



## 1. Introduction and context

The Australian National University ('ANU' or 'the University') is Australia's national university and has a unique history among Australian universities. Our story dates back more than 75 years as a university and more than 20,000 years as a meeting place to share knowledge by our First Nation custodians. We were established by an act of Federal Parliament, to provide Australia with a national centre of research, learning and teaching that would help shape and hold conversations that has built the world around us. As set out in our current Act, ANU was founded to advance and transmit knowledge, "by undertaking research and teaching of the highest quality".

The enduring mission of the University remains. From the global financial crisis, to pandemics, war and civil unrest, government intervention, along with discoveries of emergent fields and ways of thinking, it has never been more critical to invest in research and education for Australia. It is both a responsibility and privilege to undertake this work on behalf of the University community, the nation and neighbouring region.

The higher education sector is facing unprecedented disruption globally and nationally. Commonwealth Government initiatives such as managed growth of international and domestic students, Support for Students Policy, and the pending establishment of the Australian Tertiary Education Commission, and the National Student Ombudsman will all deepen external scrutiny and oversight of universities and further complicate funding, administration and reporting.

### *External headwinds*

The University recognises the need to strengthen and realign its organisational structure. The University seeks a deliberate and well-planned approach to ensure the implementation of a fit for purpose structure designed to meet our strategic, operational and financial goals, also guided by the University's commitment to transparency and wellbeing of staff and members of the campus community.

In 2024, the University completed the realignment of several professional service areas, including finance, human resources, and information technology, as well as the disestablishment of the Division of Shared Services. These realignments were made to provide service improvement, standardisation and connectivity in professional service functions. These contemporary realignment activities underpin improved service delivery in line with other institutions in the higher education sector.

The University will continue to realign professional services in the broader University ecosystem. This includes services supporting research, education, governance, facilities, marketing, communications and engagement. The University will streamline professional support services through a realignment and focus on consistent and equitable service delivery to ensure clear accountability and responsibilities.

ANU has committed to a financial sustainability plan to reduce operating expenditure by 2026 through a significant \$250 million annual reduction in operating expenses, split between non-salary and salary costs.

## ***FACILITIES AND SERVICES***

The Facilities and Services Division ('the Division') maintains and enhances the University's physical environment, including responsibility for University buildings, grounds and infrastructure in several locations across Australia. The Division's remit is wide-ranging, from the management of major construction projects to the provision of security and cleaning services. The Division's goal is to provide a study and working environment that enables excellence in teaching, learning and research. The Division comprises the following areas and functions:

- **Corporate:** responsible for revenue-generating functions such as commercial leasing, venues and functions, accommodation services, and parking. It also oversees procurement, governance, and safety functions related to Facilities Management (FM) and capital works.
- **Infrastructure and Planning:** responsible for engineering, capital works, environmental management planning and space and asset planning.
- **Operations:** responsible for maintenance, cleaning, waste management, security, landscape and conservation, and remote site management.
- **Sustainability:** responsible for reducing greenhouse gas emissions (incorporating the Below Zero ambition).

This document outlines the background, rationale and expected outcomes of proposed changes to the Facilities and Services Division. It has been prepared to facilitate consultation with staff and their unions in accordance with Clauses 69 and 70 of *The Australian National University Enterprise Agreement 2023-2026* (the Enterprise Agreement).

## **2. Rationale and details of the proposed change**

The ANU has an enduring mission to deliver world class education, research and innovation and our campus environments and facilities are a key enabler of our mission.

To best support our mission and ambitions, it is proposed that the Division will undergo a refocus of its structure and operations. The aim is to reach a more efficient state of functioning and help address ANU's long term financial sustainability.

This change proposes modernising the Division's operations, driving significant improvements in efficiency, productivity, and overall business performance. This proposed

organisational change aims to strengthen key facilities management, increase operational alignment across environmental sustainability, optimise compliance and reduce risks for the University, and enhance the customer experience. It focuses on delivering better value for money and improved service outcomes by emphasising procurement, contract management, and functional alignment, all supported by the implementation of a new Facilities Management System (FMS) to streamline service delivery across the Division.

There are two stages proposed for the change. This Change Proposal sets out proposed changes under Stage One. Stage Two, expected to occur in Q1 of 2025 will follow further discovery into current services and capability that may support the centralisation of facilities management activities.

The proposed changes from Stage One, will include:

Area	Summary of proposed actions
Corporate	<ul style="list-style-type: none"> <li>• Discontinuation of the Division’s Quality Management System (QMS) accreditation. Having a QMS accreditation is a significant compliance burden that does not provide value to the division or University more broadly. The processes are outdated and no longer relevant to the ways of working within the division.</li> <li>• Reduced procurement needs due to lower capital spending and the shift to consolidated maintenance contracts.</li> <li>• Proposed realignment of the venues and functions team, Print and Mail, Parking, and Commercial Services and associated processes.</li> <li>• Implementation of a new parking system that aims to reduce existing administrative burdens.</li> <li>• Disestablishment of vacant positions as identified in <b>Section 3</b>.</li> </ul>
Infrastructure and Planning	<ul style="list-style-type: none"> <li>• Realignment of Environmental Management Planning team to the Sustainability team.</li> <li>• Reduced projects due to lower capital funding and subsequent project management requirements.</li> <li>• Reclassification and refinement of the Asset team, noting a change in focus from asset management to data and systems management, forming a newly created Estate Systems team.</li> <li>• Disestablishment of vacant positions as identified in <b>Section 3</b>.</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>• The merger of the Sustainability Division (Below Zero Program) with the Facilities and Service Division saw a reduction in funding and has revealed duplication of reporting, communication and engagement tasks, which are all functions that are aligned to the Environmental Management Planning.</li> <li>• Disestablishment of the Environmental Management Planning communications role as this is a duplicative function.</li> </ul>

