

From: s 22
To: s 47F
Subject: Issue Inspector Report and closure email - MC00039784 - ANU [SEC=OFFICIAL]
Date: Tuesday, 26 May 2026 11:14:00 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[2026.05.26 - Inspector Report - MC00039784 - ANU.pdf](#)

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Good morning^{s 47F}

Please see attached inspector report regarding the Renew ANU monitoring and Compliance activity, Comcare reference MC00039784. I have left a message on your phone and will call later to day to discuss the outcome of the report. I would like to acknowledge ANU's assistance with this inspection. The inspection is now closed, and a verification inspection will be conducted by Comcare in 6 months from the date of the report.

Could you please confirm receipt of the report by return email, thank you.

Regards,

s 22

Senior Inspector

Regulatory Operations ACT

Regulatory Operations Group | Comcare

s 22



Comcare

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INSPECTOR REPORT

COMCARE REFERENCE NUMBER	MC00039784
PCBU DETAILS	Name: Australian National University ABN: 52 234 063 906 ACN:
REPORT ISSUED TO	Name: s 47F Position: s 47F Cc:
BACKGROUND	
1. Comcare commenced an inspection on 30 September 2025 in relation to several work health and safety concerns from workers and health and safety representatives relating to psychosocial risks arising from the Renew ANU change management process. 2. The purpose of the inspection was to monitor and enforce compliance with the <i>Work Health and Safety Act 2011</i> (Cth) (WHS Act) and the <i>Work Health and Safety Regulations 2011</i> (Cth) (WHS Regulations). 3. The scope of the inspection was to inspect the Australian National University's (ANU) had and used an effective safe system of work to eliminate or minimise risks to health and safety arising from the Renew ANU change management process. 4. Specifically, the identification and management of risks to workers psychological health and safety, including but not limited to the hazard of poor change management, in line with duties under section 19 of the WHS Act and regulations 55A-55D of the WHS Regulations - practices and mechanisms in place to support consultation and communication with workers in accordance with section 47 of the WHS Act. 5. The Tertiary Education Quality and Standards Agency (TEQSA) commenced a compliance assessment of the ANU on 30 June 2025 assessing ANU's obligations under the <i>Higher Education Standards Framework (Threshold Standards) Standards2021</i> (HESF). While the assessment is broad in scope and encompasses wellbeing and safety of students and staff, TEQSA guidance acknowledges that workplace health and safety is regulated in more detail through work health and safety legislation and does not seek to duplicate those mechanisms. 6. Accordingly, this inspection does not examine matters within TEQSA's regulatory remit. Instead, the scope of this inspection is specific to risks to health and safety arising from the psychosocial hazard of poor organisational change management in the workplace.	



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OUTCOMES

7. Based on the information reviewed during the inspection, I formed a reasonable belief that ANU did not comply with its duties under the WHS Act and WHS Regulations. The ANU has contravened the following:

- a. WHS Act section 78(a). Refer to the reasons set out in paragraph 37.

Remedial Actions

8. The following actions are to be taken to remedy the contravention as discussed with the ANU:

- a. ANU must ensure that WHS Committees meetings are held for all ANU WHS Committees:
 - i. at least once every three (3) months; and
 - ii. at any reasonable time at the request of at least half of the members of the committee.

9. Comcare will conduct a Verification Inspection within 6 months to verify completion of these actions.

Information and advice

10. ANU must ensure risks to health and safety are eliminated so far as is reasonably practicable, or if not reasonably practicable to do so, are minimised so far as reasonably practicable: s 17 of the WHS Act. ANU should have regard to Part 3.1 of the WHS Regulations and the *Code of Practice: How to Manage Work Health and Safety Risks* when managing risks to health and safety. ANU must monitor and maintain control measures, particularly any interim controls, to ensure that they remain in use and effective.

11. In relation to this matter, ANU should consider the following:

- a. *Work Health and Safety 'Managing Psychosocial Hazards at Work' Code of Practice 2024.*
- b. *Work Health and Safety 'Consultation, Co-operation and Co-ordination' Code of Practice 2015.*

12. ANU should review each business area's psychosocial risk assessment to ensure control measures remain effective and are revised as necessary, so as to maintain, so far as is reasonably practicable, a work environment that is without psychosocial risks to health and safety.



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13. Comcare will conduct a verification inspection within 6 months of the date of this report to verify that ANU is managing the psychosocial risks of job demands and lack of role clarity.
14. Learnings regarding control measures as a result of the inspection should be applied across the organisation where applicable.
15. Comcare draws the PCBU's attention to its duties to consult, so far as is reasonably practicable, with workers and health and safety representatives (**HSR**) on work health and safety matters. Comcare encourages PCBUs to share inspector reports, or to provide access to relevant content or information regarding hazards and associated risks, with its workers, including HSRs. PCBUs must, so far as is reasonably practicable, 'consult with workers who carry out work for the business or undertaking who are, or are likely to be, directly affected by a matter relating to work health or safety' (s 47).
16. Compliance with this duty may be assisted by sharing health and safety information from inspector reports with relevant workers and/or their representatives. PCBUs should also note that HSRs are empowered to receive information relevant to their work groups, and that as a function of their role, may request access to inspector reports, or relevant information within them. Comcare encourages PCBUs to have regard to its consultation duties, and to its obligations to HSRs under the WHS Act when responding to such requests (see ss 49, 70(1)(a), 70(1)(c), 71 and 79(3)).

COMPLIANCE ASSESSMENT

WHS Concern

17. Between 28 August 2025 and 30 September 2026, Comcare received 32 WHS Concerns in relation to the Renew ANU restructure. Eleven of the WHS Concerns were received by Comcare via a formatted email template created by the National Tertiary Education Union (**NTEU**) that directly emailed Comcare's WHS inbox. All WHS Concerns received via this method were recorded and managed pursuant to this inspection [NOT00039784].
18. Concerns raised to Comcare included but were not limited to:
 - a. adequacy of consultation about risks arising from the ANU's change management processes regarding Renew ANU.
 - b. poor communication regarding forced and optional redundancies.
 - c. adequacy of Employee Assistance Program (**EAP**) and support networks/options.



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19. A review of ANU's psychosocial hazard and incident reports for the period 1 July 2025 to 31 January 2026, including 9 incident reports involving suicidal ideation and/ or threats of self-harm was conducted.
20. On 16 February 2026 I met with relevant HSRs to discuss their concerns regarding psychosocial risks of the Renew ANU change management process.
21. I also attended the workplace on 6 May 2026. The site visit was conducted as an announced inspection. I undertook actions to make the relevant HSR aware of my attendance at the workplace to afford the opportunity to engage in the inspection process.

