.

Performance

KPI 3A.1: Improved ERA performance

MEASURE	TARGET	PERFORMANCE
Improved ERA performance in field of research codes	Improved ERA performance in field of research codes to achieve 29 at or above world standards in 2024 (based on 2023 submission)	26 above world standards in 2018

Excellence in Research for Australia (ERA) is Australia's national research evaluation framework. ERA identifies and promotes excellence across the full spectrum of research activity in Australia's higher education institutions. In 2022, the Federal Minister for Education requested the Australian Research Council (ARC) to discontinue preparations for the 2023 ERA round and develop a transition plan to establish a modern data-driven approach, for implementation in 2024-25. The Minister noted universities' concerns regarding the workload required for the current mode of delivery of the ERA assessment and highlighted the importance of ERA continuing to be valued as an important source of information in the context of the existing available evidence of the quality of Australian research. The Minister asked that the transition plan be delivered by the end of 2022 for implementation in 2024-25. The plan has not been released to the public yet.

Excellence in Research for Australia outcomes

	2010	2012	2015	2018
At or above world standard	0	2	14	26

KPI 3A.2: Improved publication citation impact

MEASURE	TARGET	PERFORMANCE
Improved publication citation impact	Improved annual publication citation impact to achieve 1.43 by 2024	0.02 lower than the 2022 target

Field-Weighted Citation Impact (FWCI) is the ratio of the citations received by the denominator's output, and the average number of citations received by all similar publications in that research field.

The annual targets are based on UniSC's historical data. 2022 data will be updated in February 2023 and finalised in July 2023.

The 2022 FWCI is 0.02 lower than the 2022 target of 1.41.

Field-weighted citation impact (FWCI)

	2019	2020	2021	2022
THE Ranking Reference Period	2013-17	2014-18	2015-19	2020-24
Field weighted citation impact	1.35	1.35	1.39	1.39

KPI 3B: Increased engagement and impact performance

MEASURE	TARGET	PERFORMANCE
Increased engagement and impact performance	Improved annual end user engaged research income to achieve \$27m by 2024	\$31,318,389*

Engagement and Impact Performance

	2018	2019	2020	2021	2022*
End-User Engagement Income	20,981,04	29,046,976	20,498,160	\$24,205,014	\$31,318,389

*Unaudited HERDC Income data.

4 Engagement: Empower communities to thrive through dynamic and productive partnerships.

Strategies:

1. Be a catalyst for development of mutually beneficial partnerships with Aboriginal and Torres Strait Islander leaders and communities in the regions from Moreton Bay to the Fraser Coast.
2. Achieve a distinctive identity and contribution for each UniSC campus through alignment with regional priorities.
3. Initiate and strengthen mutually beneficial partnerships and collaborations, locally and globally, that align with, and provide momentum for, UniSC's teaching and research areas of focus
4. Strengthen USC's organisational capacity for effective engagement and ensure the public positioning reflects the University's strategic aspirations.

Overview

In 2022 UniSC launched a new Reconciliation Charter which articulates UniSC's commitment to Aboriginal and Torres Strait Islander people in alignment with goals of the Strategic Plan 2021-2024 and ensures this commitment is embedded in our values and community.

The widespread flooding in early 2022 saw UniSC focus on flood recovery. UniSC offered a range of support to those impacted, including use of its sports stadium as an evacuation centre, natural disaster leave and Employee Assistance Program (EAP) for staff, emergency support services for students experiencing financial hardship due to the floods, and a donation to the Salvation Army and Red Cross flood relief appeals.

A new partnership, Turtles in Trouble Rescue, saw UniSC and marine rescue volunteers join forces to manage the large increase in stranded, sick, and deceased marine turtles from recent floods and the discovery of a mystery disorder eroding turtle shells.

In February, food producers were invited by UniSC to invent new food and drink products for the \$20 billion global seaweed industry, starting with a seafood innovation workshop. Dr Libby Swanepoel and Professor Nick Paul from the UniSC Seaweed Research Group showcased how seaweed is used well in the Pacific Islands and discussed the nutritional and health benefits of seaweed.

Early in 2022 UniSC units working with industry partners were invited to provide input into the UniSC Industry Engagement Framework, designed to provide a whole-of-institution approach that will ensure relationships and expectations are strategically aligned and managed.

A series of community engagement celebrations were held in April at UniSC's Moreton Bay campus, including the region's first-ever graduation ceremony involving 120 graduates, a sod-turning ceremony for stage two of the campus construction, and a free community event called Celebrate to mark the significant growth and impact of the new campus.

In May, UniSC celebrated the launch of the Maroochydore Private Hospital. Our partnership in this consortium means we can expand our future health and allied-health education, research and clinic activities, including a training partnership between Medacta and UniSC to offer a new Graduate Certificate in Anterior Hip Surgery.

In June 2022 the Sunshine Coast was declared a Biosphere Reserve by UNESCO, joining the existing Noosa Biosphere and Great Sandy Biosphere reserves. UniSC is now the only university in the world with campuses on three continuous UNESCO Biosphere Reserves.

UniSC's refreshed brand launched in July, and our Marketing team began working with the university's departments from August to update branding. Also in July 2022, UniSC was unveiled as the Education Partner of the Dolphins NRL club, who will become the NRL's 17th side in 2023.

To help small Queensland businesses face the future with confidence, UniSC announced a free eight-week university Business Planning Course in August. The course was supported by the Queensland Department of Employment, Small Business and Training. UniSC also hosted a national webinar in August called The Future of Predicting Mental Illness: A New Australian Discovery.

The Sunshine Coast Health Institute Symposium 2022 showcased innovation, diversity and excellence in health in the region. Presentations focused on education, research, innovation, safety and quality, working in partnership, and population and community health.

Our university community of supporters stepped up this year to support UniSC Giving Day on 7 September 2022. A total of \$322,647 was raised for mental health research, sea turtle conservation and student support.

Performance

KPI 4A: Improved regional impact

MEASURE	TARGET	PERFORMANCE
Improved regional impact	Annual improvement in UniSC score for regional impact	Measures under development

In order to evaluate UniSC's regional impact, a measurement framework is being developed to capture key dimensions of regional impact each calendar year. The individual measures will be weighted and then aggregated, with the aim of producing a single numerical measure that can be reported on annually and enable longitudinal tracking of UniSC's progress. The work undertaken to date has reinforced the value of being able to measure both UniSC's overall impact on its regions and the impact on specific local government areas. Reporting on this KPI may also include exemplary case studies.

A proof of concept analytics dashboard is under final review and in Q1 2023 three stakeholder view dashboards will be developed and available for use by executive, internal staff and external partners.

UniSC score for regional impact

Measure	2020	2021	2022
UniSC score for regional impact	N/A	Measure and reporting processes/ systems developed	Baseline data established

KPI 4B: Maintained or improved performance in Times Higher Education's global impact rankings

MEASURE	TARGET	PERFORMANCE
Maintained or improved performance in Times Higher Education's global Impact Rankings	Annual maintenance or improvement in UniSC's score in the Times Higher Education university global impact assessment	Improved overall performance by 1.5 points for a score of 93.6

The global Times Higher Education (THE) Impact rankings provide an annual assessment of universities' impact against the United Nations' Sustainable Development Goals (SDG), using a robust methodology which focuses on research, teaching, outreach and stewardship. Outreach encompasses how universities work with their local, regional, national and international communities; stewardship recognises how universities deploy their resources, including staff, students and physical assets. Almost 800 universities participated in the 2020 rankings. In 2022 more than 1400 universities participated. UniSC first entered the rankings for 2021, achieving a score of 92.1. In 2022, UniSC improved on this result, achieving a score of 93.6. In 2022, UniSC was the top Queensland University. UniSC placed fifth among 634 universities worldwide for Clean Water and Sanitation, putting us in the top 1 percent globally for that category.

The THE Impact rankings have two benefits for UniSC: firstly, UniSC can benchmark its sustainability impact at a global level each year; secondly, the process recognises the diversity of universities, enabling UniSC to focus on its declared priorities, for example its areas of research and teaching focus. This measure will focus on UniSC's individual SDG scores each year, with a focus on achieving a year-on-year improvement, rather than on UniSC's ranked position each year as there is considerable volatility in this relatively new ranking as more universities join each year.

Times Higher Education Impact score

Measure	2020	2021	2022
Score	N/A	92.1	93.6

5

Infrastructure: Build a contemporary, sustainable, accessible university.

Strategies:

1. Future-proof the University through focused growth that embraces opportunities and delivers sustained financial security.
2. Re-envision UniSC campuses to reflect student, staff, community and environmental sustainability aspirations.
3. Create a University digital strategy that aligns with, and promotes, contemporary digital practices and expectations.
4. Maximise infrastructure investment by aligning innovation opportunities with UniSC teaching and research activities.

Overview

Achievement highlights

In March 2022, UniSC's Thompson Institute was allocated \$12.2 million in the Federal Budget, of which \$8.3 million was assigned to establish a National PTSD Centre.

A generous \$6 million donation by Roy and Nola Thompson will contribute to building the centre next to the Thompson Institute. The new centre will feature a PTSD brain bank, laboratories, a genomics facility, additional clinical services, as well as the recruitment of a team of world leading PTSD researchers.

In April, the development application for the new Maroochydore Private Hospital was approved. The state-of-the-art eight story medical and teaching facility brings together Barwon Investment Partners, UniSC and leading international orthopaedic technology specialists Medacta, creating an epicentre for surgical research and innovation. Construction of the new hospital development commenced in May 2022.

In early May, UniSC announced award-winning construction company BADGE would build the second stage of our Moreton Bay campus. Site establishment began 3 May 2022. The expansion will create three new buildings on the site, adding a further 12,500 square metres to the existing floor space, scheduled for completion by the middle of 2023. These new buildings use embodied carbon designs and feature timber that is significantly less energy intensive than traditional building materials and which continues to store carbon for its life.

UniSC held a Learning and Teaching week in November 2022, which was a positive step in helping develop a roadmap for curriculum renewal that improves student participation, retention and success, and graduate outcomes into 2023 and beyond.

A key priority for UniSC's Gympie campus continues to be the establishment of a Healthy Ageing Hub to help fulfil a local and national shortfall in services. Throughout 2022 we celebrated project milestones, and provided a progress update on partnership agreements, research opportunities, upcoming events and engagement activities.

Digital initiatives

A project to replatform UniSC's organisational staff intranet, MyUSC, was initiated in January. The rebranded MyUniSC platform provides centralised access to information, communication, tools, and activities to help staff do their work.

The flooding crisis in early 2022 saw UniSC quickly switch to online learning to minimise disruption for affected students and staff. UniSC successfully transitioned from Blackboard to our new Canvas Learning Management System which went live in February 2022. A range of support initiatives were offered to help staff with Canvas, including self-help resources, a Canvas support agent available 24 hours a day, seven days a week, and Canvas training and workshops for course coordinators throughout Semester 1, 2022.

UniSC's Student Portal went live in mid-May to provide students with a space to receive tailored information relevant to their program and their student experience. The Student Portal project team spent many weeks transitioning content, training teams in content editing, and launching Single Sign-On (SSO) to access the portal.

Also in May, UniSC officially launched new Canvas modules on laboratory and field activities, centralised and designed to support staff and researchers, including Higher Degree by Research and Honours students.

UniSC implemented a new international student recruitment system StudyLink which went live in July 2022. This industry standard solution integrates with other UniSC systems to enable international students and recruitment agents a seamless online application experience. StudyLink also provides the university an opportunity to digitally nurture our international student application pipeline.

In August 2022, UniSC announced a partnership with Open Universities Australia (OUA) for 24 online programs now being promoted through OUA's extensive advertising channels. The Centre for Support and Advancement of Learning and Teaching (CSALT), Student Services and Engagement, and Marketing and Communications.

Performance

KPI 5A: Increased revenue associated with UniSC's core business activities of teaching and research

MEASURE	TARGET	PERFORMANCE
Increased revenue associated with UniSC's core business activities of teaching and research	Revenue associated with UniSC's core business activities of teaching and research, exceeds employee wages growth	3.4%

Employee wages is one of UniSC's largest fixed costs. To ensure the University maintains operational sustainability, UniSC needs to ensure that the margin between revenue and wages expenditure is positive.

Revenue growth associated with core business activities

	2018	2019	2020	2021	2022
Revenue associated with UniSC's core business activities of teaching and research	\$302.5M +10.6% on PY	\$310.2M +2.5% on PY	\$321.6M +3.7% on PY	\$334.7M +4.1% on PY	\$346.1M +3.4% on PY

KPI 5B: Maintain or reduce carbon dioxide emission levels

MEASURE	TARGET	PERFORMANCE
Total carbon dioxide emitted per full-time student (EFTSL) per year (tonnes CO ₂ -e/EFTSL/year)	Maintained at and trend lower than 1.0 tonnes CO ₂ -e/EFTSL/year	0.79 tonnes CO ₂ -e/EFTSL/year

This metric measures the amount of carbon dioxide equivalent emitted by the University (Scope 1 and 2)¹ per EFTSL per year. It indicates the energy consumed by the University in conducting business and its carbon footprint in relation to electricity, refrigerants, stationery and transport fuels. The data are gathered and reported as part of annual Tertiary Education Facilities Management Association (TEFMA) benchmarking survey, which allows benchmarking against other universities. The target of 1.0 tonne CO₂-e/EFTSL/year recognises UniSC's aspirational target of carbon neutrality by 2025 as outlined in UniSC's Carbon Management Plan (CMP). 2020 and 2021 results were influenced by the reduced energy and fuel consumption due to COVID-19 related campus closures and were expected to rise in 2022. The half year figure for UniSC in Q1 and Q2, 2022 was 0.83 tonnes CO₂-e/EFTSL. Figures for other Australian universities are not available until TEFMA reporting in 2023.

UniSC compared to other universities in Queensland, tonnes CO₂-e/EFTSL/year

Institution	2018 (2017 results)	2019 (2018 results)	2020 (2019 results)	2021 (2020 results)	2022 (2021 results)
UniSC (2nd lowest in 2021)	1.00	0.94	0.82	0.79	0.79
UniSQ (3rd lowest in 2021)	1.11	0.98	0.98	0.83	0.86
UQ (Assumed lowest in 2021*; unclear in TEFMA)	2.52	2.41	2.30	2.43	0
JCU (highest in 2021)	2.56	2.85	3.22	3.08	3.24

* Benchmarking is hindered as TEFMA made no distinction between universities that provided no data and universities that achieved carbon neutrality in the 2021 benchmarking report.

- Scope 1: greenhouse gas emissions are the emissions released to the atmosphere as a direct result of an activity, or series of activities at UniSC.
Scope 2: greenhouse gas emissions are the emissions released to the atmosphere from the indirect consumption of an energy commodity at UniSC.

KPI 5C: Infrastructure and procurement activities are leveraged to develop teaching, research, and commercialisation opportunities with industry partners

MEASURE	TARGET	PERFORMANCE
Infrastructure and procurement activities leveraged to develop teaching, research, and commercialisation opportunities with industry partners	Annual case studies produced that reflect sector best practice	First relationship currently being initiated

The growth of UniSC will be in partnership with industries and other third-party organisations. At this early stage the qualitative discussion on partnerships and how they are being leveraged for improved teaching and research outcomes is appropriate. In future, the National Priorities and Industries Linkage Fund (NPILF) outcomes may provide a quantitative measure of resultant industry engagement. In the meantime, annual case studies will be produced to identify how these relationships are being leveraged.

6 People and culture: Become a workplace of choice.

Strategies:

1. Develop a workplace that nurtures, attracts and retains a diverse and high-performing workforce.
2. Develop capability at all levels of the organisation to foster expertise, encourage contemporary practice and realise the full potential of our people.
3. Develop an ethical, respectful, cooperative and collaborative culture that crosses geographic and departmental boundaries.
4. Ensure that HR governance and management frameworks are in place to support a highperforming, safe and accountable workforce.
5. Ensure that corporate governance and management frameworks are in place to support operations within the University's approved risk appetite.

- The Spark Program, for researchers to build the skills to apply for competitive grant funding, and to assist researchers to continue momentum of research during periods of career interruption.
- Teaching and Learning Showcases to share best practice and challenge thinking on learning and teaching at UniSC.

In addition to professional development, the general wellbeing of staff remains vitality important, and the University provides an Employee Assistance Program and a range of other sponsored learning and development events and activities.

The activity of the University and its workplace operations is underpinned by strong People and Culture, Corporate and Risk Frameworks, which supports operations, manages risk according to risk appetite and supports a high-performing, safe and accountable workforce.

Overview

A workplace of choice

The University continued championing equity and diversity in 2022, supported by an overarching Diversity and Inclusion Plan.

The Vice-Chancellor and President's annual Diversity and Inclusion Awards acknowledges and celebrates staff, students and graduates who have made an outstanding and demonstratable contribution to equity, diversity, and inclusion. Our 2022 Award recipients were Gail Crimmins, Shahab Pourfakhimi, Kaide Voltz and Jennifer Watson.

To support UniSC's high-performing workforce, the University continued its focus on programs and initiatives to strengthen talent attraction, recruitment, career development and workplace flexibility. As a result, in 2022 the University continued attracting experienced staff across the organisation, including the appointment of a new Chief Operating Officer and Pro Vice-Chancellor (Global and Engagement), who bring contemporary practice and a wealth of experience to the University.

UniSC had a range of development and support programs in place for staff in 2022 including:

- School based promotion committees to encourage, advise and support candidates and drive gender equality in promotions
- The WATTLE (Women ATTaining Leadership) Program for women to attain senior leadership roles while supporting participants in building a diverse network.
- A review of Leading at Scale, the leadership program for academic leaders and other senior staff.
- Cultural, diversity, skills, career progression and governance training.

Staff achievements

In February, UniSC celebrated 24 recipients of the 2021 Higher Education Academy (HEA) Fellowship.

MIE (Make, Integrate, Explore) Lab Team members Natalie McMaster, Peter Embleton, Sarah Rennick, Ian Sinclair, Amanda Finch, Deborah Kelsey, and Madeleine Clarkin received the Vice-Chancellor and President's Award for Excellence in Engagement for 2021.

Several UniSC academics and researchers received awards for outstanding contributions in their fields. UniSC Professor of Microbiology Peter Timms, a global expert in chlamydia infections in both humans and animals, was named a Queensland Great. Kate Kirby, a history academic and UniSC PhD student was appointed Historian in Residence – Heritage Library by Sunshine Coast Council to investigate the Sunshine Coast's sporting history. UniSC flood historian Dr Margaret Cook was the joint winner of the Australian and Aotearoa New Zealand Environmental History Network's inaugural Public Environmental History Prize for her critique of the continuing damage done by prioritising development over river health and human safety.

Dr Glyn Thomas, a Senior Lecturer in Outdoor and Environmental Education, won an Australian Award for University Teaching 2021. Dr Sophie Andrews was selected for the Superstars of STEM program, which celebrates and promotes female and non-binary leaders in their field.

Dr Valentin Thépot was awarded the 2022 Science and Innovation Award, supported by the Fisheries Research and Development Corporation to continue research that can improve the \$300 billion global aquaculture industry.

Performance

KPI 6A: High levels of employee satisfaction

MEASURE	TARGET	PERFORMANCE
High levels of employee satisfaction	Improved Voice survey outcomes	No Voice survey completed in 2022
	Establish health and wellbeing survey framework and achieve annual improvement	Health and wellbeing survey completed in 2022

A health and wellbeing staff survey was conducted in 2022 rather than the Voice survey to gauge employee sentiment to help inform future wellbeing and engagement strategies.

The measure of employee satisfaction will be reviewed and updated in 2023 to provide a stronger focus on health, wellbeing and performance. In 2022, we have placed the focus on the wellbeing of staff, supporting new ways of working post pandemic, and putting systems and processes in place to enable improved staff development and performance.

The measure of employee satisfaction contributes to people and culture of the university by enabling an assessment of staff job satisfaction.

KPI 6B: Improved positive employer brand recognition

MEASURE	TARGET	PERFORMANCE
Improved positive employer brand recognition	Established reporting processes and achieved annual improvement in positive employer brand recognition	Established reporting processes

The measure of employer brand recognition demonstrates the extent to which UniSC is considered by potential applicants as being a workplace of choice.

Following the brand refresh in 2022, People and Culture has engaged a consultant to assist design and deliver on the new Employee Value Proposition (EVP) strategy and review and refine EVP metrics, to be delivered by March 2023. This new EVP timeline should enable P&C to report on strengthened employer brand to establish baseline data for EVP metrics.

Annual targets

	2021	2022	2023	2024
Improved positive employer brand recognition	Establish reporting processes	Established systems to capture data	Established baseline data	Annual improvement

KPI 6C: Metrics established with improved workforce diversity participation rates

MEASURE	TARGET	PERFORMANCE
Metrics established with improved workforce diversity participation rates	Metrics established with improved workforce diversity participation rates	Workforce diversity measures established

Following UniSC's adoption of a holistic Diversity and Inclusion Plan (2021-2023), higher level measures and metrics were developed, reviewed by the VC&P's Equity, Diversity and Inclusion Committee in October 2021, and made available on the UniSC website.

The measures and metrics are aligned with the Athena Swan Action Plan (SAGE) 2019-2023; Disability Access and Inclusion Plan 2021-2024; and Indigenous Employment and Career Development Strategy. This allows UniSC to establish baseline data, adopt an evidence-based process to determine whether our actions have the desired impacts, and subsequently evolve our approaches to improve outcomes. Further metrics outside of the Diversity and Inclusion Plan will be developed to broaden the reporting to include additional diversity focus areas and measure the impacts of the talent acquisition initiatives on workforce diversity. Current initiatives to enhance workforce planning and introduce new People and Culture talent management systems will enable better insights into workforce diversity and guide initiatives to improve participation.

Annual targets

	2021	2022-2024
Workforce diversity participation rates	Workforce diversity measures established	Annual improvement in workforce diversity participation rates

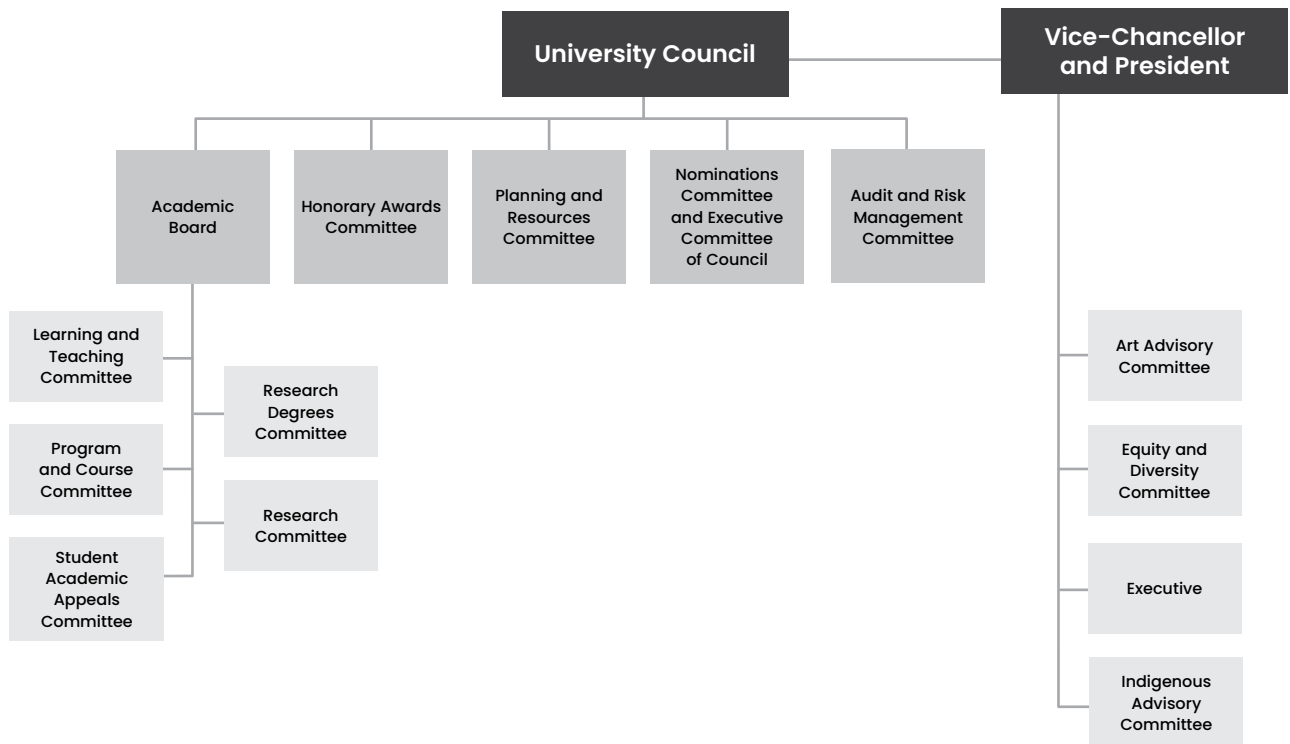
Governance

University Council (governing body)

Under the University of the Sunshine Coast Act 1998, the University is governed by an 18-member Council representing University and community interests.