	<ul style="list-style-type: none"> <li>• Disestablishment of vacant positions as identified in <b>Section 3</b>.</li> </ul>
Operations	<ul style="list-style-type: none"> <li>• Further consultation will occur by the end of quarter 1 2025 to streamline our services across the University.</li> <li>• It is anticipated that there will be a further comprehensive review and consultation of the Operations team by the end of quarter 1 2025 with the view to streamline our services across the University.</li> </ul>

Underpinning the people and process changes, the Division will be implementing a new Facilities Management System (FMS). This system is expected to streamline processes, consolidate data, and support the functional realignment across the Division, laying the foundation for the future state. In the future state, there is considerable additional functionality that will provide the Division with further automation and procedurally digitise specific team activities, further improving our customer service and support model.

It is proposed that through this targeted re-organisation, the University will aim to:

1. **Enhance Operational Efficiency:** Streamline processes to reduce costs and improve service levels.
2. **Increase Productivity:** Implement tools and practices that boost employee productivity and job satisfaction.
3. **Customer Experience Improvement:** Elevate customer satisfaction through enhanced service delivery.
4. **Innovation and Agility:** Foster a culture of innovation and agility to swiftly respond to changes.
5. **Digital Transformation:** Drive digitalisation across all functions through technology integration and utilisation of enterprise-wide, existing technology.
6. **Increased Compliance:** Improve decision-making and risk management through better data availability.

Some of the proposed organisational changes include:

1. **Consolidation of Revenue Generation Teams:** Merging all revenue-generating teams under a new leadership role to enhance accountability, commercial focus and growth.
2. **Rebranding of the Division:** The Division will undergo a name change to reflect the work and breadth of the transformation undertaken by the Division, including values, mission statement, service charters, along with governance forums that are to be created to drive the change and new identity forward.
3. **Integration of Asset and Space Management:** Establishing a Systems Owner to improve data collection and reporting capabilities.
4. **Realignment of Corporate Roles:** Aligning with broader University directions for efficiency.
5. **Reduced Procurement Needs:** Due to lower capital spending and the shift to consolidated maintenance contracts
6. **Adjustments in Capital Projects and Sustainability teams:** Reducing staff in these areas due to decreased funding and duplicated functions.

7. **Enhancements in Security and Compliance:** Increasing the security team with an additional senior position and, adding a HAZMAT role to support University compliance and planning.

By focusing on strategic areas and leveraging technology, we are committed to delivering long-term value and safety to our stakeholders. Success will require the support and collaboration of all team members to fully realise the program’s goals.

To sum up, these proposed changes will create efficiencies and more equitable delivery of services and support.

### 3. Impacts of the proposed change

The proposed impact of this Change Proposal will include:

- The establishment of two (2) new continuing professional staff positions;
- The disestablishment of seven (7) continuing professional staff positions;
- The disestablishment of eight (8) vacant continuing professional staff positions;
- The realignment of six (6) continuing professional staff positions.

In addition to the changed organisational structure, it is essential to update Position Descriptions (PDs) across the Division to clearly outline the responsibilities related to changes in reporting lines, functions and tasking duties. It is anticipated that the PDs will be supported by the new Facilities and Services Mission Statement, values and KPI's developed as part of our Divisional plan.

The current state detailed staff structure for the Division is provided in Appendix 1, and the proposed future state detailed staff structure for the Division is provided in Appendix 2.

#### Impact on existing continuing and fixed term positions and occupants:

Position title	Level	Proposed position outcome	Occupant impact
<b>Corporate</b>			
Administration Officer, Commercial	ANU02/3	Position disestablished	Vacant
Parking Administration Officer	ANU04	Position disestablished	Vacant
Governance and Compliance Manager	Senior Manager 1	Position disestablished	Vacant
WHS Officer	ANU06/7	Position disestablished	Vacant

WHS Administration Officer	ANU05	Position disestablished	Vacant
Senior Venue and Functions Manager	Senior Manager 2	Position disestablished	Vacant
Procurement and Contract Administration Officer	ANU05	Position disestablished	Declared surplus
QMS/Governance Officer	ANU06/7	Position disestablished	Declared surplus
Senior Manager, Commercial	Senior Manager 1	Position disestablished	Declared surplus
Events and Resource Officer	ANU04	Position disestablished	Declared surplus
<b>Infrastructure and Planning</b>			
Heritage Officer	ANU08	Position disestablished	Vacant
Project Officer	ANU08	Position disestablished	Declared surplus
Project Officer – Asset Replacement	ANU08	Position disestablished	Declared surplus
Environmental Management Officer – Engagement and Outreach	ANU06/7	Position disestablished	Declared surplus
<b>Sustainability</b>			
Carbon Removal Manager	ANU08	Position disestablished	Vacant

#### New roles proposed for creation

Position title	Level	Position type (continuing/fixed term)
WHS Administration Assistant	ANU02/3	Continuing
Senior Revenue Manager	Senior Manager 2	Continuing

#### Roles proposed for realignment within the Division

Position title	Level	Position type (continuing/fixed term)	Proposed new area
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Asset Manager	Senior Manager 1	Continuing (VACANT)	Infrastructure and Planning
Asset Planning Officer	ANU08	Continuing (VACANT)	Infrastructure and Planning
WHS HAZMAT Officer	ANU06/7	Fixed Term	Infrastructure and Planning
Asset and Space Officer	ANU05	Continuing	Infrastructure and Planning
EMP Manager	Senior Manager 1	Continuing	Sustainability
Manager, Environmental Assessment and Training	ANU08	Continuing	Sustainability

### Impact on casualisation

There is no immediate, foreseeable impact on this proposal to casualisation, however there may be opportunities to reduce rates of casualisation as part of a managed growth environment for the University.