Renew ANU Consultation

Duty to consult workers

22. Section 47 of the WHS Act states *the person conducting a business or undertaking must, so far as is reasonably practicable, consult with workers who carry out work for the business or undertaking, who are, or likely to be, directly affected by a matter relating to work health and safety.*

Nature of consultation

23. Section 48 of the WHS Act states:

(1) consultation requires:

- (a) That relevant information about the matter is shared with workers, and*
- (b) That workers be given a reasonable opportunity:*
 - (i) To express their views and to raise work health and safety issues in relation to the matter, and*
 - (ii) To contribute to the decision-making process relating to the matter, and*
- (c) That the views of workers are taken into account by the person conducting the business or undertaking, and*
- (d) That the workers consulted are advised of the outcome of the consultation in a timely manner.*

- (2) If the workers are represented by a health and safety representative, the consultation must involve that representative.*

When consultation is required

24. Section 49 of the WHS Act states consultation is required:

- (a) when identifying hazards and assessing risks to health and safety arising from the work carried out or to be carried out by the business or undertaking,*



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(b) when making decisions about ways to eliminate or minimise those risks.

(d) when proposing changes that may affect the health and safety of workers.

25. ANU established the [Renew ANU](#) website in 2024 to provide information to workers, and facilitate consultation and communication with workers, students and other stakeholders. The website included change proposals, recordings of town hall meetings, links to employee support services/networks, all-staff communications and a list of regularly updated frequently asked questions.

Renew ANU Change Principles Consultation Paper

26. On 6 March 2025 ANU released the Renew ANU Change Principles Consultation Paper (**the Paper**). The Paper outlined the rationale for and nature of the proposed changes. It discussed the anticipated impacts of change including staff reductions and the realignment and redistribution of tasks. ANU stated it would conduct psychosocial risk assessments to identify potential psychosocial risk areas and appropriate controls. Identified psychosocial hazards included poor organisational change management and a lack of staff support. Workers were consulted and able to provide feedback on the Paper until 19 March 2025. The Paper indicated that following consultation and review of the feedback, the next steps would involve the development of specific change proposals. ANU also committed to consulting with workers through every stage of the process.
27. The initial consultation period from 6 March 2025 to 21 March 2025 appears to be relatively short given the significance of the Renew ANU Change Proposal. Workers should be provided with a reasonable opportunity to give feedback, particularly noting that the Renew ANU process impacted the entirety of ANU's structure, frameworks, and staffing portfolio. However, I note that workers were provided with additional opportunities to consult on the implementation plan, further specific change proposals, psychosocial risk assessments, and specific implementation plans.
28. The initial feedback summary, published on the Renew ANU website, identified that ANU received 145 individual submissions of feedback, including an open letter and feedback from the NTEU. The psychosocial risk assessment, change principles and implementation plan were also available on the Renew ANU website. The summary states the ANU reviewed and considered all feedback received. It included feedback on the proposed approach to change, the proposed principles for academic and research activities, and on the proposed principles for the ANU operating model. ANU also stated in the summary that the draft psychosocial risk assessment was sent to HSRs for feedback.

Renew ANU 2025 Implementation Plan

29. On 30 March 2025 ANU released the Renew ANU Implementation Plan (**the Plan**) setting out ANU's consideration and response to the Paper feedback, confirmation of decisions and next steps. Additionally, the Plan provides an overview of the consultation process



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Opportunities to provide feedback on the Plan were open until 9 May 2025. The Plan states ANU engaged with workers through the consultation process for the Paper, and with HSRs in developing the psychosocial risk assessment.

People and Culture – Psychosocial risk management plan – Renew ANU – v0.3 May 25

30. The Renew ANU psychosocial risk management plan outlines a plan with 4 steps, comprising business case preparation including developing a change proposal risk assessment, develop a workforce impact assessment, draft the change proposal and then draft the implementation plan. All steps involve consultation coordinated by the business unit, HR business partner and the safety and wellbeing team. Feedback from workers is sought by the business unit and the HR business partner and provided to the safety and wellbeing team to review the feedback and advise on changes to the risk assessment. The business unit and business partner respond to the worker feedback. Safety and wellbeing consult with the HSR group and respond to HSR group feedback.
31. Change proposals were developed for the following business areas:
 - Academic Portfolio
 - Campus Environment Division
 - College of Arts and Social Sciences (**CASS**)
 - College of Science and Medicine (**CoSM**)
 - Information Technology Services (**ITS**) and Information Security Office (**ISO**)
 - Planning and Service performance (**PSP**)
 - Research and Innovation Portfolio
 - Residential Experience Division
32. Town Hall meetings were conducted with each business area, with recordings made available via the Renew ANU website along with the change proposals for consultation, feedback links and implementation plans.
33. After consultation on change proposals and review of feedback, implementation plans were developed for each business area listed at paragraph 28. Instigating another round of consultation with workers, HSRs and other stakeholders. Implementation plans provided an overview of the consultation that occurred for each business area, including summaries of feedback and changes made in response to the feedback. Impacts of the changes being made were outlined, along with positions directly affected and the commencement dates.
34. The Frequently Asked Questions (*FAQS: Renew ANU*) website page provided answers to questions raised by workers through feedback and explained what happens to feedback on Renew ANU change proposal. The organisational change manager explains in a



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recording that there is a clear process in place for submitting reviewing and incorporating feedback before any implementation plan is finalised.

35. ANU provided evidence of communication with workers in the form of communication and engagement plans, consultation and implemented stages, communication strategies and schedules.
36. Various business areas have individual WHS committees. Meeting minutes from Quarter 3 indicated that the Renew ANU program, psychosocial hazard management and risks were discussed, and updates were provided from the University WHS Committee. On 1 September 2025 the WHS team requested WHS committees to facilitate consultation by adding proactive management of psychosocial hazards to meeting agendas, particularly those associated with change management and the Renew ANU program. This included reviewing current risk assessments and risk registers for psychosocial hazards and engaging committee members in gathering feedback from their work groups and requesting input from workers on what effective controls or actions could be implemented to reduce risks. Consultation and communication with HSRs through WHS committees could have been improved by the WHS team requesting this action when change proposals were initially released.
37. I note that several WHS Committee meetings did not meet on a quarterly basis in 2025. Specifically, the WHS Committees for the College of Arts and Social Sciences and the College of Asia and the Pacific did not convene in quarters 1 and 2. Similarly, the WHS Committees for the College of Law, Governance and Policy and IT Services did not meet in quarter 2. Of particular concern, the Research School of Biology WHS Committee did not meet in quarters 1, 3 and 4 in 2025. The Portfolio Committee did not meet in quarter 1 2025 and quarter 1 of 2026. This demonstrates non-compliance with Section 78(a) of the WHS Act which requires a committee must meet at least once every 3 months. ANU must ensure WHS committee meetings are held at least every 3 months as required under section 78(a) of the WHS Act.

