



Australian
National
University

ANU Recovery Plan Consultation Outcomes and Response

8 October 2020

PART 1: Summary of Consultation Process

There are two stages of consultation about the ANU Recovery Plan:

- ❖ Stage 1
 - 16-29 September 2020 – consultation on ANU Recovery Plan.
 - 8 October – consultation Outcomes and Response.
- ❖ Stage 2
 - 13 October – release of updated ANU Recovery Plan and College and Portfolio Plans.
 - 15 October to 30 November – release of College and Portfolio Change Management Plans.
 - January 2021 – release of further College and Portfolio Change Management Plans.

Stage 1:

On Wednesday 16 September 2020, the Vice-Chancellor opened Stage 1 with a Town Hall meeting attended by 2,400 staff. A copy of the recording, along with extensive documentation was published to the [ANU Recovery website](#). This included:

- [ANU Consultation Plan](#);
- [FAQs](#);
- [Details of the community forums \(and recordings\)](#);
- [Information about the University's financial position \(monthly updates since May 2020\)](#); and
- [Support services available to staff and students](#).

Since 16 September, there have been more than 33,105 visits to the ANU Recovery website. The website also includes extensive FAQs which have been regularly updated in response to questions and feedback from the ANU community.

In addition, 22 College and Portfolio forums were held from 17 to 23 September 2020. A student forum was held on 24 September 2020, and the Vice-Chancellor held a second all-staff forum on 25 September. Recordings from the student and staff forums are available on the [ANU Recovery website](#).

Stage 1: ANU community Town Hall meetings

All staff Town Hall	Wednesday 16 September, 1.15pm
Research & Innovation	Thursday 17 September, 11am
ANU College of Health & Medicine (CHM)	Thursday 17 September, 1.30pm Thursday 17 September, 5.30pm
ANU College of Law (CoL)	Friday 18 September, 10.15am
ANU College of Arts & Social Sciences (CASS)	Friday 18 September, 10.30am
ANU College of Engineering & Computer Science (CECS)	Friday 18 September, 12pm
ANU College of Science (CoS)	Monday 21 September, 12pm
First Nations	Monday 21 September, 3pm
Academic Portfolio	<ul style="list-style-type: none"> • Admissions Reform Division Monday 21 September, 1pm • Division of Student Administration & Academic Services, Tuckwell staff Tuesday 22 September, 11am • Marketing & Student Recruitment Tuesday 22 September, 1pm

	<ul style="list-style-type: none"> • Pro Vice-Chancellor (Education), including Centre for Learning & Teaching, Student Learning & Development Wednesday 23 September, 11am • University House Wednesday 23 September, 2pm
Global Engagement & International Strategy	Tuesday 22 September, 9am
Chief Operating Officer (COO) Portfolio	Wednesday 23 September, 9am
ANU College of Business & Economics (CBE)	Wednesday 23 September, 10am
ANU College of Asia & the Pacific (CAP)	Wednesday 23 September, 10am
Advancement	Wednesday 23 September, 2pm
Student & University Experience	Wednesday 23 September, 3pm
All student Town Hall	Thursday 24 September, 12pm
All staff Town Hall	Friday 25 September, 10am

Following feedback from staff and the NTEU, ANU released additional information, which is published to the [ANU Recovery website](#). This included:

- [Financial, student load and revenue projections](#);
- [Peer review of our financial position by an independent representative](#);
- [Additional FAQs \(updated throughout consultation period\)](#);
- [Chief Operating Officer's slide-deck](#); and
- [ANU response letter to the NTEU \(28 September\)](#).

Feedback and questions

During the Stage 1 consultation period, we received extensive feedback and questions through the ANU Recovery website, email and forums. At the close of the consultation period on 29 September 2020, we had received 143 pieces of individual feedback which included 181 suggestions. During the consultation period, we addressed 915 questions raised during the forums or sent via the ANU Recovery website and direct email. Some questions have been answered during the forums and those that were unable to be answered in the forums have been answered directly back to the respondent following the forums.

On 25 September, the NTEU also agreed to provide any direct feedback from staff who did not think that their questions had been answered via the ANU Recovery website or in one of the online forums.

The ANU Recovery Plan FAQs have been regularly updated to cover questions being raised and to ensure all members of the ANU Community can access the details or information that has been requested by other members of the community.

Stage 2:

Stage 2 will commence on 13 October 2020 and will include the release of updates and further documentation to the ANU Community. It will include an all staff forum at which the Vice-Chancellor will provide a further update following the consultation on the ANU Recovery Plan.

To allow additional time to incorporate the volume of feedback, ensure plans are informed by many voices and perspectives, and consider the impact of the Federal budget, the Recovery Plan and local area plans will be released on 13 October, rather than with the consultation report as originally planned.

The timetable for the commencement of Stage 2 consultation is detailed below:

Tuesday 13 October 2020

- Release of updated ANU Recovery Plan;
- Release of College and Portfolio Recovery Plans;
- Release of the ANU Service Performance Framework for consultation; and
- All staff forum.

From 15 October 2020

- College and Portfolio staff forums; and
- College and Portfolio change management plans released.