### Summary table

Area	Current Head Count (filled)	Proposed Head Count	Head Count change
<i>Corporate</i>	50	41	-9
<i>Infrastructure and Planning</i>	29	24	-5
<i>Sustainability</i>	7	8	+1
<b>TOTAL</b>	<b>86</b>	<b>73</b>	<b>-13</b>

## 4. Management of psychosocial risk

The University has undertaken a WHS psychosocial risk assessment for this change proposal which identified potential psychosocial risks relating to organisational change management and staff support.

In response to these potential risks, the following control measures will be implemented to support staff impacted by this change:

Potential psychosocial risk area/s	Mitigations
Poor organisational change management	<ul style="list-style-type: none"> <li>Apply the change provisions of the ANU Enterprise Agreement, including genuine consultation with staff and stakeholders.</li> <li>Ensure HR practitioners are available and equipped to support the change process in line with the EA and to respond to queries and concerns.</li> <li>Provide individual meetings with leaders of the change to affected staff, including the</li> </ul>

	<p>opportunity to bring a support person/union representative.</p> <ul style="list-style-type: none"> <li>• Provide a townhall meeting to affected staff about the change including opportunity to ask questions.</li> <li>• Ensure affected staff receive clear communications about the change in a timely manner, including timeframes, comprehensive support to affected staff including EAP, Staff Advisors and Career Transition support.</li> <li>• Ensure the provisions of the Enterprise Agreement are applied to affected staff in areas including redundancy, redeployment etc.</li> </ul>
Lack of staff support	<ul style="list-style-type: none"> <li>• Provide 1:1 meetings to affected staff to explain impact, timeframes for change and support available.</li> <li>• Ensure on-site and off-site support internal and external support is made available to affected staff including EAP and Staff Advisor support.</li> <li>• Provide career transition support to affected staff.</li> <li>• Ensure HR practitioners and Organisational Change are equipped to support staff enquiries and provide accurate information on entitlements.</li> </ul>

## 5. Change principles

The objective of this document is to enable the University to undertake consultation with directly affected staff and unions on the proposed changes for staff within the Facilities and Services Division, in accordance with the managing change provisions (clause 70) of the Enterprise Agreement.

Any reductions in staffing are managed in accordance with the job security provisions outlined in clause 69 of the Enterprise Agreement.

## 6. Implementation of proposed changes

The following phased approach will apply in determining professional staff position changes:

### Phase 1 – Discussions with directly affected staff

At the point of the implementation, any matter regarding the employment conditions of a directly affected staff member will be discussed with that staff member. The staff member may request that the relevant union(s) be a party to those negotiations.



## **Phase 2 - Notification to staff whose roles are to be declared surplus**

Affected continuing staff whose positions are to be disestablished will be formally advised in writing in accordance with clauses 57.5 and 70.16 of the ANU Enterprise Agreement that their position is surplus to requirements and will have five working days to consider and express interest in the options contained in Clause 70.16 of the Enterprise Agreement. Staff are not obligated to provide a response and if staff do not do so within the five-day period, they will automatically start a 12-week redeployment period. A staff member may also seek approval for an early voluntary separation, in which case they may separate at an agreed date be paid the balance of the redeployment/notice period in addition to the redundancy payment.

## **Phase 3 – Notification to staff whose roles are being transferred**

Staff whose positions are to be transferred will be notified in writing of the transfer. Staff identified to have a change in position title, description or supervisor will be provided with a revised position description and written notification of any supervision changes.

## **Phase 4 – Notification to fixed term and continuing (contingent) staff**

Arrangements for affected fixed term and continuing (contingent funded) staff will be managed in accordance with the provisions and circumstances of their employment contract.

## **Phase 5 - Notice of Termination Due to Redundancy**

If following the 12-week redeployment period, a continuing staff member cannot be redeployed and has not sought early voluntary separation at Phase 2, in accordance with clause 57.13 of the ANU Enterprise Agreement the University will notify the affected staff member(s) in writing that their position is to be declared redundant and their employment may be terminated, the reason for the redundancy, and the time line for this action. Notice will be provided in-line with clause 57.14 of the ANU Enterprise Agreement, with any redundancy payment made in accordance with clause 57.17.

## **7. Consultation**

The University is committed to consulting with staff and their union/s in accordance with the organisational change provisions under Clauses 69 and 70 of the Enterprise Agreement. In consulting with staff, the University will give genuine consideration to any view given by staff members regarding the impact of this change. Following the consultation process, the University will issue an implementation paper to staff and union/s.

This Change Proposal is being circulated to:

- all affected staff;
- ANU Executive;
- nominated staff representatives including the NTEU; and
- other relevant stakeholders as required.

