Residential Experience Division

Change Implementation Plan

Australian National University

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Contents

Introduction

On Friday, 6 August 2025, the University released an Organisational Change Proposal for the Residential Experience Division (RED). The formal consultation period ran from 6 August 2025 to 20 August 2025. This document, the Implementation Plan, reiterates the key details of the proposal, outlines the consultation and changes arising from the consultation process and details the implementation schedule in-line with the Organisational Change and Consultation provisions of The Australian National University Enterprise Agreement 2023-2026 (Enterprise Agreement).

Background

In 2024, the University launched a series of transformation initiatives under the Renew ANU program, to reshape the University's structure and operating model to ensure long-term academic excellence, financial sustainability, and alignment with its national mission. Renew ANU 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. In response, and in consultation with staff, the University has already implemented a series of strategically aligned activities. A comprehensive list of these activities is available on the Renew ANU website.

In May 2025, the University finalised the Approach to Change and Change Principles to underpin further Renew ANU activities and guide the development and implementation of future organisational changes. These principles 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.

Summary of Changes in response to Consultation

In response to consultation, the following adjustments have been made in this Implementation Plan, further to the Change Proposal released 6 August 2025:

- Transition of the four Lodges to hybrid operating model
  - Support of the four Lodges is increased by the addition of a Residential Programs Coordinator (ANU 6/7).

- Transition of Graduate House and Toad Hall to hybrid operating model
  - Cleaning for Graduate House is unchanged, and the Cleaner (ANU 1/2) position will remain, reporting to the Deputy Residence Manager.

- Expansion of Residential Services team
  - The proposed new Residential Systems (ANU 5) role requires a larger scope, and as such is replaced in this plan with a higher classification Residential Business and Systems Analyst (ANU 6/7) role.

- Consolidation and review of roles and teams across the Division
  - The Senior Administration Officer (ANU 6/7) position is transferred and retitled to Residential Programs Coordinator (ANU 6/7), with a change of duties and reporting line to the newly retitled Director, Residential Experience in lieu of the proposed disestablishment the Senior Administration Officer position.
  - The retitled Operations Officer (formerly titled Administration Coordinator ANU 5) changes reporting line from the formerly titled Deputy Director, Residential Experience to the Head, Operations (SM 2).
  - Minor changes are included in the refreshed Deputy Head (ANU 8) and Deputy Residence Manager (ANU 8) position descriptions.
  - The Director and Deputy Director roles are retitled to Chief Residential Experience Officer and Director, Residential Experience Division respectively.

- Expansion of RED Finance team
  - The proposed new transitional 12-month fixed term Accountant (ANU 6/7) role requires a larger scope, and as such is replaced in this plan with a higher classification fixed-term ANU8 Business Analyst (Residential Finance) role.

Overview of Consultation Process

On 5 August 2025, directly affected staff in the Residential Experience Division (RED) were invited to attend individual meetings with senior leaders and People & Culture (P&C) representatives to hear about the proposed changes, the proposed impact on their roles, the support available to them and the proposed timelines for consultation. Pre-briefing sessions were also held with the NTEU, ANUSA and all supervisors with directly affected staff.

On 6 August 2025, the Director of Residential Experience, accompanied by the Chief Operating Officer and Chief People Officer, held a recorded townhall meeting for all staff in RED to announce the Change Proposal. The Change Proposal was then released and published on the Renew ANU website. A copy was shared with the NTEU and other relevant stakeholders.

The formal consultation period commenced on 6 August 2025 and closed on 20 August 2025 (12pm AEST). Feedback was submitted via an online form by the closing date. Staff were informed of the opportunity to raise additional questions through the form, or by email.

A recording of the townhall was made available and published on the University's Renew ANU webpage. In addition to the Change Proposal, recordings and the support information was provided on the Renew ANU website including frequently asked questions and links to wellbeing and support services.

Throughout the consultation period, further individual meetings were offered to those affected by the Change Proposal, or others where these were sought. 23 of these conversations about the Change Proposal were held during the consultation period.

In addition, on 26 August 2025, the Director of RED met with senior residents of Graduate House to listen to their feedback and respond to questions.

Between the release of the Change Proposal and 20 August 2025 there were 85 clicks on the documents, and 77 clicks on the townhall recording. The consultations, ensuing discussions and feedback, and comments received have been genuinely considered and have informed the development of this Implementation Plan.

Overview of Feedback in Response to the Proposal

Thirty-nine (39) items of feedback to the Residential Experience Change Proposal were received during the consultation period. Of these, roughly a quarter (9) were broadly supportive of the move from three operating models to one. Almost half the feedback received (19) included suggestions to amend specific roles within the proposed organisational structure, or to make minor modifications to the structure itself. Five (5) items of feedback opposed the changes proposed to Graduate House. Eight (8) items opposed the changes to Graduate House, commenting on services outside the scope of, or unaffected by, the change proposal. Three (3) items of feedback were for change proposals in other areas of the University.

Key themes of the feedback received during the consultation period included the following:

- Is the ANU-run model (i.e. a model whereby all staff in the 13 residences are provided by ANU and no staff are provided by UniLodge) a viable alternative?
- Is the structure proposed for the four Lodges sufficient?
- Is the proposal for Graduate House and Toad Hall fit for purpose?
- Have the grading and responsibilities of roles been adequately considered?

The University has given genuine consideration to the matters raised during this consultation. The feedback is summarised below, along with the University's response. To protect the privacy of respondents, individual items of feedback will not be disclosed, but have been reflected in the feedback summaries below.

Summarised feedback	Response and/or change in Implementation Plan
Is the ANU-run model a viable alternative?	
Concerns that an operating model comprising all ANU-run residences was not appropriately considered.	Consideration has been given to alternatives, including an all ANU-run model, however the hybrid model proposed has been confirmed for the following reasons: • The decision to source certain functions from UniLodge is part of a strategic approach to streamline operations under one operating model and leverage the specialist services that UniLodge provides as our contracted residential services partner. This allows ANU staff to focus on core student support and community engagement activities, while UniLodge manages aspects like facilities and operational logistics. The arrangement is designed to improve efficiency, clarify responsibilities, and ultimately enhance the residential experience for students. • Residences operate 24 hours a day, 7 days a week. An ANU-only model cannot easily deliver the 24/7 support needs of residents. Those residences still run under ANU-only model place a significant burden upon ANU staff and student leaders required to provide after-hours and first-responder support. • Feedback from resident focus groups in ANU-run residences included complaints about the wait time to address issues under the current model and the requirement for student leaders to stay awake until 11pm to respond to lock-outs, maintenance requests etc. Such issues would be resolved under a hybrid model, which includes 24/7 after-hours support. • The hybrid model provides capacity for leave and other last-minute coverage simply not attainable with a small team of only ANU staff. Staff turnover and leave management in ANU-run residences this year required hiring of casual staff.

