



## Renew ANU 2025 Change Principles Implementation Plan: Feedback summary and response

23 May 2025

### Introduction

The Renew ANU 2025 Change Principles Consultation Paper gave staff and their representatives the opportunity to provide feedback on proposed Operating Model principles and overall approach to University-wide improvements to support financial sustainability. It was provided for consultation in accordance with [The Australian National University Enterprise Agreement 2023-2026](#) (the Enterprise Agreement).

Following a two-week consultation period from 6 to 21 March 2025 and consideration of the feedback provided, the [Implementation Plan: Change Principles](#) paper was released for further consultation on 16 April 2025. Staff were invited to consider this document and provide feedback on the implementation plan. As part of resolution of a dispute reached in the Fair Work Commission on 29 April 2024, the University agreed to extend the feedback period to 9 May 2025 and confirmed that it had and would genuinely consider any feedback and that if this resulted in any changes to the implementation plan that the University would advise staff and the union in writing.

The University also continued to utilise the Renew ANU [website](#), which allowed members of the community to download material, access FAQs as well as providing a link to employee support services. Regular meetings with the NTEU kept communication open, providing updates, and copies of the implementation plan. The University also continues to engage with the University's Health and Safety Representative community.

The University has carefully considered all feedback received and will proceed with implementation as proposed in line with the [Implementation Plan: Change Principles](#).

This summary document has been prepared to ensure transparency and demonstrate how feedback from staff and their representatives has been considered. It provides a themed summary of the feedback received on the *Implementation Plan: Change Principles* and outlines the University's response to key issues raised.

### Summary of feedback

The University thanks all respondents for their considered feedback. In total, 24 individual submissions were received, including feedback from the NTEU on behalf of their members.

A themed summary of the community feedback is provided below. This themed summary focuses on the three main proposals within the Implementation Plan:

1. Approach to change;
2. Principles for Academic and Research Activities; and
3. ANU Operating Model principles.

Some of the feedback does not relate to the above three proposals but is nevertheless important. It is also summarised in this document. Collective feedback was also by the University from the NTEU on behalf of their members, with feedback not already captured in the section below addressed separately.

## Feedback on the Approach to Change

Approach	Summary of community feedback
<b>1. Remove duplication in service delivery:</b> To identify and eliminate duplication across services by streamlining functions where overlap exists and creating greater role clarity and accountability, to ensure that services are better aligned with the University's core mission.	<p>The feedback was supportive of the approach to remove duplication in service delivery but noted that further information at the local level was important.</p> <p>Some of the feedback did note that consideration needs to be given to the possible unintended consequences of losing institutional knowledge as a result of applying this approach. The principle of 'Document what you do and do what is documented' was put forward as one strategy to preserve institutional knowledge and ensure continuity in processes and service delivery.</p> <p>The feedback was also supportive of better integrating digital services to enhance operational efficiency and role clarity.</p>
<b>2. Identify non-salary cost savings:</b> Continuing the Expenditure Taskforce to ensure resources are allocated efficiently, improving cost-effectiveness while maintaining the high-quality services required to support teaching and research.	<p>Feedback was supportive of this approach but noted consideration needs to be given to the potential impact of non-salary cost saving initiatives.</p> <p>The feedback suggested enhancing transparency by sharing detailed financial data, projections, and modelling to strengthen understanding and trust in cost-saving decisions.</p> <p>Suggestions were made for the University to consider using internal expertise to assist with some of the challenges rather than engagement of external consultants which could leverage resource allocation and cost savings.</p>
<b>3. Develop specific proposals for change:</b> The University will adopt a phased approach to developing specific change proposals to support the improved operating model and College activities. These individual proposals will be developed and led at the local level and in close consultation with relevant stakeholders.	<p>Some of the feedback was critical of the level of detail in the Implementation plan noting that further specific details about potential change at a local level should have been provided or needed to be provided.</p> <p>Other feedback largely supported the development of detailed, specific change proposals at a local level. This feedback identified that should further change proposals</p>

