

Australian National University

Student Services and Amenities Fee (SSAF)

2024 Allocation Report

Introduction

The *Higher Education Support (Student Services, Amenities, Representation and Advocacy) Guidelines 2022* (SSARA Guidelines) require higher education providers to provide a publicly available report on student services and amenities fee (SSAF) allocations and actual expenditure for the year as part of their annual reporting and in the form approved by the Minister. This *SSAF Allocation Report* is the form approved by the Minister.

The information provided in this *SSAF Allocation Report* does **not** require auditing by a financial accountant. The SSAF expenditure reporting is a separate process and remains unchanged, more information can be found in the [Financial Statements Guidelines](#) for Table A and B providers, and in the [Financial Viability Instructions: Applicants and Providers of FEE-HELP \(FVI\)](#) for all other approved providers.

SSAF Consultation and Achievements

Summary and outcomes of consultation on the specific uses of SSAF

The Australian National University (ANU) undergoes a formal process of consultation with our student body to evaluate how they would like to see the SSAF revenue allocated across the defined service areas.

As part of a broader consultation process informing the allocation of SSAF in 2024, the University released a survey to all students to determine the priorities for services and programs. The SSAF Survey was available for students to complete between Monday 28th August through to Sunday 10th September 2023 with 702 respondents. The information identified in the [2023 SSAF Survey Report](#) was circulated to providers to inform decisions of the priorities for SSAF.

The 2023 survey highlighted the following three services and amenities as the most important to students:

1. Providing health or welfare services to students.
2. Providing support for the specific needs of student cohorts (e.g. international students or students with children or caring responsibilities).
3. Providing legal services and support to students.

The Student Services Council (SSC) was established in 2022 to improve the administration and decision-making that reflects the student body interest. The SSC plays a consultative role on all matters pertaining to the SSAF, its allocation and use across different services provided to the ANU Students; and it plays a key role in managing SSAF reporting and acquittals. The SSC provides feedback on proposals to inform the Director, University Experience's recommendations to the Deputy Vice-Chancellor (Academic) and Vice-Chancellor.

Steps taken to ensure that SSAF was expended in accordance with the Act

As part of the University's agreements with SSAF recipients they are required to provide reports quarterly which includes a budget breakdown and spending in accordance with those purposes set out in The Higher Education Support Act 2003.

In addition, recipients are required to provide the University an Annual Acquittal Statement that confirms that funds have been acquitted in accordance to the Act.

What SSAF funding achieved in 2024

The University distributes SSAF to a number of organisations that provide services and amenities to the student community.

The ANU Students' Association (ANUSA) is the peak representative body for undergraduate students at ANU. ANUSA provides a wide range of services including academic, financial, and legal. ANUSA also runs major events every year such as Market day during both orientation periods which thousands of students attend. ANUSA also democratically organises students to advocate for their interests, both at the ANU and more broadly in Canberra and Australia.

ANU Sport exists to facilitate connections within the campus community through health, well-being, and sport. Their aim is to enable the best university sport and physical recreation experience in Australia, empowering the campus community to connect and reach their full potential.

ANU Student Media (Woroni) and ANU Observer serve the student community through timely, detailed and accurate coverage of campus events.

SSAF is also directed to several central services at the University in Student Life, Careers and Employability, Scholarly Information Services and Residential Experience. These services help to enrich the student experience by providing access to academic support, career advice, and student retention, development and welcome activities and support.

Highlights of services on which SSAF funds were spent for 2024 include:

- ANU Student Media Inc. (Woroni) released six editions.
- ANU Sport supported 350 students to participate at the UniSport Nationals across 23 different sports.
- The Student Life team had 37 students complete the ANU+ program in 2024, approximately 700 attendees at Kitchen Garden events across the year including workshops and sessions, Set4ANU Mentoring had 839 students participate as mentors or mentees and coordinated whole-of-university transition activities with Orientation Week engaging over 3,000 commencing students.
- ANU Students' Association (ANUSA) provided over 1,067 financial assistance grants, and their legal service had over 957 legal matters.
- The Scholarly Information Services team had their writing coaches hold over 1,130 student consults, there were 937 peer writer drop-in sessions, and there were 816 attendees at Let's Speak English Conversation Groups.

The ANU provided 61% of its SSAF to student led organisations (ANUSA, ANU Student Media Inc. [Woroni] and ANU Observer Inc.), in 2024. With all of our student led organisations meeting the definition under Section 19-39 (3) of the Act.

SSAF Revenue Summary

	2024 Allocation \$ ¹	2024 Actual \$
SSAF Revenue	\$5,827,445.42	\$6,393,853.00
SSAF revenue carried forward from 2023	\$1,789,544.00	\$1,789,544.00
Total SSAF funds available for 2024	\$7,109,672.49	\$8,183,397
SSAF revenue carried over into 2025	\$1,214,656.81	\$1,940,973

¹Allocation refers to the SSAF funds expected to be received in the reported year (i.e., budgeted SSAF revenue).

SSAF Charge Summary

The student services and amenities fee (SSAF) charged to students must not be above the maximum fee for a calendar year. The maximum SSAF is indexed annually as required by the *Higher Education Support Act 2003* (the Act). In 2024 the maximum SSAF was \$351.00.

Student Status	2024 SSAF charged \$ ²	Number of students charged in 2024 ³
Full-time ¹ (> 0.75 EFTSL)	\$351.00	13,229
Part-time ¹ (< 0.75 EFTSL)	\$175.50	9,974
		Total: 23,203

¹ Note: As per Part 2 of the *Higher Education Support (Administration) Guidelines 2022* (Administration Guidelines), students studying on a part-time basis must not be charged more than 75 per cent of the maximum SSAF that a higher education provider determines for students studying on a full-time basis. The term “part-time basis” means a study load of less than 75 per cent of the normal full-time student load for the period to which the fee relates. As per part 7 of the Administration Guidelines, the normal EFTSL value for a full-time student studying over a period of one year is 1.0.

² Note: As per Part 2 of the Administration Guidelines, a higher education provider may choose to determine a different SSAF for particular categories of persons, including a zero amount.

³ Note: Students are categorised as full-time or part-time students based on the total EFTSL value of the units of study they undertook in [insert reported year]. For example, a student undertook a full-time study load in Semester 1 which was equal to 0.5 EFTSL and undertook a part-time study load in Semester 2 which was equal to 0.375 EFTSL. This student would be categorised as a full-time student in [insert reported year] as the total EFTSL they undertook in [insert reported year] was equal to 0.875.

Student Status	2024 SSAF charged \$ ²	Approx. number of SSAF students remote learning 2024 ⁴
Remote learning/Online only	\$0.00	0

⁴ Note: The Department of Education understands that not all higher education providers capture mode of study in their information systems and many students undertake a mixed mode of study such as face-to-face and remote learning. The data provided above is for students who undertook remote learning for 100% of their units of study. Please note, due to the limitations of our information systems, the above data may be approximate.

SSAF Allocation Summary

Key areas of expenditure 2024

Subsection 19-38(4) of the *Higher Education Support Act 2003* (the Act) provides a list of 19 allowable expenditure items which higher education providers may allocate and spend SSAF revenue on.

Please note, under subsection 19-38 of the Act, SSAF revenue must not be spent to support a political party or the election of a person as a member of the legislature of the Commonwealth, State or a Territory, or a local government body.

Key Area (reporting against these are mandatory)	2024 Total Allocation \$	2024 Total Actual Spend \$	Are services available online?	Estimated No. of students accessing services
1. Health Services	\$510,400.00	\$434,592.18	Yes	4,750
2. Clubs or other associations	\$1,012,455.42	\$1,005,662.61		27,886
a. Sporting	\$150,000.00	\$238,415.32	No	2,430
b. Internal student politics	\$0.00	\$0.00		
c. Gender, sexuality, ethnicity, race, or nationality-based	\$328,354.00	\$311,859.42	Yes	2,456
d. Areas-of-study related e.g. law	\$0.00	\$0.00		
e. Other activities e.g. music, debate, chess	\$344,251.54	\$330,498.07	Yes	20,555
f. Other	\$189,849.88	\$124,889.80	Yes	2,445
3. Accommodation	\$0.00	\$0.00		
4. Employment/career services	\$100,200.00	\$16,588.03	Yes	529
5. Legal aid	\$362,072.62	\$374,057.17	Yes	993
6. Support for financial affairs	\$0.00	\$0.00		
7. Other student amenities	\$332,227.08	\$454,615.28	Yes	43,864
8. Other - please provide description	\$3,927,298.50	\$3,449,697.67		75,821
a. Student orientation and welcome services and activities	\$316,426.47	\$349,702.38	Yes	23,972
b. Student development and retention activities	\$662,294.88	\$438,567.68	Yes	15,382

c. Student advice and advocacy	\$66,092.75	\$93,531.70	Yes	1,500
d. Student assistance and grants	\$798,593.15	\$743,765.21	Yes	2,206
e. Administration of a student association or club	\$2,083,891.25	\$1,824,130.70	Yes	32,761
Total	\$6,244,653.62	\$5,735,212.94		153,843

Organisations, bodies or third-party providers that received SSAF funding in 2024

1. Allocation of SSAF revenue – non-student-led organisations

Organisation Name ¹	Australian Business Number (ABN)	Supported Key Area	Total SSAF Funding Received from provider \$	% of total SSAF revenue collected by the Provider
ANU Sport and Recreation Association Incorporated	97 944 298 310	1, 2a, 4, 7, 8a, 8d, 8e	\$1,255,571.00	20%
Australian National University Combined Christian Chaplaincy Association Inc.	64 980 039 276	2f	\$20,000.00	0.34%
Total SSAF provided to non student-led organisations			\$1,275,571.00	20.34%

¹ Note: Only organisations, bodies or third-party providers who receive over \$1,000 in SSAF funding are expected to be disclosed.

2. Allocation of SSAF revenue to student led organisations – evidence of meeting requirement of 40 per cent

Organisation Name ²	Australian Business Number (ABN)	Supported Key Area	SSAF Funding Received from Provider \$	% of total revenue collected by the provider	If below 40 per cent, is there an agreed transition plan in place	Details of transition plan
<i>The Australian National University Students' Association</i>	50 530 891 173	2c, 2e, 2f, 4,5, 7, 8a, 8b, 8c, 8d, 8e	\$3,505,540.00	55%	N/A	N/A
Australian National University Student Media Inc.	13 039 386 943	2e, 4, 8e	\$233,097.82	4%	N/A	N/A
ANU Observer Inc	99 305 597 393	8e	\$123,164.91	2%	N/A	N/A
		Total SSAF provided to student-led organisations	\$3,861,802.73	61%	N/A	N/A

² Note: Only organisations, bodies or third-party providers who receive over \$1,000 in SSAF funding are expected to be disclosed.

3. Attestation that student led organisations in receipt of a minimum of 40 per cent of SSAF revenue are meeting governance requirements

Organisation Name ¹	Majority student-led	Democratically elected leaders	Independence	Audited accounts	Corporate Governance policies and procedures established and adhered to	If replying no on any measure, is there an agreed transition plan in place?	Details of transition plan
<i>The Australian National University Students' Association</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>N/A</i>	<i>N/A</i>
Australian National University Student Media Inc.	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>N/A</i>	<i>N/A</i>
ANU Observer Inc.	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>N/A</i>	<i>N/A</i>

Declaration by Person of Authority

I, Professor Joan Leach, Deputy Vice-Chancellor (Academic) of The Australian National University, declare that the information provided in this Student Services and Amenities Fee (SSAF) Allocation Report is to the best of my knowledge true, complete and correct.

I further attest that the information provided in this Report meets the requirements of the *Higher Education Support Act 2003* and the Higher Education Support (Student Services, Amenities, Representation and Advocacy) Guidelines 2022 and that, where transition arrangements have either been sought or approved, information is provided on this.

s. 22 Irrelevant material

.....
Signature of Person making Declaration

Professor Joan Leach

.....
Full name of Person making Declaration

Deputy Vice-Chancellor (Academic)

.....
Position of Person making Declaration

.....12 June 2025.....

Date

*** ITEM 2.7 STUDENT LOAD AND ENROLMENT PERFORMANCE REPORT (2 OF 2)**

PURPOSE To provide full-year analysis of 2025 student load and enrolment performance and preliminary advice on higher education policy directives for 2026.

PREPARED BY Chief Planning & Data Officer

SPONSOR Provost

RECOMMENDATION That the Audit, Finance and Risk Committee (AFRC) **note** the report.

ACTION REQUIRED

- For discussion For decision **For information**

SPEAKER/S

- Professor Rebekah Brown, Provost
- Scott Pearsall, Pro Vice-Chancellor (International & Future Students)
- Richelle Hilton, Chief Planning & Data Officer

CONFIDENTIALITY

- Confidential Not Confidential

COUNCIL COMMITTEE / ACADEMIC BOARD CONSIDERATION

<input checked="" type="checkbox"/> Audit, Finance & Risk	<input type="checkbox"/> Investment	<input type="checkbox"/> Campus Planning
<input type="checkbox"/> Safety & Wellbeing	<input type="checkbox"/> Honorary Degrees	

GOVERNANCE / MATERIALITY

The committee is receiving this report as per its Charter of roles and responsibilities, being Financial management (14) and Performance reporting (15), specifically:

- the University’s performance against its strategic key performance indicators, to the extent that such performance has a financial consequence for the University (14.6)
- the University’s approach to measuring its performance throughout the financial year against the performance measures (as presented in the Corporate Plan) is sound and has considered guidance issued by the Department of Finance (15.2).

This report’s primary function is to report performance against the equivalent full-time student load (EFTSL) as set for the 2025 budget approved by Council on 6 December 2024. In addition, this report provides an update against the University’s Corporate Plan 2025–2028.

The University’s Corporate Plan 2025–2028 includes KPI 5, Commencing enrolments. This KPI tracks the number of commencing student enrolments for domestic and international students. Furthermore, it tracks the number of commencing equity students from Low Socio-Economic Status (Low SES), First Nations, and Regional and Remote students.

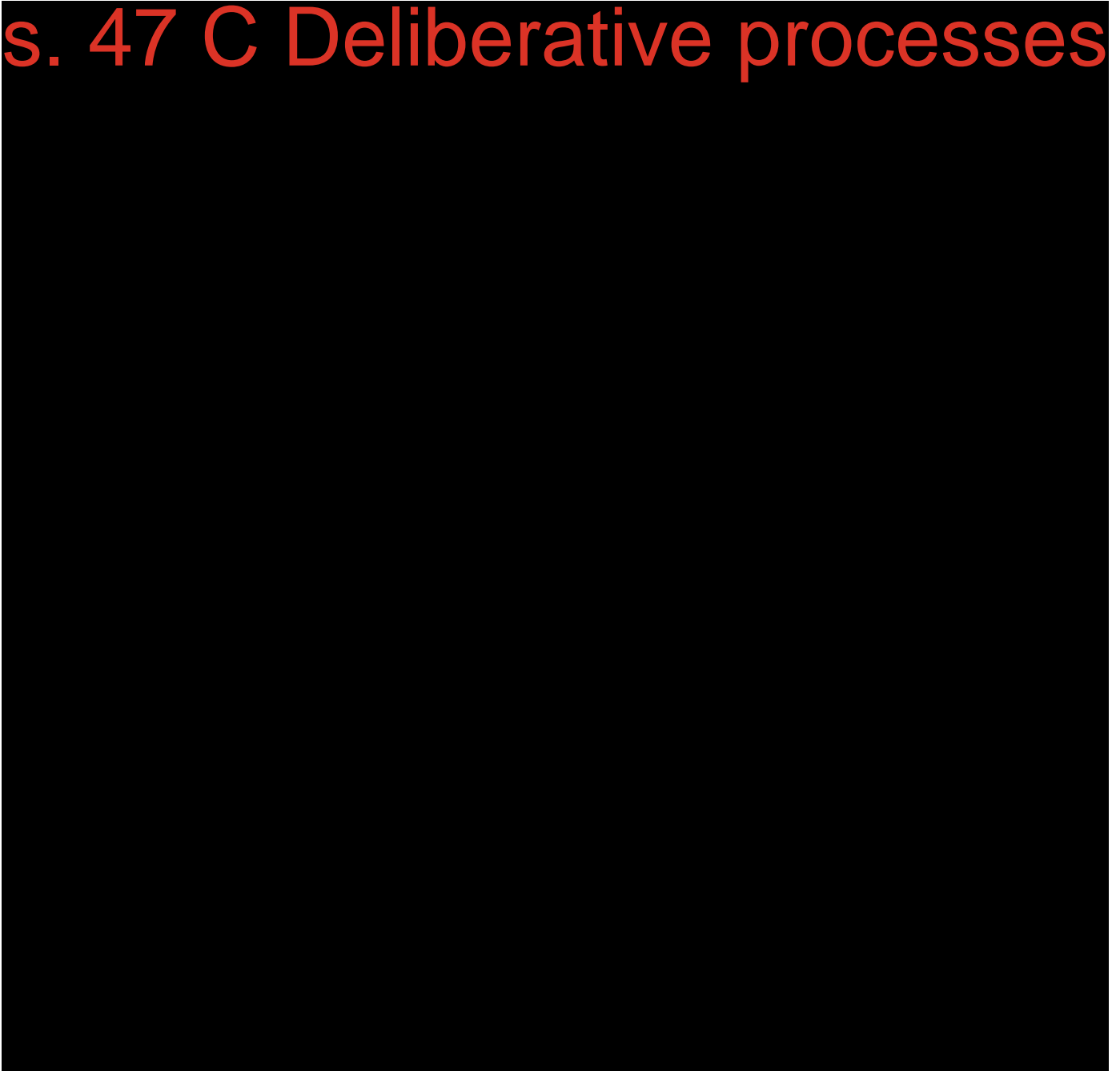
While the committee receives quarterly updates via the Corporate Plan performance reporting, this report provides further detailed analysis on 2025 full-year student load (EFTSL) and enrolment (student headcount) performance, including equity performance as of 7 August 2025.

Following the committee's deliberations this report will be presented to Council at its meeting on 3 October 2025.

RISK (FOR AFRC) / (FOR OTHERS)

s. 47 C Deliberative processes

s. 47 C Deliberative processes



s. 47 C Deliberative processes



s. 47 C Deliberative processes



s. 47 C Deliberative processes



s. 47 C Deliberative processes



s. 47 C Deliberative processes

COMMUNICATION

For public release For internal release Not for release

ATTACHMENTS: A. 2025 Student Load and Enrolments Performance

PART 2 – KEY BUSINESS ITEMS



Australian
National
University

2025 STUDENT LOAD & ENROLMENTS REPORT

September 2025

Planning, Data and Analytics Division
Director.psp@anu.edu.au

The Australian National University
Canberra ACT 2601 Australia
www.anu.edu.au

CRICOS Provider No. 00120C

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[REDACTED]

[REDACTED]



Total	10,506.6	10,499.4	10,511.5	99.9%	↓
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Total	7,082.8	7,081.4	6,665.5	98.4%	↓
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Grand total	17,589.5	17,055.1	17,177.0	99.3%	↓
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s. 47 C Deliberative processes



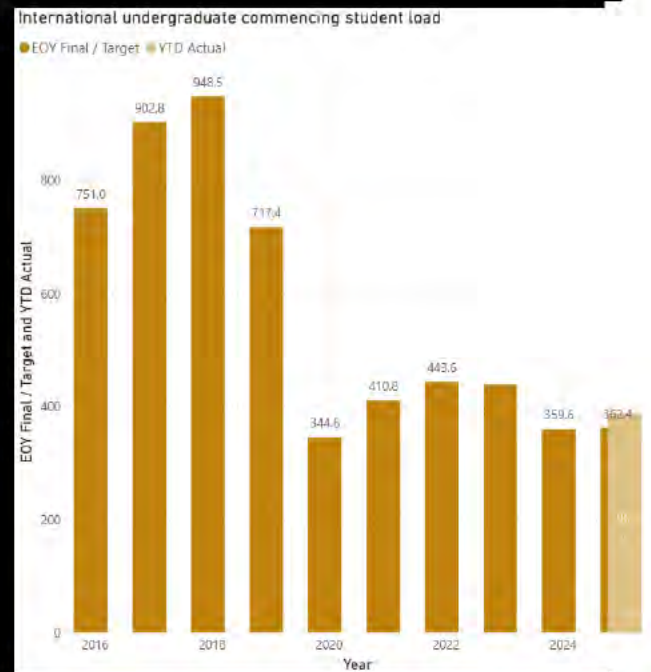
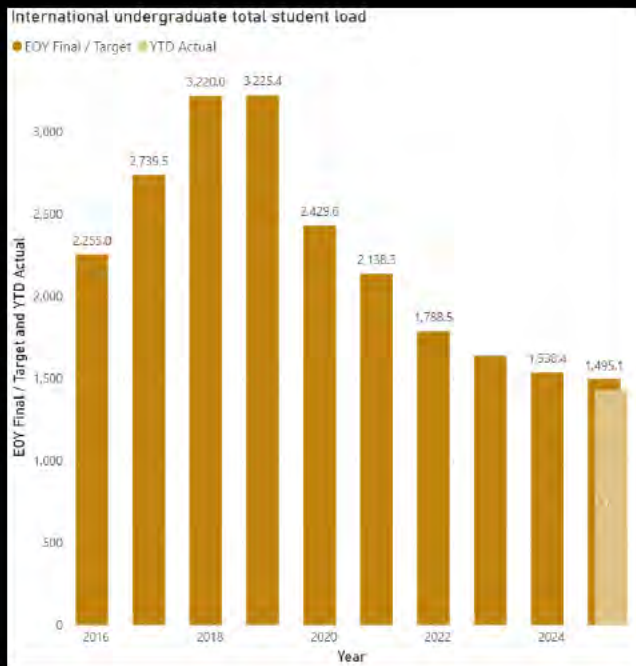
s. 47 C Deliberative processes

s. 47 C Deliberative processes

Total	2,442.2	2,648.3	2,400.2	110.3%	    
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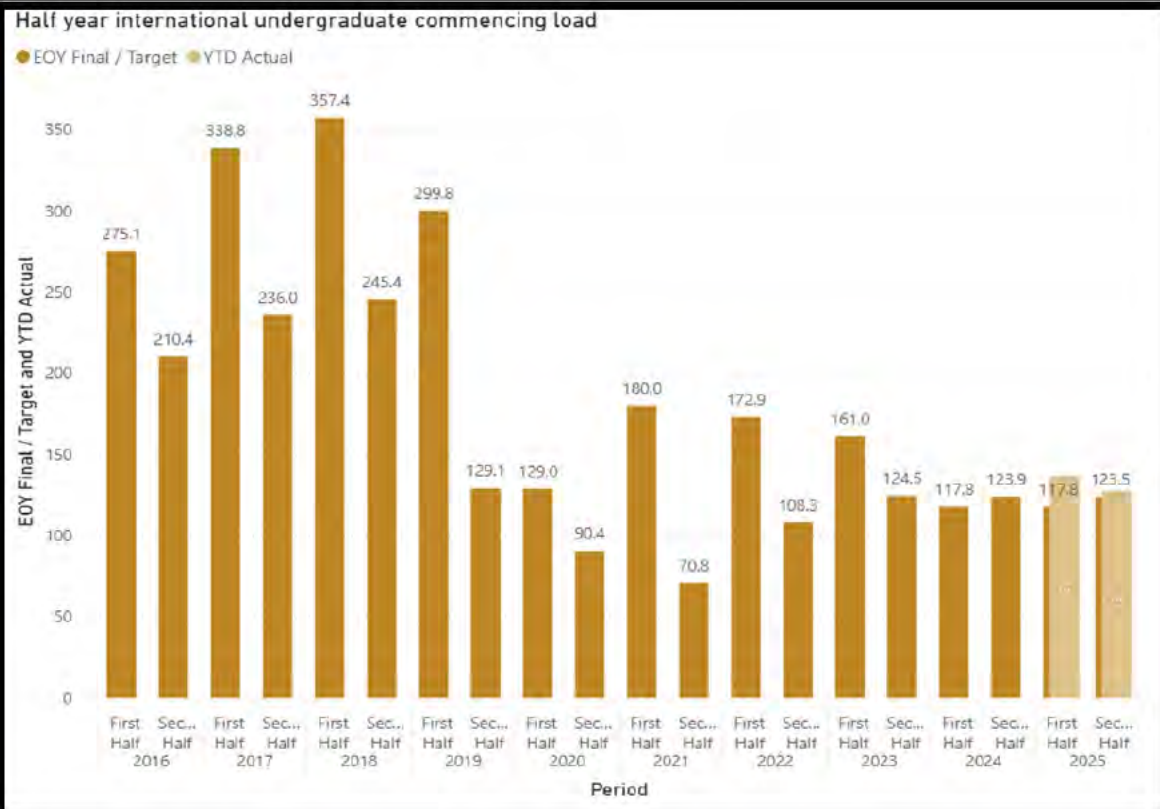
Total	2,403.4	2,500.2	2,425.0	103.1%	   
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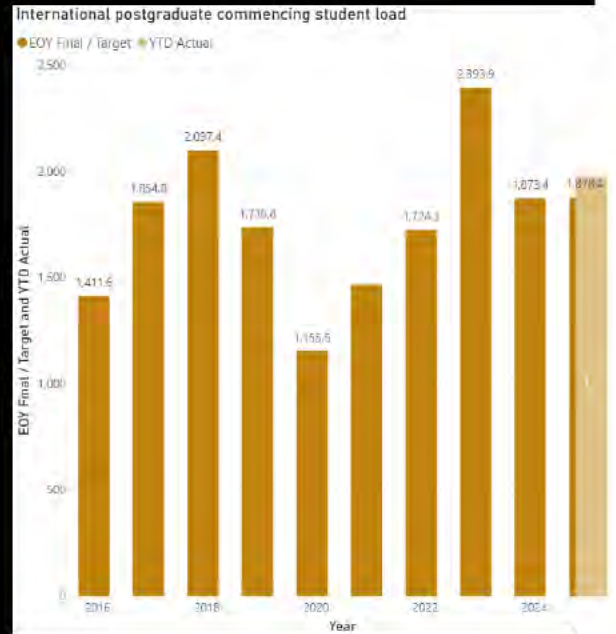
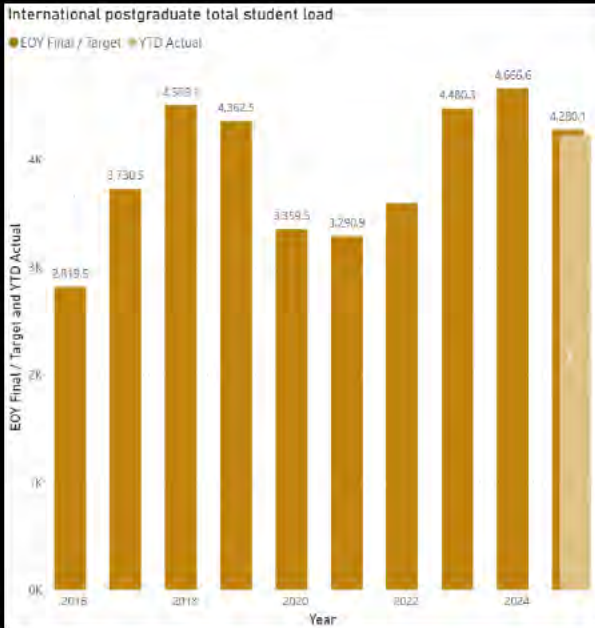
Grand total	4,845.6	5,148.5	4,825.2	106.7%	
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s. 47 C Deliberative processes

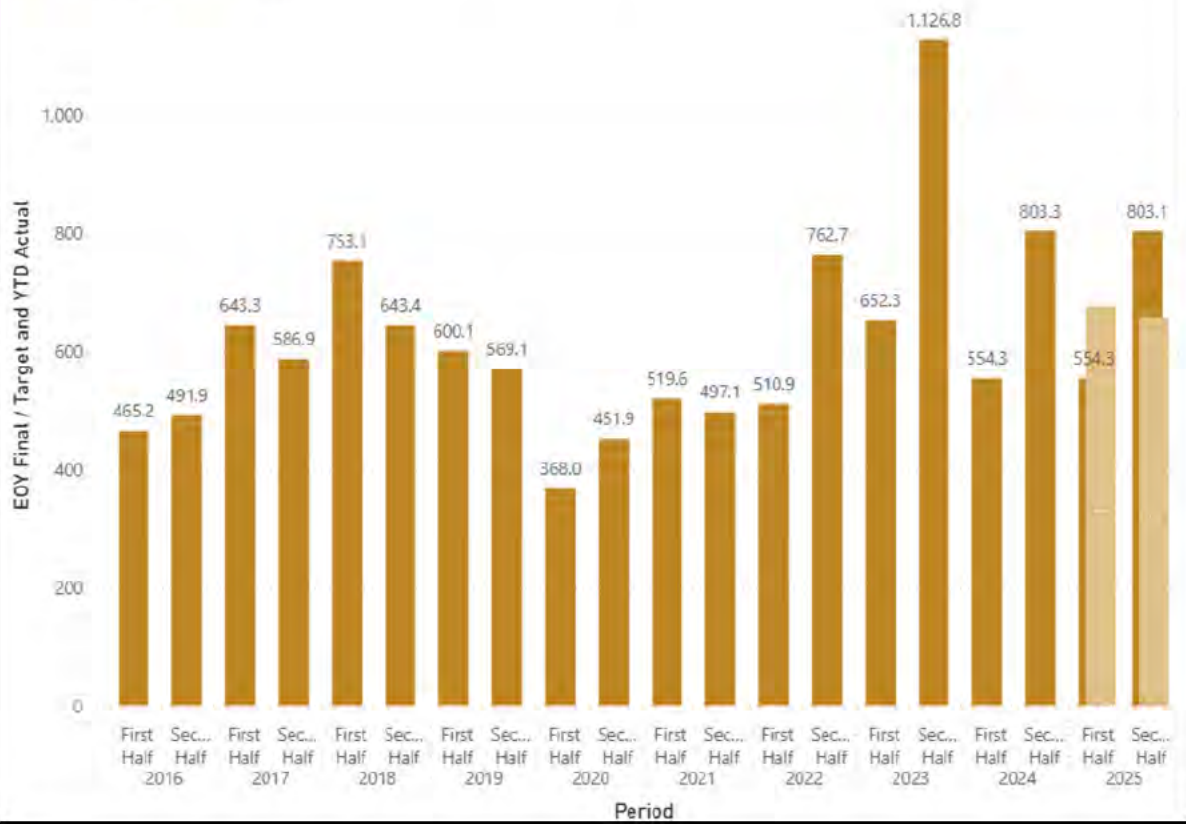
s. 47 C Deliberative processes, s. 47E(d) Adverse effect on operations of agency





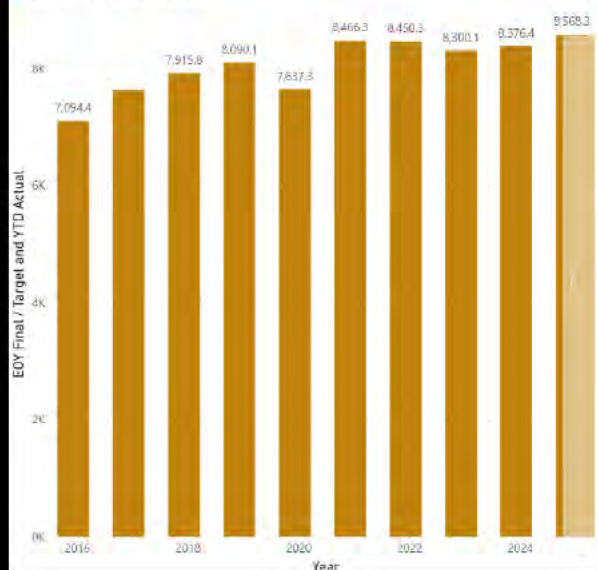
Half year international postgraduate commencing load

● EOY Final / Target ● YTD Actual



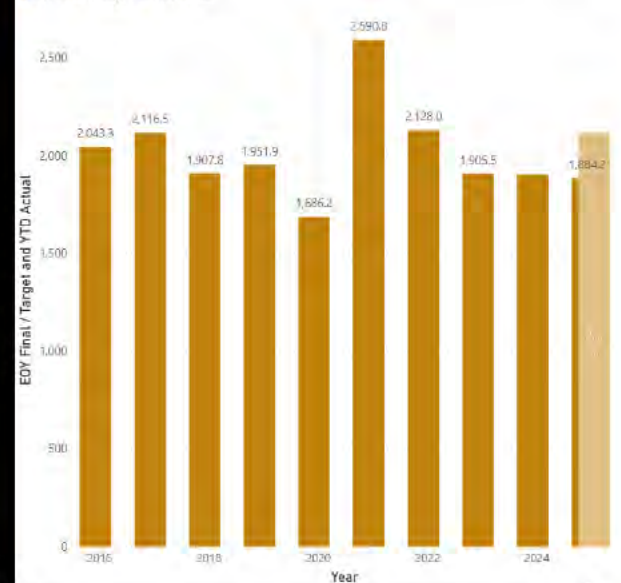
Domestic undergraduate total student load

● EOY Final / Target ● YTD Actual

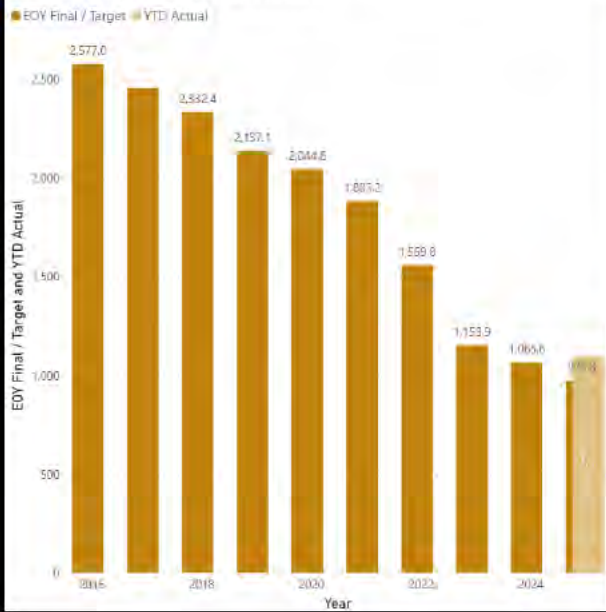


Domestic undergraduate commencing student load

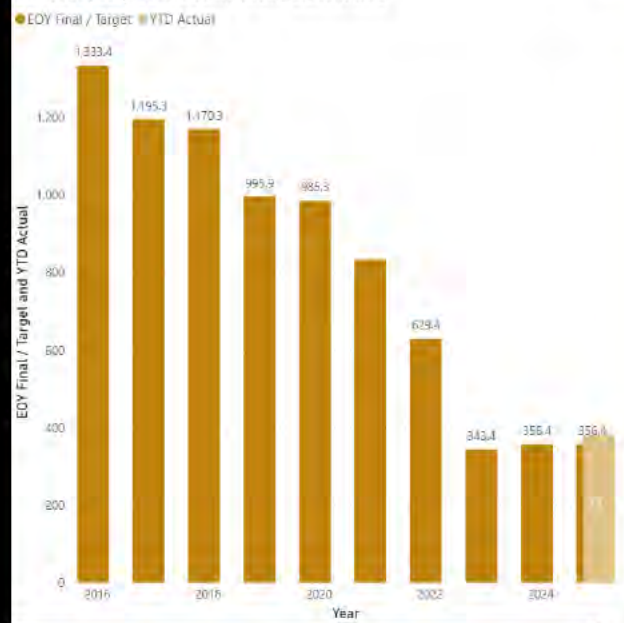
● EOY Final / Target ● YTD Actual



Domestic postgraduate total student load



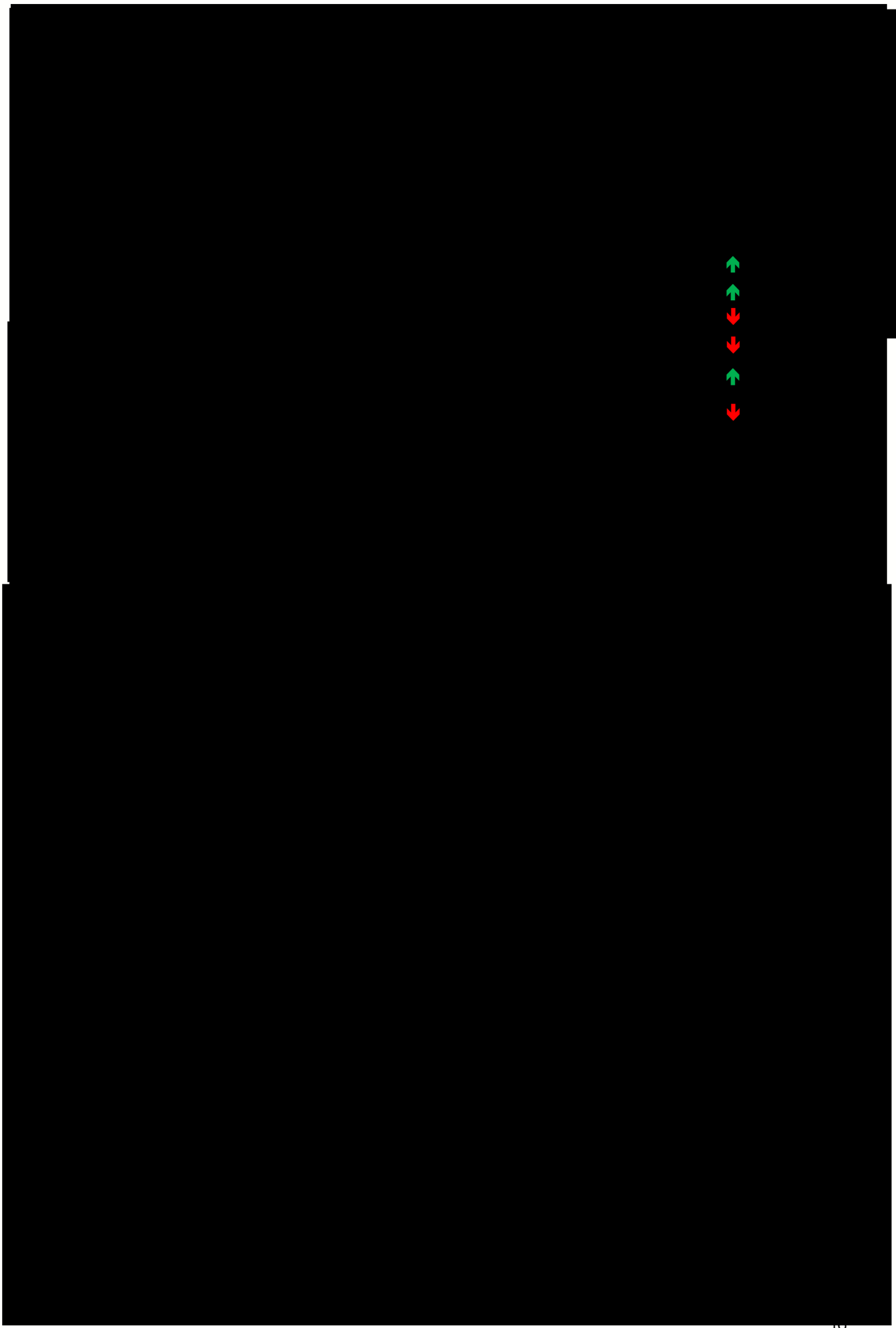
Domestic postgraduate commencing student load



s. 47 C Deliberative processes

s. 47 C Deliberative processes





-1.2%

-22.2%

-24.1%

-62.5%

-7.5%

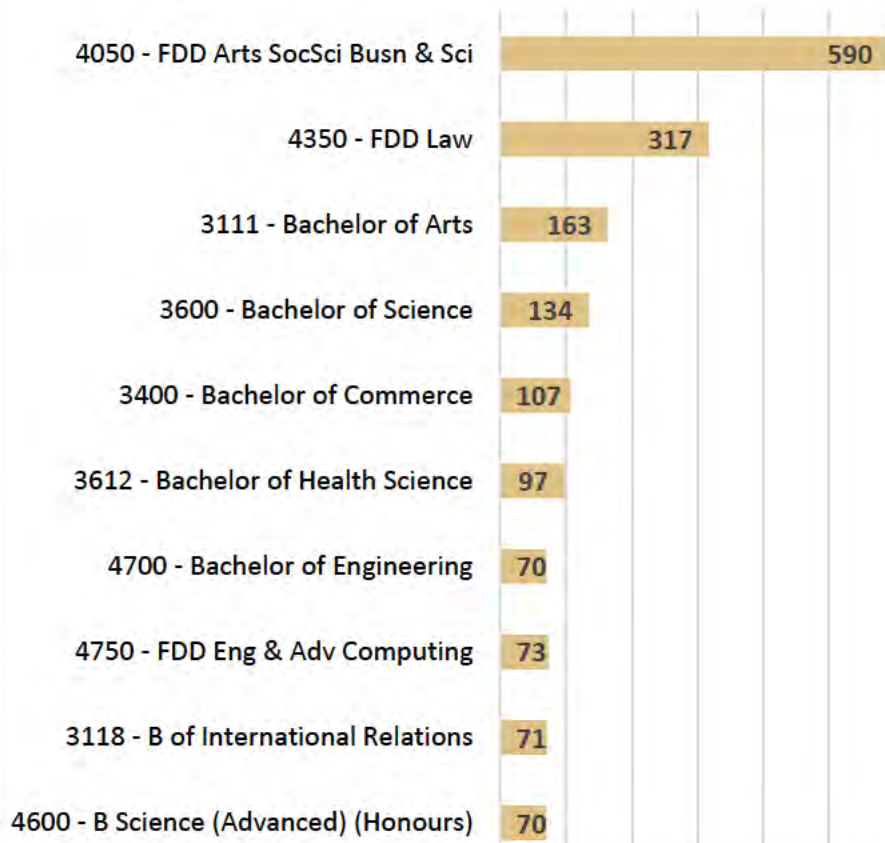
Count of total offers	250	122	48.1%	52.2%	-4.1%
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Singles and Flexible Double Degrees
 for domestic undergraduate

Program owner college	2018		2019		2020		2021		2022		2023		2024		2025	
	Single	FDD	Single	FDD	Single	FDD	Single	FDD	Single	FDD	Single	FDD	Single	FDD	Single	FDD
													1			
												5,124	585	5,039	425	4,910
													277		295	
													1,693		1,611	1
													758		800	
												2	87		115	
													2,005		1,971	
													992		1,002	
Total	5,679	5,056	5,869	5,184	5,904	5,008	6,458	5,391	6,418	5,476	6,285	5,126	6,398	5,039	6,219	4,911
% Single/ FDD	52.9%	47.1%	53.1%	46.9%	54.1%	45.9%	54.5%	45.5%	54.0%	46.0%	55.1%	44.9%	55.9%	44.1%	55.9%	44.1%

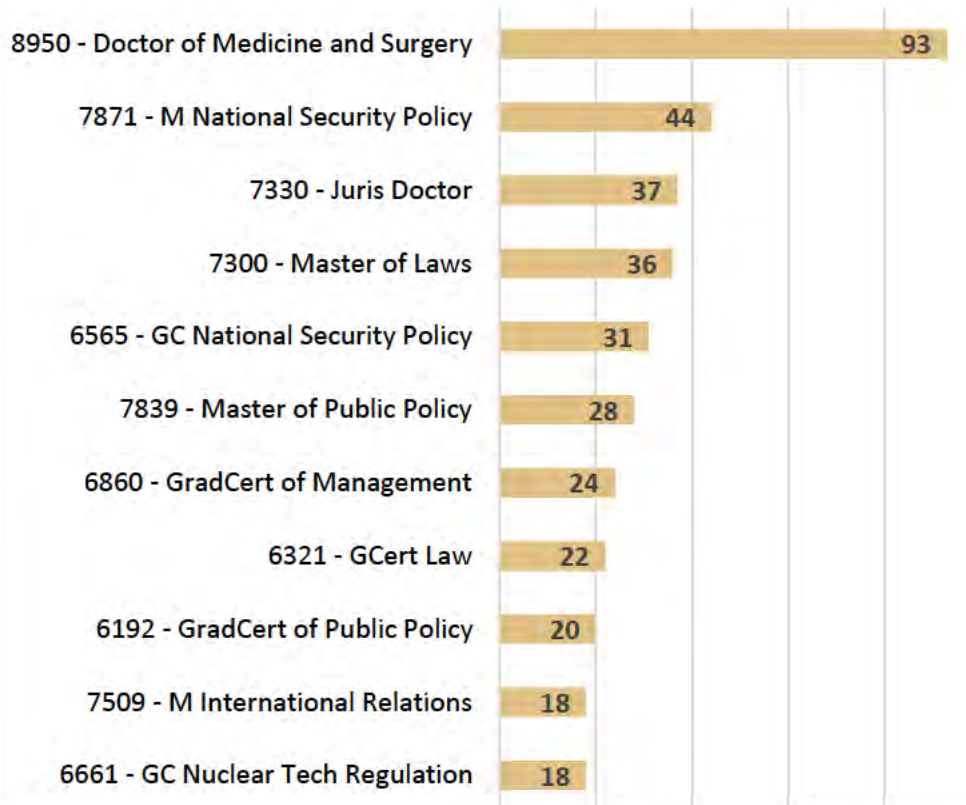
Double Degree (FDD) Arts and Social

Top 10 domestic undergraduate commencing count



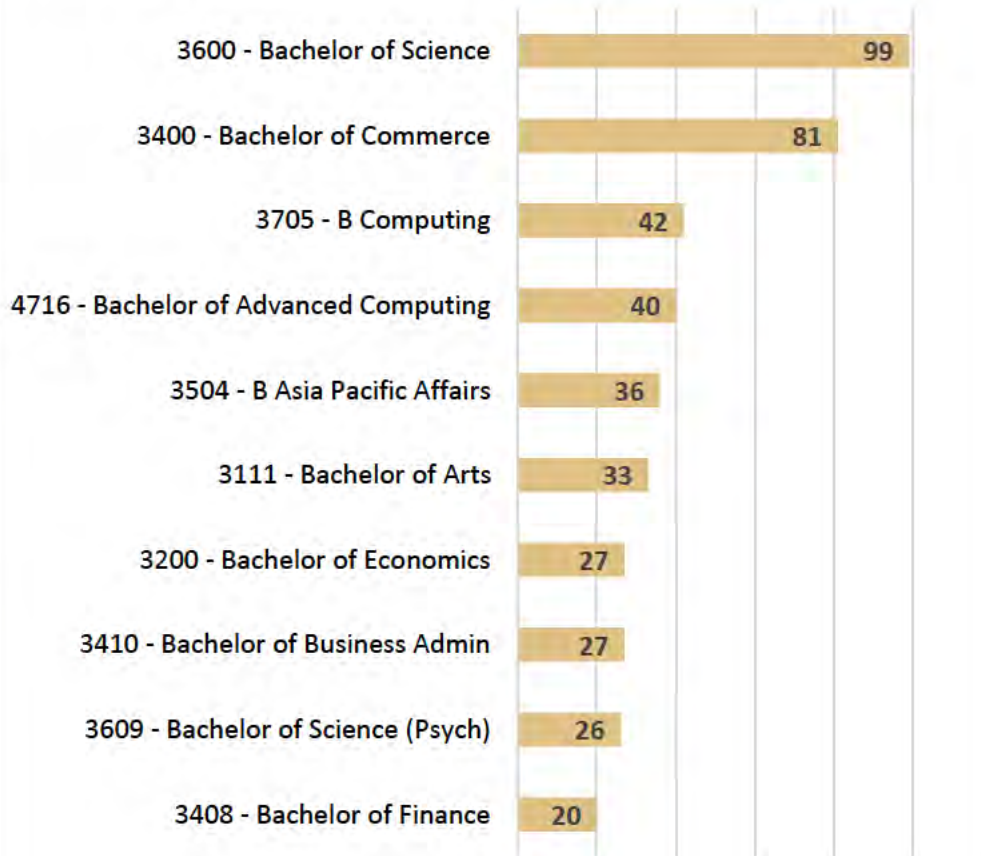
Program	2024 enrolments	2025 enrolments	No. of drops
			-27
			-22
			-10
			-9
			-7
			-7
			-5
			-5
			-5
			-4

