



# ANU Council 7/2024 - 4 October 2024

|                    |   |
|--------------------|---|
| <b>Schedule</b>    | Friday 4 October 2024, 8:30 — 15:30 AEST  |
| <b>Venue</b>       | Mills Room, Level 4, Chancelry  |
| <b>Description</b> | <p>The 489th meeting of the Council will be held at 8.30am (AEST) on 4 October 2024 in the Mills Room, Level 4, Chancelry, 10 East Road.</p> <p>The main meeting will commence at 8.30am.</p> <p>Any additional information will be made available online (on the Secure Server).</p> <p>All enquiries should be directed to the University Secretary Phillip Tweedie by email:<br/>director.governance@anu.edu.au or 0457 903 492.</p> <p>Phillip Tweedie<br/>University Secretary<br/>Director, Governance and Risk</p> |

## Agenda

---

|  |    |
|--|----|
| Important Information for Members  | 1  |
| <hr/>  |    |
| PART 1 - PROCEDURAL ITEMS  | 2  |
| <hr/>  |    |
| *1 to *C5 - Announcements & Apologies, Leave of Absence, Disclosure of Material Personal Interest, Arrangement of Agenda and Minutes | 2  |
| <hr/>  |    |
| *C6 - Matters Arising  | 14 |
| <hr/>  |    |
| PART 2 - KEY BUSINESS ITEMS  | 16 |
| <hr/>  |    |



|  |     |
|--|-----|
| *C7 - Chancellor's Report  | 16  |
| *C8 - ANU Financial Update - 2024 YTD                            | 17  |
| *C9 - Vice-Chancellor's Report                                   | 23  |
| *C10 - Expenditure Review Taskforce                              | 24  |
| *11A - Student Safety & Wellbeing Report - University Experience | 25  |
| *11B - Student Safety & Wellbeing Report - Residences            | 52  |
| *12 - Staff Work, Health and Safety Update - 2024 YTD            | 55  |
| PART 3 - STRATEGIC ISSUES AND DISCUSSIONS                        | 58  |
| *13 - ANU Corporate Plan – Draft Framework                       | 58  |
| *14 - ANU Mental Health Strategy                                 | 69  |
| PART 4 - ANNUAL REPORTS AND PROGRESS REPORTING                   | 115 |
| *15 - Sir Roland Wilson Foundation Update                        | 116 |
| C16 - Information Security – Progress Report                     | 163 |
| *C17 - ANUE – Progress Report                                    | 185 |
| *C18 - Student Enrolments – Semester 2 2024                      | 190 |
| PART 5 - OTHER MATTERS FOR DISCUSSION AND/OR DECISION            | 199 |



---

|  |     |
|--|-----|
| *19 - Freedom of Information Request Presentation              | 199 |
| 20 - Building Renaming Proposals                               | 200 |
| PART 6 - OTHER MATTERS FOR NOTING                              | 203 |
| C21 - TRANSFORM Update   | 203 |
| C22 - Weston Creek Site Development                            | 226 |
| C23 - Insurance Renewal Strategy Update                        | 227 |
| C24 - Student Services & Amenity Fee – Process for 2025        | 229 |
| 25 - ANU Foundation Board Membership Update                    | 232 |
| C26 - Academic Board and Council Committee Executive Summaries | 234 |
| 27 - Changes to Academic Organisational Units                  | 247 |
| 28 - Legislative Update  | 252 |
| 29 - Grants and Consultancies                                  | 253 |
| PART 7 - OTHER BUSINESS  | 255 |
| *30 - Other Business   | 255 |
| *31 - 2025 Draft Calendar                                      | 256 |

---



Australian  
National  
University

\*32 - Next meeting

258

---

Glossary

298

---

**THE AUSTRALIAN NATIONAL UNIVERSITY  
COUNCIL MINUTES**

The 489<sup>th</sup> meeting of the Council was held at **8.30am (Canberra) on Friday 4 October 2024** in the Mills Room, Chancelry,

