

Residential Experience Division

Organisational Change Proposal

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Contents

Background and Context - Renew ANU and Principles for Change.....	3
Renew ANU.....	3
Renew ANU change approach and principles.....	4
Residential Experience Division	6
Context and Rationale for Change.....	6
Financial overview and context.....	10
Overview of proposed changes to RED Operating Model	11
Extent and nature of proposed changes	12
Overview of impacts of the proposed change	16
Position impacts of the proposed change.....	18
Consultation process and timeline.....	21
Measures to minimise the impacts on staff and options for staff to consider	23
Process and timing for transferring staff into a new structure.....	24
Commitment to diversity, inclusion, and equity in organisational change.....	26
Supporting our people through change.....	27
Other relevant documents	29
Appendices	29
Appendix 1 – Draft Psychosocial Risk Assessment.....	30
Appendix 2 – Financial Context for Renew ANU 2025	32
Appendix 3 – Residential Profile	36
Appendix 4 – Current Organisational Charts.....	37
Appendix 5 – Future Organisational Charts.....	40
Appendix 6 – Position Descriptions for new and refreshed roles.....	43
Appendix 7 – UniLodge – Proposed Scope of Works.....	44

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 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 aims 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 change 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 *Times Higher Education* (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 Quacquarelli Symonds (QS) rankings have also fallen from 19th to 32nd 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 show 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 financial sustainable work areas.
- **Savings initiatives:** pursued a range of initiatives 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 May 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	Continue 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	<p>The University will adopt a phased approach to developing specific change proposals to support the improved operating model and College activities. These individual proposals will be developed and led at the local level and in close consultation with relevant stakeholders.</p> <p>Specific change proposals will consider 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.</p>

Academic and research principles

Principle	Description
National mission and academic excellence	Academic structures are aligned with the University's national 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.

Residential Experience Division

Context and Rationale for Change

Introduction

The purpose of the Residential Experience Division (RED) is to provide an exceptional and memorable on-campus living experience for ANU students; to build and nurture safe, supportive residential communities, empowering students to succeed at ANU and into the future. RED is integral to the University's Student Experience objective to deliver 'a student experience equal to the world's best,' in particular, the goal to 'offer an outstanding campus life and residential experience'.

The University's residential offering meets the broad needs of its diverse student cohort, ranging from fully catered and self-catered undergraduate residences to individual and multi-share self-catered apartments and postgraduate-only residences. ANU has 15 residences on campus, the first of which was opened in 1961 and the most recent in 2023. Thirteen of these residences are operated by RED, accommodating approximately 5,796 students. Two (Burgmann College and John XXIII College) are 'affiliate colleges', privately run residences based on the ANU Acton campus. A high-level summary of the current residential profile is provided at [Appendix 3 – Residential Profile](#).

All residences owned and managed by ANU are bound by one of two Purpose Built Student Accommodation (PBSA) agreements. These are complex arrangements, with extensive obligations to both the investors and ANU. The University's key obligations relate to Soft Facilities Management (FM) activities, these services broadly include the areas of occupancy and accommodation services, marketing, operations, governance and reporting, operating furniture and equipment, and student management and wellbeing.

Vision for the Residential Experience Division

Context for change

RED's primary focus is to ensure a positive student experience, which is underpinned by the effective and efficient function of the University's residential facilities and operations. The Division aims to provide the support students need to thrive personally, socially and academically, from their first transition to on-campus living, to their life and career beyond ANU. To this end, RED provides student residents with a living environment that is safe and secure, clean and comfortable, welcoming and well-maintained, reflecting the needs of the diverse residential community.

Delivering on these key objectives requires an operating model that can deliver both on meaningful student experience outcomes, and highly effective operations. Before implementation of the PBSA agreements, ANU residences operated under two basic models: those run entirely by ANU and those run entirely by a third-party provider, UniLodge. In 2019, three residences (Bruce Hall, Fenner Hall, Wright Hall) opened under a 'hybrid' model, in which the Soft FM requirements of the PBSA were divided between ANU and UniLodge, capitalising on each organisation's strengths and specific areas of expertise. Under this model, ANU staff are responsible for student experience management, wellbeing, governance and reporting, with oversight and contract management of delivery by UniLodge of accommodation customer services, operations and property support. Since 2022, three further residences (Burton and Garran Hall, Ursula Hall, Wamburun Hall) have transitioned to this hybrid model and the University's newest residence (Yukeembruk Village) opened under this hybrid model. While the hybrid model has proved highly successful at delivering both ANU student experience

objectives and complex 24/7 operational requirements, it is not yet uniformly implemented across all residences.

RED has already been through several significant processes of change over the past ten years. First in 2016, when the original PBSA agreement was executed, and then again in 2018 and 2023 when the agreements were expanded. These changes included the opening of five new residences – an increase of 2,483 overall bed numbers since 2019.

RED is now in a position to propose and consult on an overarching operating model.

Change objectives

The primary objective for change in 2025 is to transition RED from three operating models to one – the target outcome being a single, equitable and consistent operating model for all ANU residences, which maintains the distinctive identities of each individual residence. This transition will ensure the Division can deliver consistently high student experience outcomes across all ANU residences, and that staff are adequately supported through role clarity and reasonable workloads.

This proposal recommends transitioning to a single operating model – ANU-managed residences with UniLodge supporting front-of-house services – to provide greater consistency, accountability, and alignment with the University's strategic goals for student experience and operational efficiency.

The need for change

At present, the 13 ANU-owned residences are run under three distinct operating models – ANU-run, UniLodge-run, and hybrid. This leads to significant duplication of effort, inequity of responsibility, inconsistency of service, the inability to develop meaningful automation and reporting, and numerous other hidden costs and inefficiencies. These varied models directly affect the workloads and role clarity of RED staff.

The proposed transition to a single operating model across all residences would ensure that ANU staff are utilised within their area of expertise (student experience, safety and wellbeing, University connection, greater control of adherence to University policies and processes) and UniLodge staff are utilised within theirs (large-scale 24/7 customer service, employment of large, flexible workforce, high-volume property support).

Under the proposed model, senior leadership and management within each residence will be provided by dedicated ANU staff (e.g., Head and Deputy Head of Residence), ensuring full-time, on-site oversight of the residential community. This model strengthens internal leadership, enabling consistent application of University policies, responsive student support, and enhanced community culture. ANU staff are best positioned to align with the academic and wellbeing goals of the University.

It is proposed that UniLodge staff continue to play the vital role that they already do for the majority of our residences, - focusing on front desk operations and property-related responsibilities, including facilities support, room inspections and readiness, cleaning coordination, maintenance and contractor liaison.

This delineation allows UniLodge to concentrate on their core strength in professional property support and provides a more agile and scalable workforce that can respond effectively to staff shortages or peak demand periods (e.g., student arrivals, departures, or emergencies and staff illness).

There is a requirement for residence front desks to be serviced 24/7, 365 days a year, UniLodge staff can deliver on this requirement, where ANU staff cannot, and should not be expected to. The small and separate ANU staff residential teams under the current structure make 24/7, 365 day a year coverage unsustainable for staff to take appropriate breaks and schedule leave. The hybrid model also provides 24/7 operational workforce continuity to

ensure good governance and consistent handover systems which enhance the student experience and streamlined operations.

A unified management structure ensures all residences operate with consistent standards, expectations, and student support approaches. This fosters a more cohesive student experience across all ANU residences and improves alignment with University-wide initiatives, such as student conduct and integrity policies, equity and inclusion efforts, academic support referrals, crisis and wellbeing protocols.

The proposed model preserves and leverages UniLodge's existing expertise and operational strengths while embedding the University's educational and student-centred values at the heart of residential life (see [Appendix 7 – UniLodge – Proposed Scope of Works](#)).

Rather than duplicating responsibilities or operating in parallel systems, the model promotes a streamlined and collaborative approach where each party contributes to its area of greatest value. The proposed changes will reduce duplication of effort and transaction costs across the University. They will ensure a more equitable staffing structure with clearer opportunities for progression. Importantly, they will enable delivery of a consistent – and consistently excellent – experience for ANU students regardless of where they reside on campus.

Student experience benefits

The proposed transition to a hybrid operating model across all ANU residences has multiple benefits for both students and the University. With ANU residential staff delivering equitable support and services, and UniLodge staff providing seamless residential operations, RED will be able to ensure a consistent student experience across all residences. It is important to note that while the levels of service will be consistent under the new model, each residence will still maintain its distinctive culture and identity.