Staff and their unions are encouraged to consider this document and send any feedback on this proposal to Organisational Change at: [org.change@anu.edu.au](mailto:org.change@anu.edu.au) by the closing date listed in the table below:

Activity	Date/s
Meetings with directly affected staff	16 October 2024
Divisional Address	17 October 2024
Release of the proposal to staff, union/s and other stakeholders	17 October 2024
Consultation Period Commences	17 October 2024
Close of Consultation period	31 October 2024
Collation of feedback from Consultation and preparation of Implementation Plan	From 1 November 2024
Release of Implementation Plan	Week commencing 18 November 2024
Proposed commencement of Implementation	Week commencing 25 November 2024

During this change process staff members may be represented, and seek advice or assistance at any time from a person of their choice as outlined in the ANU Staff Representation Procedure which may be accessed via this link: [ANU Policy Library - Procedure - Union and Staff representation](#)

## 8. Support

Staff with further enquiries about this change may contact the following staff:

Name	Position	Contact details
Jeremy Matthew	Director, Facilities and Services Division	<a href="mailto:Jeremy.Matthew@anu.edu.au">Jeremy.Matthew@anu.edu.au</a>
Tim Gray	Head, HR Partnering	<a href="mailto:Tim.gray@anu.edu.au">Tim.gray@anu.edu.au</a>
James Duncan	Manager, Workforce Planning and Organisational Change.	<a href="mailto:org.change@anu.edu.au">org.change@anu.edu.au</a>

Staff seeking additional support or advice can contact either a Staff Adviser or the Employee Assistance Program as set out below:

Name	Position	Contact details
<b>Gail Frank</b> - Ext 53616 (Monday, Tuesday, Wednesday & Thursday)	Advisers to Staff	<a href="mailto:staff.adviser@anu.edu.au">staff.adviser@anu.edu.au</a>
<b>Maaria Haque</b> - Ext 58283 (Tuesday, Wednesday & Thursday)		

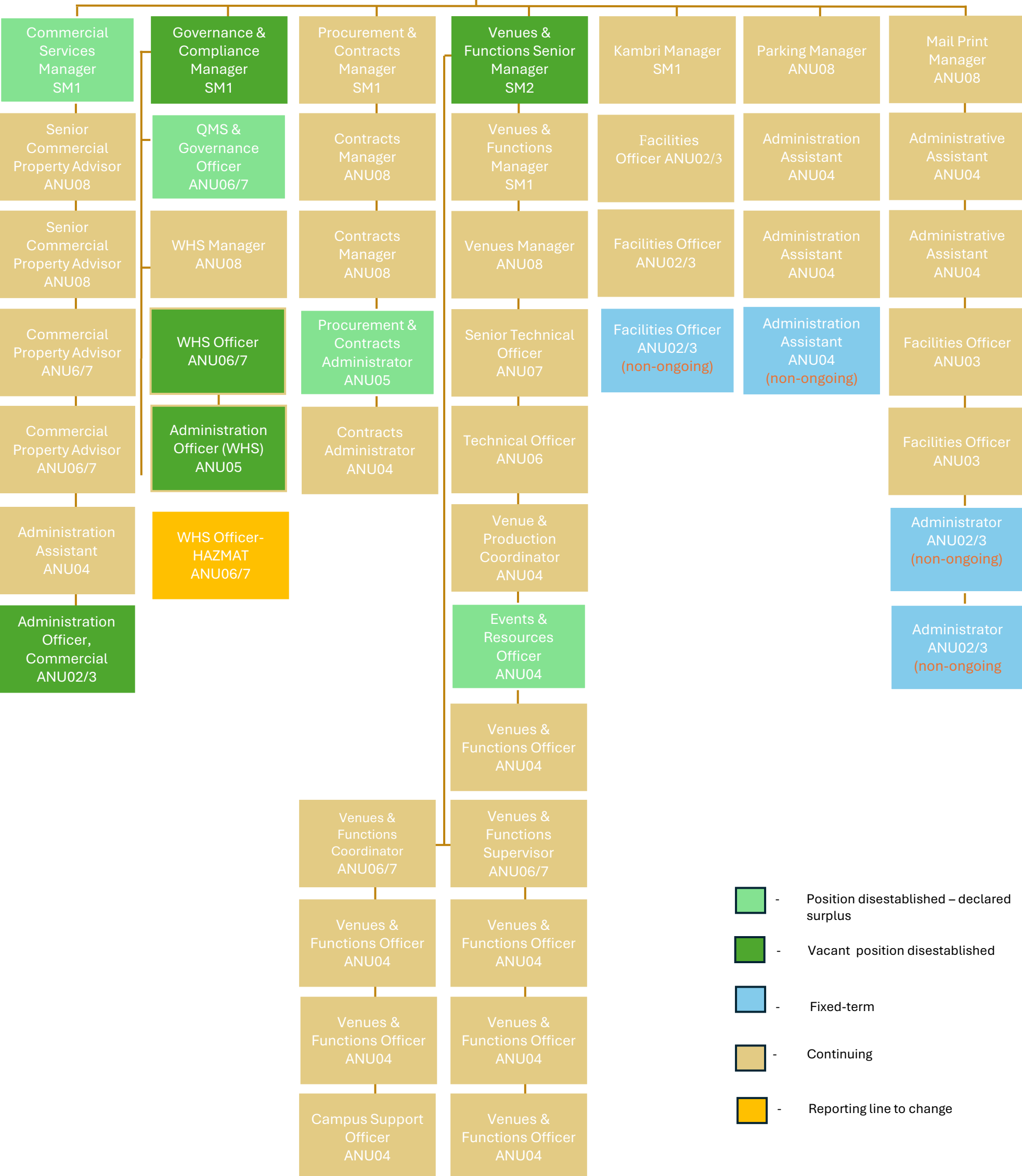
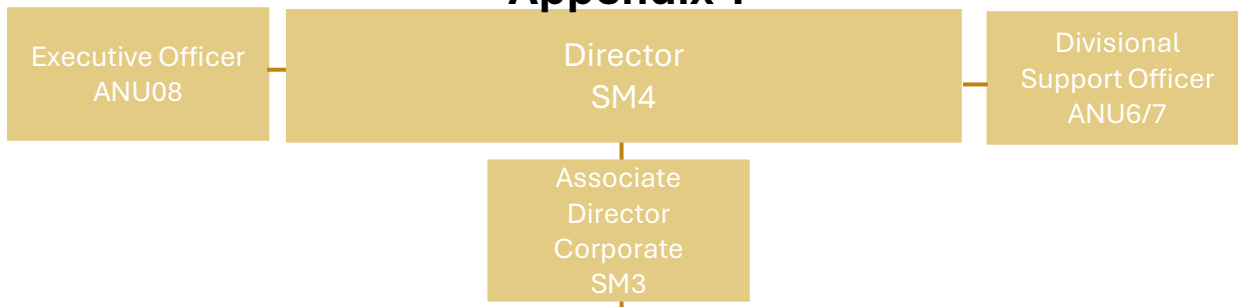
<b>Amanda Morrison - Ext 52211</b> (Wednesday)		
<b>Employee Assistance Providers</b>	Assure Relationships Australia	1800 808 374 (02) 6122 7100