Summarised feedback	Response and/or change in Implementation Plan
	• The University's current operating agreement with UniLodge does not conclude until 31 December 2029. Severing the UniLodge contract to implement an ANU-only model would have significant cost implications and disrupt the majority of residences in the portfolio where the hybrid model is already operating effectively. • More residences currently operate under the hybrid model than either the ANU-run or UniLodge-run model. The transition to a universal model for all residences is most simply, efficiently and effectively delivered by the move to a hybrid model.
Feedback highlighted the importance of ensuring that service delivery for students and staff is maintained and strengthened, including requests for additional detail regarding the case for the hybrid operating model.	Feedback about the importance of maintaining and enhancing service delivery has been carefully considered in relation to the proposed model. A hybrid model is confirmed for the following reasons: • ANU staff and UniLodge staff can each focus on what they do best, to deliver an exceptional residential experience for ANU students. • It enables ongoing 24/7 support for all residents. • It delivers consistent service levels and front desk reception coverage across all residences throughout the day. • It enables improved coverage for leave or vacancy. • ANU professional development and support can be focused on student support and wellbeing. • Under the model, ANU staff support and training programs are not focused on property management. • From the student experience perspective, there is no distinction between ANU staff and UniLodge staff – all staff are part of the residential team committed to delivering service for their residents. • Metrics were provided in the Residential Experience Change Proposal relating to the <u>impacts of the transition to a hybrid model at Wamburun Hall</u>. This showed significant improvement across a range of key measures – applications received for early terminations and interhall transfers, Admissions, Scholarships and Accommodation (ASA) applications received, and returning residents – after one year under the new model. • Though comparison data is not available (as it was not meaningfully tracked before 2023), both undergraduate and combined undergraduate/postgraduate residences that opened under or transitioned to the hybrid model have since maintained consistent staffing levels, property management, and student-facing service delivery, which was historically challenging.
Is the structure proposed for the four Lodges sufficient?	
Feedback that the staffing profile for ANU management of Davey Lodge, Kinloch Lodge, Lena Karmel Lodge and Warrumbul Lodge is not sufficient and that an alternative structure including additional staff be developed.	This feedback has been valuable and has informed updates to the proposed staffing profile. While we confirm that the model of 1 x Head of Hall and 2 x Deputy Heads of Hall is appropriate given the scale, structure, and nature of the Lodges, the leadership team will now be supported by an additional role to further strengthen capacity. Some further context is provided below: • The staffing model of 1 x Head of Hall and 2 x Deputy Heads of Hall for the ~2,000 beds across the four Lodges is designed to balance the scale of the community with the nature of the residential offering. While the Lodges accommodate a larger bed count than most residences, they operate as a single precinct rather than four separate communities.

Summarised feedback	Response and/or change in Implementation Plan
	• The governance and community structures are streamlined, with one Residence Committee, one set of student leadership programs (Inward Bound, ISO Sport, IAC), and one pastoral/community framework. This significantly reduces the duplication of workload seen in traditional undergraduate halls.
	• Because their rooms are self-contained, with kitchens and bathrooms in each apartment, the Lodges require far less day-to-day engagement than undergraduate catered and non-catered halls, where shared facilities and intensive community life generate higher levels of interaction and issues.
	• Incidents recorded in the Lodges are mostly low-level (fire alarms, noise, intruder reports) and require minimal follow-up compared with the complex pastoral or behavioural cases that frequently arise in undergraduate residences. Historical data show that the volume and type of incidents in the Lodges do not differ significantly from smaller residences, despite the higher bed numbers. This reflects the reality that independent living requires less ongoing staff intervention than traditional undergraduate communities.
	• Since 2016, the Lodges have operated under the UniLodge Operating Agreement with 1 x Residence Life Manager and 1 x Assistant Residence Life Manager, only expanding to 2x Managers in 2024 to provide additional support. Moving to 1 x ANU Head of Residence and 2 x Deputy Head of Residence represents an increase in the seniority and oversight compared to the previous structure. This ensures the precinct is aligned with the University's overall residential leadership model while recognising the lower intensity of management required compared to undergraduate residences.
	• Although the Lodges house a much larger number of students, the nature of independent living, streamlined precinct model, and lower-intensity incident profile mean they do not require a proportional scaling of leadership to match undergraduate residences. The staffing profile (1 x Head and 2 x Deputy Heads) provides appropriate senior oversight, consistency with the University's residential leadership structure, and adequate capacity to manage the community.
	Key change following feedback: • Taking the above into account, and based on the feedback received, it is recognised that the leadership structure would be well supported by the addition of an ANU 6/7 Residential Programs Coordinator. • This role will report to the Director (retitled from Deputy Director) with a dotted line to Head of Residence (Lodges), providing critical support during the period of transition and addressing lower-level issues of residential life to ensure the Head and Deputies have enough bandwidth to address level-appropriate issues. • The role will also have scope for deployment across ANU residences as needed, providing flexibility and future proofing for ongoing operational need. • This role has been identified as a suitable match to one previously proposed for disestablishment and is proposed to be filled through direct transfer.