Consultation with HSRs

38. On 16 February 2026 I met with HSRs to discuss their concerns regarding psychosocial risks of the Renew ANU Program. HSRs raised concerns including:
 - Poor change management and inadequate communication.
 - Workload increases and staffing shortages.
 - Insufficient consultation with HSRs and workers.
 - Psychosocial risks not adequately assessed or controlled.
 - Issues with the EAP provider change.
 - Lack of support for managers and workers.



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39. HSRs expressed that change proposals and decisions were communicated inconsistently without explanation or rationale, including job cuts. They reported significant increases in workload for both academic and professional staff, driven by workers leaving ANU and by others taking personal leave due to stress and anxiety associated with the Renew ANU process. Stating there are no mechanisms in place for how this will be managed.
40. Although the Psychosocial Risk Assessment attached to the Change Principles Consultation Paper April 2025 considers the interaction of psychosocial hazards including poor organisational change management with job demands, job insecurity and lack of role clarity, it appears that some of the measures to enhance control effectiveness were not implemented in practice or were not timely. For example, the control of providing clear guidelines to managers and workers on managing and monitoring workloads, does not appear to have occurred in practice, as indicated by HSRs.
41. HSRs indicated that there was a lack of effective consultation on the psychosocial risk assessment process resulting in psychosocial risks not being adequately assessed or controlled. For example, the psychosocial risk assessment for the CASS change proposal June 2025 v0.1 rates the severity of exposure to poor organisational change management as minor with a worker able to resume or continue with their duties within the same day. HSRs indicated that in practice the severity of exposure was greater with workers taking extended leave.
42. ANU advised that the CASS psychosocial risk assessment underwent a formal review during September and November 2025 as part of the transition from the change proposal phase to the implementation phase. Consultation was conducted with CASS leadership, people and culture, HSRs and WHS Committees.
43. The *Work Health and Safety (Managing Psychosocial Hazards at Work) Code of Practice 2024* requires that consultation regarding matters that may affect work health and safety occurs as early as possible. ANU has advised that it will undertake regular, formal reviews of the psychosocial risk assessments to ensure the effectiveness of control measures and to identify and address any emerging hazards or risks. To meet its consultation obligations, ANU should consult HSRs at the earliest possible stage of any review of psychosocial risk assessments for each business area affected by the Renew ANU process. Information obtained through post-implementation reviews should be considered in subsequent reviews of the psychosocial risk assessments.
44. The Change Principles Implementation Plan April 2025 at paragraph 7 - Management of psychosocial risk, job losses and workloads stated, "The University has engaged with staff through the Renew ANU 2025 Change Principles Consultation Paper March 2025 as well as HSRs in the development of the psychosocial risk assessment". Feedback indicated workers are concerned about job demands, job insecurity, harmful behaviour and risks of



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poor organisation change management and how these hazards interact. ANU stated that the risk assessment has been reviewed and updated considering this feedback.

45. HSRs also said that in August 2025 ANU changed one of ANU's EAP providers without prior communication. This resulted in workers losing access to their practitioners during the change process, creating further stress for workers. HSRs reported workers experiencing delays in arranging sessions with the EAP provider. In response to the greater need for EAP Services ANU expanded on-campus EAP counselling sessions. Additionally, ANU provides access to two EAP providers for mental health and wellbeing support and has professional counselling advisors to staff on site.
46. A further concern for HSRs was the lack of information and support provided to managers who were given the responsibility of informing workers who had lost their position. HR business partners and managers were unable to provide information to workers as to why their individual position was cut. Workers experiencing distress received inadequate wellbeing support.
47. HSRs provided feedback from the HSR forum of 19 August 2025 to ANU Organisational Change including that change proposals were difficult to read and gain an understanding of what change really is in practical terms. This appears to be reflected in feedback from workers whose roles were made redundant, who reported insufficient communication and a lack of clear explanation about the reasons for their redundancy at the time they were notified.

Psychosocial Hazard Risk Management

Managing risks to health and safety

48. Regulation 55C of the WHS Regulations states *a person conducting a business or undertaking must:*
 - (a) *manage psychosocial risk in accordance with Part 3.1, and*
 - (b) *implement the control measures required by regulation 55D.*
49. Regulation 35 of the WHS Regulations states that *a duty holder, in managing risks to health and safety must:*
 - (a) *eliminate risks to health and safety so far as is reasonably practicable, and*
 - (b) *if it is not reasonably practicable to eliminate risks to health and safety, minimise those risks so far as is reasonably practicable.*
50. Regulation 37 of the WHS Regulations states *a duty holder who implements a control measure to eliminate or minimise risks to health and safety must ensure that the control*



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measure is, and is maintained so that it remains, effective, including by ensuring that the control measure is and remains:

- (a) fit for purpose,*
- (b) suitable for the nature and duration of the work, and*
- (c) installed, set up and used correctly.*

51. Regulation 38 of the WHS Regulations states *a duty holder must review and as necessary revise control measures implemented so as to maintain, so far as is reasonably practicable, a work environment that is without risks to health and safety.*

University Psychosocial Risk Register v1.0 August 2025

52. The University Psychosocial Risk Register v1.0 august 2025 (**the Register**) identifies 17 psychosocial hazards including poor organisational change management. Controls for poor organisational change management include "allow for a change period when setting work plans, ensure changes are reasonable and fair, provide practical support for changes e.g. provide training, provide clear, authoritative information about upcoming changes as soon as possible and keep workers up to date, ensure workers understand the changes and why they're happening, be empathetic to any frustration and help with any challenges, encourage workers to engage with consultation and change management processes."

Psychosocial Risk Assessment Change Principles Consultation Paper April 2025

53. The Psychosocial Risk Assessment Change Principles Consultation Paper April 2025 (**the Risk Assessment**) identifies the psychosocial hazards of poor organisational change management, job demands, job insecurity and harmful behaviours. The risk assessment considers how effective current controls are and considers the hierarchy of controls in identifying further controls in accordance with regulations 36 and 55C of the WHS Regulations.