From January 2021

- Further College and Portfolio change management plans released as needed; and
- Implementation of confirmed changes from College and Portfolio change management plans.

Following the release of the College and Portfolio Plans, and in accordance with timelines outlined in those plans, it is expected some detailed College and Portfolio Change Management Plans will be released to local areas and ANU Community by the end of November 2020.

Further detailed College and Portfolio Change Management Plans are expected to be released to local areas and the ANU Community for consultation by the end of January 2021.

These Change Management Plans will detail any proposed changes within the College and/or Portfolio and will enable further consultation with the ANU Community about the proposed changes required to support the ANU Recovery Plan. They will be managed in accordance with the change management provisions within *The ANU Enterprise Agreement 2017-2021*.

PART 2: FEEDBACK THEMES AND RESPONSE

There were 143 submissions received during the consultation period which ran from 16 to 29 September 2020. Feedback continued to be received and included up until 2 October 2020. Across the feedback submissions, there were 181 suggestions and ideas and six key themes:

- a) Ways to reduce staffing costs to avoid or minimise job losses.
- b) Increasing efficiency and reducing duplication and waste.
- c) Non-salary cost savings.
- d) Revenue generation ideas and commercial opportunities.
- e) Opportunities to improve experience for teaching and research.
- f) Level of detail provided, and consultation implementation processes.

More detailed information regarding specific suggestions, and the volume of feedback per suggestion is provided in **Table A** at the end of this document.

This document provides a summary of the detailed feedback you provided. In order to protect the privacy of respondents, individual items of feedback will not be released as they could identify the respondent.

Over the course of the consultation period there were a range of questions or clarifications sought from the ANU community. Responses to frequently asked questions were progressively released and are available on the ANU Recovery website: <https://www.anu.edu.au/covid-19-advice/campus-community/anu-recovery/anu-recovery-plan-faqs>.

The nature of the feedback and suggestions received varied considerably. Some of the feedback and suggestions applied across the University, which requires a University response – other feedback was quite specific in nature and is more appropriately referred to the specific College or Portfolio to enable the suggestion to be evaluated and considered as part of their response to the Recovery Plan.

Each piece of feedback has been read and evaluated, and will be responded to in three categories:

- Ideas and suggestions to be considered by the University and the relevant College and Portfolio as part of the Recovery Plans.
- Ideas and suggestions that are currently offered and supported by the University.
- Ideas and suggestions that are unable to be supported.

Information on each suggestion and response, grouped under the key themes, is provided below.

THEME A: WAYS TO REDUCE STAFFING COSTS TO AVOID OR MINIMISE JOB LOSSES

There were 50 suggestions relating to salary savings, forming a significant portion of the feedback received. Key themes across this feedback were about encouraging flexibility of hours and work arrangements for staff; to consider variations to leave arrangements, including removing annual leave loadings, changes to the ANU End of Year Shut Down; and to consider ANU Executive salaries.

IDEAS AND SUGGESTIONS TO BE CONSIDERED:

- 1. Remove the annual leave loading** – the NTEU has proposed that the University investigate the removal of annual leave loading.

In response to this suggestion, the University will consult with the NTEU and develop further modelling on the positive impact this suggestion could have on the ANU Recovery Plan.

Initial estimates are that the removal of annual leave loading could save **up to 33** positions if implemented in each year of the three-year Recovery Plan. If the NTEU is supportive of this suggestion, an ANU staff vote on varying the ANU Enterprise Agreement to remove the annual leave loading will be considered.

The University will consult with and discuss these suggestions with the NTEU including to confirm salary savings that can be achieved through the suggestion to remove annual leave loading.

- 2. Extend the ANU End of Year Shutdown and/or require staff members to take leave over the end of year period** – an extended shutdown would save facilities and campus costs. Requiring staff to take leave does not save money unless the role would have been backfilled if the leave were taken at some other time of the year.

The University supports and encourages staff to take leave, and particularly in 2020 it will be important for those that can, to take a break at the end of the year. Ensuring staff have an opportunity for leave also needs to be balanced with the operational requirements of the University. Any shutdown period must recognise there are some parts of the University

providing essential services which must keep operating. Also there are a number of summer programs and engagements with external partners that require a level of University continued operations during this time.

The current ANU end of year shutdown period is for approximately 10 days and includes three days of *ex-gratia* leave.

The NTEU has proposed that the University investigate a longer shut down period and staff taking annual leave during the shutdown period rather than the university offering *ex-gratia* days. This feedback was also reflected in some submissions received through the consultation period.

The University will consult with and discuss this suggestion further with the NTEU.

IDEAS AND SUGGESTIONS CURRENTLY OFFERED AND SUPPORTED BY THE UNIVERSITY

- 1. Encourage part time employment, reduced working hours, or job share arrangements –** ANU is committed to offering a range of flexible working arrangements. The University considers flexibility holistically as part of a conversation about team operational requirements - balancing responsibilities, achievements, personal and professional development and success at work. Arrangements like job sharing or reduced hours are currently available and can be implemented by agreement between staff members and supervisors, ensuring the operational requirements of the work area.