Summarised feedback	Response and/or change in Implementation Plan

Is the proposal for Graduate House and Toad Hall fit for purpose?	
Feedback on the importance of maintaining the distinctive HDR-focused character in Graduate House and concern that the proposed changes are based on an undergraduate residence model.	This feedback has been valuable and carefully considered. We confirm that the proposed changes will not directly affect the HDR focus of Graduate House. Some further information is outlined below: • The hybrid operating model is non-partisan. The proposed operating model for all ANU residences does not favour either undergraduate or postgraduate living but is highly adaptable to the needs and culture of individual residences. The hybrid structure of ANU leadership and UniLodge operations ensures the unique character and culture of each residence can be maintained while ensuring operational and administrative effectiveness. • The hybrid model was developed over the six years since its earliest implementation (in both undergraduate and postgraduate residences) to deliver the best outcomes for each residence in which it operates, without compromising the unique character and culture of that residence. • RED already supports almost 6,000 students, with a range of residential offerings to support a diverse community that includes international and domestic students, and undergraduate, postgraduate and HDR students, the majority of whom already occupy residences operating under this model. • Operational solutions for postgraduate/HDR-focused residences such as Graduate House and Toad Hall have not been developed based on an undergraduate model. The model proposed aligns these two postgraduate residences, emphasising and supporting the critical differences with undergraduate residences. • A critical difference between the undergraduate and postgraduate cohorts is that the latter, while having their own unique complexities, are typically more self-sufficient. This observation is borne out by the direct observation of many of the Heads of Residence in whose communities postgraduate students also reside. • The proposed changes will not directly affect the HDR focus of Graduate House.
Concerns that the proposed staffing profile for Graduate House and Toad Hall is inadequate and that continuity and service quality will be affected by the change.	This feedback has been carefully considered. We confirm that the proposed model strengthens the staffing profile and support available to Graduate House and Toad Hall, while ensuring continuity of service for residents. Some further information is outlined below: • The proposed change of operating model for Graduate House and Toad Hall increases the support available for the two leadership roles – the Senior Residence Manager (SM 1) and Deputy Residence Manager (ANU 8). The administrative burden at both residences is reduced by the centralisation of all admissions functions. The current Graduate House administration staffing (0.6 FTE) is set to increase to 1 FTE under the new model. In addition to front desk operations (which will be managed by UniLodge), a UniLodge Property Management Officer will be included in the new structure, which provides additional support to the Deputy Residence Manager and Senior Residence Manager roles, freeing up these roles to focus on wellbeing and community activities to the benefit of both residences. Further support will also be provided by the proposed UniLodge Customer Support Managers.

Summarised feedback	Response and/or change in Implementation Plan
	• The continuity of student-facing administrative staff in these two residences is not at risk under the proposed changes, though it will be different. UniLodge staff are still members of the residence team and still provide continuity. In the residences in which they already operate these staff are valued members of their residential communities. But, in addition, UniLodge staff can also provide 24/7 support, which is currently lacking in Graduate House. • While it has been suggested that staffing is more consistent in an ANU-run compared to a hybrid ANU/UniLodge-run residence, evidence does not support this. As mentioned above, staff turnover and leave management in ANU-run residences this year required hiring of casual staff, and front receptions have been left unattended. With only two ANU-run residences, there are very few front desk ANU staff members available for contingency and any absence becomes a critical point of failure, resulting in reduced service for students.
Concerns that the geographic separation of Graduate House and Toad Hall will impact operational effectiveness of the combined leadership team.	This feedback has been carefully considered. We acknowledge the concern and confirm that the geographic separation of Graduate House and Toad Hall can be effectively managed within the proposed model. Some further information is outlined below: • At present, many residential staff (both ANU and UniLodge) have duties at and move between multiple residences throughout a workday. Similarly, many non-residential ANU staff also attend other buildings as part of their jobs. Most risks are mitigated by planning and expectation setting. • In the event both ANU staff members were offsite (e.g. at a major event in the other residence), UniLodge staff will be available to respond to issues, as per the on-call and escalation model already successfully operational across most residences.
Concerns that the transition to a hybrid model in Graduate House and Toad Hall will lead to tariff increases in those residences.	We confirm that the proposed hybrid model will not affect tariffs. • The annual tariff-setting process, which has been ongoing for the past several years under the PBSA agreement, is entirely distinct and not influenced by the changes outlined in the Change Proposal or this Implementation Plan. • The move to a hybrid model and the inclusion of UniLodge staff in a residence does not impact the tariff of that residence.
Concerns that the changes will impact variations in contract conditions amenable to HDR students, such as flexible start and end dates, and provisions for research travel.	This feedback has been carefully considered. We confirm that the proposed changes will not affect the flexibility of occupancy agreements for HDR students. Further information is outlined below: • Occupancy Agreement contract conditions for all ANU residents, including HDR students, are not subject to the Enterprise Agreement and are outside the scope of the Change Proposal and this Implementation Plan. • Graduate House and Toad Hall have been bound by the requirements of the ANU PBSA agreement since 2016. This includes a range of obligations exercised through the residential Occupancy Agreement, which is updated annually. These obligations impose certain restrictions on contract length, start and end dates, and a resident's freedom to terminate their agreement outside of agreed timeframes.

Summarised feedback	Response and/or change in Implementation Plan
	• However, a certain degree of flexibility is already provided for HDR students, recognising that their needs in this regard are different to most other residents. Provisions in the 2026 Occupancy Agreement (which will be in effect by the time the changes outlined are fully implemented) include terms that provide for all the concerns raised through the feedback: these allow HDR students to end their contract without penalty on final submission of their thesis, or to relocate in order to complete a compulsory research or coursework requirement for their course of study. • Any resident (undergraduate or postgraduate) may enter a contract to live in an ANU residence at any time, within the contract dates applicable to that residence and dependent on availability.
Concerns that the model will negatively impact residential student leader scholarships and their responsibilities.	• We confirm student leadership conditions are not subject to the Enterprise Agreement and are outside the scope of the Change Proposal and this Implementation Plan. Further, residential student leadership is not directly affected by the changes to be implemented. • Should the 24/7 after-hours model be implemented in Graduate House, the duty roster component of the student leader roles will be removed – ensuring students are not required to be on call or as first responders. This change will not impact scholarship remunerations or value.
Concerns that the changes will affect admissions processes for Graduate House and Toad Hall.	• RED is already involved in admission processes for Graduate House and Toad Hall. • The RED Senior Management team recognise, based on collaboration with the team at Graduate House, that the existing internal admissions processes within these residences are functioning well. The central RED admissions staff will learn from and incorporate these existing processes to ensure continuity and best practice.
Questions about the re-opening of University House in Q2 2026 and its relation to changes affecting Graduate House.	• While the re-opening of University House is not accounted for in the implementation plan, the Director RED and Chief Campus Environment Officer have held preliminary discussions in anticipation of this event. Both divisions will work together to ensure successful re-integration of the 67 beds available for residents once University House comes back online.
Concerns that visiting research fellow and academic temporary residents were not adequately provided for within the Change Proposal.	• The University is considering increased flexibility to offer accommodation to academic fellows and other temporary residents – within the constraints of the PBSA agreement and dependent upon availability in participating ANU residences. • For the safety and wellbeing of both staff and students, the University recognises that it may not be appropriate for staff members to reside in student accommodation. • The University's capacity to accommodate research fellow and academic temporary residents could be well supported by the 67 beds available in University House (once it is proposed to re-open in 2026).

