

# ANU Council 1/2024 - 9 February 2024

<b>Schedule</b>	Friday 9 February 2024, 9:00 — 13:30 AEDT
<b>Venue</b>	Innovation Space, Birch Building
<b>Description</b>	The 483rd meeting of the Council will be held at 10.00am (AEST) on 9 February 2024 in the Innovation Space, Birch Building, ANU Campus, Canberra.

Members only will assemble in private session at 9.00am.

Any additional information will be made available online (on the Secure Server).

All enquiries should be directed to the University Secretary Belinda Farrelly by email:  
[director.governance@anu.edu.au](mailto:director.governance@anu.edu.au) or 0403 984 567

Belinda Farrelly  
University Secretary  
Director, Governance and Risk

## Agenda

Important Information for Members	1
PART 1 - PROCEDURAL ITEMS	2
*1 to *C5 - Announcements & Apologies, Leave of Absence, Disclosure of Material Personal Interest, Arrangement of Agenda and Minutes	2
*C6 - Matters Arising	16
PART 2 - KEY BUSINESS ITEMS	20



*C7 - Chancellor's Report	20
*C8 - Vice-Chancellor's Report	21
*C9 - Student Safety & Wellbeing Report	22
*C10 - Student Safety & Wellbeing Report	24
*C11 - ANU Financial Update – including preliminary full year 2023 results	26
*C12 - Appointment, Chair – Academic Board	29
*C13 - Remuneration Committee Report (inc Senior Executive)	51
*C14 - Critical Incident Response Review update	52
*C15 - TEQSA Re registration Update	56
PART 3 - STRATEGIC ISSUE/DISCUSSION	61
See Council Retreat Program	61
PART 4 - OTHER MATTERS FOR DECISION	62
*C16 - Corporate Plan 2024 (2024-2027)	62
*C17 - Investment Strategy 2024	94
*C18 - AI Policy – Principles for development of University Policy	141
*C19 - Council Governance Conformance Statement 2023	145



C20 - Workplace Gender Equality Agency – legislative and reporting changes	147
C21 - Honorary Degree Nominations	179
C22 - Ethics Committees – Annual Reports 2023	184
C23- Investment Office Annual Report 2023	225
C24 - Council Committee Membership and Charter updates	236
PART 5 - OTHER MATTERS FOR NOTING	246
C25 - Council Annual Declarations of Interest and Skills Matrix	246
C26 - Environmental Management Plan – Annual Report 2023	248
C27 - Changes to Departments and Academic Organisational Units	269
C28 - Legislation and Policy Updates	271
C29 - Academic Board – Executive Summary (Nov Meeting)	272
C30 - Grants and Consultancies	277
C31 - University Seal	287
PART 6 - OTHER BUSINESS	288
*32 - Other Business	288



*33 - Next Meeting	289
--------------------	-----

---

GLOSSARY	294
----------	-----

---

SUPPLEMENTARY MATERIAL	298
------------------------	-----

---

# ANU Council 2/2024 - 5 April 2024

<b>Schedule</b>	Friday 5 April 2024, 8:30 — 16:00 AEDT
<b>Venue</b>	Boardroom (4.02), Research School of Physics
<b>Description</b>	The 484th meeting of the Council will be held at 9.30am (AEST) on 5 April 2024 in the Boardroom (4.02), Level 4, Research School of Physics, 160 Mills Road, ANU Campus, Canberra.

Members only will assemble in private session at 8.30am.

Any additional information will be made available online (on the Secure Server).

All enquiries should be directed to the University Secretary Belinda Farrelly by email:  
[director.governance@anu.edu.au](mailto:director.governance@anu.edu.au) or 0403 984 567

Belinda Farrelly  
University Secretary  
Director, Governance and Risk

**Notes for Participants**      **This document is Council Pack 1 of 2 and contains Parts 1, 2, 3, 5 and 6. Part 4 - Annual Reporting Only is included in Council Pack 2 of 2.**

## Agenda

Important Information for Members	1
PART 1 - PROCEDURAL ITEMS	2
*1 to *C5 - Announcements & Apologies, Leave of Absence, Disclosure of Material Personal Interest, Arrangement of Agenda and Minutes	2



*C6 - Matters Arising	17
PART 2 - KEY BUSINESS ITEMS AND ITEMS OF DECISION	21
*C7 - Chancellor's Report	21
*C8 - Vice-Chancellor's Report	22
*C9 - Student Safety & Wellbeing Report	24
*C10 - Staff Work, Health and Safety Update - 2024 YTD	42
*C11 - ANU Financial Update - 2024 YTD	46
C12 - University Investment Custodian Appointment	54
C13 - Information Security - Progress Report 1 of 3, 2024 (Members Only)	55
*C14 - Council Committee Membership and Charter Updates	72
C15 - Academic Board and Council Committee Executive Summaries	91
*C16 - Strategic Reporting Dashboards	106
PART 3 - STRATEGIC ISSUES AND DISCUSSIONS	108
*C17 - Universities Accord	108
*C18 - Asia Pacific - Regional Engagement	109



*C19 - ANU Below Zero	110
-----------------------	-----

*C20 - Student Enrolments Progress Report (1 of 2, 2024)	111
--	-----

*C21 - International Strategy Progress Report (1 of 2, 2024)	124
--	-----

*C22 - Digital Master Plan - Update (1 of 3, 2024)	129
--	-----

#### PART 4 - ANNUAL REPORTING

*C23 - ANU Annual Report 2023 including Annual Financial Statements 2023 & Annual Performance Statement 2023	
--	--

C24 - ANU Enterprise Report including ANUE Annual Financial Statements 2023 & ANUE Governance Statements 2023	
---	--

*C25 - Freedom of Speech Annual Attestation Statement	
---	--

*C26 - Socially Responsible Investment Report 2023	
--	--

C27 - Kambri Scholarships Annual Report 2023	
--	--

C28 - National Centre for Indigenous Genomics Annual Report 2023	
--	--

C29 - Academic Board and Council Committee Annual Reports	
---	--

C30 - Campus Master Plan Annual Report 2023	
---	--

*C31- Emeritus Professors Appointment Report 2023	
---	--

PART 5 - OTHER MATTERS FOR NOTING	183
-----------------------------------	-----



C32 - Student Association Constitution Change - ANU Student Media	183
C33 - Department and AOU Changes – CEAT Name Change	207
C34 - Critical Incident Review – Implementation Update	213
C35 - Legislation and Policy Updates	215
C36 - Grants and Consultancies	216
C37 - University Seal	226
PART 6 - OTHER BUSINESS	227
*38 - Other Business	227
*39 - Next Meeting	228
Glossary	229



# ANU Council 3/2024 - 31 May 2024 (Out of Session)

<b>Schedule</b>	Friday 31 May 2024, 20:00 — 21:30 AEST
<b>Venue</b>	Online via Zoom
<b>Description</b>	<p>The 485th meeting of the Council will be held on 31 May 2024 at 8.00pm (AEST) / 6.00pm (AWST) / 6.00am (ED, New York) for 90 minutes.</p> <p>The meeting will be held online via Zoom.</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 University Secretary Director, Governance and Risk</p>

## Agenda

Important Information for Members	1
*1 to *3 - Announcements & Apologies, Leave of Absence and Disclosure of Material Personal Interest	3
*C4 - Financial Update	5
*5 - Next Meeting	7
Glossary	9

**THE AUSTRALIAN NATIONAL UNIVERSITY  
COUNCIL MINUTES**

The 485<sup>th</sup> meeting of the Council commenced at **8.00pm (Canberra) on Friday 31 May 2024** via videoconference.

**Members present**

1. Chancellor, the Hon Julie Bishop
2. Pro-Chancellor, Ms Naomi Flutter
3. Vice-Chancellor, Distinguished Professor Genevieve Bell
4. Dr Anne-Marie Schwirtlich AM
5. Ms Padma Raman PSM
6. Ms Alison Kitchen
7. Professor Sarah Pearson
8. Professor Lyndall Strazdins
9. Mx Phoenix O'Neill
10. Mr Edan Habel
11. Dr Liz Allen
12. Professor Tony Connolly
13. Ms Megan Easton
14. Professor Tony Connolly

**Apologies**

15. Ms Tanya Hosch
16. Dr Larry Marshall
17. Professor Craig Moritz

**In attendance**

Chief Financial Officer – Mr Michael Lonergan

**Secretariat staff**

University Secretary – Mr Phillip Tweedie

## **PART 1 – PROCEDURAL ITEMS**

### **\*1 ANNOUNCEMENTS AND APOLOGIES**

At the meeting, Council:

- Noted that Larry Marshall, Craig Moritz and Tanya Hosch were apologies and were briefed individually prior to this meeting.
- Welcomed Ms Megan Easton following her appointment as the Professional Staff member from 26 May 2024.
- Noted that Mr Michael Lonergan, University Chief Financial officer will be attending as an observer.

### **\*2 LEAVE OF ABSENCE**

- Sarah Pearson advised she is unable to attend the June Council meeting (June 14)
- Padma Raman advised she has a Ministerial Council meeting from 9-12pm on 14 June and may be unable to attend the June Council meeting.

### **\*3 DISCLOSURE OF MATERIAL PERSONAL INTEREST**

- No members declared a material personal interest.

### **\*4 ARRANGEMENT OF AGENDA**

**Resolved**

Council made no amendments to the agenda.

## **PART 2 – KEY BUSINESS ITEMS**

### **\*4 UPDATE ON ANU FINANCIAL HEALTH**

The Vice-Chancellor presented an update to Council on the University's Financial Health.

- Without intervention the University is facing a significant above budget deficit in 2024.
  - The 2024-28 Financial Plan was based on student growth that has not materialised. Expenditure, particularly staffing and from the 'Q' ledger has grown significantly.
- The actions and controls taken to mitigate current financial risk.
  - Immediate actions have been taken to manage and control the operational deficit. Including reduced capital spend, recruitment scrutiny, abolishing the VC Strategic Fund and ledger controls.
  - Maturing operational settings and controls. This includes abolishing 'R' ledger carry forwards, proactive leave liability management, clearer visibility of unfunded liabilities within the 'Q' ledger.
  - Realignment of functional areas to address underlying challenges. This has already taken place within the CISO/CIO space and with the Libraries. In the short term this will also include College Finance/HR/IT.
  - Working to minimise the impact of the cyclical deficit through a focus on student enrolment and working to influence external policy settings.

- The University's external operating context which is likely to include increased compliance and oversight activities and managed growth of student numbers.
- More data will be forthcoming to support decision making. This includes May Flash results and Q2 actuals, due in June and July. Student load data for Semester 2 should be available for the June meeting.

The Vice-Chancellor outlined ways that Council and sub-committees can contribute to the University's next steps.

- Discussing Council's risk appetite, considering the cash floor and debt ceiling. The Vice-Chancellor didn't feel that a change was necessary but that a discussion would be prudent.
- Council's support in tackling the structural deficit whilst being true to our values.
- Council's support in engaging with the Commonwealth regarding our position.

In discussion, Council members noted:

- Their thanks to the Vice-Chancellor and her team for the work that has been undertaken so far and the level of transparency shown.
- The Chancellor noted that the University has moved from surplus to deficit in five years and that it is important that we look back on this period to determine how this has happened and to ensure that lessons are learned.
  - The Vice-Chancellor acknowledged that such an exercise will take place. However, the drivers are likely to be a lack of expenditure, deficit and recruitment controls and an overly optimistic growth budget.
- The Pro-Chancellor noted that the focus should be on the immediate challenge. There is a path through our current situation and a lot of potential levers to pull.
  - On revenue in the short term it is important to fast track our understanding of what remains possible for Semester 2.
  - If handled well this provides the University an opportunity to face underlying challenges that will set it up for success in the long term.
- The Chair of the Audit & Risk Management Committee emphasised that the University should ensure that those with responsibilities are held to account for their expenditure and management of their budgets.
  - Regarding the 'R' ledger a plan for reductions must be made and implemented immediately.
- The Vice-Chancellor requested that Council use the time before the June meeting to consider tonight's presentation and to think about this burden as an enormous opportunity to consider what the University could be in 20 years.
- The Chief Financial Officer offered to provide a briefing to any Council members to provide more information and context on anything in the presentation.
- The Chancellor thanked the Vice-Chancellor for the presentation, work done to date and the level of transparency shown.

## Resolved

### Council

1. **Noted** the presentation from the Vice-Chancellor.

### PART 3 – OTHER BUSINESS

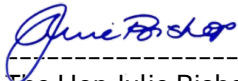
#### \*5. OTHER BUSINESS

#### \*6. NEXT MEETING

**Resolved:**

Council **noted** that the next meeting will take place on Friday 14 June 2024.

The meeting closed at 9.30pm (AEDT)



-----  
The Hon Julie Bishop

Chancellor

The Australian National University

Date: 9 August 2024  
-----

# ANU Council 4/2024 - 14 June 2024

<b>Schedule</b>	Friday 14 June 2024, 8:30 — 15:30 AEST
<b>Venue</b>	Boardroom (4.02), Research School of Physics
<b>Description</b>	<p>The 486th meeting of the Council will be held at 9.00am (AEST) on 14 June 2024 in the Boardroom (4.02), Level 4, Research School of Physics, 160 Mills Road, ANU Campus, Canberra.</p> <p>Members only will assemble in private session 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 University Secretary Director, Governance and Risk</p>
<b>Organiser</b>	Monica McGrath

## Agenda

Important Information for Members	6
PART 1 - PROCEDURAL ITEMS	7
*1 to *C5 - Announcements & Apologies, Leave of Absence, Disclosure of Material Personal Interest, Arrangement of Agenda and Minutes	9
*C6 - Matters Arising	35
PART 2 - KEY BUSINESS ITEMS	38



*C7 - Chancellor's Report	40
*C8 - Vice-Chancellor's Report	44
*C9 - ANU Financial Update - 2024 YTD	46
*C10 - Socially Responsible Investment	56
*C11 - Student Safety & Wellbeing Report	58
*C12 - Staff Work, Health and Safety Update	63
PART 3 - STRATEGIC ISSUES AND DISCUSSIONS	66
C13 - Reconciliation Action Plan	67
*C14 - First Nations Portfolio – Strategy and Portfolio Update (1 of 2, 2024)	69
*C15 - Research Strategy Update (1 of 2, 2024)	73
*C16 - International Rankings Update (1 of 2, 2024)	75
PART 4 - ANNUAL REPORTS AND PROGRESS REPORTING	87
*C17 - ANU Strategic Plan 2025 Update (incl College and Portfolio Plans) (1 of 2, 2024)	89
*C18 - Corporate Plan Quarterly Progress Dashboard	111
*C19 - Strategic Reporting Dashboards	121



*C20 - ANU Statement on Modern Slavery (2023 report and statement)	133
*C21 - ANU Foundation Annual Report 2023	149
C22 - ANU Medical Clinic Update – (1 of 2, 2024)	162
C23 - Capital Works Update (1 of 2, 2024)	167
C24 - Perth Office – Annual Report 2023	189
PART 5 - OTHER MATTERS FOR DISCUSSION AND/OR DECISION	194
C25 - ANU Governance Statute and Order - Proposed Amendments	196
*C26 - Council Charter Update	303
C27 - Council Committee Membership and Charter Update	322
PART 6 - OTHER MATTERS FOR NOTING	341
C28 - Academic Board and Council Committee Executive Summaries	343
C29 - VC Expenditure over \$10 million (1 of 2, 2024)	362
C30 - PhD Students - Early Intervention Access	363
C31 - Legislation Update	366
C32 - Grants and Consultancies	368
C33 - University Seal	379





---

PART 7 - OTHER BUSINESS	380
-------------------------	-----

---

*34 - Other Business	382
----------------------	-----

---

*35 - Next Meeting	384
--------------------	-----

---

Glossary	386
----------	-----

---

# ANU Council 5/2024 - 9 August 2024

<b>Schedule</b>	Friday 9 August 2024, 8:30 — 15:30 AEST
<b>Venue</b>	Mills Room, Level 4, Chancelry, 10 East Road
<b>Description</b>	<p>The 487th meeting of the Council will be held at 8.30am (AEST) on 9 August 2024 in the Mills Room, Level 4, Chancelry, 10 East Road, ANU Campus.</p> <p>Members only will assemble in private session 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 University Secretary Director, Governance and Risk</p>

## Agenda

Important Information for Members	1
PART 1 - PROCEDURAL ITEMS	2
*1 to *C5 - Announcements & Apologies, Leave of Absence, Disclosure of Material Personal Interest, Arrangement of Agenda and Minutes	2
*C6 - Matters Arising	28
PART 2 - KEY BUSINESS ITEMS	30



*C7 - Chancellor's Report	30
*C8 - Vice-Chancellor's Report	31
*C9 - Vice-Chancellor's 6 Month Report	32
*C10 - ANU Financial Update - 2024 YTD	33
*C11 - Sustainable Financial Footing	39
*C12 - Student Safety & Wellbeing Report	41
*C13 - Staff Work, Health and Safety Update - 2024 YTD	70
PART 3 - STRATEGIC ISSUES AND DISCUSSIONS	73
*C14 - Socially Responsible Investment Policy Review	73
*C15 - Digital Master Plan – Progress Report	82
PART 4 - ANNUAL REPORTS AND PROGRESS REPORTING	111
*C16 - ANU Below Zero	111
*C17 - 2023 Advancement Annual Report & Report to Donors	122
*C18 - Information Security – Progress Report	134
C19 - Investment Strategy - Update	151
C20 - Corporate Plan Quarterly Performance Update	157