These arrangements can be put in place for a fixed period, or as a permanent arrangement. While these arrangements may be suitable in some areas it will not be suitable for all staff, positions or across all areas of the University. Unfortunately, it is also unlikely these measures would be sufficient to enable the University to achieve the reduction in salary costs that are required in 2021 and beyond. More information about flexible working arrangements at ANU can be found [here](#).

- 2. Provide opportunities for staff to make a financial contribution –** 2020 has presented incredible challenges to the University community, both at a collective level and for many individuals. The impacts of 2020 have affected different members of our community in different ways, and one of the distinctive elements of the ANU response has been the generosity of the ANU community in actively seeking ways to support each other. Again through this consultation process, some staff were asking how they could make a personal contribution to support others in our community who may be facing hardship. Earlier in the year, at the request of members of the community, ANU launched two campaigns for the Community to support each other, through the ANU Staff Relief Fund and the ANU Student Urgent Relief fund.

The staff campaign has already supported 68 staff. Staff are able to make contributions through fortnightly pre-tax payroll deductions, cashing out annual or long service leave to donate (where eligible), or to make a direct donation.

We continue to welcome contributions to both funds from our generous community where staff are interested and able to do so, and encourage you to be fully informed before deciding to give. More information on both funds can be found on our website:

- ANU Staff Relief Fund: <https://www.anu.edu.au/giving/how-to-give/staff-giving>.
- ANU Student Urgent Relief Fund: <https://www.anu.edu.au/giving/support-us/advancing-our-nation/anu-student-urgent-relief-fund>.

3. **Encourage the purchasing of annual leave** – purchasing annual leave is already an option available to staff. Mandating the purchase of leave would have a short-term impact on cash flow in 2020 but not result in any salary savings and would have a longer term impact on the University's balance sheet through a growth in leave liability.
4. **Publish and standardise executive and senior management salaries** – in accordance with the University's commitment to transparency, key management personnel salaries are published in the University's annual reports. The 2019 ANU Annual Report will be publicly available once it has been tabled in Parliament.
5. **Offer extended unpaid periods of leave to staff** – unpaid leave is already available to ANU staff through mutual agreement with their supervisor. For more information see: https://policies.anu.edu.au/ppl/document/ANUP_000613.
6. **Extend support for flexible working arrangements** – ANU already offers a range of flexible working arrangements including flexibility on place of work, time of work, hours of work and micro flexibility. Flexible work arrangements can be implemented by agreement between staff members and supervisors. While these arrangements may be suitable in some areas it will not be suitable for all staff, positions or across all areas of the University.

Unfortunately, it is also unlikely these measures would be sufficient to enable the University to achieve the reduction in salary costs that are required in 2021 and beyond. More information about flexible working arrangements at ANU can be found here:

<https://www.anu.edu.au/news/all-news/flexibility-at-anu>.

IDEAS AND SUGGESTIONS UNABLE TO BE SUPPORTED

1. **Defer or delay future Enterprise Agreement salary increases** – in June 2020, ANU staff voted to vary *The ANU Enterprise Agreement 2017-2021* and defer the 2020 pay rise to July 2021. This deferral has provided a saving of \$13.5 million and saved up to 90 positions at ANU. This has made a significant contribution to reducing salary expenditure. Other than the pay rise ANU staff have already voted to defer, there are no other increases included under the current Enterprise Agreement. This option has already been fully utilised.
2. **Fixed or tiered percentage salary reductions** – as mentioned above, staff have already voted in favour of deferring the pay rise. It is important that ANU salaries do not become uncompetitive, and that staff are remunerated appropriately for the work they do. On balance this is not supported as an option to help save staff costs. Furthermore, given the differential impact on individuals, this suggestion is not likely to be supported by a vote of staff.
3. **Reduce work hours for all staff** – ANU is committed to offering staff a range of flexible work provisions to support them and their work areas. ANU considers flexibility holistically as part of a conversation about team operational requirements – balancing responsibilities, achievements, personal and professional development and success at work. ANU will continue to support individual staff to work with their supervisors on arrangements that work best for their circumstances and that may be for a set agreed period of time or agreed to be on a permanent basis. While these arrangements may be suitable in some areas it will not be suitable for all staff, positions or across all areas of the University. A mandatory reduction in work hours could have consequences for staff wellbeing if workload was not able to be appropriately adjusted to reflect new work hours. It could also result in inequity across the University as a reduction in

hours and salary will have a differential impact across the workforce. Also, a mandatory reduction in hours would have an impact on the University's competitiveness as an employer.