Summarised feedback	Response and/or change in Implementation Plan
Have the grading and responsibilities of roles been adequately considered?	
Questions relating to the classification for Head of Residence, Yukeembruk Village (SM 2) role	• Following a close review of the role and its responsibilities, and considering the bed numbers, complexity and other duties required at Yukeembruk Village, the Head of Residence role outlined is considered not to meet the Enterprise Agreement classification descriptors for an SM 3 grade and remains an SM 2 in this plan. • Yukeembruk Village is not the only residence with an active conference space, and other Heads of Residence have additional complexities to their roles beyond bed numbers, including catering, a café and conferencing. Managing a mix of undergraduate and postgraduate residents is also not unique to Yukeembruk. • The Residential Project and Conferencing Coordinator (ANU 6/7) role in the central RED team has direct responsibility for management of conferencing across all residential venues, including the Yukeembruk Village Hall.
Questions relating to the classification for Senior Residence Manager, Graduate House and Toad Hall (SM 1) role	• The complexity and scale of the combined operation of Graduate House and Toad Hall (a total of 370 beds) has been reviewed, however does not justify a higher level of seniority for the leadership role, nor more than one leader for the two residences. • The population of the two residences is comprised of mostly self-sufficient postgraduate students, with no catering or conferencing requirement, a low volume of incidents, and less demand for direct intervention than an undergraduate residence. • Additionally, the Senior Residence Manager and Deputy Residence Manager is proposed to be supported by a Property Management Officer (within the UniLodge structure) – a new and much needed role for these residences – which will provide additional support and free up these roles to address role and level appropriate issues.
Questions relating to the position description of the Deputy Head of Residence (ANU 8) role	**Key change following feedback:** • A wording update was proposed in the refreshed Deputy Head position description, clarifying the role's responsibilities in relation to the training and development of student leadership teams. This update has been accepted and will be included in the final position description. • The Deputy Head is expected to support all aspects of the residential experience within their residence, including property management. The Head, Deputy Head and UniLodge support staff within each residence comprise a holistic residential team, learning from and supporting each other to deliver an exceptional student experience. While detailed, day-to-day property management responsibilities will continue to rest with a UniLodge member of the residential team, the Deputy Head is expected to contribute solutions to and support property-management related issues in accordance with their grade and level of responsibility. • The UniLodge Property Management Officer role is accountable to the Head of Residence.

Summarised feedback	Response and/or change in Implementation Plan
Questions relating to the classification and business need for the Deputy Head, Residential Services (ANU 8) and Team Coordinator, Residential Services (ANU 6/7) roles	• The Deputy Head, Residential Services (ANU 8) is an essential new role that provides both guidance and oversight to the Team Coordinator (ANU 6/7) and enquiry team, but also support and provides contingency for the Head, Residential Services (SM 2). • The role aligns with comparable Deputy roles across the residences and enables career progression opportunities and succession planning within the Residential Services team. • The role is an important point of escalation for the Team Coordinator and enquiry team, increasing bandwidth for the Head, Residential Services to focus on strategic residential and marketing activities. • It also enables cover, both up and down, to lead the operational enquiry team in the event of Team Coordinator absence, or the wider team on behalf of the Head, Residential Services.
Questions relating to the classification and business need for the 12-month fixed term Accountant (ANU 6/7) role in RED Finance	• The suggestion was received to replace the proposed fixed term Accountant (ANU 6/7) role with a fixed term Business Analyst (Residential Finance, ANU 8). The newly proposed role would assist with the extra workload of financial operations and reporting during the transition period and lead the design and delivery of finance automation initiatives. The dual focus of the role will ensure both immediate operational support and future-proofed automation of critical processes, such as direct debit, payment integration and reconciliations. **Key change following feedback:** • After consideration, this proposal has been accepted and the new role included in the RED Finance structure, for a fix period of twelve months.
Questions relating to the classification of the Residential Systems Analyst (ANU 5) role.	Feedback that the responsibilities outlined for the Residential Business and Systems Analyst role (configuration, RBAC, data governance, Power BI reporting, integration testing etc.) align more closely with ANU 6/7 benchmarks has been reviewed and has been helpful in defining this new role. **Key change following feedback:** • After consideration, this role has been upgraded to an ANU 6/7 to allow attraction and retention of candidates with the required expertise, ensuring continuity and reducing reliance on external vendors.
Questions relating to the reporting line of the Operations Officer (ANU 5)	The suggestion was received that the Operations Officer should not report to the Deputy Director, RED, but to the Head, Operations (SM 2) role. **Key change following feedback:** • After consideration, this proposal has been accepted and the reporting line updated in the final RED structure.

Summarised feedback	Response and/or change in Implementation Plan
Questions relating to UniLodge roles and position descriptions under the hybrid model	• The specific structure of UniLodge staffing within the revised hybrid model is yet to be finalised, as the ANU RED Change Proposal was still in consultation. • While the UniLodge staffing profile may be subject to change in response to the ANU changes outlined in this plan, the services to be delivered and the KPIs to measure them remain the same or, in some instances, have been enhanced. • RED and UniLodge leadership have taken a holistic approach to resourcing design, with service delivery, operational effectiveness, and student experience paramount in the decision-making process.
Questions relating to the parity of similar positions across University portfolios	The suggestion was received that the SM 4 Deputy Director role is similar in scope, size and responsibility to SM 4 Director roles (both current and proposed) in other portfolios. It was also suggested that the SM 5 Director title be reinstated as the Chief Residential Experience Officer. **Key change following feedback:** • After consideration and appropriate consultation, these suggestions have been accepted, and the SM 4 Deputy Director role is updated to Director and the SM 5 Director is updated to the Chief Residential Experience Officer in the final RED structure.

In addition to feedback on the organisational design and operating model of RED, questions were received regarding the UniLodge contractual partnership. This feedback, along with further information and responses is summarised below.

Students, in particular, indicated varying levels of understanding of the proposed model. Some of this confusion may stem from the detailed information provided in the ANU Change Proposal, which focused on the ANU component of the hybrid model.

Appendix 7 – UniLodge – Proposed Scope of Works was provided to meet obligations under Clause 71 – Use of Contractors of the *ANU Enterprise Agreement 2023–2026*, which requires consultation regarding the use of contractors for long-term work. This appendix outlined the proposed scope of works for contractor engagement, the rationale for the variation, and associated staffing and safety arrangements.

As this is a contractual partnership, subject to commercial in confidence requirements, the UniLodge appendix did not contain the same level of detail as the ANU RED Change Proposal. Internal UniLodge staffing decisions are managed independently and are not subject to consultation under the ANU Enterprise Agreement. Additionally, the exact UniLodge staffing structure to deliver these services is yet to be finalised, as negotiations commence only after the ANU consultation process concludes.