Top 10 domestic postgraduate commencing count



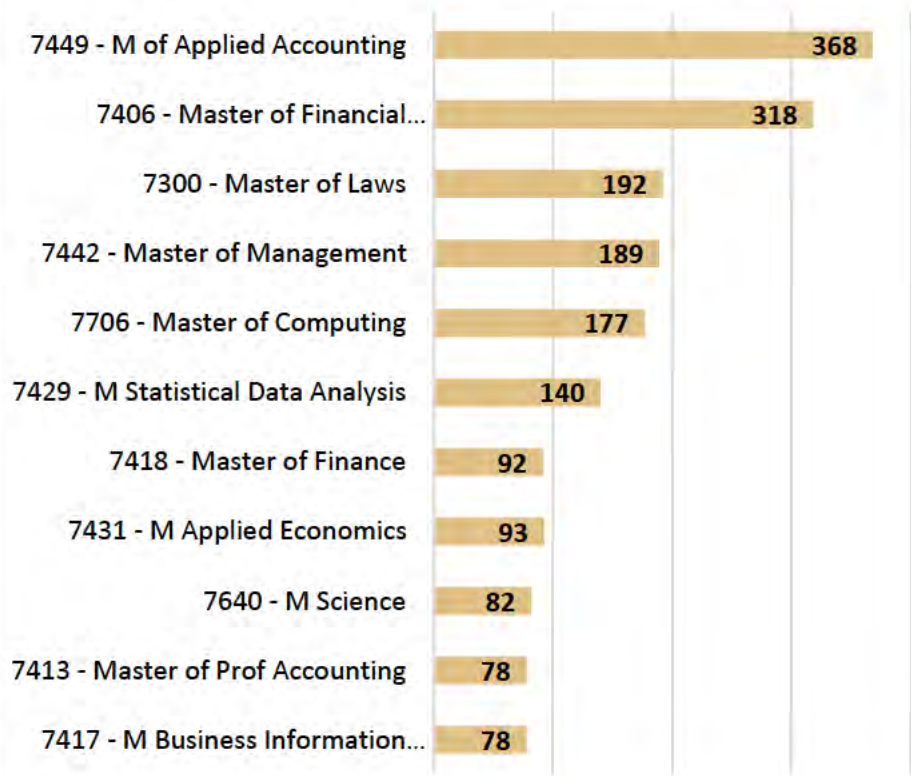
-6
-6
-5
-5
-5
-5
-4
-4
-4
-4

Top 10 international undergraduate commencing count



-35
-6
-6
-4
-4
-3
-2
-2
-2
-1

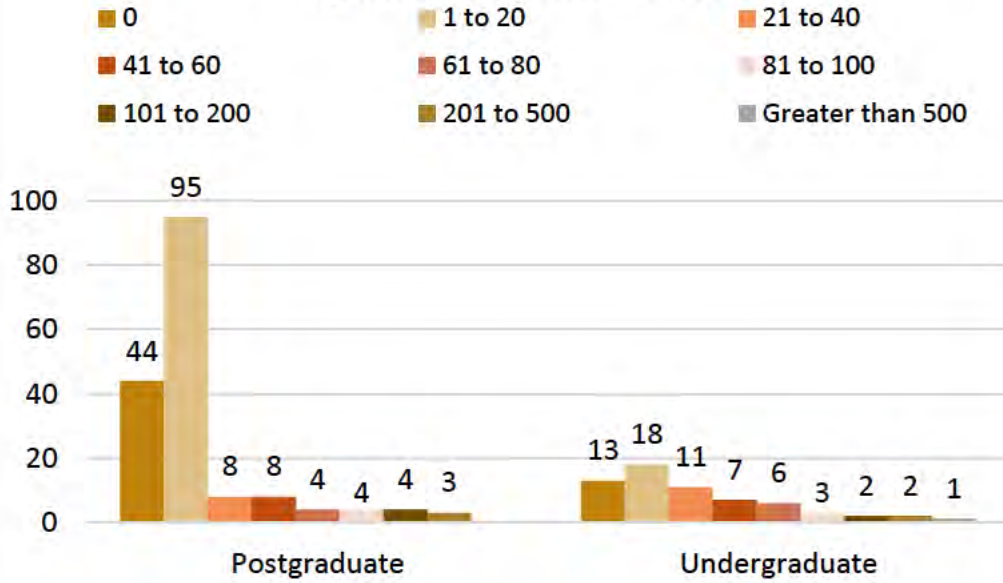
Top 10 international postgraduate commencing count



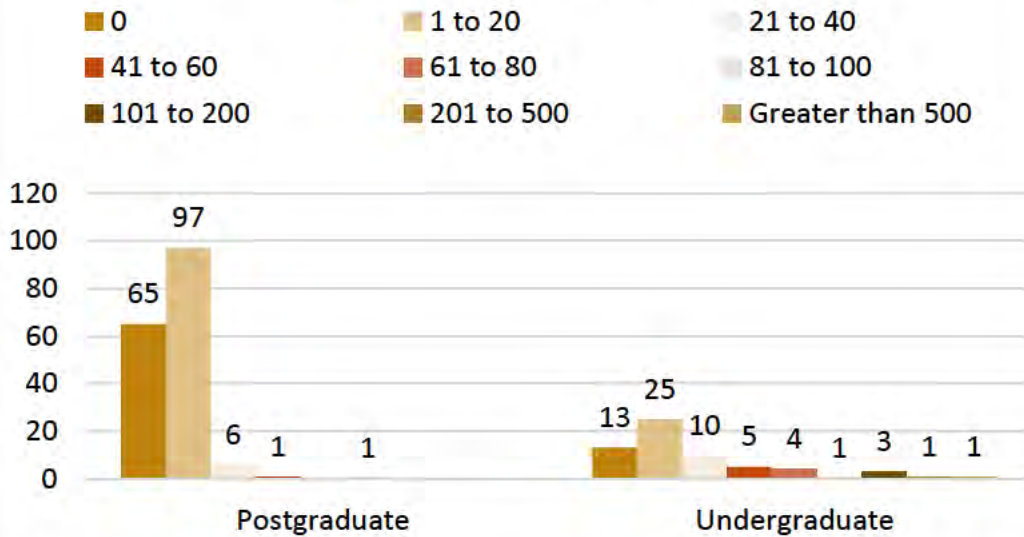
-128
 -68
 -57
 -31
 -30
 -28
 -24
 -17
 -12
 -8
 -8

	Student Experience Survey % positive				
	2020	2021	2022	2023	2024
Master of Computing					
Quality of entire educational experience	57	46	58	51	35
Teaching quality and engagement	67	64	69	62	48
Skills development	54	68	73	67	63
Peer engagement	41	33	51	54	59
Student support and services	54	57	49	62	55
Learning resources	54	62	72	72	71
<i>total responses</i>	44	61	83	136	165

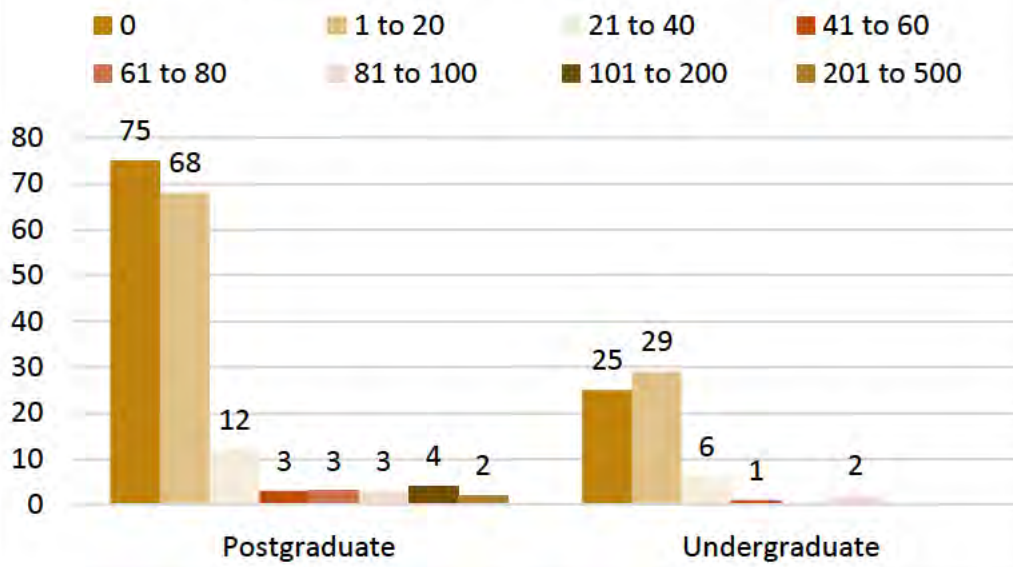
2025 count of all programs with commencing students
by commencing number bands



2025 count of programs with domestic commencing students
by commencing number bands



2025 count of programs with international commencing students by commencing number bands



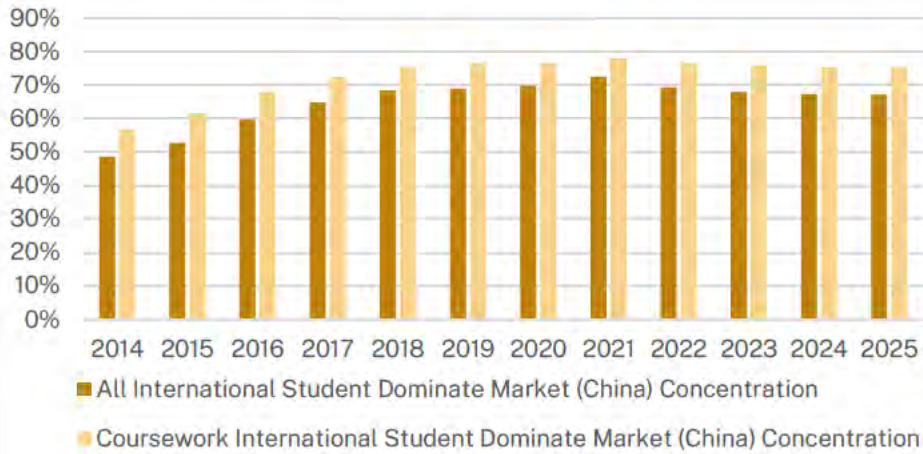
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[REDACTED]

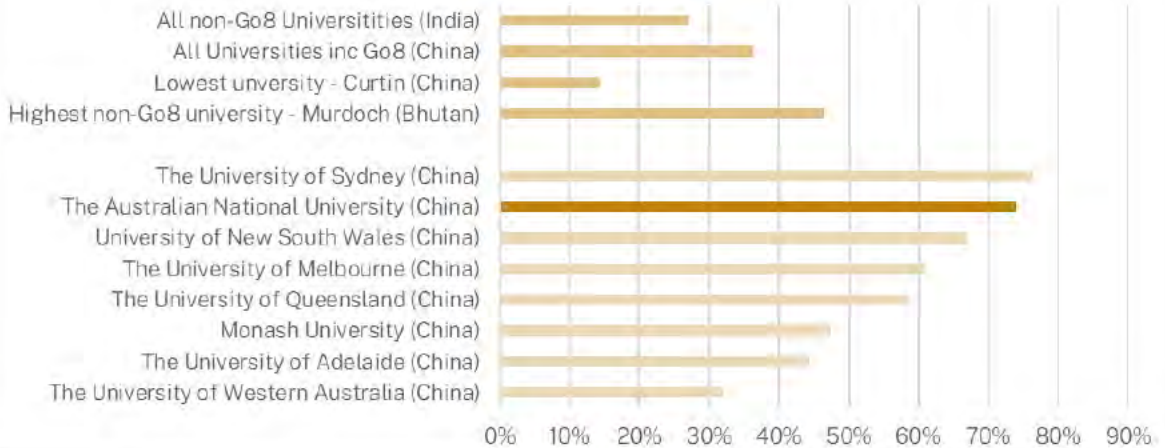
[REDACTED]

Year	MBGA CAP (Non-designated + Designated + Transition Funding)	Gross Actuals	CGS EFTSL	CGS Average Rate	Amount over the MBGA CAP	EFTSL over the MBGA CAP (unfunded load)	% EFTSL unfunded	% revenue unfunded
					\$4,050,410			
					\$8,019,331			
					\$7,656,720			
					\$4,898,858			
					\$11,594,591			
					\$3,721,890			
					\$9,036,666			

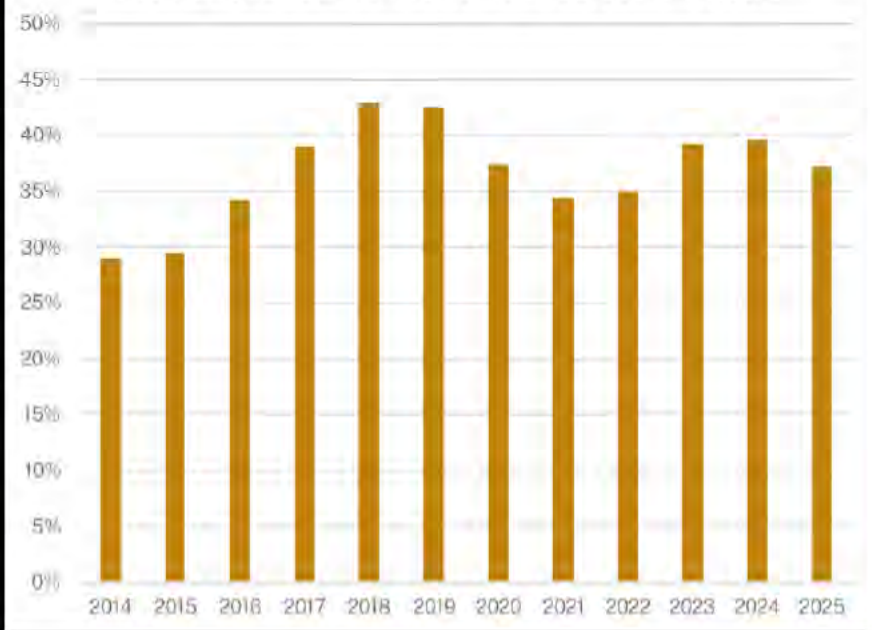
ANU Dominate International Market Concentration



2023 Sector Benchmarking Dominate Market Concentration - International Students



International Concentration of Coursework Load



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



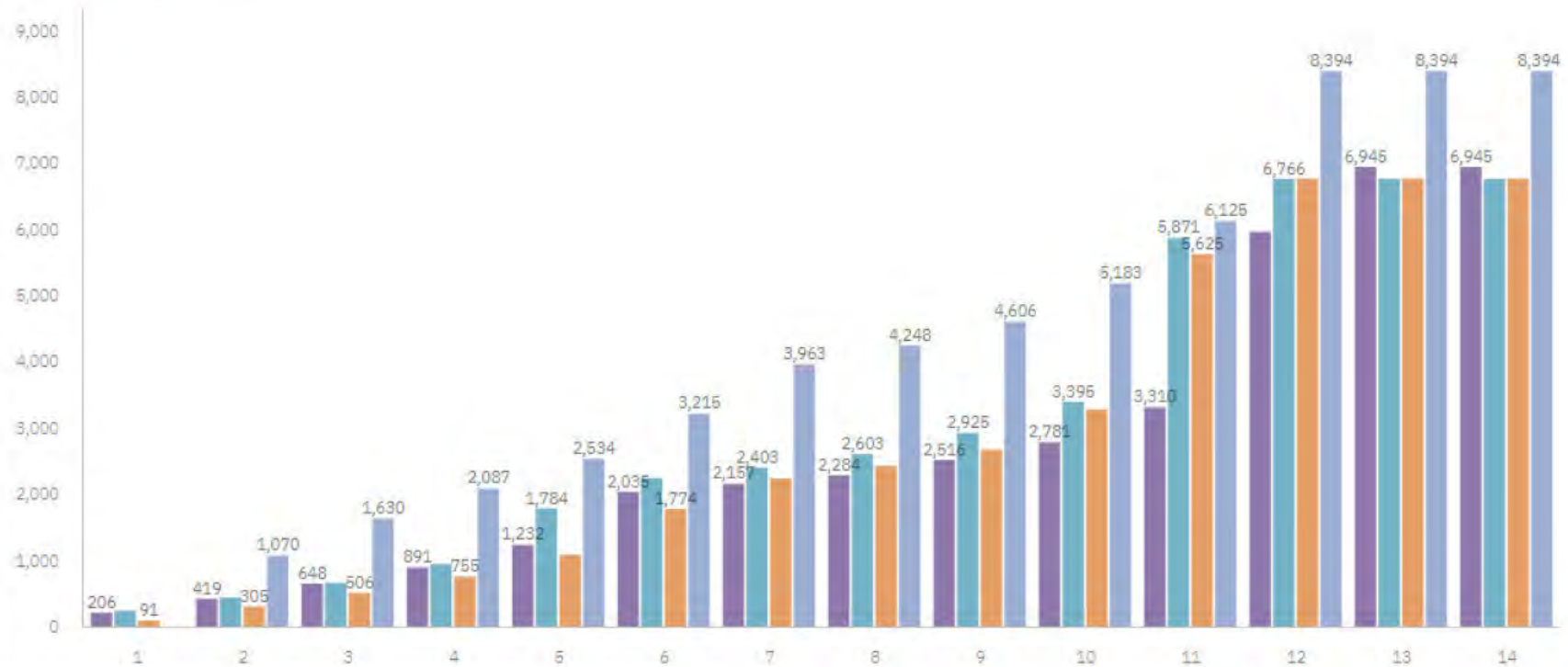
ASA Domestic Weekly Applications Tracking

Cumulative Weekly Volume of Submitted ASA Applications



Admit year

● 2023 ● 2024 ● 2025 ● 2026

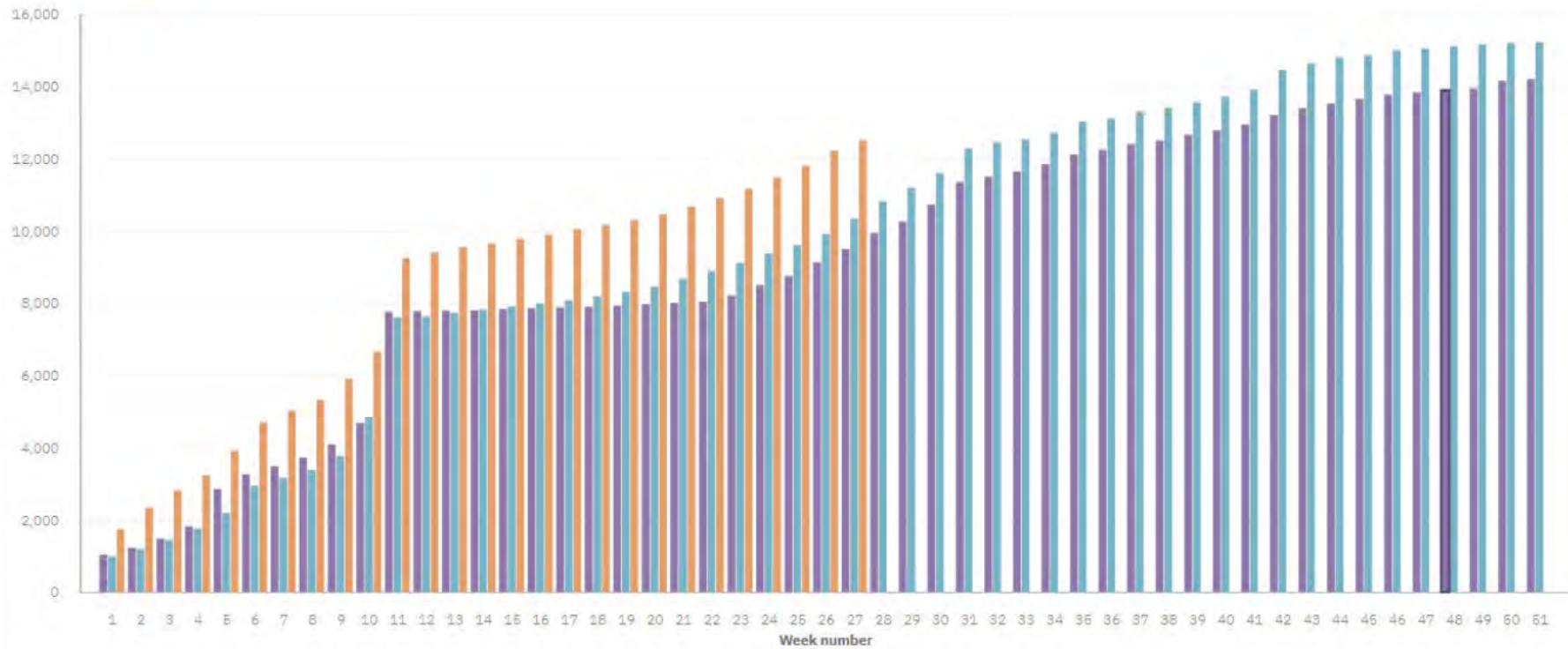




Domestic Application Tracking (1st Half Year)

Cumulative Weekly Volume of Active Applications

Admit year
● 2024 ● 2025 ● 2026



[REDACTED]

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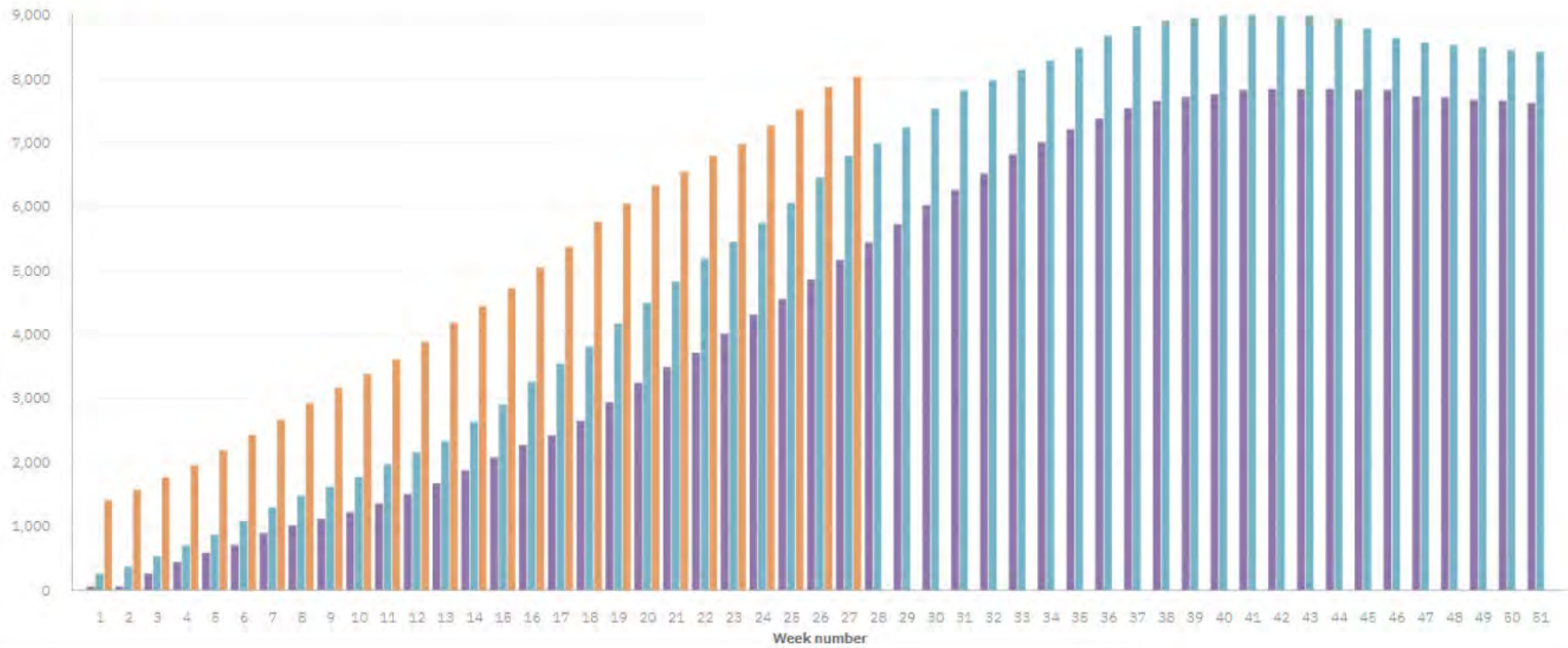
Adjusted* International Application Tracking (1st Half Year)

Cumulative Weekly Volume of Active Applications - Adjusted*



Admit year

● 2024 ● 2025 ● 2026



Provost and Acting Vice-Chancellor Update

Professor Rebekah Brown



Australian
National
University



An Introduction

- 33 years of experience in the tertiary education sector
- 14+ years in HE leadership
- Oversaw Research at Monash University – 9 campuses spread across 6 countries (Victoria, Malaysia, China, Italy, India and Indonesia)
- Responsible for expenditure budget of \$1.54 Billion
- H-index 53 | Citations 14223
- Led 6 large scale entities across Australia, Europe, South East Asia and the Pacific
- Awarded over \$123M in competitive research funding
- Established Monash European Foundation Board in Italy in 2022
- External Commitments – personal



Engagement – 15 Business Days in the Role

- Staff Townhall
- Meeting with SLG
- Facilitated Fishbowl workshop with ULG
- Staff Community Address
- Meeting with ANU Governance Group
- Meeting with Aunty Anne and Peter Yu
- Meetings with RSSS, RSHA, CASS Executives
- Meeting with CEO TEQSA
- NTEU, ACT Senators and MPs
- Media
- Q&A as CSS Staff Forum
- Meeting with Chair and CEO of Canberra Symphony Orchestra
- Key stakeholders from Government
- Chaired Nixon Mini-Conference – Over 75 ANU staff from a wide cross-section of disciplines, colleges, and professional areas



University Leadership Group (ULG) n=70 Collective Codesign

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ANU Collective

Codesign

DRAFT Roadmap

First to know the nature of things.

FOUNDATIONS PHASE

STABILITY

We rebuild strong foundations.

- **Completion of Renew ANU**
- **Rapid stocktakes** of:
 - Financial position
 - Culture and wellbeing
 - Productivity and performance
 - Governance and reputation
- **More workplace support** – further EAP counselling services

FUTURE PHASE

TRANSPARENT PLAN THAT UNITES US

We create the future together.

- **Strategy codesign** - Community-led codesign of next University wide strategy
- **Revenue and reputation Strategy**
- **Expenditure control Strategy**
- **Academic excellence** - Research leadership and teaching innovation
- **Sustainable workforce planning**
- **Redevelopment of the overseas student attraction strategy**

GROWTH PHASE

REBUILD TRUST

We earn respect through action.

- **Charter for Change** – Council endorsed set of principles to guide future change programs
- **New budget model** – Transparent, growth-incentivising system developed with academic input
- **Open communication** – Open lines of communication with concrete responses
- **Quarterly staff survey** – A formal opportunity for you to be heard
- **Learning and development** – Focus on staff capability and career progression

Underpinned by – transparency in action, embracing knowledge from within and community voice

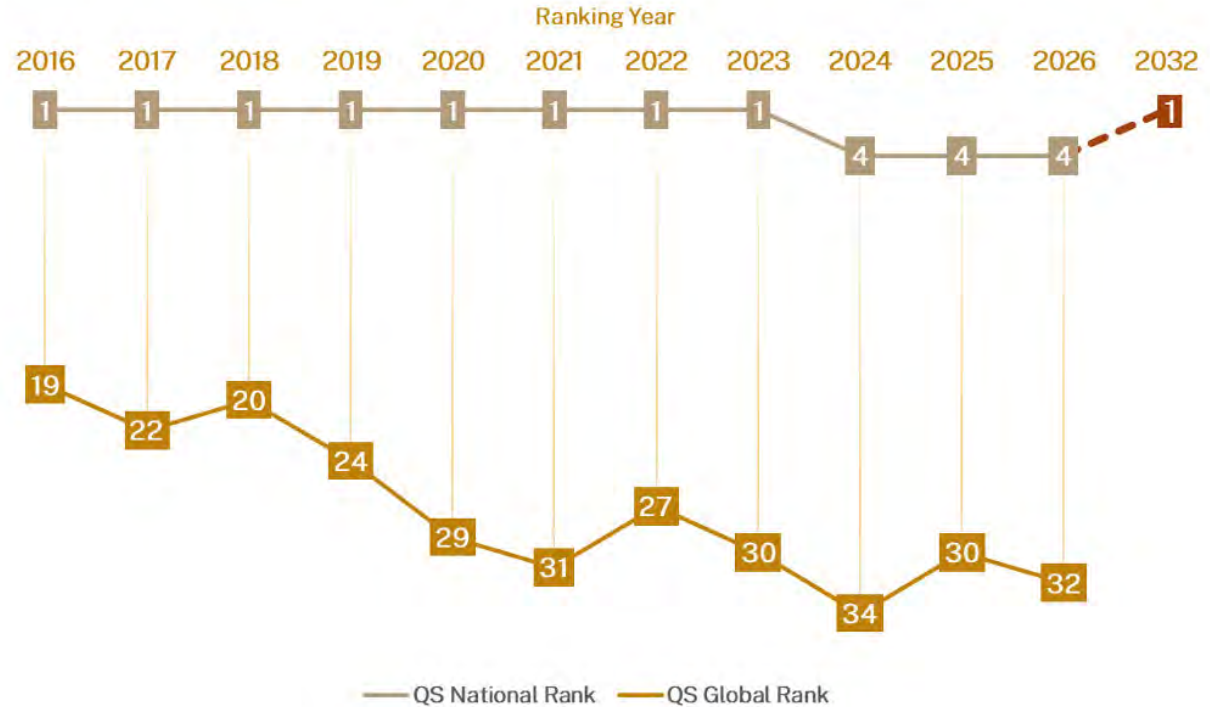


Next University Strategy and Academic Plan

Rankings

Decline in rankings attributed to:

- Citations per Faculty (93rd down from 54th in 2017)
- Employer Reputation (96th in 2026 down from 62nd in 2017)
- Employment Outcomes (232nd down from 164th)
- Faculty Student Ratio (495th down from 229th)

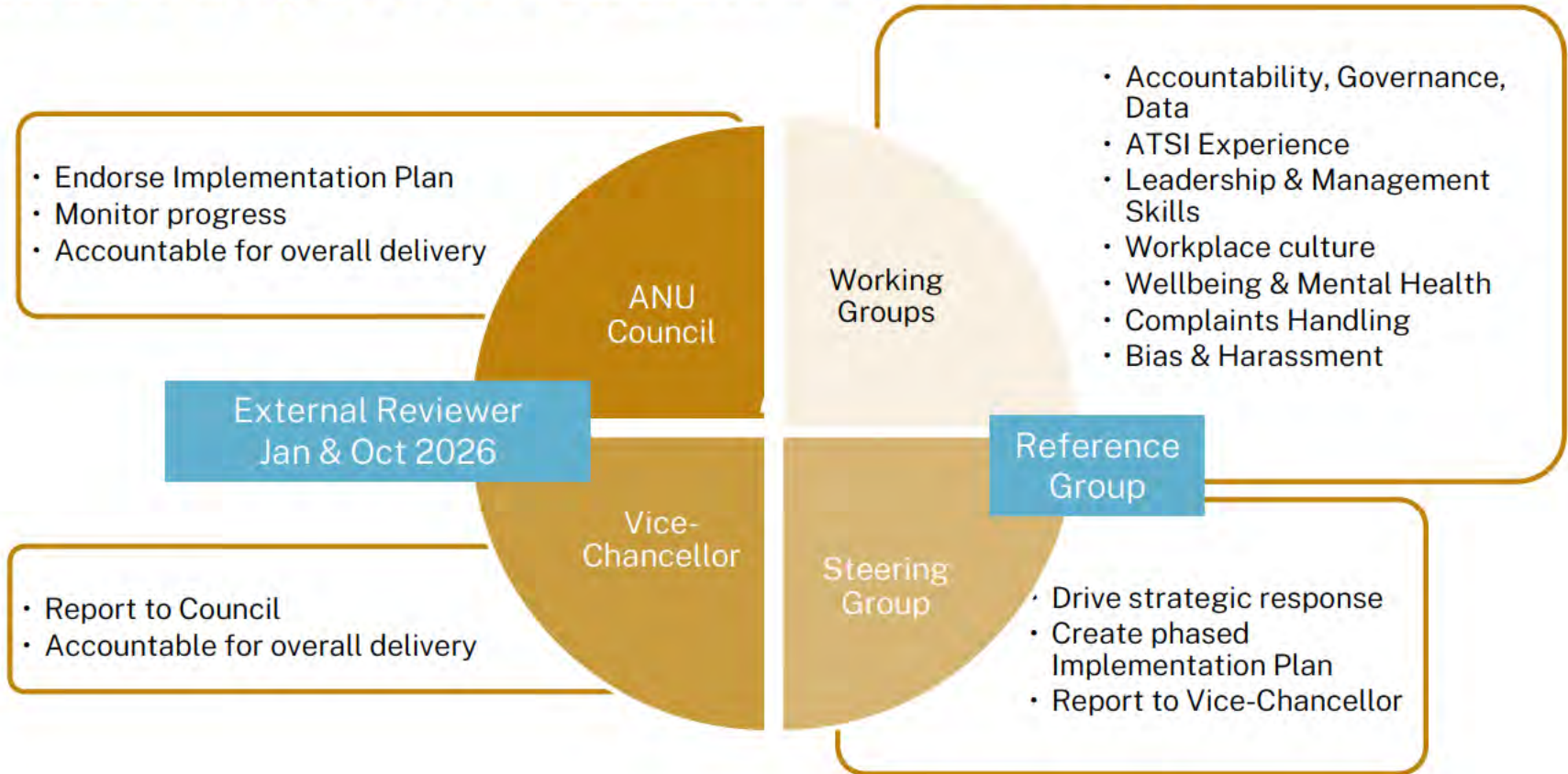


Note: QS changed its methodology in 2024



s. 47 C Deliberative processes

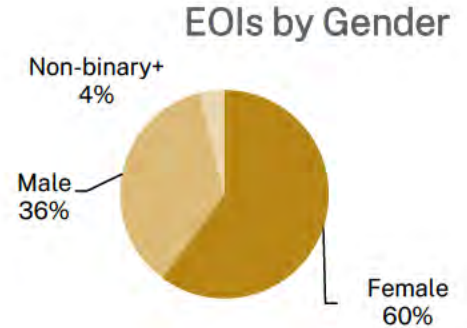
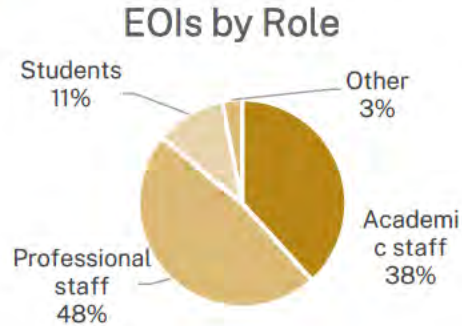
Nixon Implementation Framework



Working Groups

128 EOIs from academic staff, professional staff and students;

Expansion with community reference group of 34 staff - *Inform and advise the Steering Group so it can respond to the Review's recommendations and actions.*



Steering Group

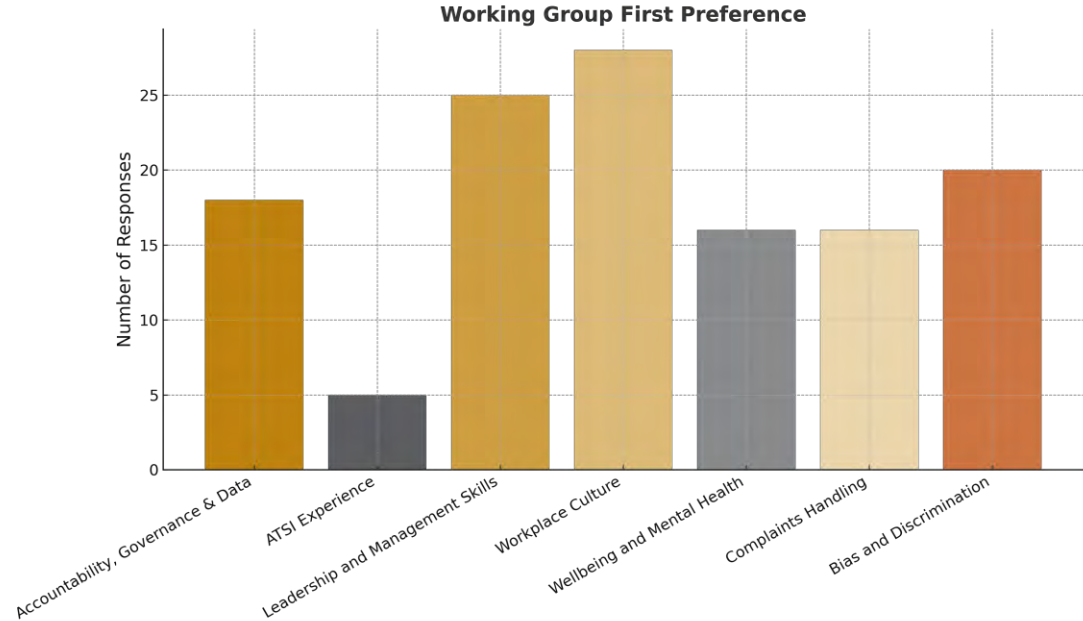
All Deans, Indigenous leadership, Professional Staff Executive, Union and Student representatives, Subject Matter Experts

- *Lead the strategic development of University responses to the Review ensuring long lasting change, accountability, and measurable progress across the University*
- *Regularly report on progress to the Vice Chancellor, ANU Council and the community*



Working Group themes

- Accountability, Governance & Data
- Aboriginal and Torres Strait Islander Experience
- Leadership and Management Skills
- Workplace Culture
- Wellbeing and Mental Health
- Complaints Handling
- Bias and Discrimination

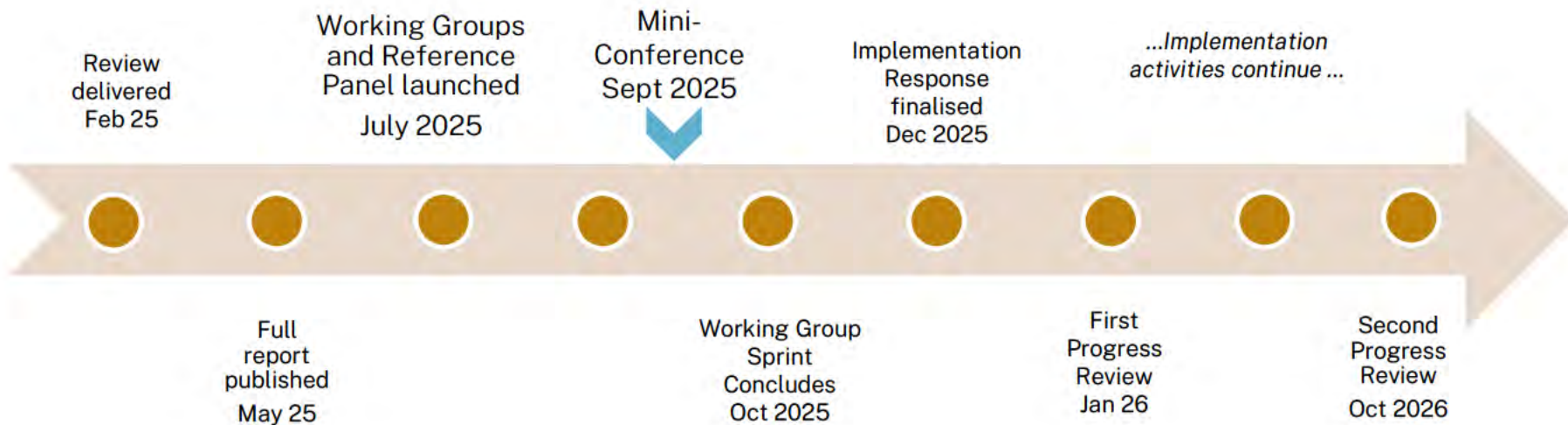


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Addressing Nixon Recommendations

Embedding better culture



Thank you



Australian
National
University

TEQSA PROVIDER ID: PRV12002 (AUSTRALIAN UNIVERSITY)
CRICOS PROVIDER CODE: 00120C

Rights, Relationships and Respect at Work

Post-module survey early insights

Prepared by Inclusive and Respectful Communities, 15 August 2025

This snapshot reflects feedback from staff who completed the RRR@Work module during the first six weeks of rollout. While the overall response rate remains modest (n=51, with some variation across questions), the results offer valuable insight into early engagement. Respondents showed strong support for the module's core messages and provided constructive suggestions to inform future refinement.

Respondent Profile

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Module Acceptability

Early staff feedback reflects positive engagement with the RRR@Work module and high perceived relevance to professional practice.

- 81.0% of respondents liked the module (40.5% a lot; 40.5% some).
- 73.8% reported learning new things (50.0% some; 23.8% a lot).
- 76.2% said the module kept their attention (42.9% some; 33.3% a lot).
- 92.9% planned to apply what they learned (50.0% some; 42.9% a lot).

These results suggest strong emerging acceptability and practical relevance among early users, though they may reflect a small and self-selecting group.

Learning Design

Most respondents (84.3%) agreed or strongly agreed that the module was relevant, clear, inclusive, and encouraged critical thinking, indicating strong satisfaction with the overall structure and tone. Slightly lower agreement (70.6%) was recorded for the variety of activities and helpfulness of feedback, indicating areas to monitor and refine.

Institutional Culture and Confidence

Respondents reported moderate trust in the University's culture of safety and respect; several nuances emerged:

- 67.3% felt respected at ANU—while a clear majority, this leaves nearly a third who did not express agreement
- 76.5% would feel comfortable reporting inappropriate behaviour, though over 20% did not
- Only 2.0% (n=1) had disclosed inappropriate behaviour, which may either reflect low incidence or low confidence in reporting mechanisms
- 70.6% agreed wellbeing was prioritised at ANU
- 76.5% trusted they would be treated fairly and empathetically if they made a disclosure
- 76.5% believed ANU takes all forms of sexual harassment seriously

Thematic Insights from Open-Text Feedback

Strengths (n=30)

- Clear, thoughtful, well-paced content
- Interactive and practical guided activities
- Accessible tone and plain English
- Positive feedback on the “Over to Rory” voiceovers

Suggestions for improvement (n=29)

- Time burden: several users commented on the course length
- Navigation and clarity: text-heavy sections and feedback design need refining
- Support pathways: more clarity needed on what happens after disclosures

Summary and Next Steps

While based on a small early sample, this feedback from initial participants provides promising indications of the RRR@Work module's relevance, clarity, and value. Open-text comments offered constructive and specific suggestions, particularly in relation to course length and interactivity. **Continued feedback via the post-module survey is essential to shaping ongoing improvements, ensuring that the module remains responsive to staff needs and reflective of diverse experiences.**

As rollout continues, this feedback will inform iterative improvements ahead of broader implementation in 2026. A key recommendation at this stage is to reinforce that the module is **designed to be completed in manageable segments**, and that learners are **encouraged to pause and return as needed** to support accessibility and reduce cognitive load.

12

ANU Renew

PURPOSE	To provide Council with a regular update on Renew ANU.
PREPARED BY	Senior Advisor
REVIEWED BY	Chief Operating Officer.
APPROVED BY	Interim Vice-Chancellor
SPONSOR	Interim Vice-Chancellor

RECOMMENDATION That Council **note** the update to the Renew ANU program.

ACTION REQUIRED

For discussion For decision For information

CONSULTATION

Staff Students Alumni Government Other Not applicable

BACKGROUND

Renew ANU is a combined program of change aimed at ensuring the University achieves financial sustainability, targeting a break-even operating result in 2026, building towards the Council surplus target thereafter. The initiatives are designed with the goal of improving service efficiency and effectiveness across the University.

SUMMARY OF PROGRESS

Formal Change in 2024

Five change proposals were released in 2024 and moved through to implementation.

- Research and Innovation Portfolio
- Academic Portfolio
- Academic College Realignment
- ANU College of Health and Medicine
- Facilities & Services

Annualised savings of \$12.5m were delivered through the 2024 change plans and reflected in the 2025 Budget.

Formal Change in 2025

Eight organisational change proposals have been released this year. Four of these have moved through to implementation:

- Information Technology/Information Security
- Planning & Service Performance
- Research & Innovation Portfolio
- Residential Experience Division (RED)

Four are not yet at the implementation stage:

- ANU College of Arts and Social Sciences (CASS)
 - Over 1000 items of feedback to the change proposal were received
 - Review of the feedback is underway
 - Consultation is ongoing
 - [s. 47 C Deliberative processes](#)

- ANU College of Science and Medicine (CoSM)
 - Over 300 items of feedback to the change proposal were received
 - Review of the feedback is underway
 - Consultation is ongoing
 - **s. 47 C Deliberative processes** .
- Academic Portfolio
 - Over 800 items of feedback to the change proposal were received
 - Review of the feedback is underway
 - Consultation is ongoing
 - **s. 47 C Deliberative processes** .
- Campus Environment (CE)
 - Over 80 items of feedback to the change proposal were received
 - Feedback has been reviewed
 - Implementation plan is being drafted with the release date expected to be in the week of 6 October 2025.

On 20 August 2025, it was announced that no new change proposals under Renew ANU would be released that required potential involuntary redundancies. This position was further reinforced on 18 September, when it was confirmed that no involuntary redundancies would occur in the five change proposals that were still progressing towards implementation at that time (RED, CASS, CoSM, Academic and CE).

Once all existing change proposals have progressed to implementation, Renew ANU will be brought to a close. Reports on Renew ANU 2025 progress will continue to be made to each Council meeting until implementation is complete.

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Voluntary Separation Schemes (VSS)

The VSS provides staff with greater choice during this period of change by providing a voluntary pathway for those considering opportunities beyond ANU. It offers fair and mutually agreed terms for departure while reducing the scale of formal change processes and limiting the need for involuntary redundancies. The structure and amount offered to interested and eligible staff have been informed by legislative obligations and the Enterprise Agreement.

VSS Round 1 closed on March 14 2025.

- 327 applications received (67 academic / 256 professional)
- 175 applications approved (42 academic / 133 professional)
- 166 Deeds of Release have been accepted

VSS Round 2 closed on 12 September 2025 for staff in areas undergoing formal change processes and on 26 September 2025 for staff not undergoing formal organisational change. Expressions of interest submitted, but declined, in VSS Round 1 were automatically reassessed.

VSS Outcomes will be communicated to in late October and staff with approved applications will have five days to accept their Deed of Release once it has been issued.

Non-Salary Expenditure Taskforce

The taskforce continues its mission to capture savings from non-salary operating expenses. Encouraging progress has been made with ANU on track to deliver \$54.2 million of the non-salary savings that were included in the 2025 budget. Additional annualised savings have been identified from 2026 onwards including the consolidation of lease holdings (~\$2.5M) and smarter resourcing and internal management of contracts (~\$7M) without impacting operations.