Council has the power to manage and control University affairs, property and finances, and appoint University staff. Where allowed under the Act, Council may delegate its powers to an appropriately qualified member of Council or member of the University's staff, or to an appropriately qualified committee that includes one or more members of Council.

The Council met seven times in 2022. Additionally, a Council Strategic Planning session was held in conjunction with the Council meeting held on 10 October 2022.



Council leadership

Chancellor

Leads Council and presides at Council meetings.

Air Chief Marshal Sir Angus Houston AK, AFC (Ret'd)

Elected Chancellor 28 February 2017 and took office 1 April 2017. Reelected Chancellor 1 April 2022 until 31 March 2027.

Awarded the Knight of the Order of Australia in January 2015 for extraordinary and pre-eminent achievement and merit in service to Australia, through distinguished service in the Australian Defence Force, continued commitment to serve the nation in leadership roles, particularly the national responses to the MH370 and MH17 disasters, and in a variety of roles in the community.

Retired from the military in July 2011 after serving for 41 years. Chief of the Australian Defence Force from 2005–2011 and Chief of Air Force for four years prior to that.

As well as Chancellor for UniSC, Sir Angus is Chair of the Murray Darling Basin Authority and Chairs several other boards. Board member for numerous organisations as well as being a visiting fellow of the Australian National University National Security College. In August 2022 Sir Angus was appointed by the Prime Minister to co-lead the Defence Strategic Review for the Government. Ambassador/Patron for a number of charitable organisations, including several mental health charities. Sir Angus has been awarded four honorary doctorate degrees from the University of South Australia, the Australian National University, the University of New South Wales and Griffith University.

Deputy Chancellor

Acts as Chancellor in the absence of the Chancellor or when the office of Chancellor is vacant.

Sandra Birkenleigh

BCom UNSW, CA, CCP Fellow, GAICD

Elected Deputy Chancellor for a four year term commencing on 3 December 2021. Chairperson of UniSC's Audit and Risk Management Committee. Sits on a number of other UniSC committees, including the Nominations Committee and Executive Committee of Council.

Independent member of the Audit Committee of the Reserve Bank of Australia. Chair of the Audit and Risk Committee of the Public Trustee of Queensland. Sandra was a partner of PricewaterhouseCoopers for 16 years, leading a number of practice areas, including five years as Global Leader of the Governance Risk and Compliance practice.

Professional Non-Executive Director. Board member of National Disability Insurance Agency, MLC Insurance Limited, Auswide Bank Limited, Horizon Oil Limited, 7-Eleven Holdings Limited, and Sunshine Coast Children's Therapy Centre.

Name of Government body: University of the Sunshine Coast Council

Act or instrument: *University of the Sunshine Coast Act 1998*

Functions: The Council is the University's governing body. The Council has the functions conferred on it under the *University of the Sunshine Coast Act 1998* or another Act. In particular, it may: appoint the university's staff; manage and control the University's affairs and property; and manage and control the University's finances.

Achievements:

- Approved Annual Financial Statements and quarterly budget reports
- Oversight of Moreton Bay Campus Stage 2 development and budget
- Approved the Strategic Asset Management Plan 2022–2026
- Approved amendments to the Strategic Plan 2021–2024 and top level plans
- Oversight of the University's response to COVID-19
- Approved amendments to University Governing Policies
- Compliant with the Voluntary Code of Best Practice for the Governance of Australian Public Universities

Financial reporting: The University is not exempted from audit by the Auditor-General and all transactions of the entity and consolidated entities are accounted for in the financial statements

Remuneration: No remuneration is payable. Out of pocket expenses are reimbursed.

Number of scheduled meetings/sessions: 7

Total out of pocket expenses: \$14,844.08

Council membership

The Council comprises three official members, six members appointed by the Governor in Council, five elected members and four additional members appointed by the Council. The term of office of the majority of members is four years. The term of office of student members is two years. 2022 was the first year of the Ninth University Council.

UniSC does not currently remunerate its Council members. However, UniSC does cover University-related expenses for its Council and Committee members. Full details of University Council membership, financial reporting, and remuneration are available in the Financial Statements of this Annual Report, and online at <https://www.usc.edu.au/reports>

The Council membership for 2022 was as follows:

Membership category	Name and qualifications	Meetings and record of attendance*
Chancellor	Air Chief Marshal Sir Angus Houston AK, AFC (Ret'd)	7 of 7
Deputy Chancellor	Sandra Birkenleigh, BCom UNSW, CA, CCP Fellow, GAICD Acting Chancellor at Graduation Ceremonies: Sunshine Coast 28 September 2022, Fraser Coast 6 October 2022	7 of 7
Vice-Chancellor and President	Professor Helen Bartlett, BA Northumbria, MSc (Public Policy) Bath, PhD Bath	7 of 7
Chairperson of the Academic Board	Professor Tim Wess, BSc Newc, PhD Edin, GradCert C.Sturt, FRSA, PFHEA, FRSB, FRSN Acting Chancellor at Graduation Ceremony: Sunshine Coast 29 September 2022 (resigned 21 December 2022)	7 of 7
	Professor Stuart Parsons, BSc(Hons) Otago, PhD Otago (Acting Chairperson of the Academic Board from 22 December 2022)	0 of 0
Six members appointed by the Governor in Council	Debra Bennet	4 of 7
	Jennifer Morawska, BA Macq, GradDipEd UTS, GradDipSci ANU, MSc ANU, MBA Sunshine Coast, GAICD	6 of 7
	Tim Rothwell, BA(Hons) Newc, FCA, MAICD Acting Chancellor at Graduation Ceremony: Moreton Bay 17 September 2022	7 of 7
	Melinda Bryant, LLB, BBus, GradCertCreativeInd Qld.UT, GradCertDiv Tabor, GDLP Coll.Law	5 of 7
	Bernadine Caruana, BEc(Hons) LaTrobe, GradCert(Mgt) ANU	7 of 7
Two elected members of the University's academic staff	Shaun McDonagh, BBus(MktMgt) UNE, MMktgMangt S.Cross, MComLaw Macq, PGradCertAdEd&Trng UNE, AssocDegLaw S.Cross, GAICD, FAMI, CPM	7 of 7
	Professor Abigail Elizur, BSc HUUJ, MSc ANU, PhD ANU, FTSE, FQA (elected 30 July 2022)	3 of 3
	Professor Catherine Yule, BSc Melb, BSc(Hons) Monash, GCHed Monash, MSc Monash, PhD James Cook	6 of 7
One elected member of the University's general staff	Dr Helen Fairweather BEng (Hon) S.Qld, PhD NE, SFHEA, FIEAust, CPEng (resigned 29 July 2022)	4 of 4
	Elise Jione, MBA Qld., GradCert Health Sector Leadership Qld., CPA, BBM Qld., BCom Qld (resigned 2 December 2022)	3 of 4
Two elected members of the student body	Jane Brimacombe, BA UBC, MA UBC, GCertIS Deakin, DipLaws CDU (resigned 13 May 2022)	3 of 3
	Emma Comer	6 of 7
Four additional members	Fien Van den Steen, BEd Mechelen, Mling&Lit Antwerp, GDipJourn(InternatInvestJourn) Antwerp	7 of 7
	Phillip Strachan, BCom Melb. FCPA, MAICD (from 1 April 2022)	3 of 5
	Katie Toney, BComm Sunshine Coast	3 of 7
	Sandra Birkenleigh, BCom UNSW, CA, CCP Fellow, GAICD	7 of 7
Council Secretary	David Foster, BAppSc S.Qld, MBA S.Cross, SF Fin, GAICD (resigned 2 December 2022)	6 of 7
	Rana Williams, BSc (Hons) UOW, MSc UOW, MBFR Macq, GAICD (until 1 April 2022)	2 of 2
	Kate McNarn, BBA/BComm (Accounting) Macq, MBA UQ, CA, CIA (from 1 August 2022)	3 of 3

* Indicates number of meetings attended and number of meetings held during the time the member held office or was a member of Council during the year.

Council decisions

In 2022, Council made the following decisions:

- Approved the 2021 Annual Financial Statements
- Approved the Moreton Bay Stage 2 revised budget
- Approved the Thompson Institute PTSD building extension project budget
- Approved the Strategic Asset Management Plan 2022-2026
- Approved the UniSC 2021 Modern Slavery Statement for publication
- Approved the quarterly budget reports
- Approved 2022- 2026 Consolidated Budget reforecasts
- Approved amendments to the Risk Appetite Statement
- Approved amendments to the composition and terms of reference of the Planning and Resources Committee and the Academic Board
- Approved the 2023 component of the 2023-2027 Consolidated Budget
- Approved amendments to the UniSC Strategic Plan 2021-2024
- Approved project agreements
- Approved recommendations received from the Honorary Awards Committee
- Approved appointments and reappointments to Council's Standing Committees

In 2022, Council approved changes to the following policies:

- Fraud and Corruption Control – Governing Policy
- Policy Framework – Governing Policy
- Enterprise Risk Management – Governing Policy
- Audit and Assurance Framework – Governing Policy and Internal Audit Charter

In 2022, Council approved the reclassification of the following policies:

- Program Accreditation and Course Approval – Governing Policy from a Governing to an Academic Policy
- International Recruitment Representatives – Governing Policy to an Operational Policy

Council received or discussed the following reports/matters:

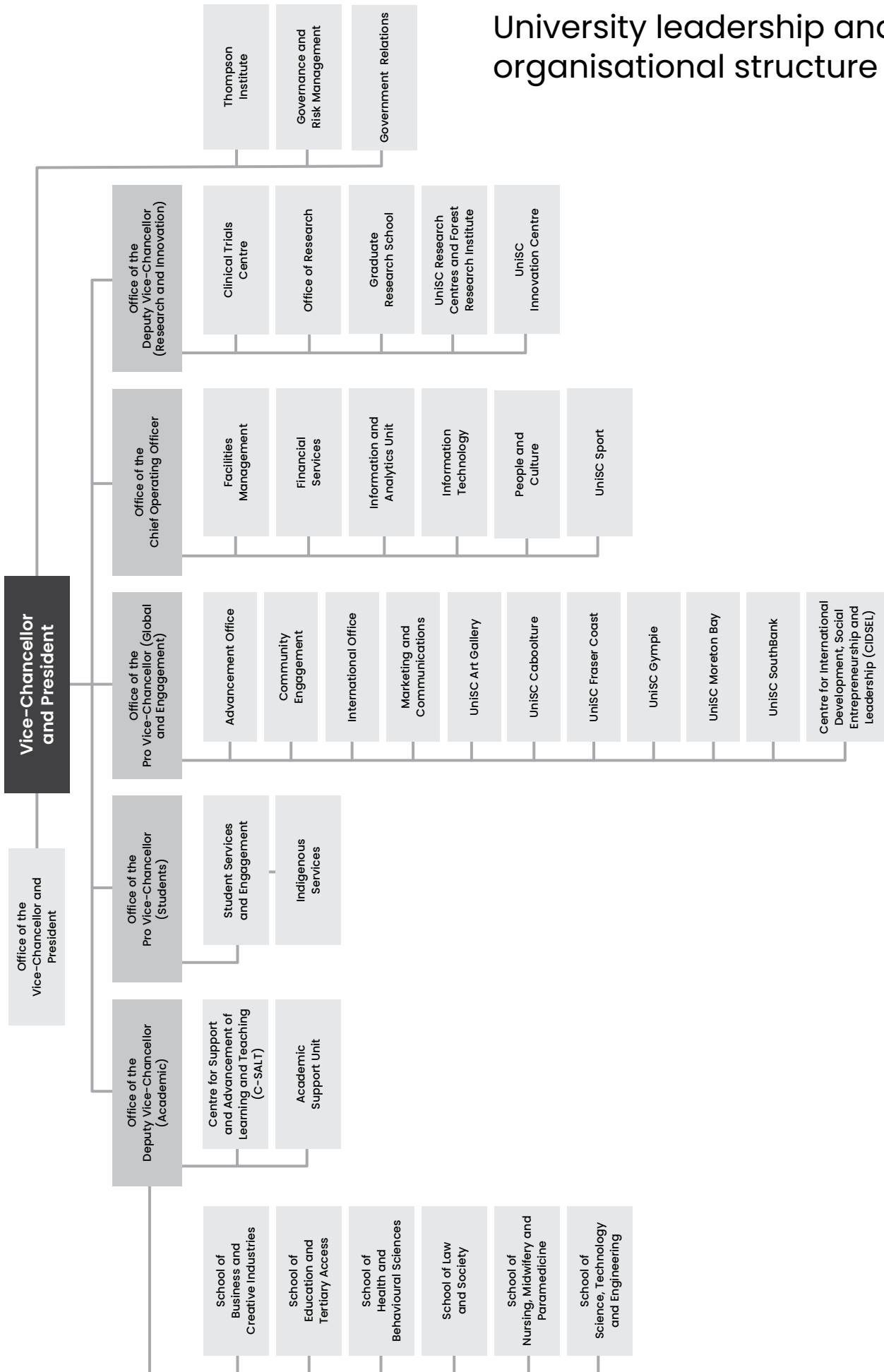
- Received Quarterly People and Culture Reports
- Received Quarterly Risk Appetite Dashboards
- Noted regular reports from the Chancellor, Vice-Chancellor and President, and Chairs of the standing committees of Council
- Received reports from the Nominations and Executive Committee of Council
- Noted the revised Top Level Plans (Academic, Research, Engagement and Corporate)
- Noted regular reports from staff and student members of Council including UniSC Student Senate Reports
- Noted the minutes of the Planning and Resources Committee (PRC) and the Audit and Risk Management Committee (ARMC)

- Noted the minutes of the Academic Board, the ATMC Academic Quality Committee and the ATMC Management Committee
- Received reports from the Nominations Committee and Executive Committee of Council
- Noted Facilities Management Reports
- Noted a list of Academic programs accredited by Academic Board in 2021
- Noted the Annual Report on Conferral of Awards
- Noted reports on the Exercise of Authorisations
- Noted reports on the use of the University Seal
- Noted the Delegations Framework – Governing Policy and Delegations Manual
- Noted amendments to Schedules A, B and C of the Delegations Schedules
- Received reports on the Science in Australia Gender Equity (SAGE) Program
- Received reports on UniSC's response to COVID-19
- Received reports on the Moreton Bay Campus Stage 2 including performance and risk reports
- Received reports on Moreton Bay Stage 3 options and progress
- Received reports on strategic matters raised by the VCP
- Received the USC brand refresh update
- Noted quarterly UniSC Project Portfolio status reports
- Received the 2021 Student Guild Financial Report
- Noted quarterly SafeUniSC security incident reports
- Received reports on Cyber Security
- Received the annual TEQSA Risk Assessment Report 2021
- Received the annual UniSC Foundation Board report
- Noted future infrastructure projects reports
- Noted the Composition and Terms of Reference of the Major Projects Reference Group
- Received updates on the progress of the Thompson Institute PTSD Research and Wellness Centre
- Noted Corporate Performance Reports on the Strategic Plan 2021-2024
- Noted reports on enrolments
- Noted the PRC self-assessment report (a Standing Committee of Council)
- Noted the Strategic Asset Management Plan 2022-2026
- Noted the Schedule of Student Fees 2023
- Received reports related to Internal Audits
- Received reports relating to general business of the University
- Noted UniSC Operational Plan Reports
- Noted UniSC's compliance with the UCC Voluntary Code of Best Practice for Governance of Australian Universities

In 2022, Council received the following presentations:

- Strategic Plan progress and priorities
- Centre for Bioinnovation
- Research and innovation at UniSC
- Thompson Institute
- The student journey

University leadership and organisational structure



Executive members

Vice-Chancellor and President

University CEO, responsible to University Council for strategic development, organisational leadership and day-to-day operations of the University, including governance and risk management.

Professor Helen Bartlett

BA *Northumbria*, MSc (Public Policy) *Bath*, PhD *Bath*

Professor Helen Bartlett is an experienced leader and passionate advocate for regional education. Professor Bartlett started as UniSC's third Vice-Chancellor and President in August 2020, before which she led a period of transformation at Federation University Australia serving as Vice-Chancellor and President from 2017 to 2020. She was also Chair of the Regional Universities Network, using her experience to successfully advocate for regional universities in issues of funding, research and policy development. Prior to moving to Queensland, Professor Bartlett acted as Chair of the Victorian Vice-Chancellors' Committee, working closely with the Victorian Government as universities shaped their response to COVID-19. Professor Bartlett has also held international university leadership roles in the United Kingdom and Hong Kong and served as the President and Chief Executive of Monash University Malaysia from 2013 to 2017. She is a member of several key advisory bodies including the Higher Education Standards Panel, the Australian Government Council for International Education, and previously the National Priorities and Industry Linkage Fund Working Group. As a research specialist in health and aged care, Professor Bartlett's career included roles such as the inaugural Director at the Australasian Centre on Ageing at the University of Queensland, the Oxford Centre for Health Care Research and Development and the Oxford Dementia Centre at Oxford Brookes University.

Deputy Vice-Chancellor (Academic)

Chair of Academic Board, overseeing the academic functions of UniSC and related support areas such as Schools, Library Services, the Quality Office, and the Academic Support Unit. Co-Chair of the University Sustainability Forum, Chair of Clinical Board and Chair of the University Athena Swan Gender equity committee.

Professor Tim Wess (to December 2022)

BSc *Newc.*, GradCert *C.Sturt.*, PhD *Edin.*, FRSA, PFHEA, FRSB, FRSN

Professor Tim Wess is an experienced biophysics researcher with a substantial track record of academic leadership. He became UniSC's first Deputy Vice-Chancellor (Academic) in 2018, before which he was the Executive Dean of the Faculty of Science at Charles Sturt University, where he developed the Three Rivers University Department of Rural Health. Professor Wess has held several academic roles in the United Kingdom including as Pro Vice-Chancellor of Cardiff University, Co-opted Council Member of the University of Wales, Newport, and the Head of School of Optometry and Vision Sciences at Cardiff University. His research focuses on characterisation of biomaterials in using large scale infrastructure such as synchrotron and neutron sources.

Deputy Vice-Chancellor (Research and Innovation)

Leader, manager and strategist for research, innovation and commercialisation at the University and its Innovation Centre, which is a business incubator/accelerator within the Sunshine Coast region. Overseas Clinical Trials and the Graduate Research School.

Professor Ross Young

BSc (Hons) *Otago*, DipClinPsych *Otago*, MSc *Otago*, PhD *Qld*.

Professor Ross Young is an active leader who has held several executive academic roles to champion the academic, community and health sectors. A clinical psychologist by background, Professor Young's research interests are in the integration of psychological and biological risk factors in mental illness. Prior to joining UniSC in 2021, Professor Young held executive academic roles in clinical and academic health and in medical research, including as the Chair of Trauma Rehabilitation at the Jamieson Trauma Institute, Metro North Health, Executive Dean, Faculty of Health and Executive Director of the Institute of Health and Biomedical Innovation at QUT. Professor Young has research interests in the psychological and biological factors contributing to substance misuse, and major psychiatric illness, such as schizophrenia.

Chief Operating Officer

Oversees business functions to facilitate the ongoing financial and planning viability of UniSC, including the University's planning, budgeting, infrastructure, financial, people and culture and information technology services, and implements internal controls and risk management systems. Provides advice to the Vice-Chancellor and President and the University Council on budget and financial risk management and UniSC Sport.

Dr Scott Snyder (to September 2022)

PhD *Adel.*

Dr Scott Snyder is a professional university executive with more than 20 years of experience in senior academic and administrative roles, working at regional universities, a Go8 university and overseas national laboratories. He started at UniSC in June 2014 as the Pro Vice-Chancellor of Corporate Services. In October 2015, the position was renamed Chief Operating Officer.

Richard Constantine (from October 2022)

MBA *Monash*, PDM *Melb*, FACS, MAICD

Richard Constantine has more than 30 years' leadership experience in the higher education sector in a range of roles in the management of Information Technology Services, Library, Facilities and Services, Student Services, Student Administration, Online Teaching and Learning, E-Research, Precincts and Government Relations, Legal Office, Compliance, Audit and Risk and a range of other corporate based functions. Richard's background is in technology management and enablement. He is a Fellow of the Australian Computer Society as well as a Member of the Australian Institute of Company Directors, having served on several boards. Before joining UniSC in October 2022, Richard worked at Victoria University in Melbourne in several positions and as a member of the Senior Executive. He also spent more than four years as the Pro Vice-Chancellor (Information Services) and Chief Information Officer at Flinders University and 12 years as the Chief Information Officer and Director ITS at Swinburne University of Technology.

Pro Vice-Chancellor (Global and Engagement)

Responsible for Marketing and Communications, the Advancement Office, Office of Engagement, the Art Gallery, International Office and the Centre for International Development, Social Entrepreneurship and Leadership. Oversees UniSC Caboolture, UniSC Fraser Coast, UniSC Gympie, UniSC Moreton Bay and UniSC SouthBank.

Professor Joanne Scott (to August 2022)

BA(Hons) *Qld.*, GradCertEd *Qld.UT*, GradCertCulturalHtge *Deakin*, PhD *Qld.*

Starting at UniSC in 1997 as Australian and Cultural Studies Associate Lecturer, Professor Scott's service of 25 years essentially made her a foundation staff member. As Pro Vice-Chancellor (Engagement), Joanne has been a passionate leader – especially in her role as Chair of UniSC's Equity Diversity and Inclusion Committee and in forging meaningful partnerships with organisations and groups such as the Butchulla Native Title Aboriginal Corporation, the Sunshine Coast Council, the Noosa Council and the Noosa Biosphere. Professor Scott retired from her role in August 2022.

Alex Elibank Murray (from August 2022)

MBA *Murdoch*, BA *ANU*

Alex Elibank Murray is an experienced leader in the education sector having worked for more than 20 years across both the higher education and vocational sectors in WA, NSW and QLD. Alex joined UniSC in August 2021 as Head of International before taking up her current position in August 2022. With Alex's appointment, the title of the position changed to Pro Vice-Chancellor (Global and Engagement) and the International area joined this portfolio. Alex's former role was Executive Director of Federation University's award-winning campus in Brisbane, where she was responsible for the successful establishment and leadership of the campus, including business planning, student recruitment and marketing, program portfolio development, and industry partnerships. Having worked extensively in international education, including several years in Japan, Alex brings strong offshore networks alongside industry partnership development, campus establishment and growth strategy.

Pro Vice-Chancellor (Students)

Responsible for UniSC's strategies for student engagement and success and oversight of Student Services and Engagement, Student Wellbeing and Indigenous Services. Chairs UniSC's Learning and Teaching Committee.

Professor Denise Wood AM

BA (SW) *S.A.I.T.*, DipSocSc *Flin.*, DiplnsComp *S.A.C.A.E.*, MEdTech *S.Qld.*, MDn *RMIT*, PhD *Flin.*, MACS, MACE

Professor Denise Wood has a fervent commitment to research and the education of people from underrepresented groups, which puts her in great stead to lead as the Pro Vice-Chancellor of the University of the Sunshine Coast (Students). Prior to her appointment at UniSC in 2019, Professor Wood served as Engaged Research Chair and Director of the LEAP Research Centre. She also worked for 12 years at the University of South Australia in various roles, including Associate Head of School (Learning and Teaching) in the School of Communication, International Studies and Languages. There, she was appointed to an Adjunct Professorial position in the Faculty of Education at the University of the Western Cape, South Africa, where she was undertaking collaborative research focusing on improving education outcomes of marginalised people. Professor Wood was awarded Member of the Order of Australia (AM) in 2017 for significant service to education as an academic, researcher and practitioner in the field of participation, inclusion and access.