Change Proposal Risk Assessments

54. Psychosocial risk assessments were completed for all change proposals and were reviewed and updated based on any feedback received, with the revised versions incorporated into the corresponding implementation plans. Where no feedback was received ANU requested workers to review the final versions included in implementation plans.
55. The *Work Health and Safety (Managing Psychosocial Hazards at Work) Code of Practice 2024* states that the risk assessment process helps to determine how severe risks are, and therefore what is reasonably practicable in managing the risks. Psychosocial risk increases when exposure to hazards is more severe and longer in duration. Psychosocial hazards should be considered collectively rather than in isolation. Workers may be exposed to more than one psychosocial hazard at a time, and hazards can interact and combine. The



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Renew ANU change proposal exposed workers to a combination of psychosocial hazards over a long period of time, making it essential for the risk assessments to evaluate the severity of these hazards in combination. The psychosocial risk assessments identified interactions between hazards, for example the interaction of poor organisational change management with job demands, job insecurity and lack of role clarity. However, it appears that the severity of the hazard of poor organisational change management, recorded as low to moderate, did not in effect consider the combination with other psychosocial hazards as a whole.

Renew ANU Hazard and Incident Reports

56. Over 60% of hazard and incident reports relating to the Renew ANU change management process were reported by workers from the CASS. Workers reported anxiety and stress due to exposure to the psychosocial hazards of poor organisational change management, job demands, and lack of role clarity. In a few instances workers reported suicidal ideation. Generally, workers were referred to injury management and support services. In response to these reports, it was noted that these hazards have been identified and assessed in the Change Proposal for CASS Psychosocial Risk Assessment.
57. A large proportion of hazards and incidents reported by CASS workers referred to an email to workers on 20 August 2025 that stated all future changes under Renew ANU will be achieved without involuntary redundancies. Messaging in the communication resulted in ambiguity and uncertainty for workers. ANU acknowledged that the communication caused concern and anxiety and communicated to workers that the CASS Change Management Plan remained active including positions identified to be made redundant. It was determined that the root cause of these hazard and incident reports was poor organisational change management with changes being poorly and inconsistently communicated. In response ANU reported that the Safety and Wellbeing team, CASS leadership and HSRs worked together on how to ensure consistent, clear and authoritative information about upcoming change is being provided to workers.
58. Nine incidents reported involved suicidal ideation and/ or threats of self-harm. The CASS Psychosocial Risk Assessment of June 2025 identified the possible severity of harm resulting from poor organisational change management as minor psychological injury requiring substantial mental health first aid, with an individual able to resume or continue with their duties within the same shift during the CASS change process. This was not reflected in the incident and hazard reports pertaining to CASS. A large proportion of hazards and incidents reported by CASS workers related to poor organisational change management in particular poor communication relating to involuntary redundancies. The general response recorded by the ANU was that this issue related to a singular event without a reasonable chance for repeat stating this hazard has been identified and assessed in the psychosocial risk assessment and so it is not a new hazard in need of assessment. As multiple incidents were reported, it is apparent that the assessment of the severity of harm in the CASS psychosocial risk assessment required review along with the



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effectiveness of the controls. I note that the Cass psychosocial risk assessment was subsequently reviewed in November 2025.

Psychosocial Risk Assessment – Change Proposal for CASS – June 2025

59. As over 60% of hazard and incident reports relating to the Renew ANU change management process were reported by workers from CASS. I recommend ongoing review of the psychosocial risk assessment for CASS in consultation with workers and HSRs to ensure psychosocial risks to the health and safety of CASS workers are minimised, so far as is reasonably practicable. Guidance on controlling psychosocial risks is available in the *Work Health and Safety ‘Managing Psychosocial Hazards at Work’ Code of Practice 2024*.

Psychosocial Hazards

60. HSRs and workers identified increased workloads due to redundancies and staff shortages and a lack of role clarity regarding responsibilities for administrative tasks. The Change Principles Psychosocial Risk Assessment of April 2025 outlined control measures for job demands, and lack of role clarity including but not limited to:

- providing clear guidelines to managers and workers on managing and monitoring workloads and expectations,
- managing resources across a team to manage peak workloads,
- providing information, training and support to workers,
- providing accurate position descriptions.

61. From the information and documents reviewed it appears that control measures for the psychosocial hazards of job demands and lack of role clarity require review to ensure they are implemented. ANU must ensure that control measures are implemented, maintained and reviewed to ensure, so far as is reasonably practicable, a work environment that is without risks to health or safety. Due to the size and scale of the Renew ANU change management process, sufficient information was not available to identify non-compliance with respect to managing the psychosocial hazards of job demands and lack of role clarity across all business areas of ANU. Comcare will conduct a verification inspection within 6 months of the date of this report to verify that ANU is managing the psychosocial risks of job demands and lack of role clarity.

Post Implementation Review

62. On 15 December 2025, ANU commenced a post implementation review for several implementation plans and the ANU Renew Change Principles Paper 2025, with feedback being open to 11 February 2026. This process provides the opportunity for ANU to review control measures for psychosocial hazards including the impact on staff workloads in consultation with workers and HSRs.



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63. Subsequent to the post implementation review I recommend a review of each business area's psychosocial risk assessment to ensure control measures remain effective and are revised as necessary, so as to maintain, so far as is reasonably practicable, a work environment that is without risks to health and safety.

64. Based on this assessment I formed a reasonable belief in relation to the scope of this inspection that ANU has not complied with its duties under the WHS Act and WHS Regulations to ensure that WHS Committee meetings are being held at least once every three months.

65. The inspection is now closed.

REPORT ISSUED BY	Inspector	s 22
	Inspector ID number	200
	Email	s 22
	Phone	s 22
	Date	26 May 2026
	Signature	s 22



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DISCLAIMER

This report contains information that may assist you to take steps regarding your obligations under the WHS Act. You must refer to the Commonwealth *Work Health and Safety Act 2011* (WHS Act) and the *Work Health and Safety Regulations 2011* (WHS Regulations) to understand your duties and obligations. Comcare's external website contains links to WHS legislation.

Comcare does not accept liability for any errors or omissions or for any loss or damage suffered by you or any person which arises from your reliance on this report or for any breach by you of your obligations under the WHS Act. Where a Comcare inspector has inspected a particular workplace, it is not a representation by Comcare that the particular workplace is in any way free of hazards.

IF YOU DO NOT AGREE WITH A DECISION

If you disagree with the outcome of this inspection, you may seek an internal reconsideration of the inspector's decision. A request for a review should be sent to statutory.oversight@comcare.gov.au including any additional information or evidence you have to support your request. Comcare will review your request and advise of the outcome in writing within 20 business days.

If you would like to clarify any aspect of this report, you can contact the inspector directly.

Comcare has a range of publications and fact sheets to help explain your responsibilities and provide guidance to make your workplace safer. The Compliance and Enforcement Policy provides guidance as to how Comcare approaches regulation. To access these, visit our website.

