

From: [Alice Belmore Bryant](#)
To: [Michael Loneragan](#)
Subject: [Operating Result Overview](#)

Hi Michael,
I've attached a PDF with the slides for you, but please find attached the slide deck that you asked for.
Alice Belmore Bryant
Executive Director
Office of the Chief Operating Officer
The Australian National University
Canberra, ACT 2601
alice.belmore@anu.edu.au
www.anu.edu.au
ANU is an Equal Opportunity and Diversity, Accessibility and Inclusion organization. We are committed to ensuring that all our staff and students are treated fairly and equitably, and that our culture is one of mutual respect and understanding.

From: [Michael Loneragan](#)
To: [Alice Belmore Bryant](#)
Subject: [Operating Result Overview](#)

Hi Alice,
I've received the slides and will review them. I'll get back to you if I have any questions.
Michael Loneragan

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Operating Result overview

Michael Loneragan

Operating Result : 2019 - 2023

Year	Revenue (\$ Billions)	Expenses (\$ Billions)
2019	~1.25	~1.15
2020	~1.15	~1.30
2021	~1.20	~1.18
2022	~1.18	~1.32
2023	~1.30	~1.40

Operating result = Revenue - Expenses

- Where Revenue > Expenses = Operating Surplus
- Where Revenue < Expenses = Operating Deficit

2019: Operating surplus.
Builds ANU's reserves and allows investment

2022: Operating deficit.
Draws down on our cash

\$400m in cumulative deficits 2020 - 2023

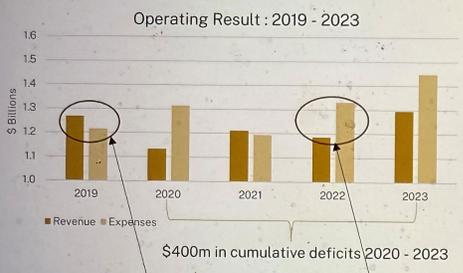
2024-12-12 14:15:41

Renew ANU - Financial Townhall

19 days ago

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Operating Result overview



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Renew ANU - Financial Townhall

19 days ago



ANU existing commun... X Renew ANU - Financial T... X Chancellor and Pro-Chance... X VC's staff update - Announ... X ChatGPT

https://vimeo.com/1038444743/5f7cfb9533?share=copy

Search videos, people, and more

2024 Forecast Operating deficit: \$199M

2024 Revenue Total: 1,347

2024 Expenses Total: 1,546m

28:59

1:03:23

Renew ANU - Financial Townhall

Comments

Category	Amount (\$Millions)
NIG / RBG	350
Teaching - Domestic	250
Teaching - International	250
Research	350
Other	100
Total	1,347

Category	Amount (\$Millions)
Recurring	850
Research & Project (S/Q/W)	450
Philanthropic	100
Depreciation	100
Borrowing costs	50
Total	1,546

Chrome File Edit View History Bookmarks Profiles Tab Window Help

Renew ANU - Financial T... Chancellor and Pro-Chance... VC's staff update - Announ... ChatGPT

https://vimeo.com/1038444743/5f7cfb9533?share=copy

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2024 Forecast Operating deficit: \$199M

Category	Sub-category	Value (\$Millions)
2024 Revenue	NIG / RBG	~350
	Teaching - Domestic	~350
	Teaching - International	~250
	Research	~150
	Other	~100
Total		1,347
2024 Expenses	Recurring	~850
	Research & Project (S/Q/W)	~250
	Philanthropic	~100
	Depreciation	~150
	Borrowing costs	~100
Total		1,546

2024 Revenue Total: 1,347

2024 Expenses Total: 1,546m

Operating deficit: \$199M

Renew ANU - Financial Townhall

19 days ago

Comments

Got the conversation started!

2024-12-12 14:33:59

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s, people, and more

2024 Forecast relative to Budget

2024 Revenue Budget

SMillions

2024 Revenue Forecast

SMillions

■ NIG / RBG ■ Teaching - Domestic ■ Teaching - International ■ Research ■ Other

2024 Expenses Budget

SMillions

2024 Expenses Forecast

SMillions

■ Recurring ■ Research & Project (S/Q/W) ■ Philanthropic ■ Depreciation ■ Borrowing costs

Michael Connergan

Total: 1,356M

Total: 1,347M

Total: 1,416M

Total: 1,546M

ASK 200 -0.24%

Q Search

2024-12-12 14:34:17

U - Financial Townhall

Comments

ANU FINANCIAL TOWNHALL

STARTING SOON



Australian
National
University

ANU FINANCIAL TOWNHALL

Thursday 12 December 2024



Australian
National
University

ACKNOWLEDGEMENT OF COUNTRY



Overview of University finances

- Overview of key financial terms:
 - Revenue and Expense
 - Deficit and Surpluses
- Reported Surplus relative to Operating Surplus / Deficit
 - 2022 & 2023 'worked example' of movement from Reported to Operating
- Overview of ANU 'ledgers'
- 2024 – Overview of forecast (prepared October 2024).
- Balance sheet
- Governance



University Revenue and Expense

Revenue

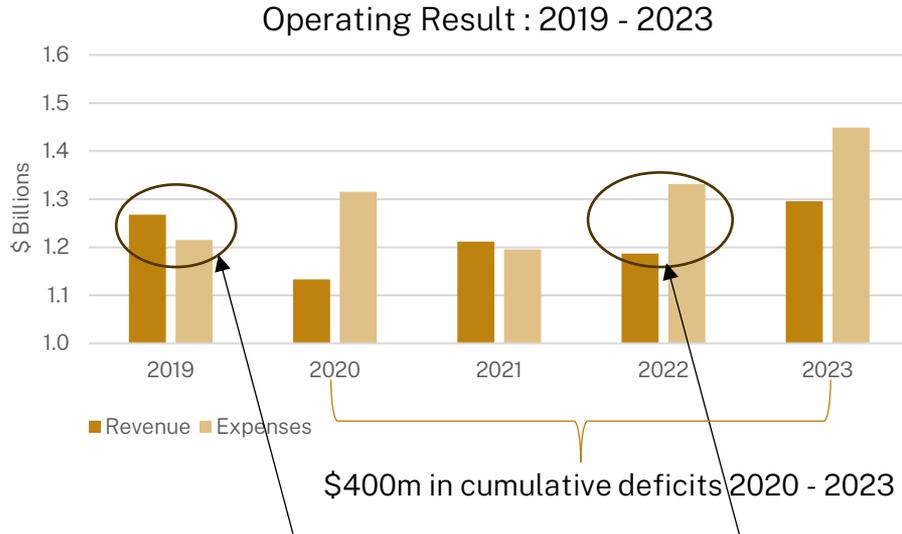
- Tuition fees (Domestic / International)
- Research
- Philanthropic
- Commercial: consultancy and contract income / royalties / Student accommodation / Parking and leasing

Expenses

- Salary
- Non-salary: includes Electricity & gas / Travel / Repairs and maintenance / Subscriptions / consumables / scholarships
- Depreciation and Amortisation
- Borrowing costs



Operating Result overview



2019: Operating surplus.
Builds ANU's reserves
and allows investment

2022: Operating deficit.
Draws down on our cash

Operating result = Revenue – Expenses

- Where Revenue > Expenses = Operating Surplus
- Where Revenue < Expenses = Operating Deficit



Reported Surplus relative to Operating Surplus / Deficit

ANU's Annual Report includes the Financial statements for the year (ending 31 December).

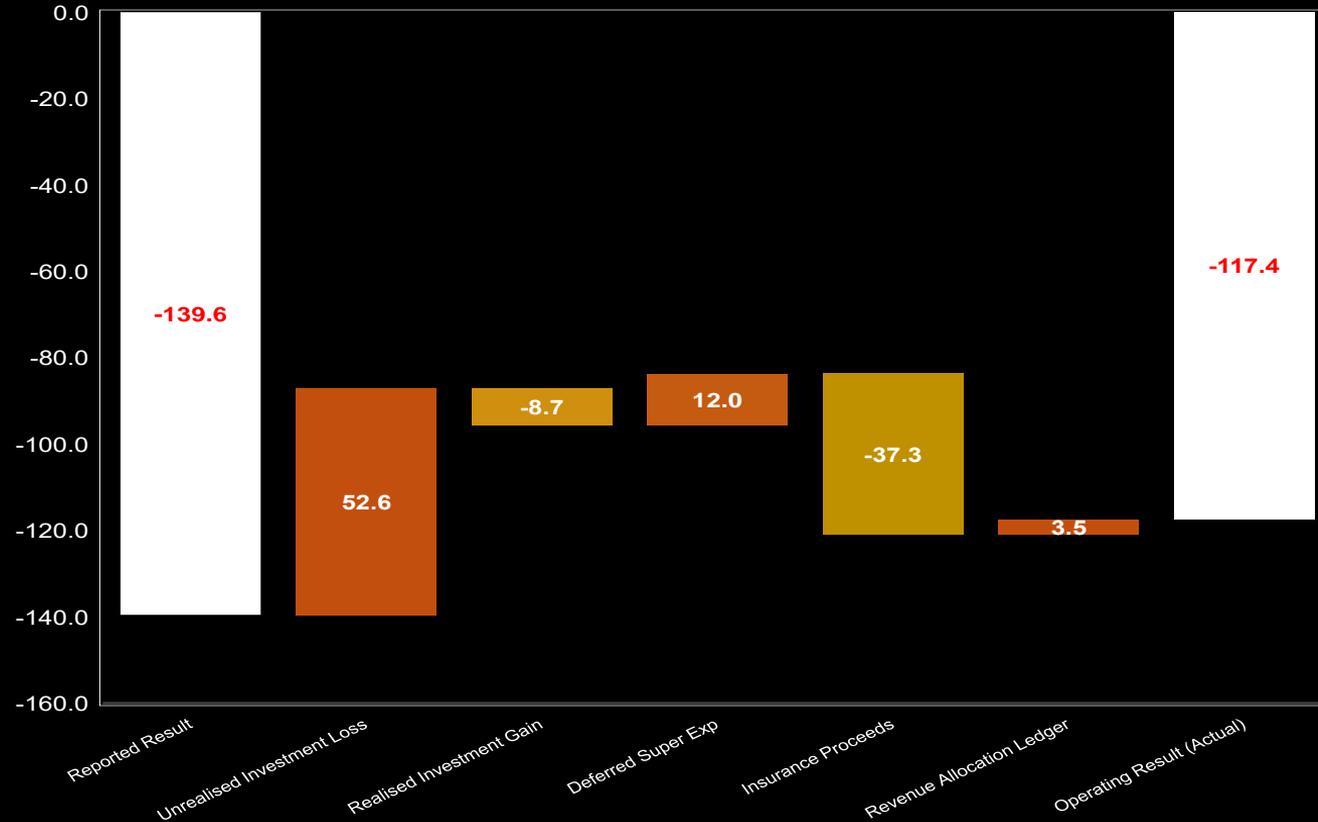
This includes 'Income Statement', which reports the University's Revenue and Expenses for the year and calculates the 'Net result' for the year (difference between Revenue & Expense).

