

**YEAR IN REVIEW**  
2022





# CONTENTS

02

From the CEO

05

From the Chair

06

Year in Numbers 2022

07

Company  
Priorities 2022

08

Meet the Team

11

Message from ANU  
Research & Innovation

12

Engagement &  
Marketing –  
Net Promoter Score

13

Academic Engagement  
Map and Government  
& Industry Map

14

Engagement &  
Marketing – Events

16

Panels and Tenders

18

Paid Outside Work

20

Customer  
Spotlight - AITC

22

Complex Consortium  
Management

24

Working with  
Government

26

Executive Education

28

Asia and the Pacific

30

ANU Enterprise  
Group – Social  
Research Centre

32

Key Contacts

# FROM THE CEO

2022 was the first full year of the post-covid era for all of us and an opportunity to start a new chapter. 2022 was no different here at ANU Enterprise as we kickstarted our new 3-year Strategy, launched new services and substantially grew our portfolio of activities.

Our purpose has not changed since 1979: ANU Enterprise is a not-for-profit University Engagement Company designed to advance the impact of research and education on society. Our new Strategy aims at positioning ANU Enterprise as a true asset of ANU and recognised as best practice when it comes to University Engagement companies.

I am very pleased to report that 2022 was our best year yet in terms of performance, having generated over \$20M of value to Australian National University (ANU) and delivered a positive financial result for ANU Enterprise as a group.

We launched exciting new flagship offerings like our suite of Project Management Expertise services to assist academics and professional staff in delivering projects funded by Government and Industry.

2022 also saw ANU Enterprise officially becoming the recommended pathway for ANU academics to undertake personal consultancies with Industry and Government. A great recognition for the quality of our support services in the consulting space.

Our teams have received exceptional feedback throughout the year, and it is no surprise we were able to maintain our Net Promoter Score at 70+. We continued to be committed to engaging within our ANU community and have trained over 350 academics at various training workshops this year.

Finally, it is my privilege to celebrate the successes of the whole ANU Enterprise team publicly – a team like no other with a distinct and an authentic sense of purpose, inclusivity and belonging.

We're now turning our attention to 2023, where we will continue to seek to make a substantial contribution to ANU and Society through our unique model and innovative services.



Anthony Pagès





# FROM THE CHAIR

2022 has been a significant year of change in Australia and about the world, including a different approach to COVID responses, international tensions and hostility, inflationary pressures, and a change in our federal Government.

Even in this uncertain environment, I am pleased to report that ANU Enterprise has achieved results exceeding expectations. ANU Enterprise's mission as a not-for-profit university engagement company is to deliver value to Australian National University, captured in a Total Value Statement accepted by ANU Finance Committee and Council as a valid measure of performance.

The University expects ANU Enterprise to have a strong and improving value statement and sound financial performance at an operational level. Consistent with its three-year Strategy established at the start of the year with the Board and Executive, the Company has expanded engagement and traction across the Colleges and Schools, identified new tenders and assisted academics and researchers in gaining increased contracts through its business development activities, provided more extensive project management resources, been endorsed as the university focal point for paid outside work services and generated a modest normalised surplus.

The Company has also worked closely with the University to increase alignment, update its Constitution, and establish a Board Charter to enhance governance arrangements that cascade to the Social Research Centre, ANU Enterprise's for-profit subsidiary. Progress in this regard has been recognised and commended at senior levels of the University hierarchy. From an ANU Enterprise Board perspective, we farewelled Professor Rae Frances when she retired as Dean of CASS but are delighted to welcome Professor Grady Venville, Deputy Vice-Chancellor (Academic).

I would also like to thank my other fellow directors Professor Veronica Taylor, Professor Keith Nugent, Carol Lilley (who also chairs the Audit Committee so effectively and efficiently) and David Henderson. We have a skills-based Board, and all members contribute diligently with a balanced focus on impact, performance, and good governance to deliver measurable value to ANU.

To the excellent, hard-working staff at ANU Enterprise, thank you for your efforts and achievements in 2022. The team is capably managed by CEO Anthony Pagès, supported by COO Frank Papa, and the enthusiastic work environment, the positive organisational culture and the results are a true reflection of their leadership.



Bruce McKay  
Independent Chair and Director

# YEAR IN NUMBERS 2022

	2020	2021	2022	Assessment
A	32 tenders	35 tenders	38 tenders	✓
	\$99 million	\$29 million	\$25 million	✓
B	11 tenders	11 tenders	16 tenders	✓
	\$1.1 million	\$4.9 million	\$6.6 million	✓
C	\$3.2 million	\$9.7 million	\$16 million	✓
D	\$3.8 million	\$3.7 million	\$4.3 million	✓
E	\$2 million	\$4.8 million	\$6.8 million	✓
F	136	122	250	✓
G	110	148	124	✓
H	59	68	70	✓

## Table Notes

- A. Where ANU Enterprise is formally engaged to assist an ANU led tender or bid
- B. When ANU tenders or bids win, regardless of whether contract funds are received
- C. Combined total (ANU Enterprise and ANU) based on the contract value of new work won or secured, not delivered, during the year
- D. HERDC funding to be received by ANU, based on HERDC eligible work undertaken through ANU Enterprise and SRC, as reported and audited to ANU for the year. Based on 31 cents in the dollar
- E. Contract value recorded where ANU Enterprise is formally engaged to undertake work for an academic
- F. Recorded where ANU Enterprise is formally engaged to undertake work for or on behalf of an academic
- H. Net Promoter Score measures customer satisfaction. Industry benchmark in 2022 is 48



# ANU ENTERPRISE PRIORITIES



In 2022, ANU Enterprise continued its transformation towards being the best University engagement company it could be for ANU. We experienced record activity levels for our services, delivered over \$20m of value to ANU, achieved financial sustainability at an operating level, improved our group governance frameworks, and kept our positive collegiate culture alive while doing it.

## VALUE PROPOSITION TO ANU

Whilst 2022 was a year of federal government transition, the Business Development Team achieved historical levels of activity and success.

We kickstarted valuable offerings such as the 'Project Management Expertise' service line and our Professional Learning/Executive Education support services.

2022 also saw ANU Enterprise officially launching its support services for personal consultancies undertaken by academics under the revised ANU Paid Outside Work policy.

We provided our services to 250 academics spread across all seven ANU Colleges.

We received excellent feedback and maintained our Net Promoter Score at 70.

## ENGAGEMENT AND IMPACT

As a "for purpose" engagement company, ANU Enterprise has a core mission to maximise the impact of ANU on society. As part of this mission, effective engagement and communication about the Company and the value it delivers to ANU and its stakeholders, is essential.

2022 was our best year yet in terms of engagement through our multiple channels. We ran training workshops for 369 academics on 'Project Management for Industry and Government', 'How to become a consultant' and 'Preparing Competitive Tenders for Industry and Government'.

Finally, our engagement expertise was recognised through being asked to design and implement a framework for sharable research news communication stories for ANU.