PRIVACY STATEMENT

Your privacy is important to us. Comcare will only collect, use or disclose personal information in accordance with the Commonwealth *Privacy Act 1988* and if it is reasonably necessary for, or directly related to, one or more of our functions, powers and/or activities. These include functions and activities under the following Commonwealth legislation: *Safety, Rehabilitation and Compensation Act 1988*, the WHS Act, the *Seafarer's Rehabilitation and Compensation Act 1992*, and the *Asbestos-related Claims (Management of Commonwealth Liabilities) Act 2005*. If Comcare does not collect personal information from you, for the purposes of its legislated functions or related functions, we may not be able to respond appropriately.

Comcare is the Commonwealth agency authorised by the WHS Act to collect personal information relevant to the exercise of functions and powers under the WHS Act, WHS Regulations and the administration and evaluation of Comcare's WHS programmes. Any personal information collected in these forms will be used for those purposes.

In exercising our functions and powers, Comcare may disclose personal information, subject to confidentiality of information provisions under the WHS Act, to the following bodies and agencies, including but not limited to:

- Comcare's internal and external legal advisers
- the Safety, Rehabilitation and Compensation Commission
- a court or tribunal
- state or territory work health and safety regulatory agencies
- personnel engaged by Comcare to conduct research related activities
- enforcement agencies or bodies
- state and territory Coroners
- Commonwealth, state or territory industry regulators
- any other person assisting Comcare in the performance of its functions or exercise of its powers, including contractors and consultants
- any other person where there is an obligation under law to do so (for example but not limited to, responding to the direction of a court to produce documentation).

For further information on how Comcare handles personal information, please read the Privacy Policy on Comcare's website. To request a change to your personal information or to make a complaint, please phone or email privacy@comcare.gov.au.

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OFFICIAL

Good morning s 47F

My apologies, please see the attached inspector report with your correct title.

Regards,

s 22

Senior Inspector

Regulatory Operations ACT

Regulatory Operations Group | Comcare

s 22



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INSPECTOR REPORT

COMCARE REFERENCE NUMBER	MC00039784
PCBU DETAILS	Name: Australian National University ABN: 52 234 063 906 ACN:
REPORT ISSUED TO	Name: s 47F Position: s 47F Cc:
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OUTCOMES

7. Based on the information reviewed during the inspection, I formed a reasonable belief that ANU did not comply with its duties under the WHS Act and WHS Regulations. The ANU has contravened the following:

- a. WHS Act section 78(a). Refer to the reasons set out in paragraph 37.

Remedial Actions

8. The following actions are to be taken to remedy the contravention as discussed with the ANU:

- a. ANU must ensure that WHS Committees meetings are held for all ANU WHS Committees:
 - i. at least once every three (3) months; and
 - ii. at any reasonable time at the request of at least half of the members of the committee.

9. Comcare will conduct a Verification Inspection within 6 months to verify completion of these actions.

Information and advice

10. ANU must ensure risks to health and safety are eliminated so far as is reasonably practicable, or if not reasonably practicable to do so, are minimised so far as reasonably practicable: s 17 of the WHS Act. ANU should have regard to Part 3.1 of the WHS Regulations and the *Code of Practice: How to Manage Work Health and Safety Risks* when managing risks to health and safety. ANU must monitor and maintain control measures, particularly any interim controls, to ensure that they remain in use and effective.

11. In relation to this matter, ANU should consider the following:

- a. *Work Health and Safety 'Managing Psychosocial Hazards at Work' Code of Practice 2024.*
- b. *Work Health and Safety 'Consultation, Co-operation and Co-ordination' Code of Practice 2015.*

12. ANU should review each business area's psychosocial risk assessment to ensure control measures remain effective and are revised as necessary, so as to maintain, so far as is reasonably practicable, a work environment that is without psychosocial risks to health and safety.



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13. Comcare will conduct a verification inspection within 6 months of the date of this report to verify that ANU is managing the psychosocial risks of job demands and lack of role clarity.
14. Learnings regarding control measures as a result of the inspection should be applied across the organisation where applicable.
15. Comcare draws the PCBU's attention to its duties to consult, so far as is reasonably practicable, with workers and health and safety representatives (**HSR**) on work health and safety matters. Comcare encourages PCBUs to share inspector reports, or to provide access to relevant content or information regarding hazards and associated risks, with its workers, including HSRs. PCBUs must, so far as is reasonably practicable, 'consult with workers who carry out work for the business or undertaking who are, or are likely to be, directly affected by a matter relating to work health or safety' (s 47).
16. Compliance with this duty may be assisted by sharing health and safety information from inspector reports with relevant workers and/or their representatives. PCBUs should also note that HSRs are empowered to receive information relevant to their work groups, and that as a function of their role, may request access to inspector reports, or relevant information within them. Comcare encourages PCBUs to have regard to its consultation duties, and to its obligations to HSRs under the WHS Act when responding to such requests (see ss 49, 70(1)(a), 70(1)(c), 71 and 79(3)).

COMPLIANCE ASSESSMENT

WHS Concern

17. Between 28 August 2025 and 30 September 2026, Comcare received 32 WHS Concerns in relation to the Renew ANU restructure. Eleven of the WHS Concerns were received by Comcare via a formatted email template created by the National Tertiary Education Union (**NTEU**) that directly emailed Comcare's WHS inbox. All WHS Concerns received via this method were recorded and managed pursuant to this inspection [NOT00039784].
18. Concerns raised to Comcare included but were not limited to:
 - a. adequacy of consultation about risks arising from the ANU's change management processes regarding Renew ANU.
 - b. poor communication regarding forced and optional redundancies.
 - c. adequacy of Employee Assistance Program (**EAP**) and support networks/options.



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19. A review of ANU's psychosocial hazard and incident reports for the period 1 July 2025 to 31 January 2026, including 9 incident reports involving suicidal ideation and/ or threats of self-harm was conducted.
20. On 16 February 2026 I met with relevant HSRs to discuss their concerns regarding psychosocial risks of the Renew ANU change management process.
21. I also attended the workplace on 6 May 2026. The site visit was conducted as an announced inspection. I undertook actions to make the relevant HSR aware of my attendance at the workplace to afford the opportunity to engage in the inspection process.