This Income Statement is reported under Accounting standards and includes items that are excluded from our Operating Result, as they are restricted:

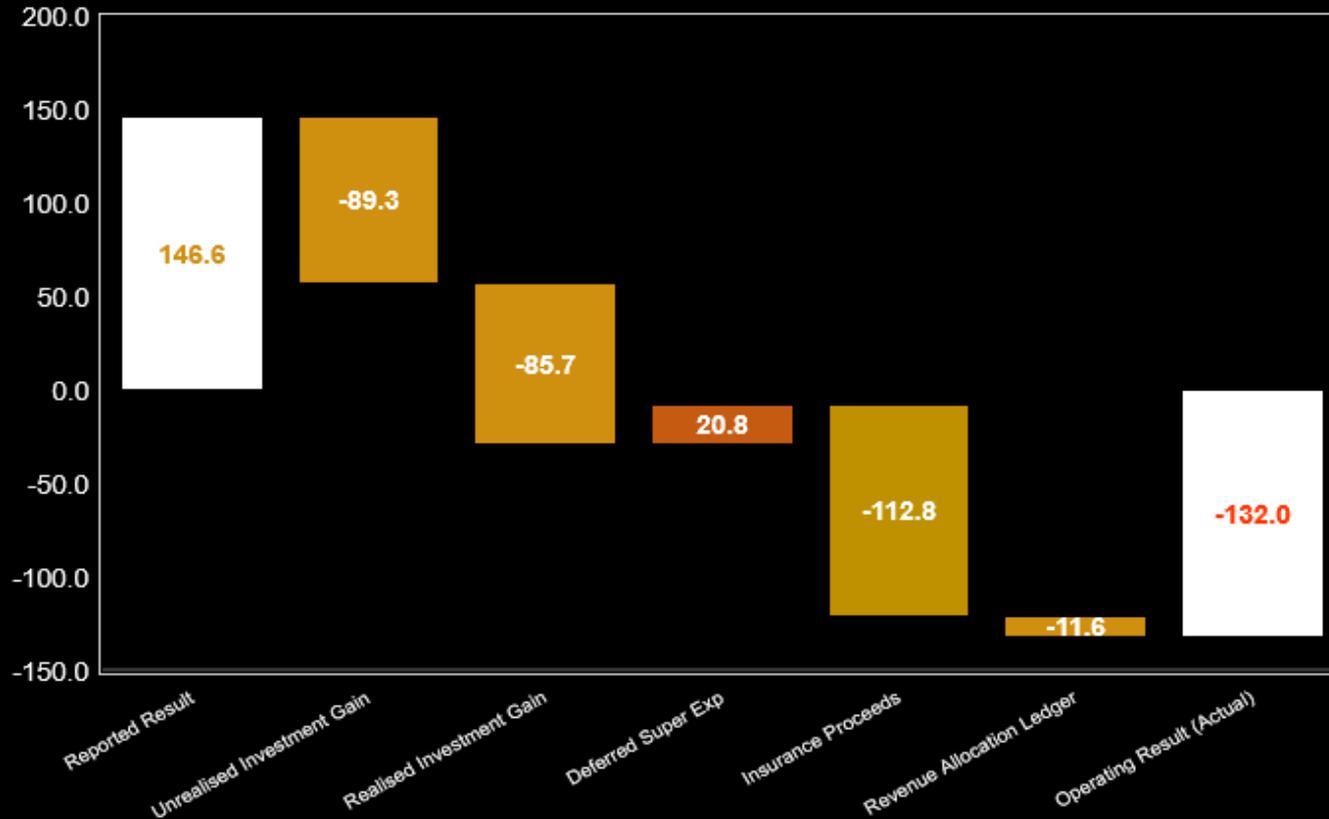
- Investment income (both realised and unrealised). ANU's investments are held in the Long Term Investment Pool (LTIP) and represent the assets for our defined superannuation liabilities, endowments, self insurance and research income received in advance
- Insurance receipts. Where we have a claim and receive payments from our insurers these are deemed Revenue. The funds however can only be spent on remediating the insurable event (eg 2020 hailstorm). In 2023 we received \$112.8m whilst spending \$118m (this was not an 'Expense', but rather part of Asset value for our buildings (Balance sheet)).



2022 'Worked Example' of Movement from Reported to Operating



2023 'Worked Example' of Movement from Reported to Operating



Overview of ANU 'ledgers':

Recurrent: Activities of the University funded by its recurring revenue (Tuition fees, Department of Education (National Institutes Grant & Research Block Grant)).

S: Activity funded from research grants and managed under a specific contract (e.g. ARC / MRFF) with unspent funds to be returned to the funder.

W: Externally funded contractual projects (without obligation to return unspent funds)

Q: Investment related initiatives strategic to the University. Includes individual academic research accounts.

D & E: Activities arising from our Philanthropic gifts (both fully expended and perpetual)

T: Trading areas conducting commercial operations of the University (leasing, parking and student accommodation)

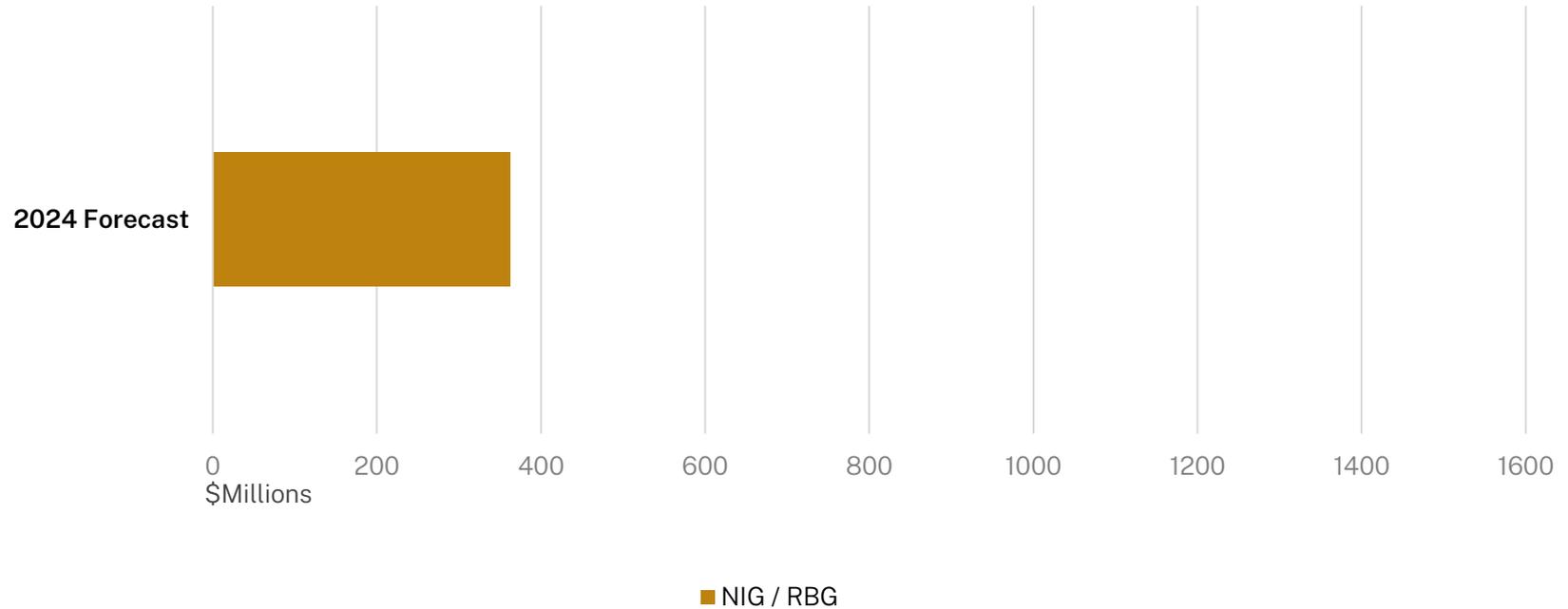


Overview of 2024 forecast (prepared October 2024)