The recent transition of Wamburun Hall in 2024 from 100 per cent UniLodge managed to the hybrid model has demonstrated that this has had a positive cultural impact on the Hall, including a reduction in Early Termination (ET) and Interhall Transfer (IHT) requests, and an increase in occupancy (see [Wamburun Hall statistics](#)). The proposed transition of all remaining residences to the hybrid model is expected to ensure that those residences where occupancy is lower, ETs and IHTs are higher, and the level of student support and service is perceived to be less, will operate according to the same consistent standard, improving student experience outcomes.

Student experience is also expected to be greatly improved by having contracted staff deliver front desk reception services. Staff turnover in these roles is typically high, and UniLodge can appoint effective replacements to these roles more quickly than ANU staff, which considerably benefits students through consistency and reliability of frontline service.

Consistency with Renew ANU Change Principles

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

Principle	Alignment
<i>Mission-focused transition</i>	The proposed change aligns with RED commitment, values and purpose: to provide an exceptional and memorable on-campus living experience for our students.
<i>Role clarity</i>	Under the proposed change, ANU and UniLodge staff each are responsible for and focus on the services they do best: <ul style="list-style-type: none">• ANU: student experience, safety and wellbeing.• UniLodge: flexible and agile workforce delivering high volume property support.

Principle	Alignment
<i>Consistency across functions</i>	The proposal to move from three operating models to one, hybrid ANU–UniLodge model for all residences aims to achieve consistent support models and equitable and effective service delivery across the RED to promote clear expectations, support and governance.
<i>Data-driven resource allocation</i>	Under the proposed change, the proposed staff composition and levels are tied to number of beds, enquiries, applications, offers, as well as workload, complexity and responsibility.
<i>Operational efficiency and effectiveness</i>	A proposed unified operating model under ANU leadership, effective integrated systems and processes, is expected to enable streamlining and economies of scale for ongoing staff benefit.
<i>Clear workforce development pathways</i>	Under the proposed new model, a consistent and equitable team structure facilitates clear opportunities for staff progression.

Financial overview and context

The proposed structural change in RED is driven by several complimentary needs, including the need:

- to realign capabilities and services with strategic priorities;
- to remove duplication, improve efficiency and implement a single operating model aligned to the ANU Operating Model principles;
- for a sustainable workforce profile; and
- to operate within a sustainable financial framework.

This section outlines the financial context of the proposal. However, it is important to emphasise that this change is not driven solely by a requirement to achieve ANU salary savings. Rather, the proposal seeks to re-profile the workforce to meet future needs – enabling the recruitment of new positions, particularly related to benefiting the student experience. The main financial benefits of the proposed change to the University are not based on a reduction of ANU incumbent staff.

These impacts have been minimised where possible, through a focus on vacant positions and VSS. The most significant cost benefits from the proposed changes will be affected through non-salary savings. These reflect the change in (non-ANU) staffing structure of UniLodge service provision, made necessary by the move to a single, consistent operating model for all residences. The expected net non-salary savings to be achieved in 2026 by this proposal is at least \$500,000. This is a net figure derived from changes in outsourced costs and staff profile changes within the Division.

In addition to the direct – and easily measurable – cost benefits, RED anticipates that the proposed operating model and refined structure will enable new efficiencies, automation, and economies of scale across the Division. These impacts will continue to support staff in the coming years, through greater equity of responsibility and reasonable workloads, as the changes are consolidated.

Key clarifications relating to budget being allocated to an area

- While some budgets have been allocated, and others forecasted, this does not predetermine that job losses will occur and the nature and extent of staffing changes. Adjustments may instead involve role redesign, realignment of responsibilities, or other structural changes that better align with funding constraints, as well as voluntary measures. Such decisions are made by local leadership reflecting the operational and strategic needs of the area and the University at the time.
- The proposed RED operating model is constructed on the same business hours service model as the current RED operations.
- The changes proposed in this plan do not affect the 24/7 after-hours staffing model.
- Appropriate funding remains to ensure student safety and wellbeing is not compromised by any changes proposed in this document.

UniForum Benchmarking

The Residential Experience Division does not contribute to UniForum benchmarking.

Overview of proposed changes to RED Operating Model

Current organisational structure/staffing

RED's organisational structure comprises a central team and locally based residential teams. The central team has remit over activities affecting all ANU residences, ensuring consistency and efficiency of all appropriate Soft FM activities. The teams in each residence are responsible for the operation of that residence, and the safety, wellbeing and experience of its residents. Depending on the residence, this local team is composed either of solely ANU staff, solely UniLodge staff, or a hybrid model of ANU and UniLodge staff. Full details are outlined in [Appendix 3 – Residential Profile](#).

In May 2024, the RED Finance Team successfully realigned to the Division of Finance and Business Services (F&BS). This Team is still funded from the RED salary budget, related to the terms of the PBSA agreement. Team stakeholders have been engaged with in the development of this proposal.

The current organisational structure of the Division is outlined at [Appendix 4 – Current Organisational Charts](#)

Proposed organisational structure/staffing

The changes outlined in this proposal reflect and respond to two key needs: the transition from three operating models to one; and divisional alignment with wider ANU change principles.

The proposed operating model for all ANU residences consists of a uniform structure and staffing for each residence, with minor variations based on the complexities of the residence, the number of beds, and the level of independence (i.e. first year undergraduate vs postgraduate) of the resident population. Under the new model, ANU staff will lead and manage all residences through a Head and Deputy Head of Residence, while UniLodge will provide administrative and property support. The proposed exceptions are the four Lodges, which will have an ANU Head and two Deputies, and Graduate House and Toad Hall, which will be jointly managed by a Senior and Deputy Residence Manager.

The proposed transition of residences to one operating model provides the opportunity for a holistic review of RED's structure and all positions within it, to determine whether they align with the Renew ANU Change Principles and are fit for purpose at the new scale. Classification levels across the Division have been reviewed to ensure equality in staff across similar job requirements and responsibility levels. Role responsibilities have been reviewed and, where required, position descriptions (PDs) updated, to ensure staff have clearly defined roles and reasonable workloads.

Extent and nature of proposed changes

The **key proposed changes** for the organisational and staffing structure are outlined in the organisational chart at [Appendix 4](#), tables in the [Position impacts of the proposed change](#) section and summarised below.

Transition of the four Lodges to hybrid operating model

Under a unified RED operating model, the four Lodges (Davey Lodge, Warrumbul Lodge, Kinloch Lodge, and Lena Karmel Lodge, total 1,944 beds) will be required to transition from sole management by UniLodge to a hybrid staffing model. It is proposed that these four residences are run by a new ANU Head of Residence (SM2), supported by two new Deputy Heads of Residence (ANU08). Front of house, operations, after-hours, and other staff as required will remain the responsibility of UniLodge, as per the structure of the existing hybrid residences.

This change requires the establishment of three new roles.

The benefits of this change include increased consistency, significant transactional efficiencies, and greater ANU control and visibility of the student experience.

Transition of Graduate House and Toad Hall to hybrid operating model

Toad Hall (227 beds) and Graduate House (150 beds) are both small postgraduate residences, currently operated entirely by ANU staff. It is proposed that these residences transition to a hybrid staffing model, and that their management be consolidated under one residential team. The team is proposed to be led by an ANU Senior Residence Manager (new SM1 position), supported by an ANU Deputy Residence Manager (ANU08 – direct transfer). As with other hybrid residences, front of house, operations, after-hours, and other staff as required will become the responsibility of UniLodge.

This change requires the disestablishment of five roles. Two staff in the continuing roles have taken a VSS, with three current continuing ANU staff at risk of being declared surplus.

The current fixed-term Hall Officer Admissions – Toad Hall role is proposed to have a realignment to the central team and change of reporting line for three months prior to the end of the term.

A review of the size and scope of these residences has been undertaken. These residences are small, and their postgraduate cohorts are more mature and self-sufficient, with lower levels of complexity and responsibility required to lead them. This review has confirmed that the appropriate classification for the ANU Senior Residence Manager is an SM1 and the Deputy Residence Manager is an ANU08. The new Senior Residence Manager role also creates opportunities for role progression between Deputy Heads (ANU08) and Heads (SM2) of Residence.

Expansion of Accommodation Services team

The transition of the four Lodges from UniLodge-run to a hybrid staffing model brings a total 1,944 new beds under the remit of the central Accommodation Services team. This team is responsible for enquiries, applications, and offer management for all ANU residences, as well as early terminations, interhall transfers, residential communications, marketing and recruitment activities, reporting, and the management and administration of the StarRez

accommodation database system, all of which will be impacted by the new scale of operations.