## SYSTEMS

2022 saw ANU Enterprise refine its administrative systems and processes to achieve better efficiency and responsiveness for our academic community. In particular, we successfully passed our accounts payable receivable and payroll audits.

## PEOPLE AND CULTURE

Our staff is what makes ANU Enterprise unique.

Designing our new 3-year ANU Enterprise Strategic Plan was an opportunity to check in with staff on company values, what they mean to us and what they look like in action. The whole ANU Enterprise team worked hard in 2022 to successfully maintain and protect our unique culture, and this was evidenced through the various surveys and check-ins done throughout the year. In addition, we were fortunate to welcome some very skilled professionals to the Business Development and Project Management teams.

## FORWARD-LOOKING

At the time of writing, 2023 looks positive, with a healthy pipeline of projects and opportunities. ANU Enterprise will play a crucial role in supporting Consulting and driving Paid Outside Work activities at ANU. Key to our approach will be the increased consultation and collaboration with the Colleges, Schools, and academics to ensure we deliver maximum value and support.



### EXECUTIVE TEAM

Frank Papa - COO and CFO  
Anthony Pagès - CEO

# THE TEAM 2022





# Creating new technology to better understand the universe

*ANUE's Project Management has provided a level of professional service to deliver on globally significant research, harnessing ANU IP to partner with international space agencies including NASA. The project management services are enabling high impact research at ANU, allowing us to deliver in Government priority areas for the national benefit.*



Assoc Prof Francis Bennet  
ANU College of Science

*GMTIFS is a powerful new tool with which to understand our Universe. It will allow us to, amongst other things, see distant galaxies with images ten times sharper than possible with the Hubble Space Telescope. As an astronomer, I'm fascinated by the opportunities this will provide to explore new physics and confirm some long held theoretical assumptions about how galaxies form and evolve. To the AITC the project provides exciting opportunities to work with emerging new technologies. These systems will advance not only astronomy, but also have applications in fields such as: high-speed laser communications and quantum encryption; and remote sensing for Earth observation.*

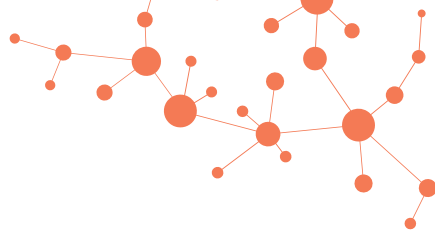
*GMTIFS is a big project (\$30M), with lots of moving parts (both literally and figuratively) and a long development timescale. GMT is a major international partnership (> \$1.5 Billion USD, and 5 countries on 5 continents now). The professional project management services ANUE is providing ensure the team stays on track; balancing the budget; adapting to evolution of the wider GMT project schedule; and balancing urgent versus the important deliverable elements and deadlines. This frees the scientists and engineers working on the program to focus on what they are good at and deliver high performance instrumentation at the leading edge of technology and possibility.*



Prof Rob Sharp  
GMTIFS Principal Investigator,  
ANU College of Science

Photo Credit: Australian National University

# ANU RESEARCH & INNOVATION MESSAGE



Despite the past few years' setbacks, the Australian National University (ANU) research community continues to see growth and development as we turn to the future.

I reflect with pride on our researchers' achievements in 2022, with the knowledge that we are moving towards the bold strategic ambitions we have as one of the world's leading research universities.

In 2022, the Research and Innovation Portfolio announced its Research Strategy, with the guiding principle based on ANU being excellent in everything it does.

The Strategy provides a valuable framework that supports researchers to build on their strengths in their pursuit of research excellence, which we will always support and celebrate.

The key measures for success are research income, publications, and Higher Degree by Research completions, and it is my hope that our performance expectations will place ANU as the national and international leader in every field in which it chooses to contribute.

The opening of the Stawell Underground Physics Laboratory in Victoria, Australia's first dark matter lab in a kilometre-deep gold mine, was a huge thrill to me as a physicist.

The Southern Hemisphere is now part of the worldwide quest to understand dark matter! I was excited to don my hard hat and visit the lab in person in August, and I look forward to seeing

the discoveries that are to come. The Research and Innovation Portfolio has worked with ANU Enterprise to design and launch a dedicated Personal Consultancy Service to support and process projects with Industry and Government to a high professional standard, and I am pleased to see ANU Paid Outside Work policy now in place.

A key area of focus for me is ensuring our researchers are supported to generate impactful projects with Industry and Government partners. ANU Enterprise plays a key role in this, with its support services dedicated to identifying and winning tenders and proposal opportunities for ANU. I was particularly pleased that ANU Enterprise exceeded its Tender KPIs in 2022.

But it is also about ensuring these projects are delivered to high-quality standards and ensuring we look after our Industry and Government partners. To that end, I was pleased to witness the take-up of ANU Enterprise's Project Management Expertise services – a new offering successfully launched this year.

In summary, 2022 saw ANU Enterprise continue to play a key role in the delivery of ANU R&I portfolio's objectives with the contribution of substantial value to ANU via its suite of services and other value streams emanating from its commercial ecosystem and ownership of a business like the Social Research Centre Pty Ltd.

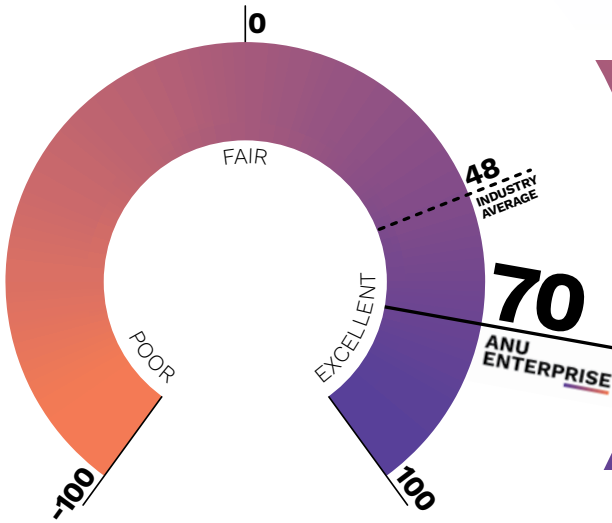
**Prof Keith Nugent**  
Deputy Vice Chancellor –  
Research & Innovation, ANU



*Photo Credit: Australian National University*

# ENGAGEMENT & MARKETING

Engagement and marketing impact soared in 2022, with new record levels of demand for ANU Enterprise project management and business development services across the University.



We delivered our events to  
**369**  
academics and  
professional staff

The Company achieved new engagement milestones, including growing our Net Promoter Score growth to 70/100 across our service lines and delivering our events to 369 academics and professional staff, and increased our social media engagement.