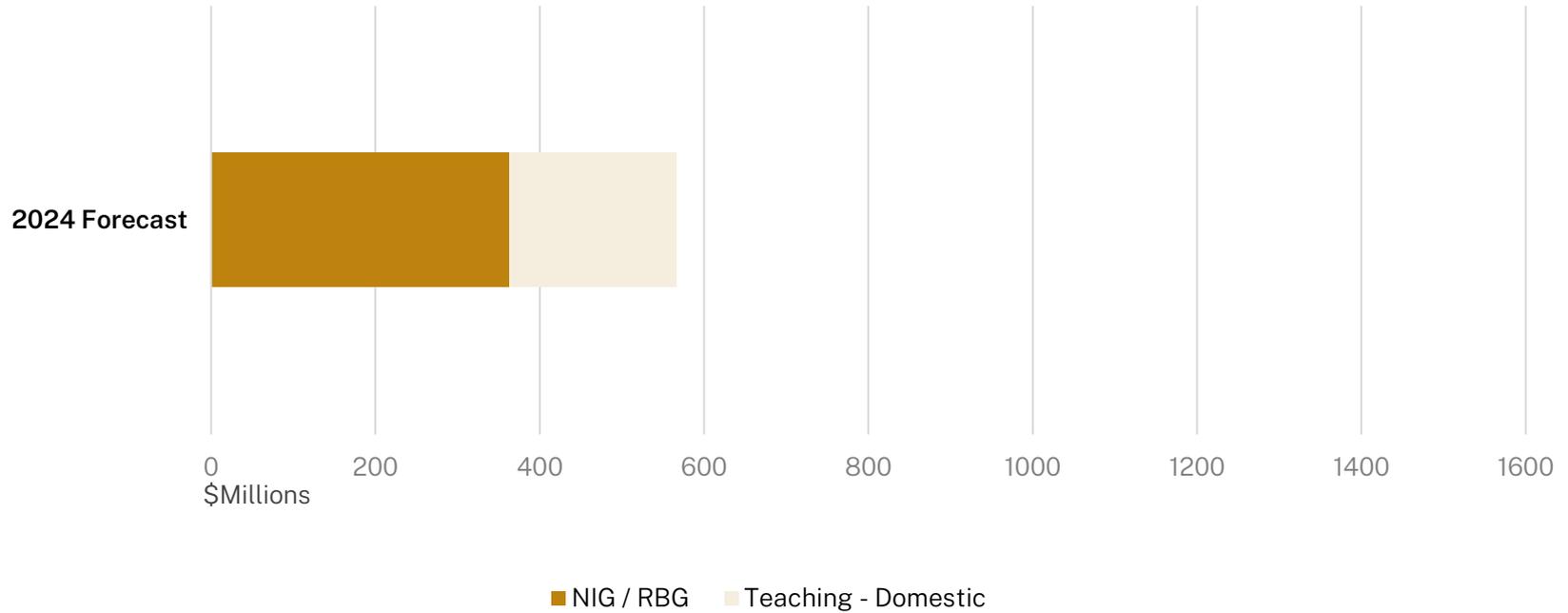
- **Forecast is completed at the end of each quarter**
- **Built using a range of assumptions, including student load, research income, expense forecasts**
- **All areas of the University prepare and submit expense forecasts**
- **Aggregated, reviewed and then presented to the VC, SLG and Council by Finance**



