



# MINUTES

---

Meeting No. 01/2015

E Block Conference Room, Constitution Avenue, CIT Reid

**Wednesday, 29 July 2015**

8:30 am – 12:00 pm

## IN ATTENDANCE

Members: Mr Craig Sloan (Chair), Ms Michelle Melbourne (Deputy Chair), Mr Kent Chambers, Ms Leanne Cover, Mr David Dawes, Dr Stephanie Fahey, Ms Diane Joseph, Mr Peter McGrath, Ms Anita Wesley

Secretariat: Ms Sue Maslen, Ms Grace Concannon

### 1. WELCOME AND APOLOGIES

The meeting opened at 8.30 am. The Chair welcomed members and called for additional agenda items. None were received.

#### 1.1 Acknowledgement of Country

The Chair provided an Acknowledgement of Country.

#### 1.2 Conflict of Interest Declarations

The Chair asked members whether they had any disclosures of interest to make. Ms Leanne Cover, as current CIT Chief Executive Officer, declared a potential conflict of interest for agenda Item 3.7 relating to CEO recruitment and offered to leave the room during the discussion, as would the secretariat. The Chair noted that KPMG was finalising a Governance review of CIT and advised there was no conflict of interest. The Chair also advised that a Conflict of Interest Register has been established for the Board.

### 2. FUTURE DIRECTIONS FOR CIT

#### 2.1 Government's Decision and Future Direction

Members noted the paper and the rationale behind the Government's decision to establish the CIT Board and implementation work conducted to date. The Chair advised that this topic was also covered at the induction day on 14 July and referred members to their induction papers.

Members noted that the establishment of the CIT Board is a new way of operation for CIT and as such it may take some time to establish the Board's presence and refine processes to support the Board's operations and communications both internally and externally.

The Chair and the CEO will be meeting with the Minister following the Board meeting and the Minister will be invited to a future Board meeting.

## **2.2 CIT Council's Observations and Reflections Paper**

The CIT Council's report *Observations and Reflections* was tabled. The report covers the reflections of CIT Council members, achievements of the Council, key issues impacting on CIT, key messages to the incoming Board and some preliminary ideas for future directions.

The Chair noted the significant value of the work of the Council over many years and offered his sincere appreciation to outgoing Council members particularly for the contribution they have made to steering CIT through challenging times over recent years and agreed to send a letter of thanks to each Council member.

***ACTION - Chair to write to each outgoing Council member to acknowledge their contribution to the work of CIT.***

Members noted the challenges for the Board to keep abreast of broader industry perspectives and to be proactive rather than reactive. Members advised of other relevant bodies they belonged to and the Chair welcomed feedback from members on their involvement in these external meetings.

The CEO advised that CIT would be happy to provide an RTO perspective for members attending external meetings as required.

Members agreed that future meetings of the Board should include a standing item on sharing intelligence from external meetings attended by members.

***ACTION – A standing agenda item on sharing intelligence from external meetings will be included for future meetings.***

## **3. GOVERNANCE**

### **3.1 Meeting Schedule – Next 12 Months**

The Chair outlined the proposed meeting schedule for the Board over the next twelve months.

Members noted that the Financial Management Act (FMA) requires Governing Boards to meet at least every three months. It also approved a Board Meeting Schedule for future calendar years of five meetings a year with meetings in late February, late May, July (planning session/meeting), late August and late November.

Members agreed to Board meetings being held from 8.30 am to 12.00 pm and to the proposed schedule of meetings with the exception of 7 October 2015 (to be rescheduled to a date after 14 October) and 29 June 2016 (to be rescheduled to early July).

***ACTION – The meetings of 7 October 2015 and 29 June 2016 will be rescheduled.***

Agreed meetings are:

- Wednesday TBA October 2015 – Meeting and Planning Session ;
- Wednesday 25 November 2015 – Meeting;
- Wednesday 24 February 2015 – Meeting;
- Wednesday 18 May 2016 – Meeting;
- Wednesday TBA July 2016 – Meeting and Planning Session.

Members discussed the option of having teleconferences in between face to face meetings, particularly while the Board is in the early stages of its implementation. The purpose of these would be to keep momentum going and provide Board updates as required. Members agreed to these meetings being on a Wednesday from 8.00 am to 9.00 am.