**APPENDICES**

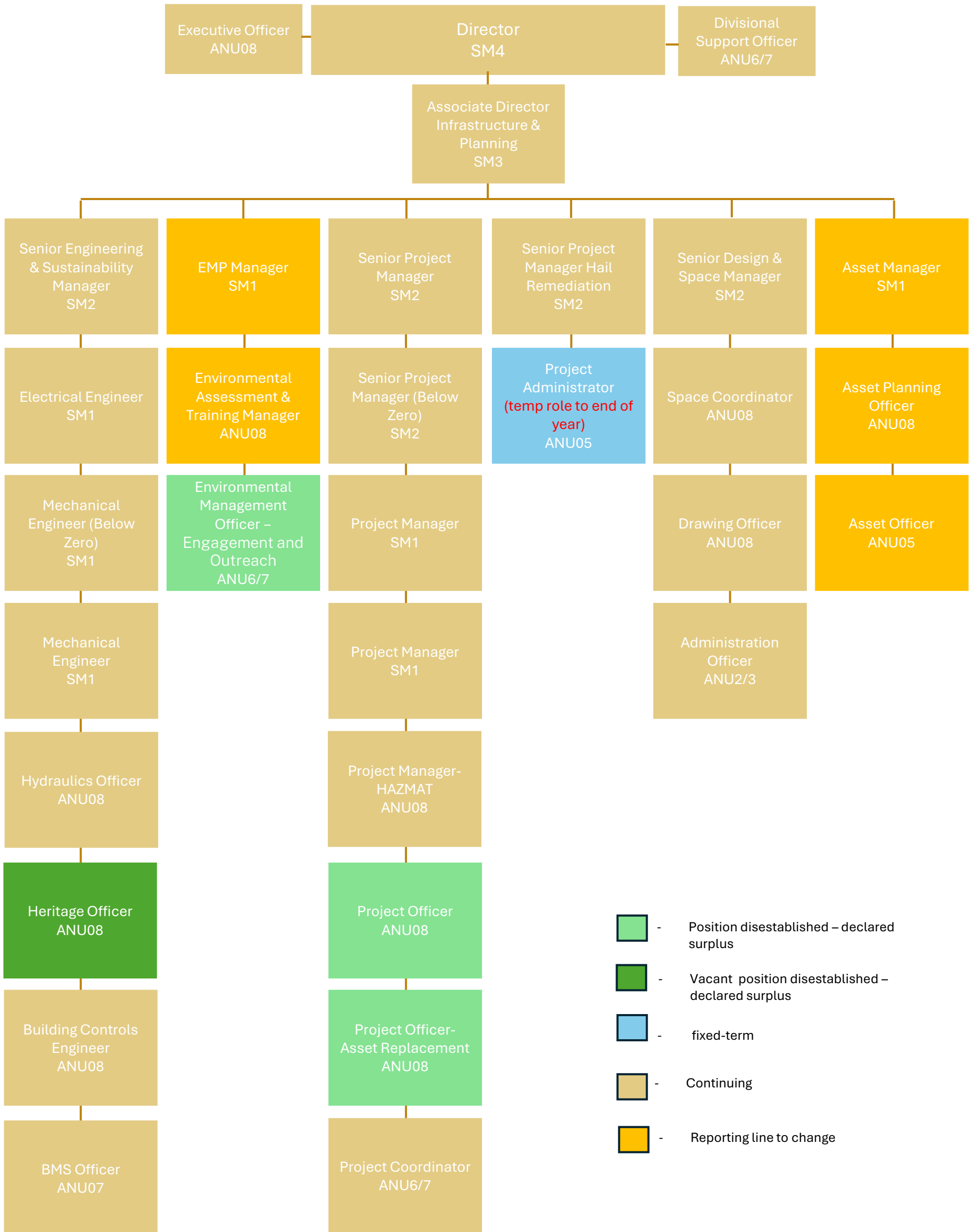
Appendix 1: Current State Organisational Chart.