	<p>be developed, detailed information on the proposed local area changes is required to enable meaningful consultation and feedback.</p> <p>Where a specific proposal for change is identified it will be developed and proposed and would articulate that level of detail for the specific proposed change.</p> <p>There was also other specific feedback which suggested:</p> <ul style="list-style-type: none"> <li>- Coordination between college and central-level Change management plans for consistency;</li> <li>- Clear articulation of roles, responsibilities, and timelines within local area proposals is encouraged to support accountability and understanding; and</li> <li>- Importance of detailing centralisation processes and resource allocation rationale to facilitate further engagement.</li> </ul>
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#### **ANU response:**

The Renew ANU 2025 Change Principles Consultation Paper, provided the opportunity for University-wide consultation including on the principles and approach to an improved operating model, the proposed overall approach to change and whether to pursue and to what extent measures to achieve a financially sustainable position, including through reductions in salary and non-salary savings.

The feedback on the approaches to change were both constructive and supportive. The feedback does not indicate a change or amendment is needed to a stated focus on the removal of duplication approach identified in the implementation plan.

The feedback does indicate that consideration needs to be given to potential consequences such as the loss of institutional knowledge should duplication within services form part of local area change plans. Local area leaders will actively consider this, and other potential considerations, when applying this approach.

The feedback pertaining to the approach of identifying non-salary cost savings is overwhelmingly supportive. The [Expenditure Taskforce webpage](#) located within Renew ANU [website](#) will continue to be regularly updated with relevant information along with ongoing updates via On Campus.

The feedback in relation to the approach of developing specific proposals for change is constructive as it highlights this approach is not fully understood within parts of the University community. The University will review how this approach is communicated and update its FAQ's with further information including responsible areas for the information.

## Feedback on Principles for Academic and Research Activities

Principle	Summary of community feedback
<p><b>1. National Mission and Academic Excellence:</b> Academic structures and pursuits are continuously reviewed to align with the University's national mission, research goals, and global rankings. This ensures ANU maximises its capabilities and strengths while maintaining a strong reputation for excellence.</p>	<p>Feedback requested the university provide further transparency about decision-making on academic structures to support ANU's commitment to national and academic excellence. Some feedback highlighted concern that this principle may overlook areas of excellence in specific disciplines.</p> <p>There was a suggestion that University rankings be considered in identifying areas of excellence so appropriate resources could be allocated to these areas.</p> <p>Feedback also suggested the importance of recognising our national charter and the implications this has on continuing to offer courses which are of national or strategic significance despite smaller enrollment numbers.</p> <p>Some of the feedback noted the importance of properly resourcing teaching and academic programs to maintain academic excellence and student experience.</p>
<p><b>2. Strategic Alignment and Financial Sustainability:</b> The academic strategy and operating model must support research priorities, teaching excellence, and financial viability.</p> <p>Resources, funding, and workforce planning will be data-driven to align with student demand, research funding, and strategic priorities.</p>	<p>Feedback suggested the importance of aligning any proposed changes clearly with ANU's strategic priorities; ensuring financial decisions are evidence-based, transparent, and reflective of the University's areas of academic strength.</p> <p>Feedback also identified that it is necessary for the release of detailed individual change plans as they are developed to enable staff to assess the alignment of changes with strategic priorities.</p> <p>Suggestions submitted include integrating philanthropic income and enhancing international student revenue to support long-term financial sustainability.</p>
<p><b>3. Regular Program and Delivery Review:</b> Academic programs and delivery methods will be assessed to ensure they remain relevant, innovative, and aligned with student needs, industry expectations, and global best practices. Digital and technological integration will enhance learning and research outcomes.</p>	<p>Feedback has suggested timely planning, adequate staffing, and consistent funding are essential to maintain teaching quality and the student experience, especially in high-enrolment courses.</p> <p>This has included reference to support for reinvesting in digital solutions to strengthen teaching and research delivery.</p> <p>Feedback was received that clarifying roles and resolving delays in implementation would help stabilise key support areas and reduce</p>