***ACTION – Teleconferences to be scheduled as required.***

### **3.2 Draft Board Charter**

Members noted that it is best practice for Boards to have a charter setting the framework of the Board and the roles and responsibilities under the *Financial Management Act 1996* and the *Canberra Institute of Technology Act 1987*.

Members agreed to adopt the draft Board Charter pending amendments to paragraph 3.1 (change expectations to roles and responsibilities) and 4.1 (specify time of reasonable notice) and to include information on the use of proxies and Board sub-committees.

***ACTION – Draft Board Charter to be amended as agreed.***

### **3.3 Board Committee Structure**

Members discussed the establishment and role of Board sub-committees.

The Chair recommended the creation of a Finance, Risk and Audit Committee to replace the existing CIT Audit Committee and members discussed terms of reference and membership.

Members agreed that a Finance, Risk and Audit Committee be established.

Membership of sub-committees was discussed, with agreement that at least one Board member should be on a Board sub-committee and that information regarding Board sub-committees should be included in the Board Charter.

In relation to the Finance, Risk and Audit Committee Members agreed that there should be separation between this committee and CIT Solutions.

***ACTION – Establish a Finance, Risk and Audit committee.***

***ACTION – Information regarding sub-committees to be included in the Board Charter.***

The CEO provided an overview of the current CIT internal governance structure including the major bodies that provide recommendations to the CEO for decision - Board of Management, Finance and Performance Board and Academic Board. These bodies are all being reviewed (including titles to avoid any confusion) with the commencement of the CIT Board.

Members also discussed the CIT Innovation Working Group and the establishment of a learner/student sub-committee. The Board student member advised that the CIT Student Association was currently working well and did not recommend the establishment of an additional sub-committee.

Members agreed that no further sub-committees would be established at this stage.

***ACTION – The CIT CEO to review the CIT internal governance structure and prepare a detailed paper for the Board's consideration.***

### **3.4 CIT Audit Committee Charter**

As per agenda item 3.3 the Board agreed to the establishment of a Finance, Risk and Audit Committee, as a Board sub-committee, to replace the existing CIT Audit Committee. Members noted the requirement to develop and approve a Committee Charter for the operation of the Finance, Risk and Audit Committee in accordance with the ACT Government Internal Audit Framework.

It was agreed that the Finance, Risk and Audit Committee would meet five times per year, and new members and Chair would be recruited through an EOI process. The Chair recommended the EOI be requested through the Australian Institute of Company Directors (ACT Division) and Institute of Chartered Accountants and that he will shortlist applicants with assistance from Board members.

Members also agreed that one Board member would be appointed to the Finance, Risk and Audit Committee, as per Board requirements for sub- committees, and that there would be no CIT employee appointed to the Committee.

It was noted Board members could attend Committee meetings as an observer at any time.

Members discussed the process for appointing members (currently done by the Minister on recommendation from the Board as per the ACT Government Internal Audit Framework) and determining remuneration and sought clarification on the role of the Board in the appointment of members.

***ACTION – The CEO to clarify the role of the Board in the appointment of members to the Finance, Risk and Audit Committee.***

***ACTION – The Chair and the CEO to determine the details for appointing members (selection criteria, roles and responsibilities) to the Finance, Risk and Audit Committee including calling for expressions of interest.***

The LDA Audit Committee Charter was offered as an exemplar for the consideration of the Board in the development of the charter for the Finance, Risk and Audit Committee.

***ACTION – Secretariat to obtain copy of LDA Audit Committee Charter.***

***ACTION – Develop a charter for the Finance, Risk and Audit Committee and table out of session.***

Members agreed that the current CIT Audit Committee would continue to operate until the new Finance, Risk and Audit Committee is established.

The Chair advised that he would meet with the current Chair of the CIT Audit Committee to advise of these arrangements.

***ACTION – Board Chair to meet with the Chair of the CIT Audit Committee.***

### **3.5 Delegations**

Members noted that the Board holds financial and education powers under various laws and the CEO holds certain powers under the *Public Sector Management Act 1996*. For operational efficiency these powers are intended to be delegated within CIT.