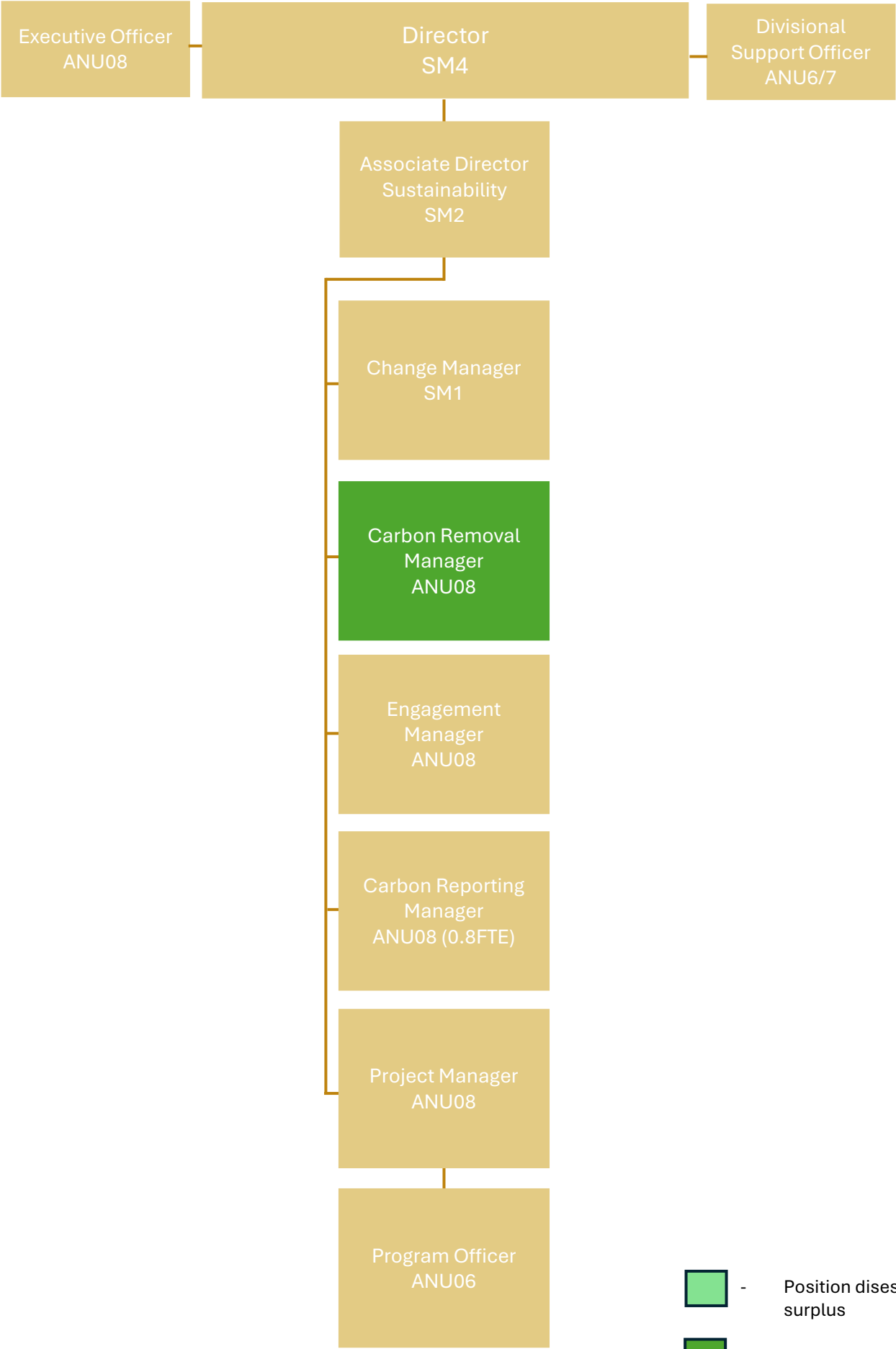
Appendix 2: Proposed Future State Organisational Chart.