PART 5 - OTHER MATTERS FOR DISCUSSION AND/OR DECISION	171
*C21 - Honorary Degree Nominations	171
*C22 - Financial Risk Appetite Review	176
PART 6 - OTHER MATTERS FOR NOTING	179
C23 - Insurance Renewal (Strategy and Update)	179
C24 - Academic Board and Council Committee Executive Summaries	184
C25 - Committee Memberships & Charter Updates	205
C26 - ANU Foundation Board Membership Update	220
C27 - Tuition Fee Bands	221
C28 - Changes to Academic Organisational Units	233
C29 - Legislation Updates	244
C30 - Grants and Consultancies	246
C31 - University Seal	248
PART 7 - OTHER BUSINESS	249
32 - Other Business	249

33 - 2025 Draft Calendar	250
*34 - Next meeting	252
Glossary	253

# ANU Council Exceptional Meeting 6/2024 - 23 September 2024

<b>Schedule</b>	Monday 23 September 2024, 11:00 — 12:30 AEST
<b>Venue</b>	Zoom
<b>Description</b>	<p>The 488th meeting of the Council will be held at 11.00am (AEST) on 23 September 2024 online via Zoom.</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 University Secretary Director, Governance and Risk</p>
<b>Organiser</b>	Monica McGrath

## Agenda

Important Information for Members	1
*1 to *2 - Announcements & Apologies, Disclosure of Material Personal Interest	3
*C3 - Update on Sustainable Financial Footing	5
*4 - Next meeting	9

## **THE AUSTRALIAN NATIONAL UNIVERSITY COUNCIL MINUTES**

The 488<sup>th</sup> meeting of the Council was held at **11am (Canberra) on Monday 23 September 2024** via Zoom teleconference,

### **Members present**

1. Chancellor, the Hon Julie Bishop
2. Pro-Chancellor, Ms. Alison Kitchen (*joined at 11.30am*)
3. Vice-Chancellor, Distinguished Professor Genevieve Bell
4. Dr Anne-Marie Schwirtlich AM
5. Ms. Padma Raman PSM (*joined at 11.45am*)
6. Professor Sarah Pearson
7. Mr. Rob Whitfield
8. Professor Craig Moritz
9. Professor Lyndall Strazdins
10. Dr Liz Allen
11. Ms Megan Easton
12. Phoenix O'Neill
13. Mr. Edan Habel
14. Professor Tony Connolly

### **Apologies**

1. Ms. Tanya Hosch
2. Dr Larry Marshall

### **In attendance**

1. Provost - Dr Rebekah Brown
2. Chief Operating Officer - Mr. Jonathan Churchill
3. Chief Financial Officer - Mr. Michael Lonergan
4. Incoming Council Member – Dr. Juliana Ng

### **Secretariat staff**

1. University Secretary - Mr. Phillip Tweedie
2. Senior Governance Officer - Ms. Leslie McDonald

## PART 1 – PROCEDURAL ITEMS

### \*1 ANNOUNCEMENTS AND APOLOGIES

- The Chancellor reminded members of their obligations under the PGPA Act and the Council Charter. The University has been made aware of several incidents where details of Council meetings or discussions have been inappropriately known by or disclosed to non-members.

### \*2 DISCLOSURE OF MATERIAL PERSONAL INTEREST

- Dr Liz Allen noted that she was successful in nominating for a role as a National Branch Representative of the NTEU.
  - She described the nature of the role, noted that she was aware of her obligations to the Council and that this role would not put her 'across the table' from the University.
  - The Chancellor thanked her for her disclosure and asked the Secretariat to record this disclosure on the register. Council agreed that Dr Allen would not need to be excused for any portion of the meeting.

### \*C3 UPDATE ON SUSTAINABLE FINANCIAL FOOTING

- The Vice-Chancellor provided an update on the University's financial position noting that the financial controls and measures put in place are seeing an impact on the University's underlying financial position. However, it is unlikely to be enough to bring the University back to budget.
- The University's expenses and revenue growth have been diverging since 2019 resulting in a significant and growing cumulative operating deficit. The Vice-Chancellor will provide a paper for approval following this meeting (Item 5) that outlines how the University will realign its underlying cost base to achieve the required \$250m reduction, endorsed by Council.
- That realignment will be a continuation of the data driven approach to functional realignment that has taken place to date and will next focus on our academic enterprise. The need to remain focused on overarching principles, including a focus on our national mission, our quality and distinctiveness was reiterated.
- Council discussed the proposed variation to the University's academic structure and the logic and rationale behind proposed new groupings of Schools. Council provided positive feedback on the new groupings and the opportunity to create new centers of gravity and excellence that result. It was noted that the proposed new names would form part of a consultation process and staff would be given an opportunity to provide feedback.
- Council noted their thanks to the Vice-Chancellor and leadership team for the thoughtful and strategic approach they have taken. as well as their broad support for the proposals. Several points were raised:
  - That disruption to ongoing teaching, particularly the exam period, and research must be minimised.
  - That the end result must include an equitable student and staff experience across the University.
  - That the University should retain ambitious goals for what it can be.

#### **Resolved:**

1. Council **noted** the paper and presentation.



**\*C5**

***N.B. This paper was distributed out of session following this meeting.***

- Council members were given until Friday 27<sup>th</sup> September to provide their endorsement or otherwise via email.
- All members who responded endorsed the paper as written.

**Resolved:**

Council **noted**:

1. the previous Council endorsement of the need for a \$250M reduction in our recurring cost base. The recommendations in this paper have been endorsed by the Exceptional Business Committee (September 10).
2. the plan for achieving the first wave of reduction in our recurring cost base, specifically in salary via Change Proposals started prior to October 14, 2024.
3. the necessity for continued activity in 2025 to address the required structural change.
4. that the University has convened an Expenditure Task Force to tackle the \$150M reduction in non-salary spend. The task force will report its findings and recommend actions at the October Council meeting.

Council **approved**:

1. the variation to the whole-of-university academic structure.
2. the disestablishment of the ANU College of Health and Medicine.


Council **endorsed**

1. ahead of consultation and final approval in December, the change in name of three Colleges:
  - a) ANU College of Law becomes ANU College of Law, Policy and Governance
  - b) ANU College of Science becomes ANU College of Medicine and Science; and
  - c) ANU College of Engineering, Computing and Cybernetics becomes ANU College of Systems and Society.

**\*4. NEXT MEETING**

1. Council **noted** that the next meeting will take place on Friday 4 October 2024.

The meeting closed at 12.35pm (AEDT)



The Hon Julie Bishop  
Chancellor  
The Australian National University

Date: 4 October 2024

# 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: <a href="mailto:director.governance@anu.edu.au">director.governance@anu.edu.au</a> or 0457 903 492.</p> <p>Phillip Tweedie University Secretary Director, Governance and Risk</p>

## Agenda

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



*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

---

# 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 University Secretary Director, Governance and Risk</p>
<b>Organiser</b>	Monica McGrath

## Agenda

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



*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
35 - Report of Grants and Consultancies	286
36 - Legislation and Policy Updates	289
PART 7 - OTHER BUSINESS	291
*37 - Other Business	292
*38 - Next Meeting	294
Glossary	296

## REGISTER OF DISCLOSED INTERESTS (JANUARY 2024)

### COUNCIL MEMBERS

Name	Nature of Actual / Potential / Perceived Material Personal Interest	Membership of other ANU Committees
The Hon Julie Bishop	<ul style="list-style-type: none"> <li>Chair – Board of Directors – Telethon Kids Institute</li> <li>Chair – Board of Trustees – The Prince’s Trust Australia (soon to become The King’s Trust Australia)</li> <li>Trustee – The Prince’s Trust Group Company (soon to become The Kings Trust Group Company)</li> <li>Member –Global Board of Advisors of the Council on Foreign Relations</li> <li>Member – Trilateral Commission Capitalism Taskforce</li> <li>Advisory Board Member – Kennedy</li> <li>Patron of Shooting Stars (an education programme for young aboriginal girls)</li> <li>Director – Julie Bishop and Partners</li> <li>Official ‘Friend’ of David Jones</li> </ul>	<ul style="list-style-type: none"> <li>- COVID-19 Committee</li> <li>- Honorary Degrees Committee</li> <li>- Nominations Committee</li> <li>- Remuneration Committee</li> </ul>
Distinguished Professor Genevieve Bell AO FAHA FTSE	<ul style="list-style-type: none"> <li>Senior Fellow and Vice President of Intel Corporation</li> </ul>	<ul style="list-style-type: none"> <li>- Academic Board</li> <li>- COVID 19 Committee</li> <li>- Campus Planning Committee</li> <li>- Finance Committee</li> <li>- Honorary Degrees Committee</li> <li>- Reconciliation Action Plan Working Group</li> <li>- Nominations Committee</li> </ul>
Ms Naomi Flutter	<ul style="list-style-type: none"> <li>Senior Executive at Wesfarmers Limited – Executive General Manager Corporate Affairs, responsible across the Group for internal and external communications; Government; sustainability; Indigenous affairs; philanthropy and the group’s art collection.</li> <li>Scotch College Council, Perth (Member)</li> </ul>	<ul style="list-style-type: none"> <li>- COVID-19 Committee</li> <li>- Campus Planning Committee</li> <li>- Finance Committee</li> <li>- Honorary Degrees Committee</li> <li>- Nominations Committee</li> </ul>

Name	Nature of Actual / Potential / Perceived Material Personal Interest	Membership of other ANU Committees
		- Remuneration Committee
Dr Liz Allen	<ul style="list-style-type: none"> <li>National Foundation of Australian Women Social Policy Committee (Member)</li> </ul>	-
Edan Habel	<ul style="list-style-type: none"> <li></li> </ul>	- University Research Committee
Ms Tanya Hosch	<ul style="list-style-type: none"> <li>AFL, General Manager of Inclusion and Social Policy</li> <li>NAB, Indigenous Advisory Group (Co-Chair)</li> <li>Australian Film, Television and Radio School Board (Member)</li> <li>Foundation for Alcohol Research &amp; Education (Member)</li> <li>Adelaide Fringe Festival Board (Member)</li> <li>Australians for Indigenous Constitutional Recognition (Member)</li> </ul>	<ul style="list-style-type: none"> <li>Honorary Degrees Committee</li> <li>Student Safety and Wellbeing Committee</li> </ul>
Ms Alison Kitchen	<ul style="list-style-type: none"> <li>Board Director, National Australia Bank</li> <li>Business Council of Australia (Director)</li> <li>Belvoir Street Theatre Board (Member)</li> </ul>	<ul style="list-style-type: none"> <li>Finance Committee</li> <li>Chair Audit and Risk Management Committee</li> </ul>
Professor Joan Leach	<ul style="list-style-type: none"> <li>Australian National Centre for Public Engagement with Science, Director</li> <li>National Committee for History and Philosophy of Science at The Australian Academy of Science, Chair</li> <li>Historical Records of Australian Science, Editorial Advisory Board (Member)</li> <li>Royal Institution Australia, Editorial Advisory Board (Member)</li> </ul>	<ul style="list-style-type: none"> <li>Academic Board</li> <li>Academic Board Steering Committee</li> <li>ANU IDEA Governance Framework</li> </ul>
Dr Larry Marshall	<ul style="list-style-type: none"> <li>American Chamber of Commerce in Australia (AmCham) Board (Chair)</li> <li>Australian Government's Circular Economy Ministerial Advisory Group (Member)</li> <li>Board Director Fortescue (ASX:FMG), Chair Innovation Council</li> <li>Board Director Nanosonics (ASX:NAN)</li> </ul>	- Finance Committee
Professor Craig Moritz	<ul style="list-style-type: none"> <li>Research Committee of the Herman Slade Foundation</li> </ul>	-

Name	Nature of Actual / Potential / Perceived Material Personal Interest	Membership of other ANU Committees
Mr Millan Pintos-Lopez	<ul style="list-style-type: none"> <li>National Tertiary Education Union – ANU Branch (President)</li> </ul>	<ul style="list-style-type: none"> <li>Campus Planning Committee</li> <li>Student Safety and Wellbeing Committee</li> </ul>
Professor Sarah Pearson	<ul style="list-style-type: none"> <li>RACQ ((Non-Exec Director)</li> <li>Royal Flying Doctors Queensland (Non-Exec Director)</li> <li>Main Sequence Ventures, Investment Committee (Member)</li> <li>Impact Investment Exchange Advisory Board (Member)</li> <li>Australian Academy of Technology and Engineering (Fellow)</li> <li>Foreign Investment Review Board (Member)</li> <li>Inspiring Australia QLD Reference Group (Chair)</li> </ul>	<ul style="list-style-type: none"> <li>Campus Planning Committee</li> </ul>
Ms Padma Raman PSM		<ul style="list-style-type: none"> <li>Student Safety and Wellbeing Committee</li> </ul>
Dr Anne-Marie Schwirtlich AM (inc ARMC and Chair CPC)	<ul style="list-style-type: none"> <li>Arts Exhibitions Australia Board (Deputy Chair)</li> </ul>	<ul style="list-style-type: none"> <li>Audit and Risk Management Committee</li> <li>Campus Planning Committee (Chair)</li> </ul>
Professor Lyndall Strazdins	<ul style="list-style-type: none"> <li>Engaged ANU (Board Director)</li> </ul>	<ul style="list-style-type: none"> <li>-</li> </ul>
Phoenix O'Neill	<ul style="list-style-type: none"> <li>President, ANU Students Association</li> </ul>	<ul style="list-style-type: none"> <li>Academic Quality Assurance Committee (AQAC)</li> <li>Honorary Degrees Committee</li> </ul>

**NON-COUNCIL MEMBER - COMMITTEE MEMBERS**

<b>Name</b>	<b>Nature of Actual / Potential / Perceived Conflict of Interest</b>	<b>Committee Membership</b>
Mr Josh Chalmers	<ul style="list-style-type: none"> <li>Alcohol and Drug Foundation – Director</li> <li>Partner, Scyne</li> </ul>	<ul style="list-style-type: none"> <li>ARMC</li> </ul>
Janine McMinn	<ul style="list-style-type: none"> <li>Member, Audit Committee, Digital Transformation Agency</li> <li>Member, Audit Committee, National Archives of Australia</li> <li>Member, Audit Committee, Austrac.</li> <li>Member, Audit Committee, ONI</li> </ul>	<ul style="list-style-type: none"> <li>ARMC</li> </ul>
Mr Andrew Metcalfe	<ul style="list-style-type: none"> <li>Institute of Public Administration Australia (National President)</li> <li>Lead Reviewer of the Review of the Family Relationships Services Program – Cth AG – June 24</li> </ul>	<ul style="list-style-type: none"> <li>ARMC</li> </ul>
Ms Fran Raymond	<ul style="list-style-type: none"> <li>Director of Annecto, and Chair of Governance Committee &amp; member of the Business Committee.</li> <li>Member, NHMRC Audit and Risk Committee.</li> <li>Board Director, Australian Reinsurance Pool Corporation</li> <li>Member, Audit and Risk Committee, Productivity Commission</li> <li>Member, Audit and Risk Committee, Department of Health and Aged Care</li> </ul>	<ul style="list-style-type: none"> <li>ARMC</li> </ul>
Mr Andrew Dyer	<ul style="list-style-type: none"> <li>Strategic Advisory Committee of the Digital Finance Cooperative Research Centre (Chair)</li> <li>Rozetta Institute (Chairman)</li> </ul>	<ul style="list-style-type: none"> <li>Finance Committee</li> </ul>
Mr Darren Keogh	<ul style="list-style-type: none"> <li>Nil</li> </ul>	<ul style="list-style-type: none"> <li>Finance Committee</li> </ul>
Professor Tim Senden	<ul style="list-style-type: none"> <li>ANSTO Board (Member)</li> </ul>	<ul style="list-style-type: none"> <li>Finance Committee</li> </ul>
The Hon Dr Craig Emerson	<ul style="list-style-type: none"> <li></li> <li>Australian Alliance for Animals</li> </ul>	<ul style="list-style-type: none"> <li>Nominations Committee</li> </ul>
Mr Graeme Samuel AC	<ul style="list-style-type: none"> <li>Airlines for Australia and New Zealand (A4ANZ) (Chair)</li> <li>Australian Dementia Network Ltd (ADNet) (Chair)</li> </ul>	<ul style="list-style-type: none"> <li>Nominations Committee</li> </ul>

Name	Nature of Actual / Potential / Perceived Conflict of Interest	Committee Membership
Rob McGauran	<ul style="list-style-type: none"> <li>• Chair, ANU Campus Development Advisory Committee</li> <li>• Member &amp; Chair of Homelessness and Affordable Housing Committee- Lord Mayors Charitable Foundation</li> <li>• Project Lead Director MGS of Masterplan, UNSW Canberra</li> <li>• Project Lead Director MGS of Masterplan, University of Canberra.</li> <li>• Project Lead Director MGS Masterplans for Victoria University Suite of Campuses</li> <li>• Professional Fellow at the University of Melbourne,</li> <li>• Adjunct Professor of Architectural Practice and Urban Design at Monash University</li> <li>• Society of College and University Planners (Member)</li> <li>• Board Member Southport Community Housing Group</li> <li>• Masterplanner Flinders University Bedford Park Campus</li> <li>• Masterplanner RMIT City North Campus</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Planning Committee</li> </ul>
Terry Weber	<ul style="list-style-type: none"> <li>• Chair of National Capital Authority.</li> <li>• Previous Chair of University of Canberra, Campus Development Board.</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Planning Committee</li> </ul>
Professor Daniel McDonald	<ul style="list-style-type: none"> <li>• Nil</li> </ul>	<ul style="list-style-type: none"> <li>• Hon Degrees Committee</li> </ul>
Professor Li Narangoa	<ul style="list-style-type: none"> <li>• Nil</li> </ul>	<ul style="list-style-type: none"> <li>• Hon Degrees Committee</li> </ul>
Ms Catherine Fitzpatrick	<ul style="list-style-type: none"> <li>• PAE</li> <li>• </li> </ul>	<ul style="list-style-type: none"> <li>• Student Safety and Wellbeing Committee (Chair)</li> </ul>
Mr Joshua Green	<ul style="list-style-type: none"> <li>• Nil</li> </ul>	<ul style="list-style-type: none"> <li>• Student Safety and Wellbeing Committee</li> </ul>
Mr Luke Manning	<ul style="list-style-type: none"> <li>• Nil</li> </ul>	<ul style="list-style-type: none"> <li>• Student Safety and Wellbeing Committee</li> </ul>

## **THE AUSTRALIAN NATIONAL UNIVERSITY COUNCIL MINUTES**

The 483<sup>rd</sup> meeting of the Council was held at **10.30am (Canberra) on Friday 9 February 2024** in the Innovation Space, Birch Building 35, ANU Campus, 35 Science Road, Canberra.