University committees

Academic Board

The University's Academic Board was established under the *University of the Sunshine Coast Act 1998* as the University's senior academic body.

Composition:

- Chairperson (appointed by Council)
- The Vice-Chancellor and President will nominate a member from among the academic community on the Academic Board as Deputy Chairperson of the Board for a two-year term

Membership ex officio (full rights):

- Vice-Chancellor and President
- Deputy Vice-Chancellor (Academic)
- Deputy Vice-Chancellor (Research and Innovation)
- Pro Vice-Chancellor (Students)
- Pro Vice-Chancellor (Global and Engagement)
- Dean, Indigenous Education and Engagement
- Dean, Academic
- Chairpersons of standing committees of the Academic Board
- Heads of School/Enrolling Unit

Appointed members (full rights):

- Up to three persons who are not employees of the University, appointed by the Vice-Chancellor and President
- Student appointments (must not be employed by UniSC at 0.5 FTE or more) are made by the Vice-Chancellor and President on the recommendation of the Chairperson following a request for expressions of interest. Must include representation from at least two UniSC locations.
 - One undergraduate coursework student
 - One postgraduate student
 - One international student
 - One Indigenous identifying student
- Up to three additional members co-opted by the Chairperson for a specified term

Elected members (full rights):

- Two academic staff members from the central region, elected by the staff (Sunshine Coast and Thompson Institute)
- Two academic staff members from the northern region, elected by the staff (Gympie and Fraser Coast)
- Two academic staff members from the southern region. Elected by the staff (Moreton Bay and Caboolture)

Invited to attend as appropriate (having participatory but not voting rights)

- Any visitors with the approval of the Chairperson

In attendance (having participatory but not voting rights)

- Any Director person approved by the Chairperson, including Directors and Heads of Organisational Units
- Secretary

Observers (no rights)

- Any person with the approval of the Chairperson

The role of Academic Board:

- Advise Council on teaching, scholarship and research matters concerning the University
- Formulate proposals for academic policies of the University
- Monitor the academic activities of the University's Schools/ Enrolling Units
- Promote and encourage scholarship and research at the University

In 2022, Academic Board met six times. The Board members did not receive any remuneration in 2022.

The terms of reference of Academic Board in 2022 were as follows:

1. To define and monitor UniSC academic standards to assure the quality of teaching, research and research training
2. To monitor academic integrity and develop responses to potential risks
3. To foster informed and open discussion on university wide academic issues – particularly those related to the Higher Education Standards
4. To consider, approve and amend academic policy
5. To foster excellence and innovation in teaching, learning, scholarship and research through critical evaluation of proposals for quality and effectiveness
6. To advise Council and make recommendations where appropriate on the academic strategic directions and practices of the University and of any identified significant academic risks
7. To critically evaluate and accredit new programs and approve significant program amendments
8. To provide effective oversight of the activities of its standing committees
9. To review and confirm implementation of academic delegations
10. To confer academic awards of the University, other than Honorary awards

Academic Board decisions and key items of business in 2022

- Noted the launch of the UniSC Reconciliation Charter approved by the Vice-Chancellor and President on 2 February 2022 and endorsed embedding the Charter's priority commitments into the work of Academic Board.
- Discussed strategies for ongoing monitoring of and education about academic integrity (for both students and staff) at the University and noted resources and support available through TEQSA's Higher Education Integrity Unit.
- Discussed matters of relevance to Academic Board and the higher education sector arising from the Universities Australia (UA) Conference 2022, and the July 2022 meeting of Australian Chairs of Academic Boards and Senates (OzCABS)

- Noted the terms of reference of the UniSC Review of Teaching and Learning Governance and opportunities for members of Academic Board to engage in the review process
 - Received and discussed and/or noted the following updates/reports:
 - COVID-19 update (standing item up to September 2022)
 - Third Party Managed Campuses Report through meetings of the UniSC-ATMC Academic Quality Committee and UniSC-ATMC Management Committee (to 31/3/22), and subsequently through the Third Party Managed Campuses Teach Out Committee
 - UniSC's 2020 International Performance Statistics by Country
 - UniSC Corporate Performance Report, November 2021
 - UniSC 2021 Program Benchmarking Report
 - April 2022 EFTSL Reforecast
 - Science in Australia Gender Equity (SAGE) Update
 - University 2022 Quarterly Risk Profiles (Schools and University Research Centres/Institutes) – December 2021, March 2022, June 2022 and September 2022
 - 2021 UniSC Professional Accreditation Report
 - UniSC Project Portfolio Status Reports, December 2021 and June 2022
 - Conferral and rescission of awards approved by the Chairperson, Academic Board
 - Minutes of meetings of School Boards/Enrolling Units (Thompson Institute) and School External Academic/Program/ Advisory Committees
 - Summaries of meetings of the Animal Ethics Committee and Human Research Ethics Committee
 - Research Ethics and Integrity Reports – July to December 2021, and January to June 2022
 - Animal Ethics External Review Report 2022
 - HDR Candidature Reports – November 2021, March 2022, November 2022
 - Academic Delegations Annual Review
 - Received and approved/noted response and action plans and progress reports on the implementation of recommendations contained in the reports for the following reviews:
 - 2019 Review of the Office of Research – Progress Report 3 (final report)
 - 2021 Review of Arts and International Studies Programs – Response and Action Plan
 - 2021 Review of Education Programs – Response and Action Plan and Progress Report 1
 - 2021 Review of Biomedical Science Programs – Response and Action Plan and Progress Report 1
 - 2020 Review of Health Promotion Programs – Progress Report 1
 - 2020 Review of Business Programs – Progress Reports 2 and 3
 - 2021 Review of Postgraduate Business Programs – Response and Action Plan and Progress Report 1
 - 2020 Review of Law Programs – Progress Reports 2, 3 and 4 (final report)
 - 2021 Review of Human Services Programs – Response and Action Plan
 - 2019 Review of End-On Honours Programs – Progress Report 4 (final report)
 - 2021 Review of Science Programs – Response and Action Plan
 - 2021 Review of Creative Industries Programs – Response and Action Plan and Progress Report 1
 - 2020 Review of Master of Health Promotion Programs – Progress Report 2
 - 2021 Review of Arts and International Studies Programs – Progress Report 1
 - 2022 Review of Environment and Animal Ecology Programs – Response and Action Plan
 - Received and discussed the following 'focus topic' presentations:
 - Delivering on UniSC's Research Plan 2021-2024
 - The role of academic excellence in student recruitment
 - What makes an effective Academic Board
 - Hot Topics in Research Training at UniSC
 - Pathways and Credit
 - Update - Delivering on UniSC's Research Plan 2021-2024
- Policy developments included:**
- Noted the Policy Review Schedule 2022
 - Endorsed proposed amendments to the composition of Academic Board for approval by Council
 - Endorsed proposed amendments to the Student Misconduct – Procedures, for referral to the Vice-Chancellor and President (via Executive) as the relevant approval authority
 - Endorsed proposed amendments to the Student Review and Appeals – Procedures for approval by the Deputy Vice-Chancellor (Academic)
 - Endorsed proposed changes to the Administration of Central Examinations – Procedures for approval by the Deputy Vice Chancellor (Academic)
 - Approved changes to the Grades and Grade Point Average (GPA) – Academic Policy
 - Endorsed changes to the Supplementary Assessment – Procedures for approval by the Deputy Vice-Chancellor (Academic)
 - Endorsed changes to the Assessment: Courses and Coursework Programs – Procedures for approval by the Deputy Vice-Chancellor (Academic)
 - Endorsed proposed amendments to the Award of Commendations and Medals – Procedures, and the rescission of the Award of Chancellor's Medal – Procedures, for referral to the Deputy Vice-Chancellor (Academic) (via Executive) as the relevant approval authority
 - Endorsed changes to the Material Change Notifications – Procedures, for approval by the Vice-Chancellor and President
 - Endorsed the Schedule of Academic and Research Delegations (reviewed annually)

TEQSA-related matters

- Noted updated TEQSA Guidance Notes on Admissions (coursework); Scholarship; and Work-integrated learning
- Received and noted the TEQSA 2021 University of the Sunshine Coast Provider Risk Assessment

Accreditation

In 2022, the Academic Board monitored academic programs to ensure compliance with the Australian Qualifications Framework and conferred academic awards of the University, other than Honorary awards.

Academic Board makes determinations regarding accreditation of new programs in accordance with the Program Accreditation and Course Approval – Academic Policy and associated procedures. The policy allows for expedited accreditation or approval in exceptional circumstances. For accreditation of changes to programs, the nature of the changes determines the approval process. Changes related to the academic quality of a program are approved by the Academic Board or Program and Course Committee. If changes relate to the viability or management of a program, those are approved by the Vice-Chancellor and President or delegate, who may seek advice from University Executive.

In 2022, the following new accredited programs were executively approved by the Chairperson, Academic Board:

- Military Pathway Program, effective Session 7 2022

In 2022, the following new programs were approved by Academic Board:

- AR706 Master of Mental Health and Neuroscience effective from Semester 1, 2023
- SC307 Bachelor of Prosthetics and Orthotics effective from Semester 1, 2023
- SC526 Graduate Certificate in Anterior Hip Arthroplasty effective from Session 2, 2023

In 2022, Academic Board noted the following program suspensions, approved by the Deputy Vice-Chancellor (Academic):

- AR504 Graduate Certificate in International Development effective from Semester 2, 2021
- AR506 Graduate Certificate in Social Work – suspension already in place and continuing Semester 1, 2023
- AR507 Graduate Certificate in Cognitive Behaviour Therapy – suspension already in place and continuing Semester 2, 2023
- ED512 Graduate Certificate in Educational Leadership effective Semester 2, 2022
- AR323 Bachelor of International Studies effective from Semester 1, 2023

In 2022, Academic Board noted changes to the following programs, approved by the Program and Course Committee and/or the Deputy Vice-Chancellor (Academic) (as delegate of the Vice-Chancellor and President):

- BU772 Master of Professional Accounting
- AR015 Undergraduate Certificate in General Studies
- ED304 Bachelor of Primary Education
- ED508 Graduate Certificate in Education
- AR406 Bachelor of Urban Design and Town Planning
- BU708 Master of Information and Communications Technology
- Master of Cyber Security and Forensics
- BU512 Graduate Certificate in Information and Communications Technology
- SC513 Graduate Certificate in Cyber Forensics
- SC509 Graduate Certificate in Cyber Security
- SA307 Bachelor of Behavioural Science (Psychology) / Bachelor of Criminology and Justice
- BU710 Master of Business Administration
- BU610 Graduate Diploma of Business Administration
- BU510 Graduate Certificate in Business Administration
- ED706 Master of Teaching (Secondary)
- ED707 Master of Teaching (Primary)
- AR372 Bachelor of Human Services
- AR303 Bachelor of Counselling / Bachelor of Human Services
- AR362 Bachelor of Social Work
- AR363 Bachelor of Social Work / Bachelor of Criminology and Justice
- AR010 Undergraduate Certificate in Community Services
- ED705 Master of Education
- AB314 Bachelor of Business / Bachelor of Social Science (Psychology)
- AR302 Bachelor of Social Science (Psychology) / Bachelor of Counselling
- AR364 Bachelor of Social Science (Psychology) / Bachelor of Criminology and Justice
- AR374 Bachelor of Social Science (Psychology)
- AR403 Bachelor of Social Science (Psychology) (Honours)
- AR405 Bachelor of Psychology (Honours)
- SC367 Bachelor of Health Science
- SC713 Master of Health Promotion
- SC440 Bachelor of Occupational Therapy (Honours)
- SC546 Graduate Certificate in Nursing
- AR390 Bachelor of Laws
- AR391 Bachelor of Laws (Graduate Entry)
- AR392 Bachelor of Laws/Bachelor of Arts
- AR396 Bachelor of Laws/Bachelor of Criminology
- AR397 Bachelor of Laws/Bachelor of Environmental Management
- AB310 Bachelor of Laws/Bachelor of Business
- AB311 Bachelor of Laws/Bachelor of Commerce (Accounting)
- SC516 Graduate Certificate in Health Promotion
- SC354 Bachelor of Nutrition
- UC101 Diploma in Business Innovation
- ED303 Bachelor of Education (Early Childhood)

- SC320 Bachelor of Animal Ecology
- SC012 Undergraduate Certificate in Animal Ecology
- SC107 Diploma in Animal Ecology
- AE304 Bachelor of Education (Secondary)/
Bachelor of Arts
- SE303 Bachelor of Education (Secondary)/Bachelor
of Science
- ED315 Bachelor of Education (Secondary)/ Bachelor of
Recreation and Outdoor Environmental Studies
- AR301 Bachelor of Arts
- AB301 Bachelor of Arts/Bachelor of Business
- SA301 Bachelor of Arts/Bachelor of Science
- SC305 Bachelor of Computer Science
- BU381 Bachelor of Information, Communications and
Technology
- SC108 Diploma in Allied Assistance
- UC104 Diploma in Social and Human Services
- UC101 Diploma in Business Innovation
- AB101 Diploma of General Studies
- AR702 Master of Professional Psychology
- AR703 Master of Psychology (Clinical)
- ED101 Diploma of Education Studies (Early Childhood)
- ED102 Diploma of Education (Primary)
- AR375 Bachelor of Counselling
- SC392 Bachelor of Nursing Science (Graduate Entry)

In 2022, Academic Board noted discontinuations to the following programs, approved by the Program and Course Committee:

- AR303 Bachelor of Counselling/Bachelor of
Human Services
- AR323 Bachelor of International Studies

Annual Reports to the Academic Board

In 2022 the Academic Board received:

- Annual Summary Report of all new and discontinued courses approved by the Program and Course Committee in 2021
- Annual Summary Report of all programs accredited by Academic Board in 2021
- Annual Summary Report of all program changes approved by the Program and Course Committee in 2021
- Annual Summary Report of all new and discontinued courses approved by the Program and Course Committee in 2021
- UniSC Grievance Resolution Annual Report 2021
- Annual Program Monitoring (APM) Annual Report 2021
- Office of the Student Ombudsman Annual Report 2021
- Human Research Ethics Committee Annual Report 2021
- Animal Ethics Committee Annual Report 2021
- Chairperson, Student Academic Appeals Committee Annual Report 2021-2022
- Reports from University Research Concentrations (formerly University Research Centres and Institutes) 2021

Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) has five major areas of responsibility:

1. Monitoring internal control and risk management
2. Monitoring of internal audit activities
3. Monitoring of external audit activities
4. Oversight and appraisal of financial reporting
5. Oversight of any fraud or ethics issues

Membership of ARMC is approved by Council and consists of a minimum of four independent members (external to the University) and a maximum of six persons and includes at least one member of Council. In addition, up to two members may be co-opted by the Chancellor. At least one ARMC member must be a member of the professional accounting or audit bodies in Australia and have a professional accounting, management consultancy or audit background. The initial term of office of members is a period not exceeding three years, and may be extended for further terms subject to the composition and skill requirements of the Committee.

The ARMC's activities in 2022 were in accordance with its Terms of Reference and had due regard to Queensland Treasury's Audit Committee Guidelines. Four regular meetings, one special meeting and one informal meeting of the ARMC were held in 2022. Additionally, a Planning Day was held in November.

In 2022, the ARMC considered business items related to the following:

- UniSC 2021 Annual Financial Statements
- 2022 Internal Audit Operational Plan
- 2022-202 Strategic Internal Audit Plan
- External Audit Plan 2022
- Strategic Internal Audit Plan 2023-2025
- Corporate Performance Report against the Strategic Plan 2021-2024
- Risk Management
- Annual Compliance Attestation
- Internal Control Certification and Register of Interests
- 2021 Procurement Analysis Report
- Quarterly Human Resources/People and Culture reports
- Health and Safety Management
- Moreton Bay Stage 2 risk assessment report
- TEQSA 2021 Provider Risk Assessment
- UniSC Reforestation Project
- SafeUSC Security Incident Report
- Grant acquittals
- 2021 External Audit Closing Report
- Cyber security and insurance
- Laboratory Management
- UniSC Project Portfolio status reports
- Compliance with Modern Slavery legislation
- Student Guild 2021 Annual Financial Report
- Annual Tertiary Education Quality and Standards Agency (TEQSA) Risk Assessment Report 2021
- Auditor-General's Report to Parliament for 2020-2021
- Delegations and authorisations
- Insurance

- Internal Audit Charter
- 2021 Human Research Ethics Committee and Animal Ethics Committee annual reports
- Reviews of Governing Policies including the:
 - Delegations Framework – Governing Policy (including Delegations Manual and schedules)
 - Enterprise Risk Management – Governing Policy
 - Audit and Assurance Framework – Governing Policy
 - Policy Framework – Governing Policy
 - Fraud and Corruption Control – Governing Policy
 - Program Accreditation and Course Approval – Governing Policy (change of policy category)
 - International Recruitment Representatives – Governing Policy (change of policy category)

Additionally, ARMC considered 2021 Internal and External Audit Plans and Audit reports in the areas of Records Management, Laboratory Management, Cyber Security Strategy Assessment, Student Load Forecasting and Budget Processes, Cyber implementation plan, and Response to Sexual Assault Sexual Harassment and Student Wellbeing.

The 2022 ARMC Planning Day, held in November, focused on progress against the 2021–2024 Strategic Plan, staffing, risk management, cyber security), and other ARMC business.

The outcomes of the Committee’s discussions and advice to Council were provided to Council via the minutes of its meetings.

Non-staff members on the Audit and Risk Management Committee did not receive any remuneration in 2022.

Planning and Resources Committee

The role of the Planning and Resources Committee (PRC) is to recommend the strategic directions of the University to Council, in the context of development of the University’s plans and their resourcing strategies. The Committee also provides advice to Council on issues arising from these plans. The key areas of concern to the Committee are planning and strategy, financial resources, asset management (including information technology) and human resources.

Members of the PRC include the Chairperson (appointed by Council), the Vice-Chancellor and President, four external members with specific expertise in strategic financial management and planning, and up to two members co-opted by the Chancellor.

The Deputy Vice-Chancellor (Academic), Chief Operating Officer and Chief Financial Officer may attend meetings of the Committee and have participating, but not voting, rights.

Five regular meetings of PRC were held in 2022, along with a Planning Day in November.

In 2022, PRC considered matters in relation to the following areas:

- Strategic Plan 2021–2024 and the four subordinate top-level plans: Academic, Research, Engagement and Corporate review
- Strategic Asset Management Plan 2022–2026
- Quarterly Corporate Performance Reports on the Strategic Plan 2021–2024 Quarterly Budget Reports
- 2023–2027 University Budget
- 2021 USC Annual Financial Statements
- Amendments to the PRC and Major Projects Reference Group Composition and Terms of Reference
- Clinical Trials Centre
- Innovation Centre
- Moreton Bay Campus Stage 2 project budget and updates
- Moreton Bay Stage 3 options
- Thompson Institute building extension
- Quarterly Investment Reports
- Facilities Management reports
- Reports on enrolments
- UniSC Operational Plan 2022 and 2022 status reports
- Quarterly UniSC Project Portfolio status reports
- Future infrastructure projects
- Master planning activities
- Space utilisation reports
- 2021 Procurement Analysis Report
- 2023 Schedule of Student Fees
- Thompson Institute PTSD extension project, budget and updates
- IDP Education Pty Ltd shareholding
- Minutes of the Major Projects Reference Group meetings
- Results of the 2022 PRC Self-Assessment Exercise

Presentations on:

- Research Strategy Developments
- Marketing and External Engagement
- People and Culture
- Information Technology
- Advancement Office
- University Business model
- Energy Net Zero and Carbon Management
- Internationalisation

Non-staff members on the Planning and Resources Committee did not receive any remuneration in 2022.

Honorary Awards Committee

The Honorary Awards Committee seeks, considers and recommends to Council nominations for honorary awards, in accordance with the University's Honorary Awards – Governing Policy and Procedures. In addition to the Chairperson, the Committee's composition includes the Vice-Chancellor and President, a member of Executive on Council, PRC or ARMC, up to three University Council members and up to two members co-opted by the Chancellor. The Honorary Awards Committee met two times in 2022 to consider nominations.

The following honorary awards were conferred in 2022:

Honorary Senior Fellow of the University

- Scott Williams AM

Honorary Doctrate

- Aunty Judi Wickes

Emeritus Professor

- Professor Merv Hyde AM

Non-staff members of the Honorary Awards Committee did not receive any remuneration in 2022.

Nominations Committee and Executive Committee of Council

The Nominations Committee and Executive Committee of Council is a committee of Council, which was established in accordance with Council's delegated authority under the *University of the Sunshine Coast Act 1998*.

The purpose of the Committee is to:

1. Act as a Search Committee for the role of Chancellor
2. Act as a Search Committee for members of Council and its Committees
3. Act as a Search Committee for the role of Vice-Chancellor and President (VCP)
4. Conduct an annual review of the VCP's performance
5. To provide advice on matters referred by the VCP between meetings of Council and discuss and debate certain strategic matters prior to consideration by Council

The Committee comprises the Chancellor (Chairperson), Vice-Chancellor and President, Chairperson Audit and Risk Management Committee, Chairperson Planning and Resources Committee and other members as required (appointed by Council on the recommendation of the Nominations Committee and Executive Committee of Council).

Six regular meetings of the Nominations Committee and Executive Committee of Council were held in 2022.

Major Projects Reference Group

The Major Projects Reference Group (MPRG) was established as a governance and oversight mechanism for upcoming major projects at UniSC. The primary responsibility of the MPRG is to advise the Planning and Resources Committee (PRC) on governance and risk matters related to major projects to assist them to make recommendations to Council.

Members of the MPRG are appointed by the Nominations Committee and Executive Committee of Council.

Members of the MPRG include three Council members, two of whom are also members of PRC, an additional PRC member, the Chief Operating Officer, the Director, Facilities Management, and the Senior Legal Officer.

Four regular meetings of MPRG were held in 2022.

In 2022, the Major Projects Reference Group considered matters in relation to the following areas:

- Composition and Terms of Reference of the Major Projects Reference Group
- Moreton Bay Stage 2 progress reports and the Moreton Bay Development Agreement
- Moreton Bay Stage 3 high level scoping and progress reports
- Thompson Institute PTSD extension project progress
- Maroochydore Hospital project
- Sunshine Coast Campus Master Plan revision
- Sunshine Coast Campus Student Wedge project

Non-staff members on the Major Projects Reference Group did not receive any remuneration in 2022.

Statutory obligations and risk management

Government objectives for the community

UniSC's activities strongly support the Queensland Government's objectives for the community, which are built around Good Jobs, Better Services and Great Lifestyle. The University delivers high-quality teaching, learning and research outcomes that directly and indirectly support and improve the education of our students, ensuring they have the skills and knowledge to find meaningful employment. Apart from a diversity of leading programs that skill our work-ready graduates, UniSC aims to protect and enhance our environment through our world-class research on environmental impact and sustainability initiatives embedded throughout our learning, teaching and operations. More detailed information about these initiatives is contained under the strategic imperatives in this report.

https://www.qld.gov.au/_data/assets/pdf_file/0029/146477/objectives-for-the-community.pdf

Risk management

UniSC's Risk Management Framework is aligned with the Australian Standard for Risk Management – Guidelines (AS ISO 31000:2018). The Three Lines of Defence Risk Management Model continues to be adopted, as documented in UniSC's Risk Management Strategy.

The University maintains an Enterprise Risk Management – Governing Policy which sets out the framework and principles for managing risk. UniSC has a formal Risk Appetite Statement in place that outlines the University's risk appetite against its material risks. In FY2022, the University Council considered updates to and reviewed the Governing Policy, including the Risk Appetite Statement. The most recent annual review was undertaken in August 2022, with changes made to provide further implementation guidance and clarification of roles and responsibilities. Amendments to the risk appetite metrics for monitoring the status against risk appetite are overseen by the Audit and Risk Management Committee and documented in the University's Risk Appetite Framework. The Risk Appetite Statement is made available publicly through UniSC's Policy and Procedures Library as an attachment to the Enterprise Risk Management – Governing Policy.