	<p>uncertainty for staff and students.</p> <p>In relation to the pace of change, feedback was received that budget cuts, delayed planning, and staffing shortages could be negatively affecting teaching delivery, especially in high-enrolment courses, and impacting the student experience. Concern has been raised that these operational issues could undermine the quality of education.</p>
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#### ANU response:

The feedback on the principles of Academic and Research activities were largely supportive. Overall, the feedback supported the principles whilst providing considered context to their application in local area change plans.

For example, feedback on the principle – National Mission and Academic Excellence indicated alignment between the University and the University community on this principle and its objectives. Requests for further transparency about decision-making on academic structures and ongoing recognition of ANU's national charter have been taken on board. Staff, their representatives and members of the broader University community will have an opportunity to consider and provide feedback on local area change plans which involve academic structures. Also, local leaders must consider the University's national mission, as stated in this principle, when preparing a local area change plan for consultation.

The feedback about the principles – Strategic Alignment and Financial Sustainability reflects a shared understanding of the importance of having the right academic strategy and operating model which supports research, teaching and financial viability of the ANU. Local leaders will be actively considering what the right academic strategy and operating model for the area needs to be when the area goes through Organisational Change.

The University has noted the feedback about clarifying roles and resolving delays in the implementation process.

#### Feedback on ANU Operating Model Principles

Principle	Summary of community feedback
<b>1. Mission-focused transition:</b> Changes to operating models should minimise disruption on educational programs and research and align with our national mission, institutional commitments, values and purpose.	<p>Feedback identified general support. It has been noted further information is sought about potential future individual change programs and how this principle will align.</p> <p>While broadly supported, it was noted the lack of specific proposals makes it difficult to assess alignment with the mission or strategic goal.</p> <p>It has been suggested the university's strategic focus should extend beyond revenue metrics to include programs with national and international significance, regardless of enrolment size.</p>
<b>2. Role Clarity:</b> Academic leaders will focus on teaching,	<p>Feedback identified concerns of a lack of clarity regarding decision-making authority</p>

research, and policy development, while professional leaders will manage and oversee services. This separation ensures that academic staff focus on core academic activities, with administrative and operational support provided by professional staff.	<p>between Colleges and central Divisions, leading to confusion. Clear mapping of roles and responsibilities has been suggested to avoid conflicting outcomes.</p> <p>Concern was also raised that delays in implementing new structures have left teams understaffed and unclear about their roles.</p>
<p><b>3. Consistency across functions:</b> Standardised leadership roles, consistent support models and equitable and effective service delivery across the University to promote clear expectations, support and governance. This ensures fair and consistent experiences for all staff and students.</p>	<p>Ambiguity in the language used within the implementation documents (such as “College” and “School”) has caused confusion. Clear definitions and a consistent numbering system would help.</p> <p>Feedback received on the lack of clarity regarding decision-making authority between Colleges and central Divisions, leading to confusion.</p>
<p><b>4. Collaboration and shared governance:</b> Academic and professional leadership roles and the professional workforce within colleges and schools will be aligned at the college level, creating centers of excellence that foster collaboration and shared decision-making.</p>	<p>Feedback received that without specific details on proposed changes, especially regarding centralisation and resource allocation, makes it difficult for staff to assess implications.</p> <p>Some staff requested extended consultation timelines for more inclusive and transparent input.</p>
<p><b>5. University wide services will have a central functional owner</b> Each service will have a functional owner accountable for an end-to-end, ANU-wide service model, and all aspects of service delivery and service performance.</p>	<p>Feedback stressed the need to balance centralisation with local needs, referencing sector examples to avoid unintended inefficiencies.</p>
<p><b>6. Data-driven resource allocation:</b> The workforce composition will be tied to key drivers such as the number of students, research funding, teaching loads and strategic priorities, ensuring that resources are fairly aligned.</p>	<p>Staff agree that data driven resource allocation is fair however have concerns about transparency and benchmarking in the data used to make these decisions.</p>
<p><b>7. Operational efficiency and effectiveness:</b> People, processes, technology, information and decision-making will be aligned to be efficient, effective and sustainable</p>	<p>Feedback supports the need for operational efficiency, however some staff communicated efficiency should not come at the cost of support capacity. There was a call for removing administrative burden through this process.</p>