### **Members present**

1. Chancellor, the Hon Julie Bishop
2. Pro-Chancellor, Ms Naomi Flutter
3. Vice-Chancellor, Distinguished Professor Genevieve Bell
4. Dr Anne-Marie Schwirtlich AM
5. Ms Padma Raman PSM
6. Ms Alison Kitchen
7. Professor Sarah Pearson
8. Ms Tanya Hosch
9. Professor Craig Moritz
10. Professor Lyndall Strazdins
11. Phoenix O'Neill
12. Mr Edan Habel
13. Dr. Liz Allen
14. Mr Millan Pintos-Lopez
15. Professor Joan Leach

### **Apologies**

16. Dr Larry Marshall

### **In attendance**

Chief Operating Officer - Mr Chris Price

Chief Financial Officer - Ms Anna Tsikouris

Professor Tony Connolly, Deputy Chair, Academic Board

### **Secretariat staff**

University Secretary and Director, Governance and Risk - Ms Belinda Farrelly

Senior Governance Officer, CGRO - Ms Leslie McDonald

Senior Governance Officer, CGRO - Ms Emma Murrell (Zoom)

## PART 1 – PROCEDURAL ITEMS

### \*1 ANNOUNCEMENTS AND APOLOGIES

Council met in private session commencing at 9:00am. The following matters were discussed:

- Remuneration Committee Report
- Nominations Committee Update
- VC Transition update
- Discussion on psychosocial safety issues on campus

At the meeting, Council:

- Noted that Dr Larry Marshall is an apology – Chancellor noted that Council may need revisit members capacity to balance commitments and 2024 meeting schedule and confirm availability for all meetings.
- Welcome to Vice-Chancellor – Distinguished Professor Genevieve Bell
- Welcome to Professor Tony Connolly, Deputy Chair, Academic Board and Dean, ANU College of Law
- Farewelled and thanked Professor Joan Leach who will finish her second and final term as Chair of the Academic Board on 14 February 2024. Council noted the impact and transformation of the Board during her tenure and success in raising the importance of Academic Board and its profile and tackling important issues including the Voice and the Ukraine statement
- Farewelled and thanked Anna Tsikouris, Chief Financial Officer who will finish her term on 14 March 2024. Council thanked Anna for her service, her discipline, planning and expertise and noted the significant and lasting impact on the University during her time in the role.

### \*2 LEAVE OF ABSENCE

There were no requests from members for any leave of absence.

### \*3 DISCLOSURE OF MATERIAL PERSONAL INTEREST

Council **noted** that Professor Tony Connolly, an observer at our meeting today has an interest in item 12 - Appointment of the Chair of the Academic Board. Professor Connolly will leave the meeting for [the discussion of this item](#).

### \*4 ARRANGEMENT OF AGENDA

**Resolved:**

Council:

- Item 13 – Remuneration Committee Report – will be unstarred
- Item 20 WGEA Update – will be starred for discussion
- Item 24 Council and Committee Memberships – will be starred for discussion.
- Item 14 and Item 15 will be discussed directly after the Student Safety and Wellbeing Report (Item 9). This will be followed by Item 10 WHS Report and then Item 20. WGEA Report.
- Noted that there are no items included in Part 3, with matters for strategic discussion addressed at the Council Planning Day on 8 February.



## \*C5. MINUTES

### Resolved:

Council **approved** the minutes of meeting No. 7 the 482<sup>nd</sup> meeting (7/2023) 1 December 2023.

## \*C6 MATTERS ARISING – COUNCIL DELIBERATIONS

Council discussed each of the items on the Matters Arising list.

- There are currently nine (9) Matters Arising, with three (3) proposed for closure.
- There are 6 open items:
  - **Council Self-Assessment Report** – the Working Group met in July and areas of priority were identified. Work on these areas continues and are reflected in the 2024 forward meeting agenda. A meeting of the working group has been scheduled for later this month and will include input from our new Vice-Chancellor. Objective to have a more dynamic Council and how we ask the questions we need to ask.
  - **ANYOU Staff Engagement Survey** – the follow up PULSE survey has just closed and results expected to be available for the Council meeting in April 2024.
  - **Recognition for Dr Gordon Briscoe** - first indigenous PhD graduate and highly regarded member of ANU community – discussions on consideration of appropriate recognition of Dr Briscoe's legacy are continuing.
  - **Development of dashboards** to support leading indicators in areas including the Financial Update, Strategic Plan and Staff Work Health and Safety Report has commenced but require further work. These are being prioritised to enable them to be available for Finance Committee and Council from March 2024
  - Communications update for Community on actions and follow up to **Critical Incident** on campus in September 2023.

### Resolved:

Council:

1. **Noted** the Matters Arising as updated since the meeting of 1 December 2023;
2. **Approved** the closure of three matters as proposed; and
3. **Noted** six matters remained open.

## PART 2 – KEY BUSINESS ITEMS

### \*C7 CHANCELLOR'S REPORT

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

- Working with Professor Schmidt and Professor Bell on transition and onboarding.
- Participated in and attended the Future Investment Initiative (FII) Institute priority summit in Hong Kong with a focus on *Will AI Build Better Leaders*. Large representation of leaders from across Europe and Asia and had discussions with CEO, Richard Attias, who is interested in having further meetings in the Southern Hemisphere. This presents and interesting collaboration opportunity for ANU to pursue.
- Graduation ceremonies – early December. Over 3985 students graduated and are always joyous occasions.
- AFR Business Person of the Year Awards – in capacity as ANU Chancellor. Boris Johnson was key note. Awarded to Gina Rinehart.
- End of Year staff garden party – excellent event, may explore improving some aspects.
- DVCRI process – participated in interview and nomination process.
- Remuneration and Nominations Committee meetings (as discussed in Members Only)
- Continuing to promote the University national mission and national presence – prime example, the current visit by PNG Prime Minister, Hon. James Marape. This official visit was the result of an invitation from the ANU when the Chancellor was in PNG in August 2023.
- The ANU has long had a strong association with PNG and University of PNG and this should continue and be further fostered and developed – and demonstrated to the Australian Government in relation to the University leadership and contribution to this key neighbour in the region.

#### Resolved:

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

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

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

#### University Leadership and Staff Matters

- Transition stage. VC is a function and role needs to continue to operate during times of change. VC experience of transition into role will provide an opportunity to explore what worked well and what didn't and see how our onboarding experience can be improved.
- Engagement Survey – spend next 100 days in the community going to as many meetings/engagements as possible.
- A key focus and KPI is delivery of the successful suite of executive recruitment currently underway.
- The recruitment process for the new DVCRI has been finalised and the preferred candidate has accepted the role. Will bring important energy and reforms needed for the Portfolio.
- Recruitment for the Provost is well underway. 55 applicants, 12 met selection criteria. Interviews will be late February.
- Recruitment processes for the Chief Financial Officer and University Secretary through shortlisting and moving to interviews and stakeholder meetings.
- **s47E - Public Interest Conditional Exemptions - Certain Operations of Agencies**

- CHM Transform – undertaking a retrospective assessment of last two years of spending and operations. Discussions with Dean CHM ongoing.
- VC Strategic Fund – immature governance system around these so work commenced to enable greater visibility to the ANU community how funds have been distributed, what is has been used for and if intended outcomes have been achieved.
- Several open and current operational issues – another critical incident since last September.
- Concern re publications –Australia Day Honors list was provided to ANU late so identifying ANU was delayed – resulted in good conversations with alumni.
- Wesfarmers donation to Kambri Scholars program – thanked the Pro Chancellor for concept and work to deliver this important donation to a key University program.

#### Campus and Community

- Impacts of delays on visas for international student cohort – is very likely we will not meet budget targets in the first half of the year.
- Processing issue with Visa for international students. 300 offers but unable to travel to Australia – while some movement has been achieved in recent days (Thank you to the Chancellor for her support and involvement with this matter) still over 150 visas remain unapproved.
- Student load numbers are trending to be lower than expected at the start of this year.
- Commencement address next week – important event to mark the start of the Academic year – Council member attendance and participation encouraged.
- Open Day on 16 March 2024 – always a fantastic and inspiring day. Council members encouraged to attend.

In discussion, Council members noted:

- Requested a written summary (even dot point) report from VC for future meetings to help guide discussion.
- Members would find it valuable to hear back from VC on how things are tracking in relation to the key challenges and priorities noted and discussed.
- Management of VC public/media presence being carefully and strategically managed with appropriate plans under development.

#### **Resolved:**

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

#### **\*C9. STUDENT SAFETY & WELLBEING REPORT**

Deputy Vice-Chancellor, Professor Grady Venville joined the meeting and spoke to the report:

- Noted that the SSWC Chair Catherine Fitzpatrick, Chair of the Student Safety and Wellbeing Committee (SSWC) was unable to join. Committee will meet first time for the year on 18 March.
- Sexual Violence Prevention Strategy – mid-way report being prepared by the UNSW Gender Violence Research Unit, will be submitted to SSWC in March and will provide to Council.
- Accord process – require all Universities to have **Support for Students Policy** – revised compliance date to 1<sup>st</sup> April 2024 will ensure we are compliant. Imparts new obligations on institutions.
- SSW Plan is going well – senior residents participating in training and students are completing the online module, recently module won award. Expect 100% residents participate in training – accommodations are made for religion/ethnicities.
- Disclosure tool – sexual misconduct, new version is live and includes racist and other types of behaviours.

- Council discussed the challenges on the new obligations as part of the required Support for Students Policy and difficulty in relation to where responsibility lies (e.g. for students failing) – has to be a line and have to work out where that line is and how much support can be given.
- There will be both internal conditions at the University and external factors that will be impacting students and their studies and perhaps looking at support systems so that if students want to study and engage, then they can succeed.

**Resolved:**

Council **noted** the Student Safety and Wellbeing Report.

**\*C10. STAFF WHS REPORT (1 JANUARY to 31 OCTOBER 2023)**

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

- Summary WHS Annual report for 2023 in papers with detailed WHS provided to Council members on secure server.
- Three Comcare audits last year – results were pleasing. Non-conformance matters (seven) were all procedural and three have subsequently been closed with work continuing on the remaining items.
- Incident hazard numbers – retreated to pre-shutdown numbers.
- Self-insurance report for 2023 also presented.
- Average claim costs have decreased since changing to self - insurance.
- Psychosocial claims are currently around 21% of claims but approx.. 50% of claims costs. This is consistent with these types of injury claims having higher costs to manage/treat/resolve.
- Overall costs in 2024 is approx.20% higher than 2023. This is driven by the Comcare Licence Fee, the reinsurance fee (limited providers in the market) and claims settlements
- Very happy with performance but must remain very vigilant.

In discussion, Council members noted:

- **s47E - Public Interest Conditional Exemptions - Certain Operations of Agencies**  
[REDACTED]
- Noted importance of elevating reporting and awareness of psychosocial hazards - Confirmed can and should expect an increase in cases and claims (not necessarily meaning all will be accepted).
- **s47E - Public Interest Conditional Exemptions - Certain Operations of Agencies**  
[REDACTED]
- Noted three serious electrical incidents – confirmed a review over electrics/safety on campus is planned. Confident is being managed effectively.
- Noted attendance at WHS committees at meetings in Colleges was low and needed to improve. CPO will prepare communications for VC to send to Colleges and Schools to reiterate prioritization and importance of attendance and active engagement.
- Provide feedback on what is done with information rather than just request information.

**Resolved:**

Council **noted** and **endorsed**:

1. the Work Health and Safety Performance Report for the period 1 January to 31 December 2023;
2. The Self Insurance Annual Report for 2023

#### **\*C11. ANU FINANCIAL UPDATE**

Chief Financial Officer, Ms Anna Tsikouris and Deputy CFO, Vibo Chandrasekera spoke to this update and noted:

- Mr Chandrasekera has been confirmed as interim CFO from 15 March 2024 and until the new CFO appointment process is finalised and new CFO has commenced.
- Working through year end numbers.
- YTD results - revenue ahead expectations and expenses continue to be higher than expected. Current expectation is results (deficit) will be \$10m below budget.
- As in prior years, investment income, hail proceeds and deferred expenses will mean an ultimate surplus. As in prior years, full year results will require careful messaging as operating result will be a deficit.
- Challenging financial position widespread across the sector (with University of Sydney being the only exception and looking to have a strong 2023 result).
- January 2024 flash results – revenue and expenses favourable to budget however concerns around student numbers as not where they were budgeted/predicted.

In discussion Council noted:

- Operating deficit needs to remain focus – cannot sustain in perpetuity. Student enrolments below expectations and targets remains key issue and needs to be addressed.
- VC strongly focused on student recruitment and retention – missing student enrolments now will have 2-3 year impact.
- VC, DVC Academic and Chief Operating Officer working on roadmap for student pathway with expectation a plan will be available by mid-year.

#### **Resolved:**

Council **noted**

1. the January to December 2023 full year preliminary financial results as compared to the 2023 Budget and Q3 Forecast
2. the January 2024 flash results as presented at the meeting

*Professor Tony Connolly departed the meeting at 1:26pm*

#### **\*C12. CHAIR NOMINATION – ACADEMIC BOARD**

The Vice-Chancellor spoke to this item and noted the Professor Connolly had held role of Deputy Chair for Academic Board for the past two years and the proposed appointment as Chair was for two years commencing 15 February 2024.

In discussion Council members unanimously supported Professor Connolly's appointment as Chair of the Academic Board.

#### **Resolved:**

Council **appointed** Professor Anthony Connolly, in accordance with the Academic Board Charter Section 6, to a two-year term as Chair, Academic Board commencing 15 February 2024.

#### **\*C13. REMUNERATION COMMITTEE REPORT (discussed in-camera – 9.10am)**

*Only Council Members and the University Secretary were present for discussion of the Remuneration Committee report.*

The Chancellor provided the Remuneration Committee Report for 2023, following the Committee meeting on Monday 5 February 2024.

The Chancellor noted discussions had commenced with the new Vice-Chancellor to set KPIs and these would be finalised during Q1 2024 and the Committee had reviewed and discussed benchmarking for the current Executive appointments under recruitment – namely Provost, Deputy Vice-Chancellor, Research and Innovation and Chief Financial Officer.

The Chancellor also noted discussions to update the Charter to enable membership to be adjusted should a member hold two of the ex-officio roles (e.g. Pro-Chancellor and Chair, Finance Committee).

**Resolved:**

**Council noted and accepted** the Remuneration Committee report for 2023 including:

1. The setting of the Vice-Chancellor 2024 key performance indicators by end of Q1 2024.
2. The University Executive remuneration report for 2023.
3. Benchmarking range for the Provost, DVCR&I and Chief Financial Officer positions was reviewed and supported
4. Charter for Committee to be updated to enable adjustments if required should a single person hold two of the nominated ex-officio roles.

**\*C14. CRITICAL INCIDENT REVIEW RESPONSE**

Deputy Vice-Chancellor Academic, Professor Grady Venville joined the meeting.

Chief Operating Officer, Chris Price, spoke to this report and in discussion with members highlighted the following:

- Implementation of recommend actions have commenced.
- Planning for critical incident team – readiness is a key focus and closing gaps on policies and procedure.
- External training for critical incident staff is being arranged. Establishing a standing set of approvals (rather than going through ordinary governance channels) to execute a rapid and effective response in a crisis/emergency is addressed in the review.
- Continue to work on relationship and engagement with ACT Police – will always be tricky – they have their own policies and guidelines.
- Confirmed active testing of alternatives for mass communication for critical incidents is underway as part of Review implementation actions.