Risk discussions and workshops were held across organisational units which focused on improving risk identification, assessment and mitigation. Strengthening of risk management practises continued during FY2022 and specific areas of focus have been identified for 2023 as part of the University's risk maturity program.

Risks are maintained at three key levels (strategic risks, enterprise risks and organisational unit risks), with project and activity risks comprising a fourth layer. Organisational unit risk registers and enterprise risk registers are reviewed and updated quarterly or more frequently if required.

Strategic risks are reviewed as part of the strategic review process and monitored quarterly. The review of strategic risks for 2022 involved the University Council and was aligned with the 2021-2024 Strategic Plan. Current strategic risks include changes in the policy and regulatory environment, the management of resources (including information assets and cybersecurity) and risks associated with competition, pedagogical innovation, research capacity, program design, growth and sustainability and people, performance and culture. The implementation of cybersecurity initiatives has progressed to mitigate the potential for service disruption and will continue to be an area of focus with the proliferation of cyber threats. The University's Pandemic Response Group (PRG) remained in place during 2022 to manage UniSC's response to the pandemic. The COVID-19 Strategic Management Group provided advice to the PRG.

Regular reporting on risk management has been provided to the University Executive, with oversight of risk management from the University Council and the Audit and Risk Management Committee (ARMC). The ARMC oversees the process for identifying and managing material risks faced by the University. The membership, roles, functions, responsibilities and achievements of the Audit and Risk Management Committee can be found under the University Committees section of this report.

Monitoring quality

UniSC monitors overall quality through a system of reports against performance indicators and planned targets and scheduled regular reviews and internal audits of performance. The latter often includes input from external sources.

The Council, committees and senior managers monitor quality, performance, standards and outcomes via performance reports and data, particularly in relation to the University's finances, Strategic Plan and thematic top-level plans, such as those supporting improving student success, increasing research productivity and impact, improving institutional effectiveness, and strengthening leadership in sustainability and engagement with community.

Improvement plans are developed in response to review and audit findings, and regular reports on progress in achieving those plans are provided to senior staff and such bodies as the University Executive, Academic Board, Council committees and Program and Course Committees.

During 2022, scheduled external reviews of the following committees and organisational units were undertaken:

- People and Culture
- Thompson Institute

Scheduled external reviews of the following programs were undertaken:

- Bachelor of Counselling
- Bachelor of Communication
- Bachelor of Criminology and Justice

- Bachelor of Design
- Bachelor of Environment and Animal Ecology
- Bachelor of Health Science
- Bachelor of Occupational Health

There continued to be ongoing reporting and monitoring of progress in the implementation of, and outcomes from, action plans arising from the cyclic external review processes held since 2018.

The quality and standards framework is available online at <https://www.usc.edu.au/quality>

Benchmarking

During 2022, UniSC participated in a range of academic, industry and professional benchmarking activities as part of its quality assurance and continuous quality improvement processes. Cumulative inventories of benchmarking activities are maintained and updated annually.

An annual report on benchmarking activity is provided annually to the Academic Board for program related benchmarking.

Benchmarking activities and findings are used for identifying and planning improvement actions and setting or adjusting performance or improvement targets.

Controlled entities

Council approved a policy for the Establishment and Operation of Controlled Entities in December 2006.

Best practice for governance

UniSC complies with the Voluntary Code of Best Practice for the Governance of Australian Universities, as implemented by the industry body Universities Australia.

UniSC is registered in the Australian University provider category on the Australian Government's TEQSA National Register of higher education providers.

Every seven years the University undergoes a re-registration process by TEQSA, where it demonstrates its ongoing compliance with the Higher Education Standards Framework (Threshold Standards), 2021.

UniSC is also registered on the Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS), CRICOS Provider Number: 01595D.

Ethical standards

In compliance with the *Public Sector Ethics Act 1994*, the University's Staff Code of Conduct – Governing Policy (the Code) defines acceptable conduct for UniSC staff. The Code is shaped around four key ethical principles intended to guide ethical decision making and behaviour:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency

UniSC maintains a Staff Code of Conduct webpage to provide further education for staff, providing a basis for discussion at work area meetings on the meaning of the Code.

The University's administrative procedures align to the Code and the *Public Sector Ethics Act 1994*.

Internal audit

The role of UniSC's Internal Audit function is to provide independent and objective assurance and consulting activities that are guided by a philosophy of adding value to improve operations of the University. It assists UniSC to accomplish its objectives by bringing a systematic, disciplined and risk-based approach to evaluate and improve the effectiveness of UniSC's risk management, internal control and governance processes.

The function operates under a Charter, which is reviewed annually by the Audit and Risk Management Committee (ARMC) with any changes to the Charter approved by UniSC's Council. Internal Audit's activities are guided by a three-year Strategic Internal Audit Plan and a one-year Operational Internal Audit Plan which establishes the program of audit projects for the current year. Progress against the current year's plan is reviewed quarterly by ARMC. The plans are developed using a risk-based methodology, with input from senior management and ARMC to identify and prioritise audit projects based on a risk assessment of UniSC's operations. The audit plans take into account the level of assessed risk, strategic and operational significance and impact, public accountability and legislative/regulatory requirements.

In 2022, achievements included delivery of six internal audits covering the following UniSC operational areas:

- Evaluation of the operational effectiveness of internal controls over the operation of the UniSC's laboratories. This review also assessed ongoing compliance with relevant legislative obligations associated with the activities and equipment used in the University's laboratories.
- Evaluation of UniSC's cyber security strategy and cyber risk management framework and progress made on management actions arising from a cyber security internal audit conducted in 2021 which evaluated controls against the National Institute of Standards and Technology (NIST) Cyber Security Framework.
- Assessment of the operational effectiveness of measures put in place by UniSC in response to the Australian Human Rights Commission (AHRC) released Change the Course: National Report on Sexual Assault and Sexual Harassment at Australian Universities Report.
- Student load forecasting and budget management, including evaluation of the effectiveness of internal controls over the integrity and reliability of student load and financial modelling which supports the budget and reforecasts of the University. The audit also considered the rigor and flexibility of the budget and forecasting methodology to accommodate the changing operational environment.

- Project assurance review evaluating the effectiveness of procurement processes undertaken as part of stage 2 of the Moreton Bay campus development project. The review's observations and recommendations sought to identify lessons learned and inform future procurement associated with the Moreton Bay campus development program and other similar projects undertaken by UniSC. Assurance over stage 2 of the Moreton Bay campus development is ongoing.
- Work Integrated Learning, including evaluation of the effectiveness of internal controls over the management and administration of work integrated learning placements and a high-level assessment of other significant work integrated learning activities. The audit included assessment of compliance with the requirements of the Higher Education Standards (Threshold Standards) Framework 2021.

Significant risks identified during the audits and audit recommendations are reported to UniSC Executive Management for actioning and to ARMC who oversee the mitigation of the identified risks identified through UniSC's risk management processes, including the outcomes of internal audits.

External scrutiny

In June 2022, the Queensland Audit Office (QAO) report 'Education 2021 Report 19: 2021–22' was tabled in the Queensland legislative assembly. This report summarises the audit results of entities in Queensland's education sector, including the seven universities. It provides an overview of finances in the reporting periods and of the financial accounting issues that arose during the audits.

The full report is available at: <https://www.qao.qld.gov.au/reports-resources/reports-parliament/education-2021>

Human Rights Act 2019

UniSC supports the objectives of the *Human Rights Act 2019* by ensuring:

- Access to resources on human rights are available via the UniSC's intranet page
- UniSC's policies and procedures align with the Human Rights Act 2019
- A decision-making tool is available to support decision-making that is compatible with the Human Rights Act 2019
- A human rights certification is included in relevant papers presented to the University Executive and approval requests to the Vice-Chancellor and President

UniSC has a process for students to raise grievances and complaints. The *Student Grievance Resolution – Governing Policy*; and the *Student Grievance – Procedures* describe the process for the resolution of grievances and appeals, including the option for an external appeal.

During 2022 3 human rights complaints were made to the Queensland Human Rights Commission in regard to which the University was one of a number of respondents. These complaints were based on broadly similar factual circumstances and as such were dealt with collectively by the Human Rights Commission. The relevant parties participated in a conciliation process coordinated by the Human Rights Commission, which ultimately proved unsuccessful. The matters were then referred to the Queensland Industrial Relations Commission for further adjudication. No decision has yet been made by the Queensland Industrial Relations Commission in regard to these matters.

Freedom of Speech and Academic Freedom Attestation 2022

The Freedom of Speech and Academic Freedom – Governing Policy is the main UniSC policy that upholds freedom of speech and academic freedom as paramount values aligned with the Model Code for the Protection of Freedom of Speech and Academic Freedom in Australian Higher Education Providers (Model Code).

In addition, the following policies include provisions related to freedom of speech and academic freedom:

- *Learning and Teaching – Academic Policy*
- *Hire of University Facilities – Operational Policy*
- *Staff Code of Conduct – Governing Policy*
- *Student Conduct – Governing Policy*

UniSC is committed to fostering a culture that supports freedom of speech and academic freedom and ensuring the appropriate policies exist and are reviewed on a regularly basis in consultation with staff and student members of university committees.

No concerns or complaints specifically related to freedom of speech and academic freedom were received in 2022. Formal complaints would be dealt with in accordance with the *Guidelines for the Resolution of Complaints*.

Student Ombudsman

The role of Student Ombudsman exists within the University to ensure its students receive fair and equitable treatment across all aspects of the student experience, and in particular with regard to the resolution of grievances and complaints. The Student Ombudsman also receives and responds to student matters raised by the Queensland Ombudsman.

In 2022 the Student Ombudsman received 6 contacts from the Queensland Ombudsman – two were referred for internal complaint processes, two were resolved by an agreed outcome and two encouraged the University to ensure the decisions provided to students were clear and easily understood. The University is reviewing the template letters for decisions and developing training for decision makers to be delivered early 2023. All matters were finalised without formal investigation.

Leadership and workforce development

Work-life balance initiatives

UniSC provides 26 weeks' paid maternity leave with the option to be paid on a 50 percent basis over the 52-week parental leave period. UniSC also provides flexible work arrangements and job-sharing options for staff returning from parental leave. A privately owned and operated childcare facility is available on campus for staff and students.

UniSC provides staff members with relevant information and support around flexible work as required, including information about carers leave and flexible working options to assist in their caring responsibilities. Due to the flexible working options available at UniSC, staff who identify as carers are supported to meet both their work and caring responsibilities.

This information is available on the MyUniSC intranet for staff to access. The University's Employee Assistance Program also includes provision of support to staff family members.

Workforce planning, attraction and retention

UniSC appointed a number of new senior staff during the year including a Chief Operating Officer, PVC (Global and Engagement), Dean, Science, Technology and Engineering, Foundation Dean of Health, Chief Data Officer, Director, People and Culture, Director, Governance and Risk, Head, Government Relations and a Director, Library Services.

The Full Time Equivalent (FTE) staff profile as at 31 March 2022 was 1,374, inclusive of casual staff, a 6 percent increase on 31 March 2021. The University maintains a number of key policies and procedures related to workforce development and management, including Staff Recognition and Reward.

UniSC embarked on the implementation of a formal Strategic Workforce Planning framework during 2022, partnering with Workforce Planning Global to implement a framework that will deliver strategic insights into future workforce requirements that align with the UniSC strategic plan. UniSC undertakes consultation with staff on key staff policy and organisational changes as they arise in accordance with the University of the Sunshine Coast Enterprise Agreement 2019-2022.

Workplace health, safety and wellbeing

To support UniSC's ongoing commitment to the health, safety and wellbeing of staff, students, visitors, volunteers and contractors, the University undertook an external review of its Health and Safety management system by Ernst and Young. The review has provided a road map to the continuous improvement of UniSC's health, safety and wellbeing processes.

Through a variety of initiatives, UniSC strives to provide an environment that promotes, supports, and improves health and wellbeing, such as an Employee Assistance Program, Mental Health Strategy and a Health and Wellbeing Program. These initiatives aim to support physical, social and mental health and create a positive and productive workforce. In 2022 there has been a strong focus on social connection as UniSC emerge from the COVID-19 pandemic.

A University-wide check-in survey called Your Wellbeing Matters was launched in September 2022. The results surfaced practical insights and actions related to employee sentiment and wellbeing focus areas. The findings will be integrated into an updated Health and Wellbeing Strategy, as well as help to inform broader leadership, culture and engagement strategies.

UniSC continues to provide injury management assistance for both work and non-work related injuries, ensuring compliance under the *Workers Compensation and Rehabilitation Act* and Regulations.

Based on the industry standards provided by WorkCover Queensland, UniSC continues to achieve a higher than industry standard for return to work for 2021/22.

Performance management framework

UniSC has a Performance Management Policy and Performance, Planning and Review (PPR) Policy and Procedures, with ongoing and fixed-term staff participating in an annual PPR process. UniSC transitioned the paper-based PPR process to an online format using the University's existing HR Information System. Staff feedback indicated that while the process of PPR conversations was valued and appreciated, further system enhancements would improve their employee experience.

A business case was developed to implement a talent management system that provides a more integrated experience across recruitment, onboarding, performance and learning. Future enhancements to the PPR process and system will be undertaken as part of an aligned talent management solution, in consultation with staff and senior leaders.

Leadership development

A review of Leading at Scale, the leadership program for academic leaders and other senior staff of the University was undertaken. The benefits, challenges and opportunities for improvement were identified and are being used to develop one UniSC Capability Framework, refresh the Leadership Development Strategy and implement pilot programs to address identified areas, including fostering self-awareness, team cohesion and constructive conversation skills.

UniSC continued to move towards an enhanced Enterprise Learning Management (ELM) system to meet the increasing volume and complexity of regulatory and compliance requirements, as well as foster employee engagement and career development.

A content library and authoring tool were purchased to enable access to off-the-shelf content that meets Australian legislative requirements and can be customised to UniSC policies and processes.

Training programs offered to staff included First Nations Cultural Awareness Training for academic staff by a Traditional Custodian; LGBTI 101 sessions as part of Diversity Week; Performance Planning and Review training; Due Diligence, Corrupt Conduct and Public Disclosure Awareness, and Recruitment, Selection and Appointment training. Wellbeing was a major focus with staff provided with opportunities to attend a range of Employee Assistance Program and other sponsored learning and development events and activities. The outcomes of the University-wide Wellbeing Survey will help to inform leadership and staff development programs in the year ahead.

Two senior academic staff and three senior professional staff members attended the Women ATTaining Leadership (WATTLE) Program. WATTLE is a five-day immersive program that empowers women to attain senior leadership roles while supporting participants in building a diverse network.

To acknowledge the strong interest in the WATTLE program from women in leadership across the University, the Executive offered those who were unable to be given a place in WATTLE the opportunity to participate in Mind Navigator, a technology-enabled, group coaching program that aims to develop performance, wellbeing and accountability in individuals and a connected workplace culture. The pilot will assist this cohort to enhance their own leadership, as well as help to inform the potential wider use of Mind Navigator within UniSC leadership development programs.

Enhancing culture and connection was also assisted by building internal capability to facilitate DiSC assessments. A range of nominated staff from across the University participated in the facilitator training to improve understanding of different work styles, behavioural tendencies and communication preferences.

The University actively participates in the Australian Higher Education Industrial Association (AHEIA) Organisational Development Network group, which encourages best practice in the delivery of organisational development for all levels of academic and professional staff within the tertiary sector.

Workforce diversity

UniSC's Vice-Chancellor's Equity and Diversity Committee's focus in 2022 was the development and implementation of the enabling plans that support the overarching Diversity and Inclusion Plan. A key priority was the Athena Swan Action Plan as it takes practical actions to advance gender equity and diversity outcomes across the university.

With programs and initiatives in place strengthening talent attraction and recruitment strategies and hiring practices, retention, career development, workplace flexibility, leadership, cultural change and improving diversity beyond gender by taking an intersectional approach. Funding schemes, including scholarships and internal grants to support academics with carer responsibilities and promoting gender equity in research were just some of the initiatives implemented. Staff were also encouraged to take the UniSC Diversity Pledge, a practical action every member of the UniSC community can take to increase the visibility and contribution of women.

The annual Vice-Chancellor and President's Diversity and Inclusion Awards were run again in 2022 to recognise and reward staff, students and graduates of the University who have made an outstanding and demonstrable commitment to equity, diversity and inclusion within the university and/or its broader community.

Academic promotions

The University undertakes an annual Academic Promotion process to recognise and reward sustained academic excellence. Applicants must demonstrate sustained academic performance and achievement commensurate with the level to which they are applying to be promoted. Communication throughout the process aims to support and encourage applicants from diverse backgrounds, including targeted information sessions and the merit assessment of applications relative to opportunity.

The University's 2022 Academic Promotion round resulted in seven promotions to Professorial level:

- Dr Christopher Askew, Professor in Clinical Exercise Physiology
- Dr Gail Crimmins, Associate Professor in Communication
- Dr Ipek Kurtboke, Associate Professor in Environmental Microbiology
- Dr Kate Mulgrew, Associate Professor in Psychology
- Dr Tim Peters, Associate Professor in Law
- Dr Margarietha Scheepers, Associate Professor in Entrepreneurship
- Dr Zack Shan, Senior Research Fellow

There were 35 applications for promotion in 2022 (levels B, C, D and E), with 20 of those (57 percent) being approved for promotion, compared with a success rate of 65 percent in 2021.

The percentage of applications by women was 46 percent (compared to 46 percent in 2021), and the percentage of successful applications that were by women was 50 percent.

Information systems and record keeping

Information privacy

UniSC has policies and procedures in place to ensure the appropriate management of personal information, in compliance with the requirements of the *Information Privacy Act 2009* (Qld). A privacy statement is available on the University's website and appropriate privacy statements are included on University forms. The University's policy approach to information privacy is included in its Information Management Framework – Governing Policy. Procedures for information privacy are outlined in its Information and Records Management – Procedures and a Guideline on Personal Information outlines the processes for the collection, use and storage of personal information.

These and other University policies and procedures are available on the UniSC website at <https://www.usc.edu.au/policy>

Two formal requests were processed under the *Information Privacy Act* (Qld) in 2022.

Right to Information

UniSC has policies and procedures in place to provide information proactively and to respond quickly to requests for information, in compliance with the *Right to Information Act 2009* (Qld).

UniSC's policy approach to right to information is included in its Information Management Framework – Governing Policy.

Procedures for the management of right to information requests are included in the Information and Records Management – Procedures.

The Publication Scheme on the UniSC website outlines the classes of information available publicly and is updated regularly. A Disclosure Log provides details of information released in response to formal RTI applications. Requests for information are managed through administrative release processes wherever possible.

No formal requests under the *Right to Information Act* were processed in 2022.

Records management

UniSC takes a holistic approach to records management, with appropriately skilled staff providing professional advice on formal record keeping and broader information management issues.

UniSC has a formal corporate record keeping system, and a number of other systems approved under ISO 16175.3 for in-place record keeping. Records management is governed by the Information Management Framework – Governing Policy and the Information and Records Management – Procedures.

A new enterprise content management system (ECM) was implemented in 2022 to provide whole-of-University electronic document and records management, improvements to discoverability and accessibility of records, automated workflows, and information and process governance.

UniSC's Vice-Chancellor and President has delegated authorisation for records management to the Head, Information Governance, who is supported by three full-time records positions. Records management information is provided to staff through the staff intranet and on-demand training sessions.

UniSC falls under the General Retention and Disposal Schedule (last updated 3 December 2020) and the University Sector Retention and Disposal Schedule (last updated 19 October 2014). UniSC maps the records held in its records management systems to one of these schedules, maintains a robust internal process to manage the disposal of records, and strictly adheres to the disposal process set out by Queensland State Archives.

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Financial review

The University's financial position has remained strong this year with guaranteed Commonwealth funding continuing to support the transition of operational practice to a post 2024 funding environment partnered with moderate increases in most other revenue streams. International student fees report a small decrease due to the continuing pipeline impacts of reduced student intakes resulting from the COVID-19 pandemic. Expenditure has increased in many expenditure categories due to activity gradually returning to pre-pandemic levels combined with a strong investment in student recruitment.

Results for the year included an operating surplus of \$34.9 million (2021: \$45.0 million), with an operating margin of 10.1 percent (2021: 13.4 percent).

Income and expenditure

Total income for the year was \$346.1 million – an increase of \$11.4 million (3.4 percent) on the previous year. Decline in International student fees has again been recognised as a result of the COVID-19 pandemic, however, other income streams particularly consultancy, contracts & investment income has proven stronger than forecast.

Funds derived from government sources (including advance payments in relation to HECS-HELP and capital funding but excluding up-front student fees) totalled \$276.9 million or 80.0 percent of revenue, an increase of \$5.8 million (2.1 percent) on the previous year's funding.

Expenses for the year totalled \$311.2 million – an increase of \$21.5 million (7.4 percent) expended in the previous year. This result can be attributed to increases in employee benefits reflective of statutory and CPI increases combined with marginal increases in other expenditure categories, with particular increases in travel and student recruitment activities as the University strives to increase its enrolments and secure future growth and funding opportunities.

Asset growth

At year's end, the University's net assets totalled \$690.8 million – \$68.2 million (11.0 percent) more than in the previous year. This reflects the strong cash reserve balance in addition to fair value asset movements resulting from a desktop revaluation of land, buildings and infrastructure combined with increased capital expenditure in relation to two major capital projects commencing in 2022 for completion in 2023. It also reflects the movements in leave provisions, borrowings and lease liabilities.

Budget vs Actual 2022 | Actual 2022 vs Actual 2021

	2022			2021	
	August reforecast \$'000	Actual \$'000	Variance actual vs reforecast	Actual \$'000	Variance actual 2022 vs 2021
Statement of comprehensive income					
Revenue and income from continuing operations	341,587	346,136	1%	334,746	3%
Expenses from continuing operations	315,237	311,196	-1%	289,741	7%
Operating result after income tax for the period	26,350	34,940	33%	45,005	-22%
Gain (loss) on revaluation of land and buildings, net of tax	-	43,655	100%	15,594	180%
Share of other comprehensive income on investments accounted for using the equity method	-	(10,379)	100%	42,740	-124%
Total comprehensive income attributed to members of the University of the Sunshine Coast	26,350	68,216		103,339	
Statement of financial position					
Current assets	249,795	280,444	12%	251,297	12%
Non-current assets	609,607	632,691	4%	600,367	5%
Total assets	859,403	913,135		851,664	
Current liabilities	70,825	86,350	22%	82,251	5%
Non-current liabilities	138,894	136,035	-2%	146,879	-7%
Total liabilities	209,720	222,385		229,130	
Net assets	649,684	690,750		622,534	
Reserves	186,030	218,503	17%	185,227	18%
Retained surplus	463,654	472,247	2%	437,307	8%
Total equity	649,684	690,750		622,534	

Data relates to Parent entity.

Financial Statements

Report by members of the University Council

For the year ended 31 December 2022

Council is the governing body of the University of the Sunshine Coast and is responsible for the governance of the affairs and concerns of the University. Council's powers, duties and authorities are prescribed by the *University of the Sunshine Coast Act 1998*.

The members of the Council present their report for the 31 December 2022 financial year on the ultimate parent entity consisting of the University of the Sunshine Coast.

It is recommended that this report be read in conjunction with the full details published in the 2022 Annual Report, which includes the 2022 Council membership. The Annual Report provides a comprehensive record of the University's performance in 2022, plans for the future and achievements documented against the aims and objectives of the University's Strategic Plan 2021-2024.

Meetings and record of attendance

Six (6) ordinary meetings of Council were held during the year and one Special Meeting. Confirmed non-confidential minutes of the meetings are available to members of the University community for perusal upon request. In 2022 Council meetings were held on 21 February, 21 April, 8 June, 11 August, 10 October, and 2 December. A Special Meeting of Council was held on 2 February 2022. A Council Retreat was held on 21-22 April 2022.

Four (4) ordinary meetings of the Audit and Risk Management Committee (ARMC) were held during the year. In 2022, ARMC meetings were held on 16 February, 9 May, 5 September and 18 November. Additionally, a Special Meeting of ARMC was held on 13 January 2022 and a Planning Day of ARMC was held in conjunction with the 18 November meeting.