Some feedback questioned the appropriateness of referencing UniLodge in the ANU RED Change Proposal, raising concerns about naming a supplier without a separate procurement process. ANU entered into an operating agreement with UniLodge on 31 August 2016, which remains in effect until 31 December 2029. While this agreement is under contract, the variations possible have limits. Any updates to this existing agreement – such as the inclusion of additional residences in the scope of works – are done through a Deed of Variation and follow appropriate processes and legal requirements. On completion of the formal ANU consultation period, the University will enter into negotiations for a further Deed of Variation, to ensure the changes to be implemented are incorporated into the existing scope of services. Specific contract details remain commercial in confidence.

The range of services delivered by UniLodge within the hybrid model remain the same as at present, and these include:

• administration, general assistance and reception
• after hours support
• ANU Commons management

- asset maintenance and management
- car parks activities
- cleaning & consumables
- operating furniture and equipment
- frontline student engagement and community support
- WHS and safety.

As outlined in the Change Proposal, the hybrid model leverages the strengths of both ANU and UniLodge. University staff provide leadership, strategic management and oversight of UniLodge operations, focusing on the student experience, particularly safety, wellbeing, and residential life. UniLodge staff deliver front desk and after-hours support, including on-call duties, as well as property management. Residential teams, comprising both ANU and UniLodge staff, are tailored to the needs and culture of each residence. From a student perspective, there is no distinction between ANU and UniLodge staff – all are 'residence staff,' committed to providing a positive student experience. Many UniLodge staff are long-serving members of the residential community and are highly valued.

With the hybrid model now confirmed in this implementation plan, further discussions with UniLodge will continue, guided by and incorporating feedback received during the consultation process.

Summary of the Changes for Implementation

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. These four residences will be run by a new ANU Head of Residence (SM 2), supported by two new Deputy Heads of Residence (ANU 8) and a Residential Programs Coordinator (ANU 6/7). 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 and the change in duties of an existing role.

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. These residences will transition to a hybrid staffing model, and their management be consolidated under one residential team. The team will be led by an ANU Senior Residence Manager (new SM 1 position), supported by an ANU Deputy Residence Manager (ANU 8 – direct transfer). As with other hybrid residences, front of house, operations, after-hours, and other staff as required will become the responsibility of UniLodge. Cleaning for Graduate House will remain unchanged.

This change will include the disestablishment of four continuing roles following voluntary separations only. The current fixed-term Hall Officer Admissions – Toad Hall role will 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 SM 1 and the Deputy Residence Manager is an ANU 8. The new Senior Residence Manager role also creates opportunities for role progression between Deputy Heads (ANU 8) and Heads (SM 2) of Residence.

Expansion of Residential 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 Residential 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, the Residential Services team will be increased by two staff members (ANU 8 and ANU6 /7). There is also a change to the title of the Senior Accommodation Officer, to Team Coordinator, Residential Services. This role also has a refreshed position description, and change to reporting line from the Head, Residential Services, to the Deputy Head, Residential Services.

The role of Residential Marketing Manager 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 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, the RED Finance team will be increased by one continuing staff member (ANU 6/7).

An additional ANU 8 position will also be established on a Fixed Term for a period of 12 months. This role will be a Business Analyst (Residential Finance). 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.

Consolidation and review of roles and teams across the Division

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

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 changes to be implemented, as per the above, by category of change.

Retitle

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

Retitle and refresh PD

The Residential Project Officer PD will 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 will 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 Operations Officer and two Residential Services Officer positions will be retitled and the reporting line changed.

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 (SM 3) and Head of Residence at Toad Hall (SM 2) roles have been undertaken. This review has confirmed that the appropriate classification for the Head of Residence at Yukeembruk is an SM 2 and the new role of Head of Residence for Toad Hall and Graduate House is an SM 1. The two staff in these roles have confirmed interest in voluntarily separating, following this, the current positions will be disestablished and new positions established. 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 will 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 to be disestablished 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 and plans to support Student Ambassador scholarships. 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 (0.6 FTE) has been vacant for three 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.

Direct transfer

The role of Senior Administration Officer (ANU 6/7) role, which supports the Director and provides general office management was initially proposed for disestablishment under the Change Proposal. This role will now be retitled to Residential Programs Coordinator, with a change in duties and reporting line. Several of the current tasks of the original Senior Administration Officer role will be redistributed across other roles in the central team, particularly with the increased capacity of the Residential Services team.

Transition to implementation

Date	Implementation actions
w/c 15 September 2025	• Directly affected staff will be met with individually and in person. • Implementation plan released, with opportunity to consult and comment, prior to transition phase.
w/c 22 September 2025	• Commencement of implementation and start of transition phase. • Continuation of discussions with affected staff to support them through transition period. • Formal commencement of UniLodge contract negotiations and preparation of Deed of Variation – estimated date for completion 31 November 2025, to commence from 2 January 2026.
w/c 29 September 2025	• Direct transfer of Senior Administration Officer (40121) role to Residential Programs Coordinator (ANU 6/7) role – Monday 29 September. • First reporting line changes, retitles and refreshed PDs implemented. • Recruitment for new roles (per the New Positions table below) commences. • Commence operational and mobilisation planning and streamlining of new working processes – Graduate House and Toad Hall, Lodges, Residential Services, RED Finance.
October/November 2025	• Teams continue designing and streamlining new working processes. • Formal disestablishment of roles as required. • Recruitment of new roles continues. • Continuation of UniLodge contract negotiations and preparation of Deed of Variation.
Monday 1 December 2025	• Aim to have offers made and finalised for most newly established roles.
Friday 2 January 2026	• Hybrid model commences in Lodges, Graduate House and Toad Hall. • Second reporting line changes, retitles and refreshed PDs implemented. • Continuation of offers for some newly established roles.
Friday 30 January 2026	• Expected completion of transition to implementation.
September 2026	• Initiate 12-month post implementation review.

Residential Services Division new structure

The new structure to be implemented is outlined in the Organisational Charts at **Appendix 5**.

Impacts of the change to be implemented

Following genuine consideration of the matters raised above and subject to clause 70.13 of the Enterprise Agreement, the University will proceed with the following changes:

- Eight (8) Vacant or VSS positions (7.34FTE) will be disestablished.

- Seven (7) total new continuing positions will be established, reflecting roles required to support future service delivery, and ensuring long-term sustainability in ongoing RED operations and funding.

- Eight (8) positions will have a direct transfer into the new structure with minor changes to title and a refreshed position description

- Two (2) positions will have a direct transfer into the new structure with minor changes to title, a refreshed position description and a change to reporting line.

- One (1) position will be retitled with a change of duties and reporting line.

- Three (3) positions will be retitled and have a change of reporting line.