# Appendix 1



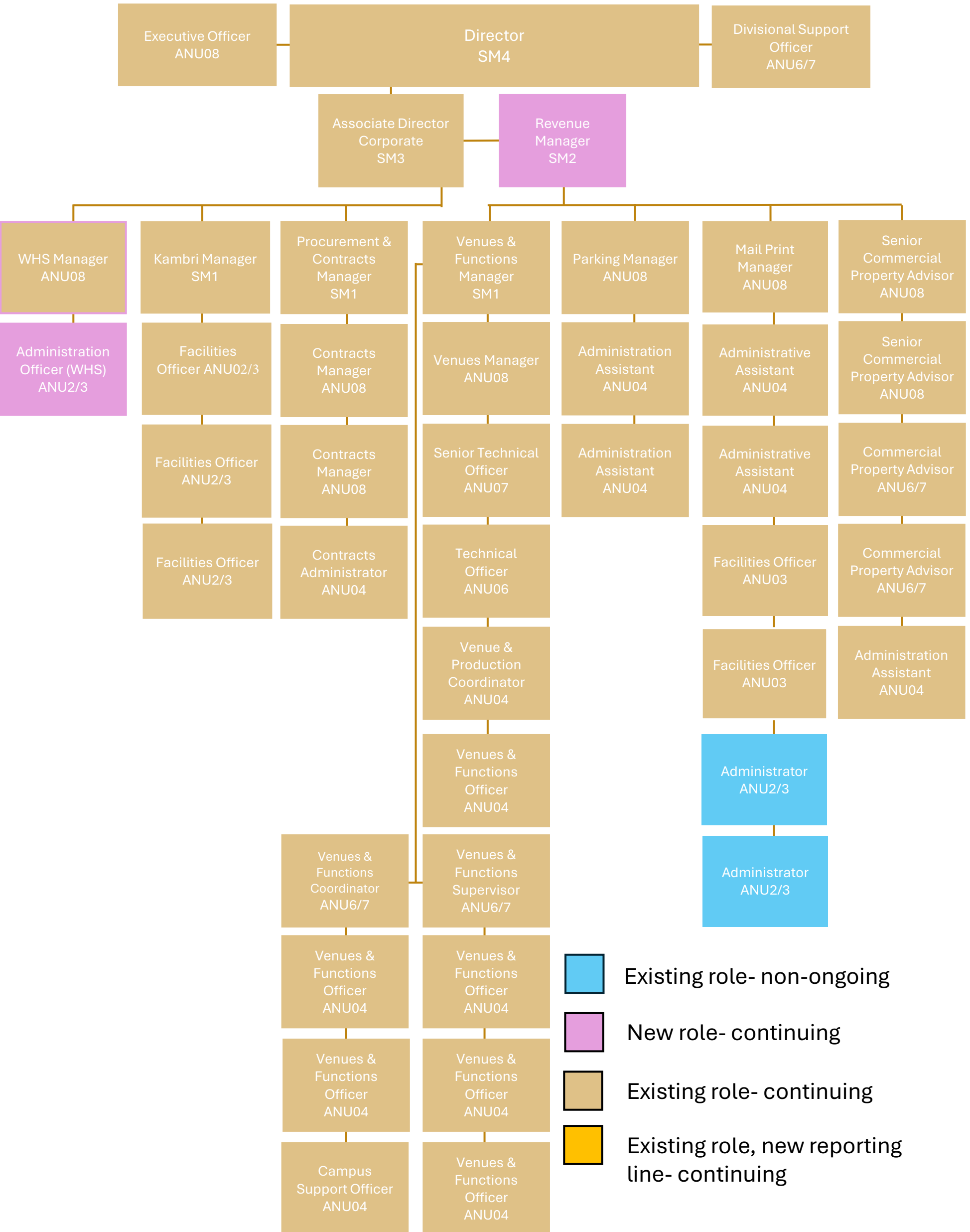
- Position disestablished – declared surplus
- Vacant position disestablished
- Fixed-term
- Continuing
- Reporting line to change