COMMUNICATION

For public release For internal release Not for release

13 **2026 DRAFT BUDGET and 2027 to 2030 FORWARD ESTIMATE MACRO ASSUMPTIONS**

PURPOSE	To present the 2025 Financial Update and the macro assumptions and key principles that will be utilised in the 2026 Budget and 2027-2030 Forward Estimate
PREPARED BY	Deputy Chief Financial Officer
REVIEWED BY	Chief Financial Officer
APPROVED BY	Chief Operating Officer
SPONSOR	Vice-Chancellor

RECOMMENDATION That the Council

approve the financial target of a break-even operating result for 2026, excluding ANU Digital Plan costs and other non-recurring adjustments and the assumptions used for the 2026 Preliminary Target (the base case).

approve that the \$250m reduction in the recurring cost base by 1 January 2026, (comprising \$100m of salary and \$150m of non-salary reductions) is superseded.

ACTION REQUIRED

For discussion For decision For information

CONSULTATION

Staff Students Alumni Government Other Not applicable

COUNCIL CONSIDERATION

N.B. An earlier version of this paper was seen by the Audit, Finance & Risk Committee.

BACKGROUND

Overview of the Council's approach to cost savings in 2024 & 2025

- **Council meeting held on 31st May 2024**, Council was provided an overview of 2024 financial performance for the year to date. Highlighting materially lower than budget student income and higher expenditure for 2024. A review of the University's risk appetite (cash floor and debt ceiling) was discussed along with support in addressing the structural deficit.
- **Council meeting held on 9th August 2024**, the previous VC presented on the University's financial performance and the newly updated risk appetite. Council endorsed the \$250m cost removal from the University's cost base and requested more information on how the target would be met to be provided as soon as possible
- **At the 23rd September 2024 Council meeting**, the Council noted that the previous endorsement of the need for a \$250m reduction in the recurring cost base. The Council also acknowledged that the Expenditure Task Force to tackle the \$150m reduction in non-salary spend.

- During the Council meeting on 4th October 2024, the Council stated that the VC had full support to implement the \$250m reduction (\$150m non-salary, \$100m salary) in the University's underlying cost, based that the Council had mandated

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University Operating Result (\$m)		
	Actuals	
	2023 Actual	2024 Actual
Total Revenue excluding Extraordinary Items	1,295	1,358
Expenditure		
Total Salary Costs	768	817
Total Non-salary Costs	659	640
Total Expenditure before Dep & Borrowing Costs	1,427	1,456
Net Surplus / (Deficit) INCL Depreciation before Extraordinary Items	(132)	(100)
Normalising Adjustments		
Digital Plan		40
Renew ANU		-
Normalised Net Surplus (Deficit)	(132)	(140)

Table 1: 2025 Budget and 2026 forward estimate as approved by Council in February 2025.

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¹ Break even Operating result is to be achieved before normalising adjustments, which currently include the University's Digital Plan costs (which are project based and not recurring)

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COMMUNICATION

For public release For internal release Not for release

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PURPOSE To provide full-year analysis of 2025 student load and enrolment performance and preliminary advice on higher education policy directives for 2026.

PREPARED BY Chief Planning & Data Officer

SPONSOR Interim Vice-Chancellor

RECOMMENDATION That the Council **note** the report.

ACTION REQUIRED

For discussion For decision **For information**

SPEAKER/S

- Professor Rebekah Brown, Interim Vice-Chancellor
- Scott Pearsall, Pro Vice-Chancellor (International & Future Students)
- Richelle Hilton, Chief Planning & Data Officer

CONFIDENTIALITY

Confidential Not Confidential

COUNCIL COMMITTEE / ACADEMIC BOARD CONSIDERATION

<input checked="" type="checkbox"/> Audit, Finance & Risk	<input type="checkbox"/> Investment	<input type="checkbox"/> Campus Planning
<input type="checkbox"/> Safety & Wellbeing	<input type="checkbox"/> Honorary Degrees	

GOVERNANCE / MATERIALITY

The Council is receiving this report as student load and enrolments represent a key strategic key performance indicator, to the extent that such performance has a financial consequence for the University.

This report's primary function is to report performance against the equivalent full-time student load (EFTSL) as set for the 2025 budget approved by Council on 6 December 2024. In addition, this report provides an update against the University's Corporate Plan 2025–2028.

The University's Corporate Plan 2025–2028 includes KPI 5, Commencing enrolments. This KPI tracks the number of commencing student enrolments for domestic and international students. Furthermore, it tracks the number of commencing equity students from Low Socio-Economic Status (Low SES), First Nations, and Regional and Remote students.

While the Council receives quarterly updates via the Corporate Plan performance reporting, this report provides further detailed analysis on 2025 full-year student load (EFTSL) and enrolment (student headcount) performance, including equity performance as of 7 August 2025.

RISK

The Corporate Plan 2025–2028 identifies Federal Government policy changes as a key strategic risk to the University, specifically the impact on student numbers and the effects on our financial sustainability.

As a consequence of the upcoming policy changes, which are detailed in this report, the University's risk profile has been elevated. There are also a number of other findings from the analysis of our student load performance that further contribute to this elevated risk profile and warrant close attention, specifically:

- The University has over-enrolled Commonwealth Supported (CGS) Students by 741.1 EFTSL, more than the amount for which the government currently funds the University. This unfunded EFTSL has a value of \$6,552,721, which the University will not receive.
- Our over-enrolment also has implications for the University's future funding under the government's new Managed Growth policy framework in 2026 and 2027. Under the current policy settings, the University received \$9,481,559 in student contribution fees from our over-enrolled students. However, from 2027 the University will no longer receive these student contribution amounts and the University risks teaching any over-enrolled students for free.
- Since COVID the proportion of commencing international students in postgraduate studies has continued to grow. Postgraduate coursework students stay up to two (2) years at the University, whereas undergraduate students can stay up to five (5) years. As a result of this trend, the University must recruit a higher proportion of new postgraduate students each year just to maintain stable EFTSL levels. This leads to a higher acquisition cost per student and a much higher risk that a single poor performing recruitment year, or market shock, will have a much larger impact on our forward revenue streams.
- The University's continued reliance on our dominate market, China, remains stubbornly high. Based on the latest available benchmarking data, this proportion is the second highest in Australia and places at risk the allocation of future growth from the government.
- The University was allocated a New Overseas Student Commencement (NOSC) allocation for 2025 of 3,400 students. The University has not only failed to reach this allocation, with 16% of places still available to be filled, but this underperformance places at risk our ability to negotiate any future growth from the government in the near term.

While the focus of this report is on 2025, it is critical these results are considered through the lens of the rapidly changing external legislative and policy environment. A brief overview of the impact, risks, uncertainties and opportunities presented by this current external environment is included in Attachment A. A more fulsome assessment of the impact of these changes in government policy will be brought to a future meeting when the technical details are firmer.

The University has also received its TEQSA 2024 provisional assessment on the risk to 'Students' and the risk to our 'Financial position'. The risk assessment is based on staff, student and audited financial data from 2023. The risk thresholds are considered in the context of other information and are not the sole determinate of risk ratings (low, moderate or high). Professional judgement by TEQSA is used regarding the specificities of each indicator in determining the levels that may represent potential risk.

The TEQSA risk assessment includes a risk rating on overall 'Student load', which is pertinent to this report. TEQSA have assessed ANU as having a low overall risk to students because of no significant

fluctuations in load (EFTSL). We have received a low overall risk rating for student load since 2015. Despite the above referenced concerns from our own analysis, we do not anticipate the TEQSA load-related risk rating to change for 2024 or 2025 based on the data presented in this report (should TEQSA definitions of risk remain consistent).

BACKGROUND

This report provides a high-level summary of the University's coursework teaching load and enrolment performance for 2025. Actual numbers in this report are compared to the load and enrolment targets in the University 2025 budget, as approved by Council on 6 December 2024.

SUMMARY OF ISSUES

Attachment A 2025 Student Load & Enrolments Report provides the Council with an analysis of the University's:

- 2025 Load (EFTSL) performance compared to the approved budget
- the context of our 2025 Load (EFTSL) performance over a decadal time-series
- our performance against our 2025 Commonwealth Support Place Allocation
- our performance against Corporate Plan KPI 5 – Commencing Enrolments
- our 2025 Program performance
- a 2025 outlook of the government's domestic and international student policy settings and impacts based on our 2025 performance
- the current outlook into our 2026 admissions

A number of key findings from the report are highlighted below:

Overall, 2025 year-to-date load (17,055.1 EFTSL) is 99.3% of budget at 17,177.0 EFTSL (Attachment A - Page 7). Domestic and international load are both slightly below budget, 99.9% and 98.4% of budget, respectively (Attachment A - Page 7).

ANU load (EFTSL)

Table 1 – ANU total load

Citizenship	Academic career	2024	2025 YTD actual	Budget target	% of Budget target
Domestic	Non-Award	22.2	19.6	26.0	75.5% ä
	Postgraduate	1,101.4	1,094.3	973.8	112.4% ã
	Research	921.3	831.4	943.4	88.1% ä
	Undergraduate	8,461.8	8,554.1	8,568.3	99.8% ä
	Total	10,506.6	10,499.4	10,511.5	99.9% ä
International	Non-Award	14.8	9.4	24.1	38.9% ä
	Postgraduate	4,704.9	4,234.8	4,280.1	98.9% ä
	Research	838.9	881.2	866.2	101.7% ã
	Undergraduate	1,524.3	1,430.3	1,495.1	95.7% ä
	Total	7,082.8	7,081.4	6,665.5	98.4% ä
Grand total		17,589.5	17,055.1	17,177.0	99.3% ä

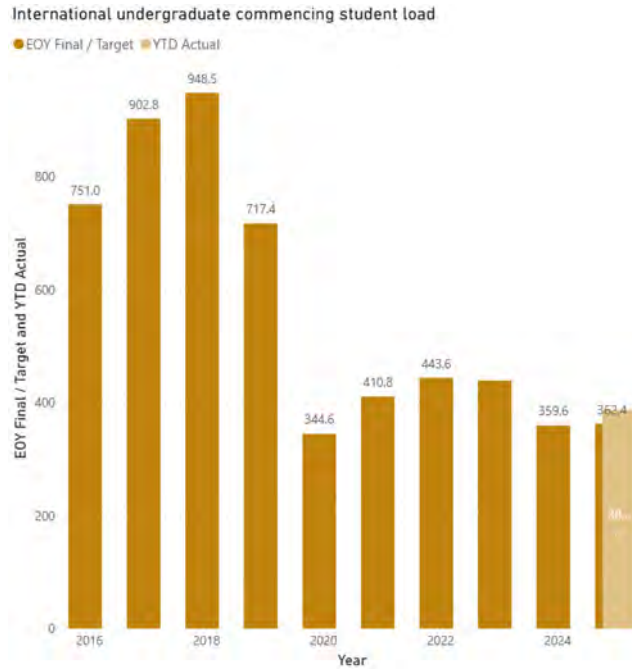
Year-to-date commencing load (5,148.5 EFTSL) exceeds budget target by 6.7%, which is a result of domestic postgraduate achieving 107.1% of budget target, domestic undergraduate achieving 112.3% of budget target, international undergraduate achieving 106.9% of budget target, and international postgraduate achieving 105.3% of budget target (Attachment A - Page 7).

Table 2 – ANU commencing load

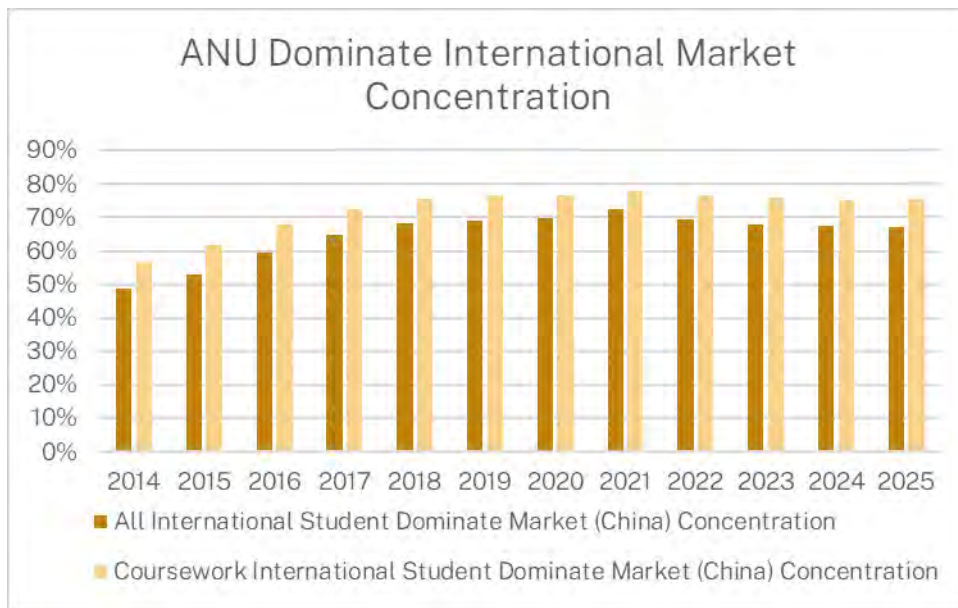
Citizenship	Academic career	2024	2025 YTD actual	Budget target	% of Budget targets
Domestic	Non-Award	15.6	12.6	14.9	84.9% ä
	Postgraduate	364.1	381.7	356.4	107.1% ã
	Research	141.4	137.5	144.7	95.0% ä
	Undergraduate	1,921.1	2,116.5	1,884.2	112.3% ã
	Total	2,442.2	2,648.3	2,400.2	110.3% ã
International	Non-Award	13.3	8.4	14.0	59.9% ä
	Postgraduate	1,889.1	1,977.3	1,878.4	105.3% ã
	Research	147.7	127.2	170.2	74.8% ä
	Undergraduate	353.4	387.4	362.4	106.9% ã
	Total	2,403.4	2,500.2	2,425.0	103.1% ã
Grand total		4,845.6	5,148.5	4,825.2	106.7% ã

In 2025, the University's New Overseas Student Commencement (NOSC) allocation from the government was 3,400 students. The University has underperformed against this target. The University has currently used 2,883 of this allocation (83.85%) and consequently, under Ministerial Direction 111, the University will be allocated 'Standard' rather than 'High' priority Visa processing for the remainder of 2025 (Attachment A - Page 8).

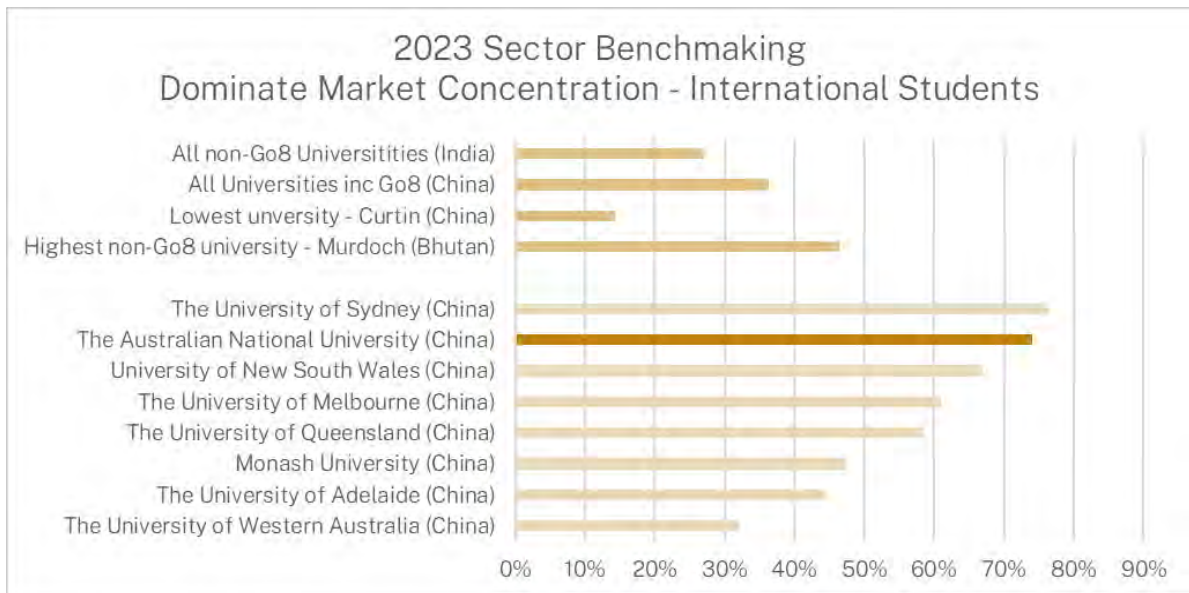
While improving on last year, international commencing undergraduate load remains lower than pre-COVID levels. This is having a significant impact on the University's pipeline of continuing international students and increasing our required recruitment effort. Most of the University's peer universities have recovered and, in some cases exceeded pre-COVID levels for this cohort, leaving the University's performance any outlier among the Group of Eight (Go8) (Attachment A - Page 9).



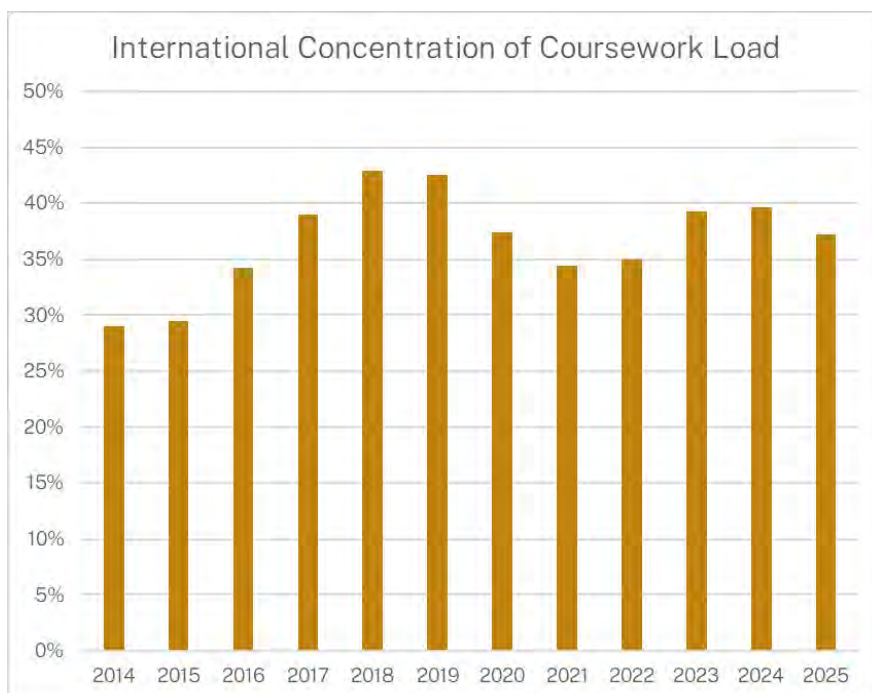
The ANU has significant challenges in our dependency on our dominate market. Not only does this represent an institutional risk, if not addressed, this will likely impact our future growth allocations from the government. The University's dominate market concentration has been greater than 50% of our international load for the past decade (Attachment A - Page 29).



The latest sector benchmarking from 2023 shows that the ANU has the second highest dominate market concentration of all universities in Australia, with only Sydney University having a higher concentration. Given that dominate market concentration is a government set criteria for the allocation of additional growth places, and this allocation process will be competitive across the sector, this benchmarking result does not place the University in a strong position to be allocated growth (Attachment A - Page 29).



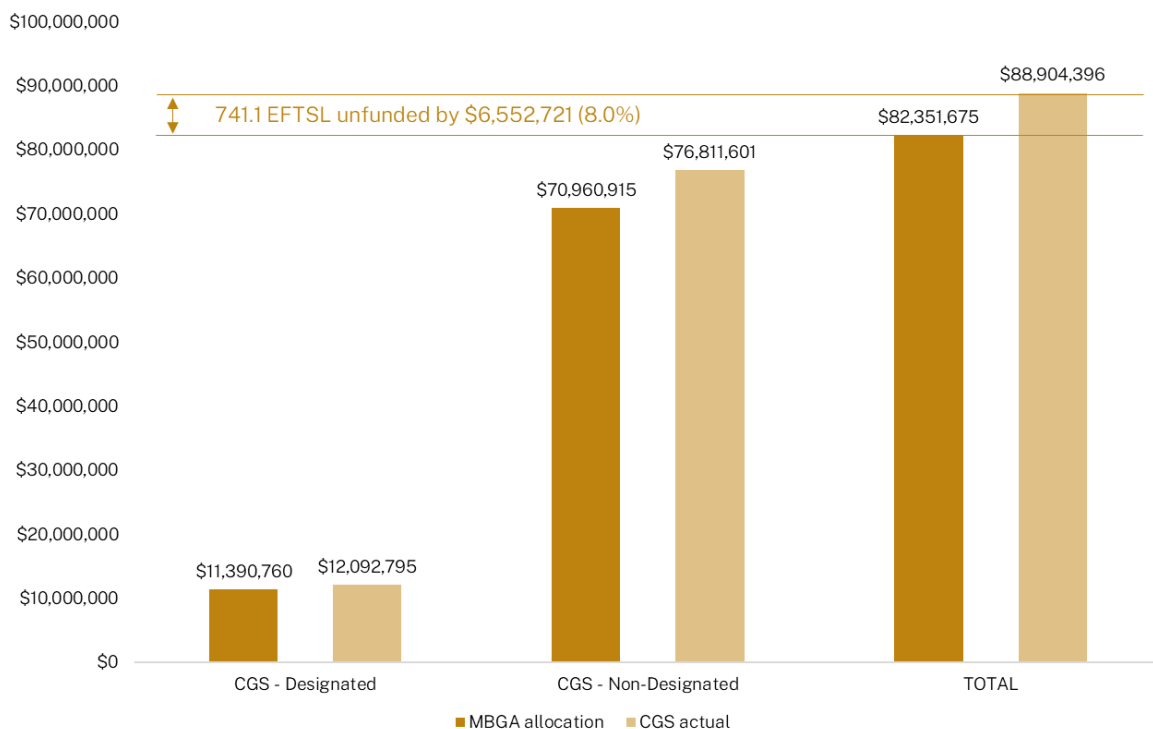
The government has also expressed concern with the concentration of international students overall in coursework degrees. Currently the University's overall international coursework concentration is 37%. It is 10 years since the University's concentration has been under 30% (Attachment A - Page 30).



Within [the University's Government Funding Agreement 2024–2025](#), the University received \$70,960,915 non-designated Commonwealth Grant Scheme (CGS) funding for 2025. ANU has consistently made the decision to over-enrol students above its funding agreement since 2018. Our continued over-enrolment in 2025 resulted in 741.1 EFTSL being unfunded by the government at a value of \$6,552,721. However, the University has received Student Contribution Amounts (SCA) (\$9,481,559 for 2025) from these students (Attachment A - Page 14).

The University's 2026 preliminary load projections show ANU is likely to remain over-enrolled in 2026 and the University is currently in discussions with ATEC about the implications of this over-enrolment and what options, if any, the University has to minimise the financial impact of these policy changes (Attachment A - Page 28).

Chart: 2025 Q3 forecast – MBGA allocation versus actual CSPs



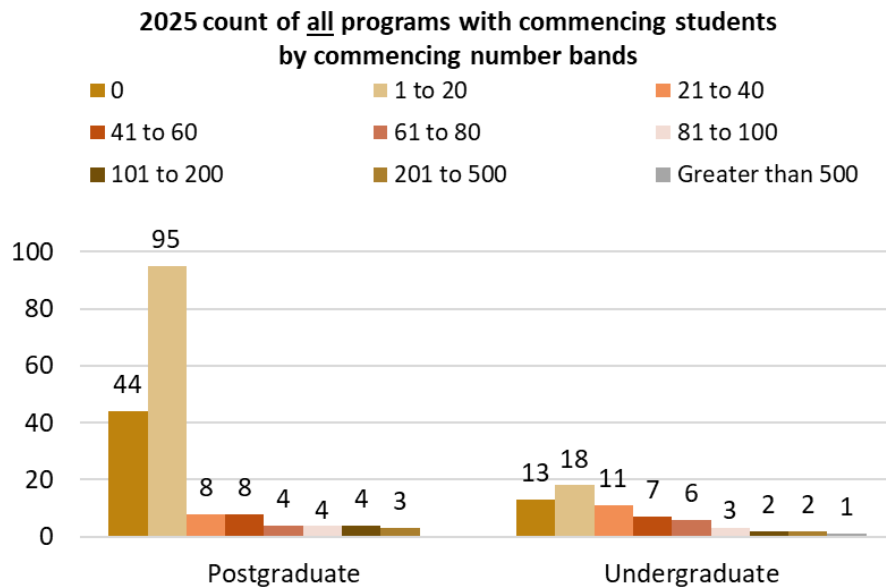
The University is expected to achieve KPI 5 – Commencing Enrolments for both domestic and international student cohorts. (Attachment A - Page 15).

	2024 actuals	2025 YTD actual	2025 Target	% of target	
Domestic	2,995	3,132	2,995	104.6%	ã
International	3,289	3,321	3,289	101.0%	ã

In our under-represented cohorts within KPI 5 enrolments from First Nations students appear to have exceeded the KPI target. Low SES enrolments for 2025 are at risk of not achieving the KPI target. Postgraduate enrolments for students from rural, regional and remote areas achieved the KPI target, while undergraduate is at risk of not reaching the target (Attachment A - Page 16).

	Academic career	2024 actuals	2025 YTD actuals	KPI 5 Target	% of targets
First Nations	Postgraduate	18	35	18	194% ã
	Undergraduate	29	36	29	124% ã
Low SES	Postgraduate	25	17	25	68% ä
	Undergraduate	59	52	59	88% ä
Rural, Regional & Remote	Postgraduate	72	87	72	121% ã
	Undergraduate	333	295	333	89% ä

In 2025, the University has a total of 342 programs, of which two-thirds (233) are coursework programs. Of these 233 coursework programs, 170 programs had 20 or fewer commencing enrolments in 2025 (Attachment A - Page 24).



International student application volumes have increased for 2026 when compared with the same point in time in 2024. We believe one significant contributing factor is international education agents encouraging prospective students to apply to multiple universities. Some agents are offering Go8 package deals where they ensure they submit an application for every Go8 university for every student. As a result, it is difficult to ascertain at this point in the cycle how much of this additional application volume represents a genuine increase in demand for the ANU (Attachment A - Page 31).

s. 47 C Deliberative processes

COMMUNICATION

For public release For internal release Not for release

ATTACHMENT

14A 2025 Student Load and Enrolments Performance

<p>Residual risk: Low</p>
<p>Risk: Regulatory</p> <p>Mitigation: Implementation of requirements set by Department of Education.</p> <p>Residual risk: low</p>
<p>Risk: Reputation and brand.</p> <p>Mitigation: Annual survey of students to check their expectations with respect to SSAF expenditure. Annual reporting of SSAF expenditure.</p> <p>Residual risk: low</p>

BACKGROUND

ANU charges enrolled students for SSAF each semester. There is an identified list of excluded studies which do not attract the fee, otherwise it is at the discretion of the university how to charge and administer the SSAF. Categories of appropriate amenities and services on which SSAF can be spent are set out within the *Act.*, are intended to enrich the student experience, and include items such as sporting and recreational activities, employment and career advice, childcare, financial advice and food services.

The University undergoes consultation with the student body each year through a survey (to be conducted in September 2025) and works with the Student Services Council (SSC) to evaluate how they would like to see SSAF revenue allocated across different service areas. The SSC was established to improve the administration and decision-making that reflects the student body interest. The SSC plays an advisory role on all matters pertaining to the SSAF, its allocation and use across different services provided to ANU students; and it plays a key role in managing SSAF reporting and acquittals. The SSC recommends expenditure to the Deputy Vice-Chancellor (Academic). Commencing in 2024, the University adopted three-year funding agreements with the student run organisations and ANU Sport, these agreements fund the organisation at a fixed percentage of the annual SSAF income.

The Department sets the maximum fee payable by students each year. Part-time students cannot be charged more than 75% of the maximum fee. ANU has historically charged 50% for part-time students.

There are a number of student-types that are exempt.

SUMMARY OF ISSUES

From 1 January 2025 providers are required to allocate a minimum of 40% of their SSAF revenue for the calendar year to one of more student-led organisations. ANU is compliant with this new requirement.

Service providers were notified of the estimated 2025 value of their percentage in September 2024. They were also provided the data and analysis from the student survey that was released to students in August 2024 and feedback from the SSC. This was used to inform the programs and services they should look to prioritise in 2025.

Service providers to receive funding	2024-2026 percentage	2025 allocation	2024 allocation
ANUSA	55%	\$3,575,000.00	\$3,205,094.98
ANU Sport and Recreation	20%	\$1,300,000.00	\$1,165,489.08
Student services teams	11.31%	\$735,000.00	\$660,832.31
Woroni Media	4%	\$260,000.00	\$233,097.82
ANU Observer	2%	\$130,000.00	\$116,548.91
Reserves	7.69%	\$499,850.00	\$446,382.32
TOTAL	100%	\$6,500,000.00	\$5,827,445.42

Entering into 2025, the University carried over \$1,940,973 of SSAF funds from previous years. This figure has accrued due to fluctuating student numbers across the years 2020-2022. A concerted effort has been made to reduce the historical reserves, including annual rounds from organisations and University teams to bid for additional funding. In 2025, part of the reserve was diverted to the refurbishment of the Student Central Hub. The 2026 reserve amount will be calculated at the end of the year, as there may be variance due to the allocated amounts of SSAF in 2025.

In 2025 SSAF reserve funding has also been used to provide a subsidy to General Practitioners, which has helped to attract new doctors and bring a doctor back to the ANU Medical Centre. The student survey indicated students rated “Providing health or welfare services to students” as the highest priority for SSAF expenditure. The Business Improvement Project run in the Medical Centre in 2023/24 had demonstrated that doctor pay was very low compared with the market, and as per the ANU Medical Centre paper presented to the November 2024 then Finance Committee, doctors are now paid a subsidy from SSAF reserves to bring their pay to parity with privately billing clinics in ACT. \$500,000 has been allocated across 2025, 2026.

2026 marks the final year of the three-year service level agreements (SLA). During 2026, negotiations will commence for the following three-year SLA.

Potential SSAF revenue for 2026 is not yet available.

COMMUNICATION

For public release For internal release Not for release
 Nil – the annual report is already published.

ATTACHMENTS

A. 2024 SSAF Allocation Report

ITEM 4.4 UPDATE ON THE UNIVERSITY’S GAP ANALYSIS FOR THE NATIONAL HIGHER EDUCATION CODE FOR THE PREVENTION OF AND RESPONSE TO GENDER-BASED VIOLENCE (NATIONAL CODE)

PURPOSE To provide the Audit, Finance and Risk Committee with an update on progress made on identifying risk areas that the University may be unable to meet compliance by 1 January 2026.

PREPARED BY Lisa Kennedy, Interim Director University Experience

SPONSOR Provost

RECOMMENDATION That the Audit, Finance and Risk Management Committee **notes** the update and provides feedback on the proposed National Code Standard report template.

ACTION REQUIRED

- For discussion For decision **For information**

SPEAKER

IDUE or DVCA

CONFIDENTIALITY

- Confidential Not Confidential

COUNCIL COMMITTEE / ACADEMIC BOARD CONSIDERATION

<input checked="" type="checkbox"/> Audit, Finance & Risk	<input type="checkbox"/> Investment	<input type="checkbox"/> Campus Planning
<input type="checkbox"/> Safety & Wellbeing	<input type="checkbox"/> Honorary Degrees	

GOVERNANCE / MATERIALITY

The proposed National Code expects universities to have a whole of organisation approach to the prevention of, response to, and accountability for related to gender-based violence. The proposed National Code has expectations for actions to support students as well as staff and sets out clear reporting requirements institutions will need to undertake each year.

Compliance with [the proposed National Code](#) will be mandatory with universities facing regulatory action for non-compliance, including financial penalties. The proposed National Code will commence from 1 January 2026 for Table A providers under the Higher Education Support Act 2003 (Cth).

RISK

This paper provides an update on the process for being undertaken to identify areas of risk of non-compliance which will be expanded in the report to be finalised by Inclusive and Respectful Communities by 26 September 2026.

BACKGROUND

On 25 August 2025, the Universities Accord (National Higher Education Code to Prevent and Respond to Gender-based Violence) Bill 2025 passed Parliament and is now awaiting Governor General assent.

The Bill provides power for the Minister for Education to make a National Higher Education Code to Prevent and Respond to Gender-based Violence (National Code) as a legislative instrument with the aim to:

- reduce the incidence of gender-based violence impacting Higher Education students and staff
- proactively strengthen prevention efforts
- improve the response to gender-based violence; and
- hold higher education providers accountable for actions taken to prevent and respond to gender-based violence.

A new Gender-based Violence (GBV) Reform Branch, within the Department of Education, will be responsible for monitoring and enforcing compliance with the National Code.

SUMMARY OF ISSUES

The Inclusive and Respectful Communities (IARC) team completed a high-level gap analysis of the University's preparedness for the Code in March 2025 which was submitted to the Student Safety and Wellbeing Committee of Council (see Supplementary paper S.1).

In July 2025, small working groups assembled to further review the requirements under each Standard of the proposed National Code to compile a report outlining high risk areas for which the ANU is unlikely to be compliant by 1 January 2026, or for which compliance may not be achievable within business-as-usual activities.

IARC is currently compiling the information gathered through the working groups to compile a high-level risk report. Attachment A.1 provides an example of what the draft report will look like for each standard. The report will be provided to the University Legal Office to review prior to the final report being submitted to the Deputy Vice-Chancellor Academic by 26 September 2025.

The table below provides examples of risks identified which will be further expanded in the report:

Standard	Examples of identified risks
Standard 1: Accountable leadership and governance – Effective governance and a Whole-of-Organisation approach prioritises safety and support in the prevention of and response to Gender-based Violence.	<ul style="list-style-type: none"> • Gaps in ANU policies/rules related to their scope as the National Code has expectations for the University to respond to gender-based violence regardless of the location where it is experienced by students and staff. • Requirement to undertake a whole of organisation assessment to identify systemic risks, enablers and barriers to preventing gender-based violence and documented actions that will be taken in response.
Standard 2: Safe environments and systems - Higher Education Providers' environments are safe and systems continuously improve to prevent and respond to Gender-based Violence.	<ul style="list-style-type: none"> • Gaps in the Sexual Misconduct Policy and procedures including updating the definition of gender-based violence, how the university will address drivers of gender-based violence, and ensure processes are person-centred and trauma-informed
Standard 3: Knowledge and capability - Higher Education Providers build knowledge and capability to safely and effectively prevent and respond to Gender-based Violence.	<p>Please see attached draft report.</p> <ul style="list-style-type: none"> • Risks relate to staff capability building, accessibility, co-design, monitoring, students-at-risk and role-specific training. A particular concern is staff training, which is currently inconsistent and lacks a systematic, staged approach.
Standard 4: Safety and support - Responses and support services are safe and person-centred.	<ul style="list-style-type: none"> • Major updates required to website and communication channels to ensure information on policies, procedures and processes available to staff and students in relation to gender-based violence are easy to understand and

	<p>accessible. Information must be publicly available and provided in multiple languages to meet diverse needs of students and staff.</p> <ul style="list-style-type: none"> • Systems are required to undertake risk assessment process on all disclosures and formal reports of gender-based violence, with ongoing monitoring of identified risks.
Standard 5: Safe processes - Complaint and appeal processes are safe and timely	<ul style="list-style-type: none"> • Systems, processes and policies required to facilitate multiple channels for students and staff disclosing or reporting gender-based violence, including allowing anonymous disclosures of gender-based violence and capacity for universities to act on these anonymous disclosures. • Timelines for resolving reports and disciplinary processes must not exceed 45 business days with any extensions to timeframes requiring approval from the Higher Education Principal Executive Officer (i.e. VC).
Standard 6: Data, evidence and impact - Higher Education Providers use evidence to inform their approach, measure change and contribute to the national evidence-base.	<ul style="list-style-type: none"> • Systems and processes required to enable whole of institution data collection and reporting due to the complexity of requirements, cross-unit dependencies, and absence of a coherent, whole-of-institution data system.
Standard 7: Safe Student Accommodation - Student accommodation is safe for all students and staff.	<ul style="list-style-type: none"> • Requirement for student accommodation providers to undertake a risk assessment within 48 hours of a disclosure or report being made by or about a resident or staff connected with student accommodation, including decisions related to the removal of students from residences.

ANU representatives will attend the following sessions to further understand the Department's approach to the National Code's implementation and enhance the ANU risk-based report.

- Department of Education consultations on the development of regulatory guidance (first being held 4 September 2025).
- Group of 8 SASH Working Group meeting – 11 September 2025. The focus of this meeting will be to share information between the Go8 institutions as well as a discussion with members of the Department of Education's Gender-based Violence Reform Branch.

COMMUNICATION

For public release For internal release Not for release

ATTACHMENTS

- A. ANU NHECPRGBV Gap and Risk Report - Standard 3 DRAFT

SUPPLEMENTARY

- B. National Higher Education Code of Practice for the Prevention and Response of Gender-based Violence ANU Gap Analysis, March 2025

Standard 3 - knowledge and capability - Higher Education Providers are expected to build knowledge and capability to safely and effectively prevent and respond to Gender-based Violence.

Risk assessment

Most clauses for this standard are assessed as low risk, but medium risks remain in staff capability building, accessibility, co-design, monitoring, students at risk and role-specific training.

- The University has implemented the Rights, Relationships and Respect modules suite, with the module for HDR students and staff now mandated, we still have a high-risk gap in mandating completion for coursework students.
- The National Code requires *ongoing* delivery of prevention education and training, pending clarification from the Department of Education, more efforts may be required to support the Rights, Relationships and Respect on-line modules to satisfy this requirement. This may include more face-to-face opportunities for training staff and students.
- Ensuring members of senior leadership, staff involved in formal reports, investigations and disciplinary proceedings had extra training on gender-based violence including risks and protective factors, types, patterns and effects and coercive control.
- Consideration for developing extra training to meet the needs of cohorts identified as high-risk including international students, people with a disability and Aboriginal and Torres Strait Islander people.

Recommendations to assist mitigate identified high risk areas for non-compliance

- Secure executive authorisation and local leadership mandate for staff participation in face-to-face training opportunities.
- Establish structured engagement with Inclusive and Respectful Communities (IARC) for the provision of staff training and targeted specialist support.
- Implement a staged yearly cycle, starting with leadership and critical student-facing roles, and if required extending to all staff, repeating once complete.
- Determining the best approach to mandate and monitor the completion of Rights, Relationships and Respect (coursework) module. This is currently only mandatory for students in residences but not the broader ANU coursework community. A solution being explored by a number of universities is the placement of a NSI preventing the release of exam results for those that have not completed the program.
- Strengthen mandating and monitoring of additional student training for cohorts most at risk of becoming responsible for or experiencing GBV.
- Develop a strengthened data system, ideally a centralised platform or integrated module within existing HR and student systems

Resourcing

- IARC, within current resources, could currently train up to 40 people per fortnight (~1,000 per year) face-to-face, reaching 3,000+ staff and students over three years within existing resources.
- Additional training resources may be required if the National Code mandates annual in person training for staff or students.
- Resources may be needed to monitor the completion of the Rights, Relationships and Respect modules, integration with student and staff systems and compliance reporting for this Standard.

With mandate, structured IARC engagement, and use of current capacity, ANU can close staff training gaps and demonstrate sustained compliance.

Clause clarification required from the Department of Education

- Does the University need to reach 100% of students and staff being trained to meet the threshold?
- Clarity required with the definition of “ongoing training” to confirm training needs beyond the Rights, Relationships and Respect modules
- Clarity on expectations for specific training for identified at risk cohorts, including access to training in languages other than English.

Potential impact on existing ANU policy/procedure/legislation

Not identified at this stage

Is there an overlap between this Standard and a recommendation from the Nixon Review

- Yes 11.3 Mandate that supervisors and research students complete the forthcoming Rights, Relationships and Respect in Research module
- No 13.2 Include successful completion of the Rights, Relationships & Respect@Work module in all performance agreements in ANU Focus
- 14.4 Incorporate the Rights, Relationships & Respect in Research into HDR milestones
- 14.5 Require all HDR supervisors to complete the forthcoming learning module on Rights, Relationships & Respect in Research to achieve reaccreditation

4

INTERIM VICE-CHANCELLOR'S REPORT

PURPOSE To consider a report from the Interim Vice-Chancellor

PREPARED BY University Secretary

SPONSOR Interim Vice-Chancellor

RECOMMENDATION That Council **note** the report from the Interim Vice-Chancellor.

ACTION REQUIRED

For discussion For decision For information

SPEAKER

Professor Rebekah Brown, Interim Vice-Chancellor

CONFIDENTIALITY

Confidential Not Confidential

GOVERNANCE / MATERIALITY

The Interim Vice-Chancellor's Report provides Council with an understanding of the current status and position of the broader University and provides context for the initiatives and issues it is considering. It also provides Council with an update on the activities undertaken by the Chancellor's office.

RISK

The Interim Vice-Chancellor's report ensures the Council has oversight of the Interim Vice-Chancellor's activities and understands the University's broader strategic operating environment.

BACKGROUND

The Interim Vice-Chancellor's Report provides a summary of activities between Council cycles. This Report will include activities from August to October 2025.

SUMMARY OF ISSUES

A verbal report from the Interim Vice-Chancellor will be provided to Council at the meeting.

COMMUNICATION

For public release For internal release Not for release

ATTACHMENTS

Nil

7B SAFETY & WELLBEING REPORT: ACADEMIC PORTFOLIO UPDATE

PURPOSE To present the Council with an update on activities within the Academic Portfolio related to student safety and wellbeing

PREPARED BY Interim Director, University Experience

SPONSOR Provost

RECOMMENDATION That the Council **note** the updates from the Academic Portfolio.

ACTION REQUIRED

For discussion For decision For information

SPEAKER

Professor Joan Leach, Deputy Vice-Chancellor (Academic)

Ms Lisa Kennedy, Interim Director, University Experience

CONFIDENTIALITY

Confidential Not Confidential

COUNCIL COMMITTEE / ACADEMIC BOARD CONSIDERATION

<input type="checkbox"/> Investment	<input type="checkbox"/> Audit, Finance & Risk	<input type="checkbox"/> Campus Planning
<input checked="" type="checkbox"/> Safety & Wellbeing	<input type="checkbox"/> Honorary Degrees	<input type="checkbox"/> Academic Board

GOVERNANCE / MATERIALITY

The Academic Portfolio is responsible for overseeing student safety and wellbeing at the ANU. This paper has been prepared by the University Experience Division to provide an update to the Safety and Wellbeing Committee (SWC) on the work being undertaken by the University, especially in implementing and managing the Student Safety and Wellbeing Plan and the ANU Sexual Violence Prevention Strategy 2019-2026

BACKGROUND

This paper provides an update for the SWC on actions taken to support the delivery of the Student Safety and Wellbeing Plan 2024 – 2026, Sexual Violence Prevention Strategy and other Academic Portfolio matters that impact on student safety and wellbeing

SUMMARY OF ISSUES

National Higher Education Code to Prevent and Respond to Gender-based Violence

The Code Bill has now passed both Houses of Parliament and will be presented to the Governor-General for assent.

Working parties were established including staff from a number of areas across the University, to complete a thorough gap analysis, and identify solutions to ensure the University will meet the requirements of the Code. The report will be finalised by 26 September 2025.

National Student Ombudsman (NSO) contacts

The NSO has notified the ANU of 10 matters, 1 more since the last update in July 2025.

- Seven were in relation to course administration or administrative decisions. All 7 were finalised with the NSO accepting the University’s submissions or the student withdrawing the request.

- One was an NSO own motion inquiry into the provision of counselling services. The inquiry is yet to be finalised.
- One was in relation to a staff member discriminating against a student. The matter has now been finalised.
- One is a preliminary inquiry in relation to a student discipline matter that is ongoing. That inquiry is yet to be finalised.

The University has not received any NSO matters in relation to sexual misconduct.

Student Critical Incidents

Since January 2025, there have been two student deaths on campus, four student deaths off campus and one potential missing student. The potential missing student was escalated to ACT Police and was deemed not a missing person by ACT Police. The two student deaths occurred in residences in August 2025. Students and staff were offered support and intake triage was prioritised for impacted students. Critical incidents are informally reviewed for learnings. Further, unexpected deaths are referred to the Coroner, who will provide recommendations if required. The critical incident management process is also reviewed regularly to ensure continuous quality improvement – an outcome from the most recent on campus incidents is consideration of psychological first aid training to a broad group of staff to support crisis response and recovery.

Student Disciplinary Framework Review Project Update

- Phase 2 consultation is now complete. Feedback is under review and draft recommendations are being established, with a Consultation Report scheduled for the September 24th Project Board meeting. A Phase 3 communications and consultation plan will also be prepared for endorsement in September. A draft recommendations report will be presented to the Project Board in October for approval to release for feedback. Known as Phase 3 consultation, this period will seek ANU Community and stakeholder feedback on what we have heard, and what the proposed responses are to fine tune the recommendations.
- The final recommendations report will then be produced and made available in December 2025 – this timing is not ideal but acknowledges where we are and the time pressures on the review. We will likely undertake significant communications follow-up in 2026 when students and academics return to campus.
- In June, midway through Phase 2 consultation, an Interim Consultation Report was presented to the Project Board, capturing some key learnings that could be actioned before the draft recommendations report is released. Five interim recommendations were endorsed. These are:
 - Ensuring the Framework is covered in O-Week sessions and communication to students in a first-year campaign
 - Reporting on the number of cases, timeframes, and outcomes to be developed and available openly
 - Embedding guided workflow in Canvas to show options for a student who seeks to understand the process
 - Developing poster or postcards that clarify the framework and process
 - Ensuring that the reporting process provides an opportunity for victim survivors or reporters to identify their preferred outcome
- The project team is actively working on the implementation of the interim recommendations which will also be embedded and expanded upon in the final recommendations report.

- An Instructions Working Group with legal and subject matter expertise is commencing in September to advise on how to turn feedback into policy and Rule actions, reporting into the Project Board.
- The newly approved project schedule is also attached for information (**B.1**).

Welcome and Check-in surveys

Semester 1 Welcome survey

Below are key learnings from students who participated in Semester 1, 2025 orientation programs.

Students were asked what aspects of Orientation Week they would recommend to other new students. The following themes were the top five recommendations:

- Engaging with clubs, societies, sports and religious groups (310)
- Attending College-based induction (91)
- Participation in activities related to social cohesion and sense of belonging (86)
- Participating in the general campus orientation (74)
- Getting freebies (61)

This data indicates the value new students place on opportunities to connect with other students and the University community, and gain information related to their studies and support services.

Students reflected on what participating in orientation helped them to do, with the following results:

See myself as an ANU student	91%
Feel that I made the right choice to come to ANU	86%
Feel like I am part of a new community	83%
Meet new friends	82%
Complete the administrative tasks required to start my study	73%
Know where to go to get support with planning my degree	72%
Know where to go to get support with my health and wellbeing	72%
Feel prepared to challenge myself academically at ANU	71%
Feel ready to study	68%
Become aware of campus resources to support job search and career planning	67%

Semester 1 Check-in survey

Students reflected on how their participation in Orientation Week activities impacted their sense of belonging in the check-in survey, with the following results. Notably, the check-in survey occurs months after the Orientation Week activities have concluded, so demonstrates deep and lasting impact.