4. **Mandatory rostering of leave** – ANU has a strong commitment to encouraging staff to take appropriate time for rest and relaxation throughout the year. We also encourage supervisors to monitor staff leave accruals and, where appropriate, discuss with staff members the importance of leave and agree to leave plans to manage excess leave in accordance with *The ANU Enterprise Agreement 2017-2021*. However, leave arrangements need to take into account operational requirements of local areas as well as the individual choice and flexibility that ANU is committed to providing for staff. Other than for the end of year shutdown option being considered as above, mandatory rostering or deeming of leave across the University is not feasible in a way that would support individual staff choices and local operational requirements.
5. **Reduce allowances and loadings** – ANU allowances and loadings are paid in accordance with relevant policy and procedure, each with expiry and review periods. Many loadings and allowance are paid to staff to recognise additional responsibility in a position, such as a First Aid Allowance or Head of Academic or Administrative Organisational Unit (AOU) loading, or to recognise a higher market value for positions. Reducing allowances and loadings is not feasible as it may result in staff not being appropriately remunerated for additional responsibility, and may result in skilled staff leaving their positions for more competitive offers within the market, resulting in a gap in critical services, the loss of members of the ANU community and the need for recruitment.
6. **Reconsider academic staff promotion rounds** – the 2020 Academic Promotions round is currently in progress. Promotion applications closed at the end of August and are currently being reviewed and considered by Local Area Promotion Committees and the University Promotions Committee.

Academic promotions are important and recognise the level at which academic staff are performing and to ensure that we pay them at the appropriate level.

This ensures we continue to pursue our academic mission, reward excellence and performance against our academic mission and remain competitive within benchmarks. We also need to ensure that we balance this against potential salary savings. Any salary savings from not running academic promotions in 2020 would have been negligible and mean that we wouldn't be paying our staff at the level which they are working.

7. **Reduce superannuation contribution** – superannuation is a payment required by the Australian Taxation Office, under Superannuation Guarantee legislation. ANU also has a deed of covenant with UniSuper which outlines the ANU commitments to superannuation. This is further supported by *The ANU Enterprise Agreement 2017-2021*. Reducing a superannuation percentage would require amendments to the UniSuper Deed of Covenant and would require staff to vote on an amendment to the Enterprise Agreement. Reducing superannuation contributions for staff is also likely to have significant impacts on their future superannuation balances. It may also impact the competitiveness of the University as an employer of choice.
8. **Reduce Annual Leave and Long Service Leave Entitlements** – annual leave and long service leave entitlements are governed by legislation and within the National Employment Standards. This is further supported by entitlements outlined in *The ANU Enterprise Agreement 2017-2021*. Reducing annual and/or long service leave accruals for staff would have an impact

on staff health and wellbeing and would also impact the University being a competitive employer to recruit or retain staff.

THEME B: INCREASING EFFICIENCY AND REDUCING DUPLICATION AND WASTE

There were 32 suggestions relating to finding efficiencies and reducing duplication. The main theme across this feedback was to review professional and administrative service delivery at the University. The majority of the comments related to reviewing administrative processes and service delivery across IT, Human Resources, Finance and other administration services. Feedback also included suggestions regarding different service delivery models encompassing – combining College and School administrative services, changing the areas responsible for different service deliveries (i.e. School, College, Central), or looking at virtual academic research Schools or Institutes.

IDEAS AND SUGGESTIONS TO BE CONSIDERED:

- 1. Review service delivery models of professional services** – ANU is committed to delivering excellence in all areas of its operations, including across professional and administrative units that ensure our academic staff are most effectively supported in their education, research and service commitments; and that our students are effectively supported in every step of their journey at the University.

As part of looking to our future, staff had a range of suggestions of how the University could deliver more effective services in a range of areas. There are currently working groups looking at service provision and research support services across the University, including the *Service Provision Working Group* led by Professor Lyndall Strazdins and the *Optimising Research Services Working Group* led by Professor Keith Nugent. The recommendations from these groups will assist in informing how service delivery can be improved and where value and efficiencies can be achieved.

The University is committed to working in partnership with service areas in central portfolios as well as in Colleges and Schools to ensure our service delivery models are the most effective they can be – including removing red tape, reducing duplication and complexity, and improving the service experience for both students and staff of our community.

- 2. Review ANU organisational structures or academic organisational units** – in considering the response that may be needed across Colleges and Portfolios to meet budget allocations and savings targets and noting the commitment to review service delivery models across the University, consideration will be given to the size of Colleges, Research Schools, Portfolios and Service Divisions and any changes in academic organisational units, programs, resource allocations and/or a reduction and rebalancing of both academic and professional staff workforce which may be required. This will be discussed and next steps for investigation of options jointly considered with Colleges and Portfolios.
- 3. Review and consider opportunities to remove duplication across facilities and infrastructure** – in addition to reviewing service areas broadly, there were a range of suggestions relating to specific facilities or infrastructure that could be jointly managed. For example, animal facilities or technical workshops. This will be discussed and next steps for investigation of options jointly considered with relevant Colleges and Portfolios.

- 4. Establish a loan system for research and other equipment** – this would support the reduction in duplication of services and equipment across campus. It will be referred to the relevant Colleges and Portfolios for investigation.
- 5. Introduce Engineering Apprenticeships with Facilities and Services** – ANU is proud of the expertise available across its professional service areas and is committed to nurturing employment opportunities and development. It is also recognised there is some new specific Federal Government initiatives to support training for trade apprentices that may be accessible by the University.

This suggestion will be referred to the relevant Portfolios for consideration.