- Three (3) positions will be retitled, 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 Finance Team above.

In total, this reflects a net workforce reduction of 0.94FTE 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	4.74
	Less Subtotal	7.34
New	Plus new continuing roles	7
	Plus Subtotal	7
	Future FTE	45.8

Positions directly affected by the 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.

Impact on casualisation

The 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, where instead, ongoing employment could be offered, to support long-term capability and continuity.

Psychosocial risk

Change presents a risk associated with a range of psychosocial hazards. The Psychosocial Risk Assessment (refer **Appendix** 1 –Psychosocial Risk) contains information on how potential psychosocial hazards will be managed and reduced so far as is reasonably practicable.

Workload management

In developing the changes, the University has considered the potential impact on workloads within the relevant areas. The 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 new 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 future.

Notwithstanding, the University has also taken active measures to ensure the 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 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 –Psychosocial Risk).

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 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 change

Positions to cease

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

Team	Current Position	Classification	Position No.	# FTE	Position Outcome	Occupant Impact
Central RED	Wellbeing Support Officer	ANU06/7	38996	1	Disestablish	Nil – Vacant
Central RED	Marketing Communication Officer	ANU05	40385	1	Disestablish	Nil – Vacant
Central RED	Facilities Officer	ANU02/3	41317	0.6	Disestablish	Nil – Vacant
Yukeembruk Village	Head, Residences	SM3	38500	1	Disestablish following VSS	Nil - To be vacant, subject to voluntary separation
Toad Hall	Head, Residences	SM2	18200	1	Disestablish	Nil – Previous VSS (Vacant)
Toad Hall	Front Desk Officer	ANU02/3	14980	1	Disestablish following VSS	Nil - To be vacant, subject to voluntary separation
Graduate House	Senior Front Desk Officer	ANU04	4722	1	Disestablish	Nil – Previous VSS (Vacant)
Graduate House	Front Desk Officer	ANU02/3	31639	0.74	Disestablish following VSS	Nil - To be vacant, subject to voluntary separation

Total positions to cease: 2.6 FTE vacant, 4.74 FTE VSS– total 7.34 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	Position Outcome	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 and change of reporting line to Deputy Head, Residential Services	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 and change of reporting line to Head, Operations	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
Central RED and Lodges	Senior Administration Officer	Residential Programs Coordinator	ANU6/7	40121	1	Retitle, change of duties and reporting line to Director	Direct Transfer

Team	Current Position	Future Position	Classification	Position No.	# FTE	Position Outcome	Occupant Impact
Central RED	Director, Residential Experience	Chief Residential Experience Officer	SM5	37342	1	Retitle	Direct Transfer
Central RED	Deputy Director, Residential Experience	Director, Residential Experience	SM4	38310	1	Retitle	Direct Transfer

Total positions to direct transfer: 17

New positions

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	Position Outcome
Central RED	Deputy Head, Residential Services	ANUO8	1	1 position established
Central RED	Residential Business and Systems Analyst	ANU6/7	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	ANUO8	2	2 positions established

Total: 7 positions to be established

Fixed term position impacts

The following changes will be implemented 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	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: 1 minor change

Timeline for implementation

Milestone	Date
Release of change proposal & consultation opens	Wednesday 6 August 2025 (completed)
Consultation	2 weeks (completed)
Feedback due (12pm AEST)	Wednesday 20 August 2025 (completed)
Collation of feedback and preparation of Implementation Plan	3 weeks (completed)
Release of implementation plan	Thursday 18 September 2025
Anticipated commencement of implementation	Thursday 25 September 2025

During this implementation 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.

This Implementation Plan 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.

This document will be made available on the Renew ANU website for the information of directly affected staff and relevant unions.

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
Miquel Baumgarten	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.

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

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.

Implementation Process

Process and timing for filling positions in the new structure

Following an agreed Implementation Plan, the process for transition into the new structure will be informed by the provisions of the Enterprise 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 process

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

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.

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.

At this stage, there are no Closed EOIs anticipated due to this process being solely focused on consideration of affected staff for new (or reduced) positions at the same classification level prior to formal redeployment. Unless new vacancies arise, the redeployment and recruitment processes will the follow direct transfers identified in this plan.

Redeployment and recruitment

Any positions that remain unfilled 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 Expression of Interest (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.

Fixed-term staff not transitioning to the future structure will be consulted on their contract status and end dates in accordance with the University's standard employment provisions.

Other relevant documents

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

- Renew ANU Change Principles Implementation Plan

- Financial Update – May 2025

- Quarterly Financial Update – July 2025

- High Level UniForum Explainer Video

- Updates from the ANU leadership

- Residential Experience Change Proposal

- Wamburun Hall Statistics: Reference document

Appendices

- Appendix 1 –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 –Psychosocial Risk Assessment

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

The draft document formed part of the proposal, and has been updated following feedback, as part of this implementation plan. The new version is available online – Psychosocial Risk Assessment – RED.

Key updates include:

- Additional clarification of hazards and what this looks like to RED. For example, the hazards of change fatigue and role scope creep.

- Change in rating of the consequence of poor organisational change management from minor to moderate.

- Additional controls, such as:

   - setting clear management expectations to any roles that have changed, especially re-lated to tasks that staff are no longer expected to undertake and ensuring this is moni-tored throughout the transition phase and beyond.
   - Implement workload monitoring: regularly check in on workload levels across teams.

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 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.

Hazard type	Control measure summary
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. • Draft refreshed and new Position Descriptions available as part of change proposal.
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.
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.

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[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 Colleges / Portfolios	Recurrent Fund ($000)	2024 Total Salary Actual	2024 Total Salary Adjusted Budget	2024 Variance Actual vs Adjusted Budget
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 Colleges / Portfolios	Recurrent Fund ($000)	2024 Total Non Salary Actual	2024 Total Non Salary Adjusted Budget	2024 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 Colleges / Portfolios	Recurrent Fund ($000)	2025 Total Salary Budget	2025 Total Salary Q1 Forecast ex VSS	2025 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 Colleges / Portfolios	Recurrent Fund ($000)	2025 Total Non Salary Budget	2025 Total Non Salary Q1 Forecast ex VSS	2025 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

2025 = 2024 Q2 R budget - VCSF - Projected 2024 Overrun – Vacancy –Non-Salary Target- 2.5% + 5.05%

2024 Budget – Adjusted in Q2 for HR / ITS / Finance 'lift & shifts'

Exclusion of VC strategic funding from 2024 Budgets

Areas with R Budget overruns- reduced form 2025 allocations

Vacancies as of 16 October 2024(projected for full year) less 25% discount

Non-Salary Task Force 2025 allocations

Target baseline reduction for whole of University

Allowance for EB Salary increases (2 x 2.5%)

Other minor adjustments specific to a business unit's situation may impact calculations, where applicable.