To accommodate the increased workload and responsibility, it is proposed that the Accommodation Services team are increased by two staff members (ANU08 and ANU05).

This proposal does not include changes to the Residential Marketing Manager. This role is not considered affected at this time, as the University is continuing to consider the most appropriate future arrangements for these functions. Any future changes will be subject to separate planning and consultation processes, consistent with the broader change principles.

Expansion of RED Finance team

The work of this team is delivered under Finance and Business Services (F&BS), although positions related to RED business services are funded from the RED salary budget. The relevant senior staff in F&BS have been consulted to confirm that this team will be appropriately resourced under this proposal. These additional staff will be recruited through normal processes to establish sufficient support to ensure appropriate workloads are maintained.

For clarity, with the proposed move to a hybrid model for all residences, there will be a significant increase in workload and responsibility for the RED Finance team based and reporting within F&BS. This team is responsible for financial management and accounting of all residences, including all residential transactions, such as direct debits and transfers, bank, deposit and debtors' reconciliations, journals, invoices and purchase orders. The team also provides occupancy and other reporting required under the PBSA agreements.

The end-to-end financial management of the four Lodges (1,944 beds) will now be the responsibility of F&BS. To accommodate the increased workload and responsibility, it is proposed that the RED Finance team are increased by one continuing staff member (ANU06/7). It is also proposed that an additional ANU06/7 position be established on a Fixed Term for a period of 12 months. This is due to efficiencies with systems and processes (particularly the automation of bank reconciliations and the migration of StarRez) that will take 12 months to be fully realised before the team can be stabilised. This will ensure workload over this period is reasonable and it is expected that the workload will then continue to be reasonable after this time.

There are significant efficiencies to be made in financial management under a single, unified operating model. The current management of financial operations across multiple models has resulted in duplication of transactions, non-aligned budget mapping, lack of financial controls, different financial processes between models, and minimal visibility of underlying costs. Additional benefits include improved financial governance and audit transparency across all residences.

This has been costed as part of the salary considerations and ongoing budget provisions for these positions. The organisational chart for this area has not been included as it is technically not a team within the Residential Experience Division, and there is no reduction of staff proposed.

Consolidation and review of roles and teams across the Division

Changes proposed based on a holistic review of RED's divisional structure, which includes both centrally-based and residential staff, fall into five broad categories: roles to be retitled; retitled roles that require a refreshed PD; retitled roles with a change in reporting line; roles to be disestablished where a new position will be created; and roles to be disestablished.

The transition of residences to one operating model provides the opportunity for a holistic review of RED's structure and all positions within it, to determine whether they align with the Renew ANU Change Principles and are fit for purpose. Classification levels across the Division

have also been reviewed to ensure equality in staff remuneration across similar job requirements and responsibility levels.

Below is a summary of the proposed changes, as per the above, by category of change.

Retitle

Several roles across RED are proposed to be retitled, to align with the needs of the new structure and ensure consistency across the Division. See details in Direct Transfer table below.

Retitle and refresh PD

The Residential Project Officer PD is proposed to be refreshed including a new title to increase the focus on development of the Division's off-peak and conferencing offerings.

The Residential Wellbeing Coordinator roles across all residences is proposed to be retitled to align with Deputy Head of Residence nomenclature. All PDs will be refreshed to reflect a shift in role focus engendered by the change in operating model, and to alleviate potential psychosocial hazards for this cohort by reinforcing the triage and referral expectations of the role, rather than one of individual case management. The Residence Manager role will be retitled to Deputy Residence Manager (to align both with the Senior Residence Manager role it reports to and the wider Deputy Head roles), its PD will also be refreshed for consistency with other Deputy Heads of Residence.

Retitle and change reporting line

The two Residential Services Officer positions are proposed to change reporting line. See details in Direct Transfer table below.

Disestablish and create new position

A review of the size and scope of the Head of Residence at Yukeembruk (SM3) and Head of Residence at Toad Hall (SM2) roles have been undertaken. This review has confirmed that the appropriate classification for the Head of Residence at Yukeembruk is an SM2 and the new role of Head of Residence for Toad Hall and Graduate House is an SM1. As such, the current positions will be disestablished and new positions established. One of these roles affects a current incumbent (the other being a VSS).

The intention of these changes is to create equity and consistency across the Head of Residence roles, and to accommodate the new Graduate House/Toad Hall structure. These roles have also been carefully reviewed against the professional staff classification descriptors. In line with the Enterprise Agreement, affected staff will be prioritised for consideration for suitable alternative roles.

Disestablish

Aligned with other areas of the University and to provide further savings, four roles in the central team are proposed to be disestablished and their responsibilities either discontinued or redistributed across the wider RED team, where capacity has been increased or consolidated.

Three of the roles proposed for disestablishment are currently vacant: Wellbeing Support Officer; Marketing Communications Officer; and Facilities Officer. The Wellbeing Support Officer role has been vacant for over 12 months, and the Marketing Communications Officer role has been vacant for 10 months. Workload for these roles has already been successfully redistributed through various mechanisms, including enhanced collaboration with the University Experience Division, Future Students Division and Marketing and Communications Division. The Wellbeing Support Officer role responsibilities have also been redistributed across multiple roles within the Division to ensure continuity of student support and wellbeing

services. Core student wellbeing matters and follow-ups have been absorbed by the Deputy Heads of Residence, while administrative tasks and data reporting functions have been taken on by the Senior Manager, Residential Life. The Facilities Officer role (0.6FTE) has been vacant for 3 months since the transfer of business related to these roles over 12 months ago. Since that time, the RED Operations team has had greater oversight of these functions generating significant workload efficiencies within the broader RED Operational team.

Also proposed for disestablishment is the Senior Administrative Officer (ANU06/7) role, which supports the Director and provides general office management. The tasks of this role can be redistributed across other roles in the central team, particularly with the increased capacity of the Accommodation Services team.

Overview of impacts of the proposed change

The proposed new structure at [Appendix 5](#) realigns the RED team under the new operating model, supporting staff through increasing role clarity and consistency and reasonable workload related to service delivery, while ensuring the same commitment to high standards of safety, wellbeing, and quality of experience for student residents.

To achieve these outcomes, and based on current modelling:

- Ten (10) total positions (8.94FTE) are proposed to be disestablished, 5 Vacant/VSS and 5 positions (4.34FTE) are considered to be at risk of being declared surplus. .
- Seven (7) total new continuing positions are proposed, reflecting roles required to support future service delivery, and ensuring long-term sustainability in ongoing RED operations and funding.
- Nine (9) positions are proposed to have a direct transfer into the new structure with minor changes to title and a refreshed position description
- One (1) position is proposed to have a direct transfer into the new structure with minor changes to title, a refreshed position description and a change to reporting line
- Two (2) positions are proposed to change title and reporting line
- Two (2) positions are proposed for a retitle, with no other changes.
- One (1) fixed term role will have a realignment and change of reporting line for three months prior to the end of the term.

This does not include the positions that are paid for within the RED budget but are in other central areas under the COO portfolio i.e. Finance & Business Services, in respect of which changes are set out under the Expansion of RED Financial Team above.

In total, this reflects a net workforce reduction of 1.94FTE across RED. These figures include only ongoing roles.

Position Count Impact Summary		
Action	Current FTE	46.14
Disestablished	Less positions currently vacant to be disestablished	2.6
	Less positions disestablished through VSS	2
	Less other positions proposed to be disestablished	4.34
Less Subtotal		8.94
New	Plus new continuing roles proposed	7
Plus Subtotal		7
Proposed Future FTE		44.2

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 proposed change.

Impact on casualisation

The proposed changes are not expected to lead to an increase in casual roles within the Division. RED is focused on maintaining a stable workforce and 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 removing duplication between ANU and UniLodge roles, and to bring greater clarity to and equity between ANU roles. The proposed operating model is 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 residential experience 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](#)).

The University will take steps in the implementation phase to reach agreement on any changed workload for individual staff, as applicable, consistent with the workload provisions in the Enterprise Agreement.

The University will also monitor workloads in these areas to ensure, if any issues do arise, that they are identified and addressed.

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.