THEME C: NON SALARY COST SAVINGS

There were 12 suggestions relating to non-salary cost savings. The suggestions and feedback included: considering energy savings through energy generation and reduction in energy usage across campus; using existing academic expertise to support staff training and development; review of the funding model for the Student Services; and Amenities Fee and reviewing scholarships.

IDEAS AND SUGGESTIONS TO BE CONSIDERED

- 1. Consider options to reduce expenditure on electricity, such as exploring solar energy options** – in 2020, ANU became the first major global university to commit to reaching below zero greenhouse gas emissions. The University remains committed to the ANU Below Zero Initiative and will continue to explore and invest in opportunities to transition to a below zero University as quickly as possible. For more information on the ANU Below Zero Initiative see: <https://www.anu.edu.au/about/strategic-planning/anu-below-zero-initiative>.

IDEAS AND SUGGESTIONS CURRENTLY OFFERED AND SUPPORTED BY THE UNIVERSITY

- 1. Consider utilising existing ANU academic staff expertise to provide consultancy services or professional staff training in particular areas of need (instead of hiring outside consultants)** – ANU draws expertise from across the campus and, where necessary from outside the University in designing and delivering the training programs available to staff and to support Executive Education programs. This suggestion will be referred to the relevant Colleges and Portfolios for consideration with next steps for investigation of options to ensure we are exploring and harnessing the incredible expertise and experience available across the ANU Community.
- 2. Reviewing current external contracts to ensure value for money** – ANU needs to enter into contractual arrangements with external supplier/s for a range of University wide services and will negotiate favourable terms, conditions and rates for the University. All contractual arrangements with relevant suppliers are initiated and reviewed in line with ANU Procurement policies and procedures. This is an area that could yield greater value for money and will be investigated.

For more information on ANU procurement policies and procedures see:

https://policies.anu.edu.au/ppl/document/ANUP_000443 (Policy)

https://policies.anu.edu.au/ppl/document/ANUP_000681 (Procedure)

https://policies.anu.edu.au/ppl/document/ANUP_004404 (Guideline: Handbook)

IDEAS AND SUGGESTIONS UNABLE TO BE SUPPORTED

- 1. Consider changing or discontinuing involvement with UniForum data collection –**
UniForum is a key national, and increasingly international benchmarking exercise for the higher education sector and provides important insights at both an institutional and a sector wide level. It helps us to better understand our current operating environment, where effort and resources are being allocated, how operations are shifting through time and how operations and resources are allocated within and across different institutions. The financial investment in Uniforum is modest and any reduction in expenditure in the context of the ANU Recovery Plan would have very limited impact on non-salary expenditure.
- 2. Review funding model for the Student Services and Amenities Fee (SSAF) funding for ANUSA and PARSA –** student experience and support remains a key strategic priority for ANU. Students are critical to the future and the recovery of the University. ANUSA and PARSA, as well as other student services supported through SSAF funding, are critical to ensuring our students have an experience as good as the best in the world and are well supported during their time at ANU. ANU students are essential members of our community and as part of the recovery plan we need to consider how we support them most effectively and efficiently.
- 3. Reduce expenditure through reducing scholarships offered to ANU College students –** as with student support services, supporting a diverse student cohort that is representative of our region, nation, and brings a rich diversity of perspectives to our educational offerings is core to the ANU mission and essential to our future. In order to remain competitive in the global market, ANU will need to continue to consider how it attracts diverse student cohorts and how we best support them while they are here. Individual areas may review Scholarships and supports available to students in line with that aim, and may re-consider existing internal fee sponsorships or internally funded Scholarships as part of that process. While we need to consider how we best support students during their time at ANU, there is not a proposal to reduce student support services at ANU.
- 4. Review fees for Higher Degree Research (HDR) students –** student fees, including those for Higher Degree Research students, are governed by government legislation as well as ANU statutes, rules and policies. Fees are set annually, and include a two-year projection of indicative fees. ANU does not propose any changes to the fees or application and decision process for HDR student scholarships.

For more information about tuition fee setting at ANU see:

https://policies.anu.edu.au/ppi/document/ANUP_012607

For more information about HDR Scholarships see:

<https://www.anu.edu.au/study/scholarships/find-a-scholarship/anu-tuition-fee-scholarship-phd>

<https://www.anu.edu.au/study/scholarships/find-a-scholarship/australian-government-research-training-program-agrtp-stipend>

THEME D: REVENUE GENERATION IDEAS AND COMMERCIAL OPPORTUNITIES

There were 17 suggestions relating to revenue generation, commercial services and opportunities. Feedback covered revenue generation, expenditure reduction while others were focused on different commercialisation opportunities.

IDEAS AND SUGGESTIONS TO BE CONSIDERED

- 1. Consider using revised parking fees to increase revenue generation** - ANU Acton campus has parking available for students, staff and visitors attending campus – for some this is daily, for some this is a few days a week and for some this is every day. As a result of COVID-19 and the introduction of some remote working and study arrangements, there has been some change to demand for parking on campus.

ANU will consult with staff and students in 2021 about arrangements for parking on campus.