Renew ANU Consultation

Duty to consult workers

22. Section 47 of the WHS Act states *the person conducting a business or undertaking must, so far as is reasonably practicable, consult with workers who carry out work for the business or undertaking, who are, or likely to be, directly affected by a matter relating to work health and safety.*

Nature of consultation

23. Section 48 of the WHS Act states:

(1) consultation requires:

- (a) That relevant information about the matter is shared with workers, and*
- (b) That workers be given a reasonable opportunity:*
 - (i) To express their views and to raise work health and safety issues in relation to the matter, and*
 - (ii) To contribute to the decision-making process relating to the matter, and*
- (c) That the views of workers are taken into account by the person conducting the business or undertaking, and*
- (d) That the workers consulted are advised of the outcome of the consultation in a timely manner.*

- (2) If the workers are represented by a health and safety representative, the consultation must involve that representative.*

When consultation is required

24. Section 49 of the WHS Act states consultation is required:

- (a) when identifying hazards and assessing risks to health and safety arising from the work carried out or to be carried out by the business or undertaking,*



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(b) when making decisions about ways to eliminate or minimise those risks.

(d) when proposing changes that may affect the health and safety of workers.

25. ANU established the [Renew ANU](#) website in 2024 to provide information to workers, and facilitate consultation and communication with workers, students and other stakeholders. The website included change proposals, recordings of town hall meetings, links to employee support services/networks, all-staff communications and a list of regularly updated frequently asked questions.

Renew ANU Change Principles Consultation Paper

26. On 6 March 2025 ANU released the Renew ANU Change Principles Consultation Paper (**the Paper**). The Paper outlined the rationale for and nature of the proposed changes. It discussed the anticipated impacts of change including staff reductions and the realignment and redistribution of tasks. ANU stated it would conduct psychosocial risk assessments to identify potential psychosocial risk areas and appropriate controls. Identified psychosocial hazards included poor organisational change management and a lack of staff support. Workers were consulted and able to provide feedback on the Paper until 19 March 2025. The Paper indicated that following consultation and review of the feedback, the next steps would involve the development of specific change proposals. ANU also committed to consulting with workers through every stage of the process.
27. The initial consultation period from 6 March 2025 to 21 March 2025 appears to be relatively short given the significance of the Renew ANU Change Proposal. Workers should be provided with a reasonable opportunity to give feedback, particularly noting that the Renew ANU process impacted the entirety of ANU's structure, frameworks, and staffing portfolio. However, I note that workers were provided with additional opportunities to consult on the implementation plan, further specific change proposals, psychosocial risk assessments, and specific implementation plans.
28. The initial feedback summary, published on the Renew ANU website, identified that ANU received 145 individual submissions of feedback, including an open letter and feedback from the NTEU. The psychosocial risk assessment, change principles and implementation plan were also available on the Renew ANU website. The summary states the ANU reviewed and considered all feedback received. It included feedback on the proposed approach to change, the proposed principles for academic and research activities, and on the proposed principles for the ANU operating model. ANU also stated in the summary that the draft psychosocial risk assessment was sent to HSRs for feedback.

Renew ANU 2025 Implementation Plan

29. On 30 March 2025 ANU released the Renew ANU Implementation Plan (**the Plan**) setting out ANU's consideration and response to the Paper feedback, confirmation of decisions and next steps. Additionally, the Plan provides an overview of the consultation process



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Opportunities to provide feedback on the Plan were open until 9 May 2025. The Plan states ANU engaged with workers through the consultation process for the Paper, and with HSRs in developing the psychosocial risk assessment.

People and Culture – Psychosocial risk management plan – Renew ANU – v0.3 May 25

30. The Renew ANU psychosocial risk management plan outlines a plan with 4 steps, comprising business case preparation including developing a change proposal risk assessment, develop a workforce impact assessment, draft the change proposal and then draft the implementation plan. All steps involve consultation coordinated by the business unit, HR business partner and the safety and wellbeing team. Feedback from workers is sought by the business unit and the HR business partner and provided to the safety and wellbeing team to review the feedback and advise on changes to the risk assessment. The business unit and business partner respond to the worker feedback. Safety and wellbeing consult with the HSR group and respond to HSR group feedback.
31. Change proposals were developed for the following business areas:
 - Academic Portfolio
 - Campus Environment Division
 - College of Arts and Social Sciences (**CASS**)
 - College of Science and Medicine (**CoSM**)
 - Information Technology Services (**ITS**) and Information Security Office (**ISO**)
 - Planning and Service performance (**PSP**)
 - Research and Innovation Portfolio
 - Residential Experience Division
32. Town Hall meetings were conducted with each business area, with recordings made available via the Renew ANU website along with the change proposals for consultation, feedback links and implementation plans.
33. After consultation on change proposals and review of feedback, implementation plans were developed for each business area listed at paragraph 28. Instigating another round of consultation with workers, HSRs and other stakeholders. Implementation plans provided an overview of the consultation that occurred for each business area, including summaries of feedback and changes made in response to the feedback. Impacts of the changes being made were outlined, along with positions directly affected and the commencement dates.
34. The Frequently Asked Questions (*FAQS: Renew ANU*) website page provided answers to questions raised by workers through feedback and explained what happens to feedback on Renew ANU change proposal. The organisational change manager explains in a



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recording that there is a clear process in place for submitting reviewing and incorporating feedback before any implementation plan is finalised.

35. ANU provided evidence of communication with workers in the form of communication and engagement plans, consultation and implemented stages, communication strategies and schedules.
36. Various business areas have individual WHS committees. Meeting minutes from Quarter 3 indicated that the Renew ANU program, psychosocial hazard management and risks were discussed, and updates were provided from the University WHS Committee. On 1 September 2025 the WHS team requested WHS committees to facilitate consultation by adding proactive management of psychosocial hazards to meeting agendas, particularly those associated with change management and the Renew ANU program. This included reviewing current risk assessments and risk registers for psychosocial hazards and engaging committee members in gathering feedback from their work groups and requesting input from workers on what effective controls or actions could be implemented to reduce risks. Consultation and communication with HSRs through WHS committees could have been improved by the WHS team requesting this action when change proposals were initially released.
37. I note that several WHS Committee meetings did not meet on a quarterly basis in 2025. Specifically, the WHS Committees for the College of Arts and Social Sciences and the College of Asia and the Pacific did not convene in quarters 1 and 2. Similarly, the WHS Committees for the College of Law, Governance and Policy and IT Services did not meet in quarter 2. Of particular concern, the Research School of Biology WHS Committee did not meet in quarters 1, 3 and 4 in 2025. The Portfolio Committee did not meet in quarter 1 2025 and quarter 1 of 2026. This demonstrates non-compliance with Section 78(a) of the WHS Act which requires a committee must meet at least once every 3 months. ANU must ensure WHS committee meetings are held at least every 3 months as required under section 78(a) of the WHS Act.