Five (5) ordinary meetings of the Planning and Resources Committee (PRC) were held during the year. In 2022, PRC meetings were held on 15 February, 19 May, 26 July, 15 September and 10 November. Additionally, a Planning Day of PRC was held in conjunction with the 10 November meeting.

Six (6) ordinary meetings of the Nominations Committee and Executive Committee of Council (NC&ECC) were held during the year. In 2022, NC&ECC meetings were held on 21 February, 21 April, 8 June, 8 August, 10 October, and 2 December.

Four (4) ordinary meetings of the Major Projects Reference Group (MPRG) were held during the year. In 2022, MPRG meetings were held on 25 January, 6 May, 29 August, and 19 October.

Members of the Audit and Risk Management Committee

The following persons were members of the Audit and Risk Management Committee during the year and up to the date of this report.

Membership Category	Name and Qualifications	Meetings and record of attendance*
Chairperson / Member of Council	Sandra BIRKENSLEIGH, BCom UNSW, CA, CCP Fellow, GAICD (Elected Deputy Chancellor commencing 3 December 2021)	5 of 5
Member of the professional accounting bodies or audit bodies in Australia and have a professional accounting, management consultancy or audit background (external)	Jeffrey FORBES, BComm Newcastle (NSW), GAICD (term concluded 3 August 2022)	2 of 3
	Jennifer MORAWSKA, BA Macq., GradDipEd UTS, GradDip Sci ANU, MSc ANU, MBA Sunshine Coast, GAICD (appointed 4 August 2022)	2 of 2
	Phillip STRACHAN, BCom Melb. FCPA, MAICD	4 of 5
	Scott NORTH, BCom Melb, FCA, MBIT Melb, FGIA, GAICD (reappointed 29 August 2022)	5 of 5
	Dianne BROWN, BBus UTS, CA (appointed 17 January 2022; resigned 10 January 2023)	4 of 5
Member possessing expertise within the education sector	Emeritus Professor Jennifer GRAHAM, Dip OT (NSW), MSc Education (Bradford) (reappointed 1 August 2022)	5 of 5
Up to two members co-opted by the Chancellor	Vacant	

Financial Statements

Report by members of the University Council
For the year ended 31 December 2022

Members of the Planning and Resources Committee

The following persons were members of the Planning and Resources Committee during the year and up to the date of this report.

Membership Category	Name and Qualifications	Meetings and record of attendance*
Chairperson / Member of Council	Tim ROTHWELL, BA(Hons) <i>Newc</i> , FCA, MAICD	5 of 5
Vice-Chancellor and President	Professor Helen BARTLETT, BA <i>Northumbria</i> , MSc (Public Policy) <i>Bath</i> , PhD <i>Bath</i>	5 of 5
A member of the University Executive or Senior Staff, nominated by the Vice-Chancellor and President and appointed by Council	Dr Ruth GREENAWAY, PhD <i>Qld.UT</i> , MLM <i>C.Qld</i> , BA <i>W.Syd</i> , GradDipEd <i>NSW</i> , SFHEA, GAICD (term concluded 19 August 2022)	3 of 3
Four members with expertise in strategic financial management and planning, at least one of whom must be a member of Council	Christopher HARRIS, BFinAdmin <i>UNE</i> , MCom (Tax) <i>UNSW</i> , CPA, SSA, GAICD (reappointed 30 September 2022)	4 of 5
	Melinda BRYANT, LLB, BBus, GradCertCreativeInd, <i>Qld.UT</i> , GradCertDiv, <i>Tabor</i> , GDLP <i>Coll.Law</i>	5 of 5
	Steven JEFFERY, BEc <i>UNE</i> , MPA <i>USQ</i> , MBA <i>CSU</i> , FCPA, GAICD (appointed 17 January 2022)	5 of 5
	Gavin KEELEY, GAICD, FACS (appointed 1 April 2022)	4 of 4
A member of the Audit and Risk Management Committee (as determined by the Chairperson of ARMC) and appointed by Council	Phillip STRACHAN, BCom <i>Melb.</i> FCPA, MAICD	4 of 5
Up to two members co-opted by the Chancellor	Vacant	

Members of the Nominations Committee and Executive Committee of Council

The following persons were members of the Nominations Committee and Executive Committee of Council during the year and up to the date of this report.

Membership Category	Name and Qualifications	Meetings and record of attendance*
Chancellor	Air Chief Marshal Sir Angus HOUSTON AK, AFC (Ret'd)	6 of 6
Vice-Chancellor and President	Professor Helen BARTLETT, BA <i>Northumbria</i> , MSc (Public Policy) <i>Bath</i> , PhD <i>Bath</i>	6 of 6
Chairperson ARMC	Sandra BIRKENSLEIGH, BCom <i>UNSW</i> , CA, CCP Fellow, GAICD	5 of 6
Chairperson PRC	Tim ROTHWELL, BA(Hons) <i>Newc</i> , FCA, MAICD	6 of 6

Financial Statements

Report by members of the University Council
For the year ended 31 December 2022

Members of the Major Projects Reference Group

The following persons were members of the Major Projects Reference Group during the year and up to the date of this report.

Membership Category	Name and Qualifications	Meetings and record of attendance*
Chairperson / Member of Council / PRC	Phillip STRACHAN, BCom <i>Melb.</i> FCPA, MAICD	4 of 4
Member of Council	David FOSTER, BAppSc <i>S.Qld.</i> , MBA <i>S.Cross.</i> , SF Fin, GAICD (until 2 December 2022)	0 of 4
Member of Council / PRC	Melinda BRYANT, LLB, BBus, GradCertCreativeInd, <i>Qld.UT.</i> , GradCertDiv, <i>Tabor.</i> , GDLP <i>Coll.Law</i>	4 of 4
Member of PRC	Steven JEFFERY, BEc <i>UNE.</i> , MPA <i>USQ.</i> , MBA <i>CSU.</i> , FCPA, GAICD (appointed 17 January 2022)	4 of 4
Chief Operating Officer, UniSC	Scott SNYDER, PhD, <i>Adel.</i> BEng (Hons) <i>Adel.</i> (until 30 September 2022)	3 of 3
	Richard CONSTANTINE, MBA <i>Monash.</i> , PDM <i>Melb.</i> , FACS, MAICD, (appointed 24 October 2022)	0 of 0
Director, Facilities Management	Andrew RYAN, BEng <i>UTAS.</i> , MBA <i>Deakin.</i> , AICD Diploma, Engineers Australia - Fellow; Chartered Professional Engineer, CPEng, Institute of Public Works Engineering Australia – Fellow, Registered Professional Engineer Queensland	4 of 4
Senior Legal Officer	Swain ROBERTS, BCom/LLB <i>Qld.</i> , GradCertBus, Philanthropy and NfP Studies <i>Qld.UT.</i> , GradDipEd <i>Sunshine Coast</i>	4 of 4

* Indicates number of meetings attended and number of meetings held during the time the member held office or was a member of the council or committee during the year (at end of 2022).

Principal Activities

The University of the Sunshine Coast was established under the *Sunshine Coast University College Act 1994* and officially opened in 1996. Full university powers were granted to the University under the *University of the Sunshine Coast Act 1998*.

The main functions of the University as set out in the Act are:

- to provide education at university standard; and
- to provide facilities for, and encourage, study and research; and
- to encourage the advancement and development of knowledge, and its application to government, industry, commerce and the community; and
- to provide courses of study or instruction, at the levels of achievement the council considers appropriate, to meet the needs of the community; and
- to confer higher education awards; and
- to disseminate knowledge and promote scholarship; and
- to provide facilities and resources for the wellbeing of the university's staff, students and other persons undertaking courses at the university; and
- to exploit commercially, for the university's benefit, a facility or resource of the university, including, for example, study, research or knowledge, or the practical application of study, research or knowledge, belonging to the university, whether alone or with someone else; and
- to perform other functions given to the university under the Act or another Act.

There were no significant changes in the nature of the activities of the University during the year.

Financial Statements

Report by members of the University Council
For the year ended 31 December 2022

Review of Operations

For a full review of the University's operations, including the financial review, refer to the Annual Report preceding the Financial Statements. The 2022 operating result is a surplus of \$34.9 million, 22.4% less than the 2021 operating surplus result of \$45.0 million.

In 2022, the University continued to manage operations reflective of the internal and external environment and continues to monitor current global events, particularly as they pertain to Federal and Queensland State Government restrictions to assess any material impacts on its operations. The University continues to experience the pipeline effect of reduced student intakes as a result of restricted movements in the pandemic environment since 2020. Research activity has also experienced vulnerability with corresponding downward adjustments to expenditure.

In 2022 two major capital projects commenced. The Moreton building program will see the University construct 3 buildings with the view to provide more teaching, learning and research facilities for the 2023 academic year and beyond. The program is self-funded by the University. The Thompson Institute project will expand the existing building to accommodate the National Post Traumatic Stress Disorder Centre. This project is co-funded by the Department of Health & Ageing, philanthropy and the University.

Significant Changes in the State of Affairs

During the year there were no significant changes in the state of the affairs of the University that have not yet been highlighted in this report.

Matters Subsequent to the End of the Financial Year

There are no matters or circumstances that have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the University, the results of those operations or the state of affairs of the University in future financial years.

Likely Developments and Expected Results of Operations

Disclosure of information regarding likely developments, future prospects and business strategies of the operations of the University in future financial years and the expected results of those operations is likely to result in unreasonable prejudice to the University. Accordingly, this information has not been disclosed in this report.

Environmental Reporting

The University's operations are undertaken in accordance with any environmental regulations of the Commonwealth, State or Territory.

Insurance of Officers

In 2022, the University of the Sunshine Coast held comprehensive insurance policies in relation to its Executive Members and Officers. The liabilities insured are legal costs that may be incurred in defending civil or criminal proceedings that may be brought against the officers in their capacity as officers of the University and any other payments arising from liabilities incurred by the officers in connection with such proceedings, other than where such liabilities arise out of conduct involving a wilful breach of duty by the officers or the improper use by the officers of their position or of information to gain advantage for themselves or someone else to cause detriment to the University. The University has not otherwise, during or since the end of the financial year, except to the extent permitted by law, indemnified or agreed to indemnify for any current or former officer or auditor of the University against a liability incurred as such by an officer or auditor.

Proceedings on behalf of the University of the Sunshine Coast

There are no significant legal matters other than those referred to in the financial statements and notes following.

This report is made in accordance with the resolution of the members of the Council of the University of the Sunshine Coast.

Air Chief Marshal Sir Angus Houston AK, AFC (Ret'd)
Chancellor
University of the Sunshine Coast

20 February 2023

Professor Helen Bartlett
Vice-Chancellor and President
University of the Sunshine Coast

20 February 2023

Financial Statements

Statement of Comprehensive Income For the year ended 31 December 2022

	Note	2022 \$'000	2021 \$'000
Revenue and income from continuing operations			
Australian Government financial assistance			
Australian Government grants	2	194,075	188,461
HELP - Australian Government payments	2	75,688	76,598
State and Local Government financial assistance	2	7,099	6,018
HECS-HELP - Student payments		4,218	3,944
Fees and charges	2	35,949	36,281
Investment income		4,665	1,277
Consultancy and contracts	2	17,941	16,753
Other revenue and income	2	6,222	5,414
Gains on disposal of assets		279	-
Total revenue and income from continuing operations		346,136	334,746
Expenses from continuing operations			
Employee related expenses	3	188,387	176,460
Depreciation and amortisation	8 & 9	19,831	20,173
Repairs and maintenance		6,825	6,174
Borrowing costs		3,920	5,076
Impairment of assets		127	297
Net losses on disposal of assets		-	510
Other expenses	4	92,105	81,051
Total expenses from continuing operations		311,195	289,741
Net result before income tax from continuing operations		34,940	45,005
Income tax expense		-	-
Net result after income tax for the period and attributable to members of the University of the Sunshine Coast	14(c)	34,940	45,005
Items that will not be reclassified to profit or loss			
Gain/(loss) on revaluation of property, plant and equipment, net of tax	14(a)	43,655	15,594
Gain/(loss) on equity instruments designated at fair value through other comprehensive income, net of tax	14(a)	(10,379)	42,740
Total other comprehensive income		33,276	58,334
Total comprehensive income attributed to members of the University of the Sunshine Coast		68,216	103,339

The above statement of comprehensive income should be read in conjunction with the accompanying notes.

Financial Statements

Statement of Financial Position For the year ended 31 December 2022

	Note	2022 \$'000	2021 \$'000
ASSETS			
Current assets			
Cash and cash equivalents	5	234,161	209,002
Receivables and contract assets	6	36,823	34,225
Other non-financial assets	7	9,460	8,070
Total current assets		280,444	251,297
Non-current assets			
Receivables and contract assets	6	41	391
Other financial assets	7	46,852	68,273
Property, plant & equipment	8	559,268	502,408
Right-of-use assets	8.1	24,807	27,613
Intangible assets	9	757	1,221
Other non-financial assets	7	966	461
Total non-current assets		632,691	600,367
Total assets		913,135	851,664
LIABILITIES			
Current liabilities			
Trade and other payables	10	12,088	13,403
Borrowings	11	7,784	8,637
Lease Liabilities	11	3,622	3,302
Provisions	12	28,874	27,968
Other liabilities	13	3,578	6,859
Contract liabilities	13(a)	30,404	22,082
Total current liabilities		86,350	82,251
Non-current liabilities			
Borrowings	11	106,673	114,343
Lease Liabilities	11	22,510	25,824
Provisions	12	4,499	4,978
Other liabilities	13	80	72
Contract liabilities	13(a)	2,273	1,662
Total non-current liabilities		136,035	146,879
Total liabilities		222,385	229,130
Net assets		690,750	622,534
EQUITY			
Reserves	14(a)	218,503	185,227
Retained earnings	14(c)	472,247	437,307
Total equity		690,750	622,534

The above statement of financial position should be read in conjunction with the accompanying notes.

Financial Statements

Statement of Changes in Equity For the year ended 31 December 2022

	Note	Reserves \$'000	Retained earnings \$'000	Total \$'000
Balance at 1 January 2021		208,676	310,519	519,195
Net result		-	45,005	45,005
Transfer of fair value reserve through OCI to retained earnings	14(a)	(81,783)	81,783	-
Gain/(loss) on revaluation of property, plant and equipment, net of tax	14(a)	15,594	-	15,594
Gain/(loss) on financial assets at fair value through OCI, net of tax	14(a)	42,740	-	42,740
Total comprehensive income		(23,449)	126,788	103,339
Balance at 31 December 2021		185,227	437,307	622,534
Balance at 1 January 2022		185,227	437,307	622,534
Net result		-	34,940	34,940
Transfer of fair value reserve through OCI to retained earnings	14(a)	-	-	-
Gain/(loss) on revaluation of property, plant and equipment, net of tax	14(a)	43,655	-	43,655
Gain/(loss) on financial assets at fair value through OCI, net of tax	14(a)	(10,379)	-	(10,379)
Total comprehensive income		33,276	34,940	68,216
Balance at 31 December 2022		218,503	472,247	690,750

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Financial Statements

Statement of Cash Flows For the year ended 31 December 2022

	Note	2022 \$'000	2021 \$'000
Cash flows from operating activities			
Australian Government Grants received		273,720	269,905
OS-HELP (net)		325	-
State Government Grants received		4,007	5,623
Local Government Grants received		1,248	870
HECS-HELP - Student payments received		4,218	3,944
Receipts from students fees and other customers		66,595	58,846
Investment income		4,536	1,277
Payments to suppliers and employees (inclusive of GST)		(301,691)	(269,846)
GST recovered / (paid)		6,268	4,032
Short-term lease payments		(87)	(46)
Variable lease payments not included in the measurement of the lease liability		-	(3)
Net cash provided by / (used in) operating activities	20	59,139	74,602
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		190	15
Proceeds from share divestment		-	5,260
Proceeds from sale of financial assets		51,225	-
Payments for property, plant and equipment / intangibles		(29,304)	(7,256)
Payments for financial assets		(40,000)	-
Net cash provided by / (used in) investing activities		(17,889)	(1,981)
Cash flows from financing activities			
Proceeds from borrowings		-	123,700
Repayment of borrowings		(11,211)	(127,353)
Repayment of lease liabilities		(4,880)	(4,729)
Net cash provided by / (used in) financing activities	20	(16,091)	(8,382)
Net increase / (decrease) in cash and cash equivalents		25,159	64,239
Cash and cash equivalents at beginning of the financial year		209,002	144,763
Cash and cash equivalents at the end of the financial year	5	234,161	209,002

The above statement of cash flows should be read in conjunction with the accompanying notes.

Financial Statements

Notes to the Financial Statements
For the year ended 31 December 2022

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Financial Statements

Notes to the Financial Statements
For the year ended 31 December 2022

Note 1 Summary of significant accounting policies

The University of the Sunshine Coast (the University) is established under the *University of the Sunshine Coast Act 1998* and is a statutory body as defined by the *Financial Accountability Act 2009*.

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied for all years reported unless otherwise stated. The financial statements include statements for the University as the parent entity.

The principal address of the University is 90 Sippy Downs Drive, Sippy Downs, Queensland.

(a) Basis of preparation

The annual financial statements represent the audited general purpose financial statements of the University. They have been prepared on a going concern and accrual basis (except for the Statement of Cash Flows, which is prepared on a cash basis) and comply with the Australian Accounting Standards.

The financial statements are parent entity financial statements consisting of the University of the Sunshine Coast only. Consolidated financial statements have not been prepared as the two subsidiaries (USC Capital & Commercial Pty Ltd and Thompson Institute Pty Ltd) do not trade and the financial statements are not considered material. The 2021 consolidated financial statements included the Innovation Centre Sunshine Coast Pty Ltd which ceased trading and was deregistered in September 2021. The parent entity and ultimate parent entity is the University of the Sunshine Coast.

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

- *Higher Education Support Act 2003* (Financial Statement Guidelines)
- *Financial and Performance Management Standard 2019*, issued under Section 62 of the *Financial Accountability Act 2009*
- *Australian Charities and Not-for-profits Commission Act 2012*

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

Date of authorisation of issue

The financial statements were authorised for issue by the Chancellor and the Vice-Chancellor & President on 20 February 2023.

Historical cost convention

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

Critical accounting estimates

The preparation of financial statements in conformance with Australian Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The estimates and underlying assumptions are reviewed on an ongoing basis.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed below:

- Revenue and Income (note 2)
- Receivables and contract assets (note 6)
- Financial assets (note 7) – Investments in equity instruments designated at fair value through other comprehensive income
- Property, Plant & Equipment, including depreciation (note 8)
- Lease liability (note 11.1)
- Provisions (note 12)
- Contract liabilities (note 13a)

Joint operations

Interest in the assets, liabilities, income and expenses of joint operations are recognised in the financial statements under the appropriate line items. Details of joint operations are set out in note 18.

Financial Statements

Notes to the Financial Statements For the year ended 31 December 2022

Note 1 Summary of significant accounting policies (continued)

(b) Functional and presentation currency

The consolidated financial statements are presented in Australian dollars, which is the University's functional and presentation currency.

(c) Taxation

The University and its controlled entities are, by virtue of Section 50-5 of the *Income Tax Assessment Act 1997*, exempted from the liability to pay income tax. The University and its controlled entities are, however, subject to Payroll Tax, Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the item of expense. Receivables and payables in the statement of financial position are shown inclusive of GST. Cash flows are presented in the statement of cash flows on a gross basis, except for the GST component on investing and financing activities, which are disclosed as operating cash flows.

(d) Rounding and Comparative amounts

Amounts in the financial report have been rounded to the nearest \$1,000. Where necessary, comparative information has been reclassified to enhance the comparability in respect of changes in presentation adopted in the current year.

(e) Initial application of accounting standards and amendments

The nature and effect of amendments and changes to accounting standards effective during the reporting period are described below.

Standard	Application date	Amendment
<i>AASB 2020-3 Amendments to AASB 3 Reference to the Conceptual Framework</i>	1 Jan 2022	Reference to the Conceptual Framework and revised definitions of assets and liabilities with its application to AASB 3. The University's assessment of the impact under this standard is not material.

(f) Future impact of accounting standard not yet effective

The following standards have been issued but are not mandatory for 31 December 2022 reporting periods. The University has elected not to early adopt any of these standards.

Standard	Application date	Implications
<i>AASB 2022-3 Amendments to Australian Accounting Standards Illustrative examples accompanying AASB15</i>	1 Jul 2022	Illustrative examples for Not-for-Profit entities accompanying AASB 15 on accounting for upfront fees. The University's assessment of the impact under this standard is not material.
<i>AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as current or non-current</i>	1 Jan 2023	The University's assessment of the impact of this standard is not material.
<i>AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates</i>	1 Jan 2023	The University's assessment of the impact of this standard is not material.
<i>AASB 17 Insurance Contracts</i>	1 Jan 2023	The University's assessment of the impact of this standard is not material.

Financial Statements

Notes to the Financial Statements
For the year ended 31 December 2022

Note 2 Revenue and income

Note 2.1 Australian Government financial assistance including Australian Government loan programs (HELP)

(a) Australian Government grants

	Note	2022 \$'000	2021 \$'000
Commonwealth Grant Scheme #1		160,543	154,925
Indigenous, Regional and Low-SES Attainment Fund #2		3,544	2,514
National Priorities and Industry Linkage Fund		3,279	3,250
Disability Performance Funding #3		113	101
Indigenous Student Success Program		1,690	1,620
Total Commonwealth Grants Scheme and Other Grants	22a	<u>169,170</u>	<u>162,410</u>

#1 Includes the basic CGS grant amount, CGS – Regional Loading, CGS – Enabling Loading, Allocated Places, Non Designated Courses and CGS – Special Advances from Future Years and Transition Fund Loading.

#2 Indigenous, Regional and Low-SES Attainment Fund has replaced the Access and Participation Fund as of 1 January 2021. Includes Higher Education Participation and Partnership Program and Tertiary Access Program.

#3 Disability Performance Funding includes Additional Support for Students with Disabilities.

Where there is an enforceable contract by the provisions of the Commonwealth Grant Scheme (CGS) funding agreements with sufficiently specific performance obligations in the promise to provide tuition services for the year covered by the CGS funding agreement this revenue falls under AASB 15 *Revenue from Contracts with Customers* and is recognised over time as the University provides the tuition services to the student.

Indigenous, Regional and Low-SES Attainment Fund represents grants provided to undertake activities and implement strategies that improve access to undergraduate courses for people from low socioeconomic status backgrounds, as well as improving the retention and completion rates of those students. This falls under AASB 15 and the revenue is recognised over time as the grant funds are expended.

The National Priorities and Industry Linkage Fund (NPILF) is a part of the Job-ready Graduates package of higher education reforms by allocating grants to help engage industry to produce job-ready graduates. Indigenous Student Success Program funding represents grants provided to accelerate improvements in the University enrolment, progression and award completions of Indigenous Australians. This funding is recognised when received under AASB 1058 *Income of Not-for-Profit Entities* due to performance obligations not being sufficiently specific.

Where there is a contractual obligation to deliver cash to a post-graduate student or a collaboration partner, a financial liability exists under AASB 9 *Financial Instruments* and is disclosed under Other liabilities.

(b) Higher Education loan programs

	Note	2022 \$'000	2021 \$'000
HECS - HELP		71,116	71,319
FEE-HELP		1,299	1,778
SA - HELP		3,273	3,501
Total Higher Education Loan Programs	22b	<u>75,688</u>	<u>76,598</u>

HECS-HELP & FEE-HELP revenue is recognised over time under AASB 15 as there is an enforceable contract by the provisions of *Higher Education Support Act (HESA)* with sufficiently specific performance obligations to provide tuition services to students over a specific period of time.

SA-HELP revenue is recognised over time under AASB 15 as there is an enforceable contract by the provisions in the *Student Services & Amenities Act* with sufficiently specific performance obligations to provide services and amenities to students as part of their University experience.

Financial Statements

Notes to the Financial Statements For the year ended 31 December 2022

Note 2.1 Australian Government financial assistance including Australian Government loan programs (HELP) (continued)

(c) EDUCATION Research

	Note	2022 \$'000	2021 \$'000
Research Training Program		6,211	4,597
Research Support Program		5,171	11,752
Total EDUCATION Research Grants	22c	<u>11,382</u>	<u>16,349</u>

Funding received from the Department of Education, Skills and Employment – Research Block Grant (RBG): The University receives funding in relation to the Research Training Program (RTP) and Research Support Program (RSP) – This falls under AASB 1058 as there are no sufficiently specific performance obligations, therefore revenue is recognised immediately when the University has the contractual right to receive the grant.