Appendix 3 – Residential Profile

	Residence	Total capacity	Operational arrangement	Catering	Year opened
1	Bruce Hall (including Packard Wing)	450	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	Affiliate	Catered (Chartwells)	2004
3	Burton and Garran Hall	518	Hybrid: ANU and UniLodge	Self-catered – master chef style kitchen	1965
4	Davey Lodge	465	UniLodge	Self-catered – individual kitchens	2007-2012
5	Fenner Hall	453	Hybrid: ANU and UniLodge	Self-catered – master chef style kitchen	Original 1971 New 2019
6	Graduate House	150	100% ANU	Self-catered – individual kitchens	Original 1971 New 1998
7	John XXIII College	315	Affiliate	Catered	1967
8	Kinloch Lodge	502	UniLodge	Self-catered – individual kitchens	2007-2012
9	Lena Karmel Lodge	558	UniLodge	Self-catered – individual kitchens	2007-2012
10	Toad Hall	227	100% ANU	Self-catered – small kitchens	1974
11	Ursula Hall (including Laurus Wing)	395	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	500	Hybrid: ANU and UniLodge	Self-catered – master chef style kitchen	2019
13	Warrumbul Lodge	419	UniLodge	Self-catered – master chef style kitchen	2007-2012
14	Wright Hall	428	Hybrid: ANU and UniLodge	Catered (Chartwells)	2019
15	Yukeembruk Village	731	Hybrid: ANU and UniLodge	Self-catered – master chef style kitchens	2023

Appendix 4 – Current Organisational Charts

Residential Experience Division
Current state

Director,
Residential Experience Division
37342
SM5 continuing

Senior Administration Officer
40121
ANU6/7 continuing

Academic Fellow
39481
Academic C-1 continuing
0.6 FTE

Deputy Director,
Residential Experience Division
38310
SM4 continuing

Heads of Residence (x8)
See separate chart

Head, Operations
36306
SM2 continuing

Senior Manager
Residential Life
38249
SM2 continuing

Executive Officer
37486
SM1 continuing

Head, Residential Services
27664
SM2 continuing

Administrative Coordinator
39591
ANU5 continuing

Project Officer
37440
ANU6/7 continuing

Wellbeing Support Officer
38996
ANU6/7 continuing
Vacant

Residential
Systems Manager
38158
SM1 continuing

Facilities Officer
41316
ANU2/3 continuing

Non-residential
Hall Coordinator
28898
ANU6/7 continuing

Senior Accommodation Officer
11666
ANU6/7 continuing

Residential Marketing Manager
39741
ANU8 continuing

Facilities Officer
41315
ANU2/3 continuing
0.6 FTE

Accommodation Enquiry Officer
38646
ANU4 continuing

Marketing
Communications Officer
40385
ANU5 continuing, *Vacant*

Facilities Officer
41317
ANU2/3 0.6 FTE
Vacant

Accommodation Enquiry Officer
25019
ANU4 continuing

Accommodation Enquiry Officer
41782
ANU4 continuing

Accommodation Enquiry Officer
41781
ANU4 continuing

Legend:
- Continuing
- Retitle
- Retitle and refresh PD
- Transfer position, retitle, change to duties and reporting line
- Retitle and change reporting line
- Retitle and refresh PD and change of reporting line
- Disestablish

1 FTE unless otherwise indicated

Residential Experience Division
ANU-managed residences – current state

Deputy Director, Residential Experience Division
38310
SM4 continuing

Bruce Hall (inc. Packard Wing)
450 beds

- **Head of Residence** 32318 SM2 continuing
- **Residential Wellbeing Coordinator** 39205 ANU8 continuing
- **Administration & Operational Management** UniLodge

Burton & Garran Hall
517 beds

- **Head of Residence** 38876 SM2 continuing
- **Residential Wellbeing Coordinator** 35412 ANU8 continuing
- **Administration & Operational Management** UniLodge

Fenner Hall
453 beds

- **Head of Residence** 4792 SM2 continuing
- **Residential Wellbeing Coordinator** 34710 ANU8 continuing
- **Administration & Operational Management** UniLodge

Wamburun Hall
499 beds

- **Head of Residence** 40616 SM2 continuing
- **Deputy Head** 40527 ANU8 continuing
- **Administration & Operational Management** UniLodge

Wright Hall
428 beds

- **Head of Residence** 33393 SM2 continuing
- **Deputy Head** 34687 ANU8 continuing
- **Administration & Operational Management** UniLodge

Graduate House
150 beds

- **Residence Manager** 9923 ANU8 continuing
- **Senior Front Desk Officer** 4722 ANU4 continuing (VSS)
- **Front Desk Officer** 31639 ANU2/3 continuing (VSS) 0.74FTE
- **Cleaner** 25688 ANU1/2 (Hosp) continuing 0.6FTE

Ursula Hall (inc. Laurus Wing)
395 beds

- **Head of Residence** 38877 SM2 continuing
- **Deputy Head** 16398 ANU8 continuing
- **Administration & Operational Management** UniLodge
- **Executive Chef** 13218 Grade 5 (M-F) continuing
- **Chef de Partie (x6)** 33532 Grade 3 2 x continuing, 4 x casual
- **Kitchen Hand (x10)** 11966 Grad 1/2 1 x continuing, 9 x casual
- **Chef Apprentice** XXX *Vacant*

Toad Hall
227 beds

- **Head of Residence** 18200 SM2 continuing (VSS)
- **Hall Officer – Admissions** 40707 ANU4 fixed term
- **Front Desk Officer** 14980 ANU2/3 continuing (VSS)

Yukeembruk Village
731 beds

- **Senior Head of Residence** 38500 SM3 continuing (VSS)
- **Deputy Head** 38897 ANU8 continuing
- **Residential Life Coordinator** 41799 ANU6/7 Continuing
- **Administration & Operational Management** UniLodge

Legend:
- Continuing
- Retitle and refresh PD
- Retitle and refresh PD and change of reporting line
- Fixed term - realign and change of reporting line in remaining 3 months
- Disestablish
- Disestablish and create new position