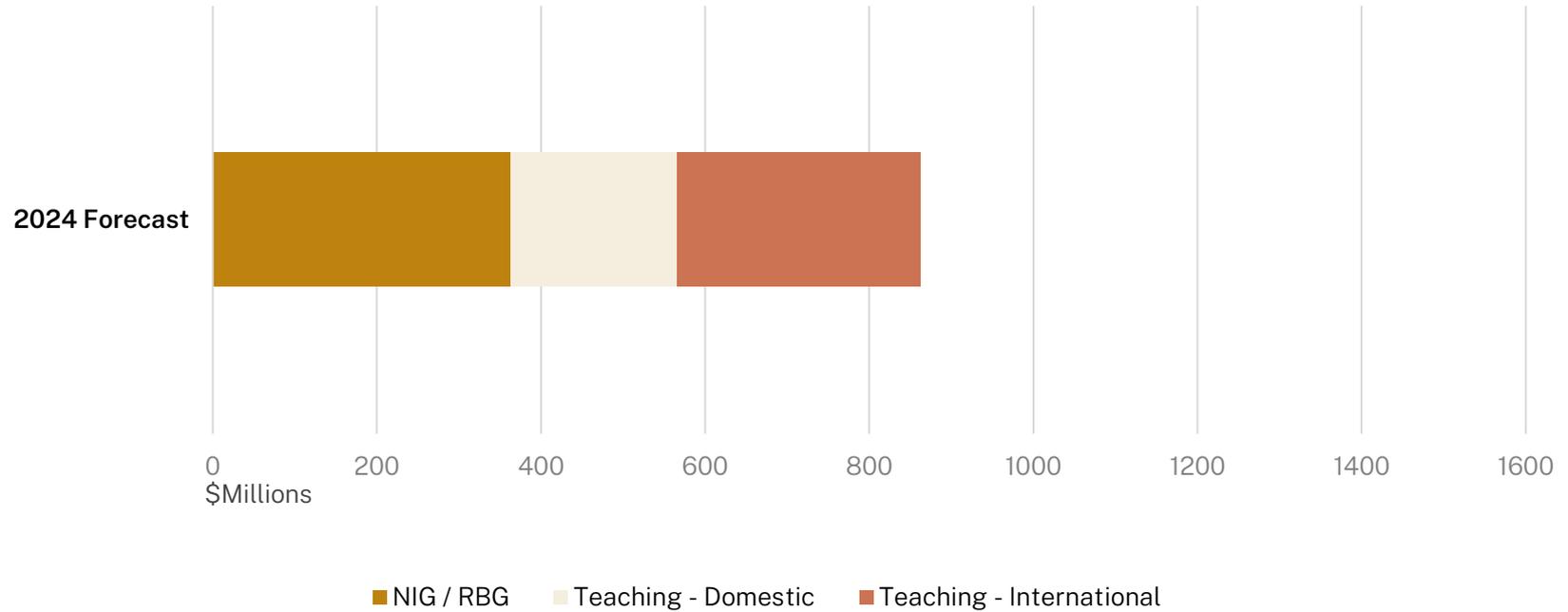
2024 Revenue Forecast



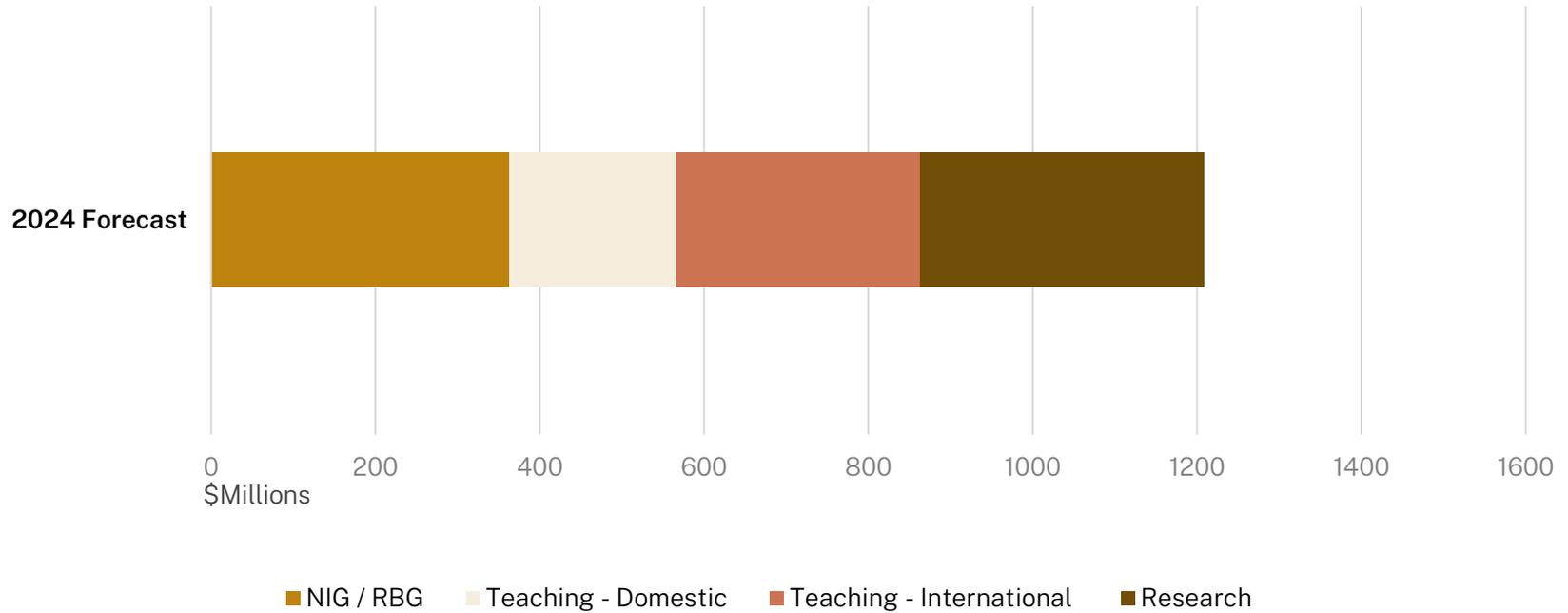
2024 Revenue Forecast



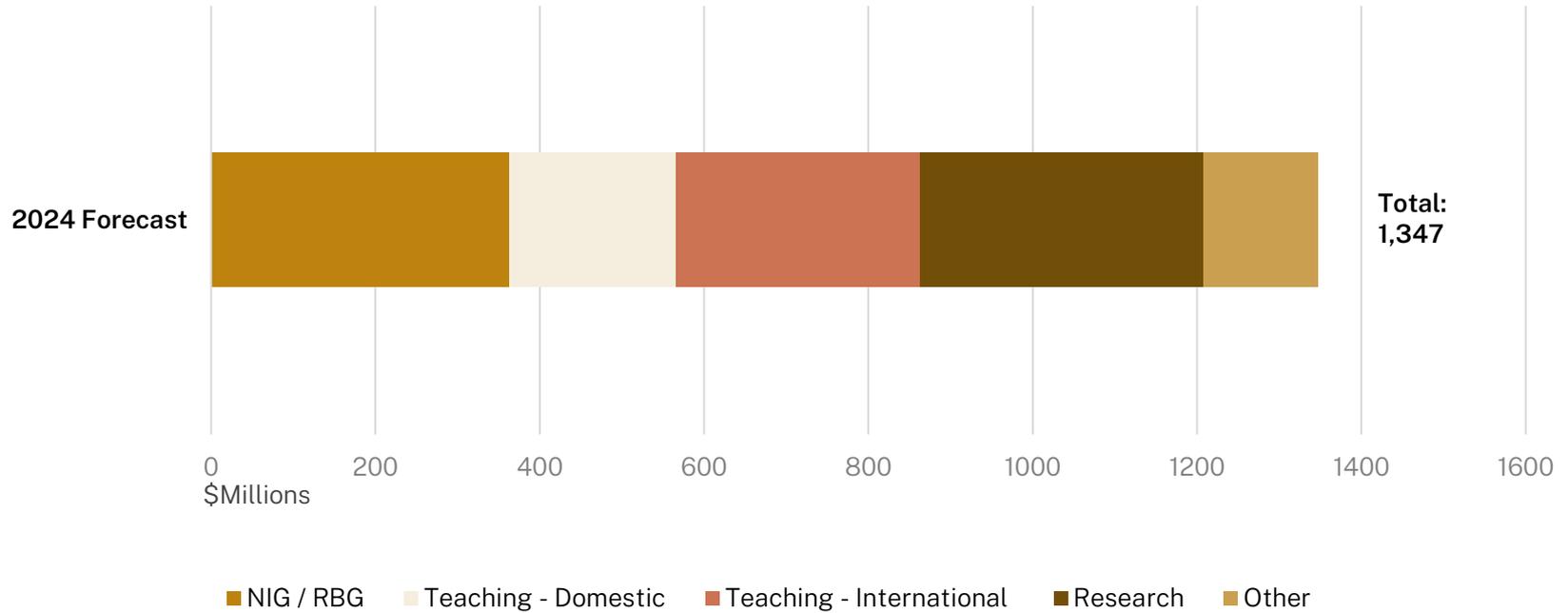
2024 Revenue Forecast



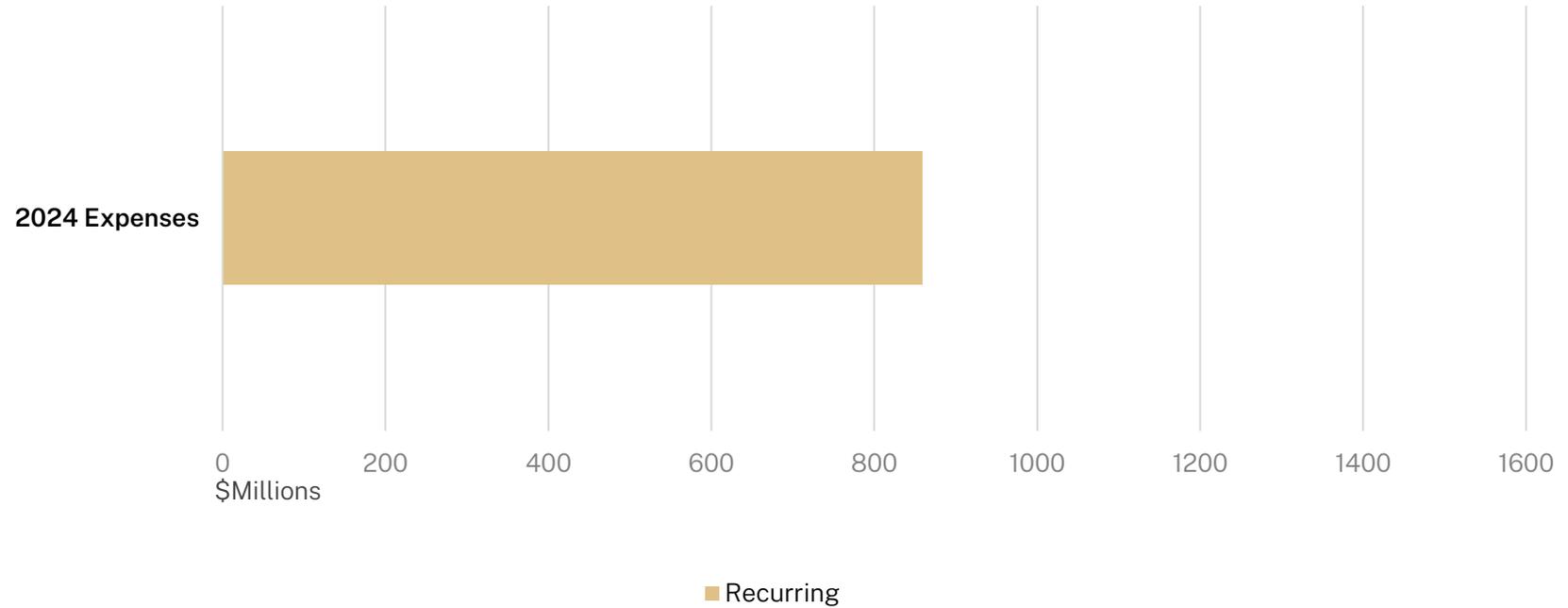
2024 Revenue Forecast



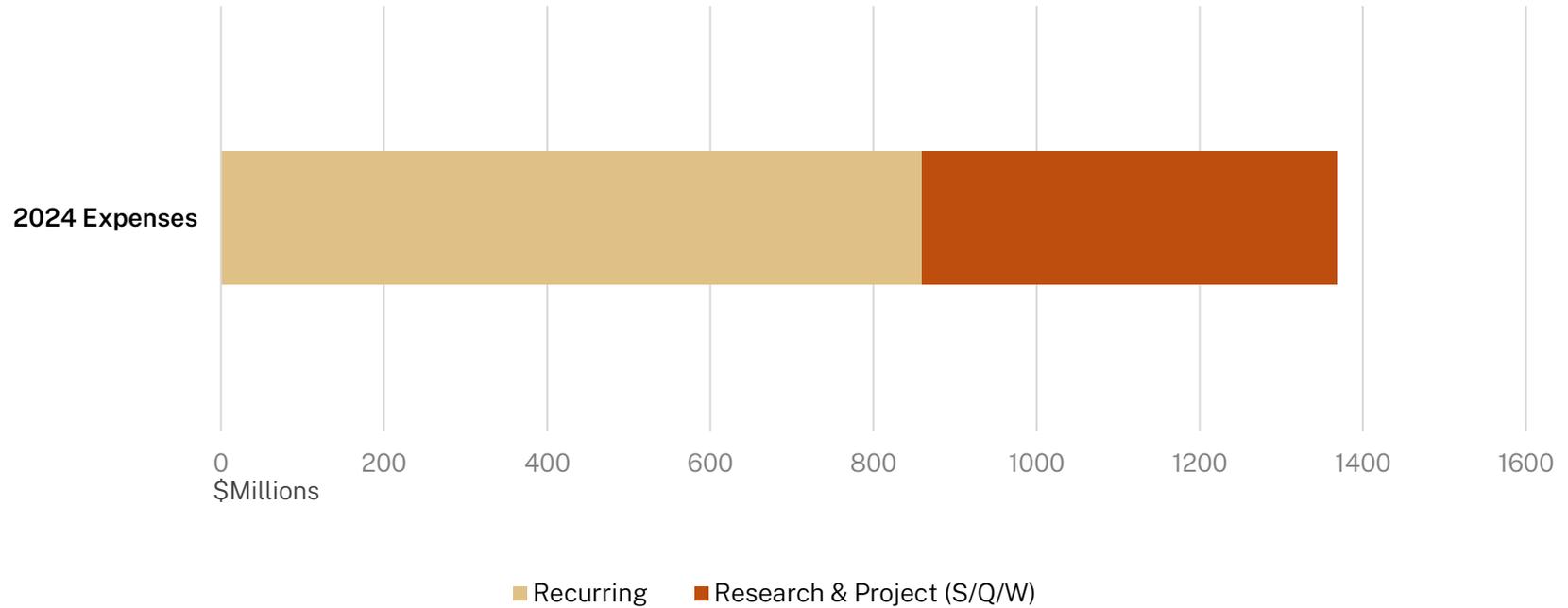
2024 Revenue Forecast



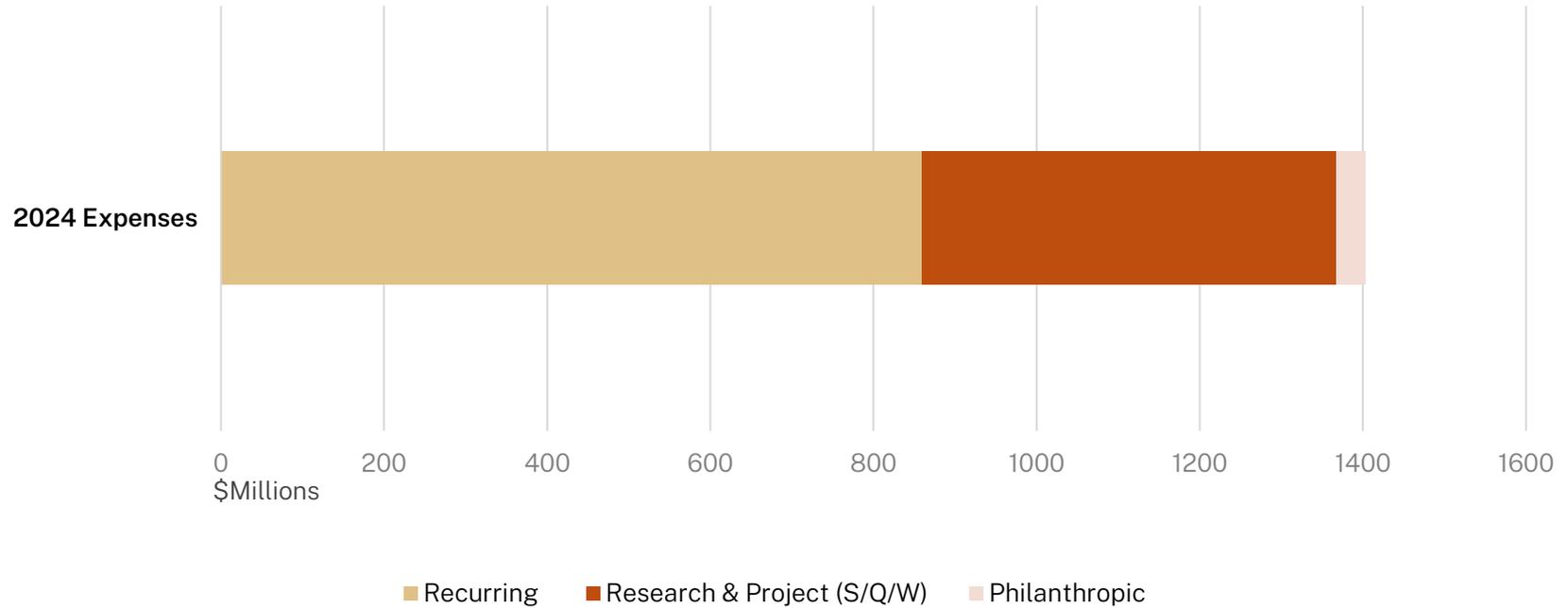
2024 Expense Forecast



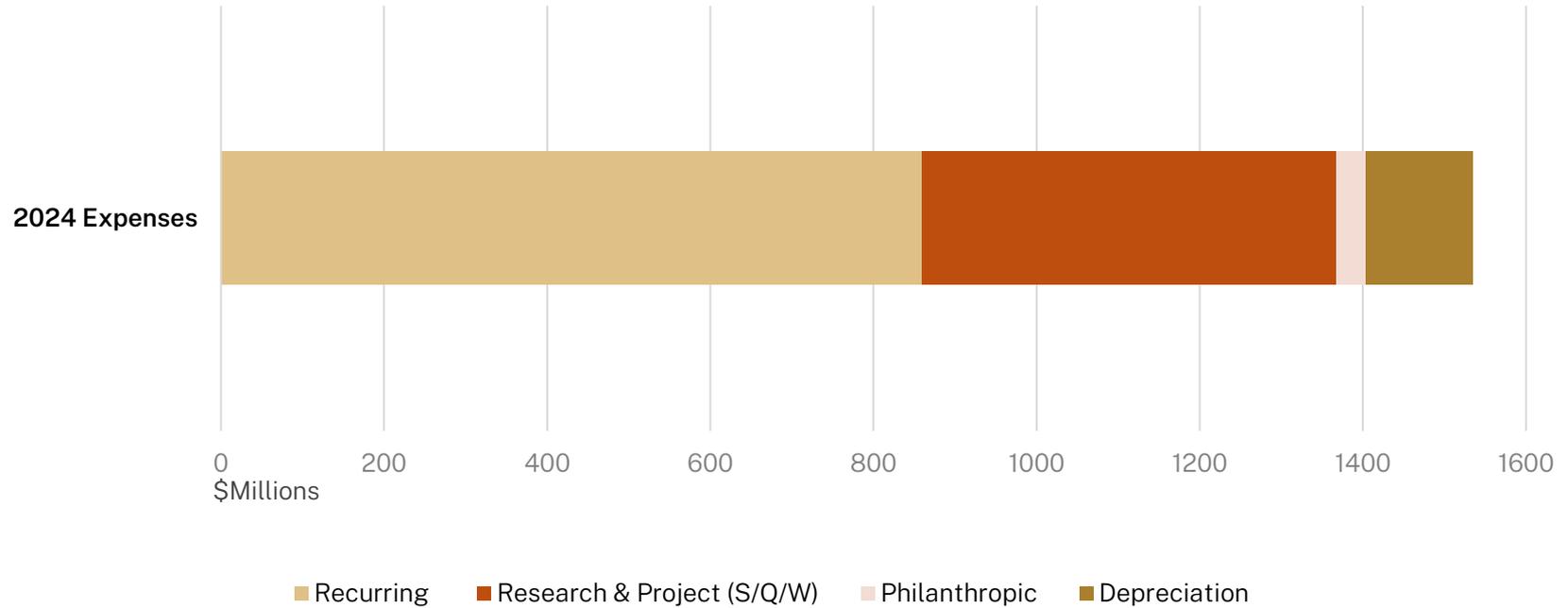
2024 Expense Forecast



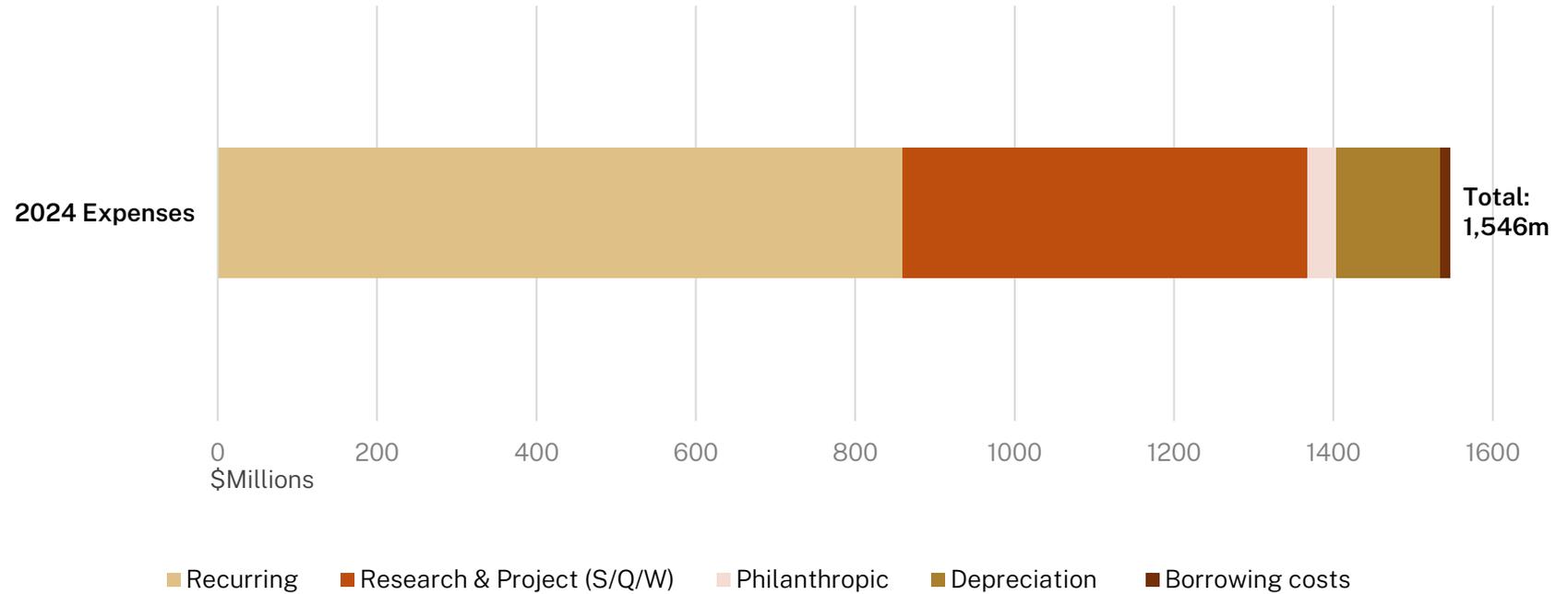
2024 Expense Forecast



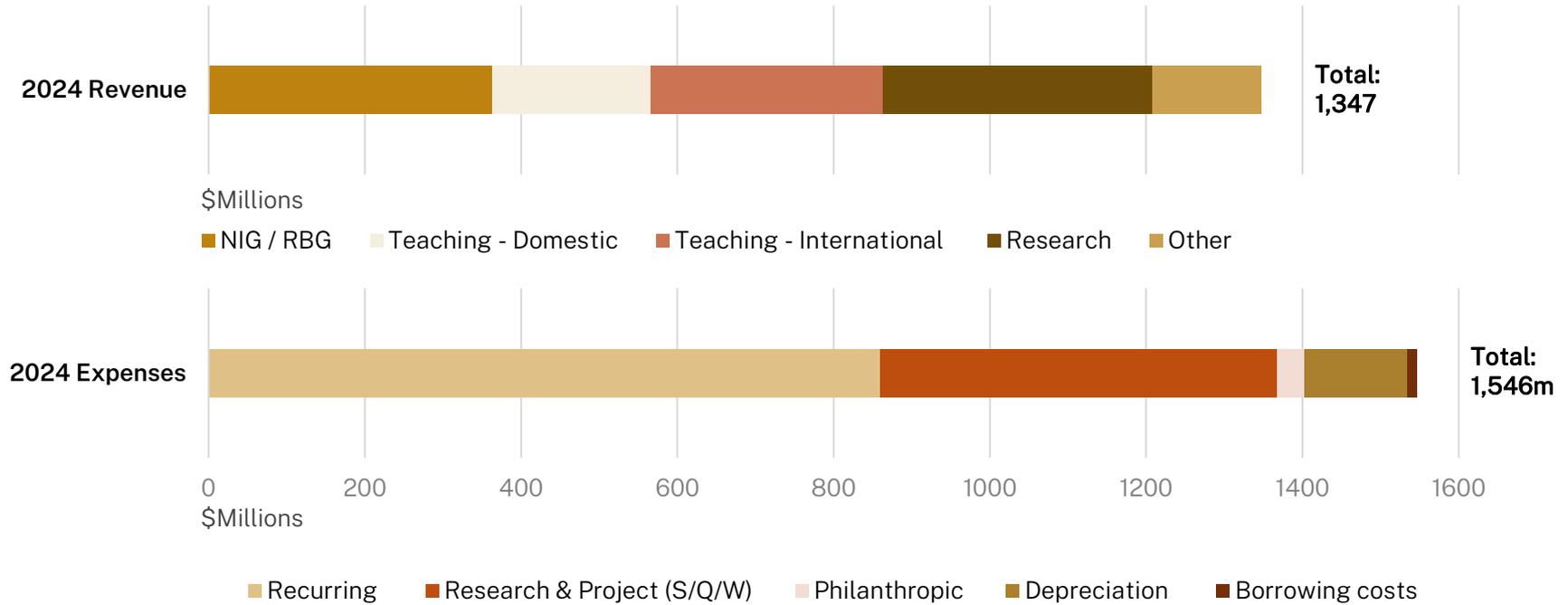
2024 Expense Forecast



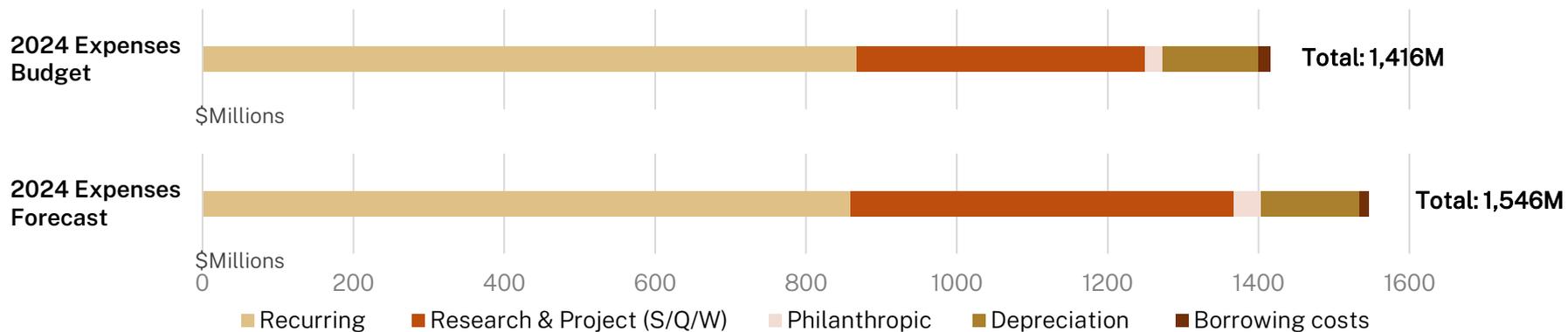
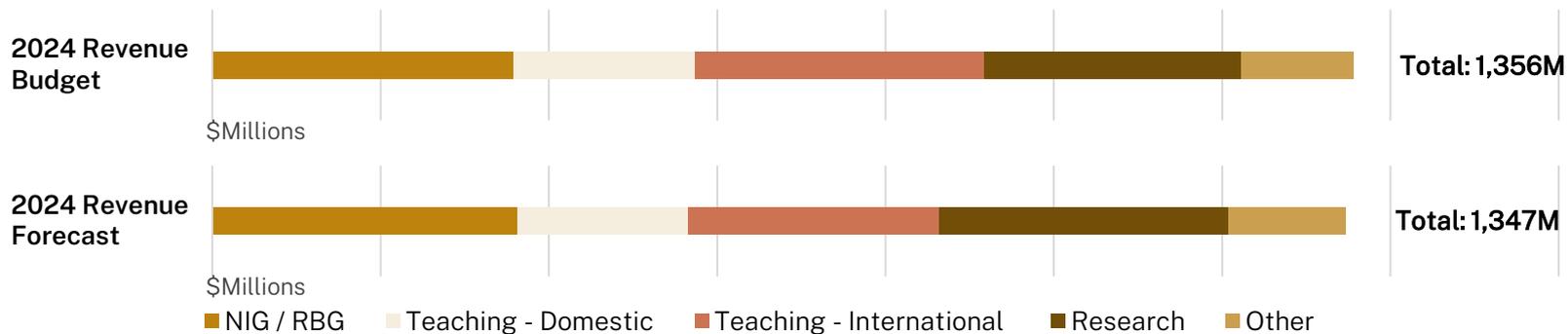
2024 Expense Forecast



2024 Forecast Operating deficit: \$199M



2024 Forecast relative to Budget



Balance sheet

\$m

Assets

Property, plant & equipment	3,515
Cash & Investments	1,741
Other	207
Total Assets	5,463

Includes our land, buildings, crown leases, equipment, artworks, service concession asset (student accommodation)

LTIP | Operational cash | Unspent hail proceeds

Endowment | Defined benefit superannuation | Remainder is self-insurance, research funding received in advance

Liabilities

Employee benefits	659
External borrowings	253
Grant of right liability	588
Other	307
Total Liabilities	1,807

Defined Superannuation, Annual & Long service leave

\$200m matures in 2025

Service concession liabilities (student accommodation)

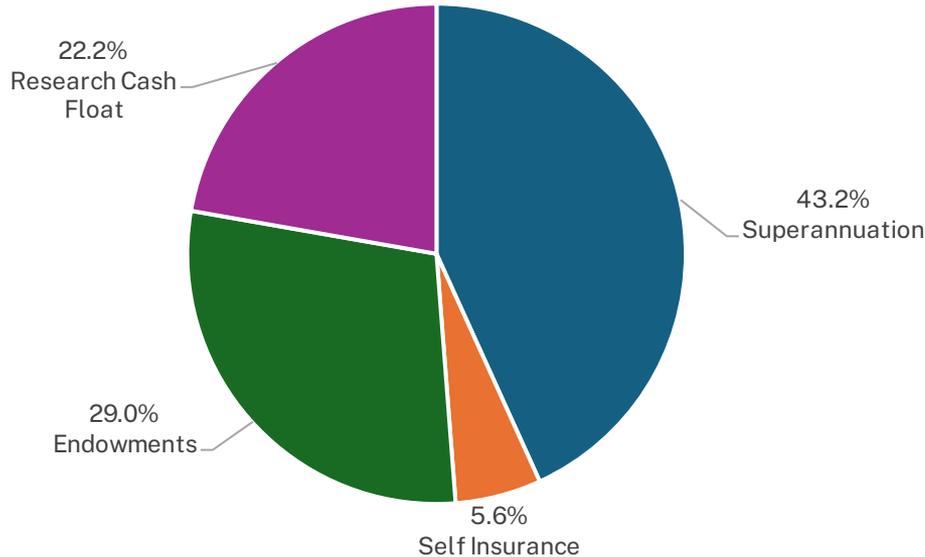
Net assets	3,655
Equity	3,655

as at 31 December 2023



Long term investment pool

LTIP Composition



As at 31 October 2024

Composition:

- Superannuation (defined superannuation liabilities)
- Endowments
- Self Insurance (workers compensation, property, cyber)
- Research cash float (financial coverage for S / W & External Q funds received but not yet spent)



Governance

External

- Australian National Audit Office – annual external audit of Financial statements, tabled at Parliament
- Council approves Financial Statements, with Audit & Risk Management and Finance sub-committees reviewing (independent council and committee members)

Internal

- Academic and Functional areas – prepare and work with F&BS to ensure actuals, budgets and forecasts are accurate based on known assumptions