- 88% of students agree or strongly agree that they feel safe at ANU
- 77% of students agree or strongly agree that they are accepted at ANU
- 73% of students agree or strongly agree that they have support at ANU
- 70% of students agree or strongly agree that they feel part of ANU community/communities

Semester 2 Welcome and check-in survey

Semester 2 surveys are still to be completed. However, below are highlights of *initiatives undertaken in relation to students' wellbeing*:

- Information on ANU wellbeing services was covered in each of the online information sessions, which are held before students physically arrive on campus. The international student specific information sessions covered this topic in more detail than others. A total of 338 unique commencing students attended these online information sessions.
- A 'mini services' pilot session on Kambri lawn was run immediately after the New Student Address. It was well attended, with hundreds of students in attendance. 'Mini services'

introduces students face to face with central services including ANUSA, Student Wellbeing, Academic Skills, Library, etc.

- Student speakers at the New Student Address and International Student Orientation were encouraged to share about the challenges they have experienced and what has helped them.
- Detailed information about the Student Safety and Wellbeing Team and other support services was provided by a staff member during the International Student Orientation.
- Running the 'Discovery Trail' which is a self-guided tour where students are provided a set of clues to find the physical spaces of central services to be in the running to win a prize. These central services include the Student Safety and Wellbeing Team, Careers Team etc.
- Running several campus tours throughout O Week, including ANU Support and Services Tour and ANU General Tour which show students where they can find the Student Safety and Wellbeing Team as well as other central services.
- For students who indicate they need further assistance in the welcome and check-in surveys, providing additional information on the relevant support services they can access.

Rights, Relationships, Respect 2025 completions

Course completion for Semester 2 to date (as of 27 August 2025) for the undergraduate RRR module shows that while residences report approximately 85% completion (520 residents out of 605, excluding UniLodge), the broader undergraduate cohort sits at 43% (n=916). A further 9% have commenced but not completed, and 48% have not yet engaged with the course. The markedly higher completion rate in residences reflects the compliance mechanisms in place within those communities, where participation is actively monitored and enforced. In contrast, off-campus students currently receive only general communications through central university channels, with no compliance requirements, which likely contributes to lower uptake. This disparity highlights the need for stronger compliance measures from next year, when the course will need to become mandatory for all students due to the National Code, with the possibility of being linked to a grade-release compliance measure.

Rights, Relationships and Respect at Work

The Inclusive and Respectful Communities (IARC) team in partnership with People and Culture (P&C) launched in July the Rights, Relationships and Respect at Work module to an "early adopters" staff cohort, University Experience, Residential Experience and People and Culture.

The program is a mandatory module for all staff.

To 19 August 2025, 341 staff have enrolled in the module. An early insights report from feedback received from participants is attached (**Attachment B.2**). IARC will do a thorough review of feedback received by the end of September to determine if updates or changes are required in time for early 2026.

Peer-educators led – Racism awareness program

The IARC team's initiatives in 2025 have been driven by self-determining student voices through the peer education program by those with lived experience of racism. These efforts have focused on balancing educational depth with broad community engagement through a series of peer-led projects that takes an intersectional approach to harm prevention.

A key deliverable is the Anti-racism Microcredential, currently in its final development phase. This will be piloted in the semester break with residential staff and student leaders to equip them with the skills to identify systemic racism and apply bystander intervention frameworks. This formal training is complemented by the Intersectional Bystander Intervention poster series, which has been successfully distributed to residential halls as an accessible educational tool.

Further community engagement has been achieved through two significant outreach campaigns. The "Common Good" activation series will launch in the semester break, offering weekly, low-commitment educational activities in Kambri. Concurrently, the "Word of the month" social media campaign has been highly successful, challenging unconscious biases and generating over 25,000 interactions in its initial rollout. These projects collectively demonstrate a comprehensive, multi-layered approach to fostering an inclusive campus environment.

Basic Needs Supports program

The Basic Needs Supports program, managed through the IARC - Student Equity team, provides a selection of financial supports for students. These supports aim to remove barriers to students' academic engagement and connection with campus and peers.

Students can apply for more than one support; as this program is funded through the Higher Education Participation and Partnerships Program (HEPPP), students must meet the criteria of being a domestic student from one of the identified HEPPP cohorts:

- From a regional, rural, or remote location of Australia
- Financial hardship/low-SES background
- Aboriginal and/or Torres Strait Islander people

The program has grown significantly in the last twelve months. This has happened with minimal promotion and relying mainly on word-of-mouth from students who have accessed the program or participated in another Student Equity program such as First Year Experience or First Generation.

By 19 August 2025, the team had received requests for support from 325 students, this compares to 72 students that had accessed the program in 2024 which is a 451% increase.

Main supports provided to date are presented in the below table.

Griffin Hall membership	Sports / gym membership	Textbook Grant	Student Financial Grant	Surface parking permit
20	198	219	227	62

The financial support provided through this program, while small, has had a significant impact on some of the students that have benefited from it:

"I work two jobs, 3-4 days a week, to fully support myself at university. However, I was really struggling with the long commutes to work on public transport, often very early in the morning, receiving this permit has enabled me to come to campus" - student who received a parking permit.

"My quality of life significantly improved and I hope I can make myself the best Uni experience possible." – student who received access to the Community Connect pantry

"The assistance of this support will help lift part of the monetary burden and allow me to better focus on my education. Thank you!" – student who received textbook and support grants

"The free gym membership would greatly help me maintain my physical and mental well-being during this financially challenging time." – student who received ANU Sport membership

The Student Equity team's capacity to maintain or expand this financial support program for students from underrepresented backgrounds will depend on the new funding formula the ANU will receive as part of the new Needs Based Funding program, which will replace HEPPP from 2026. The team will update the Safety and Wellbeing Committee on the program and potential impacts once funding is determined.

ANU Community Connect

Community Connect provides pantry stable and frozen foods, along with some basic personal supplies to students most in need of assistance at ANU. Bookings with Community Connect provide students with a one-on-one appointment with staff in a safe and stigma-free environment, giving the student the power of choice and freedom to take as much as needed at that time.

Students visiting Community Connect are often sent by Residential Halls, Student Safety and Wellbeing, or ANU Counselling. In 2025 we have supported students with ongoing medical conditions, problematic relationships with food, and several who were experiencing severe rationing of food supplies (sometimes as little as a single can of food per day). These students are provided with ongoing access to food and connections to other support services as required. These students have consistently shown a great appreciation for the service, with some commenting that the Community Connect Food Relief service is vital to their continued attendance at ANU.

	Number of students registered	Number of bookings in 2025
Domestic	78	101
International	22	35
Total	100	159 (23 did not show)

COMMUNICATION

For public release For internal release Not for release

ATTACHMENTS

7B.1 Student Disciplinary Framework Review Project Schedule
7B.2 Rights, Relationships, Respect @ Work update



Australian
National
University

2025 STUDENT LOAD & ENROLMENTS REPORT

September 2025

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CRICOS Provider No. 00120C

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EXECUTIVE SUMMARY

STUDENT COHORTS AS THEY RELATE TO REVENUE AND BUDGET

The University submits cost of teaching data to the Department of Education each year. The table below shows the margin per Equivalent Full Time Student Load (EFTSL) based on the data submitted. The University has a negative margin teaching non-award, research and domestic undergraduate programs. The University makes a slight positive margin teaching domestic postgraduate. The negative margins are offset by teaching international undergraduate and postgraduate students. This paper expands on the risk of teaching domestic undergraduate students on a negative margin.

There is a complex picture for the University with risks going forward.

		Margin per EFTSL		
Citizenship	Academic Career	2022	2023	2024
Domestic	Undergraduate	-\$2,750	-\$2,828	-\$394
	Postgraduate	\$160	\$1,426	\$1,983
International	Undergraduate	\$25,199	\$22,400	\$25,044
	Postgraduate	\$23,120	\$24,632	\$26,146

DOMESTIC

Undergraduate load achieved 99.8% of budget target. This cohort runs at a small negative margin per EFTSL. The commencing load achieved 112.3% of budget target. However, as this cohort runs on a negative margin this is a concern for future years as these students are enrolled at the University for an average of 4.2 years.

Additionally, this cohort has a maximum government allocation for the government funded component, and the University has been exceeding this allocation for many years and receiving only the student contribution amount and not the commonwealth supported amount. This cohort has been growing since 2016.

The Department of Education has indicated that from 2027 onwards the University will not receive the student contribution amount above the allocation.

Postgraduate coursework load achieved 112.4% of budget target. This cohort makes a small positive margin per EFTSL. The commencing load achieved 107.1% of budget target. This cohort has been in decline since 2016.

INTERNATIONAL

Postgraduate load achieved 98.9% of budget target. This cohort makes a good positive margin per EFTSL. The commencing load achieved 105.3% of budget target. This cohort has been fluctuating since 2016 with the past three years being the highest since COVID.

Undergraduate load achieved 99.8% of budget target. This cohort makes a good positive margin per EFTSL. The commencing load achieved 106.9% of budget target. This cohort has been in decline since its peak in 2019.

In 2025, the University's New Overseas Student Commencement (NOSC) allocation was 3,400 students. The University has currently used 2,883 of its NOSC allocation as of 19 August 2025 (83.85%) and consequently, under Ministerial Direction 111, the University will be allocated 'Standard' rather than 'High' priority Visa processing for the remainder of 2025. The number of NOSC commencing exemptions are continuing students at 1,384 and other NOSC exemptions at 1,252 (see Definitions for the categories of exemptions).

As the University only used 83.35% of the 2025 NOSC allocation there is room to grow commencing international student numbers by 17.9%.

DEFINITIONS

Census Date: Census dates are an administrative deadline attached to each course offering at the University. It is the last day students can drop courses without financial or academic penalty.

Commonwealth Grant Scheme (CGS): The Australian Government subsidises tuition costs for domestic higher education students via Commonwealth Supported Places (CSP) across a wide range of discipline areas and qualification levels. The CGS is the government's contribution to the CSP.

Commonwealth Register of Institutions and Courses for Overseas Students: (CRICOS) is the official Australian government database that lists all education providers and courses approved to deliver education to overseas students on a student visa.

Commonwealth Supported Places (CSP): A CSP is a government subsidised place for domestic students at an Australian university or approved higher education provider where part of a student's fees is paid by the government (CGS) and the rest by the student, Student Contribution Amount (SCA).

Confirmation of Enrolment (CoE): A CoE is an electronic document for international students issued by an Australian educational institution to prove enrolment and is required for student visa application and studies in Australia.

English Language courses (ELICOS): An ELICOS course is solely, or mostly English language instruction provided to an overseas student.

Equivalent full-time student load (EFTSL): EFTSL is the measure used to determine a student's study-load. The University sets a unit value for each of its courses. One EFTSL is the amount of student load determined by the University to be equal to load at 100 per cent intensity for one student for one year.

Full-time study: The Department of Education defines full-time study as load intensity of 75% or greater.

National Planning Levels (NPL): The National Planning Level (NPL) in Australia, specifically for international students, is a figure used by the government to manage the growth of the international education sector.

New Overseas Student Commencements (NOSCs): An international student will count as a New Overseas Student Commencement (NOSC) when they are onshore and start their first non-exempt course at their first provider. This includes each time the student changes into a non-exempt course at a different provider. The Department of Education allocated providers an 'indicative NOSC' in late 2024 for calendar year 2025. The ANU indicative NOSC for 2025 is 3,400.

NOSC exemptions categories: continuing students, schools, non-award students, other DFAT or Defence sponsored students, Higher Degree Research candidates, standalone ELICOS students, all Australian Government sponsored scholars and visa holders, certain transnational education holders, foreign government scholarship holders, and students from the Pacific and Timor-Leste.

Maximum Base Grant Amount (MBGA): Table A universities use Commonwealth Grant Scheme (CGS) funding to enrol domestic students in CSPs within a fixed level of

funding known as the Maximum Basic Grant Amount (MBGA). These universities decide how CSPs will be distributed between sub-bachelor, bachelor, or postgraduate courses across discipline areas (excluding medicine).

Ministerial Direction 111 (MD111): The Ministerial Direction 111 Order for considering and disposing of offshore Subclass 500 (Student) visa applications (MD111) came into effect on 19 December 2024, replacing MD107. MD111 applies to on-hand, unfinalised student visa applications lodged from offshore, as well as those lodged on or after that date, and sets out priority categories for processing student visas applications.

Provider Registration and International Student Management System (PRISMS): This is a database that ANU uses to communicate to the Australian Government regarding the enrolment of an Overseas or intending Overseas student into a CRICOS-registered ANU program as required under the *Education Services for Overseas Students (ESOS) Act*. ANU confirms an Overseas student's enrolment by issuing a CoE through PRISMS. There are strict timelines for updating the enrolment details of an Overseas student through PRISMS (such as if they change programs or need longer to complete their program). PRISMS also facilitates the monitoring of student compliance with visa conditions, as well as provider compliance with the ESOS Act. ANU is also required to maintain a current list of the University's contracted Education Agents on PRISMS.

Student Contribution Amount (SCA): the Student Contribution Amount is the portion of university tuition fees that a student enrolled in a CSP in Australia is responsible for paying.

2025 LOAD PERFORMANCE RESULTS

2025 ANU TOTAL LOAD (EFTSL)

Overall, 2025 year-to-date load (17,055.1 EFTSL) is slightly below budget (99.3%) load at 17,177.0 EFTSL.

Total domestic load is slightly below budget (99.9%), which is a result of underperformance against budget target in non-award (75.5%), research (88.1%), and undergraduate (99.8%) load. However, domestic postgraduate performed strongly and appears to have exceeded budget load by 12.4%.

Total international load is slightly below budget (98.4%) load because of underperformance in non-award (38.9%), postgraduate (98.9%), and undergraduate (95.7%) coursework. However, research load is exceeding budget load by 1.7%.

It is important to note that coursework load is expected, based on historical behaviour trends, to increase by approximately 145 EFTSL between now and the end of the year, as the Spring session commences on 1 October 2025. Therefore, this the load position is preliminary as of 13 August 2025.

Table 1

Citizenship	Academic career	2024	2025 YTD actual	Budget target	% of Budget target
Domestic	Non-Award	22.2	19.6	26.0	75.5% ↓
	Postgraduate	1,101.4	1,094.3	973.8	112.4% ↑
	Research	921.3	831.4	943.4	88.1% ↓
	Undergraduate	8,461.8	8,554.1	8,568.3	99.8% ↓
	Total	10,506.6	10,499.4	10,511.5	99.9% ↓
International	Non-Award	14.8	9.4	24.1	38.9% ↓
	Postgraduate	4,704.9	4,234.8	4,280.1	98.9% ↓
	Research	838.9	881.2	866.2	101.7% ↑
	Undergraduate	1,524.3	1,430.3	1,495.1	95.7% ↓
	Total	7,082.8	7,081.4	6,665.5	98.4% ↓
Grand total		17,589.5	17,055.1	17,177.0	99.3% ↓

2025 ANU COMMENCING LOAD (EFTSL)

Overall, 2025 year-to-date commencing load (5,148.5 EFTSL) exceeds budget target by 6.7%, which is a result of domestic postgraduate achieving 107.1% of budget target, domestic undergraduate achieving 112.3% of budget target, international undergraduate achieving 106.9% of budget target, and international postgraduate achieving 105.3% of budget target.

The introduction of the English Language Intensive Courses for Overseas Students (ELICOS) pathway contributed to commencing load exceeding budget targets for international undergraduate and postgraduate. Altogether 243 students completed this pathway.

In 2025, the University's New Overseas Student Commencement (NOSC) allocation from the government was 3,400 students. The University has currently used 2,883 of this allocation as of 19 August 2025 (83.85%) and consequently, under Ministerial

Direction 111, the University will be allocated ‘Standard’ rather than ‘High’ priority Visa processing for the remainder of 2025. The University has been successful in securing a number of students as NOSC exemptions, with 1,384 continuing students and 1,252 other NOSC exemptions (see the Definitions section for exemption categories).

As the government has worked to find the right settings for Australian International Education across 2024 and 2025, the changes in policy settings, Ministerial Directions, and the uncertainty of an election have taken their toll on the University’s international markets, and it is taking time to rebuild that confidence.

Some Australian universities have undoubtedly found their student pipelines more resilient to these market pressures. However, unlike many of these universities, ANU had not - until very recently - locked-in a pipeline of students who were already in Australia and undertaking packaged ELICOS or foundation studies at a designated affiliated college. This has exposed the ANU to the full impact of all market uncertainties across the past two years.

For 2025, the Department of Education has advised that 26 of 38 Australian public universities have reached 80% of their NOSC, including ANU. Overall, student numbers across the sector are tracking close to the 2025 NPL of 270,000, and as of 1 August 2025 the sector is at 83% overall.

While commencing research load for both domestic and international students is below budget load, it’s important to note that HDR students can commence anytime through the academic year.

Table 2

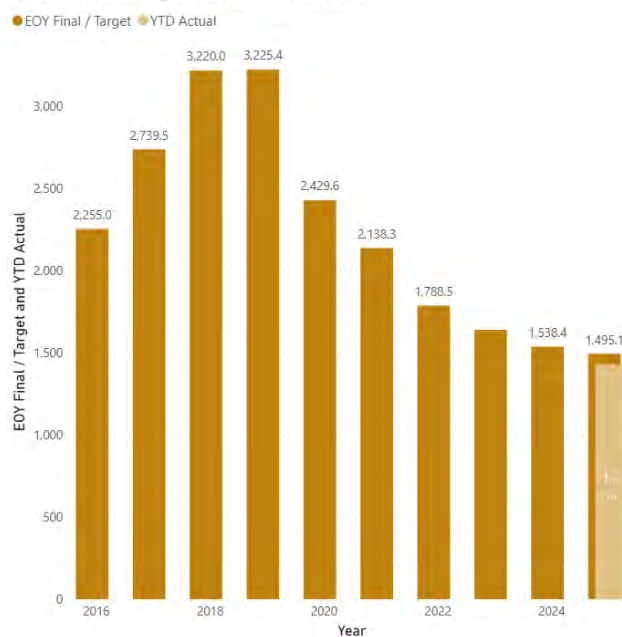
Citizenship	Academic career	2024	2025 YTD actual	Budget target	% of Budget targets
Domestic	Non-Award	15.6	12.6	14.9	84.9% ↓
	Postgraduate	364.1	381.7	356.4	107.1% ↑
	Research	141.4	137.5	144.7	95.0% ↓
	Undergraduate	1,921.1	2,116.5	1,884.2	112.3% ↑
	Total	2,442.2	2,648.3	2,400.2	110.3% ↑
International	Non-Award	13.3	8.4	14.0	59.9% ↓
	Postgraduate	1,889.1	1,977.3	1,878.4	105.3% ↑
	Research	147.7	127.2	170.2	74.8% ↓
	Undergraduate	353.4	387.4	362.4	106.9% ↑
	Total	2,403.4	2,500.2	2,425.0	103.1% ↑
Grand total		4,845.6	5,148.5	4,825.2	106.7% ↑

2025 LOAD PERFORMANCE IN THE CONTEXT OF DECADE-LONG TIME SERIES LOAD TRENDS (EFTSL)

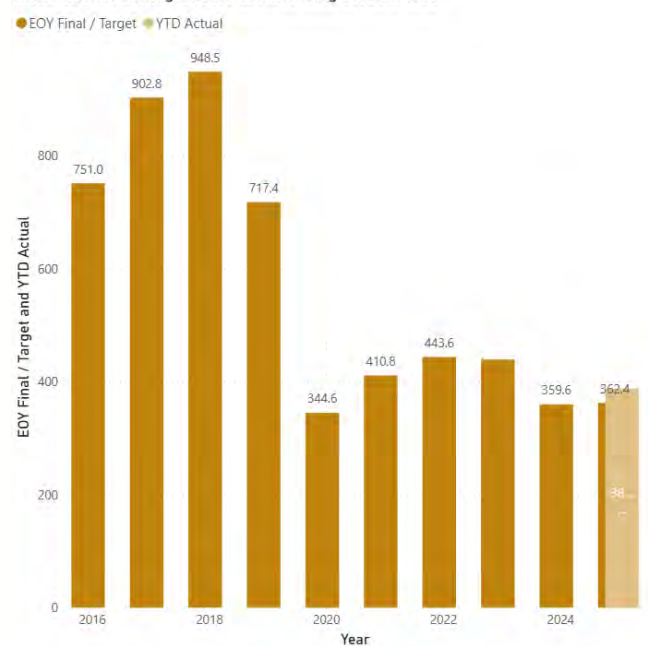
It is important to understand 2025 load performance in the context of the University's longitudinal trends and pre-COVID performance.

The international undergraduate commencing load dropped during COVID and has not returned to the pre-COVID numbers, as a result the total international undergraduate load has been in decline since 2019.

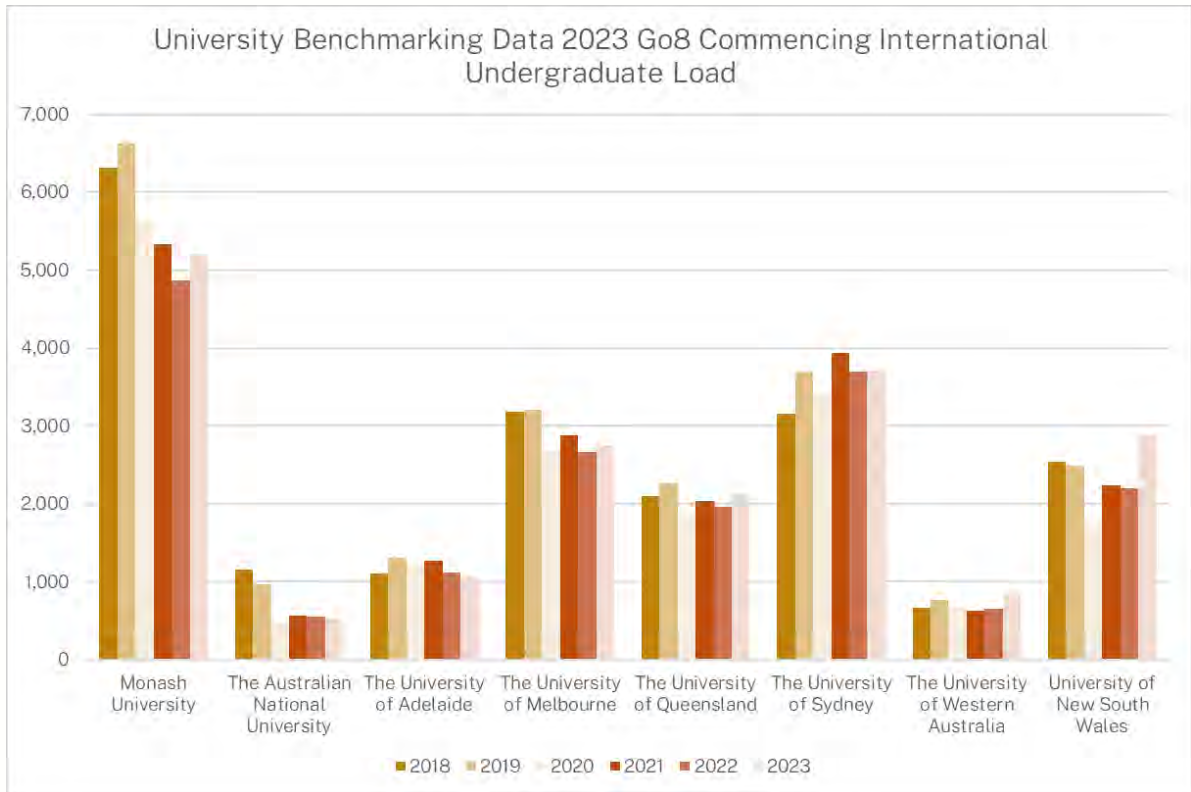
International undergraduate total student load



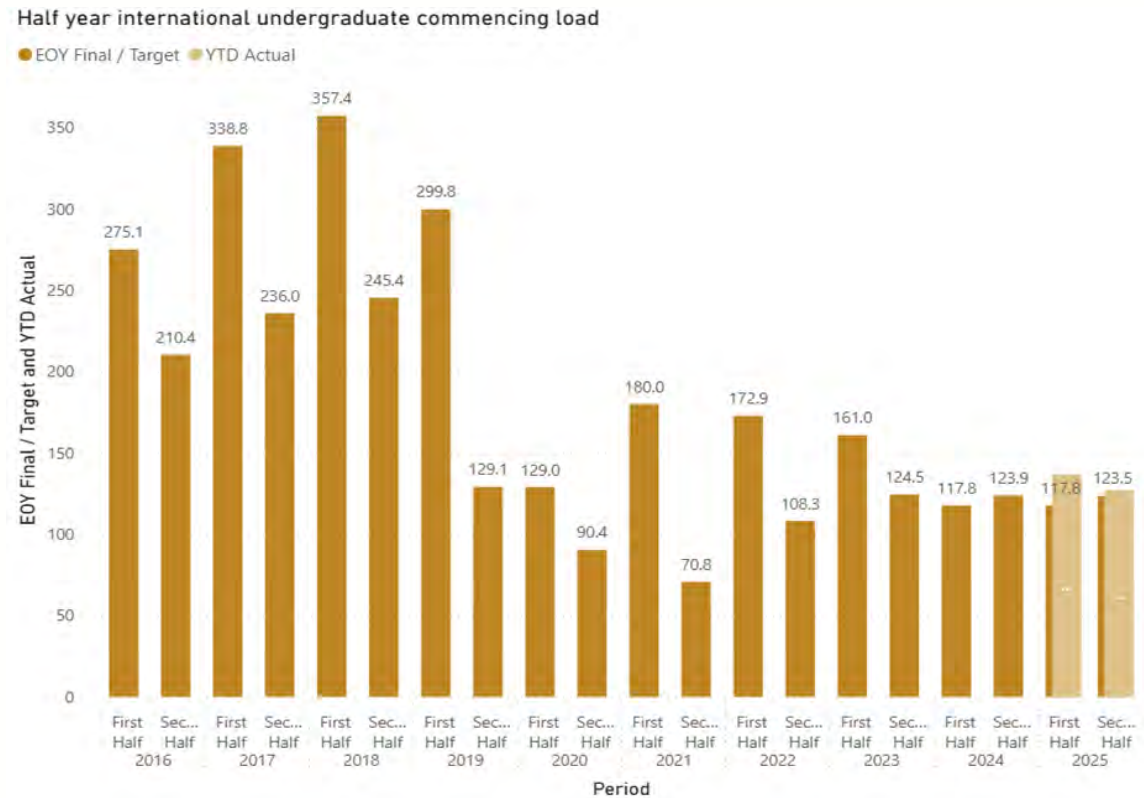
International undergraduate commencing student load



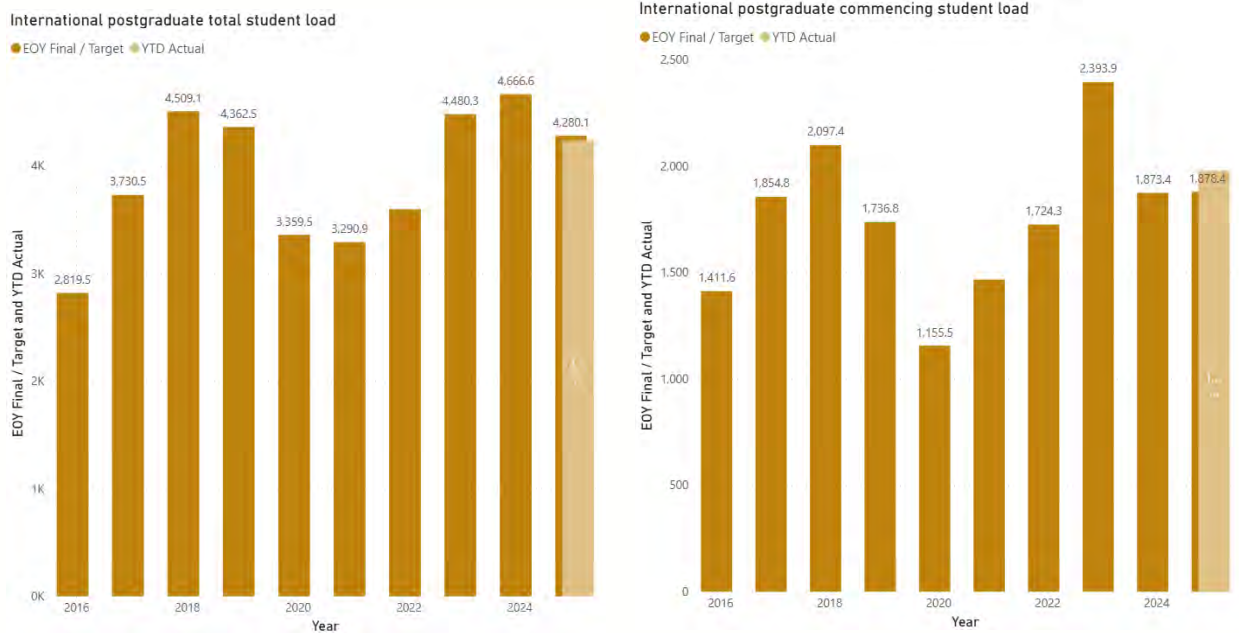
It should be noted that this ANU experience is differentiated from its peers across the Go8. In the latest available benchmarking data, from 2023, it can be noted that only the ANU and Monash University have substantively failed to rebuild their undergraduate markets. The majority of the Go8 have largely recovered commencing international undergraduate numbers with the University of Western Australia and the University of NSW both having larger markets in 2023 than their pre-pandemic levels.



Historically international undergraduate students have mainly enrolled in the first half of the year. This behaviour changed during COVID because of closed borders and pent-up demand where the trend shifted to second half year enrolments. It now appears student commencing preference has returned to pre-COVID trends.



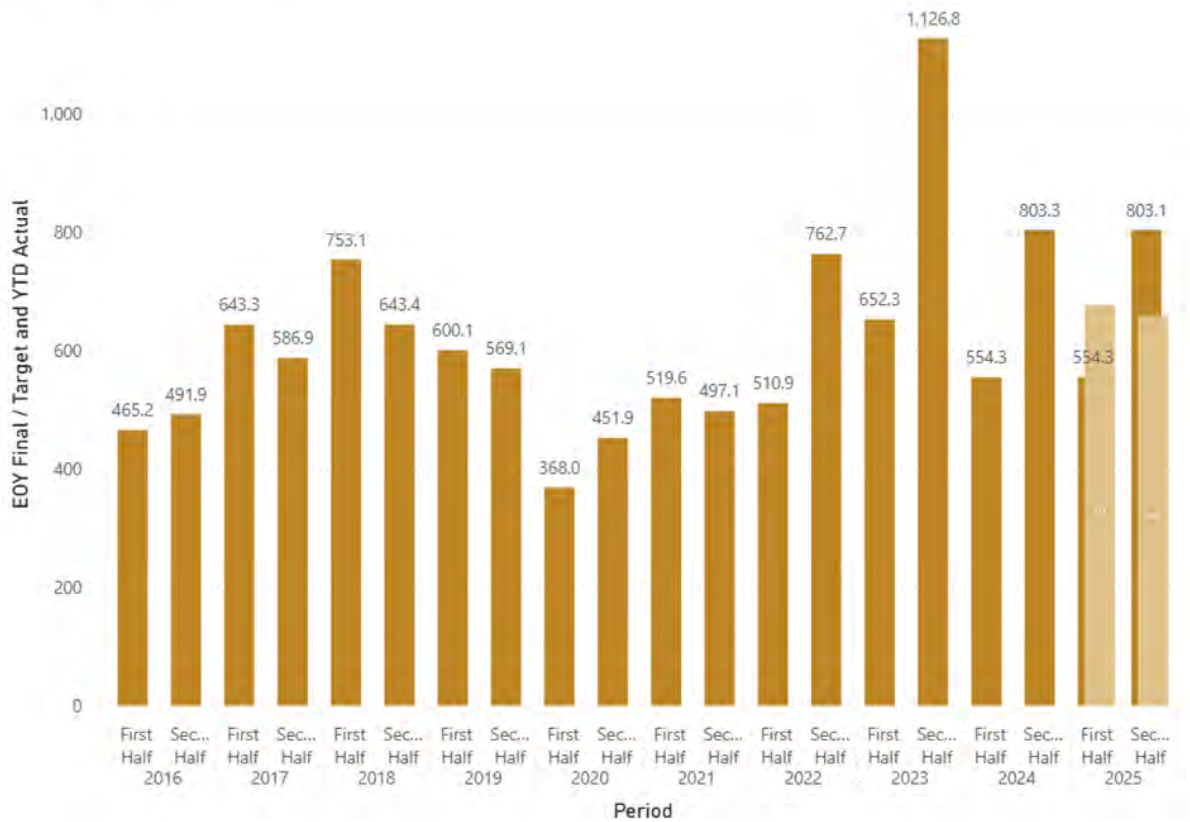
The international postgraduate commencing load dropped during COVID and has returned to the pre-COVID numbers. However, recent government policy changes have led to a decline in commencing load in the past two years.



Historically international postgraduate student has mainly enrolled in the first half of the year. This changed during COVID because of closed borders and pent-up demand where the trend shifted to second half year enrolments. It now appears student commencing preference has returned to pre-COVID trends.

Half year international postgraduate commencing load

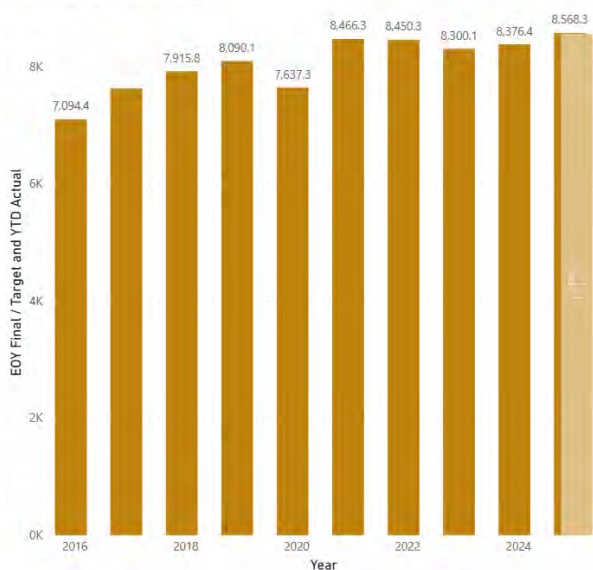
● EOY Final / Target ● YTD Actual



The domestic undergraduate commencing load has fluctuated in the past 10 years with the total load growing overall since 2016. The outlier of significantly high growth in 2021 was a result of deferral behaviour as a consequence of COVID from 2020 and the popularity of the Year 11 early offer assessment process for students who had a disrupted HSC experience in 2020. The 2025 commencing performance is a genuine recovery to above pre-COVID levels.

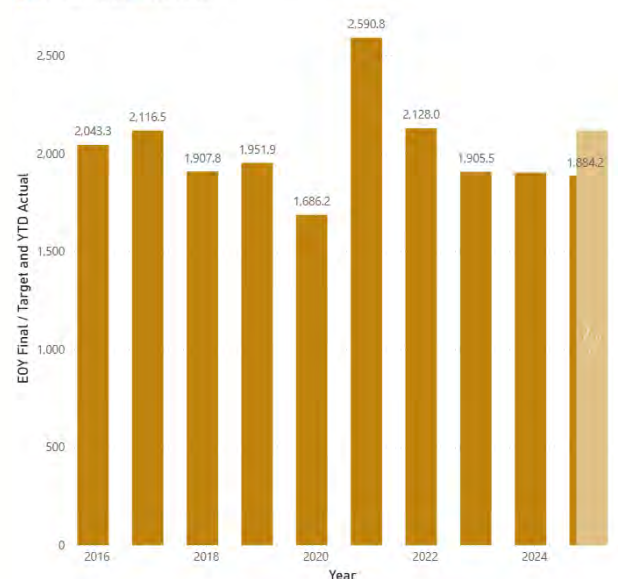
Domestic undergraduate total student load

● EOY Final / Target ● YTD Actual



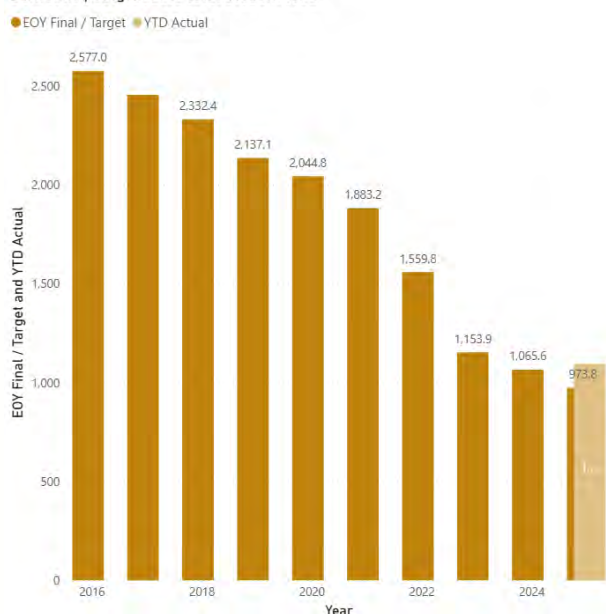
Domestic undergraduate commencing student load

● EOY Final / Target ● YTD Actual

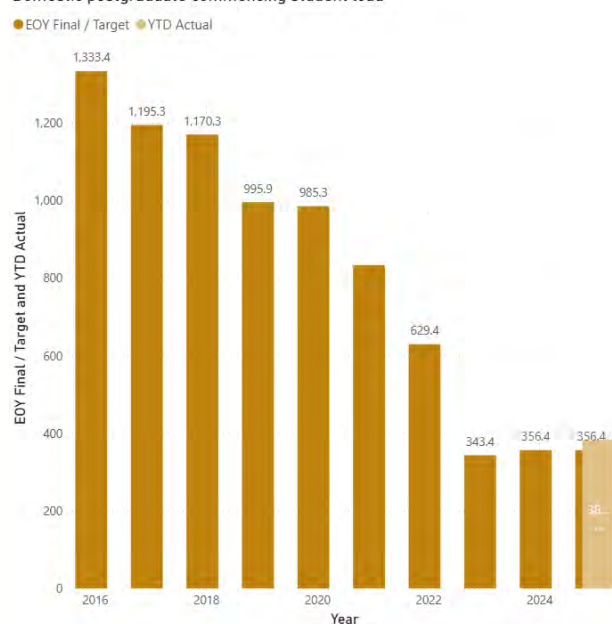


The domestic postgraduate commencing load has been in decline from 2016 to 2023 with minor growth in recent years. The total load has declined overall since 2016. ANU announced the closure of its largest domestic postgraduate program, the Graduate Diploma of Legal Practice, in 2019 because of viability concerns with the final intake for this program in 2020. The current growth, while highly positive, has been insufficient to recover the losses from the GDLP closure.

Domestic postgraduate total student load



Domestic postgraduate commencing student load



2025 LOAD PERFORMANCE - COMMONWEALTH SUPPORTED PLACES

Most of the University's undergraduate domestic students and a small number of postgraduate domestic students receive what is known as a 'non-designated Commonwealth Supported Place' (CSP) to support their studies. The University also receives designated CSPs for its postgraduate medical places.

Under a CSP place, the Department of Education pays the University a Commonwealth Grant Scheme (CGS) amount for each student. The student also pays a fee known as the Student Contribution Amount (SCA), which they can choose to pay up-front or to defer through the HECS/HELP scheme. The CGS and SCA value vary based on the field of education the student is studying.

From 2009 to 2017, Australian universities operated under a demand-driven system where the government would fund a Commonwealth Supported Place for any eligible student a university enrolled.

In late 2017, the government froze the CGS funding at 2017 levels, which effectively capped the amount of money a university would receive for its students on CSP places, regardless of how many it enrolled.

Since 2021, with the implementation of the Job Ready Graduates policy changes introduced in 2020, this CGS cap has remained in place with the small amount of growth available to the sector based on a series of metrics about a university's

location. This dollar cap is now known as a Maximum Base Grant Amount (MBGA). If a university enrolls students above their MBGA amount, the university will not receive additional CGS for those students and will only receive the SCA.

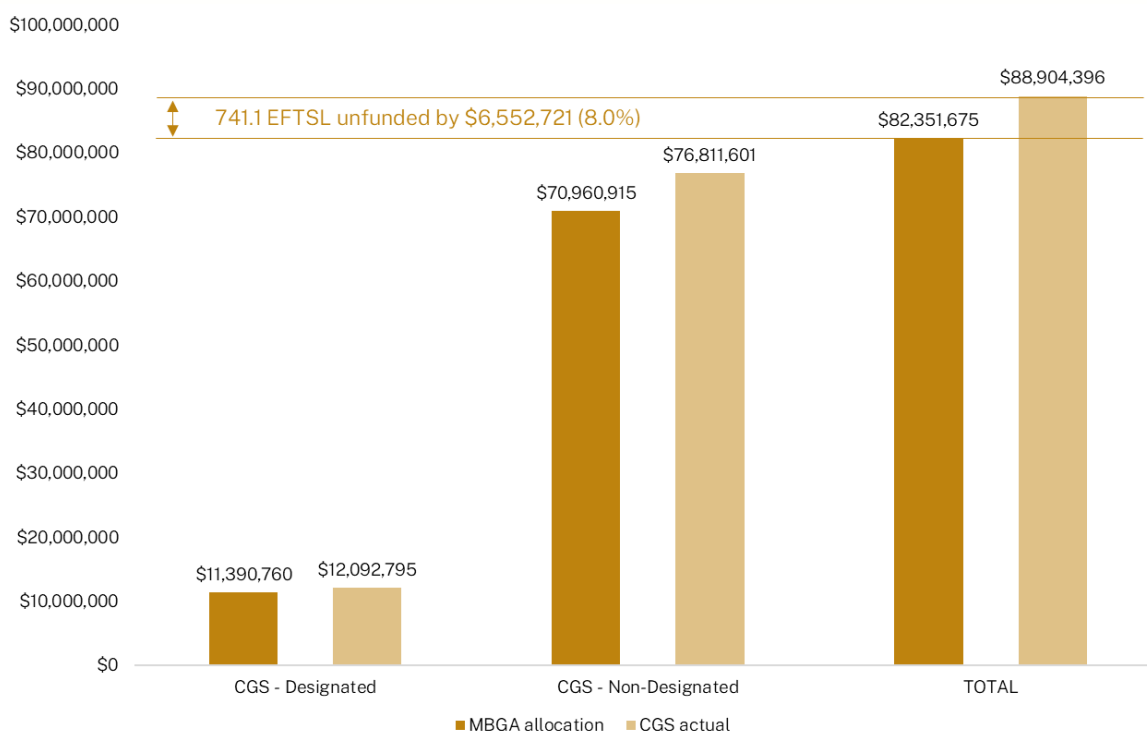
From 2026, the Australian Government is transitioning this funding to the Managed Growth Funding System (MGFS) and more about this new funding model is covered in the later sections of this paper.

ANU has consistently made the decision to over-enroll students above its MBGA since this policy was introduced. Since 2018, the University's unfunded student load is estimated to have been between \$4 million and \$11.5 million per annum. This unfunded amount contributes to the domestic undergraduate cohort being taught at a negative margin in recent years.

Year	MBGA CAP (Non-designated + Designated + Transition Funding)	Gross Actuals	CGS EFTSL	CGS Average Rate	Amount over the MBGA CAP	EFTSL over the MBGA CAP (unfunded load)	% EFTSL unfunded	% revenue unfunded
2018	\$83,737,356	\$87,787,766	8,442.9	\$10,398	\$4,050,410	389.54	4.6%	4.8%
2019	\$83,946,766	\$91,966,097	8,577.6	\$10,722	\$8,019,331	747.96	8.7%	9.6%
2020	\$84,596,556	\$92,253,276	8,300.4	\$11,114	\$7,656,720	688.91	8.3%	9.1%
2021	\$88,950,582	\$93,849,450	9,074.6	\$10,342	\$4,898,868	473.69	5.2%	5.5%
2022	\$75,937,138	\$87,531,729	8,958.3	\$9,771	\$11,594,591	1186.62	13.2%	15.3%
2023	\$73,977,125	\$77,699,015	8,776.3	\$8,853	\$3,721,890	420.39	4.8%	5.0%
2024	\$78,154,835	\$87,191,501	8,862.4	\$9,838	\$9,036,666	918.51	10.4%	11.6%

Within [the University's Funding Agreement 2024-2025](#), the University received \$70,960,915 non-designated funding for 2025. This resulted in 741.1 EFTSL being unfunded at a value of \$6,552,721, which is 8% more than our MBGA. However, the University has received SCA (\$9,481,559 for 2025) from these students.

Chart: 2025 Q3 forecast – MBGA allocation versus actual CSPs



The MBGA also includes additional funding for Equity, Innovation and Nuclear-Powered Submarine (NPS) places as shown in the table below. All places have been utilised, and the University has a greater capacity to fill more places than awarded by the Department of Education.

Table 3

Funding	2025
Additional amounts for Equity Places	\$855,933
Additional amounts for Innovation Places	\$353,451
Additional amounts for Nuclear-Powered Submarine Places	\$646,811

Through the MBGA the University can provide CSPs to postgraduate coursework students and has historically done so for a select number of programs. In 2025, the University made the decision to reduce the number of CSPs to this cohort as pre-election the government had indicated a change to core Commonwealth Funding and the introduction of a hard MBGA cap, with the University already projected to be above its MBGA cap.

Students within postgraduate coursework programs tend to study part-time, which puts the University at risk of students still studying after the 2026 transitional arrangements have concluded.

The University currently has a total load of 52.75 EFTSL within this funding group. ANU purchases external tuition fee benchmarking data from 5R Partnership. This data shows that in 2025 the Go8 provided postgraduate CSPs to 63 programs. The top three universities providing postgraduate CSPs were the University of Western Australia with 27 programs, the University of Queensland with 18 programs, and Monash University with 10 programs. In 2025, ANU only provided CSPs to four master’s degree programs.



Given the government’s policy settings, it is unlikely the University will be able to allocate CSPs to the postgraduate cohort in 2026.

2025 KPI 5 PERFORMANCE – COMMENCING ENROLMENTS

Within the 2025–2028 Corporate Plan the University has a commencing enrolment measure (headcount) for tracking the number of commencing student enrolments. The target is to ‘maintain’ or ‘improve’ on previous year’s results. These targets are not linked to the budget EFTSL targets.

Overall, both domestic and international are expected to achieve the KPI target.







Table 4

	2024 actuals	2025 YTD actual	2025 Target	% of target	
Domestic	2,995	3,132	2,995	104.6%	
International	3,289	3,321	3,289	101.0%	

KPI 5 ‘Commencing students’ also extends to cover under-represented students identified as First Nations, Low SES and students from rural, regional and remote areas. The KPI target is to ‘maintain’ or ‘improve’ previous year’s results.

Overall, enrolments from First Nations students appear to have exceeded the KPI target. Low SES enrolments for 2025 are at risk of not achieving the KPI target. Postgraduate enrolments for students from rural, regional and remote areas achieved the KPI target, while undergraduate is at risk of not reaching the target.

Table 5

	Academic career	2024 actuals	2025 YTD actuals	KPI 5 Target	% of targets
First Nations	Postgraduate	18	35	18	194% 
	Undergraduate	29	36	29	124% 
Low SES	Postgraduate	25	17	25	68% 
	Undergraduate	59	52	59	88% 
Rural, Regional & Remote	Postgraduate	72	87	72	121% 
	Undergraduate	333	295	333	89% 

More analysis is needed as to why commencing enrolments decreased in 2025 across a number of these under-represented groups, and factors at play could have been the cost of living, which therefore prompted students to study closer to home.

In supporting the achievement of KPI 5, scholarships play a significant role in attracting these students, as it assists them with costs of study, accommodation and living expenses.

During 2025, the University’s Coursework and Scholarship team made 250 scholarship offers to the Admission, Scholarships and Accommodation (ASA) cohort, of which 122 students commenced with a scholarship. The table below does not include college managed scholarships.