**Resolved:**

**Council noted:**

1. The update on the University response to the Review of the response to Critical Incident in September 2023 (the Allard Review).
2. An update on the implementation will continue to be provided at each Council meeting for, at least, the remainder of 2024

**\*C15 TEQSA UPDATE – RENEWAL OF REGISTRATION**

Deputy Vice-Chancellor Academic, Professor Grady Venville spoke to this item and, in discussion with members highlighted the following:

- University TEQSA reregistration – seven years, unconditional - is a fantastic result for the University and the result of over two years of dedicated and meticulous work – delighted with outcome.
- Reporting was against core standards in HESF, SASH, cyber and governance. ANAO sufficed as a recent external review of Council.
- One committee for each standard and oversight Committee important to delivering the response
- Started with 400 out of date policies – policy project was overwhelming but successful and development of a framework for monitoring and preventing recurrence is in underway.
- Included successfully responding to a whole new standard requested post the initial submission and an incredible effort by the team to produce and deliver that requirement.
- DVCA and Registrar, Scott Pearsall, hosted an event on campus last week to thank the team and colleagues across campus for their work.

- DVCA extended thanks to Nora Sattler and Suzie Alcorn who were incredible and key individuals in the re registration and also thanked Council, Academic Board, AQAC and ARMC for rapid turnarounds to requests during the process.
- In discussion, Council noted and extended congratulations and thanks to Professor Grenville the re-registration team and all involved for the work in preparing and submitting successful re registration application.

**Resolved:**

**Council noted:**

1. On 9 January 2024, the University was officially notified by TEQSA that its registration has been renewed for the maximum period of seven (7) years to 13 December 2030 without conditions; and
2. Changes to TEQSA's regulatory approach.

### **PART 3 – STRATEGIC DISCUSSION**

*Council noted that there are no items included in Part 3 of the Agenda today as these discussions were undertaken at the annual Strategy and Planning Day yesterday (Thursday 8 February).*

### **PART 4 – OTHER MATTERS FOR DISCUSSION/OR DECISION**

**\*C16. 2024 CORPORATE PLAN**

Ms Liz West, Associate Director, Planning and Service Performance joined the meeting.

The Chancellor invited the Vice-Chancellor, the Chief Operating Officer and Ms West to speak to the plan and in discussion with members the following was highlighted:

- Key changes removal of targets from KPI 5 – removal of target for KPI 6 removal of numerical target. KPI 10 has been amended.
- **s47E - Public Interest Conditional Exemptions - Certain Operations of Agencies**

**Resolved**

**Council:**

1. **Approved** the Corporate Plan 2024-2027
2. **Noted** that the Corporate Plan will be finalised and a copy provided to the relevant Ministers and subsequently published on the University website.

**\*C17. INVESTMENT STRATEGY 2024**

Ms Mary Fallon, Director – Investment Office joined the meeting.

Pro-Chancellor and Finance Committee Chair, Ms. Naomi Flutter, with Ms. Fallon, spoke to this item noting:

- Need to avoid making radical changes – ongoing monitoring essential - not set and forget.
- Hard work been undertaken to identify asset classes and have confidence. Performance has been stronger in the last few years than the previously.
- Continuing to carefully monitor and manage our fund managers – particularly when performance issues arise – and introduction of in-person manager meetings with CFO and Investment Director delivering results and enabling issues to be addressed and analysis of performance to be informed.
- Active management of risk remains high priority – rigour will mean identification of problems before they become real crises
- Additional members of FC being considered to enable increase in funds management experience and investment expertise .

**Resolved**  
**Council approved**

1. the Investment Strategy 2024 LTIP which includes:
  - **noting** the four key risks influencing the 2024 Investment Strategy:
    - Custodian Risk
    - Asset Consultant Risk
    - Overseas Equity Risk;
    - ANU Endowment Underspend Risk.
  - s47E - Public Interest Conditional Exemptions - Certain Operations of Agencies
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]
2. Reporting of biodiversity risk in the Domestic and Overseas Equity portfolios;
3. Reporting of energy transformation risk in the Domestic and Overseas Equity portfolios; and
4. On-going annual on-site visits for each Domestic Equity, Overseas Equity and Domestic Fixed Income asset manager and biennial on-site visits for Alternative Investment asset managers.

**\*C18. ARTIFICIAL INTELLIGENCE – ANU INSTITUTIONAL PRINCIPLES**

The Vice-Chancellor, Professor Geneveive Bell and Academic Board Chair, Professor Joan Leach spoke to this item and in discussion with members highlighted the following:

- These are high-level principles and designed to guide future policy making.
- They include a commitment to draw on expertise within the University
- Principles are not intending to or shut down work on chat GPT. It is noted there is a diversity of ways across disciplines to work on chat GPT.
- Recent TEQSA guidelines demonstrate focus on this area given the rapid advancement of technologies.
- ANU was the only Go8 to not to directly ban Chat GPT but rather look at how to use it in a safe and disruptive way which has left the University with some room to explore.
- ANU is distinctive, have been outlier in that respect. As noted by former Vice-Chancellor, Professor Brian Schmidt, AI is disruptive technology – we must embrace it and adapt.
- This issue will remain interesting in the sector. Think of them as generative tools rather than “instruments of the devil”.
- Challenge is not just about the technology also about venture capital, power and social relationships, things that are stable and things that are not.
- AI is incredibly energy and water intensive which adds in the sustainability challenge. It is the single largest use of water in particular US state where main data centres are based. Consideration and thinking needed about who is benefiting, what are environmental consequences etc.
- Council noted the suggestion that there was a possible opportunity to be involved in developing appropriate ethics, having the process that enables the University to think about and potentially help drive conversation in more productive way globally.



- Council also noted “Turnit In” is being turned off and will not be available for Semester 1. Professor Leach confirmed the Centre for Learning and Teaching has advice available which is (or soon will be) on the CLT website and working with Colleges to help with communication and any issues related to this.

#### **Resolved**

#### **Council noted**

1. the ANU Institutional Principles for Artificial Intelligence;
2. that Academic Board endorsed the ANU Institutional Principles for Artificial Intelligence at AB6/2023 (28 November) and requested the provision of a Report to Academic Board 1/2024 (12 March) detailing plans for operationalising the principles.

#### **\*C19. COUNCIL GOVERNANCE CONFORMANCE STATEMENT**

University Secretary, Belinda Farrelly, spoke to this item and in discussion with members highlighted the following:

- Statement prepared to provide account of conformance with statutory instruments and support Voluntary Code of Best Practice.
- No substantive changes from prior year reports – noting updated legislation during 2023 noted and variance to prior years noting Council action during 2023 to appoint new VC.

#### **Resolved**

Council **noted** for the 2023 calendar year, the assessment in respect of the University conformance with

1. *The Australian National University Act 1991 (Cth)*
2. *Public Governance, Performance and Accountability Act 2013 (Cth)*
3. Higher Education Standards Framework (Threshold Standards) 2015: Part 6 Governance and Accountability, and
4. Voluntary Code of Best Practice for the Governance of Australian Universities.

#### **\*C20 WORKPLACE GENDER EQUALITY AGENCY (WGEA) - LEGISLATIVE AND REPORTING CHANGES**

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

- First time publication of data of this nature
- Data is not a “like for like” pay gap analysis. Is publication of median male vs female base salary total remuneration salaries.
- ANU exists in a complex industrial environment. Multiple levels of employees – same with senior management levels.
- ANU published median total remuneration gender pay gap will be 7.6% for 2022-2023 which is an improvement on 2020-2021 (8.1% but is still higher than the industry benchmark (5.3% 2022-2023).
- Level E data warrants further investigation - are there systemic and underlying issues?
- Industry benchmark – Code 81 – Tertiary Education code and includes over 100 organisations in this group. Once data becomes public, ability to review and benchmark against other G08 will be possible.

In discussion, Council noted;

- Future impacts on budget to implement initiatives to achieve gender equity on pay and standards set by benchmarking.
- Important to actively engage with WGEA – they encourage and invite that to occur
- Communications around the release of the data important – this is what we are doing

- Long-term forecasting would be beneficial – demographics are factored into the data, progression in promotion data – i.e. what does trajectory look like, what is the path/time for change. Work on this done in 2012-2015 – perhaps could be revisited?.

#### **Resolved**

#### **Council noted**

1. The WGEA 2022-2023 Executive Summary and Industry Benchmark Report
2. The Workplace Gender Equality Agency (WGEA) Changes to Reporting Requirements following the amendments to the *Workplace Gender Equality Act 2012* (Cth) passed by Federal Parliament in March 2023 (Closing the Gender Gap Bill 2023)
3. The summary of gender pay gap by workforce segments at ANU

### **C21. HONORARY DEGREES NOMINATIONS**

#### **Resolved**

Council **approved** the award of an honorary degree, as endorsed by the Honorary Degrees Committee on 27 November 2023, to:

- Ms Jasia Reichardt – Hon LittD
- Professor Ruth Wallace – Hon LittD
- Dr Stephen FitzGerald AO – Hon LLD

### **C22. ETHICS COMMITTEE ANNUAL REPORT**

#### **Resolved**

Council **approved** the Annual Reports for 2023 in respect of the:

1. Animal Ethics Committee
2. Human Research Ethics Committee; and
3. Recombinant DNA Monitoring Committee

### **C23. INVESTMENT OFFICE ANNUAL REPORT**

#### **Resolved**

Council **noted** the Annual LTIP and GCF Performance Report for 2023.

### **\*C24 COUNCIL COMMITTEE MEMBERSHIP AND CHARTER UPDATES**

The Chancellor spoke to this Item and noted:

- Phoebe Denham to be appointed as a student member on the on the Student Safety and Wellbeing Committee.
- Student Safety and Wellbeing Committee Charter includes proposed changes to expand membership and draw on expertise across University community
- Honorary Degrees Committee – includes proposed changes to Honorary Degrees Categories which will help reduce ambiguity and possible overlap between categories
- Finance Committee - confirmed Naomi Flutter has agreed to continue as Chair of the Finance Committee till 31 December 2024 to assist with continuity through 2024 and changes to the Charter to enable this will come to the April Council meeting.

#### **Resolved**

#### **Council**

1. **Approved** the proposed revisions to the Student Safety and Wellbeing Committee Charter as endorsed by the Student Safety and Wellbeing Committee on 23 November 2023;
2. **Approved** the appointment to Council Student Safety and Wellbeing Committee, as proposed;

3. **Noted** the update regarding process for further appointments to the Student Safety and Wellbeing Committee;
4. **Approved** the proposed amendments to the honorary degree categories, as endorsed by the Honorary Degrees Committee on 27 November 2023.
5. **Noted** the update on the Finance Committee membership and expected changes to Charter.

## PART 5 – OTHER MATTERS FOR NOTING

### C25 COUNCIL ANNUAL DECLARATIONS OF INTEREST AND SKILLS MATRIX

#### **Resolved**

Council **noted**

1. the Register of Disclosed Interests as at 31 January 2024; and
2. The current Skills Matrix for the Council and Committees

### C26 ENVIRONMENTAL MANAGEMENT PLAN

#### **Resolved**

Council **noted** the update and progress report for *Dhaagun* - the ANU Environmental Management Plan 2022-2025

### C27 CHANGES TO DEPARTMENTS AND ACADEMIC ORGANISATIONAL UNITS

#### **Resolved**

Council **noted**:

1. The change in name of the Centre for Social Research and Methods to POLIS: The Centre for Social Policy Research.
2. The renaming of Centre for Aboriginal Economic Policy Research to the Centre for Indigenous Policy Research.
3. The movement of CIPR reporting lines from the Research School of Social Science to POLIS.

### C28 LEGISLATION AND POLICY UPDATES

#### **Resolved**

Council **noted**:

1. That no new legislation has been approved or made by Council or the Vice-Chancellor since the Council meeting on 6 October 2023.
2. Implementation of actions required following approval of changes to legislation up to and including 6 October 2023.

### C29 COUNCIL COMMITTEES AND ACADEMIC BOARD – EXECUTIVE SUMMARIES (NOV MEETINGS)

#### **Resolved**

That Council **note** Council Committees and the Academic Board Executive Summaries from November 2023 meetings.

### C30 GRANTS AND CONSULTANCIES

#### **Resolved**

Council **noted** the report on Grants and Consultancies

## **C31 UNIVERSITY SEAL**

### **Resolved**

Council **noted** there had been no use of the University Seal for the period 24 November 2023 to 2 February 2024

## **PART 6 – OTHER BUSINESS**

### **\*32. OTHER BUSINES**

Chancellor invited items of other business from Council members.

- Ms Allen raised query regarding a Committee of Council that looks at equity/inclusion.
- VC noted the IDEA (Inclusion, Diversity, Equity and Access) Management Committee already in effect and need to consider the work already being done.
- VC will take on notice and come back to Council on this suggestion.

### **\*33. NEXT MEETING AND CLOSING**

#### **Resolved:**

Council noted that its next meeting will be held on Friday 5 April 2024.

The meeting closed at 2.08pm (AEDT)



Date: **5 April 2024**

The Hon Julie Bishop  
Chancellor  
The Australian National University

**THE AUSTRALIAN NATIONAL UNIVERSITY  
COUNCIL MINUTES**

The 484<sup>th</sup> meeting of the Council commenced at **9.08am (Canberra) on Friday 5 April 2024** in the Boardroom, Level 4, Research School of Physics, 160 Mills Road, Acton Campus

**Members present**

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

**Apologies**

17. Ms Tanya Hosch

**In attendance**

Chief Operating Officer - Mr Chris Price

Acting Chief Financial Officer – Mr Vibo Chandrasekera

Incoming University Secretary and Director, Governance and Risk – Mr Phillip Tweedie

**Secretariat staff**

University Secretary and Director, Governance and Risk - Ms Belinda Farrelly

Senior Governance Officer, CGRO - Ms Leslie McDonald

Senior Governance Officer, CGRO - Ms Emma Murrell (Zoom)

## **PART 1 – PROCEDURAL ITEMS**

### **\*1 ANNOUNCEMENTS AND APOLOGIES**

Council met in private session commencing at 8:30am. The following matters were discussed:

- Vice-Chancellor member's only update and discussion with Council. This will now become standard practice ahead of each meeting.
- Item 13 - Information Security Update
- An update on proposed appointments to Council
- Appointment of a Pro-Chancellor

At the meeting, Council:

- Noted that Alison Kitchen is joining via Zoom today and will depart at 1.30pm.
- Noted Tanya Hosch as an apology.
- Noted the appointment of ANU alumnus and holder of an ANU honorary doctorate, Ms Sam Mostyn, AO as the next Governor-General. Council noted it was an outstanding appointment and a proud achievement from an eminent member of the ANU Community.
- Welcomed Professor Tony Connolly – Tony commenced his role as Chair, Academic Board on 15 February 2024. As the Chair of Academic Board, he is a non-voting member of Council.
- Farewelled Millan Pintos-Lopez Pintos with his term as the Professional Staff member on Council ending on 25 May 2024. Council thanked Millan for his engagement and his considered and valued contributions during his time on Council. Council thanked him for carefully balancing his Council Membership and role as President of the ANU NTEU branch during the 2022/2023 Enterprise Agreement negotiations and remaining an active and engaged Council member throughout that period.
- Farewelled Belinda Farrelly, University Secretary who will finish her term as University Secretary on 19 April 2024 and will, after 10 years, be finishing her time at the University in coming months. Council thanked for Belinda for her service and contribution to the University and the great skill and competence she provided to the University across her various roles.

### **\*2 LEAVE OF ABSENCE**

- Sarah Pearson advised she is unable to attend the June Council meeting (June 14)
- Padma Raman advised she has a Ministerial Council meeting from 9-12pm on 14 June and may be unable to attend the June Council meeting.

### **\*3 DISCLOSURE OF MATERIAL PERSONAL INTEREST**

- The appointment of the Pro-Chancellor was discussed in the Member's only session. Alison Kitchen declared an interest and was excused for that portion of the discussions.

#### **\*4 ARRANGEMENT OF AGENDA**

##### **Resolved**

Council amended the agenda as follows:

- Two items were (inadvertently) not marked as confidential in the papers. However, Council supported treating them as confidential:
  - Item 9 – Student Safety and Wellbeing report.
  - Item 12 – Investment Custodian Update.
- Item 13 – Information Security Update was discussed during the member's only session led by the Vice-Chancellor.
- Item 23 – ANU Annual Report 2023 will follow Item 19 ANU Below Zero to ensure Alison Kitchen, as Chair of ARMC, is able to be in attendance for the Annual Report discussion.
- Item 34 – Critical Incident Review Implementation update was starred for discussion.

#### **\*C5. MINUTES**

##### **Resolved**

Council **approved** the minutes of meeting the 483<sup>rd</sup> meeting (1/2024) 9 February 2024.

#### **\*C6 MATTERS ARISING – COUNCIL DELIBERATIONS**

Council discussed each of the items on the Matters Arising list.

- There are currently eleven Matters Arising, with seven proposed for closure.
- There are four open items:
  - **Council Self-Assessment Report** – the Working Group met this week and an update will be provided as part of the Chancellor's report. A paper to enable formal closing out of this matter will be provided at the June 2024 Council meeting.
  - **Recognition for Dr Gordon Briscoe** - discussions with the family and CASS (relevant College) on consideration of appropriate recognition of Dr Briscoe's legacy are continuing with confirmation a scholarship would be awarded in his name. Funding Source and scholarship settings being finalised. Council agreed to close this matter.
  - **Strategic Plan** – ANU By 2025 – a review of the University's ability to execute outcomes still outstanding within ANU by 2025 will need to take place. This review should seek to identify any outcomes in which work might need to cease. An Update is to be provided as part of the mid-year review of the Strategic Plan including College and Portfolio Plans – included on agenda for meeting 3/2024 – 14 June 2024
  - **Below Zero** – This will be discussed at agenda item 19 today with proposal on targets and plan to be included on the agenda for a later meeting. Council agreed to close this matter.