- Senior Leadership Group – monthly review of University Financial results
- Overview of annual results to ANU community published on OnCampus each year



Independent oversight and assurance – ANU Finance Committee

Monitors and provides advice to the ANU Council on the University's management of its financial resources.

Committee Members



Chair
Ms Naomi Flutter
Executive General Manager
Corporate Affairs
Wesfarmers Limited



Dr Jonathan Kearns
Chief Economist and
Head of Regulatory
Affairs Challenger



Pro-Chancellor
Ms Alison Kitchen AM
Director National Australia Bank
Director Business Council of Australia



Dr Larry Marshall
Chair American Chamber of
Commerce in Australia



Dr Anne-Marie Schwirtlich AM
Fellow Institute of Public
Administration Australia



Mr Darren Keogh
Senior Managing
Director Stonepeak



Mr Andrew Dyer
Chairman of Adslot Ltd



Professor Tim Senden
Director Research
School of Physics



Vice-Chancellor
Professor Genevieve Bell

Additional information, including the Finance Committee Charter, is available online at: <https://www.anu.edu.au/about/governance/committees/finance-committee>.



Independent oversight and assurance – ANU Audit and Risk Management Committee

Provides independent assurance and advice to the ANU Council on the University's risk, control, compliance, internal audit and governance framework – including financial statements.

Committee Members



Pro-Chancellor
Ms Alison Kitchen AM
Director National Australia Bank
Director Business Council of
Australia



**Dr Anne-Marie
Schwirtlich AM**
Fellow Institute of
Public Administration
Australia



Mr Josh Chalmers
Managing Director
Scyne Advisory



Ms Fran Raymond
Chair of Defence Bank



Mr Andrew Metcalfe AO
National President of
the Institute of Public
Administration Australia

Additional information, including the Audit and Risk Management Committee Charter, is available online at:
<https://www.anu.edu.au/about/governance/committees/audit-risk-management-committee>.



Q&A



THANK YOU



Australian
National
University

From: [Chief Operating Officer](#)
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Agenda for tomorrow
Date: Monday, December 23, 2024 1:45:29 PM