While considering alternate parking arrangements and fees, the University remains committed to promoting sustainable transport options and encouraging staff, students and visitors to make use of alternative methods of transport – including bus, light rail, cycling, walking, or utilising the GoGet CarShare available on campus.

IDEAS AND SUGGESTIONS CURRENTLY OFFERED AND SUPPORTED BY THE UNIVERSITY

- 1. Attract leaseholders for vacant commercial spaces and better use of commercial spaces** – ANU is committed to ensuring a diverse range of commercial vendors in our available spaces across campus to meet the needs of our community and contribute to the vibrant on campus experience enjoyed by both students and staff. The Facilities and Services Division continues to work with our existing commercial vendors to maximise their opportunities on campus and is constantly exploring and working with new leaseholders and commercial vendors who may wish to offer services on the ANU campus to enhance the ANU campus experience and, as a result, generate commercial leasing revenue for the University.

IDEAS AND SUGGESTIONS UNABLE TO BE SUPPORTED

- 1. Generate revenue by selling ANU property or assets, such as art collections** – when ANU accepts significant gifts of property and art, the University takes on the role of trustee and custodian, safeguarding these gifts for the benefit of present and future generations.

Often these gifts come with terms that bind the University to maintain the property, and not to sell it. One such example is the Kioloa Coastal Campus, which was given to the University on the basis that it could be used but not sold.

Some gifts of art have conditions attached, which enable the University to sell some or all of a specific collection however these conditions do not allow for the funds to be unrestricted – that is, for use at the University's discretion – but rather are aligned with the original intent of the gift and to benefit a specific collection.

- 2. Generate increased revenue through commercial arrangements to utilise unused building space/spaces across the University** – opportunities for utilising unused space is relatively limited and there is generally relatively limited unused space that could be utilised for ongoing and sustainable revenue generation through commercial arrangements. It is anticipated that if COVID-19 restrictions ease, ANU building occupancies and utilisation rates will increase. Where opportunities exist to put arrangements in place for use of buildings and facilities which may be unused, they will be explored and utilised. ANU will continue to comply with Government regulations to ensure COVID-Safe use of all spaces (including office and work space, teaching space, research facilities, events facilities and residential halls) in order to minimise the spread of COVID-19 and protect our community.

- 3. Generate revenue by offering vacant student and other residential accommodation for short term use by non-students** – the on-campus residential experience for students is a key component of what makes the educational experience at ANU distinctive. Our residential halls offer students enriching educational environments, opportunities for social connections to last a lifetime, and pastoral support for the challenges that may arise in the time they call ANU home. It is their home while they are studying at the ANU and the experience is designed as a community dedicated to and for students.

In relation to the opportunity for revenue generation, any change to use of the Residential Halls would not result in increased revenue for the University. In 2016, the University entered into a 30 plus-year commercial arrangement to support the development of increased student residences on campus and student support services. The University received an upfront payment from the commercial student accommodation partner and in exchange they received the future revenue flows from the student accommodation.

THEME E: OPPORTUNITIES TO IMPROVE STUDENT EXPERIENCE, TEACHING AND RESEARCH

There were 28 suggestions relating to improved experience across research, teaching and education. Some of this feedback can be considered at a University level but most suggestions need to be considered by Portfolios and Colleges as part of their Recovery Plans. The feedback around this theme demonstrated the ingenuity, creativity and forward-looking mindset that our community will need to embrace as we move forward. Suggestions in this theme will be referred to relevant Colleges or Portfolios for consideration as part of their Recovery Plans.

IDEAS AND SUGGESTIONS TO BE CONSIDERED BY UNIVERSITY AND RELEVANT COLLEGE OR PORTFOLIOS

- 1. Extending ANU Education offerings to diversify income or ensure sustainability into the future:**
 - a. Revenue generation through packaging ANU tutor training programs as a full-fee course for professionals.
 - b. Expanding the range of micro-credentials and professional education programs the University offers, including exploring an increased range of online offerings, to reach more diverse student cohorts and service the nations need for expanded professional education programs in this time of transition and change.
 - c. Improve quality and range of courses being offered to improve student experience.
 - d. Explore transnational educational opportunities – such as establishing affiliations with international institutions so students unable to return to Australia can study offshore and still receive an ANU qualification.
 - e. Establish an ANU international summer school (offshore or online) to help prepare students before commencing study at ANU.
 - f. Streamline some online educational offerings to enhance pathways for students into other ANU programs – such as mapping which online graduate certificates could receive credit into Graduate Diplomas or Masters degrees at ANU.
- 2. Improve grant valuations and grants administration processes.**
- 3. Invest in Pacific Expertise to Support COVID recovery within the regio.**

4. Invest in specific indicators to improve the University's rankings and to remain a University of choice for domestic and international students.

IDEAS AND SUGGESTIONS CURRENTLY OFFERED AND SUPPORTED BY THE UNIVERSITY

1. **Continue to invest in and improve student support services** – ANU remains committed to providing our students with an experience as good as the best in the world. Students are critical to the future and the recovery of the University. ANU students are essential members of our community and while as part of the recovery plan we need to consider how we support them most effectively and efficiently, there is not a proposal to reduce student support services at ANU – we will continue to review and add to the support services in consultation with our student community.