Consultation with HSRs

38. On 16 February 2026 I met with HSRs to discuss their concerns regarding psychosocial risks of the Renew ANU Program. HSRs raised concerns including:
 - Poor change management and inadequate communication.
 - Workload increases and staffing shortages.
 - Insufficient consultation with HSRs and workers.
 - Psychosocial risks not adequately assessed or controlled.
 - Issues with the EAP provider change.
 - Lack of support for managers and workers.



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39. HSRs expressed that change proposals and decisions were communicated inconsistently without explanation or rationale, including job cuts. They reported significant increases in workload for both academic and professional staff, driven by workers leaving ANU and by others taking personal leave due to stress and anxiety associated with the Renew ANU process. Stating there are no mechanisms in place for how this will be managed.
40. Although the Psychosocial Risk Assessment attached to the Change Principles Consultation Paper April 2025 considers the interaction of psychosocial hazards including poor organisational change management with job demands, job insecurity and lack of role clarity, it appears that some of the measures to enhance control effectiveness were not implemented in practice or were not timely. For example, the control of providing clear guidelines to managers and workers on managing and monitoring workloads, does not appear to have occurred in practice, as indicated by HSRs.
41. HSRs indicated that there was a lack of effective consultation on the psychosocial risk assessment process resulting in psychosocial risks not being adequately assessed or controlled. For example, the psychosocial risk assessment for the CASS change proposal June 2025 v0.1 rates the severity of exposure to poor organisational change management as minor with a worker able to resume or continue with their duties within the same day. HSRs indicated that in practice the severity of exposure was greater with workers taking extended leave.
42. ANU advised that the CASS psychosocial risk assessment underwent a formal review during September and November 2025 as part of the transition from the change proposal phase to the implementation phase. Consultation was conducted with CASS leadership, people and culture, HSRs and WHS Committees.
43. The *Work Health and Safety (Managing Psychosocial Hazards at Work) Code of Practice 2024* requires that consultation regarding matters that may affect work health and safety occurs as early as possible. ANU has advised that it will undertake regular, formal reviews of the psychosocial risk assessments to ensure the effectiveness of control measures and to identify and address any emerging hazards or risks. To meet its consultation obligations, ANU should consult HSRs at the earliest possible stage of any review of psychosocial risk assessments for each business area affected by the Renew ANU process. Information obtained through post-implementation reviews should be considered in subsequent reviews of the psychosocial risk assessments.
44. The Change Principles Implementation Plan April 2025 at paragraph 7 - Management of psychosocial risk, job losses and workloads stated, "The University has engaged with staff through the Renew ANU 2025 Change Principles Consultation Paper March 2025 as well as HSRs in the development of the psychosocial risk assessment". Feedback indicated workers are concerned about job demands, job insecurity, harmful behaviour and risks of



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poor organisation change management and how these hazards interact. ANU stated that the risk assessment has been reviewed and updated considering this feedback.

45. HSRs also said that in August 2025 ANU changed one of ANU's EAP providers without prior communication. This resulted in workers losing access to their practitioners during the change process, creating further stress for workers. HSRs reported workers experiencing delays in arranging sessions with the EAP provider. In response to the greater need for EAP Services ANU expanded on-campus EAP counselling sessions. Additionally, ANU provides access to two EAP providers for mental health and wellbeing support and has professional counselling advisors to staff on site.
46. A further concern for HSRs was the lack of information and support provided to managers who were given the responsibility of informing workers who had lost their position. HR business partners and managers were unable to provide information to workers as to why their individual position was cut. Workers experiencing distress received inadequate wellbeing support.
47. HSRs provided feedback from the HSR forum of 19 August 2025 to ANU Organisational Change including that change proposals were difficult to read and gain an understanding of what change really is in practical terms. This appears to be reflected in feedback from workers whose roles were made redundant, who reported insufficient communication and a lack of clear explanation about the reasons for their redundancy at the time they were notified.

Psychosocial Hazard Risk Management

Managing risks to health and safety

48. Regulation 55C of the WHS Regulations states *a person conducting a business or undertaking must:*
 - (a) *manage psychosocial risk in accordance with Part 3.1, and*
 - (b) *implement the control measures required by regulation 55D.*
49. Regulation 35 of the WHS Regulations states that *a duty holder, in managing risks to health and safety must:*
 - (a) *eliminate risks to health and safety so far as is reasonably practicable, and*
 - (b) *if it is not reasonably practicable to eliminate risks to health and safety, minimise those risks so far as is reasonably practicable.*
50. Regulation 37 of the WHS Regulations states *a duty holder who implements a control measure to eliminate or minimise risks to health and safety must ensure that the control*



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measure is, and is maintained so that it remains, effective, including by ensuring that the control measure is and remains:

- (a) fit for purpose,*
- (b) suitable for the nature and duration of the work, and*
- (c) installed, set up and used correctly.*

51. Regulation 38 of the WHS Regulations states *a duty holder must review and as necessary revise control measures implemented so as to maintain, so far as is reasonably practicable, a work environment that is without risks to health and safety.*

University Psychosocial Risk Register v1.0 August 2025

52. The University Psychosocial Risk Register v1.0 august 2025 (**the Register**) identifies 17 psychosocial hazards including poor organisational change management. Controls for poor organisational change management include "allow for a change period when setting work plans, ensure changes are reasonable and fair, provide practical support for changes e.g. provide training, provide clear, authoritative information about upcoming changes as soon as possible and keep workers up to date, ensure workers understand the changes and why they're happening, be empathetic to any frustration and help with any challenges, encourage workers to engage with consultation and change management processes."

Psychosocial Risk Assessment Change Principles Consultation Paper April 2025

53. The Psychosocial Risk Assessment Change Principles Consultation Paper April 2025 (**the Risk Assessment**) identifies the psychosocial hazards of poor organisational change management, job demands, job insecurity and harmful behaviours. The risk assessment considers how effective current controls are and considers the hierarchy of controls in identifying further controls in accordance with regulations 36 and 55C of the WHS Regulations.

Change Proposal Risk Assessments

54. Psychosocial risk assessments were completed for all change proposals and were reviewed and updated based on any feedback received, with the revised versions incorporated into the corresponding implementation plans. Where no feedback was received ANU requested workers to review the final versions included in implementation plans.
55. The *Work Health and Safety (Managing Psychosocial Hazards at Work) Code of Practice 2024* states that the risk assessment process helps to determine how severe risks are, and therefore what is reasonably practicable in managing the risks. Psychosocial risk increases when exposure to hazards is more severe and longer in duration. Psychosocial hazards should be considered collectively rather than in isolation. Workers may be exposed to more than one psychosocial hazard at a time, and hazards can interact and combine. The



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Renew ANU change proposal exposed workers to a combination of psychosocial hazards over a long period of time, making it essential for the risk assessments to evaluate the severity of these hazards in combination. The psychosocial risk assessments identified interactions between hazards, for example the interaction of poor organisational change management with job demands, job insecurity and lack of role clarity. However, it appears that the severity of the hazard of poor organisational change management, recorded as low to moderate, did not in effect consider the combination with other psychosocial hazards as a whole.