Position impacts of the proposed change

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 would 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 No.	# FTE	Proposed Position Outcome	Proposed Occupant Impact
Central RED	Senior Administration Officer	ANUO6/7	40121	1	Disestablish	At risk of being declared surplus
Central RED	Wellbeing Support Officer	ANUO6/7	38996	1	Disestablish	Nil – Vacant
Central RED	Marketing Communication Officer	ANUO5	40385	1	Disestablish	Nil – Vacant
Central RED	Facilities Officer	ANUO2/3	41317	0.6	Disestablish	Nil – Vacant
Yukeembruk Village	Head, Residences	SM3	38500	1	Disestablish	At risk of being declared surplus
Toad Hall	Head, Residences	SM2	18200	1	Disestablish	Nil – VSS
Toad Hall	Front Desk Officer	ANUO2/3	14980	1	Disestablish	At risk of being declared surplus
Graduate House	Senior Front Desk Officer	ANUO4	4722	1	Disestablish	Nil – VSS
Graduate House	Front Desk Officer	ANUO2/3	31639	0.74	Disestablish	At risk of being declared surplus
Graduate House	Cleaner	ANUO1/2 (Hosp)	25688	0.6	Disestablish	At risk of being declared surplus

Total positions proposed to cease: 2.6 FTE vacant, 2 FTE VSS, 4.34 FTE occupied – total 8.94 FTE

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.

Team	Current Position	Future Position	Classification	Position No.	# FTE	Proposed Position Outcome	Proposed Occupant Impact
Central RED	Residential Project Officer	Residential Project and Conferencing Coordinator	ANU06/7	37440	1	Retitle and refreshed PD	Direct Transfer
Central RED	Senior Accommodation Officer	Team Coordinator, Residential Services	ANU06/7	11666	1	Retitle and refreshed PD	Direct Transfer
Central RED	Senior Manager, Residential Life	Head, Residential Life	SM2	38249	1	Retitle	Direct Transfer
Central RED	Administrative Coordinator	Operations Officer	ANU05	39591	1	Retitle	Direct Transfer
Central RED	Facilities Officer	Residential Services Officer	ANU02/3	41315 41316	2	Retitle and change of reporting line to Residential Project and Conferencing Coordinator	Direct Transfer
Residences	Residence Manager	Deputy Residence Manager	ANU08	9923	1	Retitle and refreshed PD and change of reporting line to Senior Residence Manager	Direct Transfer
Residences	Wellbeing Coordinator	Deputy Head of Residence	ANU08	39205 35412 34710	3	Retitle and refreshed PD	Direct Transfer
Residences	Deputy Head	Deputy Head of Residence	ANU08	40527 34687 16398 38897	4	Retitle and Refreshed PD	Direct Transfer

Total positions proposed to direct transfer: 14

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	# Positions	Proposed Position Outcome
Central RED	Deputy Head, Residential Services	ANU08	1	1 position established
Central RED	Residential Systems Analyst	ANU05	1	1 position established
Toad Hall	Senior Residence Manager	SM1	1	1 position established
Yukeembruk	Head of Residence	SM2	1	1 position established
Lodges	Head of Residence	SM2	1	1 position established
Lodges	Deputy Head of Residence	ANU08	2	2 positions established

Total: 7 positions proposed to be established

Fixed term position impacts

The following changes are proposed for **fixed term positions**. Changes may include minor adjustments to reporting lines, position titles, duties that do not significantly alter the role's core purpose, or early cessation of fixed term employment.

Team	Position title	Classification	Position No.	# FTE	Proposed Position Outcome
Toad Hall	Hall Officer - Admissions	ANU04	40707	1	New reporting line and duties to cover central RED admissions, rather than solely Toad Hall. Realignment to the central team and change of reporting line for three months prior to end of the term. Fixed term appointment ceases on 11 March 2026.

Fixed Term: 1 minor change

Consultation process and timeline

The University is committed to consulting with staff and their union/s in accordance with the organisational change provisions under Clause 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 will be 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 the National Tertiary Education Union (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 Clause 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 change.

This Change Proposal has been circulated to:

- all affected staff;
- ANU Executive;
- nominated staff representatives including the NTEU;
- Health and Safety Representatives for the impacted work group(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 an online feedback form:

[Online feedback form](#)

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.

Anticipated consultation and implementation timeline

The formal consultation period will run for two weeks from Wednesday 6 August 2025 to Wednesday 20 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 & consultation opens	Wednesday 6 August 2025
Consultation	2 weeks
Feedback due (12:00pm AEST)	Wednesday 20 August 2025
Collation of feedback and preparation of Implementation Plan	3 weeks
Anticipated release of implementation plan	Week commencing 8 September 2025
Anticipated commencement of implementation	Week commencing 15 September 2025

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

Following the consultation period, a summary of feedback themes and responses will be provided, along with the implementation plan paper.

This consultation process is designed to support staff participation and wellbeing, ensure compliance with enterprise and WHS obligations, and guide a thoughtful and inclusive change process.

Key contacts

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

Name	Position	Contact details
Felicity Gouldthorp	Director, Residential Experience	felicity.gouldthorp@anu.edu.au
Paul Kiley	Manager, HR Business Partnering	hrbp.renew@anu.edu.au
Emily Fisk	Manager, Organisational Change	Org.Change@anu.edu.au

Further Information

Further information about the Renew ANU 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 and options for staff to consider

In an effort to mitigate potential job losses and consistent with ANU's obligations under clause 69 of the ANU Enterprise Agreement, the University has implemented a number of initiatives under Renew ANU. These measures include the Voluntary Separation Scheme (VSS), targeted non-salary cost-saving initiatives, recruitment controls, and leave management strategies. Further information is available on the [Renew ANU website](#).

In addition to those measures, to provide options for staff to consider and to ensure involuntary redundancies only occur as a last resort during the consultation period affected Residential Experience Division 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. VSS payments will be aligned to the redundancy provisions of the Enterprise Agreement or employment contract.
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, knowledge 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 and timing for transferring staff into a new structure

The process for transferring staff into any 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.

Should there be a transition to a new structure which results in significant change or reduced roles, then 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 and 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; and
- there is a one-to-one relationship between the number of staff and available roles.

Minor changes to duties, title, reporting line or department/area are not considered to be a substantial change.

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 are 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 then proceeding through the structure.

Eligibility

Only directly affected staff are eligible to participate in the Closed EOI process. The primary objective is to identify and confirm suitable alternative employment for directly 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; and
- can be satisfactorily performed by the staff member, either with their existing skills and experience or with reasonable training over a limited period.

Inclusion in closed EOIs

Where available positions are clearly similar in scope or function to existing roles, staff who previously held comparable positions will be considered first.

For new roles, or where the duties of a position have changed significantly, affected staff from within the broader work area/s will be given first consideration.

Selection methods

Selection processes may vary based on the nature of the role and the number of applicants.

If a staff member chooses not to participate, existing employment records may still be used to assess their suitability. Where the University cannot identify a suitable alternative position the staff member may elect to seek redeployment to other positions, including positions at a lower classification.

3. Redeployment and recruitment

Any positions that remain unfilled after the Closed EOI process may proceed to:

1. **Redeployment** – in line with the University's redeployment procedures;
and if necessary
2. **Open recruitment** – in accordance with standard University recruitment policies.

Considerations for temporary arrangements and contract types

Following the process outlined for filling roles in the new structure, the following principles will apply to staff currently in temporary arrangements or on fixed-term contracts. These considerations clarify how eligibility and placement will be assessed to ensure fairness and consistency.

Temporary allowances

Staff temporarily receiving an acting, responsibility or other allowance will be considered for mapping and placement based on their substantive (permanent) classification and role, not the higher duties or temporary responsibilities they are currently performing. While experience gained in temporary duties may be considered during EOI assessments, it will not determine eligibility for direct mapping or closed EOIs.

Temporary transfers

If you are on temporary transfer from within the Division and your substantive role is affected, you will be consulted and considered in line with the process outlined for all continuing staff.

If you are seconded into an affected role from another Division, you are not eligible to be considered for direct transfer or closed EOIs for permanent roles in the new structure. However, you will be consulted about the change, and early termination of the temporary transfer may be considered where appropriate.

Fixed-term contracts

Staff employed on fixed-term contracts are not eligible for direct role mapping, or participation in the closed EOI processes for ongoing positions.

Once the placement process for affected continuing staff is complete, fixed-term employees will be welcome to apply for any remaining vacancies through the University's open recruitment processes.

For fixed-term staff not transitioning to the future structure, the University will hold discussions about the employees' contract status and end dates in accordance with the applicable contract provisions.