**Members present**

1. Chancellor, the Hon Julie Bishop
2. Pro-Chancellor, Ms Alison Kitchen
3. Vice-Chancellor, Distinguished Professor Genevieve Bell
4. Dr Anne-Marie Schwirtlich AM
5. Ms Padma Raman PSM
6. Professor Sarah Pearson
7. Ms Tanya Hosch
8. Professor Craig Moritz
9. Professor Lyndall Strazdins
10. Phoenix O'Neill
11. Mr Edan Habel
12. Dr. Liz Allen
13. Dr Larry Marshall
14. Mr Rob Whitfield
15. Ms Megan Easton
16. Professor Juliana Ng
17. Professor Tony Connolly

**In attendance**

1. Provost - Dr Rebekah Brown
2. Chief Operating Officer - Mr Jonathan Churchill
3. Chief Financial Officer - Mr Michael Lonergan
4. Brenna Barker-Lamb
5. Will Burfoot

**Secretariat staff**

1. University Secretary – Mr Phillip Tweedie
2. Manager Corporate Governance & Policy, CGRO - Ms Leslie McDonald
3. Senior Governance Officer, CGRO – Ms Emma Murrell (Zoom)
4. Senior Governance Officer, CGRO – Ms Mariane Quintao (Zoom)

## PART 1 – PROCEDURAL ITEMS

### \*1 ANNOUNCEMENTS AND APOLOGIES

At the meeting, Council:

- Noted that the Chancellor was joining the meeting remotely from Jakarta where she was attending an ASEAN meeting in her capacity as Special Envoy of the United Nations Secretary-General on Myanmar.
- Should the Chancellor be unavailable during the meeting the Pro-Chancellor will act as Chair under Section 20 of the Australian National University (Governance) Statute 2024.
- Congratulated Professor Lyndall Strazdins and Dr Liz Allen who were successfully re-elected to their roles as Academic Staff members on Council.
- Welcomed Professor Juliana Ng who was successfully elected to the role of Dean or Research School Heads member on Council.
- Acknowledged and farewelled Phoenix O'Neill and Edan Habel who have been Council's elected undergraduate and postgraduate members respectively. Council thanked both members for the enormous commitments they have made to the Council and University.
- Welcomed new student members of Council, Will Burfoot and Brenna Barker-Lamb, whose terms officially commence in December.

### \*2 LEAVE OF ABSENCE

- Mr. Whitfield noted that he would be unable to attend Council in December and a portion of the Planning Day on 13 February 2025.

### \*3 DISCLOSURE OF MATERIAL PERSONAL INTEREST

- Dr Allen raised her role as a Branch National Council Representative with the NTEU which is not executive in nature. Council thanked Dr Allen for her proactive disclosure.

### \*4 ARRANGEMENT OF AGENDA

- Council noted that Item 17 would be unstarred with ANUE presenting at Council's meeting in December.
- Item 22 will be starred to discuss an amended recommendation.
- Minor amendments were made to the order of starred items to facilitate presenter availability.

#### **Resolved:**

Council approved that the unstarred items be dealt with as proposed in the agenda. These were:

- Item 16 – Information Security – Progress Report
- Item 20 – Building Naming Proposals
- Item 21 – TRANSFORM Update
- Item 23 – Insurance Renewal Strategy Update
- Item 24 – Student Services & Amenity Fee – Process for 2025
- Item 25 – ANU Foundation Board Membership Update
- Item 26 – Academic Board and Council Committee Executive Summaries
- Item 27 – Chances to Academic Organisational Units
- Item 28 – Legislative Update
- Item 29 – Grants & Consultancies

### \*C5. MINUTES

#### **Resolved:**

Council approved the minutes of meetings held on 9 August 2024 and 23 September 2024.

## \*C6 MATTERS ARISING – COUNCIL DELIBERATIONS

Council discussed each of the items on the Matters Arising list. There are currently three (3) Matters Arising, with two (2) proposed for closure.

- **s47E - Public Interest Conditional Exemptions - Certain Operations of Agencies**  
[REDACTED]
- **Safety Culture** is proposed for closure with a Safety Moment now a recurring item on the Council's agenda.
- **Expenditure Review Task Force** is proposed for closure with a presentation being provided for Council at Item 10.

### Resolved:

Council:

1. **Noted** the Matters Arising update; and
2. **Approved** the closure of two matters as proposed.