We collected  
**69**  
pieces of  
customer feedback

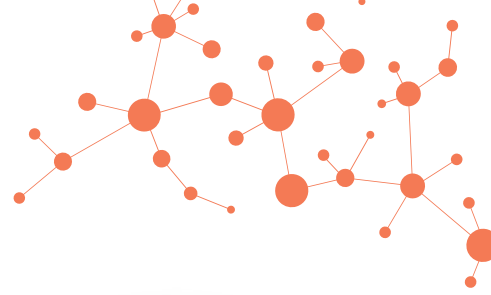
Through  
**13**  
touch points in  
multiple services

This year ANU Enterprise collected 69 pieces of customer feedback throughout 13 touch points in Project Management and Business Development services. As in previous years, the feedback informed continuous improvement changes in service delivery. Our stakeholder feedback is the cornerstone of our engagement strategy with the University.

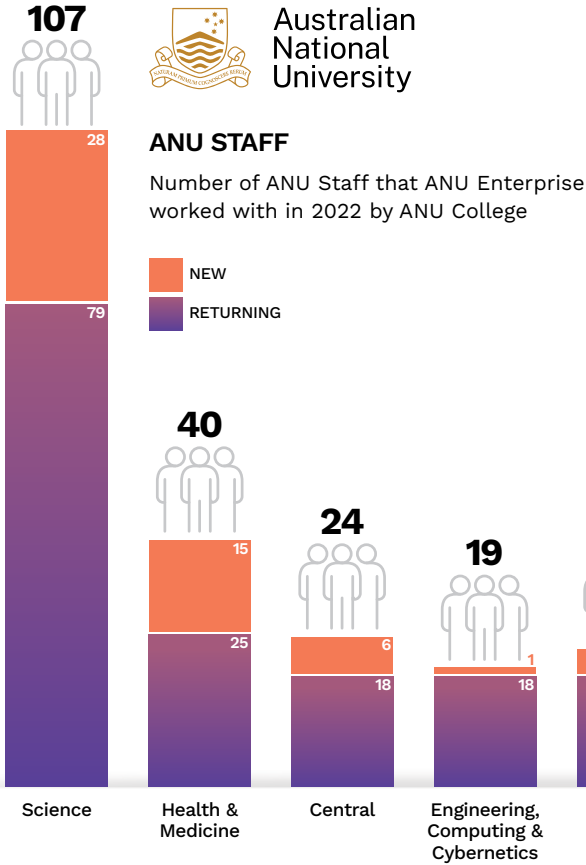


We increased our social  
media engagement

# ENGAGEMENT & MARKETING



## ENGAGEMENT MAP



## INDUSTRY & GOVERNMENT

Examples of organisations ANU Enterprise engaged with on behalf of ANU Staff in 2022



## ENGAGEMENT & MARKETING

### NET PROMOTER SCORE

Since ANU Enterprise Engagement Strategy commenced in 2020, our Net Promoter Score result has grown from 59, to 68 in 2021 and further increased to 70/100 in 2022. Similarly, the number of stakeholders we survey increased. In 2020 we collected survey responses from 64 stakeholders, and in 2022 we collected feedback from 245 stakeholders. Our most telling engagement indicator is the 28% survey response rate.

2022 saw an increase in the number of touchpoints or 'moments of truth' where we checked in on perceptions of our service, including for customers of our Paid Outside Work service, and more frequent check-ins for complex projects.

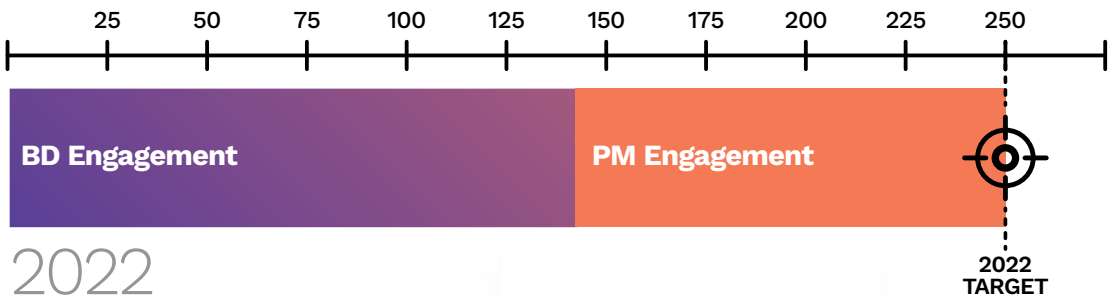
Our dedicated and highly engaged workforce continue to prove that culture sits at the heart of the impact we deliver at ANU Enterprise.

In 2022, our engagement reporting reflected upon ANU Excellence in Research for Australia assessment data. This data allowed the Company insights into the number of research-active academics.

This year ANU Enterprise prepared new engagement measures to demonstrate a more detailed picture of the engagement between ANU Enterprise and ANU by capturing the total of all academics and professional staff we work with in Project Management and our Business Development services.

In 2022, ANU Enterprise collected engagement insights on in-person meetings, events, and presentations, together with our digital engagements on social media, to represent engagement as in-person touchpoints.

### ACADEMIC + PROFESSIONAL STAFF ENGAGEMENT 2022



2022

Photo credit: Australian National University



## ENGAGEMENT & MARKETING

### EVENTS

Our online events were, once again, a cornerstone of how ANU Enterprise engaged with the University. In 2022 over 369 academics registered to attend our events program. We estimate this number represents almost a fifth of the research-active community at ANU.

Our event topics remained popular with new academics and included project management, tenders and personal consultancies. Our most popular event in 2022 was project management, with 177 registrations. The lively Q&A sessions at the end of all three events indicated that whether our stakeholders attended in person or watched a recording afterwards, they appreciated having experienced speakers, tools, links, and tips to assist in the journey to research impact.

### THE RISE

The Rise, ANU Enterprise's quarterly newsletter, continues to be our primary communication tool with the university research community. In 2022, 80% of our subscribers came from ANU, and our audience increased to over 2000 subscribers, and a high rate of readership.

It is always a pleasure to reflect on a year of generous feedback and engagement. Our feedback speaks to services that have become integral to the support ANU researchers can access and have come to rely on.

#### Project Management Feedback

#### Business Development Feedback

QUESTION:

What was the main reason you chose this score?

efficient ANU  
contract team work  
good management  
ANUE helpful project  
professional processes  
support ANU Enterprise  
time colleagues staff  
great quick payment  
service process

application work  
team ANU Enterprise  
ANU professional  
experience submission  
great responsive helpful  
efficient service process  
tender good support  
excellent colleges  
information

*In summary, 2022 was a momentous year for engagement, where ANU Enterprise, continued to engage in a way that met the needs of our only shareholder, the Australian National University.*

# PANELS AND TENDERS

Panels are a mechanism used by the Government and Industry to establish a cohort of pre-qualified suppliers to deliver services. Government, in particular, use Panel arrangements to procure diverse services, ranging from building maintenance to research and education services, progressing Australia's national interests and priorities, and many other services.

Panels make contracting much faster and more efficient and can typically be in place for up to 8 years. They are of strategic importance to ANU as they can provide the foundation for many years of effective collaboration with Government.