The Chair noted that the delegations have remained stable and that delegations can be amended at any time.

It was agreed that the significant items will come through the Board while the day to day delegations will continue within CIT.

Members noted the advice provided by the Government Solicitor's Office about the delegation of powers and endorsed the delegations (as presented) made on 1 July 2015 by the Chair and the CEO.

Members agreed that future delegations signed off by the Chair and CEO should be brought to the next Board meeting for endorsement.

### **3.6 Determination and Notification of Rules and Procedures**

Members noted the requirement of the Board, under section 25 of the *Canberra Institute of Technology Act 1987*, to determine rules and procedures covering specified student policies, including for admission to study and to assessment and also procedures for seeking an internal review of a decision of the institute about conferring an award.

Members also noted that all such policies must be notified on the ACT Legislation Register through a Notifiable Instrument.

Members were unable to agree to ratify these policies at this stage and requested further information be provided on the intent of the policies. Members agreed to address this issue out of session. A link to the policies will also be provided.

***ACTION – Prepare a paper outlining the intent of policies for ratification, including a link to the relevant policies.***

### **3.7 CEO Recruitment**

The CIT CEO and Secretariat were not present for this agenda item. The Board agreed it would commence the process of seeking a Chief Executive Officer, with the aim of finalising an appointment before the end of the year.

## **4. CEO REPORT**

### **4.1 CEO Update on 2015 and State of Play**

Members noted the CEO report.

The CEO advised of a recent COAG agreement to consider a shift in responsibility for Vocational Education and Training to the Commonwealth provided State and Territories could elect to remain TAFE providers within a national system. The CEO also advised she was a member of TAFE Directors Australia (TDA).

Share ownership of CIT Solutions was discussed. Members noted the advice from the Government Solicitor's Office and agreed to transfer the ownership of shares from the CEO to CIT, and were keen to ensure there were no negative outcomes for changes to share arrangements.

***ACTION – CIT to transfer CIT Solutions shares from the name of the CEO to Canberra Institute of Technology.***

The CEO advised of staff issues and industry confidence in CIT Electrical Trades and that a number of strategies had been established to address them.

The CEO also advised on a matter that is currently before the Fair Work Australia Commission for conciliation.

***ACTION – The CEO will keep the Board updated on developments at CIT Electrical Trades as required.***

### **4.2 Draft CIT Balanced Score Card**

Members noted the paper and the link between the CIT 2014-16 Strategic Plan and the Draft CIT Balanced Score Card.

The CEO advised that this document was intended to assist the Board to assess progress at a glance and that CIT is still developing the people measures as they are more complex.

Members noted that updates on the measures within the CIT Balanced Score Card would be provided regularly to the Board to assist with the Board's monitoring performance role.

Members agreed to discuss the measures at the planning session with a particular focus on student employability.

Members also discussed the use of staff surveys in defining organisational culture, and agreed to defer this discussion to the planning session.

***ACTION - All CIT Balanced Score Card measures to be considered further at the next planning session with a particular focus on student employability.***

***ACTION - Include organisational culture on the agenda for the next planning session.***

#### **4.3 Draft CIT Executive Priority Action Plan**

Members noted the draft *CIT Executive Priority Action Plan*. The CEO provided an overview of how this was developed noting that it was a work in progress.

It was noted that a strategic conversation about the campus modernisation strategy needs to be had with the Minister and Chief Minister about how the value of assets can be returned to CIT. The Chair advised that he would be seeking clarification from the ACT Government as to the timeliness of the return of funds to CIT gained through the sale of properties.

The CEO also advised that CIT would benefit from the Board focus around the learner experience and developing new, local, national and international markets. While CIT processes, systems and outputs have been structured primarily around a government funded model the Board is well positioned to change this model to become more financially sustainable in the future.

### **5. CHIEF OPERATING OFFICER REPORT**

#### **5.1 Finance Report – June 2015**

The finance report was noted with the Chief Operating Officer (COO) reporting acceptable results for the first half of 2015.