The University provides a range of support services to all students, both domestic and international, to support their wellbeing, learning and development. This includes a 24/7 Wellbeing and Support Line, ANU Counselling Centre (support for mental health), Respectful Relationships Unit (support for sexual assault and harassment) and the National Health Coop (services for physical and mental health).

The University also offers a range of the support services that can be accessed by students no matter where they are located. You can see the list here: <https://www.anu.edu.au/covid-19-advice/health-wellbeing/support-services#students>.

There are a range of initiatives, programs and resources (some with translations) available to support physical, social, spiritual and mental health of our students and to help them maintain a healthy lifestyle during their studies. A list is available on the [Health, safety & wellbeing page](#) and [Mental Health Resources page](#).

THEME F: LEVEL OF DETAIL PROVIDED AND CONSULTATION IMPLEMENTATION PROCESSES

Of the 143 submissions and 181 suggestions received, 42 submissions were questions, comments and suggestions directly relating to the consultation process and implementation of the Recovery Plan.

The majority of the feedback received on the quality of the consultation process was positive (10). Feedback included appreciation of the transparency and detail in the communication, the VC modelling and advocating sensible self-care, and views expressing the University had done a good job managing internal and external communications. We acknowledge the positive feedback received and re-affirm the commitment to being transparent, providing clear communications, and being open with staff about the ANU Recovery Plan.

There was also negative feedback received (5). Themes in this feedback included not being satisfied with the level of detail provided, dissatisfaction with the consultation process, comments about lack of detail relating to research and suggestions or requests for improved communications.

There was also a range of questions received relating to next steps and the implementation of the Recovery plan (27). This feedback included themes of commitment to maintaining, supporting and promoting equity and diversity, questions about how often updates will occur and what information will be provided, requests for support and training for managers and supervisors to help them lead their teams through the Recovery Plan implementation, and requests for clearer information and communications.

All suggestions and feedback about consultation and implementation are taken seriously and we are committed to considering any constructive suggestions to inform how we can better engage with as many members of the community as possible moving forward and throughout the implementation of the ANU Recovery Plan.

PART 3: NEXT STEPS

ANU is committed to consultation with staff and students and we will continue to provide a range of options and opportunities for the community to be involved, ask questions and provide feedback and ideas.

ANU has set out the timetable to meet and confer with the staff and students across campus (and their chosen representatives). ANU will endeavour to reach agreement about the implementation of change and to work consultatively with people affected by any changes.

Following the release of this Consultation Feedback and Response, an update on the ANU Recovery Plan and College and Portfolio Plans will be released to the ANU community.

It is expected these documents will be released on Tuesday 13 October 2020 and will include:

- Updated ANU Recovery Plan;
- College and Portfolio Recovery Plans; and
- The ANU Service Performance Framework for consultation.

In conjunction with the release of the updated ANU Recovery Plan and the College and Portfolio Plans, there will also be an all staff Forum with the Vice-Chancellor. This will be held on Tuesday 13 October 2020.

Following the release of the updated ANU Recovery Plan and associated documents and all staff forum, Colleges and Portfolios will commence forums and updates within their local areas.

In accordance with timelines outlined in the College and Portfolio Plans, it is expected some detailed Change Management Plans will be released to local areas and the ANU Community by end of November 2020.

Further detailed College and Portfolio Change Management Plans are expected to be released to local areas and the ANU Community for consultation by end of January 2021.

Staff continue to be invited to provide feedback regarding the ANU Recovery Plan and the College and Portfolio Plans via anu.edu.au/recovery or the nominated feedback address in your College or Portfolio plan.

Alternatively please contact one of the nominated members of staff identified in the contacts table below.

Date	Details of Consultation Process – Stage 2
13 October 2020	Release of updated ANU Recovery Plan Release of College and Portfolio Recovery Plans Release of Service Provision Green Paper for consultation Vice-ChancellorTown Hall

Date	Details of Consultation Process – Stage 2
From 14 October	College and Portfolio staff forums
15 October - 30 November 2020	Release of detailed College and Portfolio Change Management Programs
From 11 January 2021	Further release of detailed College and Portfolio Change Management Programs. Implementation of College and Portfolio changes confirmed following consultation during 2020.

Key Contacts

This change management process to support strategic and financial reform will be led by Chief Operating Officer, Mr Paul Duldig, in consultation with the Human Resources Division.