## DEPARTMENT OF INDUSTRY, INNOVATION AND SCIENCE LEARNING AND DEVELOPMENT PANEL

Over the last five years, ANU has secured \$9.8m to deliver executive education, short courses, and professional learning programs for the Commonwealth through the Department of Industry, Innovation and Science Learning and Development Panel (DIIS L&D).

In 2017, the DIIS L&D panel was one of the first large ANU panel submissions by ANU Enterprise Business Development Team. Our team worked closely with the ANU Centre for Continuing Education to prepare a response that included 79 academics in the prequalification process.

Dr John Shellard, Business Development Manager for ANU Enterprise, coordinated the original submission in 2017, reflected on the outcome, "putting this one together was a huge job without much guarantee of a return. The panel arrangement represented an exciting opportunity for ANU to provide more education and training services and to build relationships with Commonwealth agencies. Lots of people at ANU got on board with this opportunity, and it's great to see that it has paid off," he said.

Like many panels, Deeds of Standing Offer, or prequalification schemes, the DIIS L&D panel allowed the complex procurement processes to be dealt with upfront. The multi-agency panel enables any Commonwealth department or agency to piggyback on the panel terms and request a quote.

The Commonwealth has contracted over 155 courses with ANU throughout the panel term. After two extensions of the panel term, the standing arrangement will finish in February 2023. The panel has facilitated the building of many enduring partnerships with the Commonwealth and has created critical relationships for future work between researchers and the government.

## PANEL FOR REPORTS ON SCIENCE AND TECHNOLOGY - DEPARTMENT OF INDUSTRY, SCIENCE, ENERGY AND RESOURCES

The ANU Enterprise Business Development team supported ANU College of Science to prepare and submit a proposal for a Commonwealth-issued opportunity to join a Panel for the Provision of Reports on Science and Technology to the Chief Scientist and the National Science and Technology Council. The development of the proposal was a collaboration with colleagues across the College including business development and research offices. The proposal was successful and presents ANU with an excellent strategic avenue for providing advice and reports to the Chief Scientist on scientific issues of national significance. The Commonwealth will utilise expertise from a broad range of experts in the science and research sector to produce formal reports that support access to science and technology advice in a consistent and policy-relevant manner on issues facing Australia.

This opportunity will also expand academic networks, increase the visibility of the University's capability, and highlight the diverse expertise of ANU.

ANU Enterprise Business Development team managed the development of the multi-school proposal, coordinated inputs across the College, and assisted in the pricing, contracting, and liaising with the Commonwealth.

Over the last five years, ANU has secured \$9.8 million to deliver executive education, short courses, and professional learning programs.

## QUEENSLAND EDUCATION DEPARTMENT PANEL

ANU School of Literature, Languages and Linguistics (SLLL) Indigenous Languages team, represented by Dr Denise Angelo, Professor Jane Simpson, and Dr Catherine Hudson, responded to the Queensland Department of Education opportunity, to submit a proposal for ANU to be considered to join a Pre-Qualified Panel of Suppliers for the Provision of Professional Development Training for Staff.

This opportunity came to ANU in mid-2021 through the Indigenous Languages team at SLLL ANU College of Arts & Social Sciences. The SLLL team worked with the support of ANU Enterprise on two previous projects: the Commonwealth Evaluation of the English Language Learning for Indigenous Children (ELLIC) project and then the Evaluation of the EAL/D Hub project for the Queensland Department of Education.

This panel will allow any Queensland School or related government entity to procure Professional Development services (such as training teachers to apply a language teaching methodology) via a Standing Offer Arrangement. ANU Enterprise assisted in the development of the proposal, which consisted of over 50 pages of compliance questions and was submitted in mid-July 2021. As well as the indigenous language and pedagogical expertise from SLLL, we were able to incorporate expertise categories from across ANU, including psychology and leadership training. The Panel duration is three years with the option to extend by a further two years, and we look forward to many opportunities for ANU.



# PAID OUTSIDE WORK

ANU encourages academics to develop and maintain professional standing in the community by undertaking up to 52 days of personal consultancy work per year

under the ANU Paid Outside Work policy. The policy enables staff to disseminate and apply their research and expertise beyond academia.

ANU Enterprise is endorsed by the University to support ANU academics in undertaking personal consultancies with Industry and Government. Our services include advice on costing and pricing, providing professional insurance, developing project scope, negotiating contract terms, contract and relationship management, plus invoicing and payments. Our support is tailored to ensure the project is successful and reflects well on you and ANU.

## QUALITATIVE RESEARCH PROJECT TO INVESTIGATE THE IMPACT OF ONLINE HARMS ON CHILDREN

Associate Professor Faith Gordon, from the ANU College of Law, was approached by a UK research and consulting firm, Ecorys, to support them in developing a report for the UK Government Department for Digital, Culture, Media & Sport. Ecorys needed specific expertise on a qualitative research project investigating the impact of online harm on children. Associate Professor Gordon was approached as an internationally recognised expert in youth justice, media representations, children's rights, digital technologies, and media regulation.

ANU Enterprise was able to assist with reviewing and negotiating the contract and facilitating payment from an international entity.

## INDEPENDENT EXPERT ADVISORY SERVICES

The Natural Resources Commission (NRC) has a strong relationship with ANU and highly values working with academic experts who provide independent advice with excellent credibility. ANU Enterprise facilitated the engagement of Professor Philip Gibbons as an independent expert advisor on NRC Lands and Forests program. Professor Gibbons has a longstanding career in forest conservation and management, including threatened species conservation, fire management and forest modelling. This expertise is highly valued by NRC and aligns with their purpose of managing finite natural resources to ensure healthy and robust communities, environments, and industries now and into the future.


The work provided by Professor Gibbons was crucial as it enabled NRC to deliver independent and robust evidence-based advice to the NSW Government using the latest science, research, and best practice.

ANU Enterprise helped Professor Gibbons to negotiate the contract and managed the project delivery, reporting and invoicing requirements throughout the project.

## EXPERTISE IN THE DYNAMICS OF AI (ARTIFICIAL INTELLIGENCE) DEVELOPMENT

Dr Sarita Rosenstock from the School of Philosophy was approached by US research and deployment company, OpenAI, to work with them on a report relating to the dynamics of AI development. OpenAI's mission is to ensure that artificial general intelligence benefits all of humanity. OpenAI requested Dr Rosenstock's input and expertise due to her work on humanising machine intelligence.

ANU Enterprise provided Dr Rosenstock with the required insurance and negotiated terms in the contract to ensure she retained the right to publish any non-confidential material for her own research purposes.



IMPACT OF  
**ONLINE  
HARM**  
ON CHILDREN

## CUSTOMER SPOTLIGHT

# ADVANCED INSTRUMENTATION TECHNOLOGY CENTRE (AITC)

AITC: Designing and building scientific instruments for telescopes around the world.