## PART 2 – KEY BUSINESS ITEMS

### \*C7 CHANCELLOR'S REPORT

The Chancellor reported upon various ANU activities undertaken since the last meeting, including:

- Attending the Australia-China High Level Dialogue which was well-received by the Prime Minister.
- Chairing of various meetings of Council's Exceptional Business Committee.
- Attendance at the ANU student-led Australian Crisis Simulation Summit.
- Routine conversations with potential philanthropic prospects in coordination with ANU Advancement.
- A site visit to Acton Underhill – the University's archive storage with 22km of shelving.
- Meeting the Governor-General, an ANU alumna, to discuss potential opportunities during their term. This includes an opportunity for Council to meet with the Governor-General at Government House.

### Resolved:

Council **noted** the Chancellor's Report.

### \*C8. ANU FINANCIAL UPDATE

The Chief Financial Officer, Michael Lonergan, spoke to this item and highlighted the following:

- The University's September financial performance remains thematically similar to 2024. The University's cash position is higher than anticipated which will provide some flexibility.
- However, it is still forecast that the University will be at or below the \$200m floor by the end of Q1, 2025. This will be further detailed at Finance Committee and return to Council at the next meeting.
- The underlying financial position remains a \$200m deficit. Targets have been issued across the University to attempt to bring that to a \$155m deficit.
- Finance & Business Services are working closely with local areas to continue to clarify our financial picture. A renewed focus will be made on 'negative adjustments' used within forecasts in certain areas.

In discussion, Council:

- Sought additional information on why certain areas within the University have been unable to meet their budget and updated targets.
- Council made clear that the Vice-Chancellor has their full support to implement the \$250m

reduction (\$150m non-salary, \$100m salary) in the University's underlying cost base that Council has mandated.

- Colleges or Portfolios unable to meet these targets will be requested to attend Council & ARMC before the end of 2024 to present on their plans.

**Resolved:**  
Council **noted**

1. the University's August 2024 year-to-date financial results as compared to the 2024 Budget and the Q2 Forecast.
2. that the Vice-Chancellor and Chief Financial Officer have Council's full support to pursue financial reform and any actions required to meet expenditure reduction targets.

**\*C8. VICE-CHANCELLOR'S REPORT**

The Vice-Chancellor provided an update to Council and discussed matters including:

- Working with Academic Board to look at the balance between defence of academic freedom and the University's requirements under WHS legislation and psychosocial harm.
- Incoming caps on student numbers which will require work in both the international and domestic student recruitment space. This included the VC directly contacting undecided students to encourage them to attend ANU.
- The change plan currently out for consultation regarding the ANU College of Health and Medicine and an ongoing cultural review.
- Attendance at two Senate Inquiries into the Educational Services Bill for overseas students and anti-Semitism on Australian campuses.
- The VC re-iterated that the wellbeing of the University community remains paramount.

In discussion, Council:

- Discussed potential disruptions on campus due to the upcoming anniversary of October 7<sup>th</sup>.
  - The Vice-Chancellor noted that this day is coincidentally a public holiday in the ACT and while protest marches have been planned the University is well prepared to ensure that attendees remain safe.
- Raised some queries around parking fees and any potential impact on students.
  - The Vice-Chancellor confirmed that the Chief Operating Officer is available for specific questions but has been tasked with ensuring that students and equity groups are closely considered in the implementation of the new rates.

**Resolved:**  
Council **noted** the report from the Vice-Chancellor.

**\*C10. EXPENDITURE REVIEW TASK FORCE**

The Chief Operating Officer, Mr Jonathan Churchill, spoke to this update and noted:

- This group is solely focused on non-salary expenditure and is looking at sustained reductions, not short term reductions. A \$150m reduction in non-salary expenditure, as endorsed at earlier Council meetings, is 41% of the University's unrestricted spend.
- The group has initially focused on areas that have seen unexpectedly high growth in recent years as well as high-cost areas of discretionary spending.
- This group is tasked with bringing a selection of potential expenditure controls to the University's Senior Leadership Group for implementation.