<p><b>8. Clear workforce development pathways:</b> There will be clear career development pathways for professional staff.</p>	<p>Suggestions were made that greater clarity is needed on the role of professional staff within services to ensure meaningful development opportunities.</p>
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### ANU Response:

The Operating Model Principles are designed as a framework to analyse and identify the most appropriate operating model for Colleges, Schools, Portfolios and Divisions. Overall, the feedback to the operating model principles was positive and supportive. The feedback did identify the need for further information when these operating model principles are applied to develop proposed changes in local areas. The University recognises this and will ensure local area change plans will speak to these principles within the context of the local area.

Further, local area change plans will be assessed prior to release for consultation to ensure due consideration has been given to matters such as role clarity, consistency across functions and shared governance for example. Staff, their representatives and members of the University community will be provided an opportunity to provide feedback on local area change plans. This feedback will be considered and inform any amendments or adjustments required to the change plan.

### NTEU Feedback

The feedback provided by the NTEU largely focused on the following two areas:

1. Renew ANU reduction in Staff Expenditure (**financial feedback**); and
2. Response to Renew ANU 2025 Change approach (**Implementation plan feedback**)

### Summary of financial feedback

In principle, the financial feedback stated that based on a particular analysis of specific Full-Time Equivalent (FTE) staff numbers, the NTEU considered that ANU has already achieved a reduction in wages costs of \$100 million when compared to March 2024. This, according to the NTEU, is due to existing measures such as the University's Voluntary Separation Scheme (VSS) and natural attrition which it says has resulted in a reduction of FTE from March 2024 of approximately 635 FTE staff.

It is on this basis, the NTEU contends that the ANU has already achieved financial sustainability in respect to staffing and consequently, further job losses are not needed or warranted under Renew ANU 2025.

This position is based on a particular methodology, various estimates made by the NTEU, and forms of calculation the NTEU engaged in. For example, the NTEU:

- a) Estimated casual FTE based on extrapolating 2023 casual employee figures;
- b) Sought to use March 2024 as the relevant benchmark, rather than later in 2024 when the financial sustainability targets were identified and articulated;
- c) Relied on the extrapolated casual FTE estimation to achieve an estimated FTE as at 31 March 2025;
- d) Assumed each of the 175 approved VSS EOI's will proceed to separation and therefore provide the University with a commensurate reduction in salary spend for the attached position
- e) Estimated FTE reduction in headcount between 31 March 2024 to 31 March 2025 to be 635 FTE staff members.



- f) Calculated savings in wage cost for the reduction of 635 FTE from March 2024 estimates savings to be \$99,281,376. This estimation relied on the assumption that each of the 635 FTE staff cost the University \$156,294 in wages spend, which is inaccurate

Whilst seeking to provide various calculations, the NTEU feedback acknowledges that it is preferable for the University to provide clear direct information about the extent of savings achieved and ongoing savings required.

### **ANU Response**

The University acknowledges its financial position, and associated savings towards financial viability is information which staff, their representatives and members of the ANU community want clear information on. The University has provided significant financial information about the financial impetus to change to the University community as well as to the NTEU directly, including financial briefings. The University remains committed to providing appropriate transparency for its staff, their representatives and the wider University community about the financial position and savings.