Attachments: [image001.png](#)

Hi Mike

Yes, there was a 'pulse' staff survey before we began the change process, we'll get you a copy of that, and review what other data we have.

Kind regards

Jonathan

From: Mike Kaiser <mike-kaiser@hotmail.com>
Sent: Monday, 23 December 2024 12:40 PM
To: Chief Operating Officer <coo@anu.edu.au>; Alister Jordan [REDACTED]
Subject: Re: Agenda for tomorrow

Please Note: This email *did not* come from ANU, Be careful of any request to buy gift cards or other items for senders outside of ANU. Learn why this is important.
<https://www.scamwatch.gov.au/types-of-scams/email-scams#toc-warning-signs-it-might-be-a-scam>

Hi Jonathan.

One question I neglected to ask is, has there been any research - qualitative or quantitative - done amongst staff to dig into their attitudes to the reform?

Even things like the 88% vote against the pay initiative give us an indication. Anything else like that?

Even general staff surveys or focus group outcomes not related to the reform might be helpful in crafting a "heart" narrative. What do people love about ANU? What are the elements of the unique ANU identity?

Also, anything which provides an external view of ANU? How is ANU perceived by others? Past students? Stakeholders? Industry?

Thanks.

s.47F Personal

From: Chief Operating Officer <COO@anu.edu.au>

Sent: Sunday, 22 December 2024 4:28 PM

To: Alister Jordan **s. 22 Irrelevant material**

Subject: Re: Agenda for tomorrow

Hi Alister

Thanks, will do

Kind regards

Jonathan

From: Alister Jordan **s.47F Personal privacy**

Sent: Sunday, December 22, 2024 5:07 pm

To: Chief Operating Officer <COO@anu.edu.au>

Cc: **s.47F Personal privacy**

Subject: RE: Agenda for tomorrow

Thanks Jonathan

Can you include **s.47F Personal privacy** on the invitation please?

s.47F Personal privacy

Alister

Alister Jordan

Chief Executive Officer | 89 Degrees East



m: s.47F Personal privacy

e: s.47F Personal privacy

w: 89degreeseast.com

Melbourne | Canberra | Sydney | Byron Bay | Brisbane | Adelaide

From: Chief Operating Officer <COO@anu.edu.au>

Sent: Sunday, 22 December 2024 4:47 PM

To: Alister Jordan s.47F Personal privacy

Subject: Re: Agenda for tomorrow

Hi Alister

Thanks for this it looks really good.