1 FTE unless otherwise indicated

Residential Experience Division
UniLodge – current state

Deputy Director, Residential Experience Division
38310
SM4 continuing

Area General Manager

General Manager Portfolio West

General Manager Portfolio East

Bruce Hall (inc. Packard Wing)
450 beds

Burton & Garran Hall
518 beds

Ursula Hall (inc. Laurus Wing)
396 beds

Administration & Operational Management
Various

Wamburun Hall
500 beds

Wright Hall
428 beds

Yukeembruk Village
731 beds

Administration & Operational Management
Various

Fenner Hall
453 beds

Davey Lodge
492 beds

Kinloch Lodge
502 beds

Lena Karmel Lodge
558 beds

Warrumbul Lodge
419 beds

Residential Life Manager
Vacant

Residential Life Manager

Assistant Residential Life Manager

Administration & Operational Management
Various

Appendix 5 – Future Organisational Charts

Residential Experience Division
Future state

Chief Residential Experience Officer
37342
SM5 continuing

Executive Officer
37486
SM1 continuing

Academic Fellow
39481
Academic C-1 continuing
0.6 FTE

Director,
Residential Experience Division
38310
SM4 continuing

Heads of Residence (x8),
Senior Manager of Residence,
and Residential Programs
Coordinator – See separate chart

Head, Operations
36306
SM2 continuing

Head, Residential Life
38249
SM2 continuing

Head, Residential Services
27664
SM2 continuing

Residential Project and
Conferencing Coordinator
37440
ANU6/7 continuing

Non-residential
Hall Coordinator
28898
ANU6/7 continuing

Systems Manager,
Residential Services
38158
SM1 continuing

Deputy Head,
Residential Services
ANU8 continuing

Marketing Manager,
Residential Services
39741
ANU8 continuing

Operations Officer
39591
ANU5 continuing

Residential Business and
Systems Analyst
ANU6/7 continuing

Team Coordinator,
Residential Services
11666
ANU6/7 continuing

Residential Services Officer
41316
ANU2/3 continuing

Enquiry Officer
38646
ANU4 continuing

Residential Services Officer
41315
ANU2/3 continuing
0.6 FTE

Enquiry Officer
25019
ANU4 continuing

Enquiry Officer
41782
ANU4 continuing

Enquiry Officer
41781
ANU4 continuing

Admissions Officer
40707
ANU4 Fixed-term

Continuing
Updated title
Updated title and PD
New position
Retitle and change reporting line
Retitle and refresh PD and
change of reporting line
Fixed term - realigned and changed
reporting line for remaining 3
months

1 FTE unless otherwise indicated

Residential Experience Division
ANU residences – future state

Director, Residential Experience Division
38310
SM4 continuing

Bruce Hall (inc. Packard Wing)
450 beds

Head of Residence
32318
SM2 continuing

Deputy Head of Residence
39205
ANU8 continuing

Administration & Operational Management
UniLodge

Burton & Garran Hall
517 beds

Head of Residence
38876
SM2 continuing

Deputy Head of Residence
35412
ANU8 continuing

Administration & Operational Management
UniLodge

Fenner Hall
453 beds

Head of Residence
4792
SM2 continuing

Deputy Head of Residence
34710
ANU8 continuing

Administration & Operational Management
UniLodge

Wamburun Hall
499 beds

Head of Residence
40616
SM2 continuing

Deputy Head of Residence
40527
ANU8 continuing

Administration & Operational Management
UniLodge

Wright Hall
428 beds

Head of Residence
33393
SM2 continuing

Deputy Head of Residence
34687
ANU8 continuing

Administration & Operational Management
UniLodge

Graduate House
150 beds

Toad Hall
227 beds

Senior Residence Manager
SM1 continuing

Deputy Residence Manager
9923
ANU8 continuing

Cleaner
25688
ANU1/2 (Hosp)
continuing 0.6FTE

Administration & Operational Management
UniLodge

Davey Lodge
465 beds

Kinloch Lodge
502 beds

Lena Karmel Lodge
558 beds

Warrumbul Lodge
419 beds

Head of Residence
SM2 continuing

Deputy Head of Residence
ANU8 continuing

Deputy Head of Residence
ANU8 continuing

Residential Programs Coordinator
40121
ANU6/7 continuing

Administration & Operational Management
UniLodge

Ursula Hall (inc. Laurus Wing)
395 beds

Head of Residence
38877
SM2 continuing

Deputy Head of Residence
16398
ANU8 continuing

Administration & Operational Management
UniLodge

Executive Chef
13218
Grade 5 (M-F) continuing

Chef de Partie (x6)
33532
Grade 3
2 x continuing, 4 x casual

Kitchen Hand (x10)
11966
Grade 1/2
1 x continuing, 9 x casual

Chef Apprentice
XXX
Vacant

Yukeembruk Village
731 beds

Head of Residence
SM2 continuing

Deputy Head of Residence
38897
ANU8 continuing

Residential Life Coordinator
41799
ANU6/7 Continuing

Administration & Operational Management
UniLodge

Legend

- Continuing
- Updated title and PD
- New position
- Transfer position, retitle, change to duties and reporting line
- Retitle and refresh PD and change of reporting line
- 1 FTE unless otherwise indicated

Residential Experience Division
UniLodge – future state

Director, Residential Experience Division
38310
SM4 continuing

Area General Manager

General Manager Portfolio West

General Manager Portfolio East

Bruce Hall (inc. Packard Wing) 450 beds	**Burton & Garran Hall** 518 beds	**Yukeembruk Village** 731 beds

Administration & Operational Management
Various

Ursula Hall (inc. Laurus Wing) 396 beds	**Wamburun Hall** 500 beds	**Wright Hall** 428 beds

Administration & Operational Management
Various

Fenner Hall 453 beds	**Davey Lodge** 492 beds	**Kinloch Lodge** 502 beds

Administration & Operational Management
Various

Toad Hall 227 beds	**Lena Karmel Lodge** 558 beds	**Graduate House** 150 beds	**Warrumbul Lodge** 419 beds

Administration & Operational Management
Various

Appendix 6 – Position Descriptions for New and Refreshed Roles

Position descriptions have been included for roles that are new to the Division or are being refreshed. Where only very minor updates would occur (such as title changes), these will be updated throughout implementation.

(Click this link)

- Deputy Head, Residential Services
- Residential Business and Systems Analyst
- Business Analyst (Residential Finance)
- Head of Residence
- Deputy Head of Residence
- Senior Residence Manager
- Deputy Residence Manager
- Residential Programs Coordinator
- Residential Project and Conferencing Coordinator
- Team Coordinator, Residential Services

Appendix 7 – UniLodge – Proposed Scope of Works

This appendix was 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 polices 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**.

Feedback on this engagement has been considered and will inform further discussions with UniLodge as outlined below the feedback summary in this implementation plan.