The University notes the calculations and therefore the financial position advanced by the NTEU is fundamentally incorrect. Without addressing each assumption or estimation put forward by the NTEU, the University notes:

- a) Renew ANU and the associated savings targets were announced to the ANU community in October 2024. In addressing the University's financial position, the Consultation Paper affirmed the financial objectives of Renew ANU which should be understood as:
  - Achieving a break-even operating result for 2026
  - Reducing the University's cost base by \$250 million from the 2024 budget base. This involves \$100 million in salary cost savings and a further \$150 million in non-salary cost savings through 2025 and 2026;
- b) The NTEU relies on a timing envelope for their financial analysis which commences in early 2024. The Renew ANU initiative commenced on 1 October 2024 and therefore savings are based from this date onwards.
- c) While the VSS program does contribute towards the University's targets, the acceptance of 175 VSS EOI's by the University does not mean all 175 employees who are offered will accept and depart the University through a VSS. Once a VSS EOI has been accepted by the University, discussions commence with the individual about mutual terms. Not all employees agree to the proposed terms and therefore do not depart the University through a VSS. <sup>1</sup>
- d) The average remuneration or wage costs of a staff member at the University does not align with the proposed figures put forward by NTEU. Consequently, the estimated savings of just under \$100 million is incorrect.
- e) Although measures such as the VSS and natural attrition have had an impact on our FTE, the assumption that all vacant positions between 31 March 2024 and 31 March 2025 remain vacant is incorrect. Recruitment needs are carefully considered by the Recruitment Approval Committee (RAC) and the University has approved the recruitment of positions deemed appropriate or necessary.

### **Summary of Implementation Plan feedback**

The NTEU also provided detailed feedback on a number of the principles outlined in the Renew ANU 2025 Implementation Plan. Broadly, the feedback raised concerns about clarity of intent, practical implications for staff, and alignment with institutional values and governance expectations.

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<sup>1</sup> The University does note that all wage cost savings achieved via the VSS will be included in its analysis of wages expenses



In their feedback, the NTEU:

- a) Expressed concern that identifying non-salary cost savings may inadvertently remove valuable resources from staff, potentially affecting work quality and the time required to complete tasks, with associated workload implications;
- b) Requested greater specificity around the reference to removing duplication in service delivery, particularly in relation to the definition of the University's "core mission" and how this will guide operational decisions;
- c) Noted a lack of clarity around research priorities, including how they are currently set and how they will be defined or adjusted into the future;
- d) Suggested that content relating to the University's national mission and academic excellence appears to be duplicated, and observed that a section titled "*Regular Program and Delivery Review*" may have been omitted from the Plan;
- e) Raised that the principle regarding mission-focused transition uses imprecise language and argued that without a clear definition of the University's national missions, institutional commitments, values, and purpose, the principle lacks meaning;
- f) Reiterated concerns that insufficient attention has been given to the role of 'third space' practitioners and collaboration between academic and professional staff. The NTEU also questioned whether the principle foreshadows further centralisation of services;
- g) Indicated a lack of clarity regarding what is meant by "collaboration and shared governance", including what governance models are being referred to and what issues these are intended to resolve;
- h) Queried the principle that University-wide services should have a central functional owner, specifically asking which services this refers to and how this will operate in practice.

## ANU Response

The University acknowledges the NTEU's feedback and values the opportunity to address areas of concern. In response to the issues raised, the University notes:

- a) Resource-related decisions, including non-salary cost savings, are being carefully assessed to ensure they do not compromise staff wellbeing, workload, or service delivery;
- b) The principle of aligning operations with the University's core mission reflects ANU's commitment to academic excellence and national service.
- c) Feedback on the clarity of research priorities is noted. The University will provide additional context on how priorities are currently established and how future direction-setting will occur;
- d) In response to the reference to duplication or omission of particular sections in the Plan, these issues were identified in an earlier version of the document. The updated version, currently published on the ANU website, includes the section titled "*Regular Program and Delivery Review*." The relevant corrections were made on **16 April 2025**, the date the revised version was published.
- e) The University is reviewing the language used in the principle on mission-focused transition to better reflect ANU's defined purpose, mission, and institutional values;
- f) The importance of hybrid and collaborative roles between academic and professional staff is recognised. Further detail on any proposed structural or functional changes will be provided at the local level, including impacts on roles and services;

- g) Clarification of the University's intent regarding governance is underway. The principle seeks to promote transparency and collaborative decision-making, and specific mechanisms will be outlined in the next phase of implementation;
- h) The concept of central functional ownership of University-wide services aims to support consistent and accountable service delivery. Specific services will be identified in subsequent proposals where applicable.

