



Australian
National
University

Campus Environment Division

Organisational Change Proposal

Release date: Thursday 14 August 2025

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Background and Context – Renew ANU and Principles for Change

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

The enduring mission of the University remains. From the global financial crisis, to pandemics, along with discoveries of emergent fields and ways of thinking, it has never been more critical to refocus and reshape the ANU to address the research and educational challenges of present and future Australia.

Renew ANU

Renew ANU involves a series of transformation initiatives commencing in October 2024 that aim to reshape the University's structure and operating model to ensure long-term academic excellence, financial sustainability, and alignment with its national mission. The program takes a strategic, phased approach to organisational change, guided by clear principles and extensive consultation.

The University is facing a confluence of external and internal pressures that make significant transformation both critical and necessary. Key drivers include:

- **Persistent financial challenges:** ANU has recorded significant financial deficits since 2020. Without action, this trajectory threatens the University's ability to continue to invest in its academic mission and meet current and future obligations. We need to ensure the University is aligned in an effective and efficient manner to be sustainable and deliver our unique mission.
- **Declining international rankings:** The University's position in global rankings has steadily declined since 2017. In the latest THE rankings, ANU was ranked 73rd in the world, down from 67th in 2023, and continues a downward trend since our high point at number 47 as a THE top 50 university in 2017. Our QS rankings have also fallen from 19th to 30th in the world between 2016 and 2025. This continued decline in rankings has consequences for ANU including for student recruitment, talent attraction and retention, and overall global competitiveness.
- **An inefficient and ineffective, decentralised operating model:** ANU has a highly devolved structure, with significant duplication and variability in the delivery of services across Colleges and Portfolios. UniForum benchmarking results shows the University's services are among the most inefficient and ineffective in the Australian higher education sector. This is especially concerning in comparison to peer Group of Eight (Go8) universities, where similar services are performing at a higher level of satisfaction and more efficiently in terms of cost.
- **Increased competition and external uncertainty:** The higher education sector is rapidly evolving, with rising expectations from students, greater competition for international students, and policy changes affecting student demand and supply that have material funding implications for universities, including domestic and international caps and threats to research funding. These factors introduce volatility and require institutions to be more agile and efficient.

In response, and in consultation with staff, the University has already implemented a series of strategically aligned activities, including:

- **Academic College changes and realignment:** Reduced the number of Academic Colleges from seven to six, realigning Schools, Centres, and Institutes, and renaming Colleges to reflect new academic missions.
- **Changes to central portfolios:** Changes to the Academic and Research and Innovation Portfolios, together with changes to the Facilities and Services Division in the Services Portfolio resulted in cost reduction and streamlining of these central services.
- **Change Principles and the new Operating Model:** Consulted with staff and their representatives on our proposed approach to change principles for academic and research activities, and principles for a new operating model to improve the efficiency and effectiveness of University services and support financially sustainable work areas.
- **Savings initiatives:** Pursued a range of initiatives to seek to achieve savings in recurrent expenditure, including a range of non-salary savings.
- **Provision of information on the University's position:** Intended to promote transparency with staff by providing information to support effective decision-making.

Further detailed information about Renew ANU and the University's financial update as of July 2025 is available on the Renew ANU website.

Renew ANU change approach and principles

Finalised in May 2025, following consultation with staff and their representatives, the Approach to Change and Change Principles underpin further Renew ANU activities and guide the development and implementation of future organisational changes. They provide a consistent foundation for decision-making, design, and implementation, ensuring coherence across Colleges, Portfolios, Service Divisions and connection to the University's strategic and national purpose.

Approach to Change

Approach to change	Description
Remove duplication in service delivery	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.
Identify non-salary cost savings	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
Develop specific proposals for change	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. Specific change proposals will give consideration to the importance of preserving ANU's research and teaching excellence and change processes will have appropriate governance and accountability to ensure the success of the new operating model.

Academic and Research Principles

Principle	Description
National mission and academic excellence	Academic structures are aligned with ANU's global mission, research priorities, and global standing.
Strategic alignment and financial sustainability	Academic and research activities are supported by data-driven, financially sustainable planning.
Program and delivery review	Continuous assessment of academic programs ensures relevance, innovation, and integration of digital learning.

Operating Model Principles

Principle	Description
Mission-focused transition	Changes must minimise disruption and align with the University's national purpose.
Leadership role clarity	Academic and professional leaders have defined responsibilities, while fostering collaboration across functions.
Consistency across functions	Standardised roles and services promote equity and efficiency.
Collaboration and shared governance	Local hubs of professional expertise support shared decision-making.
Functional service ownership	Central ownership and oversight of service functions across ANU.
Data-driven resource allocation	Staffing and resources aligned with student demand, research activity, and strategic goals.
Operational efficiency and effectiveness	People, processes and systems are streamlined and aligned.
Clear workforce development pathways	Professional staff have visible, supported career pathways.

Context and Rationale for Change

Introduction

Campus Environment (CE) maintains and enhances the University's physical environment, creating and maintaining sustainable state-of-the-art facilities, landscape and infrastructure in several locations across Australia. The Division's remit is wide-ranging, including the management of major construction projects and engineering services, the provision of security and cleaning services, commercial leasing, venues and accommodation, maintenance, safety and compliance, and environmental sustainability.

The Division comprises the following areas and functions:

- **Corporate:** Responsible for revenue-generating functions such as commercial leasing, venues and functions, accommodation services, and parking. It also oversees procurement, governance and safety functions related to facilities management and capital works.
- **Infrastructure and Planning:** Responsible for engineering, capital works, and space and asset planning.
- **Operations:** Responsible for maintenance, cleaning, waste management, security, landscape and conservation, and management of the ANU remote sites at the North Australia Research Unit (NARU), Kioloa, Siding Spring Observatory (SSO) and Mount Stromlo Observatory (MSO).
- **Environmental Sustainability:** Responsible for environmental management planning and reducing the University's greenhouse gas emissions, incorporating the Below Zero ambition.
- **University House:** Responsible for the management of the University's largest accommodation offering, along with the Symposium restaurant located in the heart of Kambri.

The transformation of the Campus Environment Division (the Division) was proposed to be carried out in two stages. The first stage was successfully completed in October 2024, focusing on optimising three core portfolios: Corporate, Infrastructure & Planning and Environmental Sustainability. This stage created more efficient and streamlined ways of working by eliminating vacant roles, reducing the recurrent costs, addressing gaps and redundancies in services and restructuring the workforce accordingly. The approach was carefully designed to ensure effective and thoughtful changes.

This proposed second stage addresses the Operations portfolio, completes the consolidation of the Divisions organisational structure and achieves the desired outcomes that stage 1 commenced.

The Operations portfolio relies primarily on external vendors to deliver facilities work across the University, given the current workforce lacks contract management expertise some maintenance tasks have been devolved to facilities workers within CE, Colleges and Schools. This current hybrid approach has led to inefficiencies in service delivery, duplication, potential for unclear lines of responsibility, co-ordination challenges as well as areas of poor service and compliance.

Stage 2 of this Change Proposal is proposed to address current deficiencies in contract management expertise and further enhance both the functional and practical alignment across the Division with a comprehensive overhaul of the Operations portfolio and Division more broadly. The goal of this stage is to increase efficiency in line with the University's budget objectives, achieving greater value through a streamlined structure that enhances contract management and will result in improved service delivery.

To ensure the success of this transformation, two key enablers have been identified: the introduction of a new Facilities Management System (FMS) and the consolidation of the facilities related workforce currently distributed across various schools and colleges. The proposed new model will maintain local, client-focused field representation while improving service consistency, risk management, and supplier oversight. The expected outcomes include a stronger on-the-ground presence, improved knowledge-sharing for service enhancements, better service quality, cost efficiencies, and a more data led strategic and unified approach to Campus Environment operations.

This document outlines the background, rationale and expected outcomes of the proposed changes to Campus Environment. It has been prepared to facilitate consultation with staff and their unions in accordance with Clause 70 of the Australian National University Enterprise Agreement 2023-2026 (the Enterprise Agreement).

Objectives and rationale for proposed change

To meet the current budget challenges across the University, the Division has been on a journey since 2024 to streamline and improve functional alignment to ensure the Division stays contemporary and delivers value.

Stage 1 of the change was undertaken to put in place solid foundations by functionally aligning the Corporate, Infrastructure and Planning and Sustainability portfolios at the operational level and removing any duplication and gaps. This proposed second stage addresses the Operations portfolio, completes the consolidation of the Divisions organisational structure and achieves the desired outcomes that stage 1 commenced, specifically:

- Within the Operations portfolio there is a need to strengthen vendor management with increased capability to manage contracts in a more mature, co-ordinated and strategic way delivering higher value to the University. This will enable us to improve quality assurance, compliance and cost management.
- Consolidation of current College based staff undertaking facilities work into the CE Division to reduce duplication, increase functional alignment, improve customer support and better leverage the University's existing vendors and supplier relationships.
- Moving from the current five portfolios to three, for practical alignment between implementation and delivery and commercial strategy and planning functions. This also breaks down current silos within the Division to increase effective delivery and reduce duplication.
- Further cost reduction is required to contribute to university financial objectives, as is the ability to achieve better value for money from existing vendors and suppliers.

Consistency with Renew ANU Change Principles

The objectives of the proposed change align directly with the ANU Change Principles.

Principle	Description
Alignment with the University's national mission, values and purpose	A new operating model with a strong focus on operational excellence and customer support will support the division in enabling students and staff experience equal to the world's best.
Leadership, role clarity and clear workforce development pathways	Development of an overall structure that clearly delineates between delivery and planning functions, building teams that create clear opportunities for cross-skilling and ultimately career progression.
Consistent standards across functions and operational effectiveness	A model that allows a University wide assessment of facilities support tasks, breaking down the current siloed approach and ultimately development of a standard whole of campus approach. This enables greater resource efficiencies, improved workload management, removal of single points of failure and consistent customer service.
Collaboration, shared governance and central function ownership	Accountability for operational outcomes will be consolidated into CE, with clear responsibilities of functions between teams. CE will support establishment of teaching and research infrastructure governance groups to ensure service gaps are identified and mitigated, enabling a collaborative approach to decision making across teaching and research infrastructure.
Data-driven resource allocation	A centralised approach combined with contemporary facilities management systems allows for a holistic assessment of Campus Environment activities, including university asset condition to inform long-term strategic decision making. This will lead to cost and resource efficiencies and a more consistent customer service approach
Operational efficiency and effectiveness	Centralised cross campus teams developed to create whole of campus visibility of facilities support tasks, removing silo's and adapting a whole of campus strategy to leverage and capture data to enable efficient use of resources, economies of scale, remove duplication and single points of failure and provide a standardised approach across the University to facilities management
Operational efficiency and effectiveness	People, processes and systems are streamlined and aligned.

Financial overview and context

The proposed restructure of Campus Environment is driven by several complimentary needs:

- The need to realign capabilities and services with strategic priorities
- The need to remove duplication, improve efficiency and implement a more effective operating model aligned to the ANU Operating Model principles
- The need for a sustainable workforce profile with clear roles, functional alignment and genuine career development pathways
- The need to operate within a sustainable financial framework.

This section outlines the financial context for the change which includes a reduced salary budget. The proposed new structure is designed to meet the below budget forward estimates whilst preserving essential operational capacity. It supports the ongoing needs of the University across academic, research, and professional functions. The approach balances cost reduction with the need to maintain service quality, support staff, and enable the University to achieve its strategic goals with a sustainable workforce profile.

In considering the projected financial figures below, the following needs to be kept in mind:

- The financial drivers form part of an overall impetus for change which includes non-financial reasons outlined above.
- The projected figures represent anticipated future outcomes from the change process and may change based upon feedback.
- There are several variables such as VSS and implementation outcomes which are anticipated but not yet determinative. Fluctuations in these variables may influence the overall approximate savings identified below.
- The identified savings will be achieved through a reduction in the number of positions which includes disestablishment of vacant positions.

Key financial figures

Year	Budgeted operational salary costs (Portfolio + College staff)	Actual operational salary costs (Portfolio + College staff)
2025	\$15.8 million (allocated)	\$17.3 million (forecast as at end of Q1)
	\$16.6 million in 2026 dollars	\$18.1 million in 2026 dollars
2026	\$17 million (forward estimate/planning assumption)	
Total Net Savings	\$1.1 million	

A number of roles are also proposed to be transferred from Schools and Colleges to Campus Environment to better align to the Divisions focus.

1. Current Salary Costs:

As of the 2025 Q1 forecast, the current R Fund salary expenditure for Campus Environment is approximately \$15,772,913.83 per annum. Following the proposed centralisation of College Facilities roles, an additional \$2,376,745.60 will be added, bringing the total salary budget to \$18,149,659.43. These figures include base salaries and all associated on-costs.

2. VSS and Ongoing Salary Savings:

A number of staff have opted to leave under the Voluntary Separation Scheme (VSS). This initiative will result in an estimated annual salary saving of \$1,400,308.19, contributing to workforce streamlining without the need for forced redundancies. Following implementation, the reduction in staff positions is expected to result in annualised savings of approximately \$1,129,597.44 in salary and on-costs.

3. Net Financial Position:

The first stage of change completed in October 2024 delivered annualised savings of \$1.52 million, including \$1.18 million in salary savings attributed to the R Fund. With implementation of the proposed Stage 2 and the finalisation of the VSS, total R Fund savings have increased to approximately \$2.31 million – representing an 16% reduction compared to the approved 2024 salary budget of \$14,122,313.

Key Clarifications relating to budget being allocated to an area

- The allocation of budget or presentation of forward estimates does not predetermine specific job losses. Outcomes may include role redesign, changes in reporting lines or other structural adjustments designed to align with financial and strategic goals.
- Where reductions are required, the University will prioritise voluntary separation and natural attrition, guided by the needs of the function and the broader academic mission.
- The 2026 figures represent forward estimates only and are subject to confirmation as part of the regular budget cycle, with final decisions to be endorsed by University Council in December.
- The budget projections and structural proposals outlined here have been endorsed by the Campus Environment leadership team and provide the financial foundation for the change process described in this document.

UniForum benchmarking

UniForum data has been used by ANU to understand how its investment in Campus Environment compares to that of other universities. This indicates that the University's total spend in the 'Facilities Management' category is similar to the Group of Eight (Go8) median. While this data provides useful comparative insights, it does not fully reflect the unique strategic priorities or operational context of ANU.

In shaping this proposal, ANU is considering its own operations, the appropriate approach for ANU and the capabilities needed in the Kambri Plan, amongst others. Therefore, whilst UniForum benchmarking is one piece of information and is useful in understanding how ANU's operations compare with peers, this proposal has been developed by ANU and takes a measured approach – consistent with the ANU Change Principles – targeting areas where efficiencies can be responsibly achieved, while maintaining the capability required to deliver on our strategic goals.

Overview of Proposed Changes to Campus Environment

The Division is proposing to move from the current 5 portfolios to 3 portfolios. The Operations portfolio is proposed to be expanded, with the re-alignment of facilities operational staff from Colleges, the inclusion of Capital Works, Contract Management and Procurement, and the WHS function for the Division is also proposed to be realigned to the Asset and Maintenance team.

The Corporate portfolio and the Infrastructure and Planning portfolio are proposed to be disestablished, and a new portfolio is proposed to be created and named the 'Commercial, Planning and Strategy' portfolio. The functions of Engineering, Estate Systems and Space Planning, currently within the Infrastructure and Planning portfolio, are proposed to be realigned to fall under this newly created portfolio, along with the current Environmental Sustainability portfolio. The Revenue portfolio which includes Parking, Printing & Mail, and Venues & Functions will be realigned from the Corporate portfolio to the new 'Commercial Planning and Strategy' portfolio.

University House is proposed to remain unchanged. Currently, University House has not reopened and is in the process of developing a business case for its future operating model to deliver accommodation services to the University and the broader community. Figure 1 below depicts the current organisational structure, with Figure 2 the proposed future organisational structure, with more detailed views in the appendices.

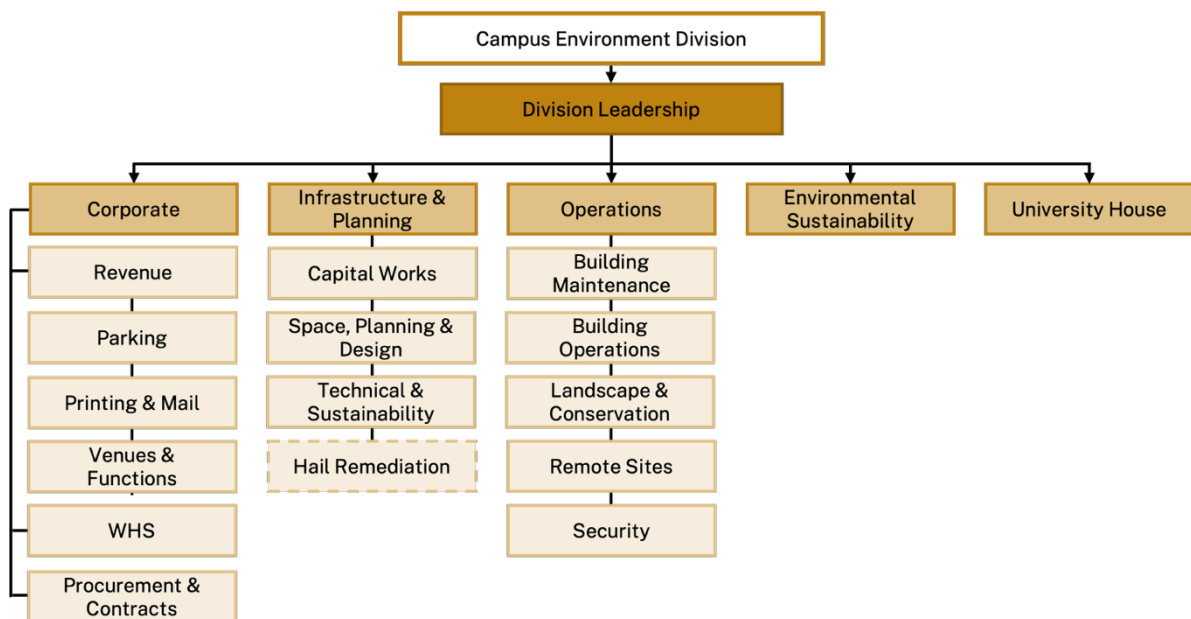


Figure 1. Campus Environment Current State (Summary level)

Refer to Attachment A- Current State Operating Model for detailed current state organisational chart.

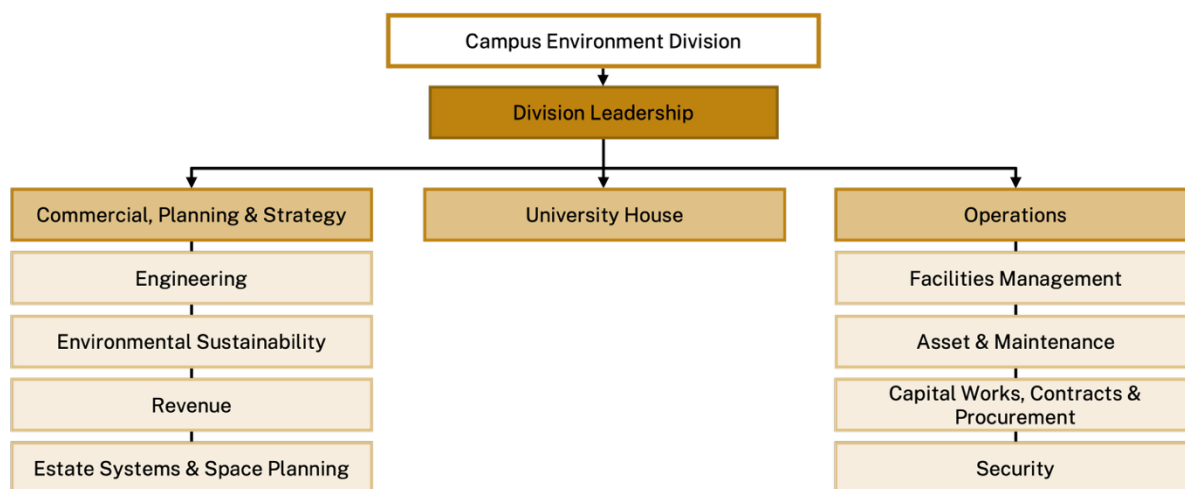


Figure 2. Campus Environment Future State (Summary Level)

Refer to Attachment B –Future State Operating Model for detailed future state organisational chart.

Extent, and nature of proposed changes

Division Organisational restructure

With the changes proposed to the Divisions structure, the Associate Directors for Corporate and Infrastructure and Planning (both vacant) and the Associate Director Operations are all proposed to be disestablished, with two new SM4 Director roles to lead each of Operations and Commercial, Planning and Strategy created. This proposed change not only brings cost savings but enhances the senior leadership capability of the Division.

In the office of the Chief Campus Environment Officer (CCEO), the Executive Officer role is proposed to be disestablished, and replaced with an executive assistant, and a new Business Development Manager is proposed to be created as the key business support to the CCEO for strategic projects, divisional performance and KPI's and data analytics.

The change in overall structure of the Division will enhance leadership role clarity and ensure consistency across the functions of both operations and strategy.

Staff Impact Assessment Executive Team

- 3 x Disestablished SM3 Associate Director roles
 - Associate Director Corporate (Vacant)
 - Associate Director Infrastructure and Planning (Vacant)
 - Associate Director Operations (Occupied)
- 1 x Disestablished ANU 08 Executive officer role (Vacant)

Campus Environment Maintenance Portfolio Restructure

The current maintenance service delivery model at ANU comprises a combination of in-house trade personnel and trade-based contractors. Contractor delivery already accounts for the majority of maintenance works and 100% of compliance-related tasks. However, this dual model has resulted in duplication of effort and inefficiencies, ultimately reducing value to the University.

With a service delivery model that relies primarily on external vendors the proposed restructure strengthens the management and administrative capacity of the team to maximise value from the contractor model, enhance preventative, statutory and reactive maintenance services over the University's assets and provide greater assurance over business continuity and compliance. This will be achieved through implementation of a new fully integrated Facilities Management System (FMS), and enhanced scoping, procurement, and contract management practices.

Staff in trade positions at risk of being made surplus will be given the opportunity to apply for newly created roles across maintenance and operational areas that provide increased career progression opportunities. These roles include Contract Manager, Facilities Manager, Assistant Facilities Manager, Contract Supervisor, and administrative support roles within the asset and maintenance and campus operations teams. The new structure will be based on data driven resource allocation and allow for clear workforce development pathways and remove single points of failures in critical service delivery. The proposed structure is tiered in a way that allows for a sustainable after-hours on call structure and higher duties responsibilities for staff to progress their careers and knowledge during periods of staff leave.

Under the proposed new structure, the proposed Asset and Maintenance team will have direct functional service ownership over statutory and preventative maintenance for hard facilities management services across the University. The current maintenance portfolio relies on external service providers across its asset base, and the proposed structure strengthens the ability to ensure works are delivered in accordance with agreements from a safety, quality and cost perspective. The proposed implementation of a new fully integrated FMS will create opportunities for significant improvements in administrative effort and data integrity leading to reduced duplication in asset maintenance and administration, and greater degree of certainty over compliance. This presents a significant improvement in overall safety and reduced administrative effort associated with quality assurance.

Re-alignment of College facilities roles into the Campus Environment Campus Operations Portfolio

The proposed re-alignment of College and School based facilities roles into the Campus Environment team is a key initiative aimed at improving operational efficiency across the ANU property portfolio. This proposed change envisages a streamlined and consistent approach to building and tenant management, aligned with industry best practices.

To ensure safe, informed decision-making, Campus Environment established a structured consultation framework for the re-alignment process. This included engagement with HSR representatives of Campus Environment, the creation of a facilities re-alignment working group and a comprehensive psychosocial risk assessment for an initial discovery phase.

Following agreement with the NTEU, a three-month discovery phase ran from March 12th to June 12th. During this period, the working group engaged with all identified staff using a buddy system to understand their roles and service delivery processes. In total, 27 employees actively participated in approximately 40 sessions, which have been documented and used to inform the proposed delivery model.

Additionally, Campus Environment hosted ten focus sessions to highlight the functions of the Campus Environment team and to provide college facilities managers with a platform to present their operational models. To support the buddy and focus sessions, a dedicated SharePoint site was launched as a central hub for information. This included all relevant presentations, discovery phase tools, communication materials, and divisional documentation.

Consultation meetings were also had with the Research and Innovation portfolio to understand proposed solutions for the management and maintenance of research specific infrastructure for alignment with Campus Environment's proposed Service Charter. Additional meetings with College General Manager's (GM's) were held which focussed on service delivery in the field, following on from that consultation adjustments were made to the CE proposed plan that boosted resources in the cross-campus team.

Consultation with the College of Science and Medicine highlighted risks that several roles identified for potential realignment performed tasks of a research or technical nature and that those roles needed to remain within the colleges to support research activities. Of the 29 roles originally identified for realignment, 9 were subsequently identified to be predominantly focused on specialist research tasks. A further role was deemed to be a shared responsibility between non-technical Facilities Management (FM) tasks and those that were technical or research related. Campus Environment has acknowledged these roles and factored these requirements into the proposed new structure.

This consultation has enabled the development of a proposed organisational structure for the re-aligned College facilities roles (shown in Figure 3), as well as a Service Charter that outlines role responsibilities and expected service outcomes for users. A key principle of the proposed Service Charter is that Campus Environment will maintain fixed plant and property related infrastructure up to, but not including, research equipment.

Campus Environment will form part of a strategic governance group to work directly with the Research and innovation portfolio, Academic portfolio and the Colleges to enable the development of a long-term strategy to ensure high quality services are provided across our teaching and research infrastructure, as well as mitigating any potential short term service gaps through transition.

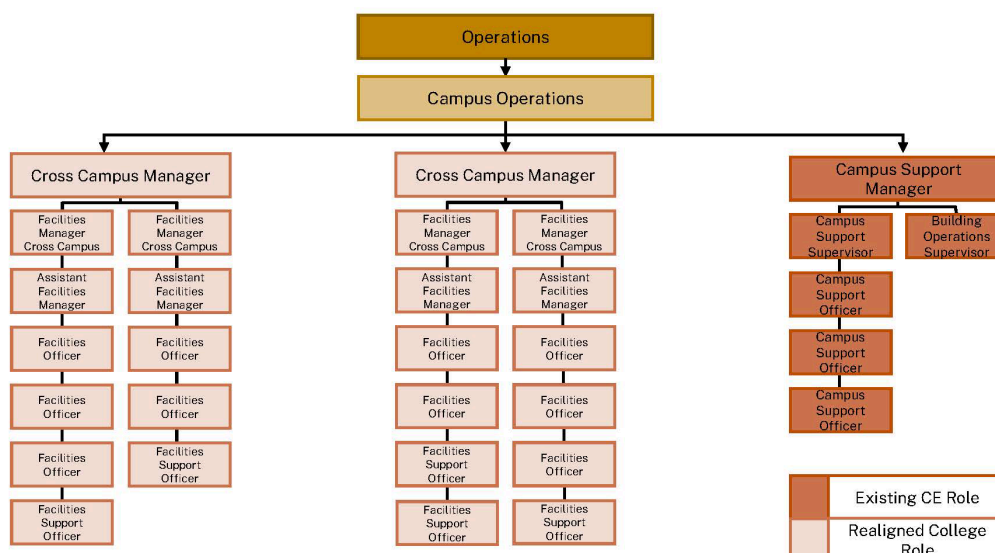


Figure 3. Campus Environment Campus Operations Portfolio Future State

The new organisational structure divides the Acton and Mount Stromlo Observatory campuses into four geographic zones. Each zone will be serviced by a dedicated team responsible for the delivery of soft FM services, including cleaning, waste, pest control, and handyman tasks. Where practical, these teams will also coordinate minor reactive maintenance using approved ANU vendors. Where possible, existing staff will be directly transferred into roles within the zones in which they currently work. This approach is intended to preserve institutional knowledge and maintain established relationships between staff and their stakeholders.

To ensure appropriate workloads, Campus Environment will build on the analysis of the discovery phase and focus on communication, collaboration and education with the division. Senior user representatives on the Service Charter, and Campus Environment systems, technology and support will assist teams to enable sustainable delivery. Continuation of consultation with Health and Safety Representative's (HSR) to ensure workload management and personal safety standards are upheld will be ongoing throughout the transition. In terms of workload management, the future state of the Division identifies 25 roles in the cross-campus team, of which 17 roles are those proposed to be centralised, just shy of a 50% increase in field support for the Colleges. This increase of 8 roles will allow for a wider, consistent and more value managed delivery of property services across Acton and Mount Stromlo Observatory campuses.

The proposed structure enhances leadership role clarity, ensures consistency across functions to enhance customer service, removes single points of failure and enhances collaboration to provide an improved customer experience and overall reduction of risk to business continuity across our operations. It also allows for clear workforce pathways and career progression.

Position impact assessment CE Maintenance portfolio and CE Campus Operations portfolio

- 1 x Disestablished ANU6/7 Plumbing Services Supervisor – (Vacant – VSS).
- 1 x Disestablished ANU SM1 Kambri Manager (Vacant).
- 4 x ANU 2/3 and ANU03 roles at risk of being declared surplus
 - Currently there are 8x ANU02/3, 3x ANU03 and 2x ANU03/4 roles across the Division and included within the centralised roles, the skillsets of these roles are aligned with the future state structure which demonstrates 7 x ANU 2/3 roles (Facilities Support Officer and Maintenance Support Officer).
- 2 x ANU04 roles at risk of being declared surplus
 - Currently there are 2x ANU03/4, 6x ANU04 and 2x ANU04/5 roles across the Division and included within the centralised roles, the skillsets of these roles are aligned with the future state structure which demonstrates 6 x ANU04 roles (Facilities officers).
- 4 x ANU05 roles at risk of being declared surplus
 - Currently there are 2x ANU04/5 and 6x ANU05 roles across the Division and included within the centralised roles, the skillsets of these roles are aligned with the future state structure which demonstrates 4 x ANU05 roles (Facilities officers).

Please note that the classification of the above positions may vary due to the variety of current broadbanded classifications. To support our current staff transition to a more standardised future-state in terms of the classifications required, we have broadened Closed EOI pools where appropriate as seen in the tables below. As a result of this, the numbers within the table appear varied slightly to the above.

Security

Campus Environment is committed to providing a safe and secure working and learning environment for staff and students. This commitment is delivered through services aligned with

the ANU Physical Security Policy, utilising a combination of in-house personnel (seven positions) and contracted guarding services provided by MSS Security Pty Ltd.

The current in-house UniSafe structure comprises:

- 1 x SM2 Security Manager
- 1 x SM1 Executive Security Manager
- 1 x SM1 Security Operations Manager
- 1 x Level 8 Security Operations Manager (Technical)
- 2 x Level 5 Administration roles (one part-time)
- 1 x Level 5 Senior Control Room Officer

The MSS contract, valued at approximately \$4.3 million per annum, delivers 24/7 security services to ANU. These services include roles such as Contract Manager, Security Manager, Control Room Officers (24/7), Guard Supervisors (24/7), Patrolling Guards (24/7), and Parking Officers.

In some areas of operations this has resulted in a complex hybrid model, with UniSafe filling gaps in contracted services. This has resulted in duplicated administration, supervision, and management layers, leading to inefficiencies and constraining the delivery of strategic goals and initiatives. The proposed structure aims to eliminate these duplications and establish clear management accountabilities and efficient processes to improve governance and management of the MSS contract. This will lead to an increased value from the University's security service provider and an overall safer environment for University staff and students.

Management changes proposed under this change plan are designed to strengthen the strategic delivery of security services through elevation of the UniSafe Security Manager position to an executive level, supported by two specialist managers (Governance & Risk, and Contracts & Systems) and an administrative role. The proposed reduction of administration roles will be supported by maintenance, invoicing and system administration tasks being supported by the greater Campus Environment team. The model seeks to effectively manage complexities of a large high value contracted service delivery model, optimise the delivery outcomes of this model, distribute administration tasks where there will be existing expertise and capability, and provide clear single-point accountability for governance, contract performance, and continuous improvement.

Under the proposed new structure:

Staff Impact Assessment- Security

- 1 x new SM3 Associate Director Security role – supported by a contract and systems, executive security and risk and governance manager and 1 administrative support role
- 1 x Disestablished ANU SM2 Security Manager – (Occupied)
- 2 x ANU 05 roles at risk of being declared surplus
 - Currently there are 3 x ANU05 Unisafe administration assistants and control officers (occupied), the skillsets of these roles are aligned with the future state structure which demonstrates 1 x ANU 05 Unisafe administration officer roles

Merging of Capital Works and Contracts and Procurement teams and realignment to Operations Portfolio

The Capital Works team and Procurement and Contracts team require strong collaboration for the Division to operate effectively from an expenditure and contract performance standpoint. The majority of high value procurements and contracts sit within the Capital Works team as it currently stands, merging the teams will ensure contract management and procurement for complex and high value contracts are streamlined and managed more effectively. The newly created Capital Works, Contracts and Procurement team is proposed to be realigned to the Operations Portfolio, creating more opportunity and effective collaboration given the close relationship with building operations and building maintenance functions. The current ANU 6/7 WHS hazmat officer is proposed to be disestablished and the data management, 5 yearly hazmat inspection coordination and administrative duties being dispersed amongst the maintenance, campus operations and capital works, contracts and procurement teams. The management of hazardous material related projects will be overseen and managed by the project manager hazmat role.

Staff Impact Assessment

- 1 x Disestablished ANU06/7 WHS Hazmat Officer – (Occupied)

Benefits of the proposed change

- Improved and consistent service delivery by consolidating facilities management functions across the University.
- Clarity of roles and responsibilities and clear service offerings for facilities management.
- Improved decision making by implementing a new Facilities Management System coupled with a new SharePoint site with reporting and governance capabilities.
- Improved quality of service, risk management, compliance and cost through enhanced improved management of external vendors for delivery of operational activities.
- Improved management and oversight of statutory, preventive and corrective maintenance across the University.
- Reduction in recurrent costs.
- Reduction in capital costs.
- Reduced operational costs in the delivery of maintenance, cleaning and waste services.
- Significant data integrity maturity in relation to maintenance, space, capital works, cleaning, waste and security.
- Reduction of single points of failure, by knowledge repositories and cross skilling.

Impacts of the proposed change

The new structure has been designed to be fit-for-purpose and better aligned with the University's strategic goals. The anticipated impacts of this change proposal include:

- establishment of sixteen (16) new continuing professional staff positions and two (2) new fixed term staff positions
- disestablishment of sixteen (16) continuing professional staff positions
- disestablishment of eight (8) vacant continuing professional staff positions.
- disestablishment of ten (10) positions as a result of the Voluntary Separation Scheme (VSS)
- the realignment of seventeen (17) continuing professional staff positions.

Position Impact Summary		
Action	Current Positions	150
Disestablished	Less positions currently vacant to be disestablished	8
	Less positions disestablished through VSS	10
	Less other positions proposed to be disestablished	16
Disestablished Subtotal		34
New	Plus new roles proposed	18
New Subtotal		18
Realigned In	Positions proposed to be realigned from CAP	2
	Positions proposed to be realigned from CASS	2
	Positions proposed to be realigned from CBE	2
	Positions proposed to be realigned from COSM	9
	Positions proposed to be realigned from CSS	1
	Positions proposed to be realigned from CLGP	1
Realigned in Subtotal		17
Proposed future positions		151

Positions directly affected by the proposed changes

Details of directly affected positions are provided in the tables below. Positions that are not specifically noted in the tables below are not directly impacted by this Change Proposal. Fixed term positions with no change will be reviewed prior to the end of the contract term on a case by-case basis.

Impact on casualisation

The proposed changes are not expected to lead to an increase in casual roles within the Division. We are focused on maintaining a stable workforce, limiting the use of casual employment to support long-term capability and continuity.

Workload management

In developing the proposed changes, the University has considered the potential impact on workloads within the relevant areas. The proposed future state is designed to attain efficiencies by reducing work and removing duplication. The creation of the proposed structures will also create synergies which are expected to have a positive impact on workloads and general operational efficiency. Collectively, these positive impacts will help mitigate any unexpected or unforeseen workload increases in the proposed future state. Notwithstanding, the University has also taken active measures to ensure the proposed future state does not have unreasonable workload implications.

For example, the University has:

- taken care to classify newly created or significantly modified positions at the appropriate level having regard to the skills, responsibilities and tasks. This will ensure appropriately skilled, educated and experienced individuals will fill these positions in the future state
- carefully considered the future needs of the University to ensure the proposed future state is equipped and able to carry out its functions with the number and level of relevant staff
- designed a WH&S risk identification framework which will allow the University to adequately and effectively manage instances of unreasonable workloads should they occur (see Appendix 1).

Informed by the above, the University is confident that workloads in the proposed future state will not be unreasonable and workload allocation in the future state will be equitable, transparent and sustainable without risks to health and safety of staff.

Positions proposed to cease

The continuing positions listed below do not have a direct equivalent or suitable alternative, without significant change in the proposed future structure and are therefore proposed to be disestablished.

While no final decisions have been made, these positions are considered at risk of being declared surplus. If positions are confirmed as surplus, affected staff will enter a formal redeployment period during which the University will actively work with staff on their options, including to identify suitable alternative positions in accordance with clause 57 of the Enterprise Agreement.

Only where redeployment or other internal alternatives are not possible would a staff member's position be formally declared redundant.

Team	Current Position	Classification	Position Number	# Positions	Proposed Position Impact	Proposed Occupant Impact
Executive	Associate Director Corporate	SM3	21010	1	[1] Position proposed to be disestablished	[1] Nil- Vacant
	Associate Director Operations	SM3	25667	1	[1] Position proposed to be disestablished	[1] At risk of being declared surplus
	Associate Director Infrastructure & Planning	SM3	36484	1	[1] Position proposed to be disestablished	[1] Nil- Vacant
	Executive Officer	ANU08	36953	1	[1] Position proposed to be disestablished	[1] Nil- VSS
Building Maintenance	Plumbing Services Supervisor	ANU06/7	35403	1	[1] Position proposed to be disestablished	[1] Nil- VSS
	Maintenance Officer	ANU03/4	13058	1	[1] Position proposed to be disestablished	[1] Nil- Vacant
	Mechanical Services Officer	ANU04	00703	1	[1] Position proposed to be disestablished	[1] Nil- Vacant
	Electrical Services Officer	ANU04	36927	1	[1] Position proposed to be disestablished	[1] Nil- Vacant
			00687	1	[1] Position proposed to be disestablished	[1] Nil- Vacant
	Plumbing Services Officer	ANU04	07557	1	[1] Position proposed to be disestablished	[1] Nil- VSS
Kambri Operations	Kambri Manager	SM1	36393	1	[1] Position proposed to be disestablished	[1] Nil- Vacant
Technical & Sustainability	Hydraulics Officer	ANU08	00671	1	[1] Position proposed to be disestablished	[1] Nil- VSS
	BMS Officer	ANU07	38690	1	[1] Position proposed to be disestablished	[1] Nil- VSS

Space Planning & Design	Asset Officer	ANU05	23513	1	[1] Position proposed to be disestablished	[1] Nil- VSS
Capital Works	WHS Officer- HAZMAT	ANU6/7	35560	1	[1] Position proposed to be disestablished	[1] At risk of being declared surplus
Security	Security Manager	SM2	00629	1	[1] Position proposed to be disestablished	[1] At risk of being declared surplus
Landscape & Conservation	Manager Trees & Conservation	ANU08	15976	1	[1] Position proposed to be disestablished	[1] Nil- VSS
	Grounds Officer	ANU03/4	06183	1	[1] Position proposed to be disestablished	[1] Nil- VSS
			13164	1	[1] Position proposed to be disestablished	[1] Nil- VSS
			00657	1	[1] Position proposed to be disestablished	[1] Nil- VSS
			00663	1	[1] Position proposed to be disestablished	[1] Nil- Vacant

Total: 10 VSS, 8 Vacant, 3 at risk of being declared surplus – 21 total disestablished.

Positions proposed to reduce in number

The continuing positions below have been assessed as substantially similar to positions in the future structure, but there are more current staff than available positions.

To manage this, a closed assessment process (closed EOI) will be conducted, limited to relevant staff. Direct appointments will be made in order of merit. Staff not successful through this process will be supported to seek other internal opportunities. See the “Process for transferring staff into the new structure” section for more details.

Team	Current Position	Current Classification	Future Position	Future Classification	Position Number	# Current Positions		# Future Positions	# Reduction	Proposed Position Outcome	Proposed Occupant Impact
						Team Total	Total				
University Printing & Mail	Facilities Officer	ANU2/3	Facilities Support Officer	ANU02/3	03078	1 Occupied	13	7 (5x Facilities Support Officer) (2x Maintenance Support Officer)	6	[6] Positions proposed to be disestablished	[4] At risk of being declared surplus *[2] people identified for EOI for both ANU2/3 and ANU04 due to current broadbanded classifications
	Facilities Officer	ANU2/3			05327	1 Occupied					
Kambri Operations	Facilities Officer	ANU2/3			37880	1 Occupied					
	Facilities Officer	ANU2/3			38456	1 Occupied					
Building Maintenance	Maintenance Officer	ANU03			27298	1 Occupied					
	Maintenance Officer	ANU3/4			*20795	1 Occupied					
	Facilities Officer	ANU2/3			36511	1 Occupied					
Centralised College Roles	Technical Assistant	ANU2/3			26925	1 Occupied					
	Technical Assistant	ANU2/3			38984	1 Occupied					

	Technical Assistant	ANU2/3			39491	1 Occupied					
Remote Sites	Kioloa Facilities Officer	ANU03			32186	1 Occupied					
Centralised College Roles	Facilities Assistant	ANU03			1994	1 Occupied					
Building Operations	Building Services Officer (Locksmith)	ANU3/4			*00691	1 Occupied					
Building Maintenance	Maintenance Officer	ANU3/4	Facilities Officer	ANU04 (Maintenance)	*20795	1 Occupied	10	6 (6x Facilities Officer)	4	[4] Positions proposed to be disestablished	[2] At risk of being declared surplus *[2] people identified for EOI for both ANU2/3 and ANU04 due to current broadband classifications *[2] people identified for EOI for both ANU04 and ANU05 due to current broadband classifications
	Mechanical Services Officer	ANU04			00673	1 Occupied					
	Electrical Services Officer	ANU04			36926	1 Occupied					
	Plumbing Services Officer	ANU04			688	1 Occupied					
	Plumbing Services Officer	ANU04			685	1 Occupied					
Building Operations	Building Services Officer (Locksmith)	ANU3/4			*00691	1 Occupied					
Centralised College Roles	Services Officer	ANU04			32419	1 Occupied					
	WHS & Facilities Support Officer	ANU04			35929	1 Occupied					
	Facilities Officer	ANU4/5			*35984	1 Occupied					
	Facilities Officer	ANU4/5			*36026	1 Occupied					
Centralised College Roles	Facilities Officer	ANU4/5	Facilities Officer	ANU05	*35984	1 Occupied	8	4	4		[4] At risk of being declared surplus

	Facilities Officer	ANU4/5			*36026	1 Occupied		(4x Facilities Officer)		[4] Positions proposed to be disestablished	*[2] people identified for EOI for both ANU04 and ANU05 due to current broadbanded classifications
Building Operations	Facilities Officer	ANU05			36450	1 Occupied					
Building Maintenance	Facilities Officer	ANU05			36305	1 Occupied					
	Leading Hand (Carpentry)	ANU05			29774	1 Occupied					
Centralised College Roles	WHS & Facilities Officer	ANU05			32704	1 Occupied					
	Facilities Services Officer	ANU05			37341	1 Occupied					
	Administration Coordinator	ANU05			8208	1 Occupied					
Building Operations	Campus Support Officer	ANU04	Campus Support Officer	ANU04	37441	1 Occupied	4	3 (3x Campus Support Officer)	1	[1] Position proposed to be disestablished	[1] At risk of being declared surplus
	Campus Support Officer	ANU04			40759	1 Occupied					
	Campus Support Officer	ANU04			40719	1 Occupied					
	Campus Support Officer	ANU04			36553	1 Occupied					
Security	Unisafe Administration Assistant	ANU05	Unisafe Administrator	ANU05	38399	1 Occupied	3	1 (1x Unisafe Administrator)	2	[2] Positions proposed to be disestablished	[2] At risk of being declared surplus
	Unisafe Administration Assistant	ANU05			00631	1 Occupied					
	Control Room Officer	ANU05			33037	1 Occupied					

Total positions proposed to be reduced in number: 13 total positions disestablished

Direct transfer into new structure with minor changes

These continuing positions are considered direct or near-direct equivalents to current roles.

Changes may include minor adjustments to reporting lines, position titles or duties that do not significantly alter the role's core purpose.

Current Position	Future Position	Classification	Number of Positions	Position Number	Proposed Position Impact	Proposed Team impact	Proposed Occupant Impact
Associate Director Environmental Sustainability	Associate Director Environmental Sustainability	SM2	1	39497	Reporting line change	Team to move out from disestablished Environmental Sustainability portfolio, and move under newly established Director Commercial, Planning & Strategy.	Direct Transfer
Technical & Sustainability Manager	Associate Director Engineering	SM2	1	36614	Title & PD refresh Reporting line change	Team to move out from disestablished Infrastructure & Planning portfolio, and move under newly established Associate Director Engineering, within Commercial, Planning & Strategy portfolio.	Direct Transfer
Building Controls Engineer	BMS Supervisor	ANU08	1	16495	Title & PD refresh Reporting line change	Team to be centralised under newly established Associate Director Engineering, within Commercial, Planning & Strategy portfolio.	Direct Transfer
BMS Technician	BMS Technician	ANU6/7	1	20275	Reporting line change		Direct Transfer
BMS Technician	BMS Technician	ANU4/5	1	16735	Reporting line change		Direct Transfer

Senior Manager Space & Design	Associate Director Estate Systems & Space Planning	SM2	1	38319	Title & PD refresh Reporting line change	Team to move out from disestablished Infrastructure & Planning portfolio and to move under newly established Associate Director Estate Systems & Space Planning, within Commercial, Planning & Strategy portfolio.	Direct Transfer
Senior Project Manager/ Capital Works Manager	Associate Director Capital Works, Contracts & Procurement	SM2	1	35964	Title & PD refresh Reporting line change	Team to move out from disestablished Infrastructure & Planning portfolio, and move under newly established Associate Director Capital Works, Contracts & Procurement within Operations portfolio.	Direct Transfer
Senior Procurement & Contract Manager	Senior Procurement & Contract Manager	SM1	1	39226	Reporting line change	Team to move out from disestablished Corporate portfolio, and move under newly established Associate Director Capital Works, Contracts & Procurement, within Operations portfolio	Direct Transfer
Security Operations Manager	Governance and Risk Manager	SM1	1	41380	Title & PD refresh Reporting line change	Direct transfer into new structure with minor changes to PD	Direct Transfer
Security Operations Manager	Contracts and Systems Manager	ANU08	1	34578	Reporting line change	Direct transfer into new structure with minor changes to PD	Direct Transfer
Executive Security Manager	Executive Security Manager	SM1	1	22901	Reporting line change	Role to report to new Associate Director of Security	Direct Transfer

Campus Operations Manager	Associate Director Campus Operations	SM2	1	29769	Title & PD refresh Reporting line change	Role to report to new Director of Operations	Direct Transfer
Campus Support Supervisor	Campus Support Supervisor	ANU6/7	1	36687	Reporting line change	Team to move out from disestablished Operations portfolio, and move under newly established Campus Support Manager, within Operations portfolio.	Direct Transfer
Building Operations Supervisor	Building Operations Supervisor	ANU6/7	1	33390	Reporting line change		Direct Transfer
School Facilities Manager	Cross Campus Manager	SM1	2	36201 10990	Title & PD refresh Reporting line change	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Direct Transfer
Facilities Manager	Facilities Manager	ANU08	1	24470	Reporting line change		Direct Transfer
Facilities and Maintenance Lead	Facilities Manager	ANU08	1	40059	Title & PD refresh Reporting line change		Direct Transfer
WHS and Infrastructure Manager	Facilities Manager	ANU08	1	33138	Title & PD refresh Reporting line change		Direct Transfer
Services & WHS Coordinator	Assistant Facilities Manager	ANU6/7	1	40467	Title & PD refresh Reporting line change		Direct Transfer
Facilities Officer	Facilities Officer	ANU2/3	1	37880 (Fixed term)	Reporting line change		Direct Transfer
WHS Manager	WHS Manager	ANU08	1	15665	Reporting line change	Team to move out from disestablished Corporate portfolio and move under newly established Associate	Direct Transfer

						Director Asset & Maintenance	
Projects Transition Manager	Contract Manager (Fire & Electrical)	ANU08	1	38865	Title & PD refresh Reporting line change	Team to move out from disestablished Operations portfolio, and move under newly established Associate Director Asset & Maintenance, within Operations portfolio	Direct Transfer
Building Maintenance Manager	Building Maintenance Manager	SM1	1	36091	Reporting line change		Direct Transfer
Mechanical Services Supervisor	Contract Supervisor Mechanical	ANU06	1	29773	Title & PD refresh Reporting line change		Direct Transfer
Electrical Services Supervisor	Contract Supervisor Electrical/ Security	ANU06	1	29771	Title & PD refresh Reporting line change		Direct Transfer
Landscape & Conservation Manager	Landscape & Conservation Manager	SM1	1	00650	Reporting line change	Team to move out from disestablished Operations portfolio, and to move under newly established Associate Director Asset & Maintenance, within Operations portfolio	Direct Transfer
Revenue Manager	Associate Director Revenue	SM2	1	41878	Title & PD refresh Reporting line change	Role to move out from disestablished Corporate portfolio and to move under newly established Director Commercial, Planning & Strategy	Direct Transfer
Campus Support Officer	Venues & Functions Officer	ANU04	1	37882	Title & PD Refresh	Direct transfer into new structure with minor changes to PD	Direct Transfer
Remote Sites Manager	Remote Sites Manager	SM1	1	06741	Reporting line change	Team to move out of disestablished Operations portfolio, and to move under newly established Associate	Direct Transfer

						Director Asset & Maintenance, within Operation portfolio	
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Total: 30 Minor Changes

Direct transfer into new structure without changes

These continuing roles are considered direct equivalents to current roles without any changes, subject to change of team location within the proposed structure.

Current Position	Future Position	Classification	Number of Positions	Position Number	Proposed Position Impact	Proposed Team impact	Proposed Occupant Impact
Divisional Support Officer	Divisional Support Officer	ANU06/7	1	38702	No proposed change	No proposed change	Direct Transfer
Environmental Management Plan Manager	Environmental Sustainability Plan Manager	SM1	1	39392	No proposed change	Team to move out from disestablished Environmental Sustainability portfolio, and move under newly established Director Commercial, Planning & Strategy.	Direct Transfer
Environmental Assessment & Training Manager	Environmental Assessment & Training Manager	ANU08	1	40142	No proposed change		Direct Transfer
Change Manager	Change Manager	SM1	1	39567	No proposed change		Direct Transfer
Project Manager	Project Manager	ANU08	1	37606	No proposed change		Direct Transfer
Engagement Manager	Engagement Manager	ANU08	1	36046	No proposed change		Direct Transfer
Carbon Reporting Manager	Carbon Reporting Manager	ANU08	1	39560	No proposed change		Direct Transfer
Program Officer	Program Officer	ANU6/7	1	37366	No proposed change		Direct Transfer

Senior Mechanical Engineer	Senior Mechanical Engineer	SM1	2	38024 37998	No proposed change	Team to move out from disestablished Infrastructure and Planning portfolio, and move under newly established Director Commercial, Planning & Strategy.	Direct Transfer
Senior Electrical Engineer	Senior Electrical Engineer	SM1	1	35402	No proposed change		Direct Transfer
Estate Systems Manager	Estate Systems Manager	SM1	1	41974	No proposed change		Direct Transfer
Estate Systems Supervisor	Estate Systems Supervisor	ANU08	1	36648	No proposed change		Direct Transfer
Estate Systems Officer	Estate Systems Officer	ANU05	1	23513	No proposed change		Direct Transfer
Space Coordinator	Space Coordinator	ANU08	1	39882	No proposed change		Direct Transfer
Drawing Officer	Drawing Officer	ANU08	1	14500	No proposed change		Direct Transfer
Administration Officer	Administration Officer	ANU2/3	1	39330	No proposed change		Direct Transfer
Senior Project Manager	Senior Project Manager	SM2	1	33865	No proposed change	Team to move out from disestablished Infrastructure and Planning portfolio and move under newly established Director Operations.	Direct Transfer
Project Manager	Project Manager	SM1	2	38205 36089	No proposed change		Direct Transfer
Project Coordinator	Project Coordinator	ANU6/7	1	36753	No proposed change		Direct Transfer
Project Manager-HAZMAT	Project Manager-HAZMAT	ANU08	1	41381	No proposed change		Direct Transfer
Contracts Manager	Contracts Manager	ANU08	2	37172 27830	No proposed change	Team to move out from disestablished Corporate portfolio and move under newly established Director Operations.	Direct Transfer
Contracts Administrator	Contracts Administrator	ANU04	1	35549	No proposed change		Direct Transfer
WHS Administration Officer	WHS Administration Officer	ANU2/3	1	41877	No proposed change	Team to move out from disestablished Corporate portfolio and move under newly established Director Operations.	Direct Transfer

Arboriculture Supervisor	Arboriculture Supervisor	ANU6/7	1	35611	No proposed change	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	Direct Transfer
Grounds Supervisor	Grounds Supervisor	ANU6/7	2	20274 36353	No proposed change		Direct Transfer
Plant Production & Compliance Officer	Plant Production & Compliance Officer	ANU3/4	1	06454	No proposed change		Direct Transfer
Landscape Construction Supervisor	Landscape Construction Supervisor	ANU05	1	11653	No proposed change		Direct Transfer
Supervisor Mount Stromlo	Supervisor Mount Stromlo	ANU05	1	11432	No proposed change		Direct Transfer
Grounds Officer	Grounds Officer	ANU3/4	15	25746 36646 37169 00696 13232 00659 00662 42110 06594 36132 06183 13164 00657 00663 34233	No proposed change		Direct Transfer

Senior Commercial Property Advisor	Senior Commercial Property Advisor	ANU08	2	34866 39256	No proposed change	Team to move out from disestablished Corporate portfolio and to move under newly established Associate Director Revenue, within Commercial, Planning & Strategy portfolio.	Direct Transfer
Commercial Property Advisor	Commercial Property Advisor	ANU6/7	2	33069 40305	No proposed change		Direct Transfer
Administration Assistant	Administration Assistant	ANU04	1	34683	No proposed change		Direct Transfer
Venues & Functions Manager	Venues & Functions Manager	SM1	1	24122	No proposed change	Team to move out from disestablished Corporate portfolio and to move under newly established Associate Director Revenue, within Commercial, Planning & Strategy portfolio.	Direct Transfer
Venues & Functions Coordinator	Venues & Functions Coordinator	ANU6/7	1	37881	No proposed change		Direct Transfer
Venues & Functions Supervisor	Venues & Functions Supervisor	ANU6/7	1	39219	No proposed change		Direct Transfer
Venues & Functions Officer	Venues & Functions Officer	ANU04	6	36012 38353 33005 21962 38355 33129	No proposed change		Direct Transfer
Venues Manager	Venues Manager	ANU08	1	03037	No proposed change		Direct Transfer
Senior Technical Officer	Senior Technical Officer	ANU6/7	1	25756	No proposed change		Direct Transfer
Technical Officer	Technical Officer	ANU6/7	1	26318	No proposed change		Direct Transfer
Venue & Production Coordinator	Venue & Production Coordinator	ANU05	1	26282	No proposed change		Direct Transfer
SSO Facilities Officer	SSO Facilities Officer	ANU6/7	1	41457	No proposed change	Team to move under newly established Associate Director	Direct Transfer
Kioloa Site Officer	Kioloa Site Officer	ANU6/7	1	35612	No proposed change		Direct Transfer

NARU Facilities Officer	NARU Facilities Officer	ANU04	1	40525	No proposed change	of Asset and Maintenance, within Operations portfolio.	Direct Transfer
Parking Manager	Parking Manager	ANU08	1	06982	No proposed change	Team to move out from disestablished Corporate portfolio and to move under Commercial, Planning & Strategy portfolio, reporting to the newly established Associate Director of Revenue.	Direct Transfer
Administration Assistant	Administration Assistant	ANU04	3	15825 36386 33131 (Fixed term)	No proposed change		
Printing & Mail Manager	Printing & Mail Manager	ANU08	1	05261	No proposed change		Direct Transfer
Administration Assistant	Administration Assistant	ANU04	2	35857 00622	No proposed change	Team to move out from disestablished Corporate portfolio and to move under Commercial, Planning & Strategy portfolio, reporting to the newly established Associate Director of Revenue.	Direct Transfer
Campus Services Officer	Campus Services Officer	ANU2/3	2	41405 41404	No proposed change		Direct Transfer

Total: 77 direct transfers into new structure without changes

New positions proposed

These are newly created roles with no current equivalent, designed to support revised services, capabilities or functions in the future structure.

Affected staff will receive priority access to demonstrate suitability for these roles throughout the process. Appointments will be made in order of merit.

Team	New Position	Classification	Number of Positions	Proposed Position Impact
Executive	Director Operations	SM4	1	Position established
	Director Commercial, Planning & Strategy	SM4	1	Position established
	Business Development & Strategy Manager	SM2	1	Position established
	Executive Assistant and Administrator	ANU05	1	Position established
Operations	Associate Director Asset & Maintenance	SM2	1	Position established
Campus Operations	Campus Support Manager	ANU08	1	Position established
	Facilities Manager	ANU08	1	Position established
	Assistant Facilities Manager	ANU06	3	Position established
Engineering	Hydraulic Engineer	SM1	1	Position established
	ESD Engineer	SM1	1	Position established
Capital Works, Contracts & Procurement	Project Administrator	ANU04	1	Position established
Asset & Maintenance	Contract Manager (Mechanical and Hydraulic)	ANU08	1	Position established
	Contract Supervisor- Fire Services	ANU06	1	Position established
	Contract Supervisor – Plumbing Services	ANU06	1	Position established
	Maintenance Planner	ANU05	1	Position established
Security	Associate Director Security	SM3	1	Position established

Total: 18 established.

Consultation process and timeline

The University is committed to consulting with staff and their union/s in accordance with the organisational change provisions under Clauses 70 of the ANU Enterprise Agreement and consistent with Work Health and Safety (WHS) obligations. In doing so, the University will give genuine and meaningful consideration to any views expressed by staff regarding the impact of the proposed change.

Consultation Methods

Consultation will occur through a range of channels to ensure accessibility and engagement, including:

- Town hall meeting for staff to outline the proposed change and allow for questions and discussion.
- Team meetings with local leadership to provide additional clarity and encourage discussion at a more direct level.
- Individual meetings offered to affected staff to discuss specific impacts and available support. Staff may bring a support person or union representative.
- A dedicated online feedback form provided to collect staff input in a structured and accessible way.
- Updates and publication of change processes in On Campus and the Renew ANU webpage.
- Continuation of regular discussions with NTEU.

How to Provide Feedback

The University is committed to consulting with staff and their union/s in accordance with the organisational change provisions under Clauses 70 of the ANU Enterprise Agreement. In doing so, the University will give genuine and meaningful consideration to any views expressed by staff regarding the impact of the proposed changes.

This Change Proposal will be circulated to:

- all affected staff
- the ANU Executive
- nominated staff representatives including the NTEU
- Health and Safety representatives for the impacted work groups(s)
- other relevant stakeholders as required.

Staff and their union/s are encouraged to review this document and provide feedback on the proposal during the formal consultation period via:

[Online feedback form link](#)

All feedback received will be reviewed and considered before final decisions are made. A summary of themes and the University's response to feedback will be shared with staff at the conclusion of the consultation period.

Consultation and anticipated implementation timeline

The formal consultation period will run for 2 weeks from Thursday 14 August 2025 to Thursday 28 August 2025 (closing 12:00pm AEST). All feedback received during this time will be considered before final decisions are made.

Milestone	Date
Release of Change Proposal and consultation opens	Thursday 14 August 2025
Consultation	2 weeks
Feedback due (12:00pm AEST)	Thursday 28 August 2025
Collation of feedback and preparation of Implementation Plan	3 weeks
Anticipated release of Implementation Plan	Around 18 September 2025
Anticipated commencement of implementation	Around 25 September 2025

Key Contacts

Name	Position	Contact Details
Jeremy Matthew	Chief Campus Environment Officer	cceo@anu.edu.au
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Emily Fisk	Manager, Organisational Change	Org.change@anu.edu.au

Further Information

Further information about the ANU Renew program can be found on the Renew ANU [webpage](#) which includes key information and FAQs that will be updated during the life of the program.

Measures to minimise the impacts on staff

In an effort to mitigate potential job losses, the following measures are available to staff within Campus Environment during the consultation period of this organisational change process.

During the consultation period, affected staff can express interest in one or more of the following options:

1. **Voluntary separation** – available to staff whose positions are proposed to cease or reduce in number. Voluntary separation payments will be aligned to the redundancy provisions of the Enterprise Agreement.
2. **Voluntary conversion to part-time work** – available to all staff. May be considered to offset job losses, where reductions in fraction align with areas reducing staffing levels.
3. **Fixed term pre-retirement agreement** - available to eligible staff considering retirement. May be used to support workforce transitions by enabling a structured reduction in hours or responsibilities over a fixed period (no later than the end of 2025), helping to offset job losses where reductions align with areas reducing staffing levels.

Staff considering any of these options can express interest by emailing org.change@anu.edu.au by the closing date for Consultation Period.

Requests will be considered on a case-by-case basis, taking into account the skills and capabilities required to deliver the University's future operating model and ensuring that critical functions are not affected.

The University will determine the outcome of each request based on the requirements of the relevant area/s. Each staff member who expressed interest in one of these options will be advised of the University's decision.

Following consideration of feedback provided during the consultation period and decisions on the requests above, the impact on remaining positions will be reassessed and the workplace reorganisation process will be adjusted accordingly.

Process for transferring staff into the new structure

Following an agreed implementation plan, the process for transferring staff into the proposed new structure will be informed by the provisions of The Australian National University Enterprise Agreement 2023–2026 (the Agreement).

The University's priority is to maintain ongoing employment by placing affected staff into suitable roles wherever possible. The University may transfer a staff member to a position at the same level, commensurate with their skills and capability, in order to provide this continued employment.

If when transitioning to a confirmed new structure, results in new, significant change, or reduced roles, the University will implement a multi-stage placement process that reflects principles of fairness, transparency, and operational continuity. This includes a combination of direct transfer, targeted expressions of interest, and broader recruitment processes.

Key Stages in the Placement Process

1. Direct Transfer (no significant change to position).
2. Closed Expression of Interest (EOI).
3. Redeployment & Recruitment.

1. Direct Transfer

Staff will be directly transferred into the new organisational structure where:

- their position's duties and responsibilities remain substantially unchanged
- the classification level is the same
- there is a one-to-one relationship between the number of staff and available roles.

This includes minor changes to duties, title, reporting line or department/area.

2. Closed Expression of Interest (EOI)

In some cases, where it is necessary to assess the suitability of existing staff for roles in a new structure — or when there is a reduced number of roles — a Closed Expression of Interest (EOI) process may be undertaken.

This process follows an approved implementation plan and typically occurs in stages, beginning with the most senior roles and proceeding through the structure.

Eligibility

Only affected staff are eligible to participate in the Closed EOI process. The primary objective is to identify and confirm suitable alternative employment for affected staff. A suitable alternative position is defined as a role that:

- Has substantially the same duties, classification level, and career standing as the staff member's current (surplus) position.
- Can be satisfactorily performed by the staff member, either with their existing skills and experience or with reasonable training over a limited period.

Commitment to diversity, inclusion, and equity in organisational change

Our institution is committed to fostering a diverse, inclusive, and equitable workplace. Throughout Renew ANU, we are taking proactive steps to ensure fair and transparent processes that minimise adverse impacts on any particular group of employees. This includes applying an equity lens to all decisions, ensuring that the proposed changes support workforce diversity and do not inadvertently disadvantage underrepresented groups.

In line with ANU 2025: Our Landscape “*Be an equitable and inclusive University of Choice*” is one of ANU’s four key strategic goals for 2025 and must be embedded in all that we do. To achieve this, our Diversity & Inclusion team are continually reviewing and recommending ways to ensure practices are considered from this lens. In relation to organisational change our commitments are:

Equity in role alignment and selection

In placing employees into new or revised roles, consideration will be given to principles of diversity, equity and inclusion to mitigate any disproportionate impact on a marginalised sector of the ANU staffing community. This includes keeping in mind our commitment to the Aboriginal and Torres Strait Islander community and their employment within ANU. Where required, reasonable adjustments will be made to support employees in transitioning to new roles.

Inclusive consultation and communication

We recognise that change affects staff differently. To ensure an inclusive approach, consultation will be conducted in multiple formats to accommodate different needs, including one-on-one discussions, group forums, and confidential feedback channels. Staff are encouraged to share any concerns related to the restructure’s impact on diversity and inclusion, and we will actively address these as part of the decision-making process.

Monitoring and reporting on DEI impacts

We will monitor the impact of this restructure on workforce diversity through regular reporting and data analysis, ensuring that diversity outcomes are maintained or improved. Where necessary, we will implement additional workforce planning strategies to support diverse talent retention and career progression.

Supporting our people through change

The University recognises that change can be challenging and is committed to supporting staff throughout this process. A range of services and resources are available to ensure staff have access to wellbeing support, advice and assistance as needed.

Manager and Leadership Support

Your supervisor and leadership team are the first point of contact for support, clarification, or guidance. Managers or supervisors are briefed ahead of key change announcements to help them support their teams effectively at the local level.

People and Culture Division

- HR Business Partners are available to provide advice, discuss impacts, and support you throughout the change process.
- Equity and Diversity Team and Staff Respect Consultant offer tailored support to staff in equity groups.
- Health, Safety and Wellbeing Team can support staff experiencing mental health or safety concerns as a result of the change.

Employee Assistance Program (EAP)

Confidential wellbeing support is available through the University's Employee Assistance Program (EAP), which offers free counselling and coaching services to all staff and their immediate family members. The EAP can assist with managing stress, navigating change, and maintaining wellbeing during periods of uncertainty.

Looking after your wellbeing and seeking support early can make a meaningful difference. For more information, or to access support services, please visit the [ANU EAP Webpage](#).

Staff seeking additional support or advice can contact:

Provider	Position	Contact Details
Employee Assistance Providers	Assure Relationships Australia	1800 808 374 (02) 6122 7100

Financial Advice

UniSuper offers free general financial advice and retirement planning support to members. Resources, appointment bookings, and webcast recordings can be accessed via unisuper.com.au.

Career Transition Support

- Outplacement Services: If applicable, affected employees with positions surplus to requirements will be offered external outplacement support, including career coaching, resume review, and interview preparation.
- Online Resources: The ANU intranet includes a range of tools for staff seeking career support.

Staff are encouraged to seek support early and regularly throughout the change process. No concern is too small to raise, and the University is committed to ensuring access to respectful, timely and informed support for all staff.

Referenced documents

The following documents provided context, background information, or contributed to the broader understanding that has shaped the development of these proposed changes in Campus Environment:

- [Renew ANU 2025 Change Principles](#): Consultation Paper including Appendix 'A' (Support Information) and Appendix B (Service Performance Framework)¹
- [Renew ANU 2025 Change Principles](#): initial Feedback Summary including:
 - Appendix 'A' – Additional Feedback
 - Appendix B – Response to Open letter
 - Appendix C – Psychosocial Risk assessment – Change Principles
- ANU Renew Change Principles [Implementation Plan](#)
- [Financial Update – May 2025](#)
- [Quarterly Financial Update – July 2025](#)
- [High Level UniForum Explainer Video](#)
- [Updates from the ANU leadership](#)

Appendices

- [Appendix 1 – Draft WHS Psychosocial Risk Assessment](#)
- [Appendix 2 - Financial Context for Renew ANU 2025](#)
- [Appendix 3 – Current Organisational Chart](#)
- [Appendix 4 – Proposed Future Organisational Chart](#)

Appendix 1 – Draft WHS Psychosocial Risk Assessment

As part of this change proposal, the University has conducted a Work Health and Safety (WHS) psychosocial risk assessment to identify and address potential impacts on staff wellbeing.

For full details, refer to the draft document online – [Psychosocial Risk Assessment – Campus Environment](#).

The assessment identified the following potential psychosocial hazards as potential sources of risk:

Hazard type	Description
Job insecurity	Employment situations where a worker lacks assurance their job will remain stable across any period of change.
Job demands	Intense or sustained high mental, physical or emotional effort required to do the job.
Lack of role clarity	Role uncertainty, frequent role changes, conflicting roles or ambiguous responsibilities and expectations about a role.
Poor support	Tasks or jobs where workers have inadequate support including practical assistance and emotional support from managers and colleagues, or inadequate training, tools and resources for a task.
Poor organisational change management	Insufficient consultation and consideration of new hazards or performance impacts when planning for and implementing change
Conflict or poor workplace relationships and interactions	Poor workplace relationships or interpersonal conflict between colleagues or from other businesses, clients, or customers.

To proactively manage and minimise the risks associated with the identified hazards, the following measures summarise the controls proposed to be implemented to support staff throughout the change process. Refer to the psychosocial risk assessment for more detail on control measures.

Hazard type	Control measure summary
Job insecurity	• Clear detailed communication and consultation about the impacts of change and measures to eliminate or minimise the impact of psychosocial hazards. • Accurate job design.
Job demands	• Set and communicate realistic job expectations • Implement workload monitoring.
Lack of role clarity	• Accurate job design. • Clear communication at team or individual work level about operational functions or roles.
Poor support	• Targeted EAP and Advisor to Staff support services. • Access to information, tools and resources to help manage through change. • Regular communication at Divisional and team level.

Hazard type	Control measure summary
Poor organisational change management	• Clear detailed communication and consultation about the impacts of change and measures to eliminate or minimise the impact of psychosocial hazards.
Conflict or poor workplace relationships and interactions	• Regular communication at Divisional and team level. • Managerial support in leading change in the workplace. • Timely response to issues raised or observed in the workplace.

Appendix 2 – Financial Context for Renew ANU 2025

2020 – 2024 Financial position

ANU faces significant financial challenges with expenses increasing and revenue not keeping pace.

From 2021 to 2024, there has been 8.1% growth in expenses per year, while revenue has grown by 3.7% per year over the same period.

By December 2022, staffing levels had increased to higher than pre-COVID levels with staff costs representing the University's largest single expense.

Original 2024-28 budget

In 2023, the ANU Council approved a budget for 2024-28 designed to achieve a financially sustainable position based on forecast growth in revenue via increased student numbers, as well as cost reductions.

In 2024, the University had lower than anticipated tuition fees (\$54 million) and higher than budgeted operational cost. These adverse outcomes lead to a higher operating deficit of \$140 million (previously forecast for \$60 million).

Overall student numbers (represented by EFTSL²) remained broadly flat from 2022 to 2024.

To mitigate the impact of lower revenue and increasing operational expenditure observed in the first quarter of 2024, a range of additional controls were introduced. Operational budgets were revised for the second half of 2024 and a central recruitment approval committee was established. These measures mitigated the 2024 operating deficit, but they do not repair the University's financial sustainability. Budget allocations and performance against these revised 2024 budgets across the University is provided at [ATTACHMENT A](#).

Revised 2025 Budget & 2026 revenue and forward estimate

The 2025 budget and 2026 forward estimate is designed to financially transition the University from persistent operating deficits to a break-even operating result by the end of 2026 calendar year. One of the goals supported by Renew ANU activities is for a break-even operating result for the 2026 year, which requires a \$250m reduction in recurrent operating costs to achieve that position.

The financial projections for 2025 and 2026 predict more limited revenue growth at just over 3% per year (previously 5.7% per year) based on a key challenge of reduced international student revenue.

Portfolio and college approaches to expenditure reduction

In setting the 2025 recurring budgets all areas in the University were required to support savings and contribute to the Renew ANU goal of \$100 million reduction in recurrent salary costs reflecting the University's budget. The previously set 2025 budget allocations are shown in [ATTACHMENT B](#). The same formula was applied to every area of the University to generate their 2025 budget, detailed in [ATTACHMENT C](#).

Budgets are issued at the college / portfolio level - with Deans / Directors empowered to allocate budgets within their units (schools / departments / institutes). All areas were able to consider a range of options to operate within their budget – vacancy management, leave management, a Voluntary Separation Scheme and if required, through changes proposed through formal organisational change.

² EFTSL: Equivalent full-time student load

Some areas are able to meet their targets using a combination of these mechanisms, while others developed proposals outlined in formal change plans and possible involuntary redundancies to address their budget challenges.

To be financially sustainable, it is important that all areas live within their allocated budget, including identifying, proposing and enacting formal organisational change if necessary.

The full details of the financial context for Renew ANU are available on the [website](#).

ATTACHMENT A - Colleges/Portfolios 2024 Actual vs 2024 Adjusted Budget – Recurrent Fund

The following tables provide 2024 Actual expenses on Recurrent funds for all areas of the University, together with performance against the 2024 revised budget allocation. The 2024 budget (shown here as adjusted budget) was adjusted to account for staff movements across the University (e.g. the re-alignment of HR, Finance and IT staff), and to include a reduction that was negotiated with each area to contribute to the financial position of the University. This view of the 2024 financials has also been reflected in terms of the revised academic structure implemented from 1 January 2025.

Salary - 2024 Actual vs 2024 Adjusted Budget

Salary Recurrent Fund (\$000)		2024 Total Salary Actual	2024 Total Salary Adjusted Budget	2024 Variance Actual vs Adjusted Budget
Colleges / Portfolios				
Colleges	ANU College of Asia & the Pacific	\$33,387	\$32,132	-\$1,255
	ANU College of Arts & Social Sciences	\$64,398	\$62,082	-\$2,316
	ANU College of Business & Economics	\$54,495	\$57,640	\$3,145
	ANU College of Systems and Society	\$59,010	\$59,795	\$785
	ANU College of Law, Governance and Policy	\$39,232	\$38,959	-\$274
	ANU College of Science & Medicine	\$93,972	\$94,209	\$236
	ANU College of Health & Medicine (Disestablished)	\$4,894	\$4,253	-\$641
Colleges Subtotal		\$349,388	\$349,069	-\$319
Portfolios	Academic Portfolio	\$36,083	\$36,153	\$70
	Services Portfolio	\$100,874	\$102,208	\$1,333
	ANU Advancement	\$9,396	\$9,892	\$496
	Vice Chancellor Portfolio	\$4,501	\$4,671	\$170
	First Nations Portfolio	\$5,403	\$5,596	\$193
	Research & Innovation Portfolio	\$25,486	\$23,823	-\$1,663
Portfolios Subtotal		\$181,744	\$182,343	\$600
University	Leave, scholarships, borrowings and university level expenses	\$9,739	\$20,835	\$11,097
GRAND TOTAL		\$540,871	\$552,248	\$11,377

Non-Salary - 2024 Actual vs 2024 Adjusted Budget

Non Salary Recurrent Fund (\$000)		2024 Total Non Salary Actual	2024 Total Non Salary Adjusted Budget	2024 Variance Actual vs Adjusted Budget
Colleges / Portfolios				
Colleges	ANU College of Asia & the Pacific	\$2,084	\$3,294	\$1,209
	ANU College of Arts & Social Sciences	\$3,802	\$2,958	-\$844
	ANU College of Business & Economics	\$8,772	\$10,758	\$1,985
	ANU College of Systems and Society	\$9,728	\$9,643	-\$85
	ANU College of Law, Governance and Policy	\$2,923	\$5,229	\$2,307
	ANU College of Science & Medicine	\$17,684	\$13,992	-\$3,693
	ANU College of Health & Medicine (Disestablished)	\$141	\$283	\$142
Colleges Subtotal		\$45,135	\$46,156	\$1,022
Portfolios	Academic Portfolio	\$23,686	\$23,084	-\$603
	Services Portfolio	\$112,020	\$111,789	-\$231
	ANU Advancement	\$712	\$1,168	\$457
	Vice Chancellor Portfolio	\$747	\$616	-\$131
	First Nations Portfolio	\$606	\$723	\$117
	Research & Innovation Portfolio	\$14,583	\$15,351	\$768
Portfolios Subtotal		\$152,355	\$152,731	\$376
University	Leave, scholarships, borrowings and university level expenses	\$60,880	\$60,929	\$49
GRAND TOTAL		\$258,370	\$259,816	\$1,447

Note:

1. Building Works and Maintenance is under Services Portfolio.
2. The 'University' category includes whole of University costs such as leave provisions, leave reimbursements (e.g. maternity leave and career entry leave), borrowing costs, scholarships, and other whole of university-level expenses that are not attributable to a specific college or portfolio division.
3. Assessment of actual performance relative to budget for 2024, when calculating the 2025 recurrent budget formula, and the 'projected 2024 overrun' (shown in Appendix 3) was assessed against recurrent (R) and Q ledger.

ATTACHMENT B - Colleges/Portfolios 2025 Budget vs 2025 Q1 Forecast (ex VSS) – Recurrent Fund

Salary - 2025 Budget vs 2025 Q1 Forecast (ex VSS)

Salary Recurrent Fund (\$000)		2025 Total Salary Budget	2025 Total Salary Q1 Forecast ex VSS	2025 Variance Budget vs Q1 Forecast ex VSS
Colleges / Portfolios				
Colleges	ANU College of Asia & the Pacific	\$30,265	\$32,896	-\$2,630
	ANU College of Arts & Social Sciences	\$58,605	\$68,048	-\$9,443
	ANU College of Business & Economics	\$61,057	\$59,573	\$1,484
	ANU College of Systems and Society	\$60,670	\$60,707	-\$37
	ANU College of Law, Governance and Policy	\$40,809	\$42,656	-\$1,847
	ANU College of Science & Medicine	\$92,717	\$94,578	-\$1,860
Colleges Subtotal		\$344,124	\$358,457	-\$14,333
Portfolios	Academic Portfolio	\$34,194	\$36,169	-\$1,975
	Services Portfolio	\$107,271	\$113,625	-\$6,354
	ANU Advancement	\$9,072	\$9,168	-\$96
	Vice Chancellor Portfolio	\$4,419	\$4,630	-\$211
	First Nations Portfolio	\$4,324	\$5,104	-\$780
	Research & Innovation Portfolio	\$21,885	\$24,587	-\$2,701
Portfolios Subtotal		\$181,165	\$193,283	-\$12,117
University	Leave, scholarships, borrowings and university level expenses	\$2,078	\$13,327	-\$11,249
GRAND TOTAL		\$527,367	\$565,067	-\$37,699

Non-Salary - 2025 Budget vs 2025 Q1 Forecast (ex VSS)

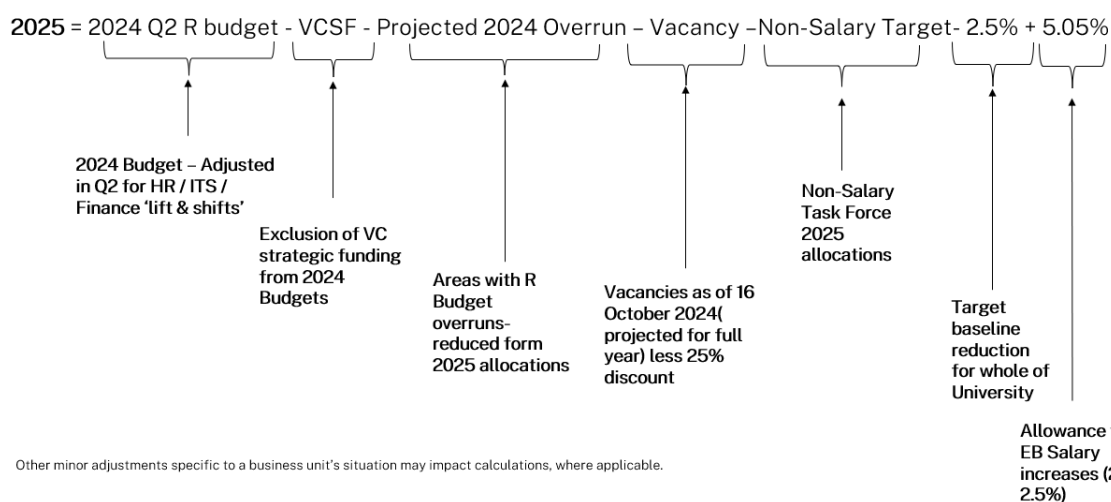
Non Salary Recurrent Fund (\$000)		2025	2025	2025
Colleges / Portfolios		Total Non Salary Budget	Total Non Salary Q1 Forecast ex VSS	Variance Budget vs Q1 Forecast ex VSS
Colleges	ANU College of Asia & the Pacific	\$2,756	\$2,722	\$34
	ANU College of Arts & Social Sciences	\$2,719	\$2,634	\$84
	ANU College of Business & Economics	\$8,088	\$8,040	\$48
	ANU College of Systems and Society	\$8,696	\$8,681	\$15
	ANU College of Law, Governance and Policy	\$5,935	\$5,932	\$2
	ANU College of Science & Medicine	\$15,848	\$19,177	-\$3,330
Colleges Subtotal		\$44,041	\$47,187	-\$3,146
Portfolios	Academic Portfolio	\$21,889	\$21,974	-\$86
	Services Portfolio	\$104,642	\$114,742	-\$10,100
	ANU Advancement	\$1,176	\$1,176	-
	Vice Chancellor Portfolio	\$751	\$748	\$3
	First Nations Portfolio	\$350	\$594	-\$244
	Research & Innovation Portfolio	\$12,480	\$14,172	-\$1,692
Colleges Subtotal		\$141,287	\$153,406	-\$12,119
University	Leave, scholarships, borrowings and university level expenses	\$59,641	\$54,142	\$5,499
GRAND TOTAL		\$244,970	\$254,735	-\$9,766

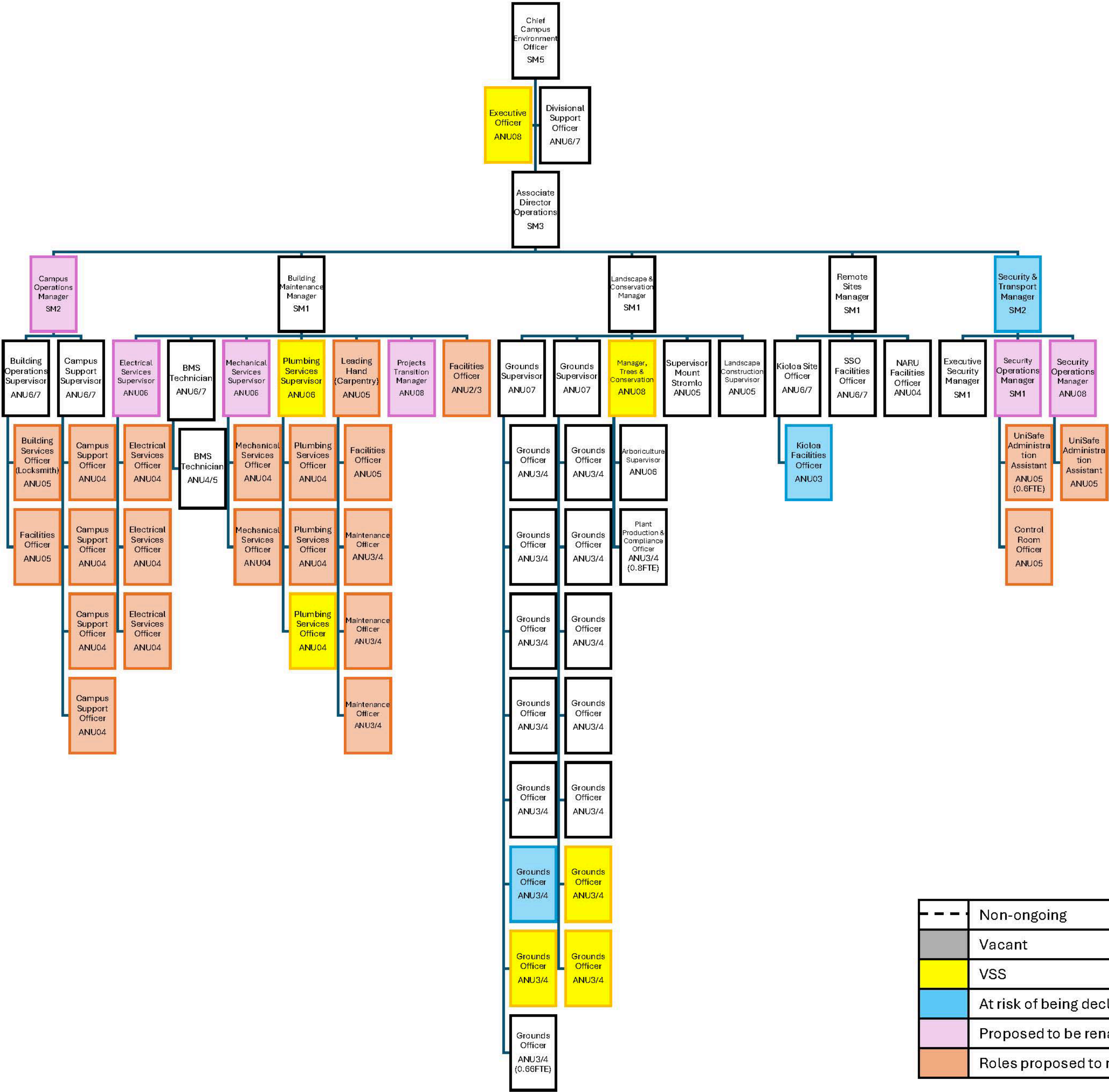
Note:

1. Building Works and Maintenance is under Service Portfolios.
2. The 'University' category includes whole of university costs such as leave provisions, leave reimbursements (e.g. maternity leave and career entry leave), borrowing costs, scholarships, and other whole of university-level expenses that are not attributable to a specific college or portfolio division.
3. The above 2025 tables exclude one off expenditure related to Renew ANU including separation payments and other incidental program costs.
4. The above 2025 Q1 Forecast reflects the operating costs under Recurrent fund if no Voluntary Separation Scheme (VSS) or other change initiatives are implemented (noting some areas had modelled and included prospective savings, which for this analysis have been removed).

ATTACHMENT C – 2025 Recurring Budget Formula

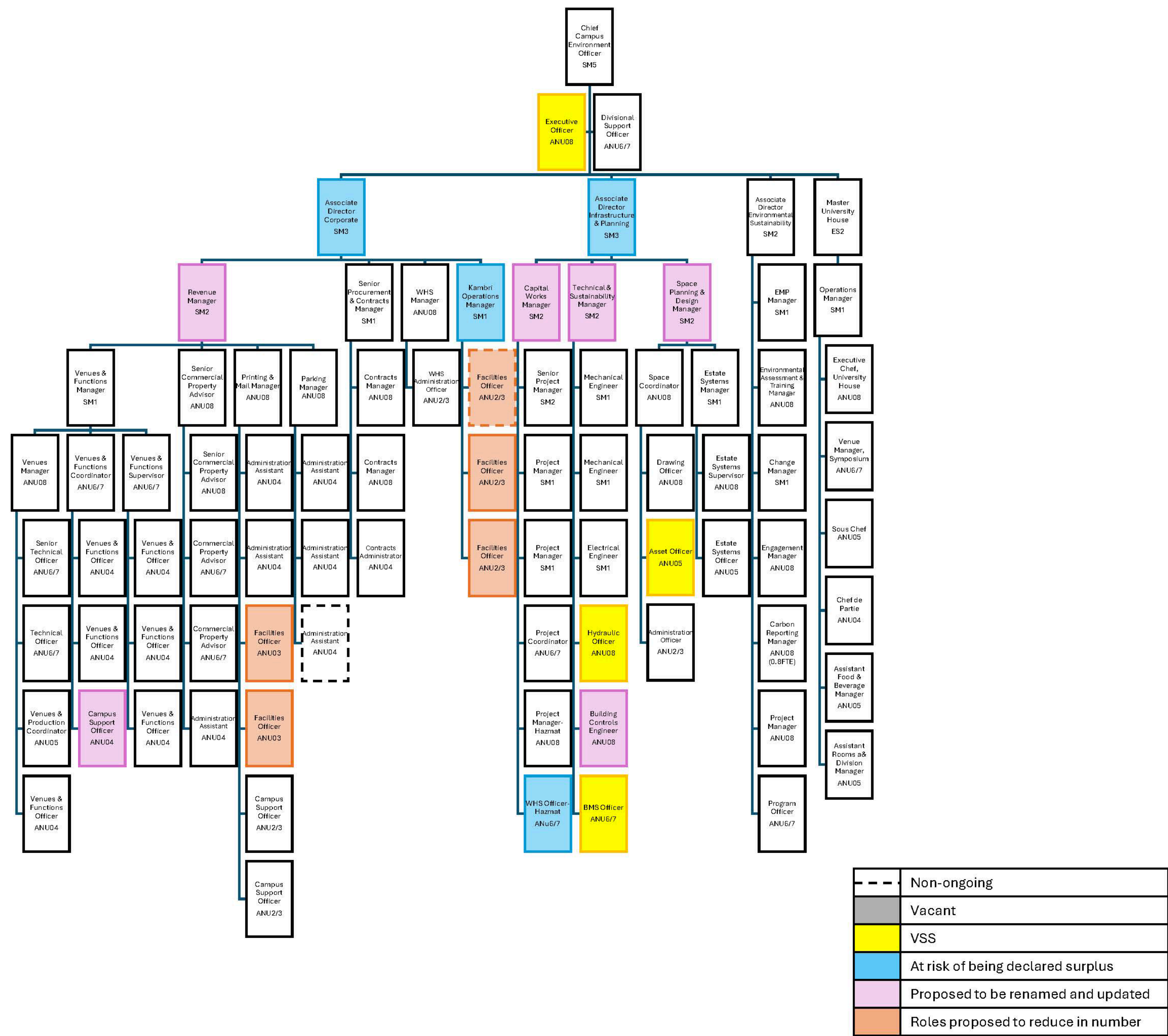
2025 R Budget principles

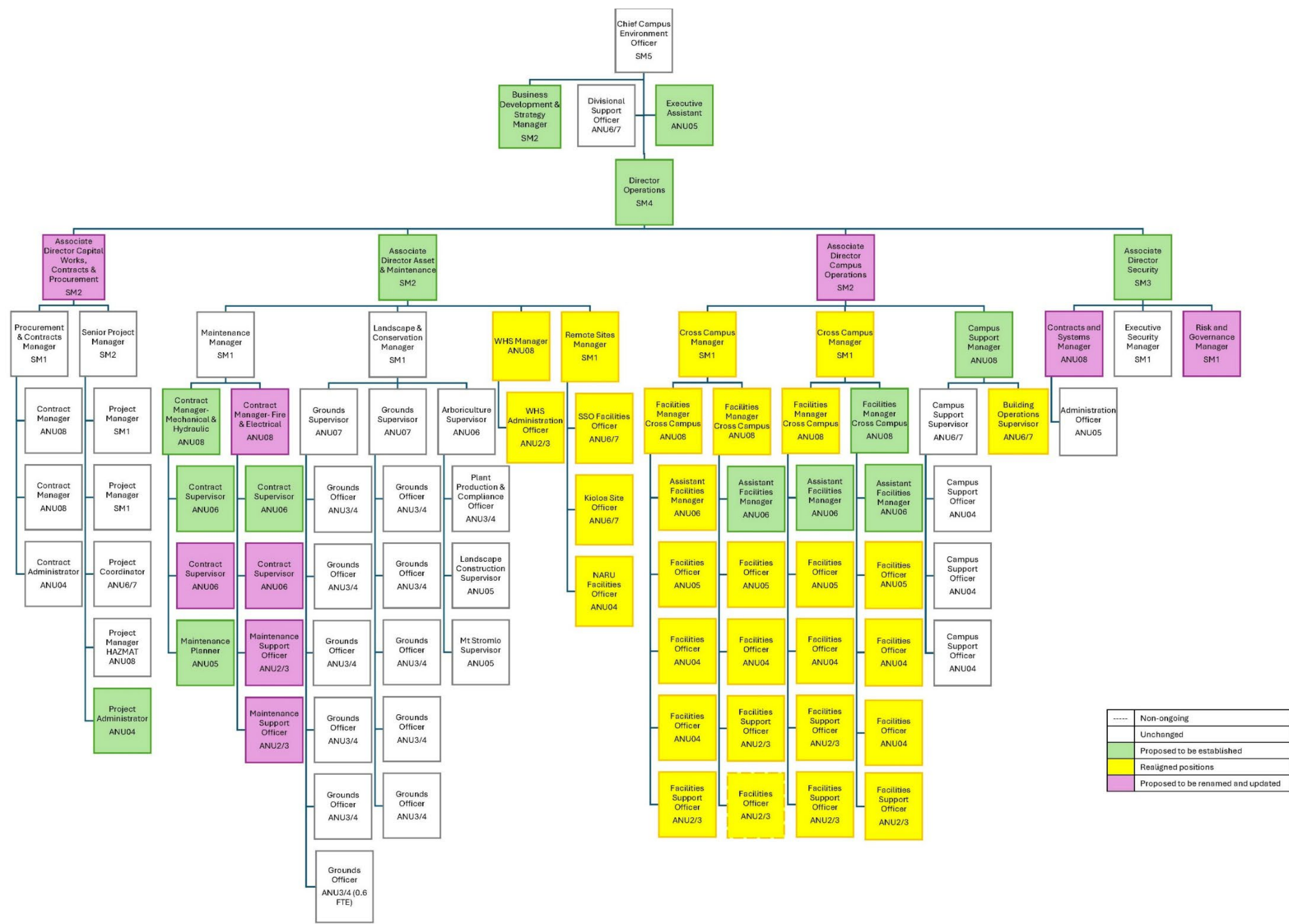




---	Non-ongoing
	Vacant
	VSS
	At risk of being declared surplus
	Proposed to be renamed and updated
	Roles proposed to reduce in number

Current Organisational Chart part 2/2





-----	Non-ongoing
	Unchanged
	Proposed to be established
	Realigned positions
	Proposed to be renamed and updated