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 the University's four key strategic goals for 2025 and must be embedded in all that we do. To achieve this, our Diversity and 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 [ANU EAP webpage](#).

Staff seeking additional support or advice can contact:

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

Additional support

Lifeline | Beyond Blue

Lifeline and Beyond Blue provide 24/7 support and resources for anyone experiencing difficult circumstances. If you're dealing with symptoms of depression, anxiety or distress, Lifeline and Beyond Blue will talk through the challenges you're facing and provide support for your mental wellbeing.

13Yarn (13 92 76)

13Yarn is a free and confidential service for Aboriginal and Torres Strait Islander people, that connects you to a Lifeline trained Aboriginal and/or Torres Strait Islander Crisis Supporter over the phone. This provider can be accessed at any time, offering a culturally safe space to yarn, where your story is heard without shame or judgement.

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.

UniSuper has an office on-site in Kambri where you can book an appointment to speak with a super consultant in person. Alternatively, UniSuper also offer online appointments.

MetLife 360Health

UniSuper members, and their immediate family, have unlimited, free access to a range of virtual health services provided by MetLife 360Health.

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.

Further information is available on the Guiding Teams through Change SharePoint site.

Other relevant documents

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

- [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](#)
- [Wamburun Hall Statistics: Reference document](#)

Appendices

- [Appendix 1 – Draft Psychosocial Risk Assessment](#)
- [Appendix 2 – Financial Context for Renew ANU 2025](#)
- [Appendix 3 – Residential Profile](#)
- [Appendix 4 – Current Organisational Charts](#)
- [Appendix 5 – Future Organisational Charts](#)
- [Appendix 6 – Position Descriptions for new and refreshed roles](#)
- [Appendix 7 – UniLodge – Proposed Scope of Works](#)

Appendix 1 – Draft 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 – RED](#).

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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Set and communicate realistic job expectations • Implement workload monitoring.
Lack of role clarity	<ul style="list-style-type: none"> • Accurate job design. • Clear communication at team or individual work level about operational functions or roles. • Draft refreshed and new proposed Position Descriptions available as part of change proposal.
Poor support	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

² EFTSL: Equivalent full-time student load

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.

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	2024	2024
Colleges / Portfolios		Total Non Salary Actual	Total Non Salary Adjusted Budget	Variance Actual vs Adjusted Budget
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	2025	2025
Colleges / Portfolios		Total Salary Budget	Total Salary Q1 Forecast ex VSS	Variance Budget vs Q1 Forecast ex VSS
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)

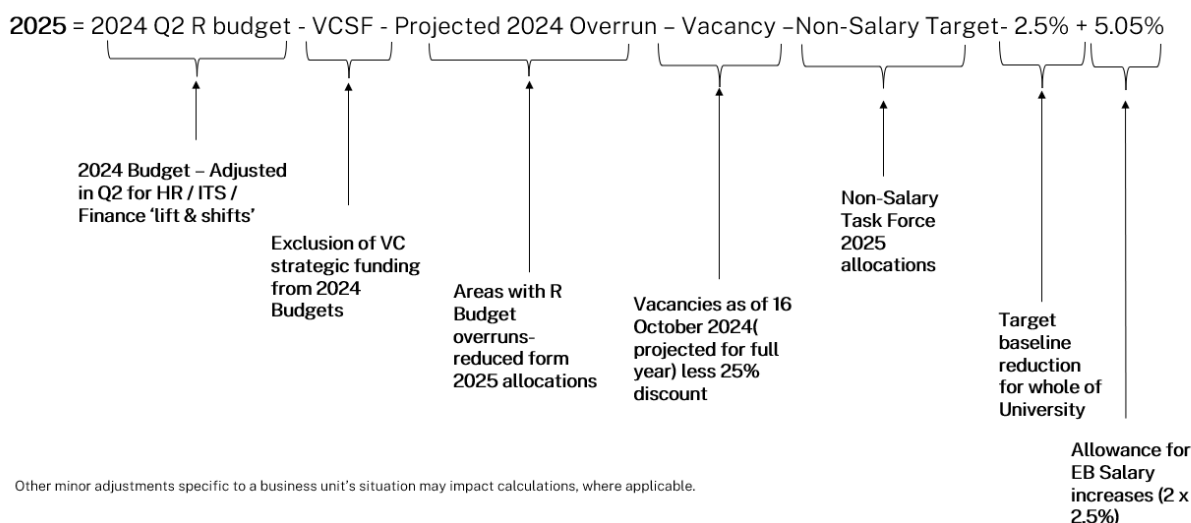
Non Salary Recurrent Fund (\$000)		2025	2025	2025
Colleges / Portfolios		Total Non Salary Budget	Total Non Salary Q1 Forecast ex VSS	Variance Budget vs Q1 Forecast ex VSS
Colleges	ANU College of Asia & the Pacific	\$2,756	\$2,722	\$34
	ANU College of Arts & Social Sciences	\$2,719	\$2,634	\$84
	ANU College 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