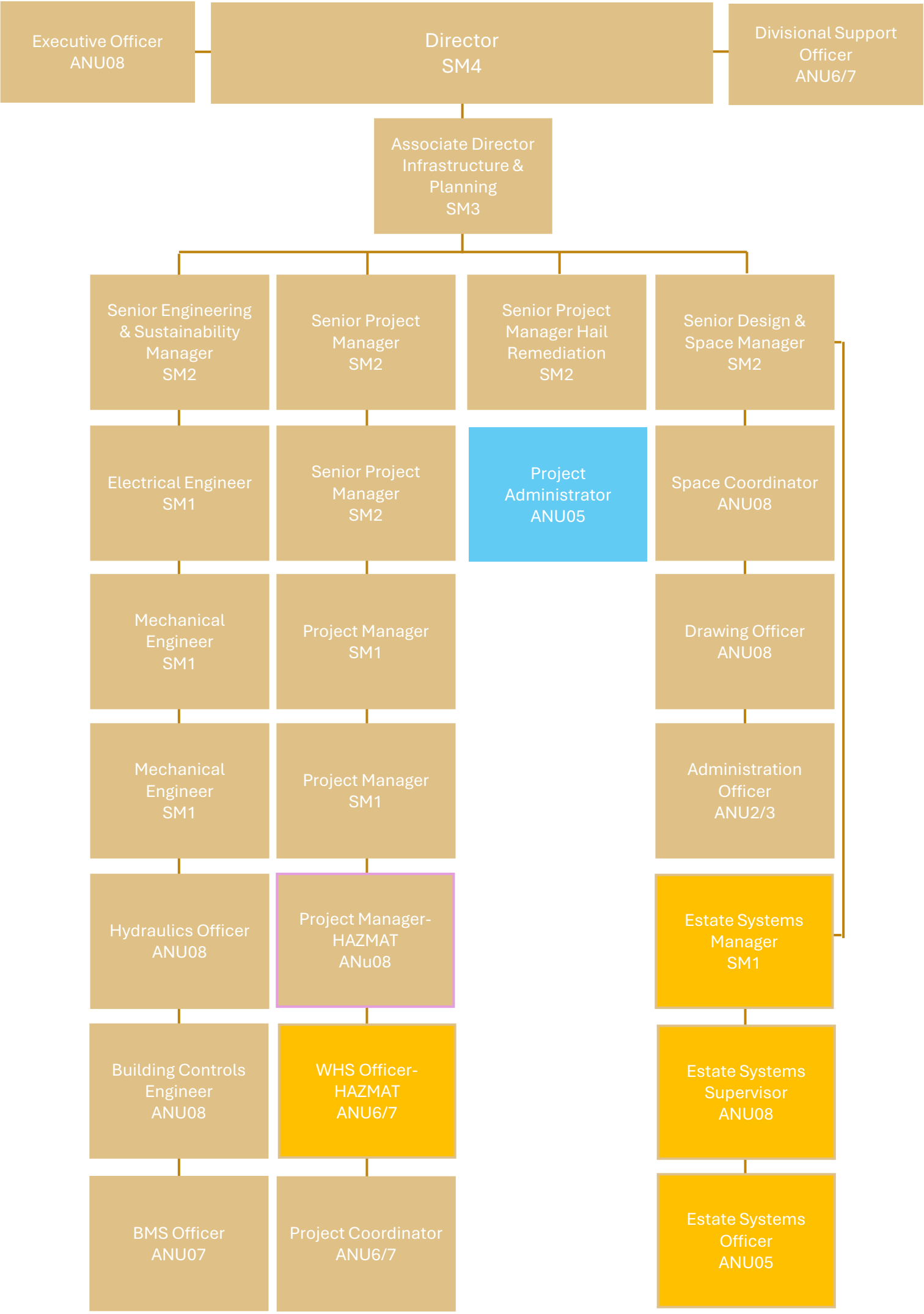


- Position disestablished – declared surplus
- Vacant position disestablished – declared surplus
- fixed-term
- Continuing
- Reporting line to change

# Appendix 2

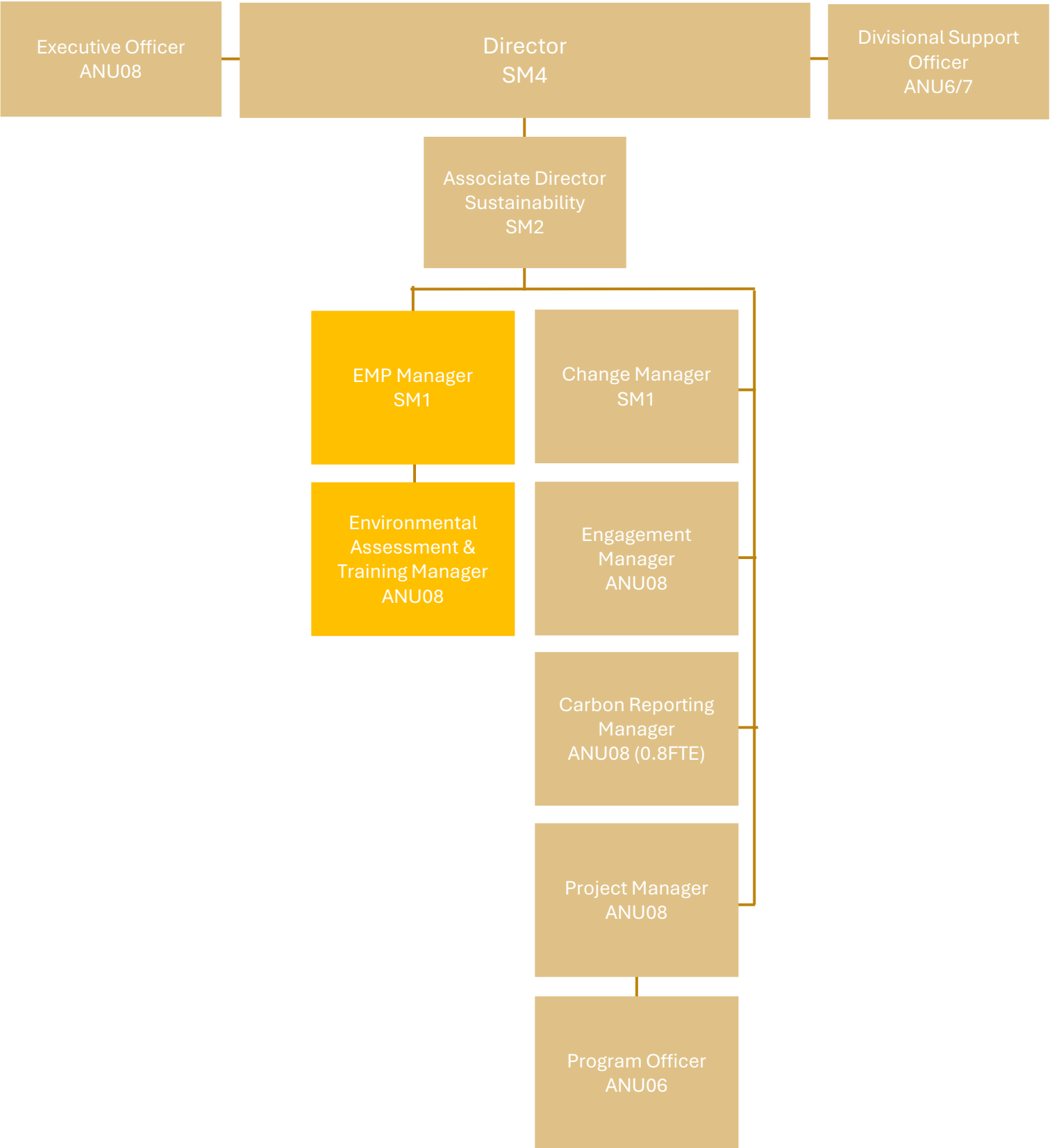


- Existing role- non-ongoing
- New role- continuing
- Existing role- continuing
- Existing role, new reporting line- continuing



- Existing role- non-ongoing
- New role- continuing
- Existing role- continuing
- Existing role, new reporting line- continuing





- Existing role- non-ongoing
- New role- continuing
- Existing role- continuing
- Existing role, new reporting line- continuing