Renew ANU Hazard and Incident Reports

56. Over 60% of hazard and incident reports relating to the Renew ANU change management process were reported by workers from the CASS. Workers reported anxiety and stress due to exposure to the psychosocial hazards of poor organisational change management, job demands, and lack of role clarity. In a few instances workers reported suicidal ideation. Generally, workers were referred to injury management and support services. In response to these reports, it was noted that these hazards have been identified and assessed in the Change Proposal for CASS Psychosocial Risk Assessment.
57. A large proportion of hazards and incidents reported by CASS workers referred to an email to workers on 20 August 2025 that stated all future changes under Renew ANU will be achieved without involuntary redundancies. Messaging in the communication resulted in ambiguity and uncertainty for workers. ANU acknowledged that the communication caused concern and anxiety and communicated to workers that the CASS Change Management Plan remained active including positions identified to be made redundant. It was determined that the root cause of these hazard and incident reports was poor organisational change management with changes being poorly and inconsistently communicated. In response ANU reported that the Safety and Wellbeing team, CASS leadership and HSRs worked together on how to ensure consistent, clear and authoritative information about upcoming change is being provided to workers.
58. Nine incidents reported involved suicidal ideation and/ or threats of self-harm. The CASS Psychosocial Risk Assessment of June 2025 identified the possible severity of harm resulting from poor organisational change management as minor psychological injury requiring substantial mental health first aid, with an individual able to resume or continue with their duties within the same shift during the CASS change process. This was not reflected in the incident and hazard reports pertaining to CASS. A large proportion of hazards and incidents reported by CASS workers related to poor organisational change management in particular poor communication relating to involuntary redundancies. The general response recorded by the ANU was that this issue related to a singular event without a reasonable chance for repeat stating this hazard has been identified and assessed in the psychosocial risk assessment and so it is not a new hazard in need of assessment. As multiple incidents were reported, it is apparent that the assessment of the severity of harm in the CASS psychosocial risk assessment required review along with the



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effectiveness of the controls. I note that the Cass psychosocial risk assessment was subsequently reviewed in November 2025.

Psychosocial Risk Assessment – Change Proposal for CASS – June 2025

59. As over 60% of hazard and incident reports relating to the Renew ANU change management process were reported by workers from CASS. I recommend ongoing review of the psychosocial risk assessment for CASS in consultation with workers and HSRs to ensure psychosocial risks to the health and safety of CASS workers are minimised, so far as is reasonably practicable. Guidance on controlling psychosocial risks is available in the *Work Health and Safety ‘Managing Psychosocial Hazards at Work’ Code of Practice 2024*.

Psychosocial Hazards

60. HSRs and workers identified increased workloads due to redundancies and staff shortages and a lack of role clarity regarding responsibilities for administrative tasks. The Change Principles Psychosocial Risk Assessment of April 2025 outlined control measures for job demands, and lack of role clarity including but not limited to:

- providing clear guidelines to managers and workers on managing and monitoring workloads and expectations,
- managing resources across a team to manage peak workloads,
- providing information, training and support to workers,
- providing accurate position descriptions.

61. From the information and documents reviewed it appears that control measures for the psychosocial hazards of job demands and lack of role clarity require review to ensure they are implemented. ANU must ensure that control measures are implemented, maintained and reviewed to ensure, so far as is reasonably practicable, a work environment that is without risks to health or safety. Due to the size and scale of the Renew ANU change management process, sufficient information was not available to identify non-compliance with respect to managing the psychosocial hazards of job demands and lack of role clarity across all business areas of ANU. Comcare will conduct a verification inspection within 6 months of the date of this report to verify that ANU is managing the psychosocial risks of job demands and lack of role clarity.

Post Implementation Review

62. On 15 December 2025, ANU commenced a post implementation review for several implementation plans and the ANU Renew Change Principles Paper 2025, with feedback being open to 11 February 2026. This process provides the opportunity for ANU to review control measures for psychosocial hazards including the impact on staff workloads in consultation with workers and HSRs.



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63. Subsequent to the post implementation review I recommend a review of each business area's psychosocial risk assessment to ensure control measures remain effective and are revised as necessary, so as to maintain, so far as is reasonably practicable, a work environment that is without risks to health and safety.

64. Based on this assessment I formed a reasonable belief in relation to the scope of this inspection that ANU has not complied with its duties under the WHS Act and WHS Regulations to ensure that WHS Committee meetings are being held at least once every three months.

65. The inspection is now closed.

REPORT ISSUED BY	Inspector	s 22
	Inspector ID number	200
	Email	s 22
	Phone	
	Date	26 May 2026
	Signature	s 22



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This report contains information that may assist you to take steps regarding your obligations under the WHS Act. You must refer to the Commonwealth *Work Health and Safety Act 2011* (WHS Act) and the *Work Health and Safety Regulations 2011* (WHS Regulations) to understand your duties and obligations. Comcare's external website contains links to WHS legislation.

Comcare does not accept liability for any errors or omissions or for any loss or damage suffered by you or any person which arises from your reliance on this report or for any breach by you of your obligations under the WHS Act. Where a Comcare inspector has inspected a particular workplace, it is not a representation by Comcare that the particular workplace is in any way free of hazards.

IF YOU DO NOT AGREE WITH A DECISION

If you disagree with the outcome of this inspection, you may seek an internal reconsideration of the inspector's decision. A request for a review should be sent to statutory.oversight@comcare.gov.au including any additional information or evidence you have to support your request. Comcare will review your request and advise of the outcome in writing within 20 business days.

If you would like to clarify any aspect of this report, you can contact the inspector directly.

Comcare has a range of publications and fact sheets to help explain your responsibilities and provide guidance to make your workplace safer. The Compliance and Enforcement Policy provides guidance as to how Comcare approaches regulation. To access these, visit our website.

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- a court or tribunal
- state or territory work health and safety regulatory agencies
- personnel engaged by Comcare to conduct research related activities
- enforcement agencies or bodies
- state and territory Coroners
- Commonwealth, state or territory industry regulators
- any other person assisting Comcare in the performance of its functions or exercise of its powers, including contractors and consultants
- any other person where there is an obligation under law to do so (for example but not limited to, responding to the direction of a court to produce documentation).

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