**Q: Tell us about the projects you have worked on with ANU Enterprise and how they sit in the context of your portfolio of work?**

ANU Enterprise is assisting us and supporting us with our main flagship projects, which include GMTIFS and the Giant Magellan Telescope suite of projects, the MAVIS project with the European Southern Observatory (ESO), the Trailblazer project, and additional support for Subaru Ultimate.

The bottom line is pretty much more than half of our business turnover, equating to roughly \$3.5 million a year, is being project managed and supported by ANU Enterprise.

**Q: How does ANU Enterprise support AITC to reach its objectives?**

ANU Enterprise project manages our projects and makes sure they are delivered. Basically, without ANU Enterprise we could not deliver on our research and development program.

**Q: How does the support provided enable AITC to achieve impact?**

AITC is engaged in both delivery of instrumentation and infrastructure, and testing support for the astronomy and space-based communities at ANU level, a national level, and an international level as well.

For half of that business, primarily for the ground-based astronomy activities, ANU Enterprise is providing project management support.

Without ANU Enterprise's ability to plan and manage the projects, AITC would effectively be trying to implement the technical activities without proper planning or direction, which is effectively a disaster waiting to happen and an uncontrolled expenditure in an ineffective manner. So that is the bottom line.

**Q: What value did working with ANU Enterprise bring to your role?**

It's saved us drowning, and it prevented us from just wasting time and effort and effectively being very ineffective.

Without planning, without project management, you cannot deliver on projects of this kind. They don't run themselves and they must be managed, and that is the essential element that ANU Enterprise has provided.

In the case of MAVIS, there is the additional responsibility of managing the consortium and keeping the consortium together, and that is delivering on a \$50 million instrument, as is GMTIFS. And without that management from ANU Enterprise, the consortium potentially falls apart and we fail not only ourselves but the community and the end users, so the customer in case of ESO and the astronomers in the case of the infrastructure we are providing.

**Q: What advice would you give to staff at ANU who are working on other complex projects?**

Get a good project manager working with you.

A friend of mine used to say, you should plan the work and then you should work the plan, and without that, chaos ensues.

Without ANU Enterprise support, we would not be where we are, and we would not be able to deliver on our business, so ANU Enterprise is an essential part of the AITC business.

Photo credit: Australian National University



Photo credit: Australian National University

## Dr Roger Haynes

Technical Director, Advanced Instrumentation Technology Centre (AITC)

ANU Research School of Astronomy and Astrophysics

Photo credit: Australian National University

## PROJECT CAPABILITY

# COMPLEX CONSORTIUM, PROJECT AND STAKEHOLDER MANAGEMENT

### PROJECTS:

MAVIS instrument for the European Southern Observatory

---

iLAUNCH Program with InSpace

---

Giant Magellan Telescope suite of projects

---

National Computational Infrastructure suite of projects

---

ANU Optus Bushfires Initiative

---

ANU Enterprise has expertise in delivering a wide range of complex projects in various industry and government sectors. We pride ourselves in tailoring our project services to suit the requirements, needs and level of complexity of each project.

Throughout 2022, the ANU Enterprise project management team scaled up to meet increased demand for projects with complex project and stakeholder management needs to support ANU teams to deliver a range of multi-year and multi-phased projects with a range of stakeholders in government and industry. The projects include several initiatives with National Computational Infrastructure (NCI), the Advanced Instrumentation Technology Centre (AITC), and ANU Institute for Space (InSpace).

### ADVANCED INSTRUMENTATION TECHNOLOGY CENTRE – ADVANCING AUSTRALIAN ASTRONOMY AND ASTROPHYSICS

From the end of 2021 and continuing throughout 2022, ANU Enterprise provided experienced project management capability to support Principal Investigator Professor Francois Rigaut of the AITC within the Research School of Astronomy and Astrophysics. ANU Enterprise support is focused on implementing governance, consortia, and client relationship management; and guiding the team to meet the complex project, risk, and quality assurance processes.

As the Lead Project Manager of the project Consortium, ANU Enterprise works closely with Professor Rigaut, Lead Systems Engineer David Brodrick, and the project Scientists to progress the design and development of the MCAO-Assisted Visible Imager and Spectrograph (MAVIS) instrument. This flagship instrument for ANU is being built for the European Southern Observatory's Very Large Telescopes in Chile and will enable ANU and the broader Australian astronomical community to advance research in astronomy and astrophysics.

Professor Rigaut brought together an Australian and European-based project team, including five primary institutes across four countries with a 105-person team, to collaboratively design and build a complex, bespoke instrument with cutting-edge science requirements which advances the standing and capability of ANU and Australia in astronomical instrumentation.



*“MAVIS will be a game changer in ground-based astronomy. MAVIS will provide a unique capability, one that will reinforce and extend the productivity of the Very Large Telescopes and keep it at the forefront of science in the Extremely Large Telescope and James Webb Space Telescope era. MAVIS is an ambitious, unique instrument. For now, and the foreseeable future, it has no competitor in any other ground-based facility.*

*ANU Enterprise has been, and will continue to provide in the long term, crucial senior Project Management and governance support for MAVIS, a complex international project in its organisation, funding and importance for the Australian Astronomical science community.”*



**Professor Francois Rigaut**

Principal Investigator, MAVIS; Adaptive Optics Principal Scientist and Director of Astralis at the Advanced Instrumentation Technology Centre, ANU Research School of Astronomy and Astrophysics.

## **ANU INSTITUTE OF SPACE (INSPACE) – GROWING AUSTRALIA’S SPACE RESEARCH AND INDUSTRY**

ANU Institute of Space (InSpace) – growing Australia’s space research and industry

Professor Anna Moore, Director, InSpace, led a successful submission on behalf of ANU to co-found the Innovative Launch, Automation; Novel Materials, Communications and Hypersonics (iLAUNCH) Hub. The iLAUNCH Hub is led by the University of Southern Queensland and is in partnership with the University of South Australia and industry. ANU is a major partner bringing capability and strong ties with industry to deliver projects that will advance the commercialisation of space research and the space industry in Australia, with projects under the initiative being delivered by ANU Research School of Astronomy and Astrophysics, ANU College of Health and Medicine and ANU Research School of Physics funded through the Australian Government’s Trailblazer Universities Program.

ANU Enterprise provided a project management-team support model focusing on contract negotiations and project planning and has worked closely across Colleges, ANU Business Engagement and Commercialisation and the Research Contracts Office, to review and negotiate the terms and conditions of the agreements.

*Photo credit: Australian National University*

# WORKING WITH GOVERNMENT

During 2022 ANU Enterprise supported ANU academics to win and deliver Government projects, increasing ANU Category 2 Government funding.

ANU Enterprise acts as a valuable link between the unique and diverse skills of ANU academics and all levels of government through our ability to meet the stringent governance, reporting and project management requirements Government entities expect.