(d) Australian Research Council

	Note	2022 \$'000	2021 \$'000
Discovery		1,386	1,491
Linkages ^{#4}		248	427
Total ARC	22d	<u>1,633</u>	<u>1,918</u>

4 ARC Linkage Infrastructure, Equipment and Facilities grants are reported in Other Capital Funding (if applicable).

Funding received from Australian Research Council (ARC) is enforceable by the provisions of the funding agreement with sufficiently specific performance obligations in the promise to undertake research activities as outlined in the grant proposal. This falls under AASB 15. Where there is a contractual obligation to deliver cash to a postgraduate student, a financial liability exists under AASB 9.

Management have judged that performance obligations are satisfied as performed and access to research findings is available to granting bodies, and this is consistent with expenses incurred.

(e) Other Australian Government financial assistance

	2022 \$'000	2021 \$'000
Non-capital		
Australian Centre International Agriculture Research	4,032	2,599
Department of Education	496	1,110
Department of Foreign Affairs & Trade	1,105	139
Department of Health and Aged Care	40	1,658
Department of Industry, Science and Resources	851	723
Fisheries Research & Development Corporation	695	588
National Health and Medical Research Council	464	949
Other Australian Government financial assistance	532	18
Total other Australian Government financial assistance (Non-capital)	<u>8,215</u>	<u>7,784</u>
Capital		
Department of Health and Aged Care	3,675	-
Total other Australian Government financial assistance (Capital)	<u>3,675</u>	<u>-</u>
Total other Australian Government financial assistance	<u>11,890</u>	<u>7,784</u>

Revenue received under the enforceable funding agreement for Australian Centre International Agriculture Research (ACIAR) have been assessed as sufficiently specific. Revenue has been adjusted and represented as a contract liability and will be recognised over time as the research activities are performed under AASB 15.

The remaining revenue in this category consists of a mix of other operating and research grants provided by the Commonwealth Government. This falls under AASB 15 and the revenue is recognised over time as the grant funds are expended.

Where there is a contractual obligation to deliver cash to a postgraduate student, a financial liability exists under AASB 9.

Financial Statements

Notes to the Financial Statements
For the year ended 31 December 2022

Note 2.1 Australian Government financial assistance including Australian Government loan programs (HELP) (continued)

Management have judged that performance obligations are satisfied as performed and access to research findings is available to granting bodies, and this is consistent with expenses incurred.

Reconciliation

	2022 \$'000	2021 \$'000
Australian Government Grants	194,075	188,461
HELP - Australian Government payments	75,688	76,598
Total Australian Government financial assistance	269,763	265,059

Note 2.2 State and Local Government financial assistance

	2022 \$'000	2021 \$'000
Non-Capital		
Local Government financial assistance	1,577	1,459
State Government financial assistance	5,522	4,559
Total State and Local Government financial assistance	7,099	6,018

The revenue in this category consists of a mix of operating research grants provided by State and Local Governments across Australia. This revenue falls under AASB 15 where the funding agreement contains sufficiently specific performance obligations in the promise to undertake research and other activities as outlined in the grant proposal, and the revenue is recognised over time as the grant funds are expended.

Management have judged that performance obligations are satisfied as performed and access to research findings is available to granting bodies, and this is consistent with expenses incurred.

Note 2.3 Fees and charges

	Note	2022 \$'000	2021 \$'000
Course fees and charges			
Fee-paying onshore overseas students		29,443	31,401
Continuing education		78	67
Fee-paying domestic postgraduate students		1,666	1,857
Fee-paying domestic non-award students		645	523
Total course fees and charges		31,832	33,848
Other non-course fees and charges			
Student Services and Amenities Fees from students	22f	1,355	843
Conferences, activities & excursions		414	167
Rental charges		1,857	1,228
Other		491	195
Total other non-course fees and charges		4,117	2,433
Total fees and charges		35,949	36,281

Course fees and charges

The course fees and charges revenue (all fees outside the HELP system or where students decide not to use or are ineligible for HELP) relate to undergraduate programs, graduate and professional degree programs and continuing education and executive programs. Sufficiently specific performance obligations exist in the promise of tuition services for a distinct course over a specific period of time. All fees and charges are recognised under AASB 15 and is recognised as the University provides the services to the student.

The revenue is recognised:

- Over time as and when the course is delivered to students over the semester.
- At a point in time only when the obligation is performed at the point of receipt, e.g. where the fee is non-refundable and non-transferrable and is not offset against any future tuition fees.

When the courses are paid in advance by students or the University has received the government funding in advance (e.g. before starting the academic period) the University recognises a contract liability until the services are delivered.

Financial Statements

Notes to the Financial Statements For the year ended 31 December 2022

Note 2.3 Fees and charges (continued)

The University does have obligations to return or refund obligations or other similar obligations. This is mainly applicable for International tuition fees received in advance of census date where the student has not met visa or similar entry requirements to Australia.

There is no significant financing component, as the period from when the student pays and the service is provided is less than 12 months and the consideration is not variable.

Non-course fees and charges

Student Services & Amenities fees from students is recognised over time under AASB 15 as there is an enforceable contract by the provisions in the *Student Services & Amenities Act* with sufficiently specific performance obligations to provide services and amenities to students as part of their University experience.

Other non-course fees and charges include gym and sporting facility charges, rental charges, membership fees, conference fees, field trip fees, administration fees and accommodation fees. Most fall under AASB 15 and the revenue is recognised over time as the relevant services are provided. In the case of fines and administration fees, this falls under AASB 1058 and the revenue is recognised when received.

Note 2.4 Consultancy and contracts

	2022 \$'000	2021 \$'000
Consultancy	8,210	11,286
Contract research	9,731	5,467
Total consultancy and contracts	17,941	16,753

Funding received from non-government entities is assessed for application of AASB 15. Contract research is largely recognised under AASB 15 where there is an enforceable contract by the provisions of the funding agreement with sufficiently specific performance obligations in the promise to undertake research activities as outlined in the grant proposal. Consultancy contracts are largely recognised under AASB 1058.

The revenue is therefore recognised:

- Over time as the research activity is being performed over the contract period under AASB 15, or
- When revenue is able to be recognised at a point in time when the service or milestone is measurably delivered under AASB 15, otherwise
- Revenue will be recognised immediately under AASB 1058 when the contract has no specific performance obligations.

Management have judged that performance obligations are satisfied as performed and access to research findings is available to granting bodies, and this is consistent with expenses incurred.

Note 2.5 Other revenue and income

	2022 \$'000	2021 \$'000
Other revenue		
Donations and bequests	2,040	1,697
Food services	1,820	1,451
Sales - publications and printing	469	569
Parking permits	1,047	1,156
Other	104	43
Total other revenue	5,480	4,916
Other income		
Other recoveries - external	432	296
Other income	310	202
Total other income	742	498
Total other revenue and income	6,222	5,414

All revenue under note 2.5 is recognised under AASB 1058 with the exception of parking permits, function deposits and student printing credits for future purchases which is recognised under AASB 15.

Financial Statements

Notes to the Financial Statements For the year ended 31 December 2022

Note 2.5 Other revenue and income (continued)

Revenue is recognised:

- Over time as and when the service is provided over the period under AASB 15.
- Revenue will be recognised immediately under AASB 1058 when the contract has no specific performance obligations.

The University has an obligation to refund customers and therefore recognises a refund liability which represents the amount of consideration that the University does not expect to be entitled to because it will be refunded to customers, e.g. deposits/bonds held and student cards containing printing credits.

Donations and bequests are inclusive of cash and non-cash receipts. Notwithstanding revenue recognition under Accounting Standards, general practice would see the receipt to be tied to the expectation by the individual, relevant Donor.

Note 2.6 Revenue from contracts with customers

(a) Unsatisfied performance obligations

Remaining performance obligations represent services the University has promised to provide to customers under research and tuition agreements which are satisfied as the services are provided over the contract term. In determining the transaction price allocated to the remaining performance obligations in contracts with customers the University has taken a quantitative approach based on the duration of the remaining obligations included in the contracts along with qualitative information regarding status of milestones and estimates of expected completion.

Remaining performance obligations are associated with 1) research and consultancy activities, 2) tuition services for study periods that extend beyond the reporting period and 3) other agreements.

	Within 1 year \$'000	1 to 5 years \$'000	After 5 years \$'000	Total \$'000
Unsatisfied performance obligations	30,404	2,273	-	32,677

Revenue recognised in the current reporting period from contract liabilities at the beginning of the period was \$22.3M or 94%.

For customer contracts with terms of one year or less, or where revenue is recognised using the 'right to invoice' method of recognising revenue, as permitted under AASB 15, disclosures are not required in relation to the transaction price allocated to these unsatisfied performance obligations.

Note 3 Employee related expenses

	2022 \$'000	2021 \$'000
Academic		
Salaries	69,131	67,800
Contributions to superannuation and pension funded schemes	11,637	11,005
Payroll tax	4,314	4,108
Workers' compensation	138	156
Long service leave	1,557	1,502
Annual leave	5,714	5,332
Other	85	111
Total academic	92,576	90,014
Non-academic		
Salaries	71,708	64,603
Contributions to superannuation and pension funded schemes	11,942	10,805
Payroll tax	4,470	4,024
Workers' compensation	149	141
Long service leave	1,614	1,467
Annual leave	5,828	5,210
Other	100	196
Total non-academic	95,811	86,446
Total employee related expenses	188,387	176,460

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

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Notes to the Financial Statements For the year ended 31 December 2022

Note 4 Other expenses

	2022	2021
	\$'000	\$'000
Scholarships, grants and prizes	18,668	17,411
Non-capitalised equipment	8,510	7,081
Advertising, marketing and promotional expenses	4,951	3,189
Bank fees & charges	855	542
Professional fees - audit, legal & consulting *	23,658	23,155
Insurance	1,273	1,219
General consumables	2,328	1,795
Postage, printing and stationery	551	431
Telecommunications	1,080	1,295
Travel & entertainment	2,807	904
Subscriptions and memberships	2,415	2,048
Rental, hire and other leasing fees	3,034	2,752
Motor vehicles	257	233
IT software and licences	8,204	8,800
Commissions paid	2,371	1,461
Food and catering	1,343	916
Staff development and recruitment	1,598	908
Occupancy & utilities	6,425	5,066
Student activities and excursions	1,232	1,288
Other	545	557
Total other expenses	92,105	81,051

*The total external audit fees relating to the 2022 financial year are estimated to be \$195k (2021: \$182k). There are no non-audit services included in this amount. Currently paid and accrued audit fees for the University are \$195k.

Note 5 Cash and cash equivalents

	2022	2021
	\$'000	\$'000
Cash at bank and on hand	1,633	9,543
Deposits at call	232,528	199,459
Total cash and cash equivalents	234,161	209,002

For statement of cash flows presentation purposes, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts, if any, are shown within borrowings in current liabilities on the statement of financial position.

- Cash at bank is an interest-bearing account with interest received monthly. The weighted average interest rate as at 31 December 2022 was 1.83% (2021: 0%).
- Deposits at call are interest-bearing on floating interest rates. The annual effective interest rate as at 31 December 2022 was 3.30% (2021: 0.56%).

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Notes to the Financial Statements
For the year ended 31 December 2022

Note 6 Receivables and contract assets

	2022 \$'000	2021 \$'000
Current		
Student fees and loans	235	285
Less: Allowance for expected credit losses	(151)	(152)
Trade receivables	11,266	5,276
Less: Allowance for expected credit losses	(56)	(120)
	<u>11,294</u>	<u>5,289</u>
Taxes receivable	894	749
Other receivables	22,774	26,676
Accrued revenue	1,844	1,480
Sundry loans and advances	16	31
Total current receivables	<u>36,823</u>	<u>34,225</u>
Non-current		
Deposits receivable	41	391
Total non-current receivables	<u>41</u>	<u>391</u>
Total receivables	<u><u>36,864</u></u>	<u><u>34,616</u></u>

Other receivables includes a franking credit receivable of \$22.8M (2021: \$25.0M) relating to the divestment of Education Australia Limited. The franking credit claim is currently under review by the Australian Taxation Office.

(a) Contract assets

As at 31 December 2022, the University's total receivables balance includes \$1.6M relating to contract assets (2021: \$1.1M). The contract assets are largely associated with Research contracts and are all classified as current in accordance with the University's debt management policy.

Set out below is the movement in the allowance for expected credit losses of trade receivables and contract assets:

	2022 \$'000	2021 \$'000
At 1 January	272	1,264
Provision for expected credit losses recognised during the year	61	298
Write-off during the year as uncollectable	(126)	(1,290)
At 31 December	<u>207</u>	<u>272</u>

Information about the credit exposures is disclosed in note 21 Financial risk management.

Trade receivables are held to collect contractual cash flows and give rise to cash flows representing solely payments of principal and interest. These are classified and measured as debt instruments at amortised cost. Trade and other receivables are not interest bearing and are generally on terms of no more than 30 days. Receivables arising from student fees are recognised as amounts receivable, as sanctions are applied to students who do not pay.

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

Financial Statements

Notes to the Financial Statements For the year ended 31 December 2022

Note 7 Other financial and non-financial assets

	2022 \$'000	2021 \$'000
Current		
Other non-financial assets		
Prepayments	9,460	8,070
Total current other non-financial assets	<u>9,460</u>	<u>8,070</u>
Non-current		
Other financial assets		
<i>Financial assets at FVPL</i>		
Managed investment funds	40,184	-
	<u>40,184</u>	<u>-</u>
<i>Investments in equity instruments designated at FVOCI</i>		
Shares in listed corporations	-	61,546
Shares in unlisted corporations	6,668	6,727
	<u>6,668</u>	<u>68,273</u>
Total non-current other financial assets	<u>46,852</u>	<u>68,273</u>
Other non-financial assets		
Prepayments	966	461
Total non-current other non-financial assets	<u>966</u>	<u>461</u>
Total other financial assets and non-financial assets	<u>57,278</u>	<u>76,804</u>

Prepayments

Payments for goods and services which are to be provided in future years are recognised as prepayments. Prepayments are recorded in other non-financial assets in the statement of financial position.

Financial assets

The University classifies its financial assets at fair value through other comprehensive income (OCI), and fair value through profit or loss. The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the University's business model for managing them. With the exception of trade receivables that do not contain a significant financing component, the University initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs.

Financial assets classified and measured at amortised cost or fair value through OCI, means cash flows are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding and is performed at an instrument level. The University's business model for managing financial assets is relevant to whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date (date commitment to purchase or sell the asset).

(i) Financial assets at amortised cost

The University measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired. The University's financial assets at amortised cost include trade receivables, and loans to related parties.

(ii) Financial assets at fair value through other comprehensive income

The University holds no assets under this classification as at 31 December 2022.

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Notes to the Financial Statements
For the year ended 31 December 2022

Note 7 Other financial and non-financial assets (continued)

(iii) Investments in equity instruments designated at fair value through other comprehensive income

Upon initial recognition, the University can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity and are not held for trading. The classification is determined on an instrument-by-instrument basis. Gains and losses on these financial assets are not recycled to profit or loss. Dividends are recognised as other income in the statement of comprehensive income when the right of payment has been established, except when the University benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

Events during the prior period

The University, along with all other Australian universities, owns an equal shareholding in Education Australia Limited (EAL). EAL's primary investment has historically been a 40% interest in IDP Education Limited (IDP), an ASX listed company. During 2021, EAL divested its holding in IDP via the following transaction:

- 25% in-specie distribution to each university shareholder; and
- 15% market sell-down, with cash and franking credits distributed to each university shareholder.

The above transaction was completed in the form of a fully franked dividend (refer note 6 Other receivables).

Key estimates and judgements:

The University has historically accounted for changes in the fair value of the EAL investment through Other Comprehensive Income (OCI) under an irrevocable election made under AASB 9. In assessing the treatment of the divestment of the IDP shareholding in EAL, the University has considered the substance of the above transaction. AASB 9 requires dividends paid on investments through OCI to be recognised through the profit or loss unless they clearly represent a recovery of part of the cost of the investment. Due to the nature of the EAL investment, the University has a policy to recognise the fair value as the cost of the investment. This represents the limited ability to realise returns from this investment historically. As such, the transaction has been recognised through equity.

A financial asset for the direct investment in IDP has been recognised along with the derecognition of the divested holding in EAL. The value of the equivalent holding in EAL equated to the value of the now directly held investment in IDP so there was no impact in the Statement of Comprehensive Income.

This 2021 transaction was disclosed in the accounts as follows:

	Note	TOTAL \$'000	EAL \$'000	IDP \$'000	AARNet \$'000
Opening Financial Asset Balance at 1 January 2021	7	55,805	50,092	-	5,713
Revaluation of Education Australia at date of distribution/return of capital					
Reserve - Other financial assets at fair value through OCI	14(a)	32,744	32,744	-	-
Recognised value of distribution/return of capital					
Transfer of fair value reserve through OCI to retained earnings	14(c)	(81,783)	(81,783)	-	-
Investment in 1,831,159 IDP Shares at fair value		51,511	-	51,511	-
Revaluation of shareholdings at 31 December 2021					
Reserve - Other financial assets at fair value through OCI	14(a)	9,997	-	10,036	(39)
Closing Financial Asset Balance at 31 December 2021	7	68,273	1,052	61,547	5,674

Note: Included in the EAL divestment transactions was \$5.3M cash and \$25.0M imputation credits receivable (Note 6 Other receivables).

A financial asset for the direct investment in IDP has been recognised along with the derecognition of the divested holding in EAL. The value of the equivalent holding in EAL equated to the value of the now directly held investment in IDP so there was no impact in the Statement of Comprehensive Income.

Events during the current reporting period

Under the EAL wind-up transaction, restrictions were placed on all Universities not allowing disposal of IDP shares for a 6-month period (initial escrow period). Upon reaching the 12-month anniversary escrow period in August 2022 the University was able to freely dispose 100% of their direct shareholding in IDP (including on-market in the ordinary course of trading).

In September 2022 the University traded on-market selling 100% of their shareholding in IDP realising any gains/(losses) through OCI.

The University continues to hold a small shareholding in EAL. The company expects to commence winding up proceedings in 2023 as disclosed in EAL's interim financial report.

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Notes to the Financial Statements

For the year ended 31 December 2022

Note 7 Other financial and non-financial assets (continued)

(iv) Financial assets at fair value through profit or loss (including designated)

Financial assets at fair value through profit or loss include financial assets held for trading. The University classifies assets in this category as non-current assets comprising unlisted units in a fund managed by Queensland Investment Corporation (QIC). Changes in fair values of other financial assets at fair value through profit or loss are recorded as gains/(losses) in the statement of comprehensive income.

Fair Value

The fair values of other financial assets are based on quoted prices in an active market. If the market for a financial asset is not active (and for unlisted securities), the University establishes fair value by using valuation techniques that maximise the use of relevant data. These include reference to the estimated prices in an orderly transaction that would take place between market participants at the measurement date.

In respect of the University's holdings, AARNet Pty Ltd's fair value is categorised as Level 3 – Inputs that are not based on observable market data (unobservable inputs).

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Notes to the Financial Statements
For the year ended 31 December 2022

Note 8 Property, plant & equipment

31 December 2021

Basis of measurement Fair value category Net book amount	Construction in progress		Freehold land		Freehold buildings		Infrastructure assets		Leasehold improvements		Plant & equipment*		Art Collection		Total
	\$'000	Cost	Fair Value Level 2	Fair Value Level 2 & 3	Fair Value Level 2 & 3	Fair Value Level 3	Fair Value Level 3	Fair Value Level 3	Cost	Cost	Cost	Cost	Fair Value Level 3	\$'000	
	1,161		29,636	391,533	29,081	8,583	28,557	6,968	28,557	6,968	495,519				
Year ended 31 December 2021															
Opening net book amount	1,161		29,636	391,533	29,081	8,583	28,557	6,968	28,557	6,968	495,519				
Revaluation surplus	-		2,965	10,591	1,964	-	-	73	-	-	15,594				
Additions	3,165		-	667	-	298	3,648	252	3,648	252	8,030				
Transfers to Property, plant & equipment	(621)		-	(550)	72	12	1,087	-	1,087	-	-				
Transfers to Non-capitalised equipment	(532)		-	-	-	-	-	-	-	-	(532)				
Disposals	-		-	-	(449)	-	(26)	-	(26)	-	(475)				
Depreciation charge	-		-	(6,801)	(1,203)	(1,086)	(6,639)	-	(6,639)	-	(15,729)				
Closing net book amount	3,173		32,601	395,440	29,466	7,807	26,627	7,293	26,627	7,293	502,408				
At 31 December 2021															
-Cost	3,173		-	116	-	13,530	60,322	-	60,322	-	77,141				
-Valuation	-		32,601	459,952	38,992	-	-	7,293	-	7,293	538,838				
Accumulated depreciation	-		-	(64,627)	(9,526)	(5,723)	(33,695)	-	(33,695)	-	(113,572)				
Net book amount	3,173		32,601	395,440	29,466	7,807	26,627	7,293	26,627	7,293	502,408				

* Plant & equipment represents all operational assets, including motor vehicles and computer equipment.

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Notes to the Financial Statements

For the year ended 31 December 2022

Note 8 Property, plant & equipment (continued)

31 December 2022

Basis of measurement Fair value category Net book amount	Construction in progress		Freehold land		Freehold buildings		Infrastructure assets		Leasehold improvements		Plant & equipment*		Art Collection		Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
	Cost	Fair Value Level 2	Fair Value Level 2 & 3	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	
	3,173	32,601	395,440	29,466	7,807	26,627	7,807	29,466	7,807	26,627	7,807	29,466	7,807	26,627	502,408
Year ended 31 December 2022															
Opening net book amount	3,173	32,601	395,440	29,466	7,807	26,627	7,807	29,466	7,807	26,627	7,807	29,466	7,807	26,627	502,408
Revaluation surplus	-	1,554	39,524	2,540	-	-	-	2,540	-	-	-	37	-	-	43,655
Additions	26,096	-	144	70	-	3,206	-	144	-	3,206	-	24	-	29,540	29,540
Transfers to Property, plant & equipment	(96)	-	-	-	-	96	-	-	-	96	-	-	-	-	-
Transfers to Income Statement	(219)	-	-	-	-	-	-	-	-	-	-	-	-	-	(219)
Disposals	-	-	-	-	-	-	-	-	-	(55)	-	-	-	(55)	(55)
Depreciation charge	-	-	(7,169)	(1,222)	(1,043)	(6,627)	(1,043)	(1,222)	(1,043)	(6,627)	(1,043)	(1,222)	(6,627)	(1,043)	(16,061)
Closing net book amount	28,954	34,155	427,939	30,855	6,764	23,247	6,764	30,855	6,764	23,247	6,764	30,855	6,764	23,247	559,268
At 31 December 2022															
-Cost	28,954	-	-	-	13,530	61,035	-	-	13,530	61,035	-	-	-	-	103,519
-Valuation	-	34,155	506,220	41,965	-	-	-	41,965	-	-	-	7,354	-	-	589,694
Accumulated depreciation	-	-	(78,281)	(11,110)	(6,766)	(37,788)	(6,766)	(11,110)	(6,766)	(37,788)	(6,766)	(11,110)	(6,766)	(37,788)	(133,945)
Net book amount	28,954	34,155	427,939	30,855	6,764	23,247	6,764	30,855	6,764	23,247	6,764	30,855	6,764	23,247	559,268

* Plant & equipment represents all operational assets, including motor vehicles and computer equipment.

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Notes to the Financial Statements
For the year ended 31 December 2022

Note 8 Property, plant & equipment (continued)

(i) Recognition thresholds

Each class of property, plant and equipment is carried at fair value or cost, less where applicable, any accumulated depreciation and impairment losses. Assets are valued at their fair value in accordance with the Queensland Treasury's 'Non-Current Asset Policies for the Queensland Public Sector' (NCAP).