**Resolved:**  
Council **noted** the Chief Operating Officer's presentation on the work of the Expenditure Review Task Force.

**\*C11. STUDENT SAFETY & WELLBEING REPORT**

Chair of the Student Safety and Wellbeing Committee, Catherine Fitzpatrick, spoke to the report and in discussion with members highlighted the following:

- The Committee met with a panel of HDR students who drew attention to a perceived difference in services provided to students and staff. The panel also raised reports of ableism and racism.
- The Student Safety & Wellbeing plan will be updated appropriately as a result of an ongoing consultation exercise.
- The excellent work undertaken on the Mental Health Strategy which will be presented to Council at this meeting.
- Ongoing work in the staff space including a review of the Code of Conduct and enhanced staff training opportunities.

Interim Director, University Experience – Lisa Kennedy and Director, Residential Experience – Felicity Gouldthorp additionally highlighted:

- An increase in incidents across the residences over this year, especially around noise complaints. The increase in reporting is welcomed and is partially a result of an improved process for handling these complaints.
- An international wellbeing group has been created to increase pre-arrival support and to assist overcoming any language hurdles as a student integrates into the community.
- Students have increasingly high and different expectations to previous cohorts, so frontline staff are cognisant of the need to change the services provided.
- The Council praised the work undertaken by ANU to date, noting that more was to be done especially in regard to low-SES students and their enrolments/retention.

**Resolved:**

Council **noted** the updates from the Academic Portfolio and the Residential Experience Division.

**\*C12. STAFF WHS UPDATE**

Chief People Officer, Kate Witenden and Deputy Chief People Officer, Kylie Grady spoke to this report and, in discussion with members, highlighted the following:

- The importance of ‘safety moments’ – brief discussions on a health and safety topic, with an objective to change habits in people’s behaviors.
  - Council noted that these will become a standard part of Council’s agenda going forward.
- Workplace incidents are expected to increase as staff are made more aware of the means and requirement to report on them. These numbers are expected to plateau as the underlying causes are addressed.

**Resolved:**

Council **noted** the Work Health and Safety Performance Report for the period 1 January to 31 August 2024.

**\*C13. CORPORATE PLAN FRAMEWORK**

Director Planning Service and Performance Division, Ms Richelle Hilton attended for this item.

- The Vice-Chancellor noted that a Corporate Plan is a requirement under the PGPA Act but this work is part of an ongoing push to consolidate strategic plans. The ANU Corporate Plan will be a focus.
  - s47E - Public Interest Conditional Exemptions - Certain Operations of Agencies
- Ms Hilton discussed the importance of the Corporate Plan and that this paper is simply to seek Council’s input on how the University is proposing to draft and deliver this report.
  - The draft plan will have clear accountability, initiatives with verifiable measures and tracking indicators and with a clearly responsible owner.

- Council gave its broad support for the KPIs proposed, although noted the importance of ensuring that our national mission and engagement with the Commonwealth is incorporated as well as targets in relation to our community.

**Resolved:**

That the Council **note** the draft framework that will inform the development of the Corporate Plan 2025-28.

**\*14 ANU MENTAL HEALTH STRATEGY**

Professor Lyndall Strazdins spoke to this report and in discussion with members highlighted the following:

- That the strategy will be continuously updated to reflect best practice and feedback and comments received from this committee and the community. This document is already the result of an extensive consultation process, with 275 staff and student contributions.
- This is a complex challenge driven by a variety of factors – 70% of our Education Access Plans contain mental health conditions.
- There are governance and risk considerations - WHS legislation and our various statutory obligations as a University.
- It is connected to broader cultural change at the University - system change, behaviors, governance and accountability. It should be viewed as the right and sensible thing to do.
- It is ambitious and needs the University to recognise the importance of connection and kindness. Building this community change is a long-term project that is broken over three phases.

Council congratulated Professor Strazdins on the strategy and discussed several additional points:

- That support staff will need to balance kindness and candor in holding each other accountable.
- The importance of devolving this work throughout the organisation.
- The need to ensure that individual cohorts are also treated in an appropriate way, not a one-size-fits-all approach – for example class and SES differential experiences and the queer community.
- How Council can support this work, particularly in recognition of cultural change being set by the tone from the top.
- The importance of reporting back to Council and ARMC at periodic intervals to ensure this work remains on track.