## DEPARTMENT OF VETERANS AFFAIRS – OPEN ARMS OUTCOMES MONITORING FRAMEWORK

ANU Enterprise is providing project management support and expertise to Professor Philip Batterham from the ANU Centre for Mental Health Research, in the Research School of Population Health and Professor Peter Butterworth, Professor Alison Calear, Professor Nicolas Cherbuin, Associate Professor Michelle Banfield, Madeline Romaniuk, Angelica Trias and Melonie Martin to deliver an Outcomes Monitoring Framework to the Department of Veterans Affairs (DVA) – Open Arms program.

Open Arms program is a Veteran's and Family Counselling service run by DVA that provides important health services, treatment programs and workshops and self-help tools. The role of ANU Enterprise in this project is to establish and implement the governance of the project, including a detailed project plan, and ongoing project support.

*With all the challenges of running a large research project, it is vital to have a team with project management expertise and experience in working with Government and Industry. ANU Enterprise brings this expertise to our project, which means that academics can apply their complete focus to conducting the evaluation.*

*Our partnership with ANU Enterprise has created a more satisfying experience for everyone involved. With the input of ANU Enterprise, our project has clear governance structures, smooth communication processes and feels well supported, which makes for better research and evaluation outcomes.*



**Prof Philip Batterham**  
ANU Centre for Mental Health Research

## ENGLISH LANGUAGE LEARNING FOR INDIGENOUS CHILDREN (ELLIC) TRIAL

ANU Enterprise has been engaged by the ANU College of Arts and Social Sciences (CASS) to support its work with the Department of Education, Skills and Employment to implement the final phase of this multi-part project following the successful delivery of the previous phases.

The ELLIC project aims to support English language learning for children from Indigenous communities. ANU Enterprise supports the academic team across three different universities: Dr Inge Kral and Dr Catherine Hudson from CASS, Dr Mark Richards from Western Sydney University, and Susan Poetsch (PhD Candidate) from University of Sydney.

ANU Enterprise's support focussed on stakeholder communications, deliverable and contract management, budget tracking and payments for Indigenous Reference Group participation and supporting ANU to meet client project and risk reporting requirements.

*We are a team of academics from multiple universities undertaking a government-contracted evaluation. ANU Enterprise provided us with exactly the support we needed to satisfy our various contractual obligations. They were efficient, supportive and they understood the context. Highly recommend them!*



**Dr Inge Kral**  
Honorary Fellow, ANU College of Arts and Social Sciences

## ENGLISH AS AN ADDITIONAL LANGUAGE OR DIALECT (EAL/D) HUB

This year we also continued to provide support to Professor Jane Simpson, Dr Susy Macqueen, Dr Denise Angelo, Dr Catherine Hudson all from ANU College of Arts and Social Sciences, and other specialists to help them evaluate the EAL/D Hub project for the Queensland Department of Education.

ANU Enterprise Project Management team is both familiar and certified in different project management methodologies and supported the academic team to win the work through providing a Project Manager with PRINCE2 practitioner certification – a requirement of the Request for Quote. During delivery, ANU Enterprise provided guidance and expertise to the academic team. This included advice on the development of the workplan and deliverable descriptions to meet the Gateway Review methodology. ANU Enterprise also negotiated an associated expansion in scope, resources, and budget to help further facilitate the needs to both ANU and the Queensland Government.

*ANU Enterprise staff were exceptionally helpful in preparing the tender and providing timely, professional administration throughout the project. They are knowledgeable when it comes to ANU processes and their assistance with managing administration for ANU team members has been invaluable. They have also been able to organise onboarding of non-ANU team members, including contractual and financial arrangements.*



**Dr Denise Angelo**  
Researcher, ANU College of Arts & Social Sciences

# EXECUTIVE EDUCATION

ANU Enterprise excels at delivering project management services to ANU Executive Education and Professional Learning courses.

This year included the delivery of a Department of Foreign Affairs & Trade (DFAT) funded Australia Awards course; conference program management support, and engagement of numerous subcontractors and service providers to assist with ANU courses and projects, as well as support for online learning projects.

## NATIONAL COMPUTATIONAL INFRASTRUCTURE (NCI) CONFERENCES

ANU Enterprise Project Management team was engaged by NCI in August this year to provide program and project management support to their new conferences hosting program for 2023 and 2024. NCI Director, Professor Sean Smith, and Deputy Director, Business Development and User Engagement, Dr Liz Williams, requested ANU Enterprise work with a core group of NCI staff including, Communications and Outreach Coordinator, Adam Huttner-Koros and Business Development Coordinator, Chandni Seth, to establish a framework and tailored project management tools to support and streamline future conference delivery hosted by NCI.

ANU Enterprise is also providing surge capacity to plan and deliver the venue, catering, flights, and VIP welfare and logistics for several NCI conferences including two local events for 200 attendees in 2023, the Australian Leadership Computing Symposium, and an international Super Computing Asia conference, for up to 2000 attendees in Sydney in 2024.

*“ANU Enterprise’s professional level of support is much appreciated for these conferences, which are landmark events for the Australian high-performance computing and data eco system.”*

**Prof Sean Smith**

Director, National Computational Infrastructure

Photo credit: Australian National University

## AUSTRALIA AWARDS SHORT COURSE VIETNAM AND LAOS

ANU Enterprise was engaged by DFAT and managing contractor Tetra Tech, to lead the planning and delivery of a two-week Canberra based Australia Awards short course for two groups of government officials from Vietnam and Laos. Working alongside lead facilitator Russ Swinerton, ANU guest presenters including Professor and Laureate Fellow, Quentin Grafton, Crawford School of Public Policy; Kevin Magee, Visiting Fellow, Australian Centre on China in the World at ANU College of Asia & the Pacific; and Kyle Wilson, Visiting Fellow, Centre of European Studies, at ANU College of Arts & Social Sciences were engaged by ANU Enterprise to deliver the *Strategic Analysis and Analytical Writing component of the program*.

In addition to delivering contract management to meet DFAT requirements, including milestone and financial reporting, ANU Enterprise provided logistics and welfare management. This comprehensive welfare support included the provision of a dedicated Welfare Officer to prepare the participants to understand and feel confident in country and engaged in the short course.

*ANU Enterprise supported DFAT with project management of an Australian Awards Short Course – The Strategic Analysis and Analytical Writing course under the Mekong Australia Partnership. ... As part of the program delivery, ANU Enterprise also provided logistic management support (transportation, food, accommodation), site visits and welfare support.*

*The program exceeded DFAT's expectations. Participants learned how to analyse complex strategic problems using advanced structured analytical techniques... The course exposed Vietnam and Lao participants to new ideas and ways of thinking and gave them an opportunity to experience high-quality teaching from one of Australia's most prestigious universities.*

### **Matthew Banks**

First Secretary, Political and Development,  
Australian Embassy in Lao People's Democratic Republic

## SUBCONTRACTORS AND SERVICE PROVIDERS

ANU Enterprise has a long history of supporting ANU by engaging and managing subcontractors or service providers across several projects. This year, in one example, Andrea Haese, Executive Officer, Coral Bell School of Asia Pacific Affairs, engaged ANU Enterprise to contract guest presenters to facilitate and present for the Department of Agriculture, Water and the Environment short course on the Fundamentals of Negotiation in June 2022.