All assets acquired during the reporting period have been initially recognised at cost. Cost is the amount of cash or cash equivalents paid or the fair value of other consideration given to acquire an asset, at the time of its acquisition or construction including costs incurred in preparing the assets for use. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

The asset recognition threshold is \$5,000 for all PPE except Freehold Land and Heritage & Cultural Assets where the recognition threshold is \$1 and Freehold Buildings & Infrastructure assets is \$10,000.

Capital works in progress

Capital works in progress is shown at a value that recognises the extent of completion of work, as represented by progress payments to date. Contracts signed for building projects that have not been completed and / or commenced at 31 December 2022 have been disclosed as capital expenditure commitments (refer Note 16).

Repairs & maintenance

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

Donated assets

PPE donated to the University is recorded at valuation (fair value) in the year of donation.

(ii) Fair value hierarchy

The University categorises assets and liabilities measured at fair value into a hierarchy on the following basis:

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 University's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period. There were no transfers between levels in 2022.

Freehold Buildings are consisting of both Level 2 and 3. The split between the levels are as follows:

	Total	Level 2	Level 3
Freehold buildings	\$'000	\$'000	\$'000
2022	427,939	10,372	417,567
2021	395,440	10,372	385,068

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Notes to the Financial Statements For the year ended 31 December 2022

Note 8 Property, plant & equipment (continued)

(iii) Depreciation

Property, plant and equipment, other than Freehold Land and Heritage & Cultural Assets are depreciated using the straight-line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives, as follows:

Depreciable Assets	2022	2021
Buildings	40 - 90	40 - 90
Infrastructure	10 - 60	10 - 60
Leasehold Improvements	Unexpired portion of the lease or useful lives of the improvements, whichever is the shorter	Unexpired portion of the lease or useful lives of the improvements, whichever is the shorter
Plant and Equipment		
Computer Equipment	3 - 10	3 - 10
Science Equipment	5 - 20	5 - 20
Motor Vehicles	5 - 15	5 - 15
Plant & Equipment - Other	3 - 25	3 - 25
Right of Use Assets	3 - 10	3 - 10

Depreciation is charged from the time the assets are first put in use or held ready for use. The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

The University has reassessed the remaining lives of its building and infrastructure assets to ensure the University is in compliance with the depreciation requirements of AASB 116 *Property, Plant and Equipment*, "complex assets" which are componentised and depreciated separately into short and long-life components.

(iv) Impairment

The carrying amounts of all assets are reviewed for indicators of impairment at each reporting date. If an indicator of impairment exists, the asset's recoverable amount is estimated. Computer equipment, other plant and equipment & motor vehicles are reviewed as part of stocktake processes for changes in circumstances including effective useful life, significant adverse technological, market, legal or economic changes taken place which would materially reduce the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

The asset's recoverable amount is determined as the higher of the asset's fair value less costs to sell and depreciated replacement cost.

Assets, including right-of-use assets are tested for impairment to ensure that they are not carried in the Statement of Financial Position at a value more than their recoverable amount. Any impairment loss is recognised in the statement of comprehensive income immediately.

(v) Disposals

Gains or losses on disposals are determined by comparing proceeds with the carrying amount. These are included in the statement of comprehensive income. When re-valued assets are sold, it is University policy to transfer the amounts included in asset revaluation surplus in respect of those assets, to retained earnings.

(vi) Valuation processes and effective dates

Land, buildings and infrastructure

A formal and comprehensive valuation is performed every 5 years by external, independent and qualified valuers. Although the University is currently exempt under Treasurer advisement, this valuation method is in alignment with Queensland Treasury's Non-Current Asset Policies for the Queensland Public Sector (NCAP).

The last formal valuation was performed by APV Valuers and Asset Management in 2019.

In 2022 a desktop revaluation has been undertaken by APV Valuers and Asset Management on the University's Land, Building & Infrastructure assets.

The process adopted through APV Valuers and Asset Management involves dissecting the asset lifecycle into a range of phases and using a scoring process to determine the level of remaining service potential (%RSP). Depending on the asset, and how it is consumed, a different pattern of consumption may be applied.

Land, buildings and infrastructure (classified as property, plant and equipment) are valued independently on a comprehensive basis every 5 years, with desktop valuations undertaken in the intervening years. At the end of each reporting period, the University updates its assessment of the fair value of each property, taking into account the most recent independent valuations. The University determines the property's value within a range of reasonable fair value estimates.

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Notes to the Financial Statements For the year ended 31 December 2022

Note 8 Property, plant & equipment (continued)

The best evidence of fair value in current prices is an active market for similar properties. Where such information is not available the University considers information from a variety of sources, including current prices in an active market for properties of different nature or recent prices of similar properties in less active markets, adjusted to reflect those differences. Resulting fair value estimates for properties are included in level 3.

Specialised buildings were valued using the current replacement cost approach using professionally qualified registered valuers. The approach estimated the replacement cost for each building by its individual components with different useful lives and taking into account a range of factors. While the unit rates based on square metres could be supported from market evidence (level 2) other inputs (such as estimates of useful life and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets were classified as having been valued using level 3 valuation inputs.

Road and water network infrastructure assets were valued using level 3 valuation inputs using the current replacement cost approach.

Accumulated depreciation at the date of revaluation is restated proportionately with the change in the gross carrying amount of the asset. The carrying amount of the asset after revaluation equals its revalued amount.

Revaluation increments are recognised in other comprehensive income and accumulated in equity under the heading asset revaluation surplus, except where the increment reverses a previously recognised decrement. In such cases the increments are recognised as revenue in the statement of comprehensive income. Revaluation decrements are recognised as an expense in the statement of comprehensive income except where the decrement reverses a revaluation increment held in the asset revaluation surplus.

Plant and equipment

All plant and equipment is recorded at cost and is not independently valued or indexed.

Heritage and Cultural collections

A formal and comprehensive valuation is performed every 5 years by external, independent and qualified valuers. In 2022 a desktop revaluation was performed (all valued at fair value) by R. Searle. The last formal valuation was performed by R. Searle in 2018.

Note 8.1 Right-of-use assets

The University controls the right to use property, vehicle & equipment assets over the life of the lease held. Information about leases where the University is a lessee is presented below:

(a) Right-of-use assets

	2022	2021
	\$'000	\$'000
Buildings		
At 1 January	7,689	9,466
Additions/(variations) of right-of-use assets	117	274
Depreciation charge	(1,904)	(2,051)
At 31 December	5,902	7,689
Vehicles		
At 1 January	674	853
Additions/(variations) of right-of-use assets	294	493
Depreciation charge	(506)	(672)
At 31 December	462	674
Equipment/Infrastructure		
At 1 January	19,250	20,174
Additions/(variations) of right-of-use assets	88	-
Depreciation charge	(895)	(924)
At 31 December	18,443	19,250
Total right-of-use assets	24,807	27,613

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

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Notes to the Financial Statements For the year ended 31 December 2022

Note 8 Property, plant & equipment (continued)

(b) Concessionary leases

The University has elected to not apply the fair value measurement requirements to a class or classes of right-of-use assets arising under leases with significantly below-market terms and conditions principally to enable the entity to further its objectives. The determination was made as the University only has one such lease for which it will be difficult to establish the market value as it's not freely available to the open market.

Note 9 Intangible assets

	2022 \$'000	2021 \$'000
Software		
At 1 January	1,221	3,508
Effect of changes in accounting policy at 1 January	-	(1,490)
Amortisation charge	(464)	(797)
At 31 December	757	1,221

Research and development

Expenditure on research activities, undertaken with the prospect of obtaining new scientific or technical knowledge and understandings, is recognised in the statement of comprehensive income as an expense, when it is incurred.

Computer Software development

Expenditure on development activities relating to the design and testing of new or improved products, are recognised as intangible assets when it is probable that the project will, after considering its commercial and technical feasibility, be completed and generate future economic benefits and its costs can be measured reliably. The expenditure capitalised comprises all directly attributable costs including costs of materials, services, direct labour and an appropriate proportion of overheads. Other development expenditure is recognised in the statement of comprehensive income as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period. Capitalised development expenditure is recorded as intangible assets and amortised from the point at which the asset is ready for use. On-premise computer software is amortised using the straight-line method to allocate the cost over the period of the expected benefit, which varies from 3 to 8 years (2021: 3 to 8 years).

The intangible asset recognition threshold is \$100,000 for software development.

In March 2021 the IFRS Interpretation Committee (IFRIC) clarified the position and treatment for accounting for costs of configuring or customising a suppliers application software in a Software as a Service (SaaS) arrangement pursuant to *International Accounting Standards 38 Intangible Assets (IAS 38)*. The effect of the IFRIC agenda decision to the University regarding configuration or customisation costs in a cloud computing (including SaaS) arrangement has not resulted in further write back to the statement of comprehensive income in 2022 (2021: \$1.5 million WDV) of previously capitalised SaaS software costs.

Note 10 Trade and other payables

	Note	2022 \$'000	2021 \$'000
Current			
OS-HELP Liability to Australian Government	22e	253	1,976
Creditors		11,326	10,988
Accrued expenses		509	439
Total trade and other payables		12,088	13,403

These amounts represent liabilities for goods and services provided to the University prior to the end of the financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

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Notes to the Financial Statements
For the year ended 31 December 2022

Note 11 Borrowings

	2022 \$'000	2021 \$'000
Current		
Secured		
Loan - Queensland Treasury Corporation	7,784	8,637
Lease liabilities	3,622	3,302
Total current borrowings	<u>11,406</u>	<u>11,939</u>
Non-Current		
Secured		
Loan - Queensland Treasury Corporation	106,673	114,343
Lease liabilities	22,510	25,824
Total non-current borrowings	<u>129,183</u>	<u>140,167</u>
Total borrowings	<u>140,589</u>	<u>152,106</u>

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

Borrowings are removed from the statement of financial position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or other expenses.

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

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

(a) Assets pledged as security

Security for loan liabilities from the QTC is a guarantee of due performance and observance of the University's obligations under the facility by the Treasurer of Queensland in favour of QTC. No one specific asset has been pledged as security for current and non-current borrowings.

(b) Financing arrangements

The following loan/overdraft facilities exist with Queensland Treasury Corporation at reporting date and consist of the following:

- \$25 million QTC fixed loan facility. The loan is repayable in quarterly instalments of equal size such that the advance amount and interest (including capitalised interest) and fees calculated thereon are fully repaid by 22 October 2031.
- \$75 million QTC fixed loan facility. The loan is repayable in quarterly instalments of equal size such that the advance amount and interest (including capitalised interest) and fees calculated thereon are fully repaid by 22 October 2036.
- \$23.7 million QTC fixed loan facility. The loan is repayable in quarterly instalments of equal size such that the advance amount and interest (including capitalised interest) and fees calculated thereon are fully repaid by 22 October 2041.
- \$4 million QTC Overdraft/short term funding facility. No overdraft exists at reporting date as there are sufficient funds within the QTC Capital Guarantee Fund (cash account).

The three QTC loans have a consolidated weighted average borrowing rate of 2.245% (2021: 2.269%) ranging from 1.835% to 2.585%.

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Notes to the Financial Statements
For the year ended 31 December 2022

Note 11 Borrowings (continued)

(c) Fair value

	2022		2021	
	Carrying amount \$'000	Fair Value \$'000	Carrying amount \$'000	Fair Value \$'000
Non-traded financial liabilities				
Queensland Treasury Corporation	114,457	97,408	122,980	123,240
	<u>114,457</u>	<u>97,408</u>	<u>122,980</u>	<u>123,240</u>

(d) Risk exposures

The exposure of the entity's borrowings to interest rate changes is considered minimal as all major borrowings are held with Government entities in fixed rate arrangements. The carrying amounts of the University's borrowings are in Australian Dollars.

Note 11.1 University as lessee

(a) Amounts recognised in the statement of comprehensive income

	2022 \$'000	2021 \$'000
Interest on lease liabilities	1,381	1,525
Variable lease payments not included in the measurement of leases	-	3
Income from sub-leasing right of use assets	(163)	(29)
Expenses relating to short-term leases	87	46
Amounts recognised in Income Statement	<u>1,305</u>	<u>1,545</u>

(b) Maturity Analysis – undiscounted contractual cash flows

	2022 \$'000	2021 \$'000
Less than one year	4,836	4,676
One to five years	17,781	18,211
More than 5 years	8,086	12,222
Total undiscounted contractual cash flows	<u>30,703</u>	<u>35,109</u>
Lease liabilities recognised in the statement of financial position:		
Current	<u>3,622</u>	<u>3,302</u>
Non-current	<u>22,510</u>	<u>25,824</u>

Exposure from variable lease payments

The variability of lease payments will have an effect on future cash flows particularly in relation to the Veolia infrastructure lease with significant indexation into the future years and variable non-lease energy consumption charges.

Exposure from extension options and termination options

The option to exercise the extend or terminate clauses within lease agreements provides the University with the flexibility to control future cash flows and commitments based on student numbers and space requirements. The University has taken the position of not factoring in lease extensions until such time the terms are formally renegotiated.

Amounts recognised in statement of cash flows

The amounts recognised in the statement of cash flows in relation to the total cash outflow for leases are as follows:

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Notes to the Financial Statements
For the year ended 31 December 2022

Note 11.1 University as lessee (continued)

	2022 \$'000	2021 \$'000
Total cash outflow for leases	4,880	4,729
	<u>4,880</u>	<u>4,729</u>

(c) Lease liability

A lease liability is initially measured at the present value of unpaid lease payments at the commencement date of the lease. To calculate the present value, the unpaid lease payments are discounted using the interest rate implicit in the lease if the rate is readily determinable. If the interest rate implicit in the lease cannot be readily determined, the incremental borrowing rate at the commencement date of the lease is used. Lease payments included in the measurement of lease liabilities comprise:

- Fixed payments, including in-substance fixed payments;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date (e.g. payments varying on account of changes in CPI); and
- Payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

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

Subsequently, the lease liability is measured at amortised cost using the effective interest rate method resulting in interest expense being recognised as a borrowing cost in the statement of comprehensive income. The lease liability is remeasured when there are changes in future lease payments arising from a change in an index or rate or a change in lease term with a corresponding adjustment to the right-of-use asset. The adjustment amount is factored into depreciation of the right-of-use asset prospectively.

Right-of-use assets are presented within property, plant and equipment in Note 8.1 and lease liabilities are presented within borrowings in Note 11.1.

Short-term leases and leases of low-value assets

The University has elected not to recognise right-of-use assets and lease liabilities for short-term leases i.e. leases with a lease term of 12 months or less and leases of low-value assets i.e., when the value of the leased asset when new is AUD 5,000 or less.

Note 12 Provisions

	2022 \$'000	2021 \$'000
Current provisions expected to be settled wholly within 12 months		
Employee benefits		
Annual leave	11,429	11,363
Long service leave	2,108	1,344
Subtotal	<u>13,537</u>	<u>12,707</u>
Current provisions expected to be settled wholly after more than 12 months		
Employee benefits		
Annual leave	2,004	1,955
Long service leave	13,333	13,306
Subtotal	<u>15,337</u>	<u>15,261</u>
Total current provisions	<u>28,874</u>	<u>27,968</u>
Non-Current		
Employee benefits		
Long service leave	4,499	4,978
Total non-current provisions	<u>4,499</u>	<u>4,978</u>
Total provisions	<u>33,373</u>	<u>32,946</u>

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Notes to the Financial Statements For the year ended 31 December 2022

Note 12 Provisions (continued)

Accrued employee benefits

(i) Short-term obligations

Liabilities for short term employee benefits, including wages, salaries, leave entitlements and nonmonetary benefits due, but unpaid at reporting date, are recognised in the statement of financial position at the remuneration rates expected to apply at the time of settlement and include related on-costs. Liabilities for non-accumulating sick leave and parental leave are recognised when the leave is taken and measured at the rates payable.

(ii) Other long-term obligations

The liability for other long-term employee benefits such as annual leave and long service leave is recognised in non-current provisions for employee benefits if it is not expected to be settled wholly before twelve months after the end of the reporting period.

The long service leave provision reflects the amount of long service leave accrued as at 31 December 2022. It is measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. Consideration is given to the expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on National Government Bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Regardless of the expected timing of settlements, provisions made in respect of employee benefits are classified as a current liability, unless there is an unconditional right to defer the settlement of the liability for at least twelve months after the reporting date, in which case it would be classified as a non-current liability.

Note 13 Other liabilities

	2022 \$'000	2021 \$'000
Current		
Australian Government unspent financial assistance	1,878	5,201
Income in Advance	-	18
Refund liabilities	34	38
Financial liabilities	1,651	1,470
Other liabilities	15	132
Total current other liabilities	3,578	6,859
Non-current		
Refund liabilities	80	72
Total non-current other liabilities	80	72

(a) Contract liabilities

	2022 \$'000	2021 \$'000
Contract liabilities - Australian Government	6,748	7,235
Other contract liabilities	25,929	16,509
Contract liabilities - current	30,404	22,082
Contract liabilities - non-current	2,273	1,662

A contract liability is the obligation to transfer goods or services to a customer for which the University has received consideration (or an amount of consideration is due) from the customer, e.g. research milestone payments being receipted whilst the research activity is still to be performed over time. If a customer pays consideration before the University transfers goods or services to the customer a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the University fulfils its obligations under the contract.

The classification of contract liabilities as non-current is made on the basis where there is revenue received from customers relating to periods that extend beyond 12 months.

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Notes to the Financial Statements
For the year ended 31 December 2022

Note 14 Reserves and retained earnings

(a) Reserves

	2022 \$'000	2021 \$'000
Property, plant & equipment revaluation reserve	212,140	168,485
Other financial assets at fair value through OCI reserve	6,363	16,742
Total reserves	218,503	185,227
Movements		
Property, plant & equipment revaluation reserve		
Balance 1 January	168,485	152,891
Revaluation - gross	43,655	15,594
Balance 31 December	212,140	168,485
Other financial assets at fair value through OCI reserve		
Balance 1 January	16,742	55,785
Revaluation - gross	(10,379)	42,740
Transfer of fair value reserve through OCI to retained earnings	-	(81,783)
Balance 31 December	6,363	16,742

(b) Nature and purpose of reserves

Transfers to and from the property, plant & equipment revaluation reserve and the other financial assets at fair value through OCI reserve result from the fluctuations in the fair value of assets held.

(c) Retained earnings

	2022 \$'000	2021 \$'000
Movements in retained earnings were as follows:		
Retained earnings at 1 January	437,307	310,519
Transfer of fair value reserve through OCI to retained earnings	-	81,783
Net operating result for the year	34,940	45,005
Retained earnings at 31 December	472,247	437,307

Refer to Note 7 for further details regarding the transfer of fair value reserve through OCI to retained earnings.

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Notes to the Financial Statements For the year ended 31 December 2022

Note 15 Key management personnel (KMP) disclosures

The following details for key executive management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the University during 2022. Further information on these positions can be found in the body of the Annual Report.

Council officers

Further details of the University's Council Membership are located in the Governance Section of the Annual Report.

Executive officers

Position	Incumbents during 2022	Start/end dates where less than full year
Vice-Chancellor & President	Prof Helen Bartlett	
Deputy Vice-Chancellor, Academic	Prof Tim Wess	Until 31 December 2022
Deputy Vice-Chancellor, Research & Innovation	Prof Ross Young	
Pro Vice-Chancellor, Engagement	Prof Joanne Scott	Until 30 December 2022
Pro Vice-Chancellor, Global and Engagement	Ms Alex Elibank Murray	Start 29 August 2022
Chief Operating Officer	Dr Scott Snyder	Until 30 September 2022
Chief Operating Officer	Mr Richard Constantine	Start 24 October 2022
Pro Vice-Chancellor, Students	Prof Denise Wood AM	

Note all position titles and incumbents are as at balance date.

(b) Remuneration of Council Members, Executives and Key Management Personnel

Remuneration for the University's key executive management personnel is established in accordance with the approved delegations by Council to the Vice-Chancellor & President under the *University of the Sunshine Coast Act 1998* and the Senior Staff Remuneration Policy. The remuneration and other terms of employment for the key executive management personnel are specified in employment contracts. The contracts may provide for the provision of other benefits including motor vehicles.

Remuneration packages for key executive management personnel comprise the following components:

- Short term employee benefits which include:
 - o Base – consisting of base salary, allowances and leave entitlements paid and provided for the entire year or for that part of the year during which the employee occupied the specified position. Amounts disclosed equal the amount expensed in the statement of comprehensive income.
 - o Non-monetary benefits – consisting of provision of vehicle together with fringe benefits tax applicable to the benefit.
- Long term employee benefits include long service leave accrued.
- Post-employment benefits include superannuation.
- Redundancy payments are not provided for within individual contracts of employment. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for termination.

Total fixed remuneration is calculated on a 'total cost' basis and includes the base and non-monetary benefits, long term employee benefits and post-employment benefits.

No Council Member is entitled to any Retirement Benefit arising from their role as a Council Member.

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Notes to the Financial Statements
For the year ended 31 December 2022

Note 15 Key management personnel (KMP) disclosures (continued)

	2022	2021
	Number	
Remuneration of Council Members		
None	-	-
Remuneration of Executive Officers		
\$90,000 to \$99,999	1	-
\$130,000 to \$139,999	1	-
\$160,000 to \$169,999	-	1
\$260,000 to \$269,999	-	1
\$380,000 to \$389,999	-	2
\$400,000 to \$409,999	1	-
\$430,000 to \$439,999	2	-
\$450,000 to \$459,999	-	-
\$470,000 to \$479,999	1	-
\$500,000 to \$509,999	-	1
\$520,000 to \$529,999	1	-
\$530,000 to \$539,999	-	1
\$920,000 to \$929,999	-	1
\$960,000 to \$969,999	1	-
	-	-

The above totals exclude termination payments made to Executive Officers that resigned during the reporting period.

(c) Key management personnel compensation

	2022	2021
	\$'000	\$'000
Short-term employee benefits	2,978	2,707
Post-employment benefits	418	409
Other long-term benefits	64	49
Total key management personnel compensation	3,460	3,165

(d) Performance payments

The University did not have any key management personnel entitled to performance payments in 2022 (2021: Nil). No performance bonus has been agreed or paid in relation to subsequent years.

(e) Loans to key management personnel

No loans were made to any key management personnel during the period or in prior periods.

Note 16 Commitments

	2022	2021
	\$'000	\$'000
(a) Capital commitments		
Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows:		
Property, plant and equipment		
Within one year	64,739	2,083
Later than one year but not later than five years	-	-
Later than five years	-	-
Total Property, plant and equipment	64,739	2,083
Total capital commitments	64,739	2,083

Financial Statements

Notes to the Financial Statements For the year ended 31 December 2022

Note 17 Related parties

(a) Parent entities

The ultimate Australian parent entity is the University of the Sunshine Coast which at 31 December 2022 owns 100% (2021:100%) of the issued ordinary shares of USC Capital and Commercial Pty Ltd (C&C) (established in 2015) and Thompson Institute Pty Ltd (established in 2017).

(b) Subsidiaries

The primary purpose of the Innovation Centre Sunshine Coast Pty Ltd (ICSC) was to provide regional leadership and support for new business designed to create wealth and generate employment on the Sunshine Coast. On the 9th September 2021 the ICSC which the University owned 100% of the issued ordinary shares was deregistered by ASIC. ICSC reported an operating loss of \$127K in 2021 after dividends were paid upon wind-up.

The objective of C&C is to enter into and manage commercial arrangements. C&C did not trade in 2022. The extent of trade in 2021 was to formalise the renouncement of the shareholder loan to Sunshine Coast Lightning Pty Ltd. The objective of Thompson Institute Pty Ltd is to advance the research health agenda. Thompson Institute Pty Ltd did not trade in 2022 (no trade in 2021).

The University maintains and manages all insurance policies as required by the controlled entities. The controlled entities are dependent on funding provided by the University. There has been no funding support agreed to by the University for the 2022 financial year.

(c) Key management personnel, Directors and specified executives

Director of C&C who is also key management personnel of the University is:

Dr Scott SNYDER until 30 September 2022

Directors of Thompson Institute Pty Ltd who are also key management personnel of the University are:

Air Chief Marshal Sir Angus HOUSTON AK, AFC (Ret'd)

Ms Jennifer MORAWSKA

Professor Helen BARTLETT

Refer to note 15 for key management personnel of the University.