The University remains committed to an open and consultative approach to Renew ANU 2025 and will continue to engage with staff and their representatives to refine the Implementation Plan and support its successful delivery.

## Other Feedback

Some of the submissions from our community included broader feedback which did not align to the three main proposals in the implementation plan. This feedback was nevertheless considered important, and a selection of this feedback is summarised below.

Summary of Feedback	Response to Feedback
<p><b>1. Consultation, Transparency, and Engagement</b></p> <p>There is an opportunity to enhance the consultation process by offering more meaningful engagement, extending consultation periods, and providing accessible channels for staff feedback, such as town halls and anonymous submissions. Staff would appreciate greater transparency in financial data, resource allocation, and the use of external consultants, to strengthen trust in the process.</p>	<p>The University acknowledges the importance for genuine consultation with its staff, their representatives and members of its community.</p> <p>The University takes into consideration its obligations under the Enterprise Agreement, public holidays and the nature of the formal document in establishing the consultation period.</p> <p>The University notes the references to town halls and anonymous submissions and will continue this existing practice.</p> <p>Change proposals that are developed will provide relevant financial information and the basis for the proposal.</p>
<p><b>2. Implementation Clarity and Governance</b></p> <p>While the "Change Principles" document provides a foundation, further detail on the implementation plan, including clear timelines, responsibilities, and performance metrics, would help staff better understand and support the changes.</p> <p>Feedback was received that the definition of "end-to-end" service ownership needs to exclude core ITS infrastructure to avoid fragmentation, increased costs, and security vulnerabilities.</p> <p>Retaining separate ITS, ISO, and PSP divisions is seen as contradictory to the goal of a cohesive, centralised service model. A unified digital services division is recommended to improve operational effectiveness.</p>	<p>See above – summary response – approach to change.</p>

<p><b>3. Impact on Teaching, Research, and Resources</b></p> <p>To maintain teaching quality, it is important to ensure adequate funding for teaching support, including tutorials and exam invigilation, especially in large courses. There is also a desire to strike a balance between centralisation and local expertise, particularly for essential services like HDR administration. To further support the University's diverse strengths, resource allocation models should better reflect varied income sources (e.g., philanthropic contributions, teaching load) and financial decision-making should be more transparent.</p>	<p>The University remains committed to maintaining, and improving, its research and academic functions. Improvements in operating models and corresponding work practices will assist in this regard.</p> <p>The University acknowledges the feedback regarding financial transparency and notes that it has already shared more detailed financial information – and more openly – than in previous years. This approach will continue as part of the University's commitment to open and informed engagement.</p>
<p><b>4. Workload, Morale, and Staff Support</b></p> <p>Staff have highlighted the need for additional support and clarification around staffing and resource allocation, as morale is impacted by concerns over potential cuts and ongoing resource shortages. There is an opportunity to address these concerns proactively to ensure that staff feel supported and are empowered to contribute to the success of the changes.</p> <p>Suggestions also emphasise addressing administrative burden by improving processes and coordination, ensuring that streamlining efforts enhance – not hinder – core service delivery.</p>	<p>The University understands that increased clarity about any potential individual change plans will assist its staff. The University is working hard to provide this information to staff as soon as practicable.</p> <p>The University agrees that improving processes and coordination to reduce administration is an important part of enhancing core service delivery,</p> <p>All staff are reminded that additional support is available through its Employee Assistance Provider – Assure. Details about the additional support services and contact details to get in contact with Assure can be found at the following <a href="#">website</a>.</p>
<p><b>5. Data Management, Operational Efficiency, and Recruitment</b></p> <p>A more integrated approach to data management could greatly improve decision-making and operational efficiency. Staff recommend consolidating data services into a unified division to streamline operations. Additionally, improving recruitment processes by providing enhanced training for selection panels and exploring further operational improvements (e.g., streamlining IT systems) could lead to more effective outcomes.</p> <p>Feedback supports the consolidation of data and digital services, recommending the creation of a unified “Data, Systems, and Analytics” division to streamline overlapping functions across ITS, PSP, ISO, and related areas.</p> <p>The existing structure of separate divisions in digital services is seen as inefficient. A</p>	<p>This feedback has been taken on board.</p>