Appendix 3 – Residential Profile

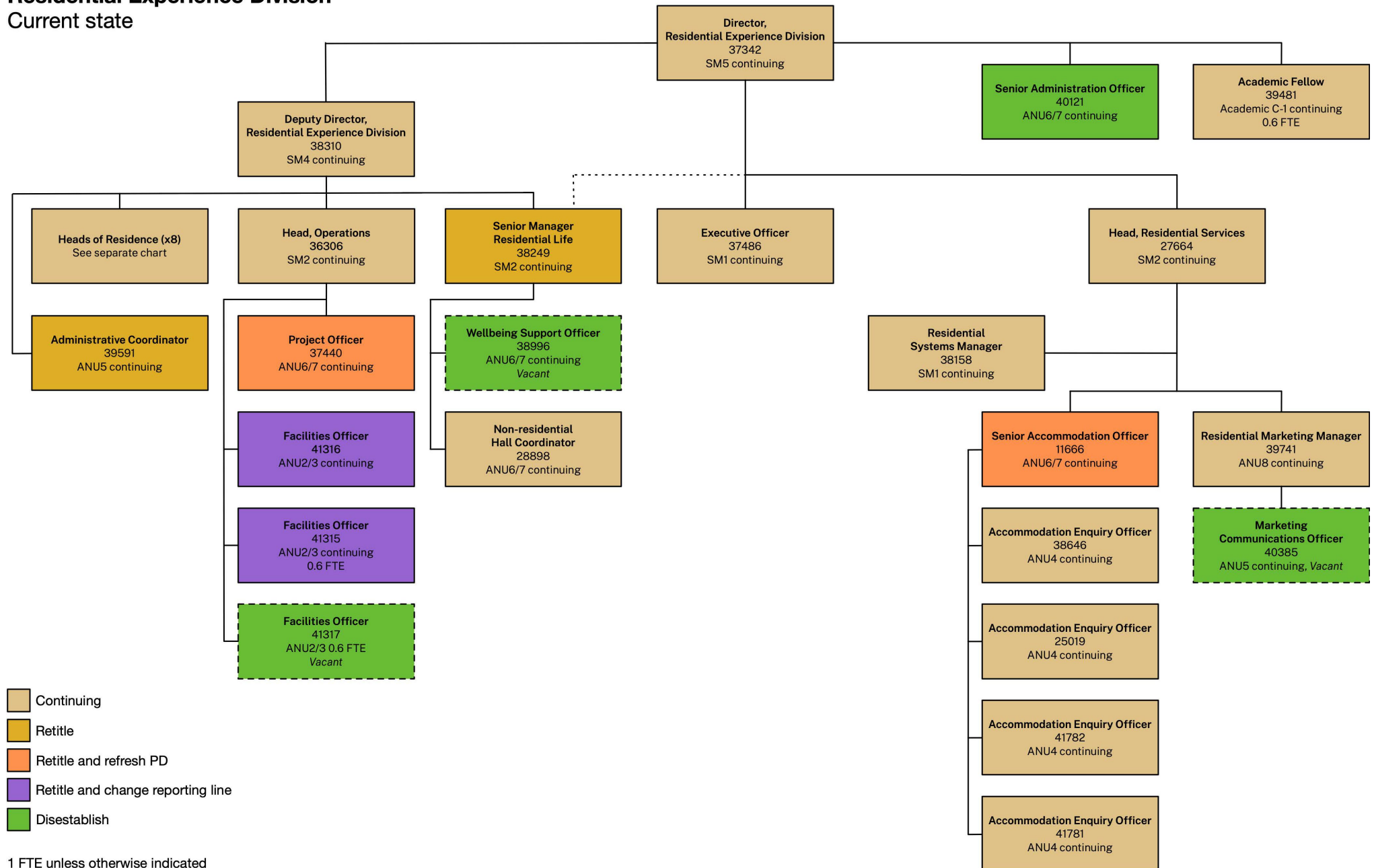
Residential profile

	Residence	Total capacity	PBSA arrangement	Operational arrangement	Catering	Year opened
1	Bruce Hall (including Packard Wing)	450	BWH	Hybrid: ANU and UniLodge	Bruce Hall: Catered (Chartwells) Packard Wing: Self-catered, plus one meal a week catered in Bruce Dining Hall	Original 1961 New 2019 Packard 2004
2	Burgmann College	379	N/A	Affiliate	Catered (Chartwells)	2004
3	Burton and Garran Hall	517	Dexus	Hybrid: ANU and UniLodge	Self-catered – master chef style kitchen	1965
4	Davey Lodge	465	Dexus	UniLodge	Self-catered – individual kitchens	2007-2012
5	Fenner Hall	453	Dexus	Hybrid: ANU and UniLodge	Self-catered – master chef style kitchen	Original 1971 New 2019
6	Graduate House	150	Dexus	ANU	Self-catered – individual kitchens	Original 1971 New 1998
7	John XXIII College	315	N/A	Affiliate	Catered	1967
8	Kinloch Lodge	502	Dexus	UniLodge	Self-catered – individual kitchens	2007-2012
9	Lena Karmel Lodge	558	Dexus	UniLodge	Self-catered – individual kitchens	2007-2012
10	Toad Hall	227	Dexus	ANU	Self-catered – individual kitchens	1974
11	Ursula Hall (including Laurus Wing)	395	Dexus	Hybrid: ANU and UniLodge	Main Wing: Catered, 100% ANU staff Laurus Wing: Self-catered – individual kitchens, plus one meal a week catered in Main Wing Dining Hall	1968 Laurus 2009
12	Wamburun Hall	499	Dexus	Hybrid: ANU and UniLodge	Self-catered – master chef style kitchen	2019
13	Warrumbul Lodge	419	Dexus	UniLodge	Self-catered – master chef style kitchen	2007-2012
14	Wright Hall	428	BWH	Hybrid: ANU and UniLodge	Catered (Chartwells)	2019
15	Yukeembruk Village	731	Dexus	Hybrid: ANU and UniLodge	Self-catered – master chef style kitchens Grab and Go/Retail being explored	2023

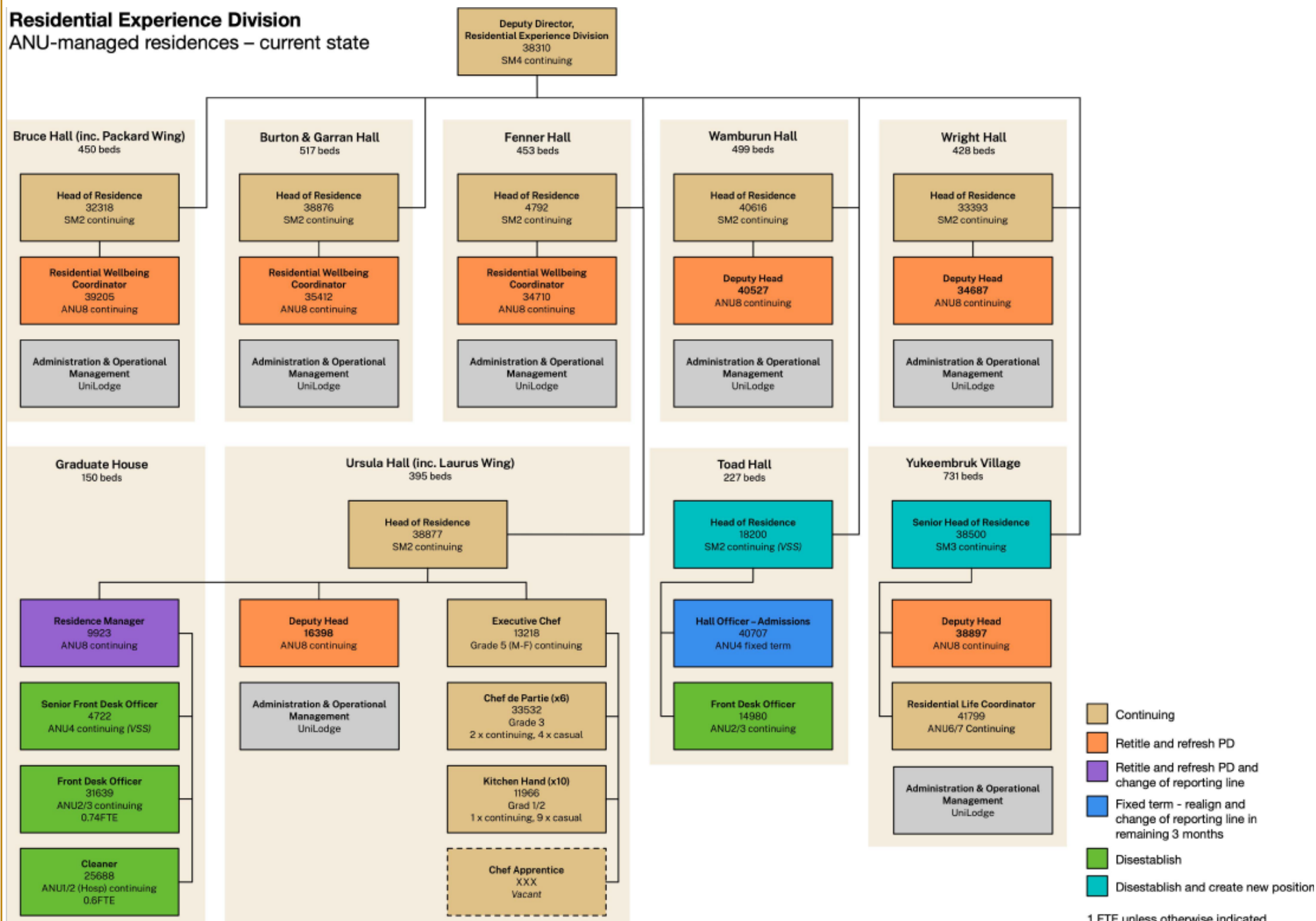
Appendix 4 – Current Organisational Charts