My office will setup the teams call tomorrow morning, look forward to talking at 10am

Kind regards

Jonathan

From: Alister Jordan s.47F Personal privacy

Sent: Sunday, December 22, 2024 3:05 pm

To: Chief Operating Officer <coo@anu.edu.au>

Cc: s.47F Personal privacy

Subject: Agenda for tomorrow

You don't often get email from alister.jordan@89degreeseast.com. [Learn why this is important](#)

Hi Jonathan

Please find attached a draft agenda for tomorrow's meeting. We're working quickly here so we reserve the right to make further amendments to it!

Can you please send a teams meeting when you get a chance. We'll see you at 10am Canberra time.

Alister

Alister Jordan

Chief Executive Officer | 89 Degrees East



m: [REDACTED]

w: 89degreeseast.com

Melbourne | Canberra | Sydney | Byron Bay | Brisbane | Adelaide

From: Alister Jordan [REDACTED]

Sent: Friday, 20 December 2024 6:31 PM

To: 'coo@anu.edu.au' <coo@anu.edu.au>

Subject: Proposal

Hi Jonathan

This could be the day that never actually ends!

It was good to meet you this morning. Please find attached our proposal to support ANU.

Please give me a call if you would like to discuss it further.

Have a good night.

Alister

Alister Jordan

Chief Executive Officer | 89 Degrees East



m: [REDACTED]

w: 89degreeseast.com

Melbourne | Canberra | Sydney | Byron Bay | Brisbane | Adelaide

From: s.47F Personal privacy
To: Chief Operating Officer; s.47F Personal privacy
Subject: Notes from today and plan for next week
Date: Friday, January 3, 2025 5:03:46 PM
Attachments: 89DE Logo 20.png
ANU ACTIONS 3 JANUARY 2025.pdf

Thanks very much for your time on the phone today - it was a very useful discussion.

Attached is our notes and take outs and also our plan for next week.

s.47F Personal privacy

[REDACTED]	[REDACTED]

[REDACTED]

s.47F Personal privacy

[REDACTED]

[REDACTED]



m: s.47F Personal privacy

w: 89degreeseast.com

Melbourne | Canberra | Sydney | **Byron Bay** | Brisbane | Adelaide
Naarm | Ngambri | Warrane | **Arakwal** | Meanjin | Tarntanya

We acknowledge the Traditional Owners of country throughout Australia. We pay our respects to Elders past, present and emerging and celebrate the diversity of Aboriginal and Torres Strait Islander peoples and their ongoing culture and connection to lands, waters and skies.



NDA Agreement - 89 Degrees East

From s.47F Personal privacy
Date Mon 12/23/2024 2:58 PM
To s.47F Personal privacy Office of the COO <office.coo@anu.edu.au>
Cc s.47F Personal privacy Chief Operating Officer <COO@anu.edu.au>

📎 1 attachment (291 KB)
89DE_G07 Confidentiality Deed (One-way ANU disclosing) 3.0 13 Feb 2024 - AJ signed.pdf;

You don't often get email from aislinn@89degreeseast.com. [Learn why this is important](#)

Good afternoon Alice,

Please find attached the signed copy of the NDA circulated this morning.

Please don't hesitate to reach out if you need anything else.

Kind Regards,

s.47F Personal privacy

Finance Manager | 89 Degrees East



e s.47F Personal privacy

Melbourne | Canberra | Sydney | Byron Bay | Brisbane |
Naarm | Ngunnawal | Warrane | Arakwal | Meanjin

We acknowledge the Traditional Owners of the country throughout Australia. We pay our respects to Elders past, present and emerging and celebrate the diversity of Aboriginal and Torres Strait Islander peoples and their ongoing culture and connection to lands, waters and skies.

From: Alister Jordan s.47F Personal privacy >
Begin forwarded message:

From: Office of the COO <office.coo@anu.edu.au>
Date: 23 December 2024 at 9:53:15 am AEDT
To: Alister Jord s.47F Personal privacy

Cc: Chief Operating Officer <COO@anu.edu.au>

Subject: NDA Agreement

Good morning Alister

Please find attached a Non-Disclosure Agreement for completion prior to your discussion this morning.

Warm regards

s.47F Personal privacy

Executive Officer
Office of the Chief Operating Officer
The Australian National University
Chancelry Building, 10 East Road Acton ACT 2601

s.47F Personal privacy

www.anu.edu.au

CRICOS Provider 00120C | ABN: 52 234 063 906

The Australian National University acknowledges, celebrates and pays our respects to the Ngunnawal and Ngambri people of the Canberra region and to all First Nations Australians on whose traditional lands we meet and work, and whose cultures are among the oldest continuing cultures in human history.



Out of Office - Christmas 2024-2025 Re: Contract for services

From s.47F Personal privacy
Date Tue 12/24/2024 10:56 AM
To Office of the COO <office.coo@anu.edu.au>

You don't often get email from s.47F Personal privacy [Learn why this is important](#)

Thanks for reaching out. I'm currently out of the office for the Christmas break and will return on Thursday 6 January 2024.

s.47F Personal privacy

Kind regards,

s.47F Personal privacy

--

s.47F Personal privacy

Finance Manager | 89 Degrees East

 89DE Logo

e: s.47F Personal privacy

w: 89degreeseast.com

Melbourne | Canberra | Sydney | Byron Bay | Brisbane |
Naarm | Ngunnawal | Warrane | Arakwal | Meanjin

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From: s.4/f Personal privacy
To: coo@anu.edu.au
Subject: Proposal
Date: Friday, December 20, 2024 6:31:34 PM
Attachments: [image001.png](#)
[241220 Proposal to ANU.pdf](#)

You don't often get email from alister.jordan@89degreeseast.com. [Learn why this is important](#)

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Please give me a call if you would like to discuss it further.

Have a good night.

Alister

Alister Jordan

Chief Executive Officer | 89 Degrees East



s.4/f Personal privacy

w: 89degreeseast.com

Melbourne | Canberra | Sydney | Byron Bay | Brisbane | Adelaide

From: s.47F Personal privacy
To: Chief Operating Officer
Cc: s.47F Personal privacy
Subject: Initial plan post today's conversation.
Date: Monday, December 23, 2024 6:06:23 PM
Attachments: 89DE_Logo_20.png
image001.png
231223 ANU Reset - CONFIDENTIAL.pdf

Hello Rebekah, Jonathan s.47F Personal privacy

Please find attached our initial plan post today's conversation.

Jonathan - I was unsure of Rebekah and s.47F Personal privacy email addresses - can you please pass on

We look forward to working with you

s.47F Personal privacy

s.47F Personal privacy
Chief Creative Officer | 89 Degrees East



s.47F Personal privacy
w: 89degreeseast.com

Melbourne | Canberra | Sydney | **Byron Bay** | Brisbane | Adelaide
Naarm | Ngambri | Warrane | **Arakwal** | Meanjin | Tarrantanya

We acknowledge the Traditional Owners of country throughout Australia. We pay our respects to Elders past, present and emerging and celebrate the diversity of Aboriginal and Torres Strait Islander peoples and their ongoing culture and connection to lands, waters and skies.

On 23 Dec 2024, at 12:40 PM, Mike Kaiser <s.47F Personal privacy> wrote:

Hi Jonathan.

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Thanks.

s.47F Personal privacy

From: Chief Operating Officer <COO@anu.edu.au>
Sent: Sunday, 22 December 2024 4:28 PM
To: s.47F Personal privacy
Subject: Re: Agenda for tomorrow

Hi Alister

Thanks, will do

Kind regards
Jonathan

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Sent: Sunday, December 22, 2024 5:07 pm
To: Chief Operating Officer <COO@anu.edu.au>
Cc: s.47F Personal privacy
Subject: RE: Agenda for tomorrow

Thanks Jonathan

Can you include s.47F Personal privacy on the invitation please?

s.47F Personal privacy [Redacted]

[Redacted]

Alister

Alister Jordan
Chief Executive Officer | 89 Degrees East



s.47F Personal privacy [Redacted]
al privacy [Redacted]

w: 89degreeseast.com
Melbourne | Canberra | Sydney | Byron Bay | Brisbane | Adelaide

From: Chief Operating Officer <COO@anu.edu.au>
Sent: Sunday, 22 December 2024 4:47 PM
To: Alister Jordan, s.47F Personal privacy [Redacted]
Subject: Re: Agenda for tomorrow

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My office will setup the teams call tomorrow morning, look forward to talking at 10am

Kind regards
Jonathan

From: Alister Jordan, s.47F Personal privacy [Redacted]
Sent: Sunday, December 22, 2024 3:05 pm
To: Chief Operating Officer <coo@anu.edu.au>
Cc: s.47F Personal privacy [Redacted]
Subject: Agenda for tomorrow

You don't often get email from s.47F Personal privacy [Redacted]. [why this is important](#)

Hi Jonathan

Please find attached a draft agenda for tomorrow's meeting. We're working quickly here so we reserve the right to make further amendments to it!

Can you please send a teams meeting when you get a chance. We'll see you at 10am Canberra time.

Alister

Alister Jordan
Chief Executive Officer | 89 Degrees East

m: s.47F Personal privacy [Redacted]
w: 89degreeseast.com
Melbourne | Canberra | Sydney | Byron Bay | Brisbane | Adelaide

From: Alister Jordan, s.47F Personal privacy [Redacted]
Sent: Friday, 20 December 2024 6:31 PM
To: 'coo@anu.edu.au' <coo@anu.edu.au>
Subject: Proposal

Hi Jonathan

This could be the day that never actually ends!

It was good to meet you this morning. Please find attached our proposal to support ANU.

Please give me a call if you would like to discuss it further.

Have a good night.