consolidated digital services division could better support operational effectiveness.	
<b>6. Rumors and incorrect information about Renew ANU 2025 is damaging and having a negative effect on staff</b>	<p>The University recognises there is a lot of interest in Renew ANU and this interest can lead to assumptions being made and communicated, and in some instances, negative attacks.</p> <p>Renew ANU 2025 is a significant undertaking and the University is committed to keeping staff, their representatives and the broader ANU community informed and updated.</p> <p>The University has made available documents and information related to the broader Renew ANU initiative at the <a href="#">Renew ANU website</a>. For example, detailed information about the VSS and formal change documents relating to the college restructure in 2024, as well as other information, has and continues to be available. Staff are encouraged to review the information in these documents in the first instance should they have any questions.</p> <p>The Renew ANU 2025 website is constantly updated with relevant information. Notifications and communications to all our staff is also sent via regular On Campus emails and we encourage all our staff to review these notifications whenever they are issued. There is also a significant repository of Frequently Asked Questions at the Renew ANU 2025 website.</p> <p>In the past, significant updates or notifications have been supported by Town halls and drop-in sessions. The University will continue this practice moving forward.</p> <p>If staff have specific questions, then they are encouraged to reach out directly to the University via the 'submit a question or comment' function on the Renew ANU 2025 website.</p>
<b>7. ANU should seek to address its financial pressures by increasing revenue and enrollments and not via savings through wages.</b>	<p>Renew ANU is focused on achieving university-wide improvements which include improving the operating model and achieving long-term financial sustainability. The University will continue to pursue increased revenue where reasonably possible. An exclusive focus on increasing revenue, without also reducing costs to a sustainable level, will not achieve long term financial sustainability.</p>

	However, the University's revenue and enrolment numbers are consistently monitored and assessed with appropriate strategies being implemented on a regular basis to seek to achieve sustainable revenue increases.
<b>8. The principles and approaches identified in the implementation plan should be numbered or identified in a unique way to allow easier identification in subsequent change related documents</b>	Future Renew ANU 2025 documents will include identification of how the principles have informed the specific proposed change, including unique identifiers for the approaches and principles.

## Next steps

The University will maintain open channels for communication and support as we continue with steps to identify and seek savings. This includes town halls, briefings, and additional consultation opportunities for the community to continue to be involved, ask questions and provide feedback and ideas.

Across a number of areas, individual organisational units will consider how these principles could guide redesign of services and operating model. Should significant workforce changes be proposed that are likely to have significant effects on staff in line with the Enterprise Agreement, specific change proposals would be developed in alignment with the change principles and taking into account the feedback provided.

To provide more clarity about when and where changes are expected to occur, a timeline of anticipated change activity for 2025 is available on the Renew ANU [webpage](#). This timeline will be periodically updated as further details are confirmed. Where formal organisational change proposals are required, we anticipate they will be released before 30 September 2025.

## Support Available

Information about the available support and other information can be found by visiting the University's [Employee Assistance Program webpage](#).

Staff seeking support or advice can reach out to our Employee Assistance Provider (EAP) – Assure who can be contacted by calling 1800 808 374.

For additional support, please contact Relationships Australia on (02) 6122 7100.