Name	Position	Contact details
General Comments & Feedback		Lodge your feedback via the website: anu.edu.au/recovery or email ANUrecovery@anu.edu.au
Paul Duldig	Chief Operating Officer	coo@anu.edu.au
Nadine White	Director, Human Resources	director.hr@anu.edu.au
Belinda Farrelly	Associate Director, Organisational Change	org.change@anu.edu.au

Support for Staff:

Staff seeking additional support or advice should contact:

Name	Position	Contact details
Gail Frank Dr Maaria Haque	Adviser to Staff Adviser to Staff	(02) 6125 3616 (02) 6125 8283 staff.adviser@anu.edu.au
Employee Assistance Providers	Assure Relationships Australia	1800 808 374 (02) 6122 7100

APPENDIX 1 – SUMMARY OF FEEDBACK AND THEMES

Suggestion or Feedback	# of pieces of feedback received
A. Ways to reduce staffing costs to avoid or minimise job losses	
IDEAS AND SUGGESTIONS TO BE CONSIDERED	
Remove the annual leave loading	4
Extend the end of year shutdown and/or require staff members to take : leave over the end of year period	6
IDEAS AND SUGGESTIONS CURRENTLY OFFERED AND SUPPORTED BY THE UNIVERSITY	
Encourage part time employment, reduced working hours, or job share arrangements	10
Provide opportunities for staff to make a financial contribution	1
Encourage the purchasing of annual leave	3
Publish and standardise executive and senior management salaries	3
Offer extended unpaid periods of leave to staff	2
IDEAS AND SUGGESTIONS UNABLE TO BE SUPPORTED	
Defer or delay future EA pay increases	3
Fixed or tiered percentage salary reductions	4
Reduce work hours for staff	3
Mandatory rostering of leave	3
Reducing allowances and loadings	2
Reconsider Academic staff promotion rounds	2
Reduce superannuation contribution	3
Reduce annual or long service leave entitlements	1
B. Increasing efficiency and reducing duplication and waste	

Suggestion or Feedback	# of pieces of feedback received
IDEAS AND SUGGESTIONS TO BE CONSIDERED	
Review service delivery models and professional services	24
Review ANU organisational structures or academic organisational units.	2
Review and consider opportunities to remove duplication across facilities and infrastructure	4
Establish a loan system for research and other equipment	1
Introduce Engineering apprenticeships within Facilities and Services	1
C. Non-Salary Cost Savings	
IDEAS AND SUGGESTIONS TO BE CONSIDERED	
Consider options to reduce expenditure on electricity, such as exploring solar energy options	2
IDEAS AND SUGGESTIONS CURRENTLY OFFERED AND SUPPORTED BY THE UNIVERSITY	
Consider utilising existing ANU academic staff expertise to provide consultancy services or professional staff training in particular areas of need (instead of hiring outside consultants)	1
Reviewing current external contracts to ensure value for money	1
IDEAS AND SUGGESTIONS UNABLE TO BE SUPPORTED	
Consider changing or discontinuing involvement with UniForum data collection	3
Review funding model for the Student Services and Amenities Fee (SSAF) funding for ANUSA and PARSA	1
Reduce expenditure through reducing scholarships offered to ANU College students	1
Review fees for Higher Degree Research (HDR) students	3
D. Revenue Generation ideas and commercial opportunities	
IDEAS AND SUGGESTIONS TO BE CONSIDERED	
Consider using revised parking fees to increase revenue generation	3

Suggestion or Feedback	# of pieces of feedback received
IDEAS AND SUGGESTIONS CURRENTLY OFFERED AND SUPPORTED BY THE UNIVERSITY	
Attract leaseholder for vacant commercial spaces and better use of commercial spaces	4
Generate revenue by selling ANU property or assets, such as art collections	6
IDEAS AND SUGGESTIONS UNABLE TO BE SUPPORTED	
Generate revenue by selling ANU property or assets, such as art collections	1
Generate increased revenue through commercial arrangements to utilise unused building space/spaces across the University	1
Generate revenue by offering vacant student and other residential accommodation for short term use by non-students	2
E. Opportunities to improve student experience, teaching and research	
IDEAS AND SUGGESTIONS TO BE CONSIDERED	
Extending ANU Education Offerings to diversify income or ensure sustainability into the future	15
Improve quality and range of classes being offered to improve student experience	4
Improving grant valuations and grant administration processes	3
Invest in Pacific Expertise to support COVID recovery within Region	1
Invest in specific indicators to improve University ranking and to be a University of choice for domestic and international students	1
IDEAS AND SUGGESTIONS CURRENTLY OFFERED AND SUPPORTED BY THE UNIVERSITY	
Continue to invest in and improve student support services	4
F. Level of detail provided and consultation implementation processes	
Consultation Process	
Positive feedback - themes included:	10
<ul style="list-style-type: none"> • transparency and communication, 	

Suggestion or Feedback	# of pieces of feedback received
<ul style="list-style-type: none"> • VC modelling sensible self-care, 	
<ul style="list-style-type: none"> • good job managing internal and external communications. 	
Negative feedback - themes included:	5
<ul style="list-style-type: none"> • not being satisfied with the level of detail provided, 	
<ul style="list-style-type: none"> • dissatisfaction with the consultation process, 	
<ul style="list-style-type: none"> • suggestions or requests for improved communications 	
<ul style="list-style-type: none"> • comments about lack of detail relating to research 	
Comments or questions about implementation	27
Themes included:	
<ul style="list-style-type: none"> • equity and diversity, 	
<ul style="list-style-type: none"> • questions about how often updates will occur, 	
<ul style="list-style-type: none"> • requests for support and training for managers and supervisors, 	
<ul style="list-style-type: none"> • requests for clearer information and communications. 	