Alister

Alister Jordan

Chief Executive Officer | 89 Degrees East

m: 6.47E Personal privacy

w: 89degreeseast.com

Melbourne | Canberra | Sydney | Byron Bay | Brisbane | Adelaide

From: [REDACTED] s.47F Personal privacy
Subject: RE: ANU - overdue account
Date: Tuesday, March 4, 2025 11:59:39 AM
Attachments: [image001.png](#)

Hi [REDACTED]

I believe that it's not outstanding but working through a process, so if you don't get any resolution in the next few days please let me know and I'll follow it through.

Warm regards

[REDACTED] s.47F Personal privacy

[REDACTED]
Executive Officer
Office of the Chief Operating Officer
The Australian National University
Chancery Building, 10 East Road Acton ACT 2601

s.47F Personal privacy

www.anu.edu.au

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The Australian National University acknowledges, celebrates and pays our respects to the Ngunnawal and Ngambri people of the Canberra region and to all First Nations Australians on whose traditional lands we meet and work, and whose cultures are among the oldest continuing cultures in human history.

From: [REDACTED] s.47F Personal privacy
Sent: Tuesday, 4 March 2025 11:55 AM
To: [REDACTED] s.47F Personal privacy
[REDACTED]
Subject: RE: ANU - overdue account

Hi [REDACTED] s.47F Personal privacy

Thanks for your quick response. I believe we've provided the required information to change our banking details. If this matter is still outstanding, could you please advise as to the next steps so we can resolve this quickly?

Kind Regards,

s.47F Personal privacy

Finance Manager | 89 Degrees East



e: s.47F Personal privacy

w: 89degreeseast.com

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Naarm | Ngunnawal | Warrane | Arakwal | Meanjin

We acknowledge the Traditional Owners of the country throughout Australia. We pay our respects to Elders past, present and emerging and celebrate the diversity of Aboriginal and Torres Strait Islander peoples and their ongoing culture and connection to lands, waters and skies.

From: s.47F Personal privacy

Sent: Tuesday, 4 March 2025 11:45 AM

To: Alister Jordan s.47F Personal privacy

Subject: RE: ANU - overdue account

Hi Alister

I understand that the payment was held up because of a bank account issue, but I believe that is being worked through with you and once that is resolved will progress to payment. If this doesn't match with your understanding or you need me to chase further please just let me know.

Warm regards

s.47F Personal privacy

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From: s.47F Personal privacy
Sent: Tuesday, 4 March 2025 11:23 AM
To: Alister Jordan s.47F Personal privacy
Cc: s.47F Personal privacy
Subject: RE: ANU - overdue account

Hi Alister

Thanks for your email. These invoices have both been submitted through our finance system and I'm chasing up with our finance team about where the payment is up to. I'll let you know as soon as they get back to me.

Warm regards

s.47F Personal privacy

[Redacted]
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From: Alister Jordan s.47F Personal privacy
Sent: Monday, 3 March 2025 2:39 PM
To: s.47F Personal privacy
Cc: s.47F Personal privacy
Subject: FW: ANU - overdue account

You don't often get email from alister.jordan@89degrecseast.com. [Learn why this is important](#)

Hi [REDACTED]

I hope you are well. Can you please help us with the following overdue invoice?

Many thanks

Alister

Alister Jordan

Chief Executive Officer | 89 Degrees East



s.47F Personal privacy [REDACTED]

w: 89degreeseast.com

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From: s.47F Personal privacy [REDACTED]

Sent: Monday, March 3, 2025 1:18 PM

To: Alister Jordan s.47F Personal privacy [REDACTED]

Subject: ANU - overdue account

Hi Alister,

Attached are the overdue invoices on the ANU account.

- INV-3128 - \$39,325 overdue from 24 Jan 2025
- INV-3127 - \$15,755.95 due on 22 Mar 2025

[REDACTED] is the contact in file s.47F Personal privacy [REDACTED] Would you like me to reach out directly or would you prefer to liaise with the client?

Thanks,

[REDACTED]

From: [Office of the COO](#)
To: [Alister Jordan](#)
Subject: RE: Contract for services
Date: Thursday, January 2, 2025 1:27:25 PM
Attachments: [2024-12-23_89 Degrees East_PC02 Consultancy Agreement_draft.docx](#)
[s. 47 C Deliberative processes](#)

Hi Alister

I hope you had an excellent Christmas/New Years.

Thanks for letting me know you'll be the best contact for this contract for this period. Attached is a contract I've drafted for the provision of the services as outlined in your proposal. Could you please have a read through of the contract and review it? There are some sections that require input from you, these sections are highlighted in yellow and some have comments to explain what is required. I've also outlined them below:

Schedule 1 p23

- Section 1 – Contract Manager
- Section 8 – Address for Notices
- Section 9 – Contractor Classification/WHS – Required if any 89 Degrees East staff will be working on this work at ANU property during the contract period

Schedule 2 p25

- Section 2 – Deliverables – Milestone delivery dates, this does not need to be exact.

Once we have the information outlined above and the contract is ready to proceed with I'll finalise the document and get it through the process internally. We generally use Docusign for approvals, when we are at that point can we send it through Docusign for 89 Degrees East approval?

If you have any questions or need any clarification please don't hesitate to contact me.

Thanks & regards

[s.47F Personal privacy](#)


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From: Alister Jordan **s.47F Personal privacy**

Sent: Tuesday, 24 December 2024 12:58 PM

To: Office of the COO <office.coo@anu.edu.au>

Cc: **s.47F Personal privacy**

Subject: Re: Contract for services

Hi **s.47F Personal privacy**

I'll be the best point of contact over this period please.

Have a great break.

Alister

On 24 Dec 2024, at 12:25 pm, Office of the COO <office.coo@anu.edu.au> wrote:

Hi Alister

I'm just about to shut down the Office of the COO for the year. If you get the chance to let me know who in your office would be the best contact, that would be great and I'll be in contact on 2nd January to progress this.

Warm regards

s.47F Personal privacy

Executive Officer

Office of the Chief Operating Officer

The Australian National University

Chancery Building, 10 East Road Acton ACT 2601

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respects to the Ngunnawal and Ngambri people of the Canberra region and to all First Nations Australians on whose traditional lands we meet and work, and whose cultures are among the oldest continuing cultures in human history.

From: Office of the COO <office.coo@anu.edu.au>

Sent: Tuesday, 24 December 2024 10:56 AM

To: Alister Jordan **s.47F Personal privacy**

Cc: **s.47F Personal privacy**

Subject: Contract for services

Hi Alister

I'm developing the contract for the services outlined in your proposal, can I please confirm who would be best to liaise with on the details for 89 Degrees East for the contract? Is it Aislinn or yourself?

Thanks & regards

s.47F Personal privacy

Executive Officer

Office of the Chief Operating Officer

The Australian National University

Chancery Building, 10 East Road Acton ACT 2601

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From: Aislinn Connolly **s.47F Personal privacy**

Sent: Monday, 23 December 2024 2:58 PM

To: **s.47F Personal privacy** >; Office of the COO
<office.coo@anu.edu.au>

Cc: Alister Jordan **s.47F Personal privacy**

s.47F Personal privacy; Chief Operating Officer <COO@anu.edu.au>

Subject: NDA Agreement - 89 Degrees East

You don't often get email from **s.47F Personal privacy**. [Learn why this is important](#)

Good afternoon Alice,

Please find attached the signed copy of the NDA circulated this morning.

Please don't hesitate to reach out if you need anything else.

Kind Regards,

s.47F Personal privacy

Finance Manager | 89 Degrees East

<image001.png>

e: s.47F Personal privacy

w: 89degreeseast.com

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From: Alister Jordan **s.47F Personal privacy**

Begin forwarded message:

From: Office of the COO <office.coo@anu.edu.au>

Date: 23 December 2024 at 9:53:15 am AEDT

To: Alister Jordan **s.47F Personal privacy**

Cc: Chief Operating Officer <COO@anu.edu.au>

Subject: NDA Agreement

Good morning Alister

Please find attached a Non-Disclosure Agreement for completion prior to your discussion this morning.

Warm regards

s.47F Personal privacy

Executive Officer
Office of the Chief Operating Officer
The Australian National University
Chancelry Building, 10 East Road Acton ACT 2601

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RE: ANU Renew Communications Strategy for circulation

From: s.47F Personal privacy
Date: Mon 1/20/2025 6:35 AM
To: s.47F Personal privacy Jonathan Churchill s.47F Personal privacy Rebekah Brown s.47F Personal privacy
Cc: Alister Jordan s.47F Personal privacy

1 attachment (2 MB)
ANU Renew Communication Strategy .docx;

You don't often get email from kimberley@89degreeseast.com. [Learn why this is important](#)

Good morning,

Attached is a word version of the draft strategy for your edits. If you're able to share the version circulated, we'd be grateful.

Thanks for sending through the agenda and details Bianca. It would be great to catch up briefly today to talk through the approach.

See you all tomorrow!

Best, s.47F Personal privacy

--
s.47F Personal privacy (she/her)
Senior Consultant | Degrees East



s.47F Personal privacy

w: 89degreeseast.com

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From: s.47F Personal privacy
Sent: Sunday, 19 January 2025 3:10 PM
To: s.47F Personal privacy Jonathan Churchill s.47F Personal privacy
Rebekah Brown s.47F Personal privacy
Cc: Alister Jordan
Subject: RE: ANU Renew Communications Strategy for circulation

Thanks [redacted] – looking forward to reading it.

Will come back to you separately on the workshop details. Just got the draft facilitator pack in from CMAX which I'll loop you into.

B

s.47F Personal privacy

From: **s.47F Personal privacy**
 Sent: Sunday, 19 January 2025 3:06 PM
 To: Jonathan Churchill **s.47F Personal privacy**; Rebekah Bow **s.47F Personal privacy**
s.47F Personal privacy
 Cc: Assistant **s.47F Personal privacy**
 Subject: ANU Renew Communication Strategy for circulation

Hi Jonathan, Rebeka and [redacted] –

Hope you are all well. Please find attached the draft Communications Strategy for circulation and further discussion.

When possible, it would be great to get some further details on the workshop on Tuesday – start time, location and attendees – to tailor our presentation.

Look forward to meeting you all in person!

Best, [redacted]

--

s.47F Personal privacy
Senior Consultant | 89 Degrees East



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