##### **Resolved**

Council

1. **Noted** the Matters Arising as updated since the meeting of 9 February 2024;
2. **Approved** the closure of a total of nine matters - seven as proposed in the papers and two further closures as noted in Council discussions; and
3. **Noted** two matters remained open.

## PART 2 – KEY BUSINESS ITEMS

### \*C7 CHANCELLOR'S REPORT

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

- Attending the 2024 Susan Ryan oration, noting that Padma Raman was outstanding as orator.
- Continuing to work with the Vice-Chancellor to support her in forming her leadership team.
- Attending the University Open day on 16 March which was a great success. Noting that we have received great and constructive feedback and passing thanks to everyone involved in the event.
- Launching the First Nations Gender Justice Institute to be chaired by the remarkable Dr June Oscar.
- Showcasing the University as a venue for world leaders to engage with our experts. This has included hosting the Prime Minister of Vietnam, US Ambassador Kennedy and Australia's Minister for Foreign Affairs Hon. Penny Wong.
- Joining with the Speaker of the House and President of the Senate at Parliament House to celebrate the ANU National Intern Program (ANIP).
- Participating in a range of events and dialogues including US Japan tri-lateral dialogue, Fulbright Committee and delegation, event with leading Danish academic author, Bjorn Lomborg, launching "Face of the Nation" book by Elise Stephenson, Deputy Director at the Global Institute for Women's Leadership and annual Chief Executive Women dinner.

The Chancellor noted she wished to provide an update to the Council regarding Appointment of a Pro-Chancellor. The Chancellor requested that Alison Kitchen excuse herself temporarily from the discussions due to a declared conflict of interest.

*9.25am - Ms Kitchen left the meeting*

Following discussions with colleagues on Council, the Chancellor confirmed she had approached Alison Kitchen regarding the position of Pro-Chancellor which will become vacant when Naomi Flutter finishes her term on Council on 30 June 2024. The Chancellor reported that Alison was delighted to be considered.

Council members unanimously supported and endorsed the proposal to appoint Ms Alison Kitchen as the next University Pro-Chancellor commencing 1 July 2024.

*9.30am - Ms Kitchen rejoined the meeting*

The Chancellor confirmed Council had endorsed Alison's appointment as Pro-Chancellor from 1 July 2024 and Council members formally congratulated Alison on her appointment.

#### **Resolved:**

Council:

1. **Noted** the Chancellor's Report.
2. **Endorsed** the appointment of Alison Kitchen as the Pro-Chancellor, commencing 1 July 2024.



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

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

### Executive Recruitment and Leadership

- A variety of senior leadership changes including a new Chief Financial Officer, Michael Lonergan, and University Secretary, Phillip Tweedie. The Vice-Chancellor thanked Vibo Chandrasekera and Belinda Farrelly for their contributions as interim Chief Financial Officer and University Secretary.
- Council was advised on the recent resignation and departure of the Chief Information Security Officer and Chief Communications Officer.
- The new Provost was announced as Professor Rebekah Brown FASSA who will commence in her role on the 17<sup>th</sup> June 2024.
- The University Senior Management Group (SMG) has been replaced by a Strategic Leadership Group (SLG) with an updated charter and membership and an intent to focus on strategic issues and conversations. The updated Charter will be provided to Council.

### Cultural Activities

- The most recent PULSE survey highlighted that colleagues don't feel recognised for their achievements. The VC has started to send out brief, timely thank you notes to colleagues who have gone above and beyond in their work.
- A program to boost the number of buildings named after women and allies will commence in mid-April. This is designed to remedy the significant gender imbalance in building naming on campus.

### Financial Issues

- Student load for 2024 is lower than our targets and budget expectations. We are working with key stakeholders to improve student recruitment in the short term and to improve our modelling and forecasting in the medium to long term.
- A review of the Vice-Chancellor's Strategic Fund has been completed and will be discussed at the next Audit & Risk Committee and Finance Committees. The review has identified a significant over allocation of funding that will be addressed.
- The University will re-establish "The ANU Fund" within the Advancement Portfolio and seek to utilise it as a flagship to support students and achieve equity of access and aspiration. s47E - Public Interest Conditional Exemptions - Certain Operations of Agencies  
[REDACTED]  
[REDACTED]
- An additional business and operations focused audit of the CHM TRANSFORM project has commenced and being undertaken by external specialist audit service provider.

### Narrative

- Thinking about how the University presents itself as the national university. This includes continuing to support and deliver on high profile international visits and engagement. This has included three Prime Ministers and two former Prime Ministers from five Asia Pacific nations in the last six weeks.
- The Deputy Vice-Chancellor Research & Innovation (DVCRI) has drafted a Research and Innovation portfolio strategy that is out for consultation. Input from Council would be welcomed and a draft will be shared.
- The DVCRI has also been tasked with developing a clear strategy and plan to address the University's performance in international rankings.

## Live Issues

- The ongoing situation in Israel / Palestine continues to require difficult conversations that are hard but not hateful. The VC thanked Deputy Vice-Chancellor (Academic), Professor Grady Venville, for her continued work and support in this difficult but important space.
- Universities Accord – to be discussed in detail later in the agenda. Recommendations and tone of the Report puts a spotlight on need for universities to be a place for aspiration in addition to equity and access.
- The Childcare Centres impacted by some safety issues in early 2024 have safely reopened but the challenges of managing child care services in a heritage building and environment will be ongoing and are an indication the University needs to think about longer term solutions.
- The 2023 Annual Report to be discussed later in the meeting does not yet include the National Institutes Grant (NIG) Report. The Report did not satisfactorily present the work the University does with the NIG in the national interest and a re-draft is currently underway. The updated version will be circulated to Council on Monday 8 April for consideration.

In discussion, Council members noted:

- The need to ensure that the various strategies developed across Colleges, Schools and Portfolio complement the overall University strategy and each other. Council has already discussed the importance of assessing each strategy to ensure it is part of the national mission and achievable within the remaining timeframe for *ANU by 2025*.
- The benefit of sharing the draft Research and Innovation strategy with researchers from non-traditional and First Nation's backgrounds as an important step in the drafting and consultation process.
- The appreciation of members for the high level of transparency and information sharing by the Vice-Chancellor regarding ongoing operations and planning. .
- The importance of the Provost appointment and their successful onboarding. The incoming Provost and VC will have roles that are defined and distinct and this distinction needs to be understood across the community.
- The Provost will have key responsibilities including driving the University's academic community to redefine itself as something more holistic than the current individualistic School and College identities and to boost graduate critical thinking including through interdisciplinarity and the integration of First Nation's thinking.

### **Resolved:**

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

## **\*C9. STUDENT SAFETY & WELLBEING REPORT**

Chair of the Student Safety and Wellbeing Committee (SSWC), Catherine Fitzpatrick, Deputy Vice-Chancellor (Academic), Professor Grady Venville and Registrar, Scott Pearsall joined the meeting.

Ms Fitzpatrick provided an update on the SSWC and in discussion with members highlighted the following:

- The first SSWC meeting for 2024 will take place on 12 April with a focus on the report from the *Review of the University Sexual Violence Prevention Strategy (SVPS)* undertaken by the *UNSW Gender Violence Research Unit* and the intersection with and University response to the recommendations as part of the next Student Safety and Wellbeing Action Plan.

- The Committee will continue to expand its focus across other areas of student safety and wellbeing throughout the year.
- The Committee continues to search for external members with some possible nominees expected to be discussed at the next SSWC meeting.
- The observation that the University needs to continue to build student trust. The SSWC discussions with various student groups during 2023 have highlighted many students are unaware of services and support available to them and University communications can often be inconsistent and/or not reaching the intended target audiences.

Professor Venville then spoke to the Student Safety and Wellbeing report and in discussion with members highlighted the following:

- The continued focus and importance of improving perceptions and student trust.
- The *2023 Sexual Misconduct Reports and Disclosures Report* shows an increase in reporting, but it is too premature to determine if that is because of the University's actions. Reports that are received are becoming more complex in nature.

In discussion, Council members raised some queries regarding:

- Management of inappropriate student behaviour in teaching and other environments
  - Professor Venville confirmed the Respectful Relationships Unit (RRU) is available to support staff on how to manage and respond to inappropriate behaviour in learning environments, this can include reference to the Code of Conduct when necessary. Professor Venville noted it was not expected for individual academic staff to address this behaviour without appropriate support and continued proactive training and tools were being developed to support academic staff.
- Specific recommendations from *The Review of the Sexual Violence Prevention Strategy (SVPS)* including:
  - Recommendations 12 and 13 which related to staff and were noted as out of scope for the Review. The Vice-Chancellor and Professor Venville confirmed while these were out of scope for the SVPS they had not been rejected by the University and had been referred to the Chief People Officer and would be pursued by the People & Culture Division.
  - Recommendation 14 which related to a Physical Safety Audit of campus, and Council requested this be referred to the Campus Planning Committee for consideration.
- Requirement for new students to undertake the *Rights, Relationships and Respect* training and consequences for not completing the training.
  - Mr Pearsall confirmed the consequences of residential students not undertaking this training can include exclusion from ANU student accommodation. For non-residential students, consequences are only administrative. Non-compliance numbers continue to be low and University seeks to work with those students who elect not to do the training.
- Meaning of "Denial of Access" and the University response to a disclosure and any finding of wrongdoing.
  - Mr Pearsall provided further detail on the nuances of the University response to disclosure and any finding of wrongdoing, including that 'denial of access' is designed to ensure short term safety and may be put in place while investigation is being completed but is not a formal outcome like 'exclusion.' The Registrar confirmed that the University responds to disclosures in a Victim/Survivor centric manner.

- Availability of food relief for international students attempting to use the Food Pantry
  - Professor Venville asked for any of these matters raised by students with members of Council to be referred to her office so they can be followed up and resolved and so students can be directed to the available food relief and support services available to them.

**Resolved:**

Council **noted** the Student Safety and Wellbeing Report.

**\*C10. STAFF WHS REPORT (1 JANUARY to 29 FEBRUARY 2024)**

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

- **s47F - Public Interest Conditional Exemptions - Personal Privacy**  
This was outside of hours and not in the ordinary course of their work but as it occurred on campus it is a notifiable incident under the Comcare regulations and is currently subject to Comcare investigation.
- Seventeen electrical incidents were recorded last year which showed an increase in prior years. The University has three focus areas to target and address this trend - improving risk management, education and contractor safety performance. Most of the incidents relate to contractor performance so there is no concern about a wider cultural issue amongst staff.
- Ongoing concerns around the suitability of the current WHS incident management systems – Figtree - and its non-intuitive interface for end users. This is likely an attributable factor contributing to the declining number of reports (hazards, near misses and actual WHS incidents). The VC noted that the CIO has been tasked with working with the CPO to consider suitable replacement reporting and WHS incident management systems as a matter of urgency.
- Ongoing low attendance at several College level and other local area level WHS Committee meetings. Council urged the CPO to review and revise the KPI measure regarding meeting attendance and participation or set an expectation that absent members send a suitable proxy.
- The University continues to educate staff and mature its capabilities regarding psychosocial risk monitoring and compliance.
- **s47E - Public Interest Conditional Exemptions - Certain Operations of Agencies**  
[REDACTED]

**Resolved:**

Council **noted** and **endorsed** the Work Health and Safety Performance Report for the period 1 January to 29 February 2024.

**\*C11. ANU FINANCIAL UPDATE**

The Chancellor welcomed the incoming Chief Financial Officer, Michael Lonergan (formally commencing in the role on 12 April 2024) who joined the meeting via Zoom and invited him to introduce himself to the Council.

The Chancellor then invited Interim Chief Financial Officer, Vibo Chandrasekera, to speak to this update.

Mr Chandrasekera noted:

- Final flash results for March with revenue unfavourable to budget by \$33.8m primarily driven by lower than forecast student revenue. Expenses were also unfavourable to budget by around \$7.2m, driven by uncontracted research activity on the 'Q' ledger.
- Additional work is being undertaken but it is likely that a revised 2024 full year revenue forecast will be significantly lower than the 2024 budget.

In discussion Council noted:

- The financial controls that the Strategic Leadership Group (SLG) are putting place. This has included hiring and position controls and a review of the Vice-Chancellor Strategic Fund. Given the University financial situation more will follow and updates will be provided to Council in due course.
- The ongoing efforts to bring the SLG up to speed on the details of the University's current financial position and situation, to drive cultural change as it relates to financial management and to change expectations.
- With pressures on both revenue and expenditure there is a need to look at short-term boosts in addition to longer term restructuring. There are commercial opportunities and underutilised assets to investigate.
- Employee expenses are the University's largest cost and will increase further with two scheduled salary increases in 2024 under the *Australian National University Enterprise Agreement (2023-2026)*. The University needs to make some difficult decisions about its ongoing cost base.
- Considerable effort has been spent to ensure that the University meets student recruitment forecasts for 2024. The impact of a slow down on visa processing times for international students has been felt across the sector.
- The likely need for an out of session Council meeting in mid-late May to further discuss the University financial position.

#### **Resolved:**

Council **noted** the University's February 2024 YTD financial results as compared to the 2024 budget and the interim March flash results.

#### **\*C12. UNIVERSITY INVESTMENT CUSTODIAN - APPOINTMENT**

Interim Chief Financial Officer, Vibo Chandrasekera, provided an update on the process to appoint a new Investment Custodian and in discussion with members highlighted the following:

- The progress made to identify a new investment custodian through an RFP process. The selection of a preferred vendor currently on track to take place before the next Council meeting.
- By delegating the appointment of the investment custodian to the Vice-Chancellor will ensure that the transition and implementation, which is expected to take at least six months, can be finalised by end of May and risks associated with any time delays can be mitigated.
- It was noted that before engaging any potential vendor, and consistent with the annual Insurance Renewal process, the Vice-Chancellor would discuss the preferred Custodian with the Chairs of the Finance and the Audit & Risk Management Committees prior to any appointment being made.
- The decision will be reported to Council and included in the mid-year report noting approvals for expenditure over \$10m.

**Resolved:**

Council:

1. **Noted** the progress to identify and recommend a new investment custodian; and
2. **Approved** delegation (delegation 455) of the appointment of the University investment custodian to the Vice-Chancellor with decision and appointment details to be reported back to Council at its next meeting.

**\*C13. INFORMATION SECURITY – PROGRESS REPORT 1 OF 3, 2024**  
(discussed in-camera during members only session)

*Only Council Members were present for discussion of the Information Security – Progress Report)*

**Resolved:**

Council **noted** the Information Security Update.

**\*C14. COUNCIL COMMITTEE MEMBERSHIP AND CHARTER UPDATES**

University Secretary, Belinda Farrelly, spoke to this update and in discussion with members highlighted the following:

- Three new membership updates are provided for Council's approval.
  - Dr Jonathan Kearns and Dr Anne-Marie Schwirtlich AM to join the Finance Committee.
  - Dr Doug McTaggart to join the Nominations Committee.
- Updates to three Committee charters were provided for approval:
  - An amendment to the Honorary Degrees Committee to rename it to the Honorary Committee and expand its role to encompass honorific naming of assets as well as Honorary Degrees.
  - Brief updates to both the Finance Committee and Remuneration Committees charters to address unintended consequences when one member holds multiple ex-officio roles.
- Confirm appointment of DVC Research and Innovation, Professor Lachlan Blackall to replace Professor Keith Nugent as an ANU appointed Director for ANU Enterprise Pty Ltd.

**Resolved:**

Council:

1. **Approved** appointments to the Finance Committee and Nomination Committee, as proposed.
2. **Approved** updates to the Charters for the Finance Committee, the Honorary Committee, and the Remuneration Committee.
3. **Approved** appointment of Deputy Vice-Chancellor (Research and Innovation), Professor Lachlan Blackall to replace Professor Keith Nugent as an ANU appointed Director for ANU Enterprise Pty Ltd.

**C15 ACADEMIC BOARD AND COUNCIL COMMITTEE EXECUTIVE SUMMARIES**

**Resolved:**

Council **noted** the Council Committees and Academic Board Executive summaries from meetings held in February and March 2024. .

## \*C16. STRATEGIC REPORTING DASHBOARDS

Chief Operating Officer, Chris Price, spoke to this update and in discussion with members highlighted the following:

- The proposed dashboard report is intended as a first pass of what is could be developed from the data available and feedback is being sought on what dashboards should be developed and any additional areas for consideration. It was agreed and noted that any dashboards will need to have context and commentary to support them.
- The existing Digital Master Plan reporting is a good example of how to represent and capture progress on implementation and spending. However, it is important to include references to whether things are working well post implementation.
- The importance of leading indicators and not just lagging indicators is an important purpose of the dashboard and to support the work of the University and provision of relevant and timely information to Council.
- Consideration of which dashboards could be provided to the University Community and how they could be shared (as appropriate) to emphasise accountability.
- Consideration of development of a dashboard to capture and demonstrate the quality of our staff – e.g. data on awards and accolades.

### Resolved:

Council **noted** the progress on the University performance leading indicator dashboards.

## PART 3 – STRATEGIC DISCUSSION

## \*C17. UNIVERSITIES ACCORD

s47F - Public Interest Conditional Exemptions - Personal Privacy and Steve Fanner, ANU Head of Government Relations joined the meeting.

s47F - Public Interest spoke to this report and in discussion with members highlighted the following:

- s47E - Public Interest Conditional Exemptions - Certain Operations of Agencies  
[REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

### Resolved:

Council **noted** the discussion on the Universities Accord and the progress of the University Response.