Residential Experience Division

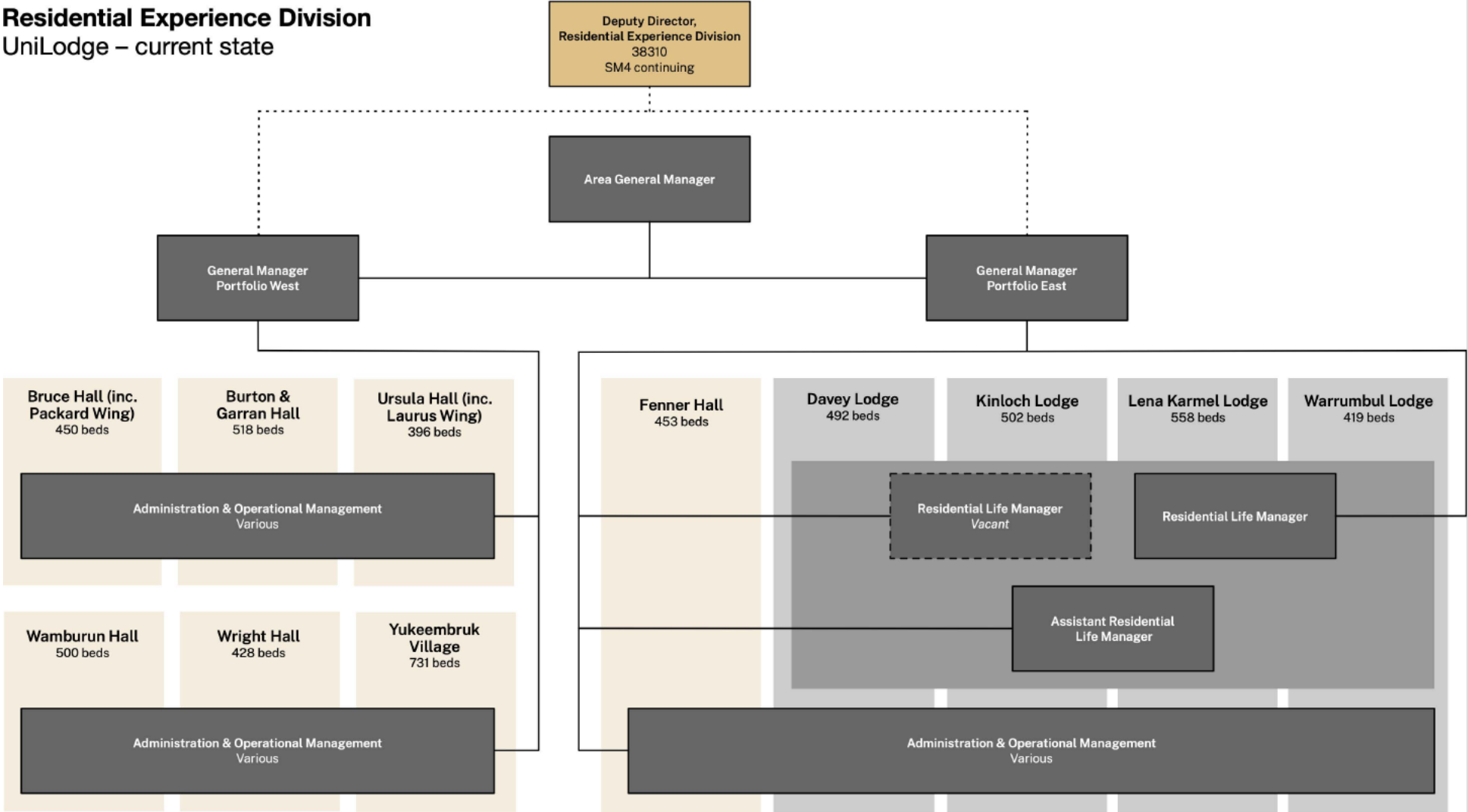
Current state



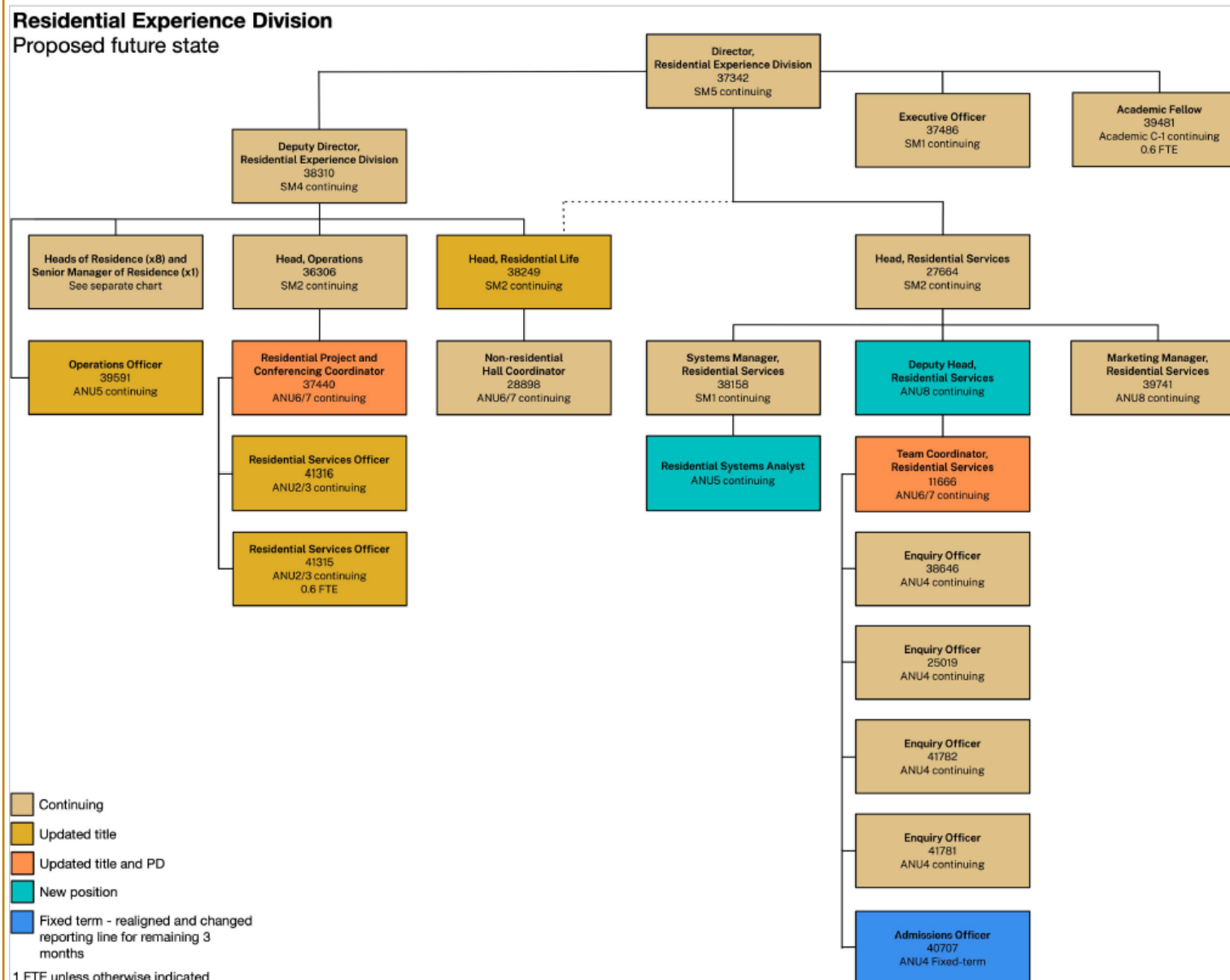
Residential Experience Division ANU-managed residences – current state



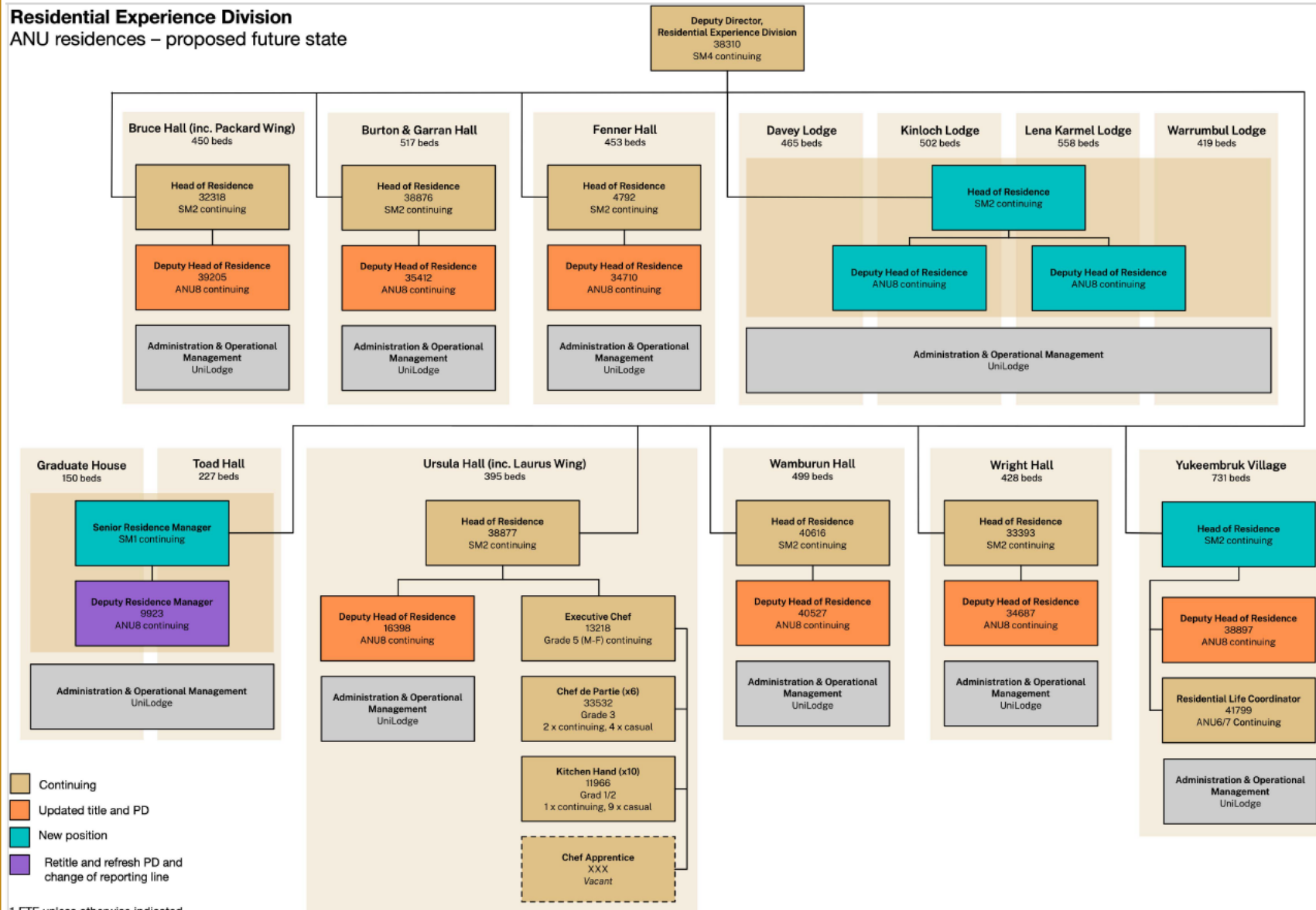
Residential Experience Division
UniLodge – current state