**Resolved:**

Council **endorsed** the ANU Mental Health & Wellbeing Strategy as presented noting that it will be released to the community for further feedback.

**\*15 SIR ROLAND WILSON FOUNDATION UPDATE**

Dr Martin Parkinson, the Sir Roland Wilson Foundation Chair and Rebecca Gibb, the Sir Roland Wilson Foundation's Executive Director spoke to this update.

- The Foundation is aimed at APS mid-management and offers scholarships, professional development and networking. Scholars broadly outperform other ANU cohorts within their programs. Scholars come together annually for a symposium of public service leaders, scholars and activists.

Council noted the report and thanked Dr Parkinson for his work, noting that he will be stepping down as Chair in 2025. In discussion, Council:

- Discussed the possibilities to scale the program and seek participation more broadly outside the ACTPS and APS. Although this was desirable, Dr Parkinson noted that other States and Territories often prefer to use their institutions rather than, or in addition to, the

Australian National University.

- Discussed the diversity within the cohort given ongoing problems within the APS. Dr Parkinson noted that the Pat Turner Scholarships were Indigenous-focused and have enabled Indigenous scholars to draw on their own lived experience.
- The growing participation within DFAT and the opportunities for the ANU to better link and build relationships within that cohort.

**Resolved:**

Council **noted** the Annual Report of the Sir Roland Wilson Foundation as required by the ANU (Sir Roland Wilson Foundation) Statute 2019.

**\*C18 STUDENT ENROLMENTS**

Director Planning Service and Performance Division, Ms Richelle Hilton, spoke to this item and in discussion with members highlighted the following:

- **s47E - Public Interest Conditional Exemptions - Certain Operations of Agencies**

[REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

[REDACTED]

■ [REDACTED]

■ [REDACTED]

- The ongoing work required, not only considering the financial situation, to ensure student enrolments are brought up to target.

**Resolved:**

Council **noted** the Report

**\*C19. FOI PRESENTATION**

Kathryn Dan, University Archivist and Associate Director Records and Archives, as well as Greg Barry, Senior Information Governance Officer spoke to this item and highlighted the following:

- That the University has noticed a continued increase in FOI requested over several years. This includes initial requests and requests for review of those decisions.
- The University attempts to be proactive in disclosing information as a matter of transparency which can assist with reducing FOI compliance requirements.
- Council papers are subject to Freedom of Information requests like any other documents. The FOI team work with Council Secretariat to determine what, if any, exemptions are applicable or desirable.

**Resolved**

Council **noted** the presentation

**\*C22 WESTON CREEK SITE DEVELOPMENT**

- The Chair introduced this item and in discussion with members recommended that Council endorse an updated recommendation.
- This recommendation would delegate authority to conclude this matter to the Vice-Chancellor in consultation with the Chair of the Finance Committee.

**Resolved**

Council **approved** delegating authority to the Vice-Chancellor to conclude all matters relating to this transaction, subject to consulting with the Chair of the Finance Committee.

**PART 7 – OTHER BUSINESS**

**\*30. OTHER BUSINESS**

No items of other business were raised.

**\*31. 2025 DRAFT CALENDAR**

**Resolved:**

Council **noted** the 2025 draft meeting calendar for Council and its Committees.

**\*32. NEXT MEETING**

Council **noted** that the next meeting will take place on Friday 6 December 2024.

The meeting closed at 2:53pm (AEDT)



-----  
The Hon Julie Bishop  
Chancellor  
The Australian National University

Date: 6 December 2024  
-----



# ANU Council 8/2024 - 6 December 2024

|                    |  |
|--------------------|--|
| <b>Schedule</b>    | Friday 6 December 2024, 8:30 — 15:30 AEDT  |
| <b>Venue</b>       | Mills Room, Level 4, Chancelry   |
| <b>Description</b> | <p>The 490th meeting of the Council will be held at 8.30am (AEST) on 6 December 2024 in the Mills Room, Level 4, Chancelry, 10 East Road.</p> <p>The main meeting will commence at 8.30am.</p> <p>Any additional information will be made available online (on the Secure Server).</p> <p>All enquiries should be directed to the University Secretary Phillip Tweedie by email: <a href="mailto:director.governance@anu.edu.au">director.governance@anu.edu.au</a> or 0457 903 492.</p> <p>Phillip Tweedie<br/>University Secretary<br/>Director, Governance and Risk</p> |
| <b>Organiser</b>   | Monica McGrath   |