## \*C18. ASIA PACIFIC – REGIONAL ENGAGEMENT

Professor Helen Sullivan, Dean, ANU College of Asia and the Pacific spoke to this item and in discussion with members highlighted the following:

- The ANU College of Asia and the Pacific is unique in terms of the breadth of its regional expertise and the way in which it combines, presents and uses this knowledge. It enables the College (and University) to tackle big projects such as climate justice, gendered violence, geo-economics and migration.
- The College proactively reaches out to the Canberra based diplomatic community and has academics embedded within their regions of expertise. This has allowed it to develop significant relationships with global leaders and to bring them to ANU.
- s47E - Public Interest Conditional Exemptions - Certain Operations of Agencies  
[REDACTED]
- [REDACTED]
- [REDACTED]
- The importance of building on a small number of bigger projects and to identify one or two things that are essential over the next 10 years.

### Resolved:

Council **noted** the discussion on the Asia Pacific Regional Engagement

## \*C19. ANU BELOW ZERO

Professor Lachlan Blackall, Deputy Vice-Chancellor (Research and Innovation), Professor Mark Howden, Co-Chair, ANU Below Zero Steering Committee, Dom Haywood, Director Sustainability and James Giggacher, Associate Director, Media and Communications joined the meeting.

Discussions with members highlighted the following:

- That it has become increasingly clear that the University will not be able to meet publicly made ANU Below Zero targets. Not updating those targets in appropriate public statements may be considered greenwashing.
- Broadly the University has struggled throughout the Below Zero project due to the conflicting focus between organisational/corporate responsibilities in the Below Zero targets and the University research and development expertise, work and contributions to climate change and achieving emission reduction targets. The Council agreed that these elements should be more clearly separated moving forward.
- It is important the University maintain its integrity and leadership role in relation to addressing climate change and emission reduction. Communications with the ANU community should be frank and honest – ambitious targets were set and we have been unable to realise them. The University can share its lessons and learnings to the rest of the sector and beyond.
- It must remain clear that the University is committed to reaching the Below Zero targets and by doing it the right way, only using offsets when they are verifiable and new.
- Communications should emphasise the focus on Scope 1 and 2 emissions and a forward plan to continue to map and take action against Scope 3.



- The University remains a world leader in several climate related research areas and this should be captured and communicated as an academic brief to complement any media piece and update on the University emission targets.
- The Below Zero team will return to Council in August to provide an updated plan for the future of the Below Zero project.

Council noted the need to implement and communicate these agreed changes to the University community as a priority and requested that a plan be implemented to do so within the next 10 days.

## Resolved

### Council

1. **Endorsed** and approved the proposed five-point plan including a shift in the University Below Zero timeline to 'from 2025' – which means Dec 2025 is the next deadline.
2. **Endorsed** the development of an internal and external communications strategy to address the five-point plan. In particular the communications strategy will guide the University as well as provide public clarity of our commitment to Below Zero, the work we have done so far and the timelines that need to be revised. Council noted this should be prioritised and initial communications issued within 10 days from the Council meeting.
3. **Endorsed** and mandated the University to develop a scope and offsets strategy, including the identification of high-quality offsets with additional co-benefits (e.g. First Nations benefits or linkages into our teaching/research work).
4. **Endorsed** the development of the Options Analysis outlined earlier in this paper. The Options analysis should explore all practical pathways, and the respective costs, for achieving decarbonisation of ANU activities.
5. **Endorsed** to formally split the research development and demonstration activities underway at the University from the corporate commitments and communications. This shift will address many of the current challenges achieving and delivering the Below Zero strategy.
6. **Endorsed** for the COO and R&I Portfolios to be jointly tasked with implementing a fit-for-purpose governance model and identifying the accountable and responsible parties for undertaking each activity outlined above.

## \*C20 STUDENT ENROLMENTS PROGRESS REPORT – 1 OF 2, 2024

The Vice-Chancellor and Chief Operating Officer were joined by Deputy Vice-Chancellor Academic, Professor Grady Venville, Director Planning and Service Performance, Richelle Hilton, University Registrar, Scott Pearsall, Director Future Students, Amanda Barry

The Chief Operating Officer spoke to this report and in discussion with members highlighted the following:

- **s47E - Public Interest Conditional Exemptions - Certain Operations of Agencies**  
[REDACTED]
- Ongoing work will need to continue to mitigate the current gap between our projected and actual student enrolments and the subsequent knock-on impact to our 2024 (and beyond) revenue base.
- Currently focus is on mitigating the enrolment target issues for 2024 through a variety of targeted measures across multiple portfolios.

■ **s47E - Public Interest Conditional Exemptions - Certain Operations of Agencies**  
[REDACTED]

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

- While some items are within the University's control, others reflect external pressures such as Australian Government visa changes and processing delays, changes in Chinese government policies, the reduction in 'pent up' demand post COVID border closures and increasingly competitive domestic and international competition for students.
- There are some positive signs in our diversity and equity numbers as well as in our Higher Degree Research Cohort.

### **Resolved**

Council **noted** the Student Load and Enrolment Report for Semester 1, 2024

### **\*C21. ANU INTERNATIONAL STRATEGY REPORT – 1 OF 2, 2024**

Chief Operating Officer, Chris Price, spoke to the update to Council and highlighted the following:

- The University continues to deliver on the International Strategy which was approved in 2019. However, it is noted a lot has changed in the sector internationally in that time.
- The new Director of the North American Liaison Office now in place in the Australian Embassy in Washington, Professor John Blaxland and the University needs to continue to leverage this role and relationship within North America.
- . This will be the last update under the current strategy. The development of an updated International Strategy will commence in the second half of 2024 and presented to Council for consideration toward the end of 2024.

### **Resolved**

Council **noted** the ANU International Strategy Progress Report

### **\*C22. DIGITAL MASTER PLAN REPORT – 1 OF 3, 2024**

Vice-Chancellor and Jonathan Churchill, Chief Information Officer, spoke to this update and in discussion with members highlighted the following:

- The project continues to seek efficiency and reduce ongoing costs both within its own operations and across the wider University. Undoubtedly there are many future state efficiencies and opportunities for how to support and improve business practices and processes across the University.
- The importance of the Learning Ecosystem project to improve delivery of core educational services and improve the experience of both staff and students.
- Improvements to these services will also support the University to find and deliver on new revenue opportunities in the coursework space.

### **Resolved**

Council **noted** the Digital Master Plan progress report.

## PART 4 – ANNUAL REPORTING

### \*C23. ANU ANNUAL REPORT 2023 (including performance statements)

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

- The report is due to the Minister by the 15th April and will incorporate the performance statements and financial statements discussed at Council.
- The Performance Statements for 2023 are disappointing with several KPIs being missed. The University is working on strategies to better address and achieve those KPIs and improve monitoring throughout the year..
- Council noted a version control issue that primarily impacted Council member biographies. This will be resolved prior to submission.
- The Vice-Chancellor reiterated that the 2023 National Institutes Grant section would be provided to Council for consideration early next week .

#### Resolved

##### Council

1. **Noted** the 2023 National Institute Grants report is still to be presented for Council consideration and approval.
2. **Approved** the Annual Report 2023, subject to the correction of members' biographies and finalisation and approval out of session of the 2023 National Institute Grant report that is to be included in the Annual Report for 2023.
3. **Approved** the Performance Statements to be included in the Annual Report for 2023.
4. **Noted** the letter of transmittal to be co-signed by the Chancellor and Vice-Chancellor ahead of submission of report to the Minister.

### \*C23.1 ANNUAL FINANCIAL STATEMENTS 2023

Interim Chief Financial Officer, Vibo Chandrasekera, spoke to this item and in discussion with members highlighted the following:

- The financial statements have been considered, and subsequently endorsed, at the both Finance Committee and Audit and Risk Management Committee meetings in March 2024.
- ANAO had no areas of concern and the Auditor General was complimentary of the work of the University and financial team.
- There are two significant revenue drivers within the statements – investment income, which covers superannuation liabilities and ongoing insurance claim payments for the remediation of 2020 hail damage.
- The largest expenditure items remains salaries with a significant variance seen in non-recurring ledgers (S, Q, W)
- The drivers underlying the University financial position and our inability to use increased revenue to offset operational expenses must be made clear to our community.

#### Resolved:

##### Council:

1. **Noted** the commentary and analysis on the 2023 Statements of Income, Statement of Financial Position and Statement of Cash Flows for the University;
2. **Noted** the ANAO closing letter;

3. **Approved** the University 2023 Annual Financial Statements;
4. **Approved**, adopted and authorised the signing of the Transmittal letters; and
5. **Approved** the proposed communications plan relating to the 2023 results

**C24. ANU ENTERPRISE (ANUE) REPORT INCLUDING ANUE ANNUAL FINANCIAL STATEMENTS 2023 AND ANU GOVERNANCE STATEMENT 2023**

**Resolved:**

**Council:**

1. **Noted** the 2023 Draft Annual Financial Statements for ANU Enterprise Pty Ltd and its subsidiaries; and
2. **Noted** the ANUE governance and assurance activities for ANUE in 2023, including the Forward Plan for 2024 and Internal Audit Work Plan for 2023-24.

**\*C25. FREEDOM OF SPEECH ANNUAL ATTESTATION STATEMENT**

Chair, Academic Board, Professor Tony Connolly, spoke to the statement and advised members:

- Since 2022 the Council resolved for the annual attestation to be included within the University Annual Report.
- The current statement has been prepared and endorsed by Academic Board at its meeting on 12 March 2024.

**Resolved:**

Council **approved** the ANU Attestation Statement on Freedom of Speech and Academic Freedom for 2023.

**\*C26 SOCIALLY RESPONSIBLE INVESTMENT REPORT 2023**

Interim Chief Financial Officer, Vibo Chandrasekera and Mary Fallon, Director of Investment, spoke to this Report and in discussion with members highlighted the following:

- The significant 52.35% reduction in carbon intensity across the University portfolio.
- The availability of alternative ways to measure other elements of socially responsible investment including gender equity.
- The University efforts to ensure that data and reporting analysis for the portfolio is rigorous and not at risk of accusations of greenwashing.

Council noted and agreed on proposed suggestions for the publicly available report to ensure individual fund manager and company names and proxy voting references are removed as this will not enhance disclosure.

**Resolved**

Council **approved** the ANU Socially Responsible Investment Report for 2023 and, subject to the agreed changes, the release of the proposed public version of the report.

**C27. KAMBRI SCHOLARSHIPS ANNUAL REPORT 2023**

**Resolved**

Council **noted** the Kambri Scholars Program Annual Report for 2023

## C28. NATIONAL CENTRE FOR INDIGENOUS GENOMICS ANNUAL REPORT 2023

### Resolved

Council **noted** the 2023 Annual Report for the National Centre for Indigenous Genomics required under the *National Centre for Indigenous Genomics Statute 2021* under section 50 of the *Australian National University Act 1991*.

## C29. ACADEMIC BOARD AND COUNCIL COMMITTEE ANNUAL REPORTS

### Resolved

Council

1. **Noted** the Council Committee and the Academic Board annual reports and self-assessments for the year ending 31 December 2023
2. **Noted** the Dashboard and Acquittal against the Charter for ARMC and Finance Committees for the year ending 31 December 2023

## C30. CAMPUS MASTER PLAN ANNUAL REPORT 2023

### Resolved:

Council

1. **Noted** the Acton Campus Master Plan – Annual Report 2023.
2. **Endorsed and approved** the name change to the *“Kambri Campus Plan”*

## \*C31 EMERITUS PROFESSORS APPOINTMENT REPORT 2023

The Vice-Chancellor spoke to this Item and highlighted the following:

- **s47E - Public Interest Conditional Exemptions - Certain Operations of Agencies**
- That work is being undertaken to update and align our Visiting and Honorary Academic procedures and policies and to look at other forms of esteem that we grant.
- This will include mechanisms to review appointments and to manage changes in community expectations.

### Resolved:

Council:

1. **Noted** the names of those conferred the title of Emeritus Professor from 1 January to 31 December 2023
2. **Noted** these appointments will be entered on the University Roll of Emeritus Professors

**s47F - Public Interest Conditional Exemptions - Personal Privacy, s47E - Public Interest Conditional Exemptions - Certain Operations of Agencies**

## PART 5 – OTHER MATTERS FOR DECISION/NOTING

## 32. STUDENT ORGANISATIONS - PROPOSED AMENDMENTS TO ANU STUDENT MEDIA ‘WORONI’ CONSTITUTION

### Resolved:

Council **approved** the proposed amendments to the ANU Student Media ‘Woroni’ Constitution

### 33. INSTITUTE NAME CHANGE – CENTRE FOR ENTREPRENEURIAL AGRI-TECHNOLOGY INNOVATION INSTITUTE – PROPOSAL

**Resolved:**

Council **approved** the name change from the Centre for Entrepreneurial Agri-Technology Innovation Institute to the Agrifood Innovation Institute.

### \*34. CRITICAL INCIDENT RESPONSE REVIEW – IMPLEMENTATION UPDATE

The Chief Operating Officer spoke to this Item and highlighted the following:

- The University continues to implement the recommendations from the Allard Review.
- Preparations are underway to go to market for an external provider to train Incident Coordinators.
- The University has a lessons learned procedure in place which has been utilised several times throughout 2024.

**Resolved:**

Council **noted** the University's ongoing response to and implementation of the recommendations from the Allard Review.

### 35. LEGISLATION UPDATE

**Resolved:**

Council **noted** that no new legislation has been approved or made by Council or the Vice-Chancellor since the Council meeting on 9 February 2024.

### 36. GRANTS AND CONSULTANCIES

**Resolved:**

Council **noted** the report on grants and consultancies.

### 37. UNIVERSITY SEAL REPORT

**Resolved:**

Council **noted** that there has been no use of the University Seal for the period 3 February 2024 to 28 March 2024.

## PART 6 – OTHER BUSINESS

### \*38. OTHER BUSINESS

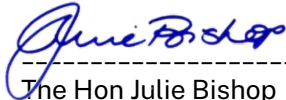
The Council **noted** that the University *Innovate Reconciliation Action Plan 2024-2026* is incorrectly listed on the University website as returning to Council at this meeting. This should be amended reflect the revised date of June 2024.

**\*39. NEXT MEETING**

**Resolved:**

Council **noted** that the next meeting will take place on Friday 14 June 2024.

The meeting closed at 3.50pm (AEDT)



-----  
The Hon Julie Bishop

Chancellor

The Australian National University

Date: 14 June 2024  
-----

## **THE AUSTRALIAN NATIONAL UNIVERSITY COUNCIL MINUTES**

The 486<sup>th</sup> meeting of the Council was commenced at **9.08am (Canberra) on Friday 14 June 2024** in the Boardroom, Level 4, Research School of Physics, 160 Mills Road, Acton Campus

### **Members present**

1. Chancellor, the Hon Julie Bishop
2. Pro-Chancellor, Ms Naomi Flutter
3. Vice-Chancellor, Distinguished Professor Genevieve Bell
4. Dr Anne-Marie Schwirtlich AM
5. Ms Padma Raman PSM
6. Ms Alison Kitchen
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. Professor Tony Connolly
14. Dr Larry Marshall
15. Ms Megan Easton

### **Apologies**

Professor Sarah Pearson

### **In attendance**

Chief Operating Officer - Mr Chris Price

Incoming Interim Chief Operating Officer – Mr Jonathan Churchill

Incoming Provost – Professor Rebekah Brown

Chief Financial Officer – Mr Michael Lonergan

### **Secretariat staff**

University Secretary and Director, Governance and Risk – Mr Phillip Tweedie

Senior Governance Officer, CGRO - Ms Leslie McDonald

Senior Governance Officer, CGRO - Ms Emma Murrell (Zoom)

Governance Advisor – Ms Belinda Farrelly (Zoom)

Senior Governance Officer – Ms Mariane Quintao (Zoom)



## PART 1 – PROCEDURAL ITEMS

### \*1 ANNOUNCEMENTS AND APOLOGIES

Council met in private session commencing at 8.30am. The following matters were discussed:

- Vice-Chancellor member's only update and discussion.
- An update on the 2023 Annual Report submission to the Minister and tabling in Parliament
- The finalisation of the Socially Responsible Investment Report for 2023 now available on the ANU website

At the meeting, Council:

- Noted Sarah Pearson is an apology for today's meeting.
- Padma Raman will need to depart the meeting at approx. 2pm due to an unavoidable commitment.
- Congratulated incoming Pro-Chancellor and Council Member Alison Kitchen on her appointment as a Member of the Order of Australia in the 2024 King's Birthday Honours list. This was in recognition of significant service to business, to governance roles, and to the community.
- Welcomed Megan Easton, the newly appointed professional staff member on Council attending her first in-person meeting of Council.
- Noted the confirmation of the appointment of Rob Whitfield to Council for a four-year term commencing 1 July 2024. Rob was unable to join the meeting today due to an existing commitment for the Commonwealth Bank Board meeting and will join his first formal meeting of Council on the 9 August 2024.
- Noted Tanya Hosch has been reappointed to Council for a further four-year term through until 30 June 2028. Council thanked Tanya for her contributions to Council, Honorary Committee and the Student Safety and Wellbeing Committee during her initial four-year term and her continued involvement and contributions.
- Welcomed incoming Provost and Senior Vice-President, Professor Rebekah Brown observing at the meeting. Rebekah commences with the University officially on Monday 17 June and joins the University after more than decade in senior academic leadership at Monash University, most recently as Deputy Vice-Chancellor (Research).
- Thanked Chris Price, Chief Operating Officer and formerly the Director of the Office of the Vice-Chancellor who is attending his last Council meeting – having attended all but one meeting of Council since 2016.
- Chris will shortly be taking a period of leave to undertake a Kennedy Fellowship at Harvard. Council noted and thanked Chris for his support, engagement and contributions to Council and the University over the past eight-years.
- Welcomed Jonathan Churchill, currently the Chief Information Officer who will be undertaking the role of interim Chief Operating Officer while an external recruitment process is completed.
- Noted, this will be the last Council meeting for our departing Pro-Chancellor Naomi Flutter who will finish her 10-year term on Council on 30 June 2024.
- Acknowledged Naomi's role as a key part of the University Council since 2014 and as having contributed to almost every aspect of the Council's remit.
- Having been Pro-Chancellor since 2014, Naomi has been a member of and, since 2023, Chaired the Finance Committee as well as sitting on the Audit & Risk Management Committee, Campus Planning Committee, Honorary Committee, Nominations Committee, Remuneration Committee, COVID-19 Committee and the ANU Foundation Board.

