

Rowdy Inc  
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Canberra ACT 2601

Australian National University  
s.47F Personal privacy

ESTIMATE NUMBER 302249  
ISSUED ON 2 Oct, 2025

## [301665] ANU Communications Stock take and support for the Interim Vice-Chancellor

**Phase 1 - Establish and Discover (October/ November)** 42,000.00

This proposal outlines an intensive three month engagement to support the ANU through a period of transition. Our objective is to establish communications protocols for the Interim Vice Chancellor while conducting a comprehensive, rapid communications stock take in line with the draft Roadmap and develop a set of recommendations that when implemented will strengthen communications capability for the long term.

Working under the theme of 'STABILITY - We re-build stronger foundations' from the draft Roadmap, we will deliver immediate tactical support alongside strategic analysis and planning, structured around a clear phased approach. We will be fully available to the ANU outside of working hours and will assist with strategic advice for any unplanned activities that arise over these months.

Our approach is built on four guiding principles.

- 1. Collaboration** - We work alongside the ANU team, not apart from it. This is a partnership that builds internal capability while delivering outcomes.
- 2. Integration of ANU expertise** - We will make every effort to embed a small team of students in the project and will actively involve staff and students in discovery, testing, and validation.
- 3. Adaptive planning** - While this quote provides a clear framework and deliverables, we recognise that much of the detail will need to be refined during the discovery phase as we understand context, priorities, and constraints. We'll remain flexible and responsive to emerging needs.
- 4. Practical and useful** - We focus on delivering actionable insights and realistic recommendations that can be implemented within the context and resources of the ANU. Our work prioritises action over theory.

### Overarching Framework

We will take a phased approach and run two parallel streams of work.

1. Interim Vice-Chancellor communications support (immediate and ongoing).
2. Communications stock take (discovery phase).

*Rowdy is on the 2025 ANU Marketing and Communications Services Panel. Rates quoted in this document are consistent with our panel commitment.*

## Phase 1 - Establish and Discover

**Objective.** Refine and establish communications for the Interim Vice-Chancellor, establish new communications rhythms, and set foundation for the stock take while starting to build trusting partnership with the ANU community.

## **Internal communications**

- Develop protocols and communications approach document (principles, tone, language guidance).
- Establish leadership communications rhythm based on audience analysis (weekly/fortnightly all staff updates on stock takes, strategy planning, current issues).
- Establish strong communication infrastructure such as cascade briefing system for leadership to equip them with context, key messages, and Q&As for team conversations.
- Create consolidated internal/external communications calendar which also contains a clear plan of communication for the draft Roadmap.
- Scope the communications stock take including methodology and timeline.
- Onboard student cohort and establish their role as a learning partner in the project.
- Establish other opportunities for the ANU community to assist in the project such as focus groups, a nimble working group etc.

## **External communications**

- Agree overarching protocols and short-medium term approach (open, engaging, initially reactive focus).
- Develop short term media plan and guiding principles.
- Develop short term government relations approach.
- Establish or refine a clear issues briefing system for key external inquiries with context, key messages, and Q&As.
- Adapt issues briefs into communications for leadership and staff.
- Conduct stakeholder analysis and mapping.

## **Immediate discovery focus**

- Set up and operations of the communications team.
- Understanding of the audience segments.
- Audit all pending external inquiries.
- Full list of all university announcements in pipeline.
- Existing speaking engagements for Interim Vice-Chancellor.
- Any existing media interview commitments.
- Planned internal communications.
- Follow-up activity from draft Roadmap sessions.
- Stock take updates from other divisions.
- Regular meeting rhythms for executives and council.
- Briefing from the media team on journalist relationships and key contacts.

## **Deliverables will include at least:**

- Interim Vice-Chancellor Communications Protocol Document (principles, tone, approach for internal/external).
- Interim Vice-Chancellor Communications Plan with key messages, channel strategy, and editorial calendar.
- Cascade Briefing System template and process guide.
- Issues Briefing System for immediate external inquiries (Senate Estimates, key reputational matters).
- Consolidated Communications Calendar(internal/external).
- Stock Take Scoping Document (methodology, stakeholder list, timeline, student involvement plan).
- Student Cohort Briefing Document outlining their involvement.
- Stakeholder Map (media, government, critical external stakeholders).

**Objective.** Complete diagnostic phase to inform the stock take, deepen two-way engagement, and develop stock take report and recommendations.

### **Activities**

#### **Implement the communications stock take in full including:**

- Stakeholder interviews (leadership, communications team, staff, students, alumni). Consideration will be given to external audiences as well.
- Comprehensive audit of existing channels, content, and platforms.
- Review current communications structure, resources, and capabilities.
- Gap analysis against ANU objectives.
- Benchmark against sector peers (Go8, international comparators).
- Identify quick wins and strategic opportunities.
  - Conduct strategy development workshops with leadership, staff and possibly students.
  - Maintain Interim Vice-Chancellor communications support with refined approach based on listening tour learnings.
  - Evolve internal communication rhythms based on feedback.
  - Students contribute to analysis, help identify peer institution best practices, and participate in testing.
  - Draft communications strategy framework.