In addition, the Tjabal Centre, awarded 13 Kambri scholarships, which is the same number as 2024. It is hoped that more scholarships will be added for 2026 as part of fundraising goals. The Centre also provides other financial support, and 101 students received financial support to assist with accommodation, living expenses and educational expenses. Commencing Kambri scholars are provided with a financial literacy program that includes budgeting as well as simple tips to ensure they maximise their scholarship/s.

In addition, first-year undergraduate Indigenous students receive up to two-hours of tutoring per week per course in which they are enrolled. This reduces over time as students become more proficient in their studies. This is funded through the Indigenous Student Success Program (ISSP).

Table 6

Category of scholarship	No. of 2025 ASA offers	Student commence	2025 % of students who commenced with a scholarship	2024 % of students who commenced with a scholarship	Difference 2024/2025
First Nations	62	28	45.2%	46.3%	-1.2%
Financial Hardship	48	23	47.9%	44.6%	3.3%
Rural, Regional and Remote Areas	12	6	50.0%	72.2%	-22.2%
School environment	21	13	61.9%	57.6%	4.3%
Medical conditions	26	12	46.2%	70.3%	-24.1%
Refugee	8	3	37.5%	100.0%	-62.5%
Family disruption	37	19	51.4%	58.8%	-7.5%
Low SEIFA	36	18	50.0%	35.3%	14.7%
Count of total offers	250	122	48.1%	52.2%	-4.1%

2025 PROGRAM PERFORMANCE

2025 DOMESTIC UNDERGRADUATE PROGRAM PERFORMANCE

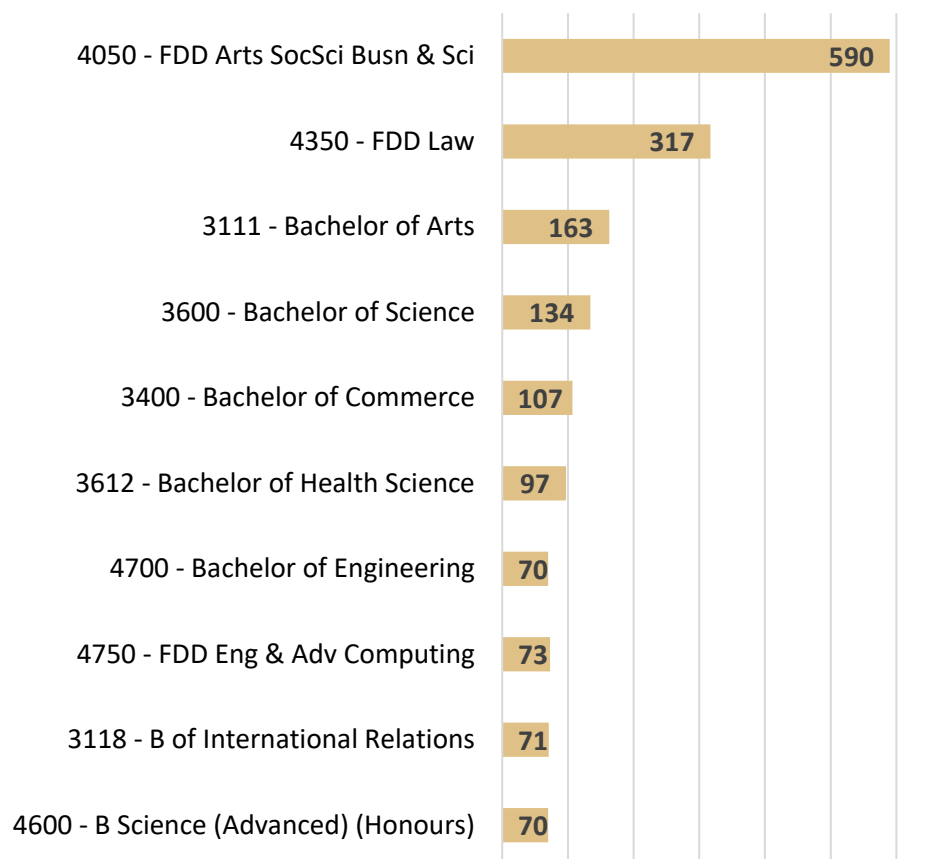
The table below shows the profile of overall domestic undergraduate enrolments by college by Singles and Flexible Double Degrees (FDD) between 2018–2025. Since their inception the FDDs remain the most popular degree choice for domestic undergraduate students at the ANU.

Table 7

Program owner college	2018		2019		2020		2021		2022		2023		2024		2025	
	Single	FDD	Single	FDD	Single	FDD	Single	FDD	Single	FDD	Single	FDD	Single	FDD	Single	FDD
ACAD	403		407		409		442		471		211		1			
ANU	133	4,943	187	5,147	245	4,992	260	5,379	243	5,471	402	5,124	585	5,039	425	4,910
CAP	245	7	235		267		268		277		286		277		295	
CASS	1,954	26	1,921	11	1,915	5	1,987	5	1,861	2	1,736		1,693		1,611	1
CBE	625	23	627	7	555	4	613	2	660		705		758		800	
CLGP	91	41	62	13	50	3	65	4	63	2	65	2	87		115	
COSM	1,617	15	1,757	5	1,764	2	1,975	1	1,971	1	1,953		2,005		1,971	
CSS	611	1	673	1	699	2	848		872		927		992		1,002	
Total	5,679	5,056	5,869	5,184	5,904	5,008	6,458	5,391	6,418	5,476	6,285	5,126	6,398	5,039	6,219	4,911
% Single/ FDD	52.9%	47.1%	53.1%	46.9%	54.1%	45.9%	54.5%	45.5%	54.0%	46.0%	55.1%	44.9%	55.9%	44.1%	55.9%	44.1%

For 2025, the University's top program for commencing domestic undergraduate is the Flexible Double Degree (FDD) Arts and Social Sciences, Business and Science with 590 enrolments, followed by the FDD Law.

Top 10 domestic undergraduate commencing count



In 2025, our largest decline in enrolments was the FDD in Engineering & Advanced Computing followed by the B of Philosophy-Science (Hons). As a research-intensive University, the Bachelor of Philosophy programs are some of the University's flagship degrees with a 99 ATAR admission requirement, and attracting some of the highest performing students who aspire to undertake a career in research. The decline in this program in that context is concerning as, excepting the COVID year of 2020, commencing enrolments for the program have not been this low since 2018.

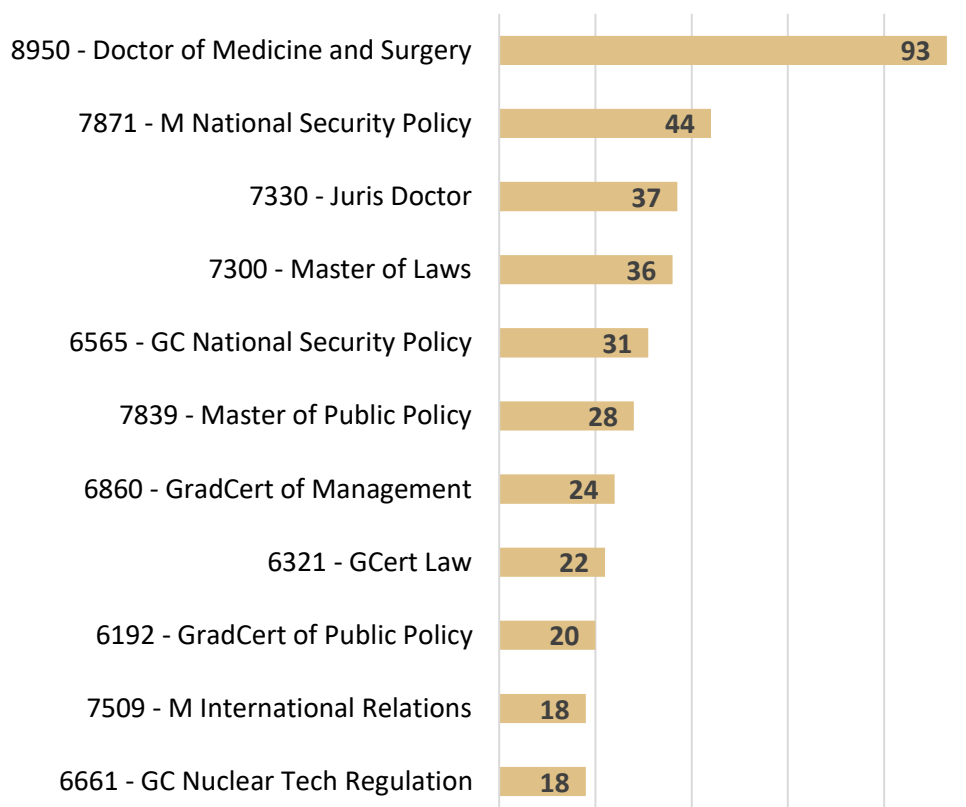
Table 8: Domestic undergraduate programs that had the largest drops in commencing enrolments between 2024–2025

Program	2024 enrolments	2025 enrolments	No. of drops
4750 - FDD Eng & Adv Computing	100	73	-27
4660 - B of Philosophy-Science (Hons)	47	25	-22
3408 - Bachelor of Finance	25	15	-10
3127 - Bachelor of Criminology	36	27	-9
3607 - Bachelor of Medical Science	52	45	-7
3122 - Bachelor of Music	21	14	-7
3133 - B of Politics Phil and Economics	58	53	-5
4700 - Bachelor of Engineering	75	70	-5
3125 - Bachelor of Visual Arts	26	21	-5
4615 - B Environ & Sus Advanced Hon	4	0	-4

2025 DOMESTIC POSTGRADUATE PROGRAM PERFORMANCE

The University's largest domestic postgraduate program is the Doctor of Medicine and Surgery (MChD) of which the Department of Education provides designated CSPs thus restricting our intakes. Most students are studying within the College of Law, Governance and Policy. It is particularly pleasing to see the Graduate Certificate in Nuclear Technology Regulation making this list given its first intake was only in 2024.

Top 10 domestic postgraduate commencing count



There are no particularly noteworthy reductions in the postgraduate programs with largest domestic commencing drops.

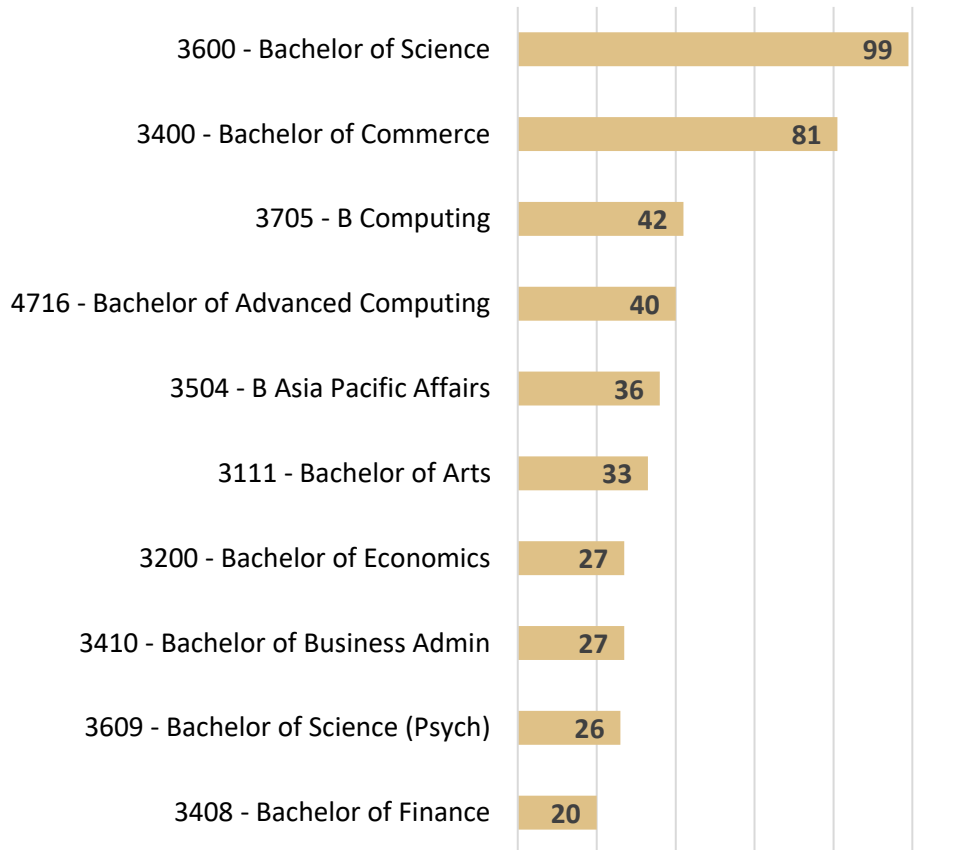
Table 9: Domestic postgraduate programs that had the largest drops in commencing enrolments between 2024–2025

Program	2024 enrolments	2025 enrolments	No. of drops
7300 - Master of Laws	41	35	-6
7166 - M Culture Health & Medicine	8	2	-6
7514 - M Asian and Pacific Studies	9	4	-5
7841 - M Public Administration	14	9	-5
7442 - Master of Management	6	1	-5
7994 - M of Museum & Heritage St	6	1	-5
7643 - M of Professional Psychology	16	12	-4
7521 - Master of Political Science	6	2	-4
7897 - Master of History	7	3	-4
6630 - GC Disaster Risk Sustainability	4	0	-4

2025 INTERNATIONAL UNDERGRADUATE PROGRAM PERFORMANCE

For 2025, the University's top programs for commencing international undergraduate intakes were the Bachelor of Science followed by the Bachelor of Commerce.

Top 10 international undergraduate commencing count



The apparent drop in the Bachelor of Asia Pacific Affairs is likely related to the non-standard commencing intakes, which includes late admission, from the Ritsumeikan dual-degree program. It is expected that this drop will be neutralised with the upcoming Spring intake.

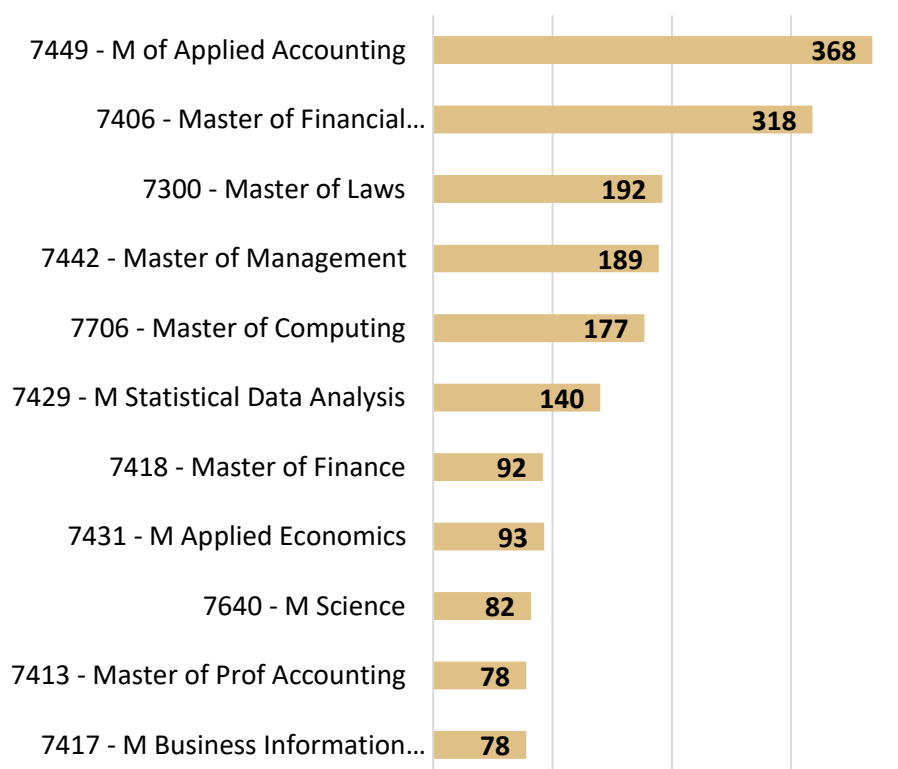
Table 10: International undergraduate programs that had the largest drops in commencing enrolments between 2024–2025

Program	2024 enrolments	2025 enrolments	No. of drops
3504 - B Asia Pacific Affairs	71	36	-35
4716 - Bachelor of Advanced Computing	44	38	-6
3406 - Bachelor of Accounting	25	19	-6
3407 - Bachelor of Statistics	8	4	-4
3133 - B of Politics Phil and Economics	6	2	-4
3118 - B of International Relations	9	6	-3
3605 - Bachelor of Biotechnology	5	3	-2
3612 - Bachelor of Health Science	4	2	-2
3614 - Bachelor of Genetics	2	0	-2
4612 - Bachelor of Psychology (Hons)	5	4	-1

2025 INTERNATIONAL POSTGRADUATE PROGRAM PERFORMANCE

For 2025, the University’s top programs for commencing international postgraduate intakes were the Master of Applied Accounting and the Master of Financial Management.

Top 10 international postgraduate commencing count



In 2025, we saw a significant drop in enrolments for the Master of Computing. It is noteworthy that this program is one of the programs where the University is currently seeing very low student satisfaction rates.

Table 12: International postgraduate programs that had the largest drops in commencing enrolments between 2024–2025

Program	2024 enrolments	2025 enrolments	No. of drops
7706 - Master of Computing	300	172	-128
7406 - Master of Financial Management	386	318	-68
7421 - Master of Applied Finance	117	60	-57
7425 - M of International Management	52	21	-31
7640 - M Science	112	82	-30
7418 - Master of Finance	121	93	-28
7440 - Master of Marketing Management	51	27	-24
7414 - Master of Accounting	87	70	-17
7417 - M Business Information Systems	91	79	-12
7450 - M Appl Accounting & M Financial M	24	16	-8
7520 - M International Law Diplomacy	11	3	-8

In 2024, only 35% of students were positive about their educational experience in the Master of Computing program and only 48% of students were positive about the teaching quality and engagement. The College is looking into these scores.

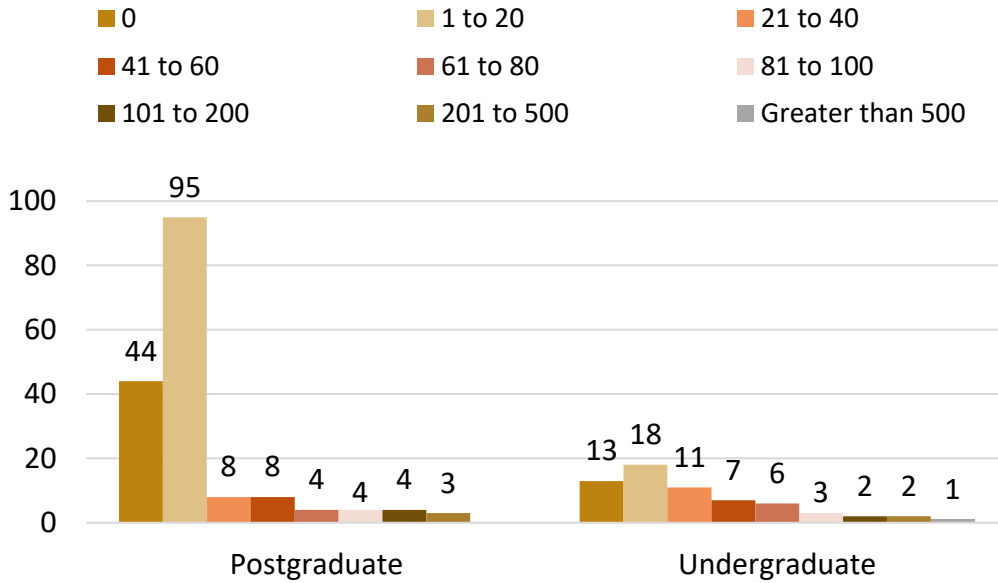
	Student Experience Survey % positive				
	2020	2021	2022	2023	2024
Master of Computing					
Quality of entire educational experience	57	46	58	51	35
Teaching quality and engagement	67	64	69	62	48
Skills development	54	68	73	67	63
Peer engagement	41	33	51	54	59
Student support and services	54	57	49	62	55
Learning resources	54	62	72	72	71
<i>total responses</i>	44	61	83	136	165

2025 PROGRAM PERFORMANCE – COMMENCING VOLUME SPREAD

In 2025, the University has a total of 342 programs, of which two-thirds (233) are coursework programs. Of these 233 programs, 170 programs have 20 or fewer commencing enrolments. There are 139 postgraduate programs and 31 undergraduate programs with 20 or fewer commencing enrolments. In 2025, there have been 44 postgraduate programs and 13 undergraduate programs that have had no commencing students at all. We have observed there are several programs that remain active within the Student Administration System (SAS) without a last intake term. As such, these programs are included within the zero enrolled counts despite being disestablished through the University’s governance processes. If the University wants to monitor its

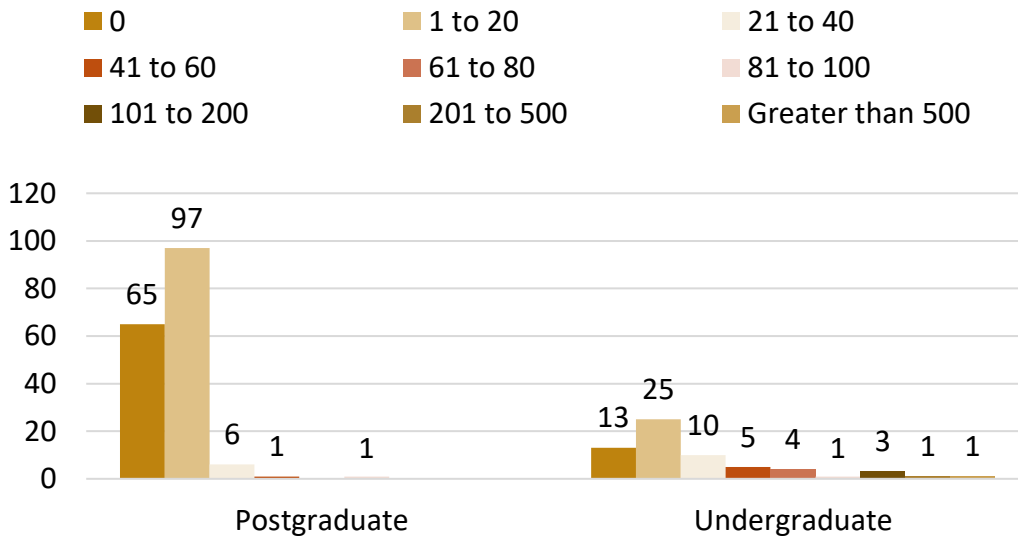
zero enrolled programs, it's critical that SAS maintains the last intake for disestablished programs.

**2025 count of all programs with commencing students
by commencing number bands**



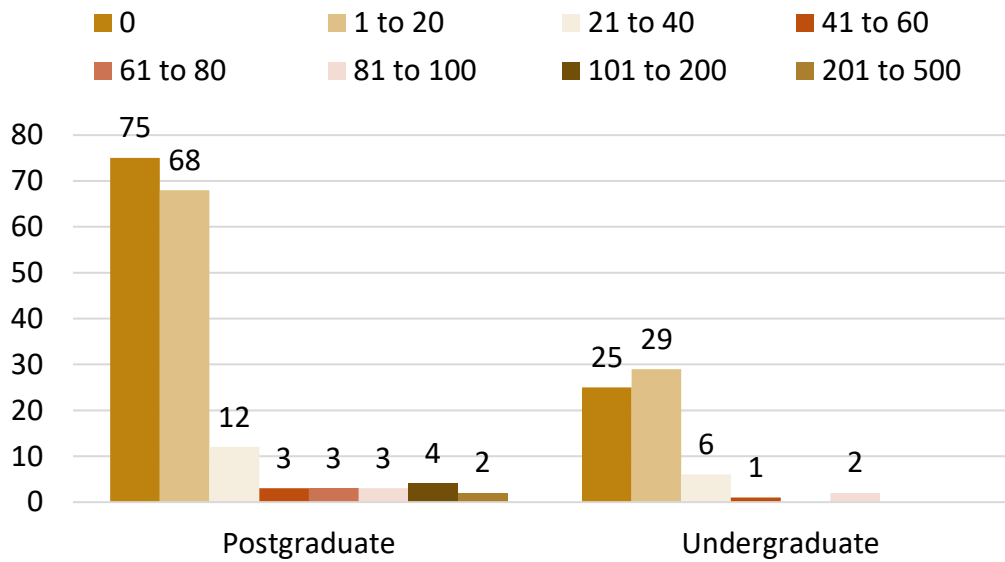
In 2025, for domestic commencing enrolments, there were 162 postgraduate programs and 38 undergraduate programs with 20 or fewer domestic enrolments.

**2025 count of programs with domestic commencing students
by commencing number bands**



In 2025, for international commencing enrolments, there were 143 postgraduate programs and 54 undergraduate programs with 20 or fewer international enrolments.

2025 count of programs with international commencing students by commencing number bands



Overall, the number of ANU programs with very low numbers of commencing enrolments raises questions about the University’s curriculum breadth, its market appeal, and its viability.

OUTLOOK FOR 2026 – GOVERNMENT POLICY SETTINGS

This section of the report focuses on new policy settings for 2026 as announced by the Australian Government on the 4 August 2025.

MANAGED GROWTH FUNDING SYSTEM (MGFS)

The government will introduce a new Managed Growth Funding System (MGFS), subject to the passage of legislation, with full implementation proposed from 1 January 2027; 2026 will be a transition year. This policy change mainly impacts our domestic undergraduate cohort via CSPs, and potentially the University's ability to fund CSPs for postgraduate coursework (excluding Medicine).

Key elements of the 2026 transition year include:

- adjustment to the 2026 Higher Education Continuity (HEC) MBGA for Table A universities to better align with actual enrolments across the sector
- as per s30-27(3) of HESA, Table A universities' 2026 HEC MBGA will be at least the nominal value of their 2025 HEC MBGA
- universities that were enrolled around their HEC MBGA in 2024 will receive a CPI increase on their 2025 HEC MBGA
- a \$50 million Structural Adjustment Fund will be available from 1 July 2026 to support eligible Table A universities to transition to the new funding framework. There has not yet been any advice on what the eligibility criteria for this fund will be or how a university will apply
- those universities that are significantly over-enrolled will receive CPI plus a share of the \$50 million; the ANU share of this growth is expected to be under \$1 million, an insufficient amount to cover our existing over-enrolment
- the removal of the unused pipeline of the 20,000 commencing equity places for Table A universities
- a transitional funding floor to ensure universities received 100% of their actual 2025 CGS funding (including the Higher Education Continuity Guarantee)
- a new one-off transition loading to ensure that core funding (CGS + Needs Based Funding (NBF)) received in 2026 is not lower than the amount of relevant government funding received in 2025. The ANU expects to receive approximately \$400,000 from this transition fund because of the significant drop we expect in our equity funding as we transition to these new arrangements.

It is proposed that under this new funding model, from 2027 any new student ANU enrolls over its MBGA allocation from 2026 that the University will not receive the SCA amount, effectively teaching any over-enrolled student for free.

The Department of Education has indicated universities that are over-enrolled may be able to negotiate with the newly established Australian Tertiary Education Commission

(ATEC) to continue to receive SCA payments for students that commenced before 2026, but if ANU over-enrols students in 2026, ATEC is unlikely to be sympathetic.

The University's 2026 preliminary load projections show the ANU is likely to remain over-enrolled in 2026 based on our current application and offer numbers, which are very strong. The University is currently in discussions with ATEC about the implications of this over-enrolment and what options, if any, the University has to minimise the financial impact of these policy changes. As these conversations progress, and the impact is clearer, a more detailed paper on 2026 funding changes will be prepared.

Year	MBGA CAP (Non-designated + Designated + Transition Funding)	Gross Actuals	CGS EFTSL	CGS Average Rate	Amount over the MGBA CAP	EFTSL over the MGBA CAP (unfunded load)	% EFTSL unfunded	% revenue unfunded
2018	\$83,737,356	\$87,787,766	8,442.9	\$10,398	\$4,050,410	389.54	4.6%	4.8%
2019	\$83,946,766	\$91,966,097	8,577.6	\$10,722	\$8,019,331	747.96	8.7%	9.6%
2020	\$84,596,556	\$92,253,276	8,300.4	\$11,114	\$7,656,720	688.91	8.3%	9.1%
2021	\$88,950,582	\$93,849,450	9,074.6	\$10,342	\$4,898,868	473.69	5.2%	5.5%
2022	\$75,937,138	\$87,531,729	8,958.3	\$9,771	\$11,594,591	1186.62	13.2%	15.3%
2023	\$73,977,125	\$77,699,015	8,776.3	\$8,853	\$3,721,890	420.39	4.8%	5.0%
2024	\$78,154,835	\$87,191,501	8,862.4	\$9,838	\$9,036,666	918.51	10.4%	11.6%

2026 SPECIAL ALLOWANCES

The Department of Education has advised that Medical places will increase from 2026 to include an additional 100 new Medical CSPs. There will be a joint competitive process led by the departments of Education and Health that will allocate new places based on workforce need, infrastructure readiness, and alignment with national health priorities.

Universities are required to apply for access to these additional places with submissions due at the end of September. Final allocations are expected to occur in October 2025.

NATIONAL PLANNING LEVELS (NPL) – INTERNATIONAL NOSCS

On the 4 August 2025, the Australian Government announced the 2026 arrangements for NPLs. The NPL for 2026 is 295,000 NOSCs which is a 9% increase on the 2025 NPL, with an additional 25,000 places compared to 2025. Public universities have been designated 17,500 of these additional places.

For 2026, the Department of Education has advised that universities will receive an allocation no less than their 2025 allocation.

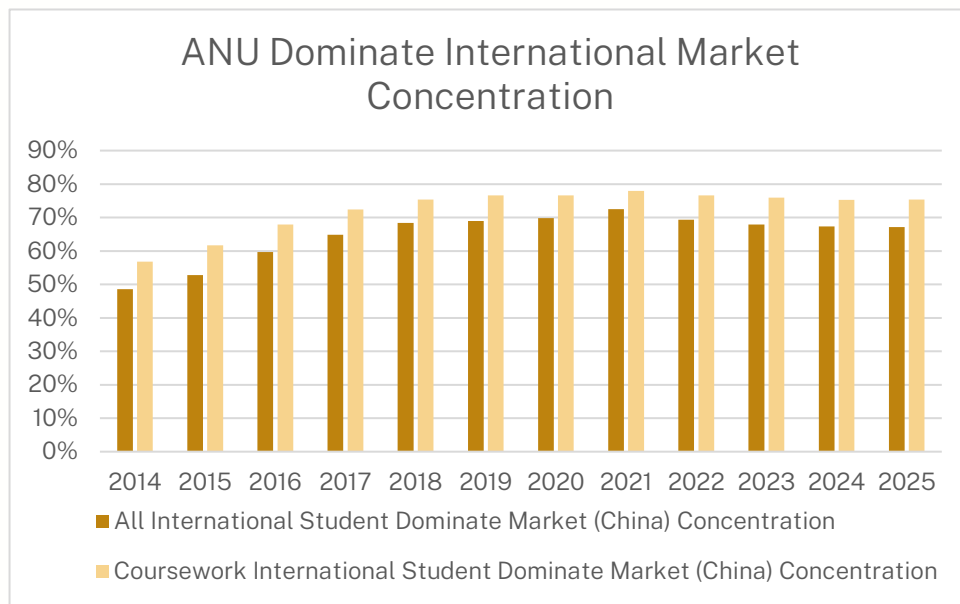
The Department of Education on the 15 August 2025 issued guidelines on how public universities can apply for a share of these 17,500 additional places. The University is intending to apply by the 9 September deadline, with final allocations announced in October 2025.

The assessment panel will comprise officials from the Department of Education and other Australian Government agencies, together with an independent panel member. Applications will be assessed across the following weightings:

- Southeast Asia engagement: 55%
- Source market diversification: 15%
- Housing: 30%

The ANU has significant challenges in our dependency on our dominate market. Not only does this represent an institutional risk, if not addressed this will likely impact our future growth allocations.

The University's dominate market concentration has been greater than 50% of our international load from 2015 onwards.



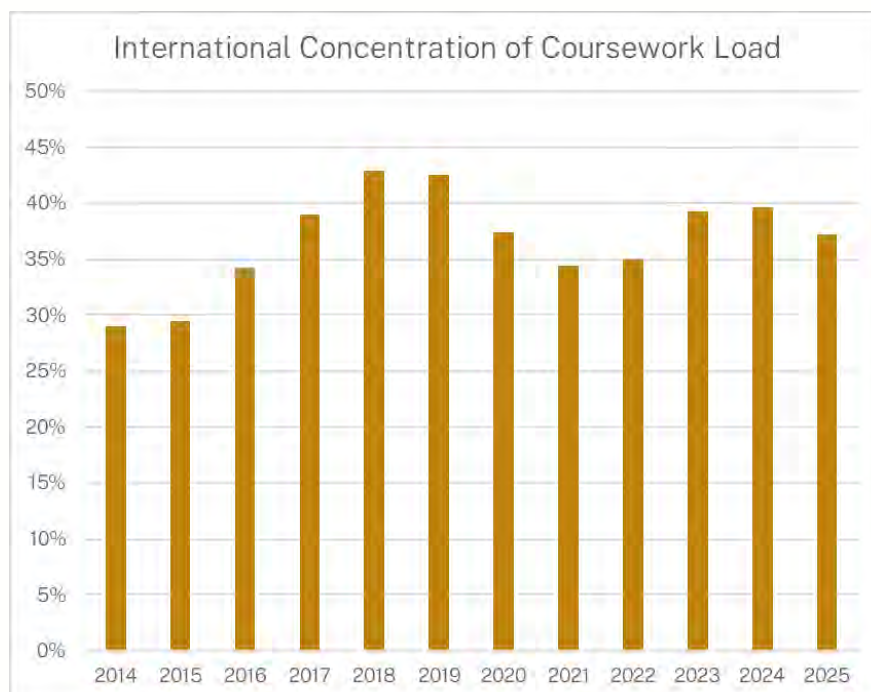
The latest sector benchmarking from 2023 shows that the University has the second highest dominate market concentration of all universities in Australia, with only Sydney University having a higher concentration. Given that the allocation of additional growth places will be competitive this does not place the University in strong position to be allocated growth.



Enrolments in the College of Business and Economics account for 61% of the University's Chinese enrolments. The Chinese international enrolment concentration in the College is 87%. This cohort of Chinese students also accounts for 43% of the University's overall international student population. The College of Asia Pacific has

the lowest Chinese concentration at 33%, while the College of Law Governance & Policy and the College of Science and Medicine are the only other two colleges under 50% concentration, with both currently sitting at 48%.

The government has also expressed concern with the concentration of international students overall in coursework degrees. Currently the University's overall international coursework concentration is 37%. It is 10 years since the University's concentration has been under 30%.



The government has pleasingly announced new arrangements for 2026 and new exemption categories that include:

- international secondary school students transitioning to universities or from other tertiary providers
- students from recognised pathway providers or from TAFEs transitioning to universities

Ministerial Direction 111 will be replaced with an updated ministerial direction to reflect 2026 arrangements. From 2027, the ATEC will oversee international student numbers for universities.

2026 ADMISSIONS OUTLOOK

The University is in the process of preparing the 5-year Load Plan for 2026–2030. In preparation, a working group comprising the divisions of International and Future Students, Marketing and Communications, Finance and Business Services, and Planning and Service Performance met to consider the recruitment outlook for 2026.

Positive influences for the current outlook include:

- the announcement from the Australian Government on additional places being added to the National Planning Level (NPL) for 2026 is a welcome positive signal to the market
- the ELICOS pathway will continue in 2026 and is expected to increase numbers to 500 students: offering applicants a packaged offer to ANU
- five foundational pathways are currently being considered to increase undergraduate numbers for Semester 2, 2026. These programs will be presented to the Academic Quality and Assurance Committee in September 2025 and, if approved, to Academic Board in October
- the Deputy Vice-Chancellor (Academic) has endorsed the intakes for the Chancellor's International Scholarships for 2026. This will help drive diversity and can also be a conversion tool in the market
- for domestic postgraduate students, the University is currently in a procurement process for a partner to offer flexible delivery of programs to increase enrolments from other states
- many international students with conditional offers have deferred from semester 2, 2025 start date to semester 1, 2026. This trend occurred with international students from semester 2, 2024 to semester 1, 2025, which led to semester 1, 2025 commencing numbers exceeding target by more than 20%.

Contracting influences for the current outlook include:

- ongoing political and media commentary on Renew ANU that is impacting international markets i.e. Eastern Asia
- Chinese agents have advised there may be a 20%–30% drop in the pipeline to Australia because of increasing competition from other countries actively recruiting students
- rising price sensitivity in the Chinese market, and the trend to study 'closer to home' e.g. Hong Kong, Malaysia, Japan, which is seeing a big upsurge in applications from Eastern Asia students
- international intake for semester 2, 2025 was softer than expected, which will impact the continuing pipeline in 2026
- increasing demand and expectations for hybrid and/or online learning options, especially with domestic postgraduate students, which counters the ANU face-to-face model.

Overall, while the volume of applications has increased for 2026 when compared with 2024, the conversion rates have dropped, and we believe one significant contributing factor is agents encouraging prospective students to apply to multiple universities. Some agents are offering Go8 package deals where they ensure they submit an application for every Go8 university for every student.

2026 DOMESTIC UNDERGRADUATE APPLICATIONS (ASA DIRECT ADMISSIONS)

In 2019, ANU overhauled its domestic undergraduate admissions processes to make offers for our academic entry, scholarships and accommodation simultaneously, known as ASA.

This was based on direct feedback from prospective students and the community that getting all three aspects of these offers together was critical to their ability to plan a relocation to Canberra, particularly for our under-represented students for whom financial support and living arrangements are such a critical part of that decision-making process.

School leavers wishing to receive offers through that process apply directly to the University between March – May the prior year. Around 70% of our enrolled commencing undergraduate domestic cohort are admitted through this admissions pathway.

Overall, 8,394 applications have been received for 2026, an increase of 1,623 on 2025, and the highest numbers the University has ever received. On 4 September the University made 6,515 offers through this pathway. This growth was driven in part by a number of changes to our admission process including the removal of co-curricular requirements that were disadvantaging equity students, and the extension of the adjustment points to allow a larger number of points for equity students.

The University is expecting these admission changes will lead to a slight reduction in our conversion rates and preliminary modelling, based on this assumption, shows the University should maintain a relatively flat intake based on the offers it has made.

This very high demand poses a financial risk to the University because of the introduction of the Managed Growth Funding System (MGFS) discussed earlier in the paper. Should conversion rates be much higher than expected the University will need to take steps to regulate the size of the incoming cohort for 2026 by:

- a shorter-than-usual acceptance period for early and/or end-of-year offers
- reduced participation in centralised Universities Admissions Centre (UAC) offer rounds and/or limit offers issued via UAC to cohorts otherwise unable to apply via ASA
- lighter touch conversion activities and/or conversion activities that focus solely on diversity/ priority markets.



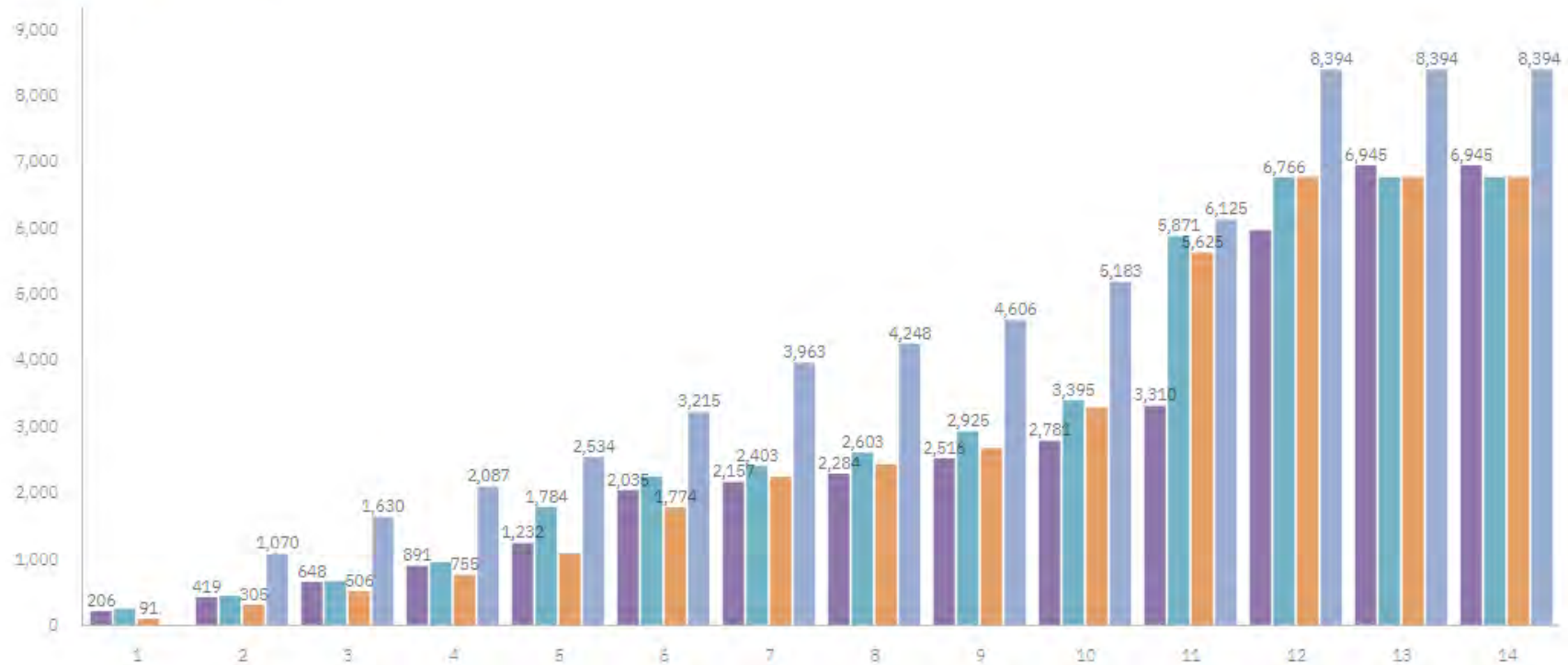
ASA Domestic Weekly Applications Tracking

Cumulative Weekly Volume of Submitted ASA Applications



Admit year

● 2023 ● 2024 ● 2025 ● 2026



2026 DOMESTIC APPLICATIONS TRACKING (FIRST HALF YEAR)



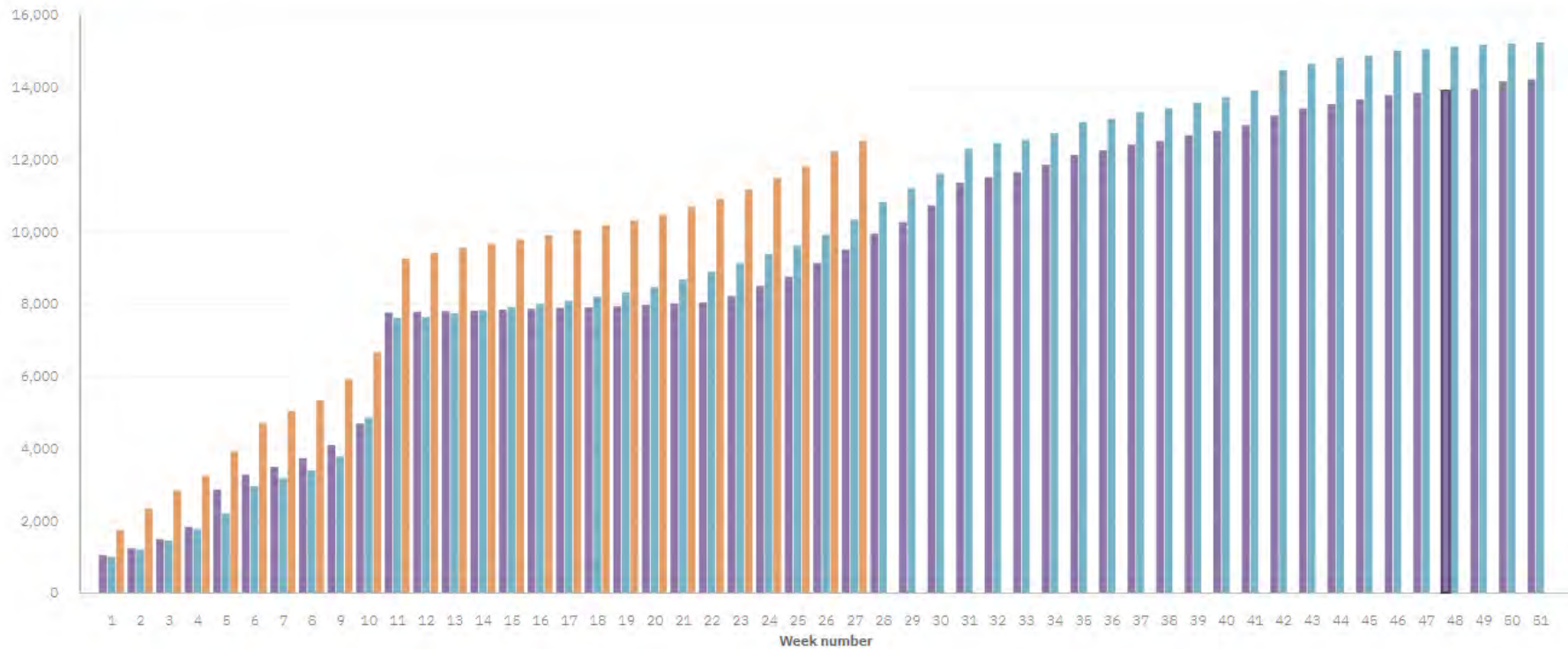
Domestic Application Tracking (1st Half Year)

Cumulative Weekly Volume of Active Applications



Admit year

● 2024 ● 2025 ● 2026



The data in the chart above includes multiple admissions pathways for domestic students and includes incoming deferral applicants who deferred an offer from the immediate prior intake. The data also includes double-counting for a cohort of applicants who have applied through multiple channels. These applicant behaviours are observed in every intake year, so the figures are contextually comparable.

2026 INTERNATIONAL APPLICATIONS TRACKING (FIRST HALF YEAR)

Overall, 2026 international applications are tracking at 7,543, higher than 2025 at 6,124. The 7,543 applications include deferrals. The University has seen a significant increase in deferral requests from 2024 into 2025 and again from 2025 into 2026. There are a number of factors that we believe are driving this increase.

The introduction of Ministerial Direction 117 in 2024 and then Ministerial Direction 111 in 2025 impacted Visa processing times and this drove some deferral behaviour. The University also reintroduced conditional offers in 2024 and it is possible that some additional deferrals were driven by the inability to clear offer conditions, including to complete the English requirements, in time to secure a Visa and to arrive before teaching began. In 2025, 47% of incoming deferrals were from conditional offer holders.



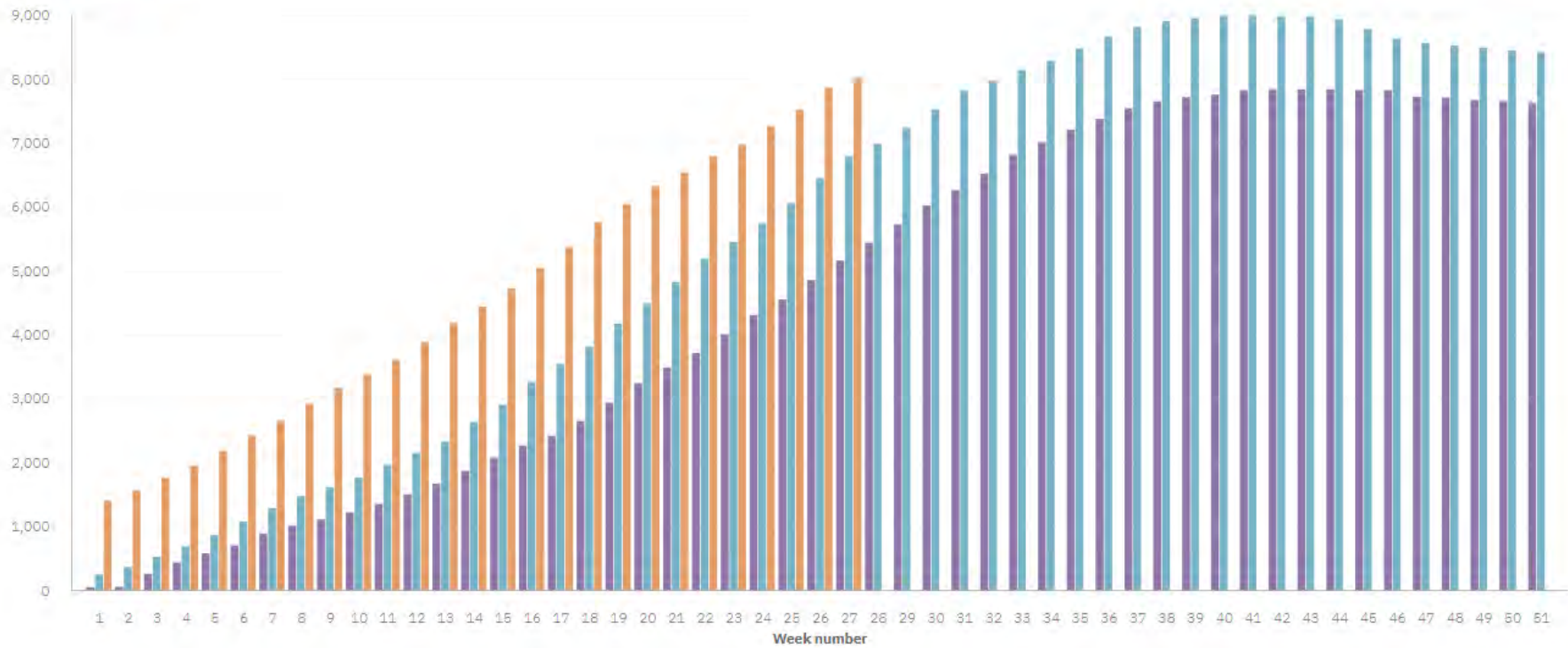
Adjusted* International Application Tracking (1st Half Year)

Cumulative Weekly Volume of Active Applications - Adjusted*



Admit year

● 2024 ● 2025 ● 2026



- in its function to undertake strategic oversight, including reviewing the success of the strategy of the University in delivering on its mission, values and strategic direction (Function 6.1a)
- ensuring the effective overall governance and management of the University in respect of overseeing the performance of the University (Function 6.1b)
- approval and monitoring the implementation of the strategic plan, including any variations (Reserved Power 6.2b)
- ensuring the overall effective governance and management of the University (Reserved Power 6.2q).

Academic Board under its Charter is responsible for advising on the academic aspects and content of the University's strategic plan (Responsibility 25g).

RISK (FOR AFRC) / (FOR OTHERS)

This report seeks to mitigate any risks associated with the University not meeting its PGPA Act requirements in the preparation of the Corporate Plan.

BACKGROUND

Council annually considers the draft outline for the Corporate Plan as required by the PGPA Act and PGPA Rule. This report also includes a timeline for consultation, drafting and approvals, and the compliance requirements of the PGPA Act and PGPA Rule.

Last year, the Vice-Chancellor and University Executive made several important changes to the content of the [ANU Corporate Plan 2025–2028](#) as the University's strategic positioning began to progress through *Renew ANU* and in light of government policy settings. Notably these changes included:

- a renewed purpose to align with the ANU Act and our national mission, reflected as:

Purpose: To serve society through transformational research and education

- two strategic goals that centred on the University's two domain plans - Enabling Impact: Research and Innovation Strategy 2024 +, and the Learning and Teaching Strategy. These strategic goals represent an enduring purpose for the University resonating from its original foundation to today, reflected as:
 - *Goal 1: Distinctive transformational research and investment in future capability*
 - *Goal 2: Educating for Australia's future, delivering on our students' aspirations*
- new KPIs to support key activities across the two strategic goals aligned with the domain plans. These KPIs align with the *Higher Education Standards Framework (Threshold Standards) 2021* and the indicators within the TEQSA Provider Risk Assessment. These are:

Goal 1 KPIs:

- KPI research income
- Field Weighted Citation Impact (FWCI)
- Higher Degree Research candidate success
- Higher Degree Research candidate experience

Goal 2 KPIs:

- Commencing enrolments
- Coursework student experience
- Student retention and completions
- Graduate employability

- the inclusion of success measures to address the 'capabilities' requirement of the PGPA Act. These are:
 - People
 - Infrastructure and environment
 - Services, systems and processes

- Financial sustainability

SUMMARY OF ISSUES

The Department of Finance have advised there are no policy changes to the [Resource Management Guide \(RMG\) 132](#) – Corporate Plan for Commonwealth entities. Attachment A lists the items required by subsection 35(2) of the PGPA Act and 16E(2) of the PGPA Rule. These requirements include:

- introduction
- purpose
- key activities
- operating context (environment, capabilities, risk oversight - including key risks and management - cooperation and subsidiaries)
- performance

The Department of Finance is exploring opportunities to streamline reporting processes and enhance the quality of reporting to support entities in meeting the requirements of the PGPA Act and PGPA Rule. As part of this, the Department of Finance has developed a template to assist in the preparation of corporate plans. This template is designed to support entities in meeting the requirements of the PGPA framework more efficiently, streamline internal processes, reduce duplication, enhance consistency and clarity across reporting, and facilitate adherence to legislative and policy obligations. While its use is not mandatory, the template is intended to provide a baseline that reflects the minimum requirements for corporate plans. This template will be disseminated to colleagues who have responsibility for ensuring that content within the plan is compliant.

Guidance within RMG 132 states there is flexibility in how these five requirements are structured in the corporate plan. Additional information can be included that describes how the University intends to achieve its purpose for the benefit of the ANU community, government, partners and stakeholders. Each year, the Department of Finance update their website with [better practice examples](#) (see Attachment B) from a range of published 2024 non-corporate and corporate plans from Commonwealth entities in accordance with the PGPA Act and PGPA Rule. We welcome members feedback on aspects they like that should be incorporated into the ANU Corporate Plan 2026–2029.

For 2026, broad consultation will be undertaken during September and October 2025, which will include:

- all Council and AFRC members will be offered a one-to-one meeting with the Chief Operating Officer, Chief Risk Officer and Director Planning, Data & Analytics Division to discuss their feedback. There will also be an opportunity to provide feedback via email
- short sessions at the following meetings on the refresh process along with an invitation to members of these groups to provide feedback: Strategic Leadership Group (SLG) TBC; Academic Board 5/2025 (7 October); University Research Committee (URC) 5/2025 (5 November); Teaching and Learning Committee 5/2025 (18 September); Student Safety and Wellbeing Committee 4/2025 (18 September); and the University Leadership Group (ULG) TBC
- an open invitation in the staff newsletter, On Campus, to provide feedback directly to the Planning and Data Analytics area.

Following consultation, a report will be prepared and shared with the University community on key themes from the feedback, and how these are being considered in the refresh of the Corporate Plan. This report will be shared with Council and the AFRC, along with recommendations on any specific changes.

We recommend that the KPIs and success measures introduced within the ANU 2025–2028 Corporate Plan be retained for continuity of these measures that align with Department of Education performance reporting and the *Higher Education Standards Framework (Threshold Standards) 2021*. While subject to consultation with the relevant area, initial discussions on changes and improvements may include:

- a refresh of KPIs targets to reflect 2026 higher education policy settings. This includes revising the commencing student measures to align to the Managed Growth Funding System

for domestic undergraduate students and the New Overseas Student Commencements (NOSC) for international students

- consideration of additional KPIs for research impact within the humanities discipline and University rankings
- whether research infrastructure should be elevated to a KPI rather than as a success measure
- within the 'People' section of the success measures - the inclusion of an improved wellbeing measure for staff and the acknowledgment of the University's valued Alumni.
- Alignment with the University's 20-year strategic plan approach, currently being developed and consulted across the University via 'Facing the Future' conversations with staff and ongoing debates with students and key internal and external stakeholders.

INTERNAL REVIEW/ CONSULTATIONS BY RELEVANT AREAS

The area and executive lead assigned to review and update the various content sections to reflect the University's strategic position is shown in Table 1.

Table 1

Content	Area - drafting/review	Executive sign-off
Foreword	Head of Public Affairs	Chief Marketing & Communications Officer
Our purpose, our legislation	Director, Planning, Data & Analytics	Vice-Chancellor
The University's operating environment	Director, Planning, Data & Analytics	Chief Operating Officer
Our objectives, activities and performance	Senior Advisors	Deputy Vice-Chancellor (Research & Innovation) and Deputy Vice-Chancellor (Academic)
Capabilities and success measures	Chief People Officer Head, Inclusive & Respectful Communities Chief Campus Environment Officer Chief Information Officer Chief Financial Officer	Chief Operating Officer
Governance and risk	University Secretary Chief Risk Officer	Chief Operating Officer
Partnerships and cooperation	Head of Government Relations	Chief Marketing & Communications Officer
Key philanthropic partnerships	Executive Officer (Advancement)	Vice-President (Advancement)
Subsidiaries	ANU Enterprise Pty Ltd - Deputy Vice-Chancellor (Research & Innovation) ANU (UK) Foundation - Vice-President (Advancement) ANU International Holdings Pty Ltd – Deputy Vice-Chancellor (Academic)	Chief Financial Officer

TIMELINE FOR ROLLING THE CORPORATE PLAN/ ANNUAL REPORT

The proposed timeline for both ANU corporate and academic governance consultations and approvals for the Corporate Plan 2026–2029 is shown in Table 2.

Table 2

	2025 Annual Report inc. Performance Statements & National Institutes Grant Report	2026–2029 Corporate Plan refresh
Final consultation dates		
AFRC final consultation	AFRC 1/2026	12 November 2025
Academic Board final consultation	AB 1/2026	25 November 2025
Council final consultation	Council 1/2026	28 November 2025
Final approval dates		
AFRC final approval date	AFRC 2/2026	AFRC 1/2026
Council final approval	Council 2/2026	Council 1/2026
Legislated publication date/ report to Ministers	15 April 2026	28 February 2026

Alignment of progress reporting across the University

It is important to note that the University’s current Strategic Plan, ANU by 2025, provides a transitional bridge as we lay the groundwork for our long-term vision, ‘ANU to 100 years’. During this transitional period, the Corporate Plan provides the clear, immediate mandate for our purpose, activities, and the capabilities required to underpin our success, serving as the primary vehicle for measurable progress and government accountability as we build towards 20-year strategic intent.

To shape our next strategy, the Vice-Chancellor has been hosting a series of ‘Facing the Future’ sessions, open to all staff. These small group conversations are a critical first phase in co-creating the values, principles, and blueprint that will define ‘ANU to 100 years’, ensuring our strategic focus for the next two decades is deeply informed by our entire community. This is also supported by communications via On Campus, the University-wide staff weekly newsletter, individual and group discussions. Further updates are planned in line with the consultation schedule listed above.

This year the University also made a commitment to improve performance reporting across the University’s core governing bodies and committees. Attachment C outlines the schedule of progress reporting for 2025 against the two domain plans that underpin the Corporate Plan:

- updates on Enabling Impact: ANU Research Strategy 2024 +
- ANU Learning and Teaching Strategy

The Learning and Teaching Committee in its Charter is responsible for guiding, monitoring and making recommendations to Academic Board on the implementation and operation of the ANU Learning and Teaching Strategy (Function 14a). Council members will note a gap in performance reporting against the ANU Learning and Teaching Strategy. This is because the position of Pro Vice-Chancellor (Learning and Teaching) has been vacant for several months in 2025, which has resulted in the cancellation of three committee meetings. On 26 August, the University announced the appointment of an Interim Pro Vice-Chancellor (Learning and Teaching), Associate Professor Merryn McKinnon, who will focus on advancing learning and teaching - applying data to guide improvement and strengthen work underway to position ANU at the forefront of AI in education.

There is also a commitment to ensure that academic governing bodies in accordance with their Charters are part of the ongoing dialogue in discussing the University’s new plan and resulting performance. In consultation with the University Governance Office and the relevant Executive Portfolio, committee forward plans will be updated to ensure Academic Board and its sub-committees receive these reports.

At the Council meeting on 24 August 2024, Council agreed to pause college and portfolio reporting within the [University's Planning and Performance Framework](#) to allow the University to focus its efforts on the planning necessary for *Renew ANU*.

Looking ahead to 2026, the University will update its Planning and Performance Framework to ensure all supporting plans are directly aligned with the Corporate Plan and, by extension, the emerging 'ANU to 100 years' intent. This refined framework will create a clear line of sight from university-level strategy to local delivery and will formally map committee charters and agendas to the deliverables they govern. A proposal for this new, integrated framework will be brought to the Audit, Finance and Risk Committee in 2026 for endorsement.

COMMUNICATION

For public release For internal release Not for release

ATTACHMENTS

- 15A List of PGPA Act and PGPA Rule list of compliance.
 - 15B Better Practice Examples ([Hyperlink](#))
 - 15C Schedule of performance reporting
-



List of compliance requirements

The table below complies with section 35(2) of the PGPA Act and 16E(2) of the PGPA Rule.

PGPA Rule requirements

SOURCE	MATTERS TO BE INCLUDED
INTRODUCTION	
PGPA Rule 16E(1)	The corporate plan for a corporate Commonwealth entity must cover a period of at least 4 reporting periods for the entity.
PGPA Rule 16E(2)1(a)	The corporate plan must include a statement that the plan is prepared for paragraph 35(1)(b) of the PGPA Act.
PGPA Rule 16E(2)1(b)	The corporate plan must specify the reporting period for which the plan is prepared.
PGPA Rule 16E(2)1(c)	The corporate plan must specify the reporting periods covered by the plan.
PURPOSE	
PGPA Rule 16E(2)2	The corporate plan must state the purposes of the entity.
KEY ACTIVITIES	
PGPA Rule 16E(2)3	For the entire period covered by the plan, the corporate plan must outline the key activities that the entity will undertake in order to achieve its purposes.
OPERATING CONTEXT	
PGPA Rule 16E(2)4(a)	For the entire period covered by the plan, the corporate plan must state the environment in which the entity will operate.
PGPA Rule 16E(2)4(b)	For the entire period covered by the plan, the corporate plan must include the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes.
PGPA Rule 16E(2)4(c)	For the entire period covered by the plan, the corporate plan must include a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed.
PGPA Rule 16E(2)4(d)	For the entire period covered by the plan, the corporate plan must include details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes.
PGPA Rule 16E(2)4(e)	For the entire period covered by the plan, the corporate plan must include how any subsidiary of the entity will contribute to achieving the entity's purposes.

SOURCE	MATTERS TO BE INCLUDED
PGPA Rule 16E(2)5(a)	For each reporting period covered by the plan, the corporate plan must include details of how the entity's performance in achieving the purposes will be measured and assessed through specified performance measures of the entity that meet the requirements of section 16EA of the PGPA Rule.
PGPA Rule 16E(2)5(b)	For each reporting period covered by the plan, the corporate plan must include details of how the entity's performance in achieving the purposes will be measured and assessed through specified targets for each of those performance measures for which it is reasonably practicable to set a target.
PUBLICATION	
PGPA Rule 16E(3)	A copy of the corporate plan must be given to the responsible Minister and the Finance Minister by email to PGPA@finance.gov.au before it is published on the University's website by the end of February.



Better practice examples

Below is a collection of better practice examples from a range of non-corporate and corporate Commonwealth entities in accordance with the [Public Governance, Performance and Accountability Act 2013](#) (PGPA Act) and [Public Governance, Performance and Accountability Rule 2014](#) (PGPA Rule) for each of the following corporate plan requirements:

1. Introduction
2. Purposes
3. Key activities
4. Environment
5. Capability
6. Risk

7. Cooperation
8. Subsidiaries
9. Performance information
10. Reporting targets
11. Reporting changes to performance measures
12. Regulator performance

1. Introduction

2024–25 Office of the Inspector-General of Intelligence and Security Corporate Plan (page 1)

The Office of the Inspector-General of Intelligence and Security's Introduction sets out the plan's reporting period, the reporting periods covered by the plan and that the plan is prepared under paragraph 35(1)(b) of the PGPA Act, in accordance with section 16E(2) item 1 of the PGPA Rule.

I, Christopher Jessup, as the accountable authority of the Office of the Inspector-General of Intelligence and Security (IGIS), present the IGIS Corporate Plan 2024–2025 for the period 2024–25 to 2027–28, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).



2024–25 Export Finance Australia Corporate Plan (page 3)

Export Finance Australia's Introduction sets out the plan's reporting period, the reporting periods covered by the plan and that the plan is prepared under paragraph 35(1)(b) of the PGPA Act, in accordance with section 16E(2) item 1 of the PGPA Rule. The Introduction also refers to the relevant requirements under its entity's enabling legislation.



Introduction

As Chair of Export Finance Australia (EFA) and on behalf of the Board as the accountable authority, I am pleased to present our 2024–2025 Corporate Plan.

The plan covers the four-year period 2024–25 to 2027–28, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). It also incorporates the requirements of section 49 of the *Export Finance and Insurance Corporation Act 1991* (EFIC Act).

Debra Hazelton
Chair

2. Purposes

2024–25 Department of Education Corporate Plan (page 8)

The Department of Education's purpose statement clearly sets out and describes its purpose – why we are here.



Our purpose



Our purpose – why we are here

We create a better future for all Australians through education.

Source: Department of Education Corporate Plan 2024–25

2024–25 Clean Energy Finance Corporation Corporate Plan (page 4)

The Clean Energy Finance Corporation's plan describes how its purpose is defined under its enabling legislation.

Purpose



Our purpose, set out in section 3 of the *Clean Energy Finance Corporation Act 2012* (CEFC Act), is:

“To facilitate increased flows of finance into the clean energy sector and to facilitate the achievement of Australia’s greenhouse gas reduction targets”

2024–25 Seafarers Safety, Rehabilitation and Compensation Authority Corporate Plan (page 3)

The Seafarers Safety, Rehabilitation and Compensation Authority’s plan describes its 2 purposes as derived from its functions and powers under its enabling legislation.

Our purposes as derived from our functions and powers under the Seafarers Act and OHS(MI) Act are:



Purpose 1

Promote healthy and safe workplaces and appropriate and timely compensation for, and rehabilitation of, injured workers covered by the Seacare scheme.

Purpose 2

Maintain a scheme safety net that is able to meet its liabilities.

2024–25 Defence Housing Australia Statement of Corporate Intent (page 2 of 67)

Defence Housing Australia’s plan clearly describes its purpose through a purpose statement.

Defence Housing Australia’s purpose is meeting the operational needs of the Australian Defence Force and the requirements of the Department of Defence by providing adequate and suitable housing for, and housing related services to members of the Australian Defence Force and their families.



Source: Defence Housing Australia Statement of Corporate Intent 2024–25

3. Key activities

2024–25 Office of the Special Investigator Corporate Plan (page 7)

The Office of the Special Investigator’s plan clearly states that it undertakes 3 key activities to achieve its purpose which is outlined directly above demonstrating the link between purposes and key activities.



OUR PURPOSE

To ensure Australian law and principles of justice are upheld through investigating, with the Australian Federal Police (AFP), allegations about Australian Defence Force (ADF) personnel in Afghanistan from 2005 to 2016, and referring alleged criminal offences related to any breaches of the Laws of Armed Conflict to the Commonwealth Director of Public Prosecutions for prosecution.

We undertake the following key activities¹ to achieve our purpose:

Our key activities



Review

Review the findings of the Inspector-General of the Australian Defence Force Afghanistan Inquiry and other incoming information relevant to our mandate.



Investigate

Work with the AFP to investigate allegations of criminal conduct related to any breach of the Laws of Armed Conflict by members of the ADF in Afghanistan from 2005 to 2016.



Refer

Develop briefs of evidence in respect of any offences that are established, for referral to the Commonwealth Director of Public Prosecutions (CDPP).

2024–25 Office of the Australian Information Commissioner Corporate Plan (page 9)

The Office of the Australian Information Commissioner's plan clearly identifies its key activities and provides a detailed description of each directly below.



Key activity 1

Influence and uphold privacy and information access rights frameworks

The OAIC has a wide range of regulatory functions and powers under the Commonwealth *Australian Information Commissioner Act 2010* (AIC Act), *Freedom of Information Act 1982* (FOI Act), *Privacy Act 1988* and other laws. We regulate the privacy aspects of the Consumer Data Right (CDR), My Health Record system and, from 2024–25, Digital ID, as the system is expanded across the Australian economy.

Access to information

The OAIC regulates the community's access to government-held information under the FOI Act. Our freedom of information (FOI) functions include conducting independent merit reviews of FOI decisions made by Australian Government agencies and ministers and investigating actions taken by agencies under the FOI Act, in response to complaints and on our own initiative.

We also monitor the FOI framework, including by analysing agency statistics, Information Commissioner review (IC review) applications, complaints, extension of time applications, vexatious applicant declarations and regular reviews of the operation of the Information Publication Scheme (IPS). This activity informs our guidance, education and regulatory activity.

The OAIC promotes and advocates for the timely release of government-held information. The timely release of information is consistent with the objects of the FOI Act and supports participative democracy. We factor the importance of timeliness into decisions about extensions of time and promote its importance to agencies when engaging with senior leaders and practitioners and through more formal guidance.

The delivery of timely IC reviews is a priority for the OAIC. Our focus during 2024–25 is finalising matters received in 2020 and 2021 and expediting cohorts of applications for review of:

- access grants
- matters involving ministers as the respondent
- deemed access refusals
- imposition of a charge
- practical refusal decisions
- adequacy of searches
- secrecy provisions.

In terms of FOI complaints, our priority for the year ahead is reviewing, investigating and monitoring current agency practices and making recommendations that will support agencies to move towards best practice.

We engage with agencies and other stakeholders through multiple channels, including events, meetings, consultations, our [Information Contact Officers Network](#) and our annual [International Access to Information Day](#) campaign.

Source: Office of the Australian Information Commissioner Corporate plan 2024–25

2024–25 Services Australia Corporate Plan (page 6)

Services Australia's plan includes a strategic snapshot (plan on a page) which includes its purpose and outcome statement, and illustrates the relationship between its programs, key activities and performance measures.

Our strategic snapshot 2024–25



OUR GUIDING PRINCIPLES			
Simple	Helpful	Respectful	Transparent
Our purpose To support Australians by efficiently delivering high-quality, accessible services and payments on behalf of government		Our vision To make government services simple so people can get on with their lives	
		Our values Deliver for customers, while building the capability for sustained change, and developing networks and partnerships	
Our leadership behaviours			
Create and share the vision	Create and develop high performing teams	Create and sustain productive relationships	Create and reward an inclusive culture
Our outcome statement			
Deliver high-quality, accessible services and payments to individuals, families, businesses and partner agencies on behalf of government, with a focus on contemporary service delivery and customer experience			
Our programs			
1.1 Strategy and corporate enabling Set Services Australia's strategic direction, deliver corporate functions and build capability	1.2 Customer service delivery Design and deliver a range of government services to Australians through a range of service delivery channels including face to face, telephony and digital, and protect the integrity of government outlays	1.3 Technology and transformation Provide a robust ICT network and deliver major transformation projects, including ICT shared services	
Our key activities			
Build staff and organisational capability to deliver an enhanced customer experience We have an adaptive workforce, leadership and corporate culture tailored to respond to customer feedback	Deliver quality government services and payments to Australians We provide customers with easy and efficient access to services, support and payments for a seamless experience	Deliver digital and technological capability We invest in our technology and systems to sustain and strengthen the digital experience for customers	
Our strategic performance measures			
SPM 1: Customer satisfaction* SPM 2: Customer trust <small>* Customer satisfaction and customer trust SPM results also contribute to Key activity 2 – Deliver quality government services and payments to Australians.</small>	SPM 3: Administrative correctness of payments SPM 4: Customers served within 15 minutes SPM 5: Work processed within timeliness standards	SPM 6: Availability of digital channels SPM 7: Tasks managed by customers in digital channels	
Reporting on our progress in achieving our purpose			
Services Australia Annual report 2024–25 (non-financial performance)			

Source: © Commonwealth of Australia (Services Australia) 2024

2024–25 Department of the Prime Minister and Cabinet Corporate Plan (page 4)

The Department of the Prime Minister and Cabinet's plan includes a plan on a page which includes its purpose, outcome statement and program, and illustrates the relationship between its 3 key activities and performance measures.

Corporate plan on a page 2024–25





Our purpose (Corporate Plan 2024–25)
To support the Prime Minister, the Cabinet, and our portfolio ministers to improve the lives of all Australians, including through coordination of government activities and effective advice.

Our outcome statement (Portfolio Budget Statements (PBS) 2024–25)
Provide high-quality policy advice and support to the Prime Minister, the Cabinet, and portfolio ministers including through coordination of government activities, policy development and program delivery.

Our programs (PBS 2024–25)
1.1: Prime Minister and Cabinet

Our key activities

 <p>Key activity 1: Provide informed, impactful and timely advice</p>	 <p>Key activity 2: Support government priorities through whole-of-government leadership and coordination</p>	 <p>Key activity 3: Enable government decision-making, including through Cabinet operations</p>
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Our performance measures*

<p>1.1 Percentage of key stakeholders that are satisfied with PM&C's advice.</p> <p>1.2 Percentage of ministerial briefs provided within agreed timeframes.</p> <p>1.3 Percentage of incoming ministerial correspondence triaged and assigned for appropriate action within 5 working days.</p>	<p>2.1 Percentage of key stakeholders satisfied with the coordination and support provided by PM&C in the delivery of government priorities.</p> <p>2.2 Percentage of key stakeholders satisfied with the coordination and support provided for international engagements.</p> <p>2.3 PM&C's coordination and reporting arrangements are effective in driving successful implementation of the government's Working for Women: A Strategy for Gender Equality.</p> <p>2.4 PM&C effectively supports Commonwealth-State relations.</p> <p>2.5 PM&C effectively supports Secretaries Board meetings.</p> <p>2.6 Annual review of the Australian Government Crisis Management Framework is undertaken in consultation with Australian Government agencies to ensure it remains fit-for-purpose.</p>	<p>3.1 Percentage of key stakeholders satisfied with PM&C's support to the Cabinet and its committees.</p> <p>3.2 PM&C provides effective secretariat support to the Cabinet and its committees.</p>
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Reporting on our progress in achieving our purpose
Department of the Prime Minister and Cabinet Annual Report 2024–25 (non-financial performance)

*As noted in PM&C's Portfolio Budget Statements 2024–25, the department's performance measures have been reviewed, with the measures for 2024–25 outlined above. An explanation of the changes can be found at Appendix A.

Source: Department of the Prime Minister and Cabinet, Corporate Plan 2024–25, © Commonwealth of Australia

4. Environment

2024–25 Department of Foreign Affairs and Trade Corporate Plan (November 2024) (page 10)

The Department of Foreign Affairs and Trade's plan discusses the challenges that may impact its environment and how it intends to respond.

Our operating environment



The international environment has become more complex and challenging. Global challenges are interconnected and have a compounding impact.

How Australia responds to these challenges will have a profound impact on our nation and the future of our region. The department's ability to successfully navigate these challenges will require targeted investment in our culture, capabilities and performance, and trusted, resilient international partnerships.

Increasing geostrategic tensions in our region

Australia is facing its most complex and challenging strategic circumstances since the Second World War. Strategic competition is entrenched in the Indo-Pacific, largely driven by an unprecedented pace and scale of military build-up in our region. Conflict is on the rise globally and internationally agreed rules and norms that have underpinned our region's security and prosperity are under increasing pressure. Despite the welcome resumption of US-China dialogue, there is a heightened risk of misunderstanding or miscalculation leading to conflict, particularly across potential regional flashpoints such as the South China Sea, Korean peninsula and the Taiwan Strait.

We are focused on ensuring the Blue Pacific remains peaceful, prosperous and equipped to respond to the challenges of our time. Through our enhanced support for the Pacific Islands Forum, we are building a stronger and more united Pacific.

More than ever, diplomacy has a critical role supporting Australia's security and prosperity in the region, and the world. DFAT works to help government understand the risks and opportunities at play, identifying how government can bolster multilateral, bilateral and regional relationships to achieve the outcomes we seek.

Beyond the Indo-Pacific, Russia's unprovoked, illegal and immoral invasion of Ukraine, and Iran's support for Hamas and other proxies, are examples of how some states continue to challenge the rules and norms that are of vital importance to Australia's national interests. Australia remains a committed international partner supporting humanitarian assistance in Ukraine and Gaza and promoting adherence to international law.

Global economic changes and localised impacts



With strategic competition playing out across all domains, the global economic and technological environment is becoming increasingly complex and fractured. This has led to an increased focus from governments on economic security and resilience. The global economy is showing resilience in parts, but overall remains subdued and weak by recent historical standards. The challenge of inflation is lingering, including in North America, growth is slowing in China, and global conflict continues to affect supply chains. Countries are more frequently using economic tools for political, national security and strategic aims, disrupting agreed rules and economic institutions that have underpinned open, market-based trade and facilitated a cooperative environment essential for Australia.

Across the Indo-Pacific, countries face growing and compounding challenges brought on from climate change, conflict and fragility, uneven development and risks of disaster. Humanitarian assistance needs are growing. Demographic and technological changes present opportunities, but also challenge existing models of development. Developing countries, especially their most marginalised communities, often bear the greatest costs of change. Southeast Asia is at the centre of strategic competition, and presents economic opportunities for Australia with the clean energy transition critical to the region's future.

In the Pacific, these issues are magnified and further exacerbated by local challenges, including food insecurity, high debt burden and increasingly severe weather events. Our work is supporting a united and cohesive region, including by aligning our work to the priorities articulated in [the 2050 Strategy for the Blue Pacific Continent](#) and by building genuine and respectful relationships. We take a whole-of-nation approach, recognising the breadth of our shared interests and the challenges we face in the Pacific – none greater than the threat of climate change.

Source: Commonwealth of Australia, Department of Foreign Affairs and Trade, Department of Foreign Affairs and Trade Corporate Plan 2024–25, November 2024

2024–25 Australia Electoral Commission Corporate Plan (page 4)

The Australian Electoral Commission's plan includes a detailed discussion of the challenges, trends and factors which influence its environment and how it intends to respond.

Operating context



Our environment

Australians benefit from an independent and trustworthy electoral system, serving the best interests of the community and elected representatives. When entering a polling booth, citizens can be confident their vote will be counted accurately and according to the rules of the Electoral Act or the *Referendum (Machinery Provisions) Act 1984* (Referendum Act).

Complexities and change

To maintain an impartial and independent electoral system, we must balance a range of challenges in a complex and dynamic operating environment. These include:

- threats to electoral integrity, for example through misinformation, disinformation and artificial intelligence
- local implications of the global decline in satisfaction with democracy and trust in public institutions
- the changing security environment in Australia
- labour force pressures
- growing service delivery pressures and challenges.

Delivering federal elections and referendums to all Australian voters, including those overseas, is one of the more complex and substantial peacetime logistic events in Australia. In preparing for the next federal election, we continue to prioritise equity of access for voters as our population grows, diversifies

and becomes more mobile. We remain committed to public engagement activities targeting all eligible voters to cast a formal vote. As part of a broad outreach program, we focus on assistance to remote voters and polling place accessibility, as well as providing mobile voting options for those without ready access to polling places.

We are aware of global trends towards dissatisfaction with democracy and mistrust in public institutions and processes. Despite this, Australians' trust in electoral integrity and in the AEC remains high.

In response to the changing landscape in traditional and social media, we work proactively to 'pre-bunk' (debunking in advance) and build voter resilience against the harms of misinformation. The AEC has a responsibility to ensure voters have access to correct information regarding electoral processes, so they can fully participate in Australian democracy. We must ensure a system where stakeholders who have never engaged with us before can do so in a straightforward manner, without confusion or administrative burden.

Maintaining citizen faith in the electoral process, and trust in electoral outcomes, is the overarching aim of all election management bodies. Failure to achieve this can lead to disputed elections, mistrust and democratic instability. The AEC must continuously adapt to an increasingly unpredictable environment to deliver successful electoral events into the future.

2024–25 Special Broadcasting Service Corporation Corporate Plan (pages 11–12)

The Special Broadcasting Service Corporation's plan describes its environment, recognising how it needs to continue to evolve to meet the needs of its audiences through the lens of such things as Australia's annual population change, net overseas migration and top 5 countries of birth.



2. Operating Context

SBS's FY25 operating environment is dynamic and competitive.

In delivering the SBS Charter over FY25, SBS will continue to evolve to meet the needs of its audiences, reflecting demographic changes, new regulation, shifting media landscapes, and the macroeconomic environment.

2.1. Economic and funding context for SBS

Australia has seen ongoing economic uncertainty with elevated inflation, slower Gross Domestic Product (GDP) growth, and higher costs of living driving record low consumer confidence levels¹.

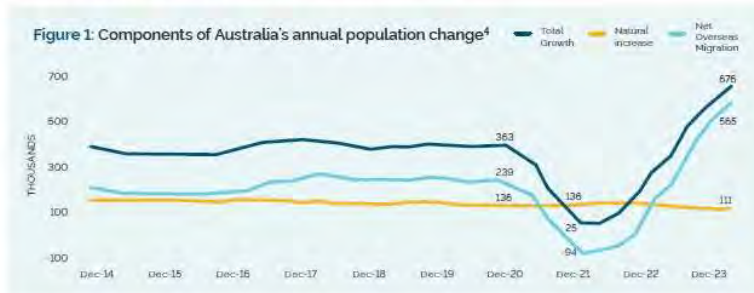
Due to these conditions, the media industry and broadcast TV advertising is expected to remain subdued in FY25-FY26². SBS will continue to maximise commercial revenue, which is invested back into acquiring and curating SBS Charter-driven content for audiences. Despite these commercial economic conditions, SBS's five-year government funding support allows stability and long-term ambitions to be realised.

SBS continues to be the most cost effective and efficient public broadcaster in Australia

SBS is already suitably structured as a lean organisation that can transform to overcome external pressures and deliver content in the most efficient and effective manner. We will continue to navigate the challenging economic conditions to maintain efficiency and prioritise investments as conditions are forecast to ease in the next few years³.

2.2. Demographics

As Australia becomes increasingly multicultural and multilingual, it is more important than ever that SBS continuously evolves to meet the needs of our diverse nation.



1. The Westpac-Melbourne Institute Consumer Sentiment Index, July 2024

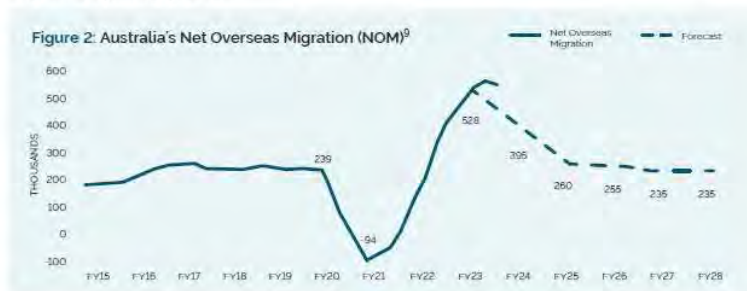
2. Venture Insights, Australian Advertising Market Outlook, June 2023

3. Reserve Bank of Australia, Statement on Monetary Policy, May 2024

4. Australian Bureau of Statistics, National, State and Territory Population (reference period December 2023), published June 2024



Australia's population has grown primarily due to a peak in migration. In the last year, net overseas migration drove 84% of Australia's annual population growth, and 16% came from natural increase⁵. Migrant arrivals increased 73% from 2022-2023, mostly driven by temporary visa holders, while departures decreased 2%⁶. Migration levels are forecast to soften by FY25⁷, and remain essential to long-term population growth⁸.



Australia has the highest migrant population of any English-speaking country¹⁰. One in three Australians (8.2 million) were born overseas¹¹ and almost one in two Australians (48.2%) have a parent born overseas¹². Long-term trends show decreased migration to Australia from Europe, and increased migration from Asia, particularly the largest regions of South Asia (e.g. India, Nepal), North-East Asia (e.g. China, South Korea) and South-East Asia (e.g. Philippines, Vietnam)¹³.

Table 2: Australia's top five countries of birth¹⁴

Country of birth	2013 population (m)	% of total population	2023 population (m)	% of total population
1. England	1,013	4.4%	962	3.6%
2. India	378	1.6%	846	3.2%
3. China (exc. SARs and Taiwan)	432	1.9%	656	2.5%
4. New Zealand	585	2.5%	598	2.2%
5. Philippines	219	0.9%	362	1.4%
Total overseas-born population	6,409	27.7%	8,176	30.7%

5. Australian Bureau of Statistics, National, State and Territory Population reference period December 2023, *Ibid*.
6. Australian Bureau of Statistics, Overseas Migration reference period 2022-23 financial year published December 2023.
7. Treasury Budget 2024-25 Budget Paper No.3 Federal Financial Statements Table A.6, published May 2024.
8. Australian Bureau of Statistics, Population Projections, Australia, reference period 2022 (base) - 2071, published November 2023.
9. Net Overseas Migration, Australian Bureau of Statistics, National, State and Territory Population reference period December 2023, *Ibid*. Forecast, Treasury Budget 2024-25, *Ibid*.
10. United Nations Population Division, International Migrant Stock 2020.
11. Australian Bureau of Statistics, Australia's Population by Country of Birth reference period June 2023, published April 2024.
12. Australian Bureau of Statistics, media release, '2021 Census: Nearly half of Australians have a parent born overseas', June 2022.
13. Australian Bureau of Statistics, Australia's Population by Country of Birth reference period June 2023, published April 2024, *Ibid*.
14. Australian Bureau of Statistics, Australia's Population by Country of Birth reference period June 2023, published April 2024, *Ibid*.

5. Capability

2024–25 Office of the Commonwealth Ombudsman Corporate Plan (pages 24–25)

The Office of the Commonwealth Ombudsman's plan adopts a thematic approach to discussing its capability needs, linking back to its ability to achieve its purpose, with general strategies and a 4-year projection.

Capability

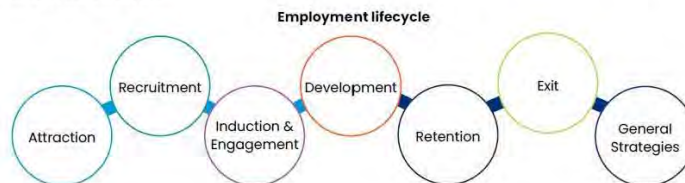


People

Our workforce is critical to achieving our outcomes, purpose and objectives. We are focused on supporting our workforce to be resilient, adaptive, inclusive, dynamic, innovative and engaged. As an independent oversight function, the Commonwealth Ombudsman has the discretion in what work the Office takes on to influence improvement in agencies we oversee and associated flexibility in how resources are deployed in line with the Office's priorities. This highlights the need for a range of strategies to identify, recruit, train, develop and retain staff with skills across a wide range of job families.

In 2024–25 we are focused on implementing the actions identified in our 2024–2028 Workforce Plan (the Plan). The Plan provides practical actions to shape, improve and manage our workforce by focusing on the roles, capabilities and resources we require. The Plan outlines how the Office will ensure our workforce is optimised to deliver our outcome, purpose and objectives.

The Plan identifies several workforce risks and opportunities for the Office. The strategies and actions we will pursue to mitigate workforce risks and leverage opportunities are presented against the employment lifecycle.



The Workforce Plan 2024–2028 also includes general strategies to support the ongoing uplift of workforce planning practices.

Workforce planning strategies

- **Attraction** – Use a core Employee Value Proposition (EVP) to communicate the unique benefits and experience that can be gained from working at the Commonwealth Ombudsman's Office.
- **Recruitment** – Improve our recruitment processes in the Office to fill our roles with the best available candidates.
- **Induction & Engagement** – Improve our induction processes to support new starters and their supervisors.
- **Development** – Develop career path and succession planning framework and enhance our Learning and Development practices.
- **Retention** – Develop lead indicators that will monitor staff satisfaction across hygiene and wellbeing focus areas.
- **Exit** – Expand the use of staff exit survey data to inform future workforce planning actions.

General Strategies

We will pursue strategies to ensure we have the capability and business intelligence to conduct effective workforce planning into the future.

These include creating structures that provide clear links between financial budget allocations to position, team, section and branch.

We will also continue our focus on developing strategic capability within the Office's Human Resources team, to lead workplace planning into the future.

- **Workforce Mobility:** Ensuring our team can be productive anywhere, anytime, by using suitable technology solutions both in and outside office environments.
- **Digital Records:** We're refining our digital record-keeping to support workforce mobility and promote productivity and innovation among our staff.
- **Business Intelligence:** Investing in business systems that promote interoperability and offer dynamic data analytics on demand.

4-year projection

Extending beyond our 1-year outlook of which includes targeted, rapid and significant expansion to staff with the expected NSO function, the 4-year outlook will see our focus on strategic and operational workforce planning continue, ensuring that the Office has the right people, with the right skills, in the right roles, at the right time to deliver our services with impact.

4-Year Projection

Over the next 3 years, our core systems will undergo a complete transition to cloud-based platforms. This initiative aims to streamline maintenance, enhance security, and ensure we possess the latest capabilities to effectively address evolving customer demands. Additionally, we will explore the integration of artificial intelligence to proactively identify systemic customer-related trends.

Technology

We are exploring ways to leverage technology to enhance interactions with our office, aiming for quicker responses and resolution times.

Our technology roadmap outlines six focus areas:

- **Cyber Security and Reliability:** We're committed to providing strong, reliable, and resilient ICT services across our agency, in line with a whole-of-government approach to combat increasing security threats, particularly cyber threats.
- **Cloud Adoption:** Our goal is to move key systems to cloud-based services (Software-as-a-Service), boosting security, ease of maintenance, compatibility, and future capabilities.
- **Digital Transformation:** We seek to continually modernise our services to deliver experiences tailored to customer needs.

Infrastructure

With a geographically dispersed workforce, the Office's ability for our people to collaborate and connect is critical to our operations. Recent uplift across both our ICT (Information and Communications Technology) and workplace infrastructure across many of our office locations, supported these requirements, in addition to enhancing our hybrid working environment.

Our current program of property enhancements is underpinned by the development of our Future Workplace Strategy. This strategy details our desired ways of working and, how this can be achieved and designed, with an agile working philosophy.



2024–25 Australia Electoral Commission Corporate Plan (pages 10–11)

The Australian Electoral Commission's plan discuss the strategies and plans as they relate to their unique people, election and ICT capability needs.

Our capability

In an increasingly complex operating environment, we continue to build our business processes and election and service delivery model through our Lessons Management Framework.

Our people capability

Our workforce

The AEC's workforce comprises APS employees engaged under the *Public Service Act 1999*, our event surge workforce, statutory appointments, external engagements (labour hire, contractors or consultants), and our large temporary election workforce engaged under the Electoral Act.

Collectively, our workforce maintains an impartial and independent electoral system for eligible voters, and also delivers other electoral, education, regulatory and enabling services.

The AEC Workforce Strategy 2024–30 identifies five strategic goals that will guide the leadership and management of our people and ensure we successfully meet our organisational outcomes. These goals are to:

- 1 attract and keep the right workforce
- 2 support the ongoing growth of our people to lead and manage
- 3 transform, engage and develop
- 4 provide a culture that values, includes and supports
- 5 offer flexibility in our workforce and ways of working.

The AEC is dedicated to increasing the diversity of our temporary election workforce to reflect

the community we serve. As part of our broader strategy, we will continue to target the recruitment of multilingual staff by expanding outreach and engagement with diverse communities. We are transforming our systems to better manage the temporary election workforce, enabling us to quickly allocate staff with language skills to selected polling places to enhance our ability to serve all members of the community. Inclusion of people from all backgrounds and experiences in the election workforce contributes to our mission of promoting full electoral participation for all.

Reducing reliance on contractors

The APS Strategic Commissioning Framework sets the expectation that APS employees should be prioritised to fulfil most roles and functions, with limited use of external workforces. This approach aims to deepen and strengthen service-wide capability and reduce risks associated with outsourcing.

The AEC has focused on a reduction of outsourcing in program delivery and administrative support areas, with an expected reduction of \$0.2 million in outsourcing expenditure, which forms part of the savings of the 2024–25 Budget measures '*savings from external labour – extension*'.

Our election capability

Election readiness

Our readiness for electoral events is central to maintaining the integrity and successful delivery of electoral events. Being event ready means that we can deliver high-quality and high-integrity electoral events that withstand public scrutiny. Our Election Readiness Framework (in use since 2014 and further matured each electoral cycle), plays a crucial role in





Our ICT capability

AEC ICT systems are regularly reviewed to ensure they meet business needs. It is essential that we operate robust and fit-for-purpose IT platforms. A modernised electoral management system will greatly improve our capacity to deal with the dynamic security risk environment, including our ability to detect, prevent and respond to external interference in Australia's elections.

The AEC is undergoing a once-in-a-generation digital transformation. The Election Systems Modernisation (Indigo) Program represents a major shift in our approach as we develop a citizen-centric, secure technology platform. This transformation will recalibrate how we provide electoral services and ensure the ongoing integrity and democratic resilience of Australia's electoral system. We are using this opportunity to look well beyond the next election, and ensure our services continue to meet community needs and expectations.

Several capabilities have now been delivered in Tranche 1 of our modernisation program, with foundational ICT systems and the improved AEC Service Centre delivered in 2023. These capabilities provide secure, agile platforms paving the way for us to build modern election, candidate and electorate management solutions as part of Tranche 2.

Tranche 2 began in July 2023 and focuses on mitigating enduring and significant risks to electoral integrity and Australia's democratic resilience. In addition, it will enhance voter and stakeholder experiences by replacing legacy election management systems with modern and secure technologies.

Polling place technology

The Australian Government allocated \$24.4 million to the AEC over four years from 2020–21 to expand technology in polling places and improve services to Australian voters during federal election events. This includes funding to expand the use of Electronic Certified Lists and develop a digital Officer-In-Charge Return, due for pilot implementation at the 2024/2025 federal election.

Electronic Certified Lists are portable devices, currently laptops, used at all mobile and pre-poll voting centres, as well as selected high-volume polling locations on voting day.

Polling officials use Electronic Certified Lists to search the list of eligible voters and record electronically when a person is issued a ballot paper. They are also used, when required, to print the correct House of Representatives ballot paper during vote issuing.

This investment will enfranchise voters, help prevent multiple voting and enhance the voter's experience. In addition, the new digital Officer-In-Charge Return pilot will improve polling place management and communications, allowing for centralised visibility and back-end efficiencies.

Our work in this area involves re-designing processes, technology updates and workforce training to support changes to polling place technologies.

2024–25 Bureau of Meteorology Corporate Plan (page 20)

The Bureau of Meteorology (the Bureau) adopts a thematic approach to discussing its capability needs and plans to improve and maintain capability, characterising 4 enterprise capabilities. This is followed by a discussion of the strategy related to each enterprise capability, including a description of each of the capabilities, an assessment of current capability, what capability the Bureau aims to have and a capability development pathway.

People



Current capability

The expertise and capability of the Bureau's people is critical to the delivery of products and services to our customers. The Bureau's workforce profile includes 17 different job families delivering weather, water, climate, ocean and space weather services, as well as corporate and enabling support.

Capability aim

The ongoing development of the Bureau's people capability ensures a workforce that is skilled, agile and equipped for the future, and our people have contemporary skills and knowledge needed to achieve the Bureau's outcomes and meet customer needs. The Bureau aims to strengthen its customer-focused enterprise culture where people are empowered and grow through clear career pathways in an inclusive, safe, and flexible working environment that reflects the diversity of the community it serves.

Capability development pathway (2024–25 to 2027–28)

The Bureau's people capability will be developed by undertaking specific activities to:

- mobilise our people based on the required skills, knowledge and capabilities to deliver the Bureau's outcomes
- mature our people capability to respond to Australian Public Service (APS) priorities and the evolving needs of our workforce and customers
- continue to invest in science, technology, engineering and maths (STEM) skills and build the pipeline of talent, including developing and identifying opportunities for women in senior STEM positions
- support leaders to undertake their roles with integrity, respond creatively to challenges, and act as stewards for the Bureau and the broader public service

- continue building the Bureau as a safe, inclusive and diverse enterprise, where our people bring their full self to learn, grow and are empowered to reach their professional potential
- enhance the Bureau employee experience by recognising high performance, responding to employee perceptions and prioritising wellbeing
- build a culturally capable workforce that is responsive to First Nations people and communities.

Application of the Strategic Commissioning Framework

The Bureau draws upon a unique and multifaceted set of core and core-enabling capabilities to deliver critical weather, water, climate, ocean and space weather services.

For 2024–25 and the outlook period (2025–26 to 2027–28), the Bureau will continue to plan, manage, and monitor its workforce capability to ensure it can provide trusted, reliable and responsive services for its customers in the most effective way possible.

The Bureau will continue to apply the principles of the APS Strategic Commissioning Framework to identify opportunities to further strengthen its workforce capability and to reduce outsourcing where appropriate.

The Bureau's targets for reducing outsourcing in 2024–25 will focus on the conversion of 76.5 Average Staffing Level (ASL) from contractors to ongoing APS positions across 11 job families, including ICT and digital solutions; portfolio, program and project management; and accounting and finance.

2024–25 Sydney Harbour Federation Trust Corporate Plan (page 11)

The Sydney Harbour Federation Trust's plan includes details on its strategic approach to transform its information, communications and technology capabilities, including an illustration of its delivery against its 4-year ICT strategy.

Information communications and technology



Recognising the limitations of our current information communication and technology (ICT) systems, the Harbour Trust has devised a strategic approach to transform our information, communications and technology capabilities. This strategy, initiated in 2022, is designed to alleviate resourcing pressures and enhance customer focus by optimising business processes and reducing manual tasks. Key developments have included the implementation of new systems for facilities, assets, property management, human resources and upgraded communication technology. With the recent expansion of our ICT team, the Harbour Trust is well equipped to advance our ICT strategy in 2024–25. These include the roll out of a new finance system, digital asset management system, advanced ticketing solutions, infringement management system and an updated customer relationship management (CRM) system. These advancements will streamline operations, enhance customer interactions and support efficient data management across the Harbour Trust.

Figure 1 provides an overview of the four year ICT strategy and progress on the Harbour's Trust delivery to date.



ICT strategy key objectives

REQUIREMENTS	FOCUS	2022-23	2023-24	2024-25	2025-26	OUTCOMES
Repair /de-risk	FOCUS ON FOUNDATIONAL ICT CAPABILITY The Harbour Trust is prioritising investment and system upgrades to modernise outdated key systems that form the foundation for our current activities and platform for the future.	Implement 'Desktop One' platform and new telephone system	Source and implement new finance system	Source and implement new enterprise CRM system and booking and event management system		Flexible scalable and efficient foundations Secure, resilient and reusable assets
		Source and implement new HR system	Source and implement new digital asset management system	Source and implement new infringement management system		
Consolidate /upgrade	DIGITISATION, CONSOLIDATION AND SIMPLIFICATION OF INFORMATION The Harbour Trust is improving the value and usefulness of its information by digitising main repositories, consolidating information management systems, reducing information fragmentation and technology silos, creating central points of truth, enhancing work practices, improving data management, fostering a more productive and informed workplace, and ensuring access to data and information necessary for informed decision-making.			Streamline finance workflows		Efficient, outcomes-focused ways of working Enhanced digital capabilities
				Upgrade capabilities and improve use of established information systems		
Improve /enhance	REPORTING AND ANALYTICS Consolidation and simplification of operating environment enables the Harbour Trust to move towards comprehensive data analytics and reporting capabilities through the integration of business systems.			Integrate upgraded systems with centralised reporting systems		Confident and knowledgeable capabilities Customer-focused ways of working and partnering
				Build performance reporting capability	Develop and integrate a whole of business reporting/ dashboard Integrate internal reporting/ dashboard with DCCEEW	

- Completed
- In progress
- Not yet started

6. Risk

2024–25 Department of Employment and Workplace Relations Corporate Plan (pages 24 and 28)

The Department of Employment and Workplace Relations' plan summarises its risk oversight and management systems, linking it back to its purpose, and includes an illustration of its operating enterprise risk management policy and framework.



Embedding a positive risk culture

Our risk culture

We recognise that to support the department's purpose our staff must have a positive risk culture. This means a culture in which we take appropriate, well-informed and considered risks that enable us to deliver outcomes we might not otherwise achieve.

We consider a positive risk culture to be a shared set of values and behaviours for our staff, describing how we engage with risk in our day-to-day activities. By promoting consideration of both the threat and the opportunity of risk, we strengthen our risk culture and increase our departmental risk maturity and capability.

Enterprise risk management arrangements

The department is managing risks in accordance with the Commonwealth Risk Management Policy. We implement this through our Accountable Authority Instruction for Risk Management and our Enterprise Risk Management Policy and Framework.

We encourage our staff to embrace risk management to inform decision-making. Our risk management arrangements guide how we consider and communicate risks, including those we share with our stakeholders. Working collaboratively, both internally and externally, enables us to manage shared risk with a common purpose.

Our goal is to achieve an appropriate balance between taking some risks and managing other risks so that we can maximise opportunity, protect our interests and minimise disruption to our critical business functions.

Risk governance

Effective governance arrangements support positive engagement with risk and create an environment that promotes both compliance and innovation in delivering outcomes.

We have built appropriate frameworks and systems to oversee our enterprise risk management arrangements. We have a clear understanding of the department's strategic risks, and this drives our strategic thinking and risk-informed discussions at meetings of the Executive Board and the Audit and Risk Committee.

By encouraging risk discussions, we use our governance committees to prepare for emerging challenges and support appropriate oversight of our enterprise risk management arrangements.

Our Chief Risk Officer champions our risk culture and plays a central role in creating a positive risk environment with transparent reporting to our governance committees. A dedicated enterprise risk team supports the Chief Risk Officer.

Strategic risk environment

For each of our 8 strategic risks we clearly identify our risk focus areas and mitigation strategies (Figure 2.4). This approach supports holistic risk management by providing staff with a line of sight between the operational risks they manage and the department-level strategic risks.

We regularly monitor these risks through our governance arrangements to allow us to adjust our control environment and ensure they remain within our risk appetite.

Operating risk environment



Our operating risk environment (Figure 2.5) connects our enterprise risk management arrangements, internal guidance and resources with whole-of-government legislation and standards.

Taking the government's Climate Risk and Opportunity Management Program into account, we are working to integrate the identification, assessment and management of climate risks into all of the department's activities.

We use our enterprise risk systems to embed risk assessments across all our functions. We integrate various risk management approaches into our Enterprise Risk Management Policy and Framework.

Our mandatory risk plans must address culture and people; work health and safety; fraud and corruption; data and personal information; child safety; climate; and finance and resource risks.

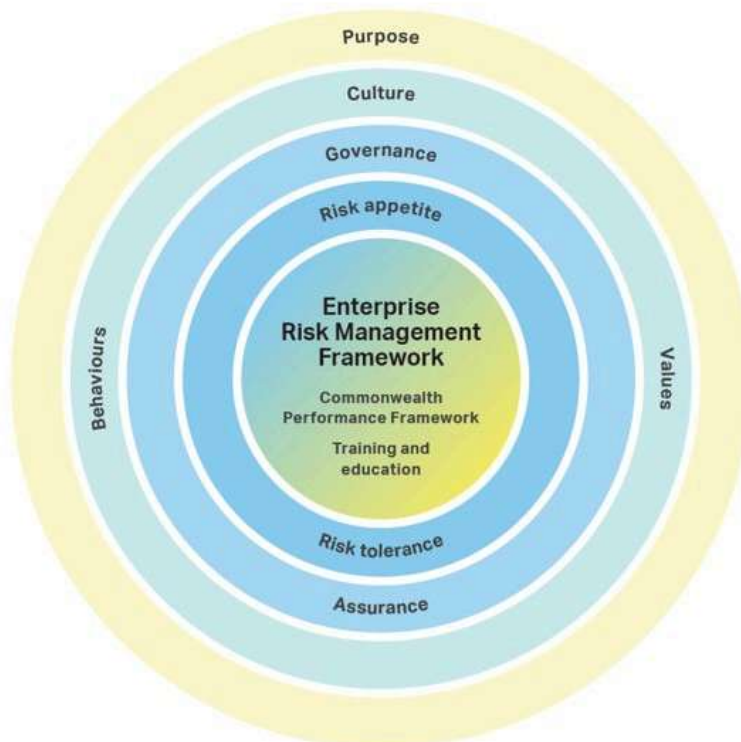
Figure 2.5: Our operating risk environment



Source: Department of Employment and Workplace Relations 2024–25 Corporate Plan

2024–25 Department of Finance Corporate Plan [📄](#) (page 10)

The Department of Finance's plan includes an overview of its enterprise risk management arrangements which links back to its purpose.



2024–25 Australian Competition and Consumer Commission Corporate Plan   (page 10)

The Australian Competition and Consumer Commission’s plan clearly identifies its key risks and how each key risk is managed.



ACCC key risks

The ACCC is managing 7 key risks, as detailed in the table below. Most of these risks are the same or similar to the key risks identified for the previous financial year, as the ACCC considers that these risks remain relevant for at least the short to medium term.

In addition to the specific ways in which these risks are managed, the ACCC relies on its strong governance framework, including oversight from the Corporate Governance Board and Audit and Risk Committee.

ACCC enterprise risks and management approach

Key risk	How the risk is managed
Successful cyber security attack or breach, or serious physical security incident	<ul style="list-style-type: none"> • Oversight by the Executive Management Board, the Data, Information and Security Committee, and Security Project Board. • Internal policies and plans including the agency’s Security Policy, cyber security incident response plan, Information Management and Technology Services recovery plan. • Internal guidance, education and mandatory training in relation to security. • Assessment and assurance activities, including Essential Eight assessment, onsite support from Australian Cyber Security Centre, and implementing recommendations of the cyber security and personnel vulnerabilities internal audit. • Delivery of priority project to uplift cyber security capabilities.
Failure to maintain appropriate levels of workforce wellbeing and engagement, and/or failure to attract, develop, maintain and retain necessary capabilities	<ul style="list-style-type: none"> • Proactive measures aimed at attracting and retaining employees with the necessary capabilities. • Creation of a learning and development strategy focused on building complex capabilities and reducing capability gaps. • Continue proactive support for workplace wellbeing initiatives with a focus on psychosocial hazards, including the Program and Peer Support Advisers (providing information and support to employees experiencing workplace issues) and the Employee Assistance Program. • Continue to support mobility, development of the leadership cohort, and work on the agency’s pay gap projects.
Evolution of arrangements between the ACCC and AER not appropriately managed	<ul style="list-style-type: none"> • The ACCC and the AER are resetting the arrangements by which the ACCC supports the operations of the AER. • Oversight of resetting process by senior management and dedicated working groups. • Strong communication and liaison between key ACCC and AER stakeholders. • Clear and effective communications with affected employees regarding the resetting process.
Unprepared for the threats and opportunities associated with the use or potential use of Artificial Intelligence (both internal use and use by external parties)	<ul style="list-style-type: none"> • Development of internal Artificial Intelligence Policy and Procedures, supported by robust governance arrangements. • Introduction of Artificial Intelligence Awareness and Literacy training. • Regular liaison and engagement with other Commonwealth entities and international counterparts regarding the use of AI, as well as the regulation of entities that use AI. • Delivery of Data Strategy Priority Projects and Working Smarter Projects with a focus on uplifting data quality.

2024–25 Australian Organ and Tissue Donation and Transplantation Authority Corporate Plan   (page 17)

The Australian Organ and Tissue Donation and Transplantation Authority’s plan clearly identifies its enterprise (key) risks, management strategies, and tolerance level and statement.



Table 1: Enterprise risks, management strategies and tolerance

Risk statement	Management strategies	Tolerance level and statement
People		
Failure to attract, engage and retain high-quality, committed people leads to insufficient capability to deliver	<ul style="list-style-type: none"> • Offer a flexible workplace culture that invests in staff wellbeing and life-long learning • Actively and regularly engage with staff through staff surveys and employee consultation – taking action as required • Leverage our workforce strategy, to enable the right capability to be attracted and retained into the future 	 <p>We have a low tolerance for any activities that may cause harm to the safety and wellbeing of our people. We have a high tolerance for taking a flexible approach to recruiting and retaining an engaged, diverse and skilled workforce.</p>
Engagement		
Ineffective collaboration with a range of stakeholders, advocates and partners means that we do not build public support for donation and we fail to increase donation rates so that more people can receive a transplant	<ul style="list-style-type: none"> • Design communications and engagement initiatives using data, insights and research to maximise awareness opportunities, specific to audience needs • Maintain formal governance structures to collaborate and seek expertise from a range of stakeholders and partners • Build and maintain key relationships through consultation, sharing knowledge and developing solutions with a focus on shared outcomes 	 <p>We have a high tolerance for engaging with our stakeholders and partners to build support for donation, optimise opportunities in the clinical sector and enhance systems to enable quality outcomes.</p>

7. Cooperation

2024–25 Department of Climate Change, Energy, the Environment and Water Corporate Plan   (pages 25–26)

The Department of Climate Change, Energy, the Environment and Water’s plan describes how it delivers on its purpose through its cooperation, illustrating its partners and stakeholders, and provides detailed examples of the key contributions.

Our partners and stakeholders



To deliver on our purposes, we are implementing significant reforms in response to fast-moving global and domestic developments. This is only possible through effective partnerships and collaboration with stakeholders (see Figure 5).

Figure 5: Our partners and stakeholders



First Nations people

Our work is anchored in partnerships with First Nations people to achieve our vision of an Australia that is prosperous because it is sustainable with community and Country at the heart of our actions.

Some further examples of the important work partnering with First Nations people:

- co-designing a First Nations Clean Energy Strategy and ensuring First Nations knowledge informs how we adapt to climate change
- strengthening First Nations cultural heritage protections
- working closely with the National Indigenous Australians Agency to deliver the Indigenous Protected Areas program
- engaging with First Nations people to develop the Sustainable Ocean Plan and to deliver actions across our marine environment
- working with the Commonwealth Environmental Water Holder (CEWH) to identify opportunities through environmental watering, the First Nations Environmental Water Pilot Partnership Program and the CEWH's monitoring and science program that can support the values, aspirations and responsibilities for First Nations people to care for Country
- engaging with First Nations people to deliver water infrastructure to provide safe, secure and reliable water to remote Aboriginal and Torres Strait Islander communities through the National Water Grid Fund.

Our engagement ensures funding for essential water services meets the self-determination, safety, health and sustainability needs of First Nations communities.

Our portfolio agencies and co-regulators

We work closely with our portfolio agencies to achieve shared objectives. For example, we collaborate with the Australian Renewable Energy Agency (ARENA) and the Clean Energy Finance Corporation (CEFC) to support new and emerging low-emissions technologies (as well as zero and negative emissions technologies). We also work closely with the Director of National Parks in looking after national parks, national botanic gardens and the Commonwealth marine environment. Our work with the Bureau of Meteorology through the Australian Antarctic Program informs forecasting services for the whole of the Australian continent.

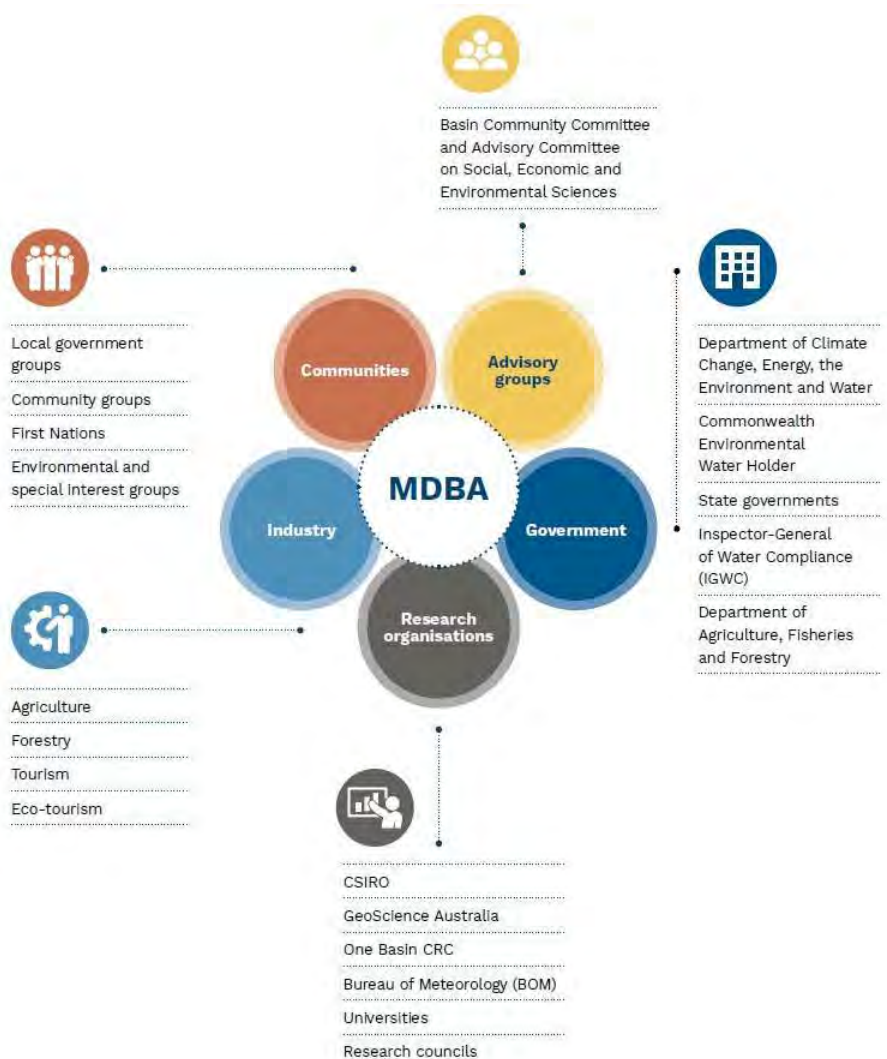
We take a proactive, collaborative approach to regulation, working alongside co-regulators across states and territories, and our portfolio regulators such as the Clean Energy Regulator (CER) and the Great Barrier Reef Marine Park Authority (GBRMPA). We work closely with other Commonwealth co-regulators to meet shared objectives, such as the Australian Competition and Consumer Commission (ACCC) and the Offshore Infrastructure Regulator (OIR).

We collaborate on statutory reform to ensure regulatory frameworks are effective, fit-for-purpose, and informed by the practical experience of regulators, supporting a whole-of-system stewardship approach to ensure regulatory outcomes are achieved.



2024–25 Murray-Darling Basin Authority Corporate Plan (page 38)

The Murray-Darling Basin Authority (MDBA) clearly illustrate their key partners: Communities, Advisory groups, Government, Research organisations, and Industry. MDBA also identify the key partners within each group.



Title: Murray–Darling Basin Authority Corporate Plan 2024–25

2024–25 Office of the Inspector-General of Intelligence and Security Corporate Plan (page 13)

The Office of the Inspector-General of Intelligence and Security’s plan outlines its cooperation in 4 key groups, with a description below and examples of the agencies and entities under each grouping.

Cooperation



We maintain cooperative relationships with a range of agencies and entities.

Cooperative relationships with international oversight and review organisations from the Five-Eyes nations strengthens our approach to intelligence oversight. The sharing of ideas and approaches assists us to adapt and respond to emerging issues and continually improve how we operate.

Five-Eyes Intelligence Oversight and Review Council

Office of the Intelligence Commissioner (Canada)

National Security and Intelligence Review Agency (Canada)

Commissioner of Intelligence Warrants (New Zealand)

Office of the Inspector-General of Intelligence and Security (New Zealand)

Investigatory Powers Commissioner's Office (United Kingdom)

Office of the Inspector General of the Intelligence Community (United States)

Our oversight role complements that of other Commonwealth integrity and oversight agencies, and any potential issues of operational or jurisdictional overlap are managed cooperatively.

Australian Human Rights Commission

Australian National Audit Office

Inspectors-General Group

Integrity Agencies Group

National Anti-Corruption Commission

Office of the Australian Information Commissioner

Office of the Commonwealth Ombudsman



Our productive relationships with the agencies facilitate the conduct of oversight work, and are maintained through regular meetings between leadership.

ASIO	ASIS	ONI
ASD	AGO	DIO
AFP*	ACIC*	

*Network Activity Warrant oversight only

We are an agency within the Attorney-General's portfolio who work collaboratively with the Attorney-General's Department on a range of policy and legal issues.

Co-location and facilities maintenance

Physical security

Some ICT systems and capabilities

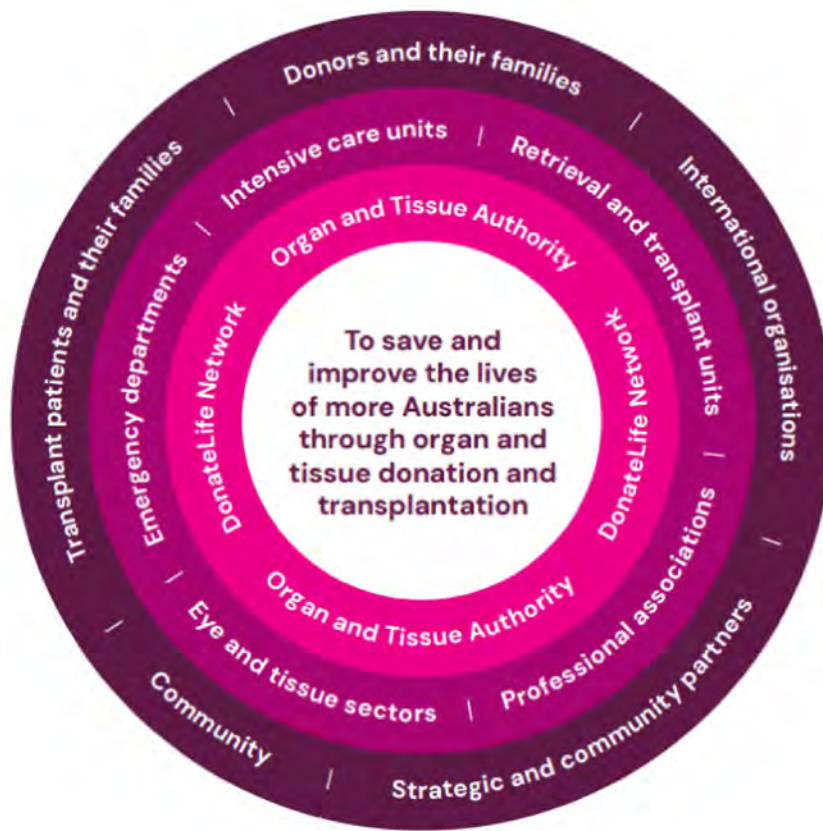
Policy and legal issues

2024–25 Australian Organ and Tissue Donation and Transplantation Authority Corporate Plan (page 11)

The Australian Organ and Tissue Donation and Transplantation Authority's plan includes an illustration of its collaboration environment with its purpose at the centre, showing the link between cooperation and how it helps to achieve its purpose.

Figure is titled: Collaboration environment





8. Subsidiaries

2024–25 CSIRO Strategy Corporate Plan   (page 26)

The Commonwealth Scientific and Industrial Research Organisation (CSIRO) clearly identify its subsidiaries and their contribution to CSIRO's purpose. CSIRO also outlines its subsidiaries' jurisdiction of operation, equity holding, and goals and functions for additional context.



4.1 CSIRO subsidiaries

Our subsidiaries play a critical part in our ability to achieve our purpose. We have offshore representation that supports our global engagement and funds that invest in science areas to create new opportunities for Australian innovation.

NAME OF ENTITY	JURISDICTION OF OPERATION	EQUITY HOLDING	GOALS/FUNCTION	CONTRIBUTION TO CSIRO'S PURPOSE
Fundacion CSIRO Chile Research	Chile	100% founder interest	Created in October 2013 to provide research services and collaborate with the Chilean innovation ecosystem.	Chile Fundacion closed 1 July 2024. CSIRO will continue to partner with the Chilean innovation ecosystem, with research delivered in partnership with CSIRO's researchers in Australia.
CSIRO USA	Delaware, USA	100% Sole membership company	Establishment of an office for CSIRO operations in the USA.	Previously created as an operating entity for commercialisation. The entity will close in 2024. CSIRO will continue to have US representation in San Francisco and Washington DC based out of the Australian Government offices.
Innovation Fund trading as Main Sequence	Primarily Australia	The Innovation Fund is a group of entities, including the CSIRO Fund of Funds, the CSIRO Innovation Holding Trust, the CSIRO Innovation Fund 1, LP, the CSIRO Innovation Follow on Fund 1, the CSIRO Innovation Fund 2, LP, the CSIRO Innovation Follow on Fund 2, the CSIRO Innovation Co-investment Fund, the Main Sequence Core Fund 3, the MSV Parallel Fund, the Main Sequence Opportunity Fund 3, the Main Sequence NGS Co-investment Fund and Main Sequence Atmosphere Fund. Through the CSIRO Fund of Funds and the CSIRO Innovation Holding Trust CSIRO is an investor in the CSIRO Innovation Fund 1, LP, the CSIRO Innovation Follow-on Fund 1, the Main Sequence Core Fund 3, the MSV Parallel Fund and The Main Sequence Opportunity Fund 3.	Provides venture capital backing to deep technology companies with connections to the Australian publicly funded research sector.	Invests in translating publicly funded Australian research into global companies. Since it commenced, the Fund has helped to create more than 2,120 deep technology jobs and helped to build 59 deep tech companies including Samsara Eco, Quasar Sat, Emesent, Q-CTRL and MGA Thermal.
Science and Industry Endowment Fund	Independent trust	Nil	The Fund makes strategic investments in scientific research that addresses issues of national priority for Australia.	Provides grants to science and scientists for the purposes of assisting Australian industry, furthering the interests of the Australian community and contributing to the achievement of Australian national objectives.

2024–25 Indigenous Land and Sea Corporation Corporate Plan [\(page 30\)](#)

The Indigenous Land and Sea Corporation's plan provides the reader with a clear understanding of why the entity has subsidiaries, who the subsidiaries are and what they do, and how they contribute to its purposes.



Our subsidiary operations

The ILSC operates three wholly-owned subsidiary businesses which contribute to *Our purpose* through the management of Country. These entities were established to operate in response to commercial and social drivers, delivering outcomes aligned to *Our long-term outcomes* through the advantage held by Indigenous people in these sectors.

Consistent with the NILSS strategic priority 'Returning Country' and our aligned commitment to 'Ramp up divestment of ILSC-held properties including exiting operations', the profile of ILSC subsidiary operations will continue to change as we divest held assets and transition from acting as an owner-operator of enterprises.

Our processes and decision-making structures will ensure that divestment of these assets sustains at least the existing level of benefits to Indigenous people in the immediate term.

Over time, we expect these assets to generate increased economic, environmental, social and/or cultural capital for Indigenous people, including building their active control over Country.

National Centre of Indigenous Excellence

Description

- National Centre of Indigenous Excellence (NCIE) is a not-for-profit social enterprise generating long-term improvements in Indigenous wellbeing.
- NCIE operates from 180 George Street Redfern (the historic site of the Redfern Public School), a property divested by the ILSC in June 2022 to the New South Wales Aboriginal Land Council (NSWALC).
- The ILSC continues to support the enterprise's operations through corporate services assistance while the ILSC, NCIE, NSWALC and other local stakeholders work to transition the enterprise to new ownership.

Activities

- NCIE provides fitness and conference facilities for local Indigenous people, families and communities.

Contribution to *Our long-term outcomes*

- Through its operations and targeted programs, NCIE supports *Our long-term outcomes* by delivering a significant contribution to the employment and training outcomes set out in our Portfolio Budget Statement targets (1a and 2a) and to KPIs 1b and 2b.

2024–25 Administrative Review Tribunal Corporate Plan (page 15)

The Australian Review Tribunal's plan makes it clear that they do not have any subsidiaries through the use of a readily identifiable heading, and a short and to the point statement.



Subsidiaries

The Tribunal does not have any subsidiaries.

2024–25 Australian Transaction Reports and Analysis Centre Corporate Plan (page 53)

Australian Transaction Reports and Analysis Centre's (AUSTRAC) plan uses its list of requirements to indicate it does not have any subsidiaries, by stating 'N/A' against the subsidiary required element.

APPENDIX A – LIST OF REQUIREMENTS



This corporate plan has been prepared in accordance with the requirements of:

- subsection 35(1) of the PGPA Act
- subsection 16E(2) of the PGPA Rule 2014.

The table below details the requirements met by AUSTRAC's corporate plan and the page references(s) for each requirement.

Requirements	Page(s)
Introduction	
<ul style="list-style-type: none">• Statement of preparation• The reporting period for which the plan is prepared• The reporting periods covered by the plan	7
Purpose	9
Key activities	15-18
Operating context	
<ul style="list-style-type: none">• Environment	37-39
<ul style="list-style-type: none">• Capability	40-43
<ul style="list-style-type: none">• Risk oversight and management, including key risks and their management	44-47
<ul style="list-style-type: none">• Cooperation	48-51
<ul style="list-style-type: none">• Subsidiaries	N/A
Performance	
<ul style="list-style-type: none">• Performance measures	21-34
<ul style="list-style-type: none">• Targets for each performance measure (if reasonably practicable to set a target)	21-34

Source: © AUSTRAC for the Commonwealth of Australia 2024

9. Performance measures

2024–25 Department of Climate Change, Energy, the Environment and Water Corporate Plan (pages 32 and 35–36)

The Department of Climate Change, Energy, the Environment and Water's plan outlines its outcome statement, and the related key activities and performance measures. The performance information includes the measure type, targets for each of the 4 reporting periods covered by the plan, and defines tolerances for 'Achieved', 'Partially achieved' and 'Not achieved' specific to the measure. It also includes a rationale, methodology and data sources, Portfolio Budget Statement linkage, outputs and alignment with principles of regulatory best practice.



Outcome 1: Climate change and energy

Support the transition of Australia's economy to net-zero emissions by 2050; transition energy to support net zero while maintaining security, reliability and affordability; support actions to promote adaptation and strengthen resilience of Australia's economy, society and environment; and take a leadership role internationally in responding to climate change.

Key activity 1.1

Reduce Australia's greenhouse gas emissions.

Key activity 1.2

Support reliable, secure and affordable energy.

Key activity 1.3

Drive climate adaptation and resilience.

Key activity 1.1:

Reduce Australia's greenhouse gas emissions

This key activity aims to shape the global response to climate change and ensure we achieve our emissions reduction targets of 43% by 2030 and support net zero by 2050. The department is committed to delivering the Australian Government's policy priorities. This includes leading development of a new Net Zero Plan for Australia, underpinned by 6 sectoral decarbonisation plans. These will inform Australia's next Nationally Determined Contribution under the Paris Agreement, including our 2035 emissions reduction target. The department has the lead for the Electricity and Energy Sector Plan, and is supporting development of the agriculture and land, transport, built environment, industry and resources sector plans.

The department has a strong focus on decarbonisation of the electricity sector, electrification of other energy uses, efforts to improve energy productivity and performance, and support for reduction of emissions that are not from energy use.

Safeguard Mechanism reforms commenced on 1 July 2023 and will deliver emissions reductions consistent with Australia's Nationally Determined Contribution under the Paris Agreement and provide a trajectory to net-zero emissions by 2050. We have created a new measure to track our performance against the Safeguard Mechanism net emission targets arising from the reforms (see CCE03 on page 35).

Australia's first National Electric Vehicle (EV) Strategy was released in April 2023 and provides a nationally consistent framework to get Australia's road transport sector on a pathway to net-zero emissions by 2050. At the centre of the EV strategy is the New Vehicle Efficiency Standard for light vehicles which will come into effect from 1 January 2025. This new standard will encourage car manufacturers to supply more fuel-efficient vehicles to Australia, improve consumer choice and make it easier and cheaper to access electric vehicles. The Australian Government will publish annual updates on progress of the National Electric Vehicle Strategy, measured against the strategy's 6 outcomes.



CCE03: The Safeguard Mechanism is on track to achieve its legislated net emissions targets.

Effectiveness; Quantitative; Regulatory

Targets Historical net emissions			
2024-25	2025-26	2026-27	2027-28
137 Mt CO ₂ -e in 2023-24	130 Mt CO ₂ -e in 2024-25	123 Mt CO ₂ -e in 2025-26	118 Mt CO ₂ -e in 2026-27
Tolerances			
Achieved	Partially achieved	Not achieved	
Published Safeguard data shows Safeguard net emissions are on track to achieve the cumulative target for 2020-21 to 2029-30 by being below the indicative annual value.	Published Safeguard data shows Safeguard net emissions are above an indicative annual value in one year but are still on track to achieve the cumulative target for 2020-21 to 2029-30.	Published Safeguard data shows Safeguard net emissions are not on track to achieve the cumulative target for 2020-21 to 2029-30.	

Rationale

The Safeguard Mechanism reforms commenced on 1 July 2023 and require large industrial facilities to deliver a proportional share of Australia's 2030 climate target. Safeguard net and gross emission targets have been legislated in the objects of the *National Greenhouse and Energy Reporting Act 2007* (NGER Act). This performance measure focuses on the net emissions target over the decade to 2029-30: cumulative Safeguard net emissions are required to remain below 1,233 Mt CO₂-e between 2020-21 and 2029-30.

The Safeguard Mechanism does not have interim annual net emissions targets. Indicative annual values have therefore been estimated based on the expected trajectory of aggregate Safeguard baselines, which applies a limit on the net emissions from Safeguard facilities. Safeguard baselines have been estimated based on Australia's emissions projections 2023 updated for the Safeguard Rule amendment in February 2024. The indicative annual values incorporate the reserve, which has been built into the baseline decline rate to account for any higher-than-expected production growth and use of trade-exposed baseline adjustments.

If reported net emissions remain below the indicative annual values (and continue to do so in 2028-29 and 2029-30), then the cumulative emissions target of 1,233 Mt CO₂-e will be achieved. Given the inclusion of the reserve in the baseline decline rate, it will be possible for the cumulative emissions target of 1,233 Mt CO₂-e to still be achieved if the annual indicative value is exceeded in one or more years, and if this is offset by lower values in other years.

Methodology and data sources

Historical net emissions

The NGER scheme is Australia's framework for reporting and disseminating company information about greenhouse gas emissions, energy production, energy consumption and other information specified under NGER legislation. This includes historical data for Safeguard-covered facilities. The NGER scheme is administered by the Clean Energy Regulator (CER). The CER is required to publish information reported by Safeguard entities after each financial year, including total Safeguard and facility-level net-emissions.

Australia's emissions projections

The annual *Australia's emissions projections* include projections of Safeguard emissions. *Australia's emissions projections* incorporate a variety of data inputs, assumptions, and methods. The projections use the best available data to project Australia's future emissions. The department engages with a technical working group comprised of representatives from Australian Government agencies to test the methodologies, assumptions, and projections results. Australia makes formal submissions on its emissions projections to the UNFCCC, and these are subject to review from an expert review team coordinated by the UNFCCC secretariat.

The latest methodology report sets out how the latest *Australia's emissions projections 2023* were prepared, including key data inputs, assumptions, formulas, and methods. The methodology report can be accessed at: <https://www.dceew.gov.au/climate-change/publications/australias-emissions-projections-2023>

Program 1.1 - Reduce Australia's greenhouse gas emissions, page 41

Outputs

- Annual projections of Australia's greenhouse gas emissions
- Safeguard facility data published by the Clean Energy Regulator.

Source: DCCEEW 2024, Department of Climate Change, Energy, the Environment and Water Corporate Plan 2024–25, Department of Climate Change, Energy, the Environment and Water, Canberra. CC BY 4.0

Alignment with Principles of Regulatory Best Practice

This measure aligns with Principle 1, 'Continuous improvement and building trust'. This new performance measure demonstrates a commitment to using the Safeguard Mechanism to achieve emissions goals, enhancing stakeholder trust, and setting a performance benchmark for emissions reduction.



2024–25 Department of Finance Corporate Plan   (pages 31–32)

The Department of Finance's plan introduces its performance measures by outcome and key activities. The performance information under measure 2.3 clearly sets out the targets directly below the measure for each reporting period covered by the plan. The performance information also includes a rationale, methodology, assessment scale, data sources, measure owner, type of measure, caveats and disclosures, a link to the Portfolio Budget Statements and an explanation of changes since the previous corporate plan.

Measure 2.3 – Risk management
 The Commonwealth Risk Management Policy and supporting advice, services, education, and outreach activities promote effective risk management across the Commonwealth.



Targets and measurement

2024–25	2025–26	2026–27	2027–28
2.3.1 Sustained or positive improvement to the risk management maturity rating across the General Government Sector.	Not measured in this year	As for 2024–25	Not measured in this year

Rationale

This measure directly relates to key activity 2. This measure assesses the effectiveness of risk management frameworks and policies, and risk management outreach and capability building activities. Improved risk management maturity reduces the pressure and liability on the Budget, which contributes to achieving value in the management of public resources.

Methodology

The Comcover Risk Management Benchmarking Survey measures entity risk management capability maturity by reference to the requirements of the Commonwealth Risk Management Policy and indicators of success. Independent evaluation of the results is undertaken by an external consultant to determine each entity's maturity level and the collective maturity level across the General Government Sector. A report is prepared with analysis of the collective maturity level, demonstrating program outcomes.

The assessment scale for this target is:

- **achieved** – sustained or positive improvement to the risk management maturity rating across the General Government Sector.
- **partially achieved** – decline of up to and including 0.25 (5% of total scale) to the risk management maturity rating across the General Government Sector.
- **not achieved** – a decline greater than 0.25 in the risk management maturity rating across the General Government Sector.

Data sources

Comcover Risk Management Benchmarking Survey, including the Benchmarking Program Key Findings Report and Fund Member survey responses and attachments.

Owner

Risk and Regulatory Reform Division.

Type of measure

Effectiveness.

Caveats and disclosures

The Comcover Risk Management Benchmarking Survey is conducted every second year in recognition of the time it takes to enhance organisational capability and culture, and for such changes to become evident. This provides participants the necessary time to understand their results and identify, implement, and evaluate improvements prior to the next survey. The survey is mandatory for all entities classified to the General Government Sector with an average staffing level of 10 or more employees.



Link with 2024–25 Portfolio Budget Statements

Outcome 2, Program 2.4 – Insurance and risk management p.48.

Explanation of changes since 2023–24 Corporate Plan

- The current year target has been updated from 3.4.1 in 2023–24. The target description has been simplified and the assessment of the target has been changed from the completion rate of the survey to the measurement of risk management maturity ratings from the survey outcome to better reflect the intent of the target. The assessment of the target relies on the biennial survey, resulting in changes to targets for every second year to 'not measured in this year'.
- The previous target 3.4.2 'attain a high level of attendance of workshops and receive positive feedback on risk management education packages' has been removed as it is no longer a meaningful measure of performance (focus on attendance of workshops, rather than providing an indicator of outcomes to improve risk management maturity).

Source: © Commonwealth of Australia (Department of Finance) 2024

2024–25 National Film and Sound Archive of Australia Corporate Plan (page 18)

The National Film and Sound Archive of Australia (NFSA) acknowledge that measuring effectiveness, or impact, can be challenging for arts and cultural institutions. The NFSA discuss how they use proxy measures to measure its effectiveness. The NFSA do this through measuring visitors and online engagement, as research indicates that engaging with culture and creativity has a range of benefits for audiences.



PERFORMANCE MEASURES

We have included a range of performance measures to enable a holistic assessment of our outcomes and impact. We have added a narrative rationale or 'Why this Matters' for each measure to clearly describe the relevance and impact of the measure to the NFSA's purpose and key activities. We have systems in place to gather the required data, regularly monitor our results and report on our progress and achievements against these. Information on data sources and methodologies has been included against all measures.

The Department of Finance recommends that agencies include a combination of measures of effectiveness, efficiency and output. Most of the measures we have included in the plan assess the output of our work, however we have included both qualitative and quantitative measures. We have also included some longer-term measures that will begin as output measures and become efficiency measures as these projects mature and the impact of the outputs becomes apparent. Efficiency is always a consideration in our work. Our commitment to efficiency is evidenced through continuous business improvement activities, including the aggregation and automation of business processes where appropriate.

Measuring effectiveness, or impact, can be challenging for arts and cultural institutions. It is not always possible to directly connect cultural work to tangible impacts. However, research from the Australia Council for the Arts and A New Approach, Australia's leading arts and culture think tank, indicates that engaging with culture and creativity has a range of benefits for audiences. Accordingly, we use proxy measures to assess our effectiveness, including visitors and online engagement. We extrapolate that those who engage with our collection and content will benefit from the experience, though we aren't able to quantify these benefits.

10. Reporting targets

2024–25 Department of the Treasury Corporate Plan (page 18)

The Department of the Treasury’s plan includes a target rationale for the 2024–25 reporting period. The plan also clearly explains why there are no targets for the 2025–26 reporting year and onwards as the performance measure will not continue in 2025–26 and the forward years. The rationale is further explained under the ‘Changes from previous year’ field.



Intended result 2.3

Treasury’s policy advice and implementation of policy for the tax system supports a stable, resilient, and sustainable economy.

Performance measure 7	
Treasury contributes to the development of the Organisation for Economic Co-operation and Development Inclusive Framework on Base Erosion and Profit Shifting Action 1.	
Target 2024–25	Australia implements legislation to give domestic effect to the undertaxed payments rule under Pillar Two in accordance with the progress and timelines of the OECD (subject to government decision to implement the Pillars)
Target 2025–26	This performance measure will not continue in 2025–26 and the forward years.
Target 2026–27	
Target 2027–28	
Target rationale	Treasury’s contribution to the OECD Inclusive Framework will establish Base Erosion and Profit Shifting performance targets for future years. These targets are necessarily based on OECD timelines and progress and are focused on domestic implementation in accordance with OECD progress. In the event that the OECD timelines are delayed, the targets will be adjusted to require Australia to be on track to deliver domestic implementation in line with the new OECD timeframes. Pillar One of the OECD/G20 Two-Pillar Solution is expected to be finalised in mid-2024 and has not been included in the 2024–25 target.
Methodology	Treasury is contributing to the development of the Base Erosion and Profit Shifting Action 1 Pillars One and Two as part of the Organisation for Economic Co-operation and Development (OECD) Inclusive Framework. Treasury will demonstrate its contribution through continuing advice to government, stakeholder consultation, participation in international negotiation and bilateral engagement, and liaison with other government agencies. Treasury will assess the supporting evidence against the pre-determined criteria to determine progress towards the targets
Measure type	Output measure.
Data sources	Records of advice to government, records of OECD meetings and other working party meetings, bilateral, government agency and external stakeholder meetings.
Changes from previous year	Treasury established this performance measure in the Corporate Plan 2022–23. The targets have been determined for the 2024–25 reporting period based on OECD timeframes. This measure will not continue after 2024–25. Pillar One of the OECD/G20 Two-Pillar Solution is expected to be finalised in mid-2024, and Pillar Two will be implemented in Australia in 2024–25. This will complete Treasury’s contribution to the development of the OECD Inclusive Framework on Base Erosion and Profit Shifting Action 1.

2024–25 Australian Competition and Consumer Commission Corporate Plan [\(page 16 and 67\)](#)

The Australian Competition and Consumer Commission’s plan outlines under its assessment of results for performance measures table that for some performance measures there is no target set. Performance measure 4.4 has no target and a rationale is set out under the measure.

Our actual results against our performance measures will be reported to parliament and published through the ACCC and AER Annual Report 2024–25.



The annual performance statement within our annual report provides an assessment for each performance measure result against the target, as shown in the table below. Additional contextual information and specific examples of actions and outcomes are also reported to provide our stakeholders with a detailed understanding of what the agency achieved during the year, and the impact of our work.

Assessment of results for performance measures

Rating	Symbol	Assessment
Met or exceeded		Result is 100% of, or higher than, the target.
Partially met		Result is between 75% and 99% of the target.
Not met		Result is less than 75% of the target.
Not applicable (N/A)		There is no target set, or there is no target or result for the reporting period.

Performance measures	Target			
	2024–25	2025–26	2026–27	2027–28
4.4 Number of rule change proposals that the AER successfully influenced	No target			
	Rationale: While it is useful to monitor trends, it is not appropriate to set annual targets			
Method: Quantitative trend over time				
Related to key activity:				
<ul style="list-style-type: none"> Policy and advocacy 				

11. Reporting changes to performance measures

2024–25 Parliamentary Budget Office Corporate Plan [\(Pages 20–22\)](#)

The Parliamentary Budget Office’s plan includes detailed descriptions of the changes to performance measures from the previous year and a rationale for each change. The performance measures are numbered, with measure outcomes, methodology, data sources, targets across the 4 reporting periods and detailed target rationales.

1.2 Performance measure	Number of PBO self-initiated products			
Outcome	Independent and informative analysis: Demand for our products suggests that our self-initiated work is relevant, of high quality and timely.			
Methodology	<p>The PBO has a mandate to undertake independent analysis of budget and fiscal issues. Our self-initiated work program seeks to improve budget transparency through the provision of interactive tools and analysis that promotes public understanding of these issues. Self-initiated products fall into 3 broad categories (also relevant for performance measures 2.2 and 3.2):</p> <ol style="list-style-type: none"> 1. Reports and analysis that are linked to the release of a government fiscal update, such as the Budget, with the aim of assisting readers to understand the current issues, particularly related to fiscal sustainability. 2. Data and tools that help users perform their own analysis, updated at least once each year. These are counted only once, even if they are updated multiple times. 3. Other products that build the knowledge and understanding of budget and fiscal issues, released when capacity allows. <p>Self-initiated products do not include those associated with corporate governance, or process and guidance material for parliamentarians.</p> <p>Assessment of the number of products publicly disclosed on the PBO website.</p>			
Data sources	The PBO website.			
Targets				
2024-25	2025-26	2026-27	2027-28	
Publish between 9 and 12 self-initiated products. ⁴	Publish between 14 and 18 self-initiated products. ⁵	Publish between 14 and 18 self-initiated products. ⁵	Publish between 9 and 12 self-initiated products. ⁵	



<p>Target rationale</p>	<p>The target for the total number of self-initiated products considers the expected timing of an election and fiscal updates, as well as expected available capacity given other workload pressures. The total number will vary depending on the number of government fiscal updates in a given year and staff capacity.</p> <p>Fiscal update related releases cover those products that are triggered by the release of a Budget or Mid-Year Economic and Fiscal Outlook (MYEFO). In a non-election year, they include:</p> <ol style="list-style-type: none"> 1. <i>Beyond the budget</i> medium-term projections & fiscal sustainability 2. Budget interactive snapshot 3. MYEFO interactive snapshot 4. <i>National fiscal outlook</i> whole-of-government fiscal analysis 5. Guide to the budget. <p>The data and tools we intend to update at least once a year following a fiscal update are as follows:</p> <ol style="list-style-type: none"> 1. <i>Build your own budget</i> fiscal analysis tool (a major update following the Budget and minor updates at other times) 2. Historical fiscal data and historical budget forecasts 3. Unlegislated measures 4. Small Model of Australian Representative Taxpayers (SMART) 5. Public debt interest calculator. <p>With 2024-25 being an election year, we expect to adjust our self-initiated program and publish fewer self-initiated products. The expected schedule will depend on the timing of the election and fiscal updates. For an election in the first half of 2024-25, it is likely that major budget-related products, such as <i>Beyond the budget</i> and <i>Build your own budget</i>, could be published at the usual time in June. If the election is in the second half of 2024-25, these products would likely be published in the early part of 2025-26.</p> <p>Other products, not listed above, are likely to be short 'budget bites' or explainers, produced as resources allow.</p> <p>The number of publications for 2024-25 is therefore highly uncertain, reflected in a large range for the target.</p> <p>The number of products we publish in 2025-26 will also depend on the timing of the next general election. The PBO must publish an election commitments report after the election, and this will take priority. Should the election be towards the end of 2024-25, the next publications would likely be some way into 2025-26. This would be consistent with the timing of our publications following the 2022 election. Our target of 14 to 18 publications in 2025-26 reflects this uncertainty.</p>
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Changes from previous year

The measure is retained from the 2023-24 Corporate Plan. The outcome, methodology, target rationale and target has been updated to reflect the evolution of the self-initiated program, including changing the reference from publication to product.

The methodology has been refined to better categorise the self-initiated products into those that provide fiscal update related analysis and insights, those that are in nature data and tools, and other products. Previously we had 2 categories: publications related to fiscal updates and other publications.

The change to 3 categories reflects the increase in the number of releases of data and tools, such as *Build your own budget* and SMART, which are often updated multiple times throughout the year. Not all of these are linked to fiscal updates.

The target for 2024-25 has been clarified compared to the PBO's 2023-24 Corporate Plan and 2024-25 Portfolio Budget Statements, which stated that in an election year we would 'publish half of the total number of self-initiated products'. We have specified the expected number to be delivered, with the scope of the range reflecting the uncertainty around the timing of the next general election and the number and timing of fiscal updates during the year.

The target for 2025-26, has been amended to include an expected publication schedule for a non-election year. The new target of 14-18 identifies what we expect to achieve consistent with the previous wording for this year of 'maintain the total number of self-initiated products' (for a non-election year). This target compares to the 19 products published in 2022-23 and 16 in 2023-24.

2024–25 Department of the Treasury Corporate Plan (page 21)

The Department of the Treasury's plan includes a detailed description of the decision to remove a performance measure and a detailed rationale for the decision.

Performance measure 10

Proportion of regulated entities registered with the Payment Times Reporting Regulator as a reporting entity (RMG 128 Principle 1 and 2)

(Program 1.3 – Support for Markets and Business)

Changes from previous year

Treasury has removed Performance Measure 10 for the Payment Times Reporting Regulator from the Corporate Plan 2024–25 and will not report in the 2024–25 period. Treasury will develop a new performance measure and targets for publication in the Corporate Plan 2025–26.

Rationale for the change

In December 2023, the Australian Government released its response to the independent Statutory Review of the *Payment Times Reporting Act 2020*, agreeing with all recommendations and committing funding through the 2023–24 Mid-Year Economic and Fiscal Outlook process to support a range of initiatives to deliver better outcomes for small businesses.

The regulatory and legislative reforms set out in the government response to the Statutory Review of the *Payment Times Reporting Act 2020* means performance reporting for the Payment Times Reporting Regulator in the 2024–25 period is not possible using the existing framework. Treasury will establish a replacement measure using new methodology and data sources during 2024–25 for performance reporting in 2025–26.

Treasury will continue to meet reporting requirements for the Payment Times Reporting Regulator through the annual stakeholder survey.

2024–25 Department of Foreign Affairs and Trade Corporate Plan (November 2024) (page 38)

The Department of Foreign Affairs and Trade's plan includes a table of revisions to its performance measures between reporting periods, including the related PBS outcome and program and key activity, and a description and rationale for each change.



Appendix A: Table of Revisions for 2023–24 Corporate Plan to the 2024–25 Corporate Plan

This table sets out the key performance measure revisions from the 2023–24 Corporate Plan to the 2024–25 Corporate Plan. As noted in the 2024–25 Portfolio Budget Statements, PM1, PM2, PM3, PM7 and PM9 will likely be updated during the 2024–25 reporting period. PM2 and PM7 underwent initial revisions in time for Corporate Plan publication, which are included in the table below. All other revisions anticipated to take place mid-cycle will be updated in accordance with advice from the Department of Finance and the ANAO. These anticipated revisions are noted in the relevant table for each performance measure.

PBS information	Relevant performance information from DFAT's 2023–24 Corporate Plan	Change	Performance information revisions in DFAT's 2024–25 Corporate Plan ¹⁶	Rationale for changes
PBS outcome 1, program 1.1, Key activity 1	<p>Measure 1 DFAT's diplomatic efforts support favourable foreign affairs and trade policy outcomes for Australia.</p> <p>Planned Performance Results Case studies demonstrate performance</p>	Amended	<p>Measure 1 DFAT's diplomatic efforts support favourable foreign affairs and trade policy outcomes for Australia.</p> <p>Targets¹⁷</p> <ul style="list-style-type: none"> Five case studies demonstrate performance: upgraded relationships with Vietnam and the Philippines; resolution of the trade impediments with China on Australian live rock lobster exports, red meat and oaten hay; deliver a Comprehensive Roadmap for Economic Engagement with India; advocate for an enduring Australian banking presence in the Pacific and support the World Bank to develop a regional banking solutions; implement Year 1 of the France-Australia Roadmap deliverable. 	<ul style="list-style-type: none"> Case studies identified for the reporting period
PBS outcome 1, program 1.1, Key activity 1	<p>Measure 2</p> <ul style="list-style-type: none"> DFAT's ministers are satisfied with the advice and support provided by the department. <p>Planned Performance Results</p> <ul style="list-style-type: none"> Maintain satisfaction levels above 85%. 	Removed	N/A	<ul style="list-style-type: none"> Measure removed for 2024–25 and ongoing. The department seeks out regular feedback from its portfolio ministers, so this measure is removed to avoid duplication of departmental efforts.

Source: Commonwealth of Australia, Department of Foreign Affairs and Trade, Department of Foreign Affairs and Trade Corporate Plan 2024–25, November 2024

2024–25 Department of Infrastructure, Transport, Regional Development, Communications and the Arts Corporate Plan (page 104)

The Department of Infrastructure, Transport, Regional Development, Communications and the Arts' plan includes a table setting out changes to performance measures. The table enables a side-by-side comparison of any changes to the measures both between and within reporting periods.



Our Performance Measure Journey — Changes to Performance Measures

Table 3: Changes to Performance Measures

Program	Number changes		Corporate Plan 2023–24	Portfolio Budget Statements 2024–25	Corporate Plan 2024–25
	2023– 24	2024– 25			
1.1	1	1	Progress of Land Transport Infrastructure Investment Projects agreed to in the October Budget 2022–23	Provide policy advice for funding decisions on infrastructure investment projects, as listed in the Schedules to the National Partnership Agreement on Land Transport Infrastructure Projects	Policy advice on Infrastructure Investment Program (IIP) Project Assessment Report(s)
1.1		2			Proportion of payments on Infrastructure Investment Program projects (listed in the relevant tables in the FFAS) delivered within requirements
1.1		3			Shared oversight for the delivery of Commonwealth infrastructure projects in relation to: <ul style="list-style-type: none"> a. Australian Rail Track Corporation Limited b. WSA Co Limited c. National Intermodal Corporation Limited
2.1	2	4	<ul style="list-style-type: none"> a. Provide quality and timely policy advice to support progress on reforms to support rail safety and productivity, including improving rail interoperability b. Provide quality and timely policy advice to support progression towards implementation of the Heavy Vehicle National Law (HVNL) and Heavy Vehicle Road Reform (HVRR) proposals 	Policy advice to support rail safety and productivity reforms (including rail interoperability), and progression towards the implementation of the Heavy Vehicle National Law (HVNL) and Heavy Vehicle Road Reform (HVRR) proposals	Policy advice relating to: <ul style="list-style-type: none"> a. heavy vehicle, maritime and rail safety b. surface transport productivity and effectiveness c. surface transport decarbonisation and maritime environment protection d. national freight and supply chains

12. Regulator performance

2024–25 Aged Care Quality and Safety Commission Corporate Plan (pages 29, 38 and 42)

The Aged Care Quality and Safety Commission’s plan clearly outlines its regulatory approach, includes a link to its Statements of Expectations and Intent, and includes the regulator best practice principles.



Regulatory approach

We take a preventative and responsive regulatory approach. By analysing data (preventative) and engaging with providers through scheduled contacts and events (responsive), we:

- prevent (where possible) future failures in care
- improve sector performance for targeted issues such as food, nutrition and dining
- reduce risks and manage non-compliance
- deter future non-compliance.

To prepare for regulation under the new Aged Care Act, we revised our Regulatory Strategy to increase the focus on empowering older people, building sector capability and holding providers and workers accountable.

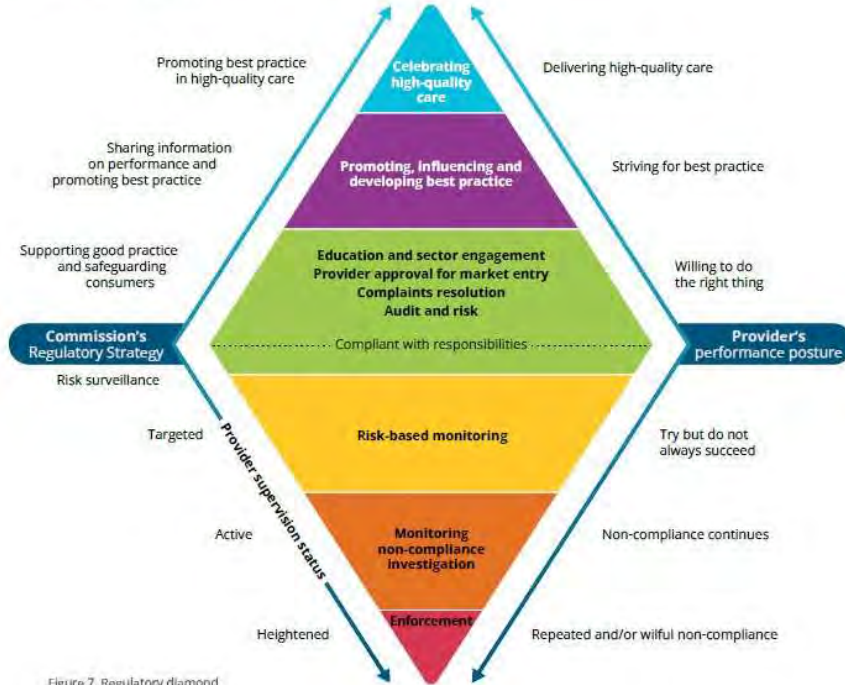


Figure 7. Regulatory diamond



Our annual planning, performance and reporting framework – of which this Corporate Plan is a key component – connects our strategic direction and priorities, key activities, risk management, resource allocation, and performance measurement and monitoring.

This complies with the requirements of the [Commonwealth Performance Framework](#).

The Health Portfolio Budget Statements (PBS) set out our outcomes, programs and performance indicators used to monitor progress against the stated deliverables. They also outline annual appropriations and how we are to spend these funds to fulfil our purpose.

The Corporate Plan and Annual Operational Plan are developed considering the information in the PBS. Priorities flow from these plans to group and section plans, then to individual performance and development agreements. This provides a clear line of sight from our purpose to the work of individual staff members.

Annual Performance Statements report on actual performance against the anticipated results articulated in the PBS and Corporate Plan.

The Annual Performance Statements are included in our annual report, which is prepared at the end of each reporting cycle.

(See Figure 12 on page 39).

Expectations and intent

The Hon Mark Butler MP, Minister for Health and Aged Care and the Hon Anika Wells MP, Minister for Aged Care jointly issued the Commission with a [Statement of Expectations](#), on 11 October 2022.

The Statement outlines the Australian Government's expectations of the Commission in carrying out its role and functions in the context of the government's policy agenda. It also outlines expectations of how the Commission manages relationships with the government, people accessing aged care and other key stakeholders, and issues of transparency and accountability.

The Commission issued a [Statement of Intent](#) in response.

The current Statements are available on the Commission's [website](#).

The Commission's planning, performance and reporting activities are developed within the context of issues covered in both documents.

Regulator performance



We are accountable to the government for our performance as a regulator. As part of our regulatory approach, we have aligned our performance measures to the 3 principles of regulator best practice outlined in the Department of Finance's [RMG 128](#).

Consistent with these principles, we will continuously strive to build trust, working transparently and responsibly with Australians accessing care and providers to ensure that our approach to regulation is intelligence-led and proportionate to risk.

Best practice principle

1

Continuous improvement and building trust

Regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings

Best practice principle

2

Risk-based and data-driven

Regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden, and leverage data and digital technology to support those they regulate to comply and grow

Best practice principle

3

Collaboration and engagement

Regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way

2024–25 Airservices Australia Corporate Plan [\(pages 36 and 38\)](#)

Airservices Australia provides an example of how to integrate a Statement of Expectation and responding Statement of Intent side-by-side within an appendix to the corporate plan.

Overview



Statement of Expectations

This instrument is the Statement of Expectations for Airservices Australia for the period 1 July 2023 until 30 June 2025.

This Statement of Expectations (SoE) applies from 1 July 2023 until 30 June 2025, and replaces the SoE issued on 21 June 2021.

This SoE serves as a notice to Airservices Australia (Airservices) under section 17 of the *Air Services Act 1995* (the Act) and sets out my expectations for Airservices' appropriate strategic direction and the manner in which Airservices should perform its functions.

Statement of Intent

The Airservices Australia Board's Statement of Intent responds to each element of the Statement of Expectations and states Airservices commitment to meeting the Minister's expectations.

Airservices **connects people with their world safely** by providing safe, secure, efficient, and environmentally responsible services that are valued by the aviation industry and community on behalf of our owner, the Australian Government. In accordance with the Act, the safety of air navigation is our most important consideration.

Strategic direction and manner of performance

Statement of Expectations

I expect Airservices to:

- a. operate as a world-best-practice provider of Air Traffic Services and Aviation Rescue Fire Fighting Services delivered in a safe, efficient and effective manner;
- b. perform its functions and manage its finances in an efficient, economic and ethical manner, in accordance with the Act, the *Public Governance, Performance and Accountability Act 2013*, best practice principles and guidelines, other applicable legislation and relevant accounting standards;
- c. comply with this SoE and all Ministerial Directions issued under the Act, and for Airservices to demonstrate it is on track to return to profitability and pay a dividend to Government in the 2027-28 financial year, or sooner;
- d. arrange and pay for independent biennial reviews to assess Airservices' capital structure.
- e. function in conformity with Australia's international obligations, including the requirements of the International Civil Aviation Organization (ICAO).

Statement of Intent

Airservices will continue to ensure we deliver world-best practice Air Traffic Services and Aviation Rescue and Fire Fighting (ARFF) services in a safe, efficient, and effective manner. The implementation of our transformation agenda will enhance our services.

We will ensure that we provide a service that meets our customers' needs and is consistent with Australia's international obligations, including through active participation in international forums including ICAO.

When performing our functions, we adhere to all relevant legislation including the Air Services Act 1995 and the PGPA Act. We will manage our finances in an efficient, economic and ethical manner.

Airservices will comply with the SoE and all Ministerial Directions issued under the Air Services Act 1995 and will demonstrate through its quarterly reporting that is on track to profitability and pay a dividend to Government in the 2027-28 financial year, or sooner.

Airservices will arrange and pay for independent biennial reviews to assess Airservices' capital structure, which will be provided to the Department in the 2024-25 financial year.

2024–25 Office of the Australian Information Commissioner Corporate Plan (page 18)

The Office of the Australian Information Commissioner's plan clearly references the regulator best practice principles, its regulatory performance measures and includes a link to its Statements of Expectations and Intent.



In discharging our regulatory functions, we adhere to the [Regulator Performance \(RMG-128\)](#) best practice principles.

Regulator best practice principles



Continuous improvement and building trust – We work to continuously improve our performance, capability and culture from a whole-of-system perspective to build trust and confidence in our regulatory work and our people. We are committed to continuously improving our processes, governance and capabilities, and developing our organisational values and a positive culture that supports best practice.



Risk based and data driven – We aim to manage risks proportionally and maintain essential safeguards while minimising regulatory burden. We leverage data, evidence-based methods and digital technology to support our activities and reduce cost and administrative burden on those we regulate.



Collaboration and engagement – We strive to be transparent and responsive communicators by regulating in a modern and collaborative way. We do this by providing up-to-date, clear and accessible guidance and information, being transparent in decision-making processes, and engaging and consulting genuinely with our stakeholders while remaining receptive to their feedback and diverse views.

The OAIC monitors our performance against the principles of regulatory best practice through our performance measurement framework – specifically measures 4.1, 4.2, 4.3 and 4.4.

The Attorney-General issued the OAIC with a ministerial statement of expectations in March 2023. It outlines the Australian Government's expectations of how the OAIC

will achieve our objectives, carry out our functions and exercise our powers. In June 2023, the OAIC responded with a statement of intent, which outlines how the OAIC intends to meet those expectations, including how we will demonstrate progress. Both statements are available on our [website](#).

Source: Office of the Australian Information Commissioner Corporate plan 2024–25

2024–25 Fair Work Commission Corporate Plan (page 15)

The Fair Work Commission's plan clearly describes its regulatory functions and states that the ministerial expectations and statement of intent will be made publicly available on its website.

Regulator Responsibilities



Our regulatory functions

The General Manager is the independent statutory regulator of federally registered employer and employee organisations under the RO Act.

Our regulatory functions include:

- promoting efficient management of organisations and high standards of accountability of organisations and their office holders to their members
- promoting compliance with the financial reporting and accountability requirements of the RO Act
- providing education, assistance and advice to registered organisations and their members
- monitoring acts and practices to ensure they comply with the provisions of the RO Act and providing for the democratic functioning and control of organisations.
- doing anything incidental to or conducive to the performance of any of the above functions.

The General Manager is also required to embed within organisations a culture of good governance and voluntary compliance with the law.

Ministerial expectations and Regulator intent

A Ministerial Statement of Expectations and Regulator Statement of Intent will be developed and made publicly available on our website.

Contact



✉ PGPA@finance.gov.au

Content Focus

Audience

Government

Topic

PGPA Act Commonwealth performance framework

Last Updated: 11 August 2025

Related Resources

Policies, legislation and guidelines

🔗 [Public Governance, Performance and Accountability Act 2013](#)

🔗 [Public Governance, Performance and Accountability Rule 2014](#)

Relevant sections of the PGPA Act and Rule

PGPA Act

- Section 35

PGPA Rule

- Section 16E



ANU CORPORATE PLAN – CORPORATE/ ACADEMIC GOVERNANCE ALIGNMENT

Report item	CORPORATE GOVERNANCE			ACADEMIC GOVERNANCE			
	ANU Council	Audit, Finance & Risk Committee	Academic Board	Academic Quality & Assurance Committee	Learning & Teaching Committee	Higher Degree Research Committee	University Research Committee
Draft Corporate Plan 2025 – consultation/ approvals	√ 1/2025	√ 1/2025	√ 11/2025				
Q1 - Performance Reporting	√ 3/2025	√ 3/2025	√ 3/2025				
Q2 - Performance Reporting	√ 4/2025	√ 4/2025	√ 4/2025				
Q3 - Performance Reporting	√ 6/2025	√ 6/2025	√ 6/2025				
Q4 – Draft Performance Statements	√ 1/2026	√ 1/2026	√ 1/2026				
2024 KPI Deep Dive (2024 Corporate Plan)	√ 3/2026	√ 2/2025	√ 1/2025				
Updates on Enabling Impact: ANU Research Strategy 2024 +	√ 2/2025 & 5/2025		√ 2/2025 4/2025			√ PhD Implementation Plan Each meeting	3/2025 Engaged Research & Impact Strategy Update √ PhD Implementation Plan Each meeting
Updates on ANU Learning & Teaching Strategy	TBC		TBC		TBC		

PURPOSE To provide AFRC with an update on the 2025 Assurance Plan including new requirements for the ANU 2025 Annual Report from the Department of Finance.

PREPARED BY Director, Planning, Data & Analytics

SPONSOR Interim Vice-Chancellor

RECOMMENDATION That Council **approve** the 2025 Assurance Plan, and the 2025 Annual Report requirements.

ACTION REQUIRED

For discussion For decision For information

SPEAKER

Richelle Hilton, Chief Planning & Data Officer will speak to this item.

CONFIDENTIALITY

Confidential Not Confidential

COUNCIL COMMITTEE

<input checked="" type="checkbox"/> Audit, Finance & Risk	<input type="checkbox"/> Investment	<input type="checkbox"/> Campus Planning
<input type="checkbox"/> Safety & Wellbeing	<input type="checkbox"/> Honorary Degrees	

GOVERNANCE / MATERIALITY

The Assurance Plan (the Plan) (Attachment A) outlines the actions the Australian National University (the University) will undertake to ensure the Annual Performance Statements 2025 (Performance Statements) and other regulatory inclusions in the Annual Report (except the Financial Statements) are compliant with the performance and reporting aspects of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule).

The Plan is designed to support the Audit, Finance and Risk Committee (AFRC) to discharge its duty under subsection 17(2) of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) to provide advice to University Council on the adequacy and appropriateness of the preparation and assurance processes of the Performance Statements and other regulatory components.

Point 15 of the new AFRC charter includes responsibility for reviewing the systems and procedures for developing, measuring, and reporting the achievement of the University's performance, ensuring:

- the University has sound processes in place for the preparation of its Annual Performance Statements and the inclusion in the Annual Report
- the University has in place processes to provide assurance that the proposed Annual Performance Statements are consistent with the University's financial information, including its financial statements proposed to be include in its Annual Report.

This plan was approved by the Audit, Finance & Risk Committee at it's meeting on the 17th September.

RISK

The Assurance Plan provides an overview of the actions the University will undertake to ensure the Performance Statements and other regulatory inclusions are incorporated into the Annual Report (except the Financial Statements).

The Annual Performance Statements are subject to scrutiny by the following means:

- the responsible Minister for Education or the Minister for Finance may request the Auditor-General to audit the University's Annual Performance Statements. If the Auditor-General audits (examines and reports) the University's Annual Performance Statements, the audit report is provided to the requesting minister who must table the report (section 40 of the PGPA Act)
- the Australian National Audit Office (ANAO) can audit Annual Performance Statements at its own discretion (Division 2 Part 4 of the [Auditor General Act 1997](#)).

In the event of an audit the University must explain the entity's performance in achieving its purposes (section 37 of the PGPA Act) by maintaining records that accurately record and explain the entity's performance against its performance measures. As such, the University must adhere to Resource Management Guide ([RMG](#)) [134 Audit of annual performance statements and record keeping](#)). The scrutiny the University is subject to poses a risk that must be mitigated with the adequate assurance mechanisms.

BACKGROUND

Annually, the Planning, Data & Analytics (PDA) prepares the Assurance Plan for AFRC approval. The inaugural Assurance Plan for the 2021 Performance Statements was approved by AFRC (previously ARMC) on 16 September 2020.

SUMMARY OF ISSUES

AFRC members are asked to note new guidance for the 2025 Annual Report as advised by the Department of Finance on the 12 June 2025 during a 2024-25 Annual Report Community of Practice virtual session.

UPDATED GUIDANCE FOR CORPORATE COMMONWEALTH ENTITIES

The Department of Finance is exploring opportunities to streamline reporting processes and enhance the quality of reporting to support entities in meeting the requirements of the PGPA Act and PGPA Rule. As part of this work, the Department of Finance have developed a template to assist in the preparation of Annual Reports. This template is designed to support entities in meeting the requirements of the PGPA framework more efficiently, streamline internal processes, reduce duplication, enhance consistency and clarity across reporting, and facilitate adherence to legislative and policy obligations. While its use is not mandatory, the template is intended to provide a baseline that reflects the minimum requirements for Annual Reports. This template will be disseminated to colleagues that have responsibility for ensuring that content within the Annual Report is compliant.

The Department of Finance has also updated its Annual Report content requirements under [RMG 136](#) – Annual Reports for Commonwealth Entities, for the 2025 reporting period, which includes:

1. Significant non-compliance issues with finance law

Updated guidance to help entities understand declaring significant breaches of finance law, and when to report on this in an Annual Report (under Significant non-compliance issues with finance law) – subsections 17BE(h)-(i).

The Department of Finance is advising entities that the Annual Report is not the appropriate place to report significant issues in the first instance, and officials must ensure the responsible minister is first

notified of all significant issues proposed for inclusion in the statement for the Annual Report before the relevant section is finalised.

2. Commonwealth climate disclosures

Revision of the Climate Action in Government Operations activities, including Commonwealth Climate Disclosure actions (under Other legislative requirements).

The Environment and Sustainability team within the ANU Campus Environment Division joined the Commonwealth Climate Disclosure Pilot, with the University's first climate risk disclosure published in the 2024 Annual Report. From 2025 onwards, ANU will be required to disclose how it progresses towards emissions targets and how the University is adapting to physical impacts.

3. New for the 2025 Annual Report

3.1 Remuneration reporting

- The threshold remuneration amount for Executive 'Other highly paid staff' (OHPS) has increased. The Department has updated the [RMG-138 Commonwealth entities' Executive Remuneration Reporting Guide for Annual Reports](#).
- The threshold remuneration amount for OHPS is \$260,000 for the 2025 reporting period. This is an increase by \$10,000 from \$250,000 for the 2025 reporting period.

3.2 Gender equality reporting

While not a requirement for Commonwealth Entities, the Department of Finance is strongly encouraging entities to proactively report on progress towards gender equality in annual reports under the section 'Organisational structure and location'. [The Working for Women: A Strategy for Gender Equality](#) outlines the Australian Government's vision for gender equity - an Australia where people are safe, treated with respect, have choices, and have access to resources and equal outcomes no matter their gender.

Within the current ANU [Corporate Plan 2025-2028](#) we have a several success measures within the 'People' section of the plan that measures the University's success in achieving gender diversity in leadership roles. As such, the results can be included within the 'People & work, health & safety' section of the 2025 Annual Report. This report will be consistent with the data reported in the University's annual Workplace Gender Equality Agency.

3.3 Closing the gap reporting

The Department of Finance is working with the National Indigenous Australians Authority to develop criteria for [Closing the Gap](#) statements in annual reports for Commonwealth Entities. This work is in response to the:

- [National Agreement on Closing the Gap](#) (originally signed July 2020)
- [Productivity Commission's review of progress on Closing the Gap](#) to ensure that the objectives of the National Agreement are met (published January 2024). Recommendation 4, Essential Action 4.3.
- [Commonwealth Closing the Gap 2024 Annual Report and 2025 Implementation Plan](#) (published February 2025)

It is expected that the Department of Finance will issue advice and guidance in due course for the inclusion of a Closing the Gap statement within the 2025 Annual Report. However, the Department of Finance included the below section within their 2023-2024 Annual Report as an example:

Reconciliation initiatives

Our 2024–26 Innovate Reconciliation Action Plan (RAP) supports our ongoing commitment to reconciliation, diversity and inclusion and to build a more representative and agile workforce.

Reconciliation is at the core of the government's Closing the Gap Priority Reforms. We continue to contribute by implementing and leading initiatives to support these reforms across the public service.

Our RAP Working Group, most recently re-purposed as the Indigenous Strategy Working Group (ISWG), leads and coordinates efforts toward fulfilling the University's commitment to significantly enhancing higher education, research, and employment outcomes for Aboriginal and Torres Strait Islander people.

ISWG provides oversight and governance of the delivery and implementation of RAP activities.

During 2023–24, activities delivered under the RAP included:

- Progress towards an Aboriginal and Torres Strait Islander Cultural Learning strategy
- An Aboriginal and Torres Strait Islander Employment strategy embedded into the University's Enterprise Agreement which was informed by direct employee feedback and will support enhanced attraction, career development and retention of First Nations employees
- acknowledgement of days of significance including the Anniversary of the Apology to the Stolen Generation, World Indigenous Day, National Reconciliation Week and National Aborigines and Islanders Day Observance Committee (NAIDOC) Week, and
- preparations for the development of our new RAP.

COMMUNICATION

For public release For internal release Not for release

ATTACHMENTS

16A - Assurance Plan 2025

21

STUDENT SERVICES AND AMENITIES FEE (SSAF) FUNDING

PURPOSE To provide an update on the Student Services and Amenities Fee

PREPARED BY Director University Experience

REVIEWED BY Executive Officer – Deputy Vice Chancellor Academic

APPROVED BY Deputy Vice Chancellor Academic

SPONSOR Provost

RECOMMENDATION That the Committee **note** the SSAF report.

ACTION REQUIRED

For discussion For decision For information

SPEAKER

DVCA/IDUE

CONFIDENTIALITY

Confidential Not Confidential

COUNCIL COMMITTEE / ACADEMIC BOARD CONSIDERATION

<input checked="" type="checkbox"/> Audit, Finance & Risk	<input type="checkbox"/> Investment	<input type="checkbox"/> Campus Planning
<input type="checkbox"/> Safety & Wellbeing	<input type="checkbox"/> Honorary Degrees	

GOVERNANCE / MATERIALITY

Under the *Higher Education Legislation Amendment (Student Services and Amenities) Act 2011* (Cth) (the *Act*) universities can charge students a set fee to support the provision of non-academic amenities and services. The *Higher Education Support (Student Services, Amenities, Representation and Advocacy) Guidelines 2022* and the *Higher Education Support (Administration) Guidelines 2022* govern the administration of Student Services and Amenities Fee (SSAF) revenue. ANU applies this fee to enrolled students each semester.

It is therefore important that the Audit, Finance and Risk Committee receives an annual report relating to SSAF.

RISK

There is low risk for the ANU associated with SSAF, as outlined below:

Risk:

Financial (operational)

Mitigation:

Budgets and expenditure plans clearly outlined by SSAF recipients, with quarterly reporting in place. Organisations sign a service level agreement that provides them a percentage allocation of the total SSAF pool. However, if the total SSAF figure is lower than projected each year, the University may need to underwrite the difference – reserves are in place to mitigate this, so it is only a risk if reserves have been spent or if the difference is greater than the available reserve.

Residual risk:

Low
<p>Risk: Regulatory</p> <p>Mitigation: Implementation of requirements set by Department of Education.</p> <p>Residual risk: Low</p>
<p>Risk: Reputation and brand.</p> <p>Mitigation: Annual survey of students to check their expectations with respect to SSAF expenditure. Annual reporting of SSAF expenditure.</p> <p>Residual risk: Low</p>

BACKGROUND

ANU charges enrolled students for SSAF each semester. There is an identified list of excluded studies which do not attract the fee, otherwise it is at the discretion of the university how to charge and administer the SSAF. Categories of appropriate amenities and services on which SSAF can be spent are set out within the *Act.*, are intended to enrich the student experience, and include items such as sporting and recreational activities, employment and career advice, childcare, financial advice and food services.

The University undergoes consultation with the student body each year through a survey (to be conducted in September 2025) and works with the Student Services Council (SSC) to evaluate how they would like to see SSAF revenue allocated across different service areas. The SSC was established to improve the administration and decision-making that reflects the student body interest. The SSC plays an advisory role on all matters pertaining to the SSAF, its allocation and use across different services provided to ANU students; and it plays a key role in managing SSAF reporting and acquittals. The SSC recommends expenditure to the Deputy Vice-Chancellor (Academic). Commencing in 2024, the University adopted three-year funding agreements with the student run organisations and ANU Sport, these agreements fund the organisation at a fixed percentage of the annual SSAF income.

The Department sets the maximum fee payable by students each year. Part-time students cannot be charged more than 75% of the maximum fee. ANU has historically charged 50% for part-time students.

There are a number of student-types that are exempt.

SUMMARY OF ISSUES

From 1 January 2025 providers are required to allocate a minimum of 40% of their SSAF revenue for the calendar year to one of more student-led organisations. ANU is compliant with this new requirement.

Service providers were notified of the estimated 2025 value of their percentage in September 2024. They were also provided the data and analysis from the student survey that was released to students in August 2024 and feedback from the SSC. This was used to inform the programs and services they should look to prioritise in 2025.

Service providers to receive funding	2024-2026 percentage	2025 allocation	2024 allocation
ANUSA	55%	\$3,575,000.00	\$3,205,094.98
ANU Sport and Recreation	20%	\$1,300,000.00	\$1,165,489.08
Student services teams	11.31%	\$735,000.00	\$660,832.31
Woroni Media	4%	\$260,000.00	\$233,097.82
ANU Observer	2%	\$130,000.00	\$116,548.91
Reserves	7.69%	\$499,850.00	\$446,382.32
TOTAL	100%	\$6,500,000.00	\$5,827,445.42

Entering into 2025, the University carried over \$1,940,973 of SSAF funds from previous years. This figure has accrued due to fluctuating student numbers across the years 2020-2022. A concerted effort has been made to reduce the historical reserves, including annual rounds from organisations and University teams to bid for additional funding. In 2025, part of the reserve was diverted to the refurbishment of the Student Central Hub. The 2026 reserve amount will be calculated at the end of the year, as there may be variance due to the allocated amounts of SSAF in 2025.

In 2025 SSAF reserve funding has also been used to provide a subsidy to General Practitioners, which has helped to attract new doctors and bring a doctor back to the ANU Medical Centre. The student survey indicated students rated "Providing health or welfare services to students" as the highest priority for SSAF expenditure. The Business Improvement Project run in the Medical Centre in 2023/24 had demonstrated that doctor pay was very low compared with the market, and as per the ANU Medical Centre paper presented to the November 2024 then Finance Committee, doctors are now paid a subsidy from SSAF reserves to bring their pay to parity with privately billing clinics in ACT. \$500,000 has been allocated across 2025, 2026.

2026 marks the final year of the three-year service level agreements (SLA). During 2026, negotiations will commence for the following three-year SLA.

Potential SSAF revenue for 2026 is not yet available.

COMMUNICATION

For public release For internal release Not for release

ATTACHMENTS

21A 2024 SSAF Allocation Report

Australian National University

Student Services and Amenities Fee (SSAF)

2024 Allocation Report

Introduction

The *Higher Education Support (Student Services, Amenities, Representation and Advocacy) Guidelines 2022* (SSARA Guidelines) require higher education providers to provide a publicly available report on student services and amenities fee (SSAF) allocations and actual expenditure for the year as part of their annual reporting and in the form approved by the Minister. This *SSAF Allocation Report* is the form approved by the Minister.

The information provided in this *SSAF Allocation Report* does **not** require auditing by a financial accountant. The SSAF expenditure reporting is a separate process and remains unchanged, more information can be found in the [Financial Statements Guidelines](#) for Table A and B providers, and in the [Financial Viability Instructions: Applicants and Providers of FEE-HELP \(FVI\)](#) for all other approved providers.

SSAF Consultation and Achievements

Summary and outcomes of consultation on the specific uses of SSAF

The Australian National University (ANU) undergoes a formal process of consultation with our student body to evaluate how they would like to see the SSAF revenue allocated across the defined service areas.

As part of a broader consultation process informing the allocation of SSAF in 2024, the University released a survey to all students to determine the priorities for services and programs. The SSAF Survey was available for students to complete between Monday 28th August through to Sunday 10th September 2023 with 702 respondents. The information identified in the [2023 SSAF Survey Report](#) was circulated to providers to inform decisions of the priorities for SSAF.

The 2023 survey highlighted the following three services and amenities as the most important to students:

1. Providing health or welfare services to students.
2. Providing support for the specific needs of student cohorts (e.g. international students or students with children or caring responsibilities).
3. Providing legal services and support to students.

The Student Services Council (SSC) was established in 2022 to improve the administration and decision-making that reflects the student body interest. The SSC plays a consultative role on all matters pertaining to the SSAF, its allocation and use across different services provided to the ANU Students; and it plays a key role in managing SSAF reporting and acquittals. The SSC provides feedback on proposals to inform the Director, University Experience's recommendations to the Deputy Vice-Chancellor (Academic) and Vice-Chancellor.

Steps taken to ensure that SSAF was expended in accordance with the Act

As part of the University's agreements with SSAF recipients they are required to provide reports quarterly which includes a budget breakdown and spending in accordance with those purposes set out in The Higher Education Support Act 2003.

In addition, recipients are required to provide the University an Annual Acquittal Statement that confirms that funds have been acquitted in accordance to the Act.

What SSAF funding achieved in 2024

The University distributes SSAF to a number of organisations that provide services and amenities to the student community.

The ANU Students' Association (ANUSA) is the peak representative body for undergraduate students at ANU. ANUSA provides a wide range of services including academic, financial, and legal. ANUSA also runs major events every year such as Market day during both orientation periods which thousands of students attend. ANUSA also democratically organises students to advocate for their interests, both at the ANU and more broadly in Canberra and Australia.

ANU Sport exists to facilitate connections within the campus community through health, well-being, and sport. Their aim is to enable the best university sport and physical recreation experience in Australia, empowering the campus community to connect and reach their full potential.

ANU Student Media (Woroni) and ANU Observer serve the student community through timely, detailed and accurate coverage of campus events.

SSAF is also directed to several central services at the University in Student Life, Careers and Employability, Scholarly Information Services and Residential Experience. These services help to enrich the student experience by providing access to academic support, career advice, and student retention, development and welcome activities and support.

Highlights of services on which SSAF funds were spent for 2024 include:

- ANU Student Media Inc. (Woroni) released six editions.
- ANU Sport supported 350 students to participate at the UniSport Nationals across 23 different sports.
- The Student Life team had 37 students complete the ANU+ program in 2024, approximately 700 attendees at Kitchen Garden events across the year including workshops and sessions, Set4ANU Mentoring had 839 students participate as mentors or mentees and coordinated whole-of-university transition activities with Orientation Week engaging over 3,000 commencing students.
- ANU Students' Association (ANUSA) provided over 1,067 financial assistance grants, and their legal service had over 957 legal matters.
- The Scholarly Information Services team had their writing coaches hold over 1,130 student consults, there were 937 peer writer drop-in sessions, and there were 816 attendees at Let's Speak English Conversation Groups.

The ANU provided 61% of its SSAF to student led organisations (ANUSA, ANU Student Media Inc. [Woroni] and ANU Observer Inc.), in 2024. With all of our student led organisations meeting the definition under Section 19-39 (3) of the Act.

SSAF Revenue Summary

	2024 Allocation \$ ¹	2024 Actual \$
SSAF Revenue	\$5,827,445.42	\$6,393,853.00
SSAF revenue carried forward from 2023	\$1,789,544.00	\$1,789,544.00
Total SSAF funds available for 2024	\$7,109,672.49	\$8,183,397
SSAF revenue carried over into 2025	\$1,214,656.81	\$1,940,973

¹ Allocation refers to the SSAF funds expected to be received in the reported year (i.e., budgeted SSAF revenue).

SSAF Charge Summary

The student services and amenities fee (SSAF) charged to students must not be above the maximum fee for a calendar year. The maximum SSAF is indexed annually as required by the *Higher Education Support Act 2003* (the Act). In **2024** the maximum SSAF was **\$351.00**.

Student Status	2024 SSAF charged \$ ²	Number of students charged in 2024 ³
Full-time ¹ (> 0.75 EFTSL)	\$351.00	13,229
Part-time ¹ (< 0.75 EFTSL)	\$175.50	9,974
		Total: 23,203

¹ Note: As per Part 2 of the *Higher Education Support (Administration) Guidelines 2022* (Administration Guidelines), students studying on a part-time basis must not be charged more than 75 per cent of the maximum SSAF that a higher education provider determines for students studying on a full-time basis. The term “part-time basis” means a study load of less than 75 per cent of the normal full-time student load for the period to which the fee relates. As per part 7 of the Administration Guidelines, the normal EFTSL value for a full-time student studying over a period of one year is 1.0.

² Note: As per Part 2 of the Administration Guidelines, a higher education provider may choose to determine a different SSAF for particular categories of persons, including a zero amount.

³ Note: Students are categorised as full-time or part-time students based on the total EFTSL value of the units of study they undertook in [insert reported year]. For example, a student undertook a full-time study load in Semester 1 which was equal to 0.5 EFTSL and undertook a part-time study load in Semester 2 which was equal to 0.375 EFTSL. This student would be categorised as a full-time student in [insert reported year] as the total EFTSL they undertook in [insert reported year] was equal to 0.875.

Student Status	2024 SSAF charged \$ ²	Approx. number of SSAF students remote learning 2024 ⁴
Remote learning/Online only	\$0.00	0

⁴ Note: The Department of Education understands that not all higher education providers capture mode of study in their information systems and many students undertake a mixed mode of study such as face-to-face and remote learning. The data provided above is for students who undertook remote learning for 100% of their units of study. Please note, due to the limitations of our information systems, the above data may be approximate.

SSAF Allocation Summary

Key areas of expenditure 2024

Subsection 19-38(4) of the *Higher Education Support Act 2003* (the Act) provides a list of 19 allowable expenditure items which higher education providers may allocate and spend SSAF revenue on.

Please note, under subsection 19-38 of the Act, SSAF revenue must not be spent to support a political party or the election of a person as a member of the legislature of the Commonwealth, State or a Territory, or a local government body.

Key Area (reporting against these are mandatory)	2024 Total Allocation \$	2024 Total Actual Spend \$	Are services available online?	Estimated No. of students accessing services
1. Health Services	\$510,400.00	\$434,592.18	Yes	4,750
2. Clubs or other associations	\$1,012,455.42	\$1,005,662.61		27,886
a. Sporting	\$150,000.00	\$238,415.32	No	2,430
b. Internal student politics	\$0.00	\$0.00		
c. Gender, sexuality, ethnicity, race, or nationality-based	\$328,354.00	\$311,859.42	Yes	2,456
d. Areas-of-study related e.g. law	\$0.00	\$0.00		
e. Other activities e.g. music, debate, chess	\$344,251.54	\$330,498.07	Yes	20,555
f. Other	\$189,849.88	\$124,889.80	Yes	2,445
3. Accommodation	\$0.00	\$0.00		
4. Employment/career services	\$100,200.00	\$16,588.03	Yes	529
5. Legal aid	\$362,072.62	\$374,057.17	Yes	993
6. Support for financial affairs	\$0.00	\$0.00		
7. Other student amenities	\$332,227.08	\$454,615.28	Yes	43,864
8. Other - please provide description	\$3,927,298.50	\$3,449,697.67		75,821
a. Student orientation and welcome services and activities	\$316,426.47	\$349,702.38	Yes	23,972
b. Student development and retention activities	\$662,294.88	\$438,567.68	Yes	15,382

c. Student advice and advocacy	\$66,092.75	\$93,531.70	Yes	1,500
d. Student assistance and grants	\$798,593.15	\$743,765.21	Yes	2,206
e. Administration of a student association or club	\$2,083,891.25	\$1,824,130.70	Yes	32,761
Total	\$6,244,653.62	\$5,735,212.94		153,843

Organisations, bodies or third-party providers that received SSAF funding in 2024

1. Allocation of SSAF revenue – non-student-led organisations

Organisation Name ¹	Australian Business Number (ABN)	Supported Key Area	Total SSAF Funding Received from provider \$	% of total SSAF revenue collected by the Provider
ANU Sport and Recreation Association Incorporated	97 944 298 310	1, 2a, 4, 7, 8a, 8d, 8e	\$1,255,571.00	20%
Australian National University Combined Christian Chaplaincy Association Inc.	64 980 039 276	2f	\$20,000.00	0.34%
Total SSAF provided to non student-led organisations			\$1,275,571.00	20.34%

¹ Note: Only organisations, bodies or third-party providers who receive over \$1,000 in SSAF funding are expected to be disclosed.

2. Allocation of SSAF revenue to student led organisations – evidence of meeting requirement of 40 per cent

Organisation Name ²	Australian Business Number (ABN)	Supported Key Area	SSAF Funding Received from Provider \$	% of total revenue collected by the provider	If below 40 per cent, is there an agreed transition plan in place	Details of transition plan
<i>The Australian National University Students' Association</i>	50 530 891 173	2c, 2e, 2f, 4,5, 7, 8a, 8b, 8c, 8d, 8e	\$3,505,540.00	55%	N/A	N/A
Australian National University Student Media Inc.	13 039 386 943	2e, 4, 8e	\$233,097.82	4%	N/A	N/A
ANU Observer Inc	99 305 597 393	8e	\$123,164.91	2%	N/A	N/A
		Total SSAF provided to student-led organisations	\$3,861,802.73	61%	N/A	N/A

² Note: Only organisations, bodies or third-party providers who receive over \$1,000 in SSAF funding are expected to be disclosed.


3. Attestation that student led organisations in receipt of a minimum of 40 per cent of SSAF revenue are meeting governance requirements

Organisation Name ¹	Majority student-led	Democratically elected leaders	Independence	Audited accounts	Corporate Governance policies and procedures established and adhered to	If replying no on any measure, is there an agreed transition plan in place?	Details of transition plan
<i>The Australian National University Students' Association</i>	Yes	Yes	Yes	Yes	Yes	N/A	N/A
Australian National University Student Media Inc.	Yes	Yes	Yes	Yes	Yes	N/A	N/A
ANU Observer Inc.	Yes	Yes	Yes	Yes	Yes	N/A	N/A

Declaration by Person of Authority

I, Professor Joan Leach, Deputy Vice-Chancellor (Academic) of The Australian National University, declare that the information provided in this Student Services and Amenities Fee (SSAF) Allocation Report is to the best of my knowledge true, complete and correct.

I further attest that the information provided in this Report meets the requirements of the *Higher Education Support Act 2003* and the Higher Education Support (Student Services, Amenities, Representation and Advocacy) Guidelines 2022 and that, where transition arrangements have either been sought or approved, information is provided on this.



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Signature of Person making Declaration

Professor Joan Leach

.....

Full name of Person making Declaration

Deputy Vice-Chancellor (Academic)

.....

Position of Person making Declaration

.....12 June 2025.....

Date

PURPOSE To inform Council of the uses of the University Seal.

PREPARED BY University Secretary

SPONSOR Vice-Chancellor

RECOMMENDATION That Council note the documents to which the University Seal has been affixed.

ACTION REQUIRED

For discussion For decision For information

CONFIDENTIALITY

Confidential Not Confidential

BACKGROUND

Section 73 of the *Australian National University (Governance) Statute 2024* provides that the seal of the University may be used only as authorised by the Council or as provided by the *Statute*. Section 73(4) and (5) of the *Statute* provides that:

- (4) However, if, in opinion of the Chancellor or Vice-Chancellor (the *relevant University officer*), it is necessary for a document be sealed but the sealing of the document is not required or authorised under subsection (2) or (3), the relevant University officer may direct that the document be sealed and may give any necessary directions about how the document is to be sealed and the sealing witnessed.
- (5) If a document is sealed under subsection (4), the relevant University officer must report the matter to the Council at the first practicable opportunity.

A list of documents to which the University Seal has been affixed in 2025 is as follows:

s. 47E(d) Adverse effect on operations of agency

COMMUNICATION

For public release For internal release Not for release