- Thanked Naomi for her dedication to the University and her significant contributions to this Council and the University.
- Noted, as previously discussed and included in the Agenda today, Naomi has agreed to continue to Chair the Finance Committee as an external member and part of a transitional arrangement.

## **\*2 LEAVE OF ABSENCE**

There were no requests from members for any leave of absence.

## **\*3 DISCLOSURE OF MATERIAL PERSONAL INTEREST**

No Member disclosed any material personal interests.

## **\*4 ARRANGEMENT OF AGENDA**

Council amended the agenda as follows:

- Items C10 - Socially Responsible Investment and C36 Contextualising ANU Defence Related Activities to be discussed together on the agenda.
- Item C13 – Reconciliation Plan to be starred.
- Item C22 – the ANU Medical Clinic Update is now starred for discussion and Deputy Vice-Chancellor (Academic), Professor Grady Venville to join Council for the discussion.
- Item C30 – PhD Students – Early Intervention Assistance now starred and will be discussed as part of the Work Health and Safety Update with Chief People Officer, Kate Witenden and Manager, Injury Management, Ingrid Krauss to join Council for the discussion.

### **Resolved:**

Council **approved** that the unstarred items be dealt with as proposed in the agenda.

## **\*C5. MINUTES**

### **Resolved:**

Council:

1. **Approved** the minutes of meeting No. 2/2024, 5 April 2024;
2. **Noted** the minor revisions requested by the Chancellor in relation to the minutes for meeting No. 3/2024, 31 May 2024 to note those members unable to attend were provided with a briefing regarding the matters to be discussed at the meeting. These will be updated and made available on the Secure Server. They will be represented to Council for consideration at the meeting on 9 August 2024

## **\*C6 MATTERS ARISING – COUNCIL DELIBERATIONS**

Council discussed each of the items on the Matters Arising list.

- There are currently seven (7) Matters Arising, with five (5) proposed for closure.
- There are 2 open items:
  - **Sexual Violence Prevention Strategy** – The review undertaken included two staff related recommendations. These were determined as out of scope for student matters but were accepted by the University and referred to the Chief People Officer for consideration, response and action.
  - An update will be provided to Council as part of the regular Staff Safety and Wellbeing report to Council at the meeting on 9 August 2024

- **Emeritus Professor Appointments 2023** – Council noted the Emeritus Professor appointments for 2023 at the April meeting [b47F - Public Interest Conditional Exemptions - Personal Privacy]  
[REDACTED] Revision of the appointments procedure to enable a mechanism for review of appointments is also being considered. An update to Council will be included at the meeting on 9 August 2024

**Resolved:**

Council:

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

## **PART 2 – KEY BUSINESS ITEMS**

### **\*C7 CHANCELLOR’S REPORT**

The Chancellor reported upon various ANU activities undertaken since the last meeting and in discussion with Members noted:

- Visits to Cambridge and meetings in the UK in April and May including interesting and important discussion on what it means to be a national university – a model Cambridge is looking at to position themselves. An invitation was extended to VC Professor Debra Prentice to visit the ANU.
- Hosted an event at the Australian High Commission in the UK and conferred Honorary Degrees to Sir Andrew Haynes, Jasia Reichardt and the 2023 Peter Baume award to Professor Carolina Vinuesa.
- Much time dedicated to working with the Vice-Chancellor on the current student encampment issue and protests as they are unfolding. Important for all Council members to act as representative of and in the interests of the entire ANU community irrespective of the personal views you may hold. It remains vitally important that we all respect each other’s views.
- Very proud of ANU team that appeared in Senate Estimates for a thoroughly professional, balanced and considered performance.

**Resolved:**

Council: **noted:**

1. The report from the Chancellor.
2. The final report on implementation of the recommendations from the 2022 Council Self-Assessment; and
3. That the next Council Self-Assessment will be discussed for consideration and action at the end of 2024.

### **\*C8. VICE-CHANCELLOR’S REPORT**

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

#### Government and Senate Estimates

- Senate Estimates – University was summoned to present to Senate Estimates for the first time since 2014.
- Initial requests were about the Socially Responsible Investment Policy. However, topics and questions branched much further including student encampment, the University response, hate speech, anti-semitic behaviour, ongoing student safety and wellbeing and freedom of speech.
- University team including DVC Academic, Professor Venville, DVC Research and Innovation, Professor Blackhall and Chair, Academic Board and Dean ANU College of Law, Professor Tony Connolly presented.
- ANU is the only University that could be summoned to appear and it is reasonable to

expect will be summoned again as a matter of course.

- Schedule was for an hour with presentation ultimately running for over two hours.
- Questions on notice still to be received and will be responded to as required.
- Noted the team that enabled and supported the preparation of Vice-Chancellor and others for the appearance.

#### University Leadership and Staff Matters

- Welcome Provost Rebekah Brown who will be commencing in her role from next Monday, 17 June 2024.
- Continuing to meet regularly with the Strategic Leadership Group to discuss how to address and manage the challenges that are being faced by the University.

#### Campus and Community

- Encampment continues to be a difficult issue for the University to manage and important to balance pieces of the puzzle - Academic Freedom and Code of Conduct - while enabling the students' right to protest in a safe and sustainable manner.
- Must ensure safety and security for all students. Looking at contingency plans for Graduations in early July.
- Met with Israeli Ambassador and the delegate for Palestine and had very good discussions.
- Supporting international scholars at risk - utilise endowments and the relevant visa category to support scholars from impacted conflict regions.
- Graduation processes will change from 2025 – move to one ceremony per annum consistent and a deferred ceremony.
- Following change of Honorary Degrees Committee to Honorary Committee and update of the Charter to enable Committee to consider all honorary degrees and naming of assets, Committee met this week. Have confirmed four buildings to be put forward at the August meeting to be approved for naming or renaming after outstanding women from the ANU community with further work to include review of buildings already named to ensure all who should have been recognised have been (e.g. All deceased Nobel Laureates).
- Some formal ceremonies to mark the naming of the buildings will be planned for September/October 2024.

#### Child-Care Centres

- Council has had updates before on this matter. Issues and associated communications continue to need to be managed carefully. Four of five providers on Campus operate in heritage buildings. Not purpose built and environment not suitable to continue being used to host childcare.
- Issues continue to be presented around the repairs needed as part of the hail remediation program of work and ability for buildings to remain compliant as assessed by ACT Regulatory Authority – Children's Education and Care Assurance (CECA) – and indication accreditation will be unable to be achieved in the heritage buildings post remediation works.
- In addition, challenges of ongoing safety being sustained inside heritage buildings as evidenced in need to close one centre for a period in January 2024.
- Two purpose-built centres to be pursued – will mean reduction of providers on campus going forward – but no reduction in number of childcare places. Terms of tender will be published in next two weeks.
- University has met with providers and working carefully with them and ANU Community.
- Once new centres established, four heritage buildings will be re-purposed with colleagues in spaces located off campus able to be relocated to facilities and spaces on the Acton Campus.

## Finance

- Remains the key priority and area of focus given the challenges being faced by the University – and will be discussed at length in the financial update.
- VC Strategic Fund review underway through committees – closing from 2025. This will create some complexity but must be done.
- Formal communications to go out on that in coming week/s to enable required planning and issues management for areas with funding ceasing.
- Report noting over \$10m expenditure items noted later in the agenda. In addition to the reported items, also noting the University is about to sign \$60m catering contract for student residences. While this sounds like a large contract, it is a five year agreement covering food services over multiple residential halls and is funded by student accommodation fees.

In discussion, Council members noted:

- Work of VC and team in preparing for and presenting at Senate Estimates
- Importance of clear communications around ceasing the VC Strategic Fund and change to Graduations.
- When considering recognition of Nobel Laureates, check for Professor Tony McMichael an ANU Nobel prize winner who often gets left off the University Laureate list.
- While difficult, the changes to childcare facilities on campus important and investment in two purpose-built centres will enable upgrade to facilities for a critical service for the ANU community. It will mean a normalizing of the current arrangements for these services.
- The University has a number of aged and/or heritage buildings across across the Acton campus and these spaces are all carefully managed and maintained to ensure safety in those environments.

## **Resolved:**

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

## **\*C9. ANU FINANCIAL UPDATE**

The Chancellor introduced the Vice-Chancellor, Chief Financial Officer, Michael Lonergan and Deputy Chief Financial Officer, Vibo Chandrasekera.

The Vice Chancellor made some opening comments and in discussion with members noted:

- More data is available since Council last met but still bunch of unknowns;
- Controls not yet meaningfully changing outcomes; deficit increasing; student numbers not hitting 2024 targets
- The financial and student data from late May suggests we are still well behind 2024 budget and our projected deficit is now \$198M
- Policy settings remain unconfirmed and add to uncertainty. Still seeking updates from Dept of Education re: 2025 - international and domestic student caps for the ANU
- Have reforecast budget for the second half of the year – set new targets for every part of the University. People need to enact their responsibilities.
- Four key areas for discussion with Council
  - Risk appetite
  - Evaluation of Controls
  - Realignment activities
  - Communication and engagement plan

## **Risk appetite**

- Reconsidering the current risk appetite could alleviate some of the immediate pressures.
- Current objectives set in 2024-2028 Budget and forecast include return to surplus by 2026, \$250m cash floor and assumptions around debt ceiling and general cash float levels. All need consideration and feedback from Council being sought ahead of taking some options to Finance Committee in July.
- Key questions include:
  - Appetite for returning to Operational Surplus, reflecting changed external environment and student growth trajectory.
  - Review Cash floor and GCF with potential for short term adjustments to manage through Q4 2024 and Q1/Q2 2025.
  - Management of total capital structure ahead of S&P rating review and 2025 Medium Term Note re-issuance.
  - Appropriate level of cash to ensure University resilience, with short term and long-term perspective.

In discussion Council members noted:

- Current risk appetite settings were considered in early 2020 during a time of enormous uncertainty. Context at that time important – set to ensure solvency and ability to continue to operate.
- Entirely appropriate and prudent to look at thresholds as now an entirely different setting to when these were considered and set.
- Contextual setting as part of reset is important and some principles for setting appetite could be valuable and helpful when it comes to review.
- There is a high level of cash in LTIP and potentially ways to manage the current liquidity challenges using a lower cost strategy vs going to market.
- Return to surplus timing needs to be carefully considered - cautious to set realistic time frame but also ensure not too slow. Time frame has implications from cost base.
- Revenue line is important and need to remain laser focussed on that, in addition to cost base controls.
- Data indicating headcount growth and continued increases despite efforts and reductions in 2020/2021. Reduced headcount levels have not been maintained and in fact grown beyond 2020/2021 levels. An important and big strategic reset that needs to happen as part of the path forward.
- Change required will mean hard decisions and they may be expensive in the short term. recognised structural issues; going hard and early in respectful way is important.

## **Controls and settings**

- Continuing to exercise and tighten financial controls including limits on internal transfers and ledger controls.
- Causing discomfort but important to enable correction of some processes which are atypical and enforcing a financial hygiene that must be demonstrated.
- Principles - Crisp, clear, single set of ledgers with full visibility; purposeful on all ledgers.
- Changed posture on recruitment has worked but not moved numbers as far as needed.
- Must not behave/see international students as a revenue source rather than as we should – as members of the community.
- Continued review and analysis needed to look at why current forecast modelling did not work and look to address and improve forecasting and modelling for 2025 (and beyond).

In discussion Council members noted:

- Financial controls were starting to make a difference but there remained a varied response across the leadership group and different parts of the University community.

- When considering and managing controls and settings, keeping a focus and consideration of equity issues at the outset key to ensuring those who may already be disadvantaged do not have disadvantage amplified.
- Noted centralised recruitment committee had been established and there were controls in place on casuals and contract renewals.
- Noted confirmation Deans and College General Managers were “read in” and part of discussions and implementation of controls.
- Noted importance of tracking roles removed and replaced with a higher level roles and process improvements needed consistent with any centralisation of services. ;
- Tracking of departures would also be valuable data.
- Unpacking/considering what went wrong needs to be done concurrently. Need to look at cultural – both internal to University and external/related to the sector – not easy to navigate.

### **Functional and Structural realignment**

- Priority to determine a new lower cost case whilst still being true to values and national mission
- Building and testing several scenarios to help shape thinking.
- Our current debt/cash positions means we are challenged to fund a larger structural realignment
- Focus on functional realignment across key services (Finance, HR, IT)
- Need to understand what people have been doing and establish an equitable service delivery model across the University.
- Consideration of academic/student ratios and academic/professional staff ratios – what should they be?

In discussion Council members noted:

- Narrative around services alignment important – drawing attention to working “smarter” and both financial and non-financial outcomes and benefits.

### **Talking to all various stakeholders**

- Current situation will not be a quick realignment for the University but a multi-year journey.
- Important to bring ANU community along on the journey.
- Key consideration is how and when to engage government – need to happen before wider University community communications can occur.
- How and when to communicate important and will be difficult.

In discussion Council members noted:

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

- [REDACTED]
- [REDACTED]
- [REDACTED]

- Important to consider reporting going forward including identifying measures to keep on track with realignment and resetting activities, what benefits will be and if they have been realized.
- Thanked VC for leading discussions on the financials and important work being done led by VC, CFO and deputy CFO.

## Resolved:

### Council noted

1. The update on the University financial position and the steps being taken
2. The University April 2024 year-to-date financial results as compared to the 2024 Budget and the Q1 Forecast for 2024

### \*C10. SOCIALLY RESPONSIBLE INVESTMENT and

### \*C36. CONTEXTUALISING ANU DEFENCE RELATED ACTIVITIES

Chancellor noted to members, as discussed earlier, due to their considerable linkages and overlap, items 10 and 36 will be discussed together.

Deputy Vice-Chancellor of Research, Professor Lachlan Blackhall, Mary Fallon, Director of the Investment Office and Kaveen Marasinghe, Investment Analyst joined the meeting.

The Vice-Chancellor provided some introductory comments and spoke to this item and in discussion with members highlighted the following:

- Current policy was established in 2013 and full review with consultation and consideration of context in current global environment makes sense.
- Heat and noise in this community regarding the University activities – not a single view and concerns not shared or seen as the same by all.
- Some want ANU to disavow association with any military activities.
- Need to remember some in community doing foundational research with Australian Defence and industry.
- Consideration may need to include looking at positive screening rather than just negative screening.
- Review needs to include benchmarking and a sense of others in this space and will include an indicative consultation process which needs to be broad and expansive.
- Research consideration and responsible research policies a key part – shaped with consideration to Federal law (e.g. FIAC) and appropriate academic freedom policies

Deputy Vice-Chancellor of Research, Professor Lachlan Blackhall made some further comments and highlighted the following:

- In considering investments, need to think about philanthropy and research space as they are linked.
- When looking at the climate measures in SRI - how this is reflected in Research Assurance space .
- Goal of research and work undertaken by the University never to cause harm.
- There is a distinction between contributing to defence/defence industry and contributing to development of military hardware;

In discussion Council members noted:

- It is a complex area and discussion on scope important - what constitutes social harm in 2024?
- Good paper in short time frame and important to do this review in a strategic and responsible manner seeking expert advice and with proper consultation.
- Useful to be informed and draw on expertise on some of the terminology while being careful not to be absolute – proportion of revenue approach has been useful tool to date.
- Expert advice essential on the intended but also unintended consequences.
- Already provision in current SRI policy for positive screening – perhaps need to be clearer on how to implement?
- Structuring in regular reviews was supported.
- Encouraged involvement of key members of Finance Committee with fund manager experience to assist with the development and review.
- Remain careful on any communication – we intentionally do not talk about individual stocks.
- Threshold issues around substantial social injury.
- Support for proposed model for consultation – based on respected and well-regarded Stamford model.
- **s47E - Public Interest Conditional Exemptions - Certain Operations of Agencies**



- Important to consider Indigenous peoples rights and identify our principle around it rather than just tracking the data.
- Noted recommendations in SRI Policy paper and confirmed:
  - It is an appropriate moment to review the Socially Responsible Investment Policy;
  - Consider both further divestments screens and positive investment screens;
  - The indicative proposed consultation process suitable for important engagement and with ANU community;
  - First draft of the revised Policy be presented to the July Finance Committee and then the August Council meeting;
  - Any revision of the Policy also include a clear expectation of regular reviews; and
  - Full and formal review of LTIP to understand investment exposures listed in paper such as WMD, munitions etc.
  - Seek expert advice on definition of social harm and how to integrate into the SRI Policy.