# ASIA AND THE PACIFIC

ANU Enterprise supports the ANU strategic vision to “collaborate with our Asian and Pacific neighbours on research that addresses emerging regional issues” (*ANU by 2025 Strategic Plan 2021-2025*).

In 2022, ANU Enterprise managed 11 projects enabling ANU impact across the Asia-Pacific region, addressing social, economic, and environmental themes.

ANU Enterprise’s expertise in risk management, contracting, financial management, and facilitation of cross-cultural and cross-disciplinary collaboration directly supported ANU academics/researchers in delivering projects in the Asia-Pacific region. Following the re-opening of travel after the COVID-19 shutdown, ANU Enterprise continued to demonstrate expertise in international logistics management.

## SUPPORTING DEVPOL TO ENGAGE IN THE PACIFIC

ANU Enterprise has provided longstanding contracting, financial and logistics for the Development Policy Centre (DevPol) in the Pacific. Professor Stephen Howes, Director of the Development Policy Centre, Crawford School of Public Policy and Centre Manager, Elizabeth Orton, use ANU Enterprise to flexibly resource their partnership with the University of Papua New Guinea and facilitate other activities across the Pacific.

*Devpol has a small administrative team with a need to attract and engage team members based in PNG and the Pacific Islands region to deliver the unique requirements of its projects and associated research outreach activities. ANU Enterprise has the contracting knowledge and expertise to ensure that risks are minimised and allows us to engage experts in positions as subcontractors.*

*ANU Enterprise enabled us to take up the opportunity to engage a media consultant with specialist knowledge about the Pacific region and based in the Pacific region, resulting in regular re-publication of Devpolicy Blogs in Pacific media outlets” and has enabled Devpol the “flexibility to engage a part-time consultant editor, based remotely, who regularly travels to the Pacific, with ANU Enterprise managing invoicing.*

**Beth Orton**

ANU Development Policy, Centre Manager,  
Crawford School of Public Policy



## WORLD BANK GROUP PROJECT ON ARTISANAL AND SMALL-SCALE MINING

Since 2021, ANU Enterprise has been providing project management services for a cross-disciplinary team working alongside Professor Kuntala Lahiri-Dutt from ANU Crawford School of Public Policy comprised of Dr Sara Beavis, ANU Fenner School of Environment and Society, Dr Aparna Lal, ANU Research School of Population Health, and Dr Bernadetta Devi, Queensland University of Technology. The team was engaged through ANU Enterprise to provide an analysis of the impacts of COVID-19 on the artisanal mining communities in Indonesia to the World Bank Group.

ANU Enterprise co-ordinated the bid, managed project scope and deliverables, and facilitated collaboration with the World Bank team in Indonesia and Washington DC. Alongside subcontracting national advisers working on the ground in Indonesia, ANU Enterprise provided editing and graphic design to produce a high-quality final report ready for publication by the World Bank.

*From the very start, the whole team seems to have an ownership of the project and is on the same page to achieve the ultimate goal, which makes it easier for us.*

**Balada Amor**

Senior Mining Specialist, World Bank Group

Photo Credit:  
World Bank Group

## DFAT PROJECT IN PAPUA NEW GUINEA: MOROBE SCHOOL GARDENS

This year, ANU Enterprise concluded an 18-month engagement managing the Department of Foreign Affairs and Trade (DFAT) funded Morobe School Gardens Pilot Project, based in Papua New Guinea. ANU Enterprise led the engagement with DFAT and ANU, principally Dr Graham Walker from the Australian National Centre for the Public Awareness of Science and Honorary Professor Robyn Alders from the Development Policy Centre, to implement a gardens and poultry program at participating schools in Lae, including the development of educational resources, and a model for how the project could be sustainably managed by local schools.

ANU Enterprise managed the contract with DFAT, work plan implementation and in-country operations, subcontracting a local team in Lae, PNG, as well as the team of experts from ANU and partner organisations to deliver the complex program of work.



# ANU ENTERPRISE GROUP - SOCIAL RESEARCH CENTRE PTY LTD

Data is at the core of what we do. We are experts in collecting, compiling, curating, comprehending and communicating data through collaboration and co-design. What we do makes a positive difference to society.

## 2022 in review



Life in  
Australia®  
Be heard | Be represented

30  
projects

65,000  
surveys

\$137,350  
donated to charities by  
our panelists

164

projects  
launched

600

video-assisted live  
interviews

157,153

telephone interviews  
completed

783,205

online surveys

110

projects  
completed

7,270,126

sample managed

39

dashboards built

496

employees

600

in-depth  
interviews  
(online and in-person)

200

cognitive tests

60

focus groups  
(online and in-person)

30

stakeholder  
workshops

40

evaluations



PROUD TO BE AN  
**INCLUSIVE EMPLOYER**  
**2022-2023**



## NSSS | 2021 NATIONAL STUDENT SAFETY SURVEY

The Social Research surveyed 43,819 students from 38 Universities Australia (UA) member institutions. The 2021 National Student Safety Survey results were released on 23 March 2022. The 2021 National Student Safety Survey (NSSS) was funded by UA through its Respect. Now. Always. initiative – a sector-wide program that aims to prevent sexual violence in university communities and support those who have been affected. It builds on an important legacy of previous research and advocacy – informing the ongoing efforts of Australian universities in building equitable, safe, and inclusive learning experiences for their students.

Sample for surveys continues to be a significant problem for population research. Life in Australia™ provides The Social Research Centre (SRC) with a competitive advantage as Australia's most methodologically rigorous online panel. It exclusively uses random probability-based sampling methods and covers online and offline populations.

Since its creation in 2016, SRC has generated over \$9 million in revenue. In 2022, the panel was utilised to capacity with a range of clients fielding surveys in every wave, in addition to the successful *What Australia Thinks* poll conducted for the Centre for Social Research & Methods at ANU ([whataustraliathinks.org.au/](http://whataustraliathinks.org.au/)).

This year the *Australian Comparative Study of Survey Methods* has been conducted to provide an objective comparison of the contemporary survey sampling methods to evaluate and improve sampling practices for general population surveys. This empirical evidence will support the expansion of Life in Australia™ planned for 2023 to meet client demand for better data quality.

There was some disruption due to the Federal Election, and the number of opportunities was less than in 2021 (174), with 132 research opportunities to date in 2022.

However, a strong reputation as one of Australia's most trusted evidence partners for social research and evaluation has improved our win

ratio from 57% in 2021 to 60% in 2022, maximising our bid effort. Maintaining close relationships and partnerships with our clients has been an important strategy resulting in over half of our work being commissioned from non-competitive bids (56%). An important source of Federal Government Program Design, Project Evaluation, Research and Data Collection contracts will be procured through the Management Advisory Services Panel (Phase 3). The Social Research Centre has been successfully appointed to this panel for three years, with the potential to extend.