Members were interested in the operation of CIT Solutions. The COO advised that CIT Solutions is tracking considerably above budget, noting that the second half of year is usually lower. The total revenue for CIT Solutions in 2015 is anticipated at \$18 million and a return of \$1 million profit to CIT, which is a significant improvement over the previous two years. Members questioned the percentage of profit as part of overall revenue compared to similar institutions. The COO advised that the margin was improving and that certain costs, such as those associated with international students, should be removed from overall revenue. It was noted that the Board will need to consider its expectations of CIT Solutions.

***ACTION - Chair to have conversation with COO on the depth of information to be included in financial reports for the Board.***

## **5.2 CIT Financial Strategy 2015-2020**

Members noted the paper.

The COO advised that up until now CIT has operated in a stable market in a similar way to an ACT Government Directorate, trying to keep the books balanced. He highlighted that with greater contestability in the market, the long term sustainability of CIT was a major priority.

The Chair noted that CIT should work towards becoming independently sustainable, noting the potential savings outlined in the financial strategy. The Chair further noted the excellent summary presented by the COO addressing the core issues and acknowledging the need for the Board to get behind these strategies.

Members were keen to contribute further discussion regarding the strategies outlined in the paper and agreed to include this on the agenda for the Board planning day in October.

***ACTION – Include the financial strategy on the agenda for the next planning session.***

## **5.3 Workplace Health and Safety Report – June 2015**

The report was noted. Members expressed interest in any WHS benchmarking that was conducted across ACT Government or similar educational institutions. The CEO agreed to investigate whether there was any relevant benchmarking that was happening across government and report back to the next meeting.

***ACTION - CEO will seek information on availability of ACT Government WHS benchmarking.***

## **6. PEOPLE AND ORGANISATIONAL GOVERNANCE REPORT**

### **6.1 People and Workplace Culture**

The report was noted. Key issues of interest to Members included personal leave costs of non-teaching staff; CIT workers compensation rates; and conditions in the Enterprise Agreement relating to casual teacher working excessive hours.

### **6.2 CIT Risk and Audit and Review Program**

Members noted the Strategic Business Risk Profile; CIT Fraud and Corruption Profile and the annual Audit and Review Program presented.

Members noted that the current audit program is recommended by the CIT Executive Management Group and endorsed by the existing CIT Audit Committee. The Audit and Review program is conducted by the CIT Audit and Review team and some contracted external consultants.

Members endorsed the annual Audit and Review Program presented, noting that this is work in progress, to enable the program to continue through to completion by November 2015.

Members further noted that this work will become the purview of the new Finance, Risk and Audit Committee.

## 7. BOARD COMMUNIQUE

Members agreed that a communique from the Board would be distributed following meetings, announcing key decisions and the general deliberations for publication on the CIT website. Members agreed to the draft Board communique presented, with minor amendments.

Members discussed options for acquainting staff with Board members such as a meet and greet with staff, holding Board meetings on different campuses which could incorporate tours or attending special events.

The education of staff around the operation of the Board was also discussed.

Members agreed that the Chair write to all staff introducing the Board.

***ACTION – Secretariat to draft a letter of introduction from the Board Chair to CIT Staff.***

***ACTION – Secretariat to amend Board Communique and upload to CIT Website.***

## 8. OTHER BUSINESS

There was no other business.

## 9. Meeting Closed

12.30 pm



# MINUTES

---

Meeting No. 02/2015

E Block Conference Room, Constitution Avenue, CIT Reid  
**Wednesday, 28 October 2015**

8:30 am – 10:00 am

(Planning session 10.15 – 1.00 pm)

## IN ATTENDANCE

Members: Mr Craig Sloan (Chair), Ms Michelle Melbourne (Deputy Chair), Mr Kent Chambers, Ms Leanne Cover, Mr David Dawes, Dr Stephanie Fahey (by telephone), Ms Natalie Howson, Mr Peter McGrath, Ms Anita Wesley

Secretariat: Dr Nicole Stenlake, Ms Grace Concannon

### 1. WELCOME AND APOLOGIES

The meeting opened at 8.30 am. The Chair welcomed members and called for additional agenda items. None were received.

### 1.3 Acknowledgement of Country

The Chair provided an Acknowledgement of Country.