(d) Transactions with related parties

There were no transactions with related parties during this reporting period.

For the period until 31 December 2021 the only transaction with ICSC was the University's receipt of an unfranked dividend upon company wind up totalling \$120K.

In 2021 the University formally waived the loans provided to C&C which enabled the provision of a loan for the same value to the Sunshine Coast Lightning Pty Ltd. The balance of loans waived in 2021 was \$134K.

During the financial year, the University employed close family members of a KMP in casual roles. The recruitment of those staff followed standard University policies for the selection of candidates, and remuneration of casuals, in the University.

Financial Statements

Notes to the Financial Statements
For the year ended 31 December 2022

Note 17 Related parties (continued)

In relation to related party transactions outside that of the University's controlled entities the following has occurred:

The following transactions occurred with related parties, excluding controlled entities:	2022	2021
	\$'000	\$'000
Sale of goods and services		
Transactions are in relation to the provision of goods and services by the University for events staged by the entity.	-	21
Transactions are in relation to the provision of goods and services by the University in relation to a Joint Venture by the entity.	-	9
Purchase of goods and services		
Transactions are in relation to the provision of goods and services for IT operations of the university.	-	-
Transactions are in relation to the provision of goods and services for events staged by the university.	-	349

(e) Outstanding balances

As at 31 December 2022, there are no amounts owing to the University through normal intercompany arrangements.

No provision for doubtful debts has been raised in relation to any outstanding balances, and no expense has been recognised in respect of bad or doubtful debts due from related parties.

Note 18 Joint operations

USC is a partner together with Sunshine Coast Hospital and Health Service (SCHHS), TAFE Queensland, and Griffith University in the operation of the Sunshine Coast Health Institute (SCHI). The SCHI operates as an unincorporated joint operation under a Joint Venture Agreement (JVA), based at the Sunshine Coast University Hospital.

The primary aim of the SCHI is to advance the education of trainee medical officers, nurses, midwives and other health care professionals, whilst providing outstanding patient care and extending research knowledge.

Each joint operator has rights and obligations to the assets, liabilities, revenue and expenses of the SCHI according to their interest in the joint operation. Under the JVA, the joint operators contribute to the running costs of the SCHI at set percentage allocations, which reflect the relative space and resource utilisation of each joint operator under the Agreement.

Joint operator interests are displayed in the below table.

	2022	2021
TAFE Queensland	23.7	23.7
University of the Sunshine Coast	23.7	23.7
Griffith University	23.7	23.7
Sunshine Coast Hospital & Health Service	28.9	28.9
	<u>100%</u>	<u>100%</u>

All joint operators have equal decision-making rights, irrespective of the underlying interests.

The assets of SCHI include specialist equipment to facilitate medical research and teaching, in addition to the building fit-out within the shared joint operation areas.

Financial Statements

Notes to the Financial Statements For the year ended 31 December 2022

Note 18 Joint operations (continued)

The financial impacts of the SCHI, as they relate to USC, are included within the main statements of USC. Summary information about the SCHI is as follows:

	SCHI	USC's Share
	2021	2021
	\$'000	\$'000
Total income	3,455	819
Total expenses	4,825	1,144
Total comprehensive result	(1,370)	(325)
Current assets	1,611	382
Non-current assets	14,577	3,455
Total assets	16,188	3,837
Current liabilities	1,576	374
Total liabilities	1,576	374
Net assets	14,612	3,463

It is noted that 2022 balances are unavailable for inclusion at report signing date.

Note 19 Events occurring after the end of the reporting period

There are no other events that have occurred after the balance sheet date that may significantly affect the operations of the University, the results of those operations or the state of affairs of the University's future financial years.

Note 20 Reconciliation of operating result after income tax to net cash flows from operating activities

	2022	2021
	\$'000	\$'000
Operating result for the period	34,940	45,005
Depreciation and amortisation	19,831	20,173
Non-cash donations	(17)	(242)
Net (gain) / loss on sale of non-current assets	(135)	459
(Increase) / decrease in trade and other receivables	(2,248)	(733)
(Increase) / decrease in other assets	(2,079)	2,678
(Decrease) / increase in trade and other payables	(1,315)	2,210
(Decrease) / increase in other liabilities	9,735	3,611
(Decrease) / increase in provisions	427	1,441
Net cash provided by / (used in) operating activities	59,139	74,602

Reconciliation of operating result after income tax to net cash flows from financing activities

(Decrease) / increase in borrowings	(11,211)	(3,653)
(Decrease) / increase in lease liabilities	(4,880)	(4,729)
Net cash provided by / (used in) financing activities	(16,091)	(8,382)

Financial Statements

Notes to the Financial Statements For the year ended 31 December 2022

Note 21 Financial risk management

The University's activities expose the University to a variety of financial risks, including: market risk, credit risk, and liquidity risk.

The Council has overall responsibility for the establishment and oversight of the risk management framework. The Council has established the Audit and Risk Management Committee, which oversees how management monitors compliance with the University's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the University. The Audit and Risk Management Committee are assisted in its oversight role by Internal Audit.

Risk management policies are established to identify and analyse the risks faced by the University, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies are reviewed regularly to reflect changes in market conditions of the University's activities.

(a) Market Risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices that will affect the University's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising return.

The University does not hold any derivatives or other financial liabilities related to the management of market risk.

(i) Foreign exchange risk (currency risk)

The currency in which the University's activities and associated transactions are conducted is primarily the Australian dollar (AUD). As such, the University's exposure to currency risk on sales, purchases and borrowings is minimal.

(ii) Price risk

Price risk represents the risk that the value of other financial assets, being University funds managed by QIC (refer note 7) could fluctuate as a result of market movements. Management regularly monitors these investments and will make recommendations for action where required.

(iii) Cash flow and fair value interest rate risk.

The University's investment policy is to only invest with; major banking institutions, Queensland Treasury Corporation (QTC) and other Government associated entities, e.g Queensland Investment Corporation (QIC), and to only borrow from QTC and other Government associated entities.

The University's current portfolio of investments consists of floating and fixed rate investments in the form of cash holdings with three major banking institutions, deposits held with QTC in a Capital Guaranteed Cash Fund, and a limited number of shares. The Capital Guaranteed Cash Fund enables USC to invest surplus funds in the short-term money market. The fund is run on a similar basis to a cash management account, with customers' deposits pooled together to take advantage of the more attractive interest rates and economies of scale available for larger investments with floating rate exposure.

The University's current portfolio of borrowings consists of fixed and variable rate funding sourced through QTC. For interest rates applicable to each class of asset or liability refer to individual notes to the financial statements. For further details regarding interest rate risk refer to Note 21(c).

(iv) Interest Rate Sensitivity Analysis

Interest rate sensitivity analysis evaluates the outcome on operating result or equity if interest rates would change by +/- 1 per cent from the year end rates applicable to the University's financial assets and liabilities. With all other variables held constant, the University would have a surplus and equity increase/ (decrease) of \$1.3m (2021: \$2 million).

(b) Credit risk

Credit risk is the risk of financial loss to the University if a customer fails to meet its contractual obligations and arises principally from the University's receivables from customers and, for the parent entity, receivables due from subsidiaries.

The carrying amount of the University's financial assets represents the maximum credit exposure.

Receivables

Credit risk is managed at group level subject to the University's established policy, procedures and control relating to credit risk management. Credit quality of a customer is assessed based on individual credit limits. Outstanding receivables are regularly monitored.

Financial Statements

Notes to the Financial Statements For the year ended 31 December 2022

Note 21 Financial risk management (continued)

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e., by geographical region, product type, customer type and rating). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written-off if past due for more than one year and are not subject to enforcement activity.

The University evaluates the concentration of risk with respect to trade receivables as low, as its customers are located in several jurisdictions and industries and operate in largely independent markets.

Investments

The University has limited the majority of its exposure to credit risk by only investing in liquid securities with QTC, managed market securities with QIC or other Industry initiatives. The University holds a limited number of shares carried at fair value.

(c) Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation.

The University uses past trend analysis and commitments reporting to assist in monitoring cash flow requirements and optimising its cash return on investments. Typically, the University ensures that it has sufficient cash on demand to meet expected operational expenses for a period of 90 days, including the servicing of financial obligations; this excludes the potential impact of extreme circumstances that cannot reasonably be predicted, such as natural disasters.

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

31 December 2022	Average interest rate	Fixed/Variable interest rate	1 Year or less	1 year to 5 years	Over 5 years	Non interest bearing	Total
	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets							
Cash and cash equivalents	3.29	234,161	-	-	-	-	234,161
Receivables	-	-	-	-	-	36,864	36,864
Other financial assets	-	-	-	-	-	46,852	46,852
Total financial assets		234,161	-	-	-	83,716	317,877
Financial Liabilities							
Trade and other payables	-	-	-	-	-	12,088	12,088
Borrowings	2.25	-	7,784	31,770	74,903	-	114,457
Lease Liabilities	5.00	-	3,622	14,783	7,727	-	26,132
Contract liabilities	-	-	30,404	2,273	-	-	32,677
Total financial liabilities		-	41,810	48,826	82,630	12,088	185,354

31 December 2021	Average interest rate	Variable interest rate	1 Year or less	1 year to 5 years	Over 5 years	Non interest bearing	Total
	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets							
Cash and cash equivalents	0.53	209,002	-	-	-	-	209,002
Receivables	-	-	-	-	-	34,616	34,616
Other financial assets	-	-	-	-	-	68,273	68,273
Total financial assets		209,002	-	-	-	102,889	311,891
Financial Liabilities							
Trade and other payables	-	-	-	-	-	13,403	13,403
Borrowings	2.97	-	8,637	34,740	79,603	-	122,980
Lease Liabilities	5.00	-	3,302	14,495	11,329	-	29,126
Contract liabilities	-	-	22,082	1,662	-	-	23,744
Total financial liabilities		-	34,021	50,897	90,932	13,403	189,253

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Notes to the Financial Statements
For the year ended 31 December 2022

Note 22 Acquittal of Australian Government financial assistance 22a Education – CGS and Other Education Grants

Note	Commonwealth Grant Scheme #1		Indigenous, Regional and Low-SES Attainment Fund #2		National Priorities and Industry Linkage Fund		Disability Performance Funding #3		Indigenous Student Success Program #4		TOTAL	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)	160,283	157,448	3,139	3,028	3,279	3,250	92	130	1,690	1,620	168,483	165,476
Net accrual adjustments	260	(2,523)	405	(514)	-	-	21	(29)	-	-	686	(3,066)
Revenue and income for the period	160,543	154,925	3,544	2,514	3,279	3,250	113	101	1,690	1,620	169,170	162,410
Surplus / (deficit) from previous year	-	-	2	-	3,250	-	-	-	-	-	3,252	-
Total revenue and income including accrued revenue	160,543	154,925	3,546	2,514	6,529	3,250	113	101	1,690	1,620	172,422	162,410
Less expenses including accrued expenses	160,543	154,925	3,546	2,512	3,854	-	113	101	1,690	1,620	169,746	159,158
Surplus / (deficit) for reporting period	-	-	-	2	2,675	3,250	-	-	-	-	2,676	3,252

#1 Includes the basic CGS grant amount, CGS – Regional Loading, CGS – Enabling Loading, Allocated Places, Non Designated Courses and CGS – Special Advances from Future Years and Transition Fund Loading

#2 Indigenous, Regional and Low-SES Attainment Fund has replaced the Access and Participation Fund as of 1 January 2021. Includes Higher Education Participation and Partnership Program and Tertiary Access Program.

#3 Disability Performance Funding includes Additional Support for Students.

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

Financial Statements

Notes to the Financial Statements
For the year ended 31 December 2022

Note 22 Acquittal of Australian Government financial assistance (continued)

22b Higher Education Loan Programs (excluding OS-HELP)

	Note	HECS-HELP (Australian Government payments only)		FEE-HELP		SA-HELP		TOTAL	
		2022	2021	2022	2021	2022	2021	2022	2021
Cash Payable / (Receivable) at beginning of year		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in Cash during the reporting period		2,645	2,417	-	15	-	-	2,645	2,432
Cash available for period		68,209	71,547	1,252	1,764	3,248	3,501	72,709	76,812
Revenue and income earned	2.1b	70,855	73,964	1,252	1,778	3,248	3,501	75,355	79,244
Cash Payable / (Receivable) at end of year		71,116	71,319	1,299	1,778	3,273	3,501	75,688	76,598
		(261)	2,645	(46)	-	(25)	-	(332)	2,645

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Notes to the Financial Statements
For the year ended 31 December 2022

Note 22 Acquittal of Australian Government financial assistance (continued)

22c Department of Education and Training Research

	Note	Research Training Program		Research Support Program		TOTAL	
		2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)		6,211	4,597	5,171	11,752	11,382	16,349
Net accrual adjustments		-	-	-	-	-	-
Revenue for the period	2.1c	6,211	4,597	5,171	11,752	11,382	16,349
Surplus / (deficit) from previous year		-	-	6,393	-	6,393	-
Total revenue including accrued revenue		6,211	4,597	11,564	11,752	17,775	16,349
Less expenses including accrued expenses		6,211	4,597	7,800	5,359	14,011	9,956
Surplus / (deficit) for reporting period ^{#4}		-	-	3,764	6,393	3,764	6,393

#4 Reported surplus for Research Block Grants is considered a request to the Secretary of the Australian Government Department of Education to be rolled over for future expenditure. No surpluses for 2022 are expected to be returned.

Total Higher Education Provider Research Training Program expenditure

	Total	
	domestic students \$'000	overseas students \$'000
Research Training Program Fees offsets	2,614	124
Research Training Program Stipends	2,944	462
Research Training Program Allowances	32	35
Total for all types of support	5,590	621

Financial Statements

Notes to the Financial Statements For the year ended 31 December 2022

Note 22 Acquittal of Australian Government financial assistance (continued)

22d Australian Research Council Grants

	Note	Discovery		Linkages		TOTAL	
		2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)		1,419	1,394	306	380	1,724	1,774
Net accrual adjustments		(33)	97	(58)	47	(91)	144
Revenue for the period	2.1d	1,386	1,491	248	427	1,633	1,918
Surplus / (deficit) from previous year		40	185	52	90	92	275
Total revenue including accrued revenue		1,426	1,676	300	517	1,726	2,193
Less expenses including accrued expenses		1,428	1,636	283	465	1,711	2,101
Surplus / (deficit) for reporting period		(2)	40	17	52	15	92

22e OS – HELP

	Note	2022 \$'000	2021 \$'000
Cash received during the reporting period		325	-
Cash spent during the reporting period		2,048	-
Net cash received		(1,724)	-
Cash surplus / (deficit) from previous period		1,976	1,976
Cash surplus / (deficit) for reporting period	10	252	1,976

22f Student Services and Amenities Fee

	Note	2022 \$'000	2021 \$'000
Unspent / (overspent) revenue from previous period		1,715	1,647
SA-HELP Revenue Earned	2.1b	3,273	3,501
Student Services and Amenities Fees direct from Students	2.3	1,355	843
Total revenue expendable in period		6,343	5,991
Student Services expenses during period		(5,057)	(4,276)
Unspent / (overspent) Student Services Revenue		1,285	1,715

Financial Statements

Statement of Certification For the year ended 31 December 2022

We have prepared the annual financial statements pursuant to the provisions of the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019*, the *Australian Charities and Not-for-profits Commissions Act 2012* and other prescribed requirements and we certify that –

- (a) the financial statements agree with the accounts and records of the University of the Sunshine Coast; and
- (b) in our opinion –
 - (i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects;
 - (ii) the financial statements have been drawn up to present a true and fair view of the transactions of the University of the Sunshine Coast for the financial year ended 31 December 2022, and of the financial position as at 31 December 2022 in accordance with prescribed accounting standards and conform with the Guidelines for the Preparation of Annual Financial Statements issued by the Australian Government Department of Education;
 - (iii) at the time of this Certificate there are reasonable grounds to believe that the University will be able to pay its debts as and when they fall due;
 - (iv) the amount of Australian Government financial assistance expended during the year was for the purpose(s) for which it was intended and the University of the Sunshine Coast has complied with applicable legislation, contracts, agreements and program guidelines in making expenditure;
 - (v) the University of the Sunshine Coast charged Student Services and Amenities Fees strictly in accordance with the *Higher Education Support Act 2003* and the Administration Guidelines made under the Act. Revenue from the fee was spent strictly in accordance with the Act and only on services and amenities specified in subsection 19-38(4) of the Act.

Air Chief Marshal Sir Angus Houston AK, AFC (Ret'd)
Chancellor
University of the Sunshine Coast

20 February 2023

Professor Helen Bartlett
Vice-Chancellor and President
University of the Sunshine Coast

20 February 2023

Elizabeth Cannon
Chief Financial Officer
University of the Sunshine Coast

20 February 2023

Financial Statements

Independent Auditor's Report
For the year ended 31 December 2022

To the Council of the University of the Sunshine Coast

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the University of the Sunshine Coast.

In my opinion, the financial report:

- a) gives a true and fair view of the entity's financial position as at 31 December 2022, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019, the *Australian Charities and Not-for-profits Commission Act 2012*, the Australian Charities and Not-for-profits Commission Regulation 2013 and Australian Accounting Standards.

The financial report comprises the statements of financial position as at 31 December 2022, the statements of comprehensive income, statements of changes in equity and statements of cash flows for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the certificate given by the Chancellor, Vice-Chancellor and President, and Chief Financial Officer.

Basis for opinion

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

I am independent of the entity in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and with the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

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

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Financial Statements

Independent Auditor's Report
For the year ended 31 December 2022

Valuation of specialised buildings (\$395 million)—Note 8

Key audit matter	How my audit addressed the key audit matter
<p>Buildings (consisting primarily of specialised buildings) were material to the University of the Sunshine Coast at balance date and were measured at fair value using the current replacement cost method that comprises:</p> <ul style="list-style-type: none">• gross replacement cost, less• accumulated depreciation. <p>The university performs comprehensive revaluation of all of its buildings every five years, or whenever a material variation is expected to have occurred, with desktop valuations conducted in the intervening period.</p> <p>In making these judgements, the university engaged an external valuation expert to perform a comprehensive valuation in 2019 for all buildings and in 2020 for a material building construction. Indexation has been applied for the remaining 2020 balances and in 2021 and 2022.</p> <p>The university derived the gross replacement cost of its buildings at balance date using unit prices that required significant judgements for:</p> <ul style="list-style-type: none">• identifying the components of buildings with separately identifiable replacement costs• developing a unit rate for each of these components, including:<ul style="list-style-type: none">– estimating the current cost for a modern substitute (including locality factors and on-costs), expressed as a rate per unit (e.g., \$/square metre)– identifying whether the existing building exhibits obsolescence or less utility compared to the modern substitute, and if so, estimating the adjustment to the unit rate required to reflect this difference. <p>The measurement of accumulated depreciation involved significant judgements for forecasting the remaining useful lives of building components. The significant judgements required for gross replacement cost and useful lives are also significant for calculating annual depreciation expense.</p>	<p>My procedures included, but were not limited to:</p> <p>In a previous year when a comprehensive valuation was conducted:</p> <ul style="list-style-type: none">• Assessing the competence, capability, and objectivity of the valuation specialist.• Assessing the adequacy of management's review of the valuation process.• Obtaining an understanding of the methodology used and assessing the design, integrity and appropriateness using common industry practices.• On a sample basis, evaluating the relevance, completeness, and accuracy of source data used to derive unit rates for the:<ul style="list-style-type: none">– modern substitute– adjustment for excess quality or obsolescence. <p>In the current year when indexation was applied:</p> <ul style="list-style-type: none">• Assessing the competence, capability, and objectivity of the valuation specialist.• Assessing the adequacy of management's review of the valuation process.• Evaluating the reasonableness of the indices used against other publicly available information about movements in values for replacement costs of similar assets.• Assessing the ongoing reasonableness of the asset useful lives by:<ul style="list-style-type: none">– reviewing management's annual assessment of useful lives– assessing the appropriateness of useful lives where assets were disposed of prior to the end of their useful lives– reviewing assets with an inconsistent relationship between condition and remaining life.• Performing reasonableness tests to confirm depreciation is calculated in accordance with the university's accounting policies and industry standards.

Other information

Other information comprises the information included in the University of the Sunshine Coast's annual report for the year ended 31 December 2022 but does not include the financial report and my auditor's report thereon.

Those charged with governance are responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

Financial Statements

Independent Auditor's Report
For the year ended 31 December 2022

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Responsibilities of the entity for the financial report

The Council is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019, the *Australian Charities and Not-for-profits Commission Act 2012*, the Australian Charities and Not-for-profits Commission Regulation 2013 and Australian Accounting Standards, and for such internal control as the Council determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Council is also responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the entity or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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:

- 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.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. This is not done for the purpose of expressing an opinion on the effectiveness of the entity's internal controls, but allows me to express an opinion on compliance with prescribed requirements.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the entity.

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Independent Auditor's Report
For the year ended 31 December 2022

- Conclude on the appropriateness of the entity'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 entity'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. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- 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.

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.

From the matters communicated with the Council, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 31 December 2022:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the entity's transactions and account balances to enable the preparation of a true and fair financial report.



Jacqueline Thornley
as delegate of the Auditor-General

21 February 2023

Queensland Audit Office
Brisbane

Glossary

AHEIA Australian Higher Education Industrial Association	ESS Employer Satisfaction Survey
ANU Australian National University	EVP Employee Value Proposition
ARMC Audit and Risk Management Committee	FTE Full-time employment (staff)
ARC Australian Research Council	FWCI Field-weighted citation impact
ATMC Australian Technical and Management College	GAICD Graduate of the Australian Institute of Company Directors
CIDSEL Centre for International Development, Social Entrepreneurship and Leadership	HDR Higher degree by research
CMP Carbon Management Plan	HERDC Higher Education Research Data Collection
COVID-19 Novel Coronavirus Disease 2019	HEA Higher Education Academy
CRICOS Commonwealth Register of Institutions and Courses for Overseas Students	HR Human Resources
C-SALT Centre for Support and Advancement of Learning and Teaching	IAU Information Analytics Unit
DIIS Department of Industry, Innovation and Science	ISSN International Standard Serial Number
DE Department of Education	JCU James Cook University
DVC(A) Deputy Vice-Chancellor Academic	KPI Key Performance Indicator
EA Enterprise agreement	LGBTI Lesbian, Gay, Bisexual, Transgender, and Intersex
EAP Employee Assistance Program	MBA Master of Business Administration
ECM Enterprise Content Management	NPILF National Priorities and Industries Linkage Fund
EFTSL Equivalent full-time student load	NIST National Institute of standards and Technology
ELM Enterprise Learning Management	NRL National Rugby League
ERA Excellence in Research for Australia	OUA Open Universities Australia
	PPR Performance, Planning and Review (staff)

PRC Planning and Resources Committee	USQ University of Southern Queensland
PTSD Post Traumatic Stress Disorder	VCP Vice-Chancellor and President
QAO Queensland Audit Office	YES Youth Engage in sustainability
QILT Quality Indicators of Learning and Teaching	YTD Year to date
QLD Queensland	
QTAC Queensland Tertiary Admissions Centre	
QUT Queensland University of Technology	
RTI Right to Information	
SAGE Science in Australia Gender Equity	
SDGs Sustainable Development Goals	
SSO Single Sign-On	
STEMM Science, Tehcnology, Engineering, Mathematics and Medicine	
TEQSA Tertiary Education Quality and Standards Agency	
THE Times Higher Education	
TEFMA Tertiary Education Facilities Management Association	
UNESCO United Nations Educational, Scientific and Cultural Organisation	
UNSW The University of New South Wales	
UQ The University of Queensland	
UniSC University of the Sunshine Coast	
USC University of the Sunshine Coast	

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Campus locations

UniSC Sunshine Coast

90 Sippy Downs Drive
SIPPY DOWNS QLD 4556

UniSC Moreton Bay

1 Moreton Parade
PETRIE QLD 4502

UniSC Fraser Coast

161 Old Maryborough Road
HERVEY BAY QLD 4655

UniSC Gympie

71 Cartwright Road
GYMPIE QLD 4570

UniSC Caboolture

80 Tallon Street
CABOOLTURE QLD 4510



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