SRC research has been consistent in supporting professional opportunities for our staff, contributing to social impact, and producing over \$2.5 million in HERDC for ANU in 2022.

The SRC implemented a diversification strategy to grow sustainability as technology, methods and social issues change. In 2022, 56% of our contracts came from existing clients undertaking research using established methods. A quarter (27%) of contracts were derived from our existing customer base, but SRC sold them new methods, products, or services developed to better meet client needs. By way of example, this year SRC developed and tested Video Assisted Live Interviewing for the ABS to understand the implications of this as an alternative mode to in-person interviewing. The remaining 17% of contracts were generated from new clients, predominately from growing the client base through established methods.

Federal and state government clients account for almost 73% of our contract values and are two-thirds of our projects. Academic clients account for 17% of revenue and not-for-profit 8%, with the remainder from corporate consultancies.

In 2022, working with the Statistical Society of Australia, SRC organised a webinar on measuring sex, gender identity and sexual orientation presented by leading U.S. researchers and offered a course on survey sampling in conjunction with the SSA and the International Program on Survey and Data Science.

In 2023 SRC aim to continue to innovate and experiment with expanding our social impact by scaling through sustainable growth.

# KEY CONTACTS

## GENERAL ENQUIRIES

consulting@anenterprise.com.au  
+61 2 6125 6101

## EXECUTIVE

### Anthony Pagès



Chief Executive Officer  
anthony.pages@anenterprise.com.au  
+61 2 6125 0984

### Frank Papa



Chief Operating Officer & Company Secretary  
frank.papa@anenterprise.com.au  
+61 2 6125 0612

## BUSINESS DEVELOPMENT ENQUIRIES

### Elouise O'Toole



Head of Business Development  
elouise.otoole@anenterprise.com.au  
+61 2 6125 0944

### Dr John Shellard



Senior Business Development Manager |  
Professional Learning  
john.shellard@anenterprise.com.au  
+61 2 6125 1808

## PROJECT MANAGEMENT ENQUIRIES

### Jennifer Burgess



Head of Project Management  
jennifer.burgess@anenterprise.com.au  
+61 2 6125 0943

## ANU ENTERPRISE BOARD MEMBERS



**Bruce McKay**  
Independent Chair and Director



**Carol Lilley**  
Independent Non-Executive Director



**David Henderson**  
Independent Non-Executive Director



**Prof Keith Nugent**  
Director  
ANU Deputy Vice Chancellor  
(Research and Innovation)



**Prof Grady Venville**  
Director  
ANU Deputy Vice-Chancellor (Academic)



**Prof Veronica Taylor**  
Director  
Professor of Law and Regulation at ANU  
School of Regulation and Global Governance

## ENGAGEMENT & MARKETING ENQUIRIES

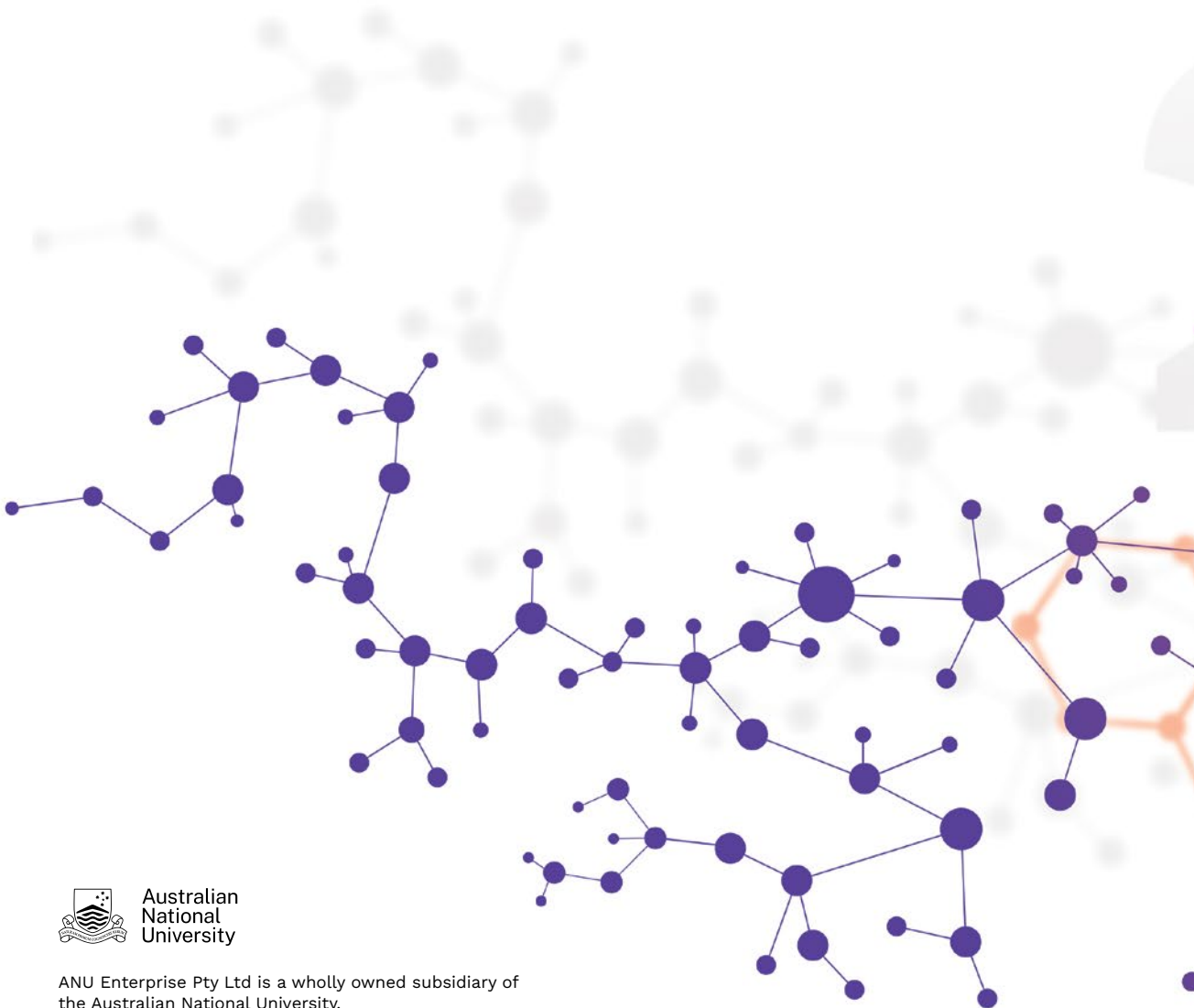


**Susan Blain**  
Head of Engagement & Marketing  
susan.blain@anenterprise.com.au  
+61 2 6125 0942



# ANU ENTERPRISE

Watch our video to learn more  
about ANU Enterprise.



Australian  
National  
University

ANU Enterprise Pty Ltd is a wholly owned subsidiary of  
the Australian National University.

ABN: 31 008 548 650

2/121 Marcus Clarke St.  
Canberra ACT 2601