### 1.4 Conflict of Interest Declarations

The Chair asked members whether they had any disclosures of interest to make. Ms Leanne Cover, as current CIT Chief Executive Officer, declared a potential conflict of interest for agenda Item 3.4 relating to CEO recruitment and offered to leave the room during the discussion, as would the secretariat.

## 2. MINUTES AND ACTIONS

### 2.1 Confirmation of previous minutes

The minutes of meeting of 29 July 2015 were confirmed.

### 2.2 Out of session decisions

Members noted the out of session decisions made since the meeting of 29 July 2015 (see Meeting paper 2.2).

### 2.3 Confirmation of out-of-session meetings

The notes from the out of session meetings held on 12 and 26 August and 9 and 23 September 2015 were confirmed.

## **2.4 Member reports from external meetings**

Ms Melbourne, as the ACT representative, reported her attendance at the Australian Industry and Skills Committee meeting in Adelaide on 12 October 2015. At the meeting the role of assessment in assuring quality in vocational education was discussed with committee members providing feedback on the draft National VET Assessment Strategy. The harmonisation of VET regulation was also discussed.

The Chair advised that he would be hosting a meeting of TAFE CEOs and Board Chairs in Canberra in December.

## **3. GOVERNANCE**

### **3.1 CIT Internal Governance Structure**

Members noted the revised internal governance structure.

Members discussed the role of student associations in facilitating input into management decision making, noting that while student associations are usually well networked it was not common for students to be represented on TAFE Boards.

In the context of CIT, members were advised that the CIT Student Association (CITSA) is a strong voice within CIT and is regularly consulted in the development of CIT policies and other projects, is represented on the leadership network, and featured in other networks and working groups across CIT, such as the new steering committee for CIT Tuggeranong.

### **3.2 CIT Audit, Risk and Finance Committee**

Members officially noted the CIT Audit, Risk and Finance Committee as a sub-committee of the Board and the appointment of Ms Fran Raymond as Chair, Mr Bruce Papps, as Deputy Chair, and Mr Peter McGrath as the Board representative.

The Board expressed its confidence in the committee and noted the inaugural meeting, scheduled for 13 November 2015, would be attended by the CIT CEO and the Board Chair as observers. Members also noted the capacity to increase membership of the Committee as the requirement for new skills was identified.

### **3.3 Notification of Rules and Procedures**

Members noted the requirement under Section 25 of the *Canberra Institute of Technology Act 1987* (CIT Act) that all rules and procedures for the CIT Act be notified as a Notifiable Instrument on the ACT Legislation Register. Members further noted that this requirement provides a common location for public notification of legislative matters.

Members discussed the need for this requirement while noting that as a legislative requirement, any change would need to come through as an amendment to the CIT Act.

Members agreed to the notification of the Notifiable Instrument of the ACT Legislation Register. Members also agreed for the Chair to discuss this requirement with the Minister in the overall context of a review of the 2014 amendments to the CIT Act.

Members were advised that CIT has begun a review process of its policies with a view to simply and clarify and ensure a contemporary approach to all CIT policies.

A suggestion was made for the establishment of a service improvement group to review the program of work and balance risk, a process that is being adopted by universities to move to an advanced state.

***Decision: The Board agreed to the Notifiable Instrument being notified on the ACT Legislation Register.***

***Action: The Board Chair to discuss with the Minister an appropriate review time for the Canberra Institute of Technology Act 1987 including the need for section 25.***

***Action: The secretariat to investigate the option of engaging a service improvement group to review polices and other works.***

### 3.4 CEO Recruitment

Secretariat left the room for this agenda item.

## 4. CEO REPORT

The CIT CEO provided an overview of the national scene for TAFE which included the national VET System, the international scene, quality and accountability, and potential reforms shifts for CIT.

Members discussed:

- challenges and opportunities for CIT in transnational delivery, particularly in India and China
- impact of visa restrictions on international student numbers noting that CIT below the national average
- challenge of maintaining standards in the VET sector
- process of harmonisation of standards across the VET sector
- outcomes around the introduction of VET FEE-HELP and questionable providers causing concern for ACPET
- commonwealth national guidelines defining success in the VET