## Agenda

---

|  |    |
|--|----|
| Important Information for Members  | 1  |
| <hr/>  |    |
| PART 1 - PROCEDURAL ITEMS  | 3  |
| <hr/>  |    |
| *1 to *C5 - Announcements & Apologies, Leave of Absence, Disclosure of Material Personal Interest, Arrangement of Agenda and Minutes | 4  |
| <hr/>  |    |
| *C6 - Matters Arising  | 16 |
| <hr/>  |    |
| PART 2 - KEY BUSINESS ITEMS  | 19 |
| <hr/>  |    |



|   |     |
|---|-----|
| *7 - Chancellor's Report  | 20  |
| *C8 - Vice-Chancellor's Report                                  | 22  |
| *C9 - ANU Financial Update - 2024 YTD                           | 26  |
| C10 - Renew ANU – Permanent Cost Base Reduction Plans: Q4, 2024 | 33  |
| *C11 - 2025 University Budget and Forward Estimates 2026        | 41  |
| *C12 - Expenditure Review Taskforce                             | 60  |
| *C13 - ONE ANU Operating Model                                  | 72  |
| *14 - Student Safety & Wellbeing Report                         | 80  |
| *15 - Staff Work, Health and Safety Update - 2024 YTD           | 97  |
| PART 3 - STRATEGIC ISSUES AND DISCUSSIONS                       | 100 |
| *C16 - ANU Corporate Plan 2025                                  | 101 |
| 17 -Campus Space Policy Framework                               | 118 |
| 18 - Research Strategy Update – 2 of 2, 2024                    | 124 |
| 19 - Digital Plan – Progress Report – 3 of 3 for 2024           | 128 |
| PART 4 - ANNUAL REPORTS AND PROGRESS REPORTING                  | 135 |
| 20 - First Nations Portfolio – Progress Report 2 of 2, 2024     | 136 |



---

|   |     |
|---|-----|
| C21 - Information Security – Progress Report 3 of 3 for 2024      | 140 |
| 22 - University Rankings Update – Progress Report 2 of 2 for 2024 | 165 |
| C23 - ANU Enterprise - Update 2 of 2 for 2024 and Budget 2025     | 168 |
| 24 - Capital Works Update - 2 of 2, 2024                          | 179 |
| 25 - Privacy – Annual Report 2024                                 | 204 |
| 26 - Public Interest Disclosure – Annual Report 2023-24           | 208 |
| 27 - Freedom of Information – Annual Report 2024                  | 211 |
| 28 - Workplace Gender Equity Agency Report                        | 215 |
| PART 5 - OTHER MATTERS FOR DISCUSSION AND/OR DECISION             | 229 |
| 29 - Socially Responsible Investment – Positive Screens           | 230 |
| *30 - Council Committees – Membership & Charters                  | 236 |
| 31 - Council Forward Agenda 2025                                  | 249 |
| 32 - ANAO Audit – Recommendation Closure                          | 266 |
| PART 6 - OTHER MATTERS FOR NOTING                                 | 269 |
| C33 - VC expenditure over \$10 million - 2 of 2 2024              | 270 |

---



|   |     |
|---|-----|
| C34 - Executive Summaries and Self-Assessment Surveys | 273 |
| <hr/>   |     |
| 35 - Report of Grants and Consultancies               | 286 |
| <hr/>   |     |
| 36 - Legislation and Policy Updates                   | 289 |
| <hr/>   |     |
| PART 7 - OTHER BUSINESS                               | 291 |
| <hr/>   |     |
| *37 - Other Business                                  | 292 |
| <hr/>   |     |
| *38 - Next Meeting                                    | 294 |
| <hr/>   |     |
| Glossary  | 296 |
| <hr/>   |     |