#### Resolved

1. Council **approved** the University's plan to commence a review of the Socially Responsible Investment Policy noting the variations to the recommendations in the proposal.
2. Council **referred** this matter to the Finance Committee for progression before returning to Council.
3. Council **endorsed** an approach to release contextual information on the University's investment, research and endowment activities and the policies and procedures that govern them.

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

Chair of the Student Safety and Wellbeing Committee, Catherine Fitzpatrick, Deputy Vice-Chancellor (Academic), Professor Grady Venville and Registrar, Scott Pearsall joined the meeting.

Chancellor noted and thanked Professor Venville for her contribution and presentation at Senate Estimates hearing and Mr Pearsall for his participation, contribution and support in the team preparing for the hearing.

Ms Fitzpatrick provided an update to Council regarding the Student Safety and Wellbeing Committee and in discussion with members noted:

- Committee discussions and "in conversation" session with Respectful Relationships unit and role of work of RRU;
- SSW Plan – expanded and integrated and intersectional. Committee very pleased to see that is happening.
- Committee talking about racism as form of violence.
- Committee looking at impact of external environment on student safety – risk factors impacting safety such as alcohol, online pornography, gambling etc.
- External Committee members identified and included in recommendations to Council for appointments.

Professor Grenville spoke to the Student Safety and Wellbeing Report and in discussion with members highlighted the following:

- SSW dashboard continues to evolve and capture key data.
- Demand for services remains high - nearly 2,000 students with accessibility considerations and, of these, over 1,200 have registered a mental health disorder.
- Remains a quite difficult area - more and more young people with mental health challenges and it is something we need to prepare for now and the future to ensure students can be and are well cared for and supported through their studies.
- Encampment update
  - University response team having daily stand ups to check in, manage and assess security and communications and ensure all students are safe;
  - Daily discussions on support for impacted students (and staff Check in on reports of concern and ongoing safety checks (e.g. electricity – what being drawn by encampment remains safe);
  - Regularly meeting with students and staff representatives and listening to demands;

- Ten (10) discipline; 5 concluded; 2 excluded; 1 suspended; 2 of no findings; Four still under review;

In discussion, Council members noted:

- Would be helpful for some further commentary/narrative for the dashboard; e.g. what is good/bad/indifferent. What areas are doing well, what areas need support and further focus.
- Discussion on lived experience on SSW Committee – noting trauma informed responses mean direct queries on lived experiences are not sought however Committee does hear from members when they wish to disclose.
- Difference between suspension, exclusion (expulsion) for student misconduct matters and how students remain supported.

**Resolved:**

Council **noted**

1. The update from the Student Safety and Wellbeing Committee; and
2. the Student Safety and Wellbeing Report.

**\*C12. STAFF WHS REPORT (1 JANUARY to 29 FEBRUARY 2024)**

Chief People Officer, Kate Witenden and Manager, Injury Management, Ingrid Krauss joined the meeting.

Ms Witenden and Ms Krauss spoke to the report and in discussion with members highlighted the following:

- Data reflecting that currently WHS training levels are too low and this is an area of focus, including for all members of WHS Committees across the University
- Specific WHS training session for University Leadership Group at end of June
- There has been an uptick in psychosocial claims – which was to be expected with the recent changes and increased training and awareness in the areas of health and workplace safety. Of seven claims, only one accepted, four rejected, one withdrawn and one claim outcome remains to be determined.
- There are patterns emerging around conflict with supervisors and communications issues. Training in these areas continuing to be a focus
- Planning for the month of October to be a “Safety month” is underway and will be a proactive action to support increased awareness and reminders about the importance of safety in the workplace.

In discussion Council noted:

- The total recordable injury frequency rate (TRIFR) differs slightly with industry as, consistent with the G08, the University only uses accepted claims data and the data trends consistent with the other G08;
- Hazard reporting continues to be promoted and encouraged.

■ **s47 - Documents disclosing trade secrets or commercially valuable information**

- Management of workload stressors including role clarity; role requirements; systems used – continued work being done to support supervisors to work with staff on these issues.
- Concerns raised about consistency of managing requests for cultural allowances across work areas - noting these had not been formally reported to the CPO but this would be looked at with HR business partners across Colleges and Portfolios.

**Resolved:**

Council **noted** and **endorsed** the Work Health and Safety Performance Report for the period 1 January to 30 April 2024.

## PART 3 – STRATEGIC DISCUSSION

### \*C13. RECONCILIATION ACTION PLAN

The Vice Chancellor provided an update on the proposed University Reconciliation Action Plan (RAP) and in discussion Council noted:

- RAP Committee rebooting including looking at how to think about reconciliation and what plans should look like in more future.
- Challenges in balancing the RAP as a compliance document with what we are and should be doing.

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

■ [REDACTED]

- UN Declaration of Rights of Indigenous Peoples and the work First Nations Portfolio doing with the University of British Columbia to learn from their work and how declaration can be brought into action at University and further work being undertaken such as recent hosting of UN first nations leaders delegation from around world.

#### **Resolved:**

Council **approved** the *ANU Innovate Reconciliation Action Plan* which has conditional endorsement from Reconciliation Australia.

### \*C14. FIRST NATIONS PORTFOLIO – STRATEGY AND PORTFOLIO UPDATE (1 OF 2, 2024)

Vice-President – First Nations, Professor Peter Yu joined the meeting (via Zoom).

The Chancellor noted to members the supplementary pack supporting the meeting which contained additional information on outcomes from the First Nations Portfolio Economic Development Seminar Series.

Professor Yu then spoke to the First Nations Portfolio Update and report and in discussion with members highlighted the following:

- Professor Yu is currently in UK (at Imperial College) working with Rio Tinto and other institutions including Berkley, UCLA, University of British Columbia and Johannesburg University to consider the global copper challenge (and other critical minerals) in the transition to renewables.
- Second such meeting in past two months to plan design of grand challenge looking at new technical and science solutions.
- Critical part of that is impact on Indigenous community.
- Large project – expected to be over 10 years and include science and technical expertise but with a strong regard to the social sciences.
- ANU presence in London and contribution to discussion is significant and will play out further when Professor Yu returns including ANU looking at how to set up our own governance structure to support/contribute to the project.
- First Nations Portfolio appreciate opportunity to discuss and bring awareness to Council of matters being considered and progressed and the current focus on Economic empowerment.
- What we are doing in the First Nations Portfolio and at the ANU is quite different and, as we understand it not happening at other Universities.
- Regular discussions happening with VC and with Strategic Leadership Group.
- Providing relevance as the National university and contributing to the national policy agenda part of the remit of ANU;

- Strong and enthusiastic engagement and recent discussions with and presentations to Federal Departmental Secretaries Board and Treasury led sub-committee.
- Continuing to explore and work on research initiatives supported from external partners and with critical importance of data, building the infrastructure to support this.
- Established First Nations Committee for the University which important step in bringing together the range of first nations activities across campus

In discussions, Council Members noted:

- The focus on economic empowerment is distinctive and commended the university and FN Portfolio for choosing to focus on that as a priority - challenging space and really worthy of ANU focus.
- Collaborations demonstrating connection and impact for government, corporate, communities.
- Key is achieving engagement strongly across University as much as across external stakeholders
- Opportunity to look at philanthropic connections – e.g. corporate Australia and need to think laterally about ways to support work of the FN Portfolio and University

#### **Resolved:**

Council

1. **noted** the update provided on the activities of the First Nations Portfolio.
2. **Supported** the initiatives and focus on economic empowerment as outlined in the paper and discussions.

#### **\*C15 RESEARCH STRATEGY UPDATE (1 OF 2, 2024)**

Deputy Vice-Chancellor of Research, Professor Lachlan Blackhall and Senior Advisor, Bhavani Balakishnan joined the meeting.

Professor Blackhall apologised for this paper being provided late to Council. Professor Blackhall then spoke to the report and in discussion with members highlighted the following:

- Updates and changes in the strategy since the earlier draft provided to Council in April.
- Activities to be undertaken to implement the Strategy including the impact and some proposed changes in the Research and Innovation Portfolio foreshadowed as part of the strategy.
- Consideration of ANUE structure with advice currently being obtained and further updates to be provided to Council at a later meeting.

#### **Resolved**

Council:

1. **Endorsed** the refreshed strategy.
2. **Noted** the implementation update and proposed re-orientation of functions within the Portfolio to deliver the strategy.

#### **\*C16. INTERNATIONAL RANKINGS UPDATE (1 OF 2, 2024)**

Deputy Vice-Chancellor of Research, Professor Lachlan Blackhall, Senior Advisor, Bhavani Balakishnan were joined by Director, Planning and Service Performance, Richelle Hilton.

Professor Blackhall spoke to this update and in discussion with members highlighted the following:

- ANU went up four places and now in top 30 in latest QS Rankings result.
- **s47E - Public Interest Conditional Exemptions - Certain Operations of Agencies**

■

- Rankings working group has been formed and will meet for first time week commencing 16 June 2024

#### **Resolved**

Council **noted**:

1. Establishment of the ANU Rankings Strategy Working Group;
2. Latest rankings results from the QS 2025 World Rankings (up four places, in top 30); and
3. The steps ANU is taking to improve rankings performance and the latest ranking results.

### **PART 4 – ANNUAL REPORTING**

Director, Planning and Service Performance, Richelle Hilton, remained in the meeting for items C17, C18 and C19.

#### **\*C17. ANU STRATEGIC PLAN 2025 UPDATE (1 OF 2, 2024)**

In discussion, members noted the following:

- The ongoing comprehensive review of the University plans and initiatives to support delivery of the objectives in *ANU by 2025*.
- Changed operational context since its development, current status of implementation against Institutional, College and Portfolio plans and ability to deliver on initiatives within next 18 months
- Lack of KPIs within Strategic Plan and most comprehensive KPIs within the University Corporate Plan
- Proposal to pause ongoing assessment of ANU by 2025, close out the plan early and move to using Corporate Plan as key single strategic tracker for 2024.

#### **Resolved**

Council

1. **noted** the ANU Strategic Plan update.
2. **endorsed** a comprehensive review of University plans and KPIs that are supporting strategy execution.
3. **endorsed** the use of the Corporate Plan as the University's key strategic plan, replacing ANU by 2025.

#### **\*C18. CORPORATE PLAN QUARTERLY PROGRESS DASHBOARD**

In discussion, members noted the following:

- The update and progress on each KPI for Q1 2024 and the inclusion of a leading indicator status assessment.
- As noted in the discussions of ANU by 2025 in the earlier agenda item, Council's endorsement to move to using the University Corporate Plan as key single strategic tracker for 2024.

#### **Resolved**

Council **noted** the progress of performance under the 2024 – 2027 Corporate Plan.

#### **\*C19. STRATEGIC REPORTING DASHBOARD**

In discussion, members noted the following:

- The update on the development of strategic dashboards and the data available to support the proposed reporting suite.
- The periodic dashboards being developed and initial sample of data to be presented.
- The live dashboards already developed and available on an ongoing basis (with links provided within the Council papers).

#### **Resolved**

Council **noted** the progress on the strategic reporting dashboards.

#### **\*C20 ANU STATEMENT ON MODERN SLAVERY 2023**

Director, Sustainability, Dom Haywood joined the meeting spoke and in discussion with members highlighted the following:

- The changes and development of the Report and Statement for 2023 in response to feedback from Council
- The program of work that continued to be undertaken across the University to strengthen the institutional understanding of Modern Slavery risks within its operations and the engagement with students
- Subject to endorsement by Council, the report would be finalized and lodged on the Modern Slavery portal by 30 June 2024.

#### **Resolved**

Council **approved** the 2023 Modern Slavery Statement and nominated the Chancellor to sign the statement and for it to be submitted to the Minister via the Modern Slavery portal by 30 June 2024.

#### **\*C21. ANU FOUNDATION ANNUAL REPORT 2023**

Vice-President - Advancement, Alex Furman joined the meeting (via zoom) and spoke to the ANU Foundation Annual Report and in discussion with members highlighted the following:

- The fundraising activities and financial performance for 2023
- The changes to the ANU Foundation Board at end of 2023 including transition to a new Chair as appointed by Council commencing 1 January 2024
- The strategic funding and recurrent funding changes for 2024 and subsequent organisational change process undertaken within Advancement, the implementation of those changes and the challenges this had presented

#### **Resolved**

Council **noted** the ANU Foundation Annual Report

#### **\*C22 ANU MEDICAL CLINIC UPDATE (1 OF 2, 2024)**

Deputy Vice-Chancellor (Academic), Professor Grady Venville and Interim Director University Experience, Lisa Kennedy joined the meeting.

Professor Venville spoke to the update and in discussion with members highlighted the following:

- Data showing improved services to students; increased use of services by students
- Some issues to be managed with two GPs exiting at end of 2024 and indicating this has been due to them having a higher earning capacity in alternative clinics.
- Data has shown that bulk of student needs can be serviced by the nurse practitioners and model proposed for the clinic going forward will include an increase in nurse practitioner services.
- The options for the ongoing operations of the ANU Medical Clinic were discussed with the Finance Committee and ARMC Committee at their meetings in May.
- The guidance provided from the Committees included support for the University to proceed with the proposal to hire a Nurse Practitioner (NP) and to proceed with the Medicare exemption request letter to enable Medicare billing by the NPs.
- It was also noted the University should explore and proceed with a model to have no gap fees for students.

#### **Resolved**

Council **noted**:

1. the progress report including the challenges faced by the ANU Medical Centre;
2. the options presented for continuing to operate the ANU Medical Centre in-house and that option three was the preferred option which was proposed to progress; and

3. Following discussions at Finance Committee, the University would explore a model to have no gap fees for students and seek exemption to enable bulk billing by nurse practitioners.

## **C23. CAPITAL WORKS UPDATE (1 OF 2, 2024)**

### **Resolved**

Council **noted** the project status reports

## **C24. PERTH OFFICE – ANNUAL REPORT 2023**

### **Resolved**

Council **noted** the ANU Perth Office Annual Report for 2023

## **PART 5 – OTHER MATTERS FOR DECISION/NOTING**

## **C25. ANU GOVERNANCE STATUTE AND ORDER – PROPOSED AMENDMENTS**

### **Resolved**

Council **approved** the proposed amendments and the making of the:

1. *Australian National University (Governance) Statute 2024;*
2. *Australian National University (Governance) Statute 2024 Explanatory Statement;*
3. *Australian National University (Governance) Statute 2023 Explanatory Statement (update);*
4. *Governance Order 2024;* and
5. *Governance Order 2024 Explanatory Statement*

## **\*C26 COUNCIL CHARTER UPDATE**

University Secretary, Phillip Tweedie spoke to the proposed updated Council Charter and in discussion with members noted the changes are administrative in nature to reflect changes in Council Committees and agreed changes to Council protocols regarding attendees and observers in late 2023.

### **Resolved**

Council **approved**

1. The proposed revisions to the Council Charter.
2. The disestablishment of the Major Projects Joint Sub- Committee.

## **C27. COUNCIL COMMITTEE MEMBERSHIP AND CHARTER UPDATES**

### **Resolved:**

That Council approved:

1. The name change from COVID-19 Committee to Exceptional Business Committee and associated updates to the Charter for the Committee; and
2. The updates to the Charter for the Campus Planning Committee.
3. The appointments to the Finance Committee, Student Safety and Wellbeing Committee, Campus Planning Committee and Audit and Risk Management Committee, as proposed.

## PART 6 – OTHER MATTERS FOR NOTING

### C28. ACADEMIC BOARD AND COUNCIL COMMITTEE EXECUTIVE SUMMARIES

#### Resolved

Council noted the Council Committees and the Academic Board Executive Summaries from April and May 2024 meetings.

### C29. VC EXPENDITURE OVER \$10 MILLION (1 OF 2, 2024)

#### Resolved

Council **noted** the occurrences of expenditure over \$10 million authorised by the Vice-Chancellor during the period January 2024 to May 2024.

### C30. PhD STUDENTS – EARLY INTERVENTION ACCESS

#### Resolved

Council **noted** the update regarding implications and benefits and the options regarding possible PhD student access to the University Early Intervention Scheme (as part of the University Work Health and Safety framework)

### C31. LEGISLATION UPDATES

#### Resolved:

Council **noted** that no new legislation has been approved or made by Council or the Vice-Chancellor since the Council meeting on 5 April 2024.

### 32. GRANTS AND CONSULTANCIES

#### Resolved:

Council **noted** the report on grants and consultancies for the period 13 March to 22 May 2024.

### 33. UNIVERSITY SEAL REPORT

#### Resolved:

Council **noted** that there has been no use of the University Seal for the period 29 March 2024 to 5 June 2024.

## PART 7 – OTHER BUSINESS

### \*34. OTHER BUSINESS

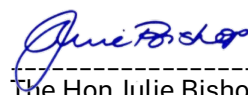
#### Resolved:

Council **noted** there was no items of other business raised.

### \*35. NEXT MEETING

Council **noted** that the next meeting will take place on Friday 9 August 2024.

The meeting closed at 3.38pm (AEDT)

  
The Hon Julie Bishop

Chancellor

The Australian National University

Date: 9 August 2024