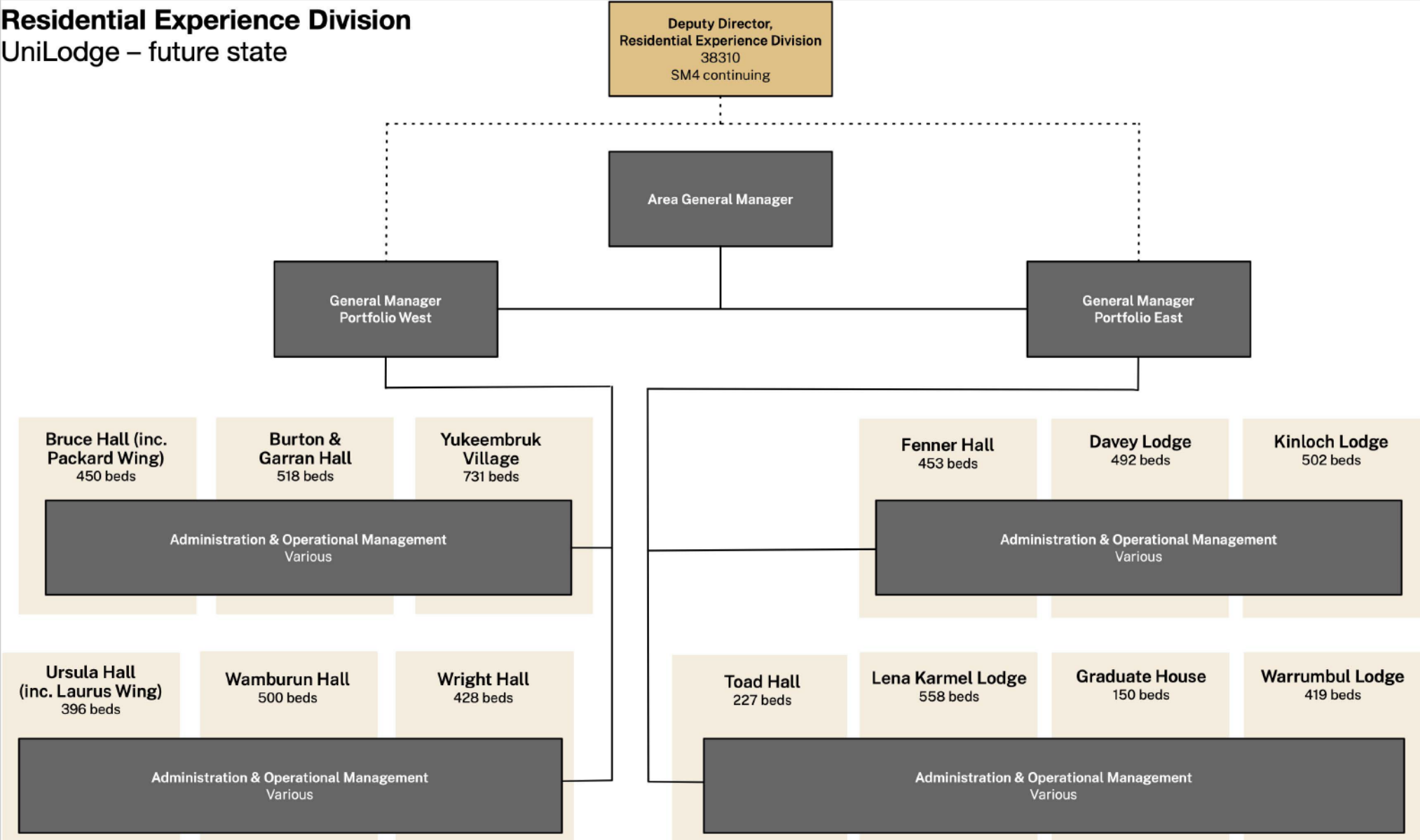
Appendix 5 – Future Organisational Charts



Residential Experience Division ANU residences – proposed future state



Residential Experience Division
UniLodge – future state



Appendix 6 – Position Descriptions for new and refreshed roles

Draft position descriptions have been included for positions that are proposed to be new to the Division or are being refreshed. Where only very minor updates would occur, it is proposed that these would be updated through implementation.

- Deputy Head, Residential Services
- Residential Systems Analyst
- Head of Residence
- Deputy Head of Residence
- Senior Residence Manager
- Deputy Residence Manager

(Click this [link](#))

Appendix 7 – UniLodge – Proposed Scope of Works

This appendix is provided to meet consultation obligations under *Clause 71 – Use of Contractors* of the **ANU Enterprise Agreement 2023–2026**, which requires the University to consult with staff about the use of contractors in long term work. The information below outlines the proposed scope of works for contractor engagement, rationale for the variation, and the associated staffing and safety arrangements.

Overview of Engagement

The University currently engages **UniLodge** to deliver Soft Facilities Management (FM) services in a hybrid staffing model across residences. This proposal introduces a **minor variation** to that existing engagement. Specifically:

- The proposal standardises the existing hybrid model across all residences.
- No new contractor relationship is proposed; the changes are limited to modifying the existing engagement with UniLodge.
- There is no increase in the scale or scope of the contractor engagement across the University.
- Where additional roles are proposed, they are limited and offset by reductions elsewhere.

Staffing and qualifications

- The overall number of contractor staff engaged across residences will not increase under the proposed model.
- A small increase of 2 FTE contractor roles is anticipated at Graduate House and Toad Hall, with shared access to 2 senior support roles already deployed across other sites. Further information will be provided once available.
- The qualifications and experience of any new UniLodge personnel will be equivalent to existing standards, including compliance with applicable WHS requirements. At this stage, no specialist qualifications are required for the proposed roles.

Safety responsibilities

It is proposed that the Operator (UniLodge) is responsible for maintaining and managing all health and safety associated with the provision of the Soft FM Services within the Residences and all other areas in accordance with all relevant Laws and in accordance with the University Policies and Rules. The Operator is responsible for eliminating health and safety hazards in the conduct of the Soft FM Services.

The Operator must prepare site specific Safety Plans which includes the following:

- fire and emergency management procedures for a range of emergency situations in accordance with Laws, Consents, the University Crisis Management Plan and insurance requirements, including carrying out emergency evacuation drills;
- appointment and training of site-specific fire wardens and fire warden duties; engagement of personnel who are briefed and trained to act as emergency coordinators and will manage fire warden operations and liaise with emergency service providers;

- procedures to ensure the safety of all occupants and visitors, associated with the Soft FM Services, to the Residences and of employees, maintenance staff and contractors associated with the Soft FM Services;
- procedures for the management of health and safety issues arising out of the interaction between the Hard FM Services and the Soft FM Services; and
- audit of asset WHS risks.

Induction, training and oversight

Additionally, Unilodge would be required to ensure ANU is involved in the initial recruitment, training and onboarding of all After Hours Support services roles and resources and must develop, execute and participate in training relevant to the roles required to deliver the After Hours Support requirements.

They would be required to develop all management practices, procedures and plans to align with the University policies and rules and provide sufficient qualified on-site resources to manage the performance of the Soft FM Services;

Anticipated duration

The engagement duration will remain consistent with the current contractual arrangements and is anticipated to continue **up to 31 December 2029**.

Opportunities for feedback

Staff and stakeholders are invited to provide feedback on this engagement.