#### **Deliverables will include at least:**

- Comprehensive Stock Take Report including:
  - Current state assessment (channels, reach, engagement, resources).
  - Stakeholder feedback synthesis.
  - Gap analysis against strategic objectives.
  - Benchmarking insights (Go8 and international peers).
  - Capability and resource assessment.
  - Prioritised recommendations (quick wins and strategic initiatives).
- Testing Insights Report from staff and student panels.
- Refined Interim Vice-Chancellor Communications Support documentation.

Throughout this engagement, we will actively identify and progress quick wins - immediate improvements that can be implemented without delay to demonstrate early value and build momentum. At the same time, we will begin forming the outline of a communications strategy, establishing the strategic framework and key pillars that will be further developed and implemented in the next stage of work.

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## Research and Insight

We recommend allocating a budget for additional support for research and insight activity given we have a short timeframe, large audience with diverse needs and we must have the voices of the ANU community firmly integrated.

We estimate an amount of \$80,000 plus GST be set aside for specific research deep dives that could include a mix of:

- Sentiment tracking and analysis.
- Reputation tracking.
- Focus groups and deep dive sessions.
- Quantitative or qualitative research.
- Benchmarking research.
- Testing and validation.

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SUBTOTAL	150,000.00
GST ON INCOME (10%)	15,000.00
<b>TOTAL (AUD)</b>	<b>165,000.00</b>

I agree to, and accept, this estimate

\_\_\_\_\_  
NAME

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
DATE

\_\_\_\_\_  
ADDITIONAL COMMENTS

• This quotation is based on the brief that has been provided by the client. Should any changes to the above details be required, the quote may need to be amended accordingly.

**s. 47G business matters**

• All quotations are valid for a period of 14 days.



Australian  
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# Memo - VC pre-approval for Consultancy Services

SUBJECT Request to engage consultancy over \$50,000: 467 delegation approval

TO Professor Rebekah Brown, Interim Vice-Chancellor

THROUGH **s.47F Personal privacy**  
Jonathan Churchill, Chief Operating Officer (220 expenditure delegate)

FROM **s.47F Personal privacy**

CC Michael Lonergan, Chief Financial Officer  
**s.47F Personal privacy**

DATE 03/10/2025

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Dear Interim Vice-Chancellor,

Under Financial Delegation 467 all consultancy related procurements over \$50,000 (GST exclusive) must be approved prior to engagement.

## Purpose

To seek approval to engage a consultancy (Rowdy Inc.) for:

- The provision of strategic communication and engagement advice,
- To undertake a rapid independent, stocktake of university wide communications, and
- Use this information to develop a strategy and framework to build strategic communication and improve reputation.

Rowdy Inc is a member of the ANU marketing and communication services panel (ANU20-027) and there is an existing University-wide contract in place. As such, no further procurement action is required.

## Requirement for Consultancy

The proposed works are strategic in nature, requiring specialised expertise in crisis communications and reputation management that the organisation does not currently possess. Engaging external support will enable a rapid, independent assessment of existing functions, ensuring an objective stocktake and informed pathway forward

This engagement is expected to last a period of between 3-6 months at an approximate cost of \$155,000 (GST exclusive).

### Recommendation

It is recommended that under delegation 467, you approve the engagement of Rowdy Inc to provide consultancy services to the University.

Future approvals of this process will be approved by the appropriate 220 Expenditure Delegate.

Sincerely,

s.47F Personal privacy

Senior Advisor, Office of the Chief Operating Officer

<p>Endorsed <input checked="" type="checkbox"/></p> <p>Not Endorsed</p> <p>s.47F Personal privacy</p> <p>N</p> <p>Title: Director Commercial Management &amp; Procurement</p> <p>Date: 7/10/2025   6:16 AM AEDT</p> <p>Comments:</p>	
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<p>Endorsed <input checked="" type="checkbox"/></p> <p>Not Endorsed</p> <p>s.47F Personal privacy</p> <p>Name: Jonathan Churchill</p> <p>Title: Chief Operating Officer</p> <p>Date: 7/10/2025   6:54 AM AEDT</p> <p>Comments: <b>Endorsed</b></p>	<p><input checked="" type="checkbox"/> Approved</p> <p><input type="checkbox"/> Not Approved s.47F Personal privacy</p> <p>Name: Professor Rebekah Brown</p> <p>Title: Interim Vice-Chancellor and President</p> <p>Date: 09/10/2025</p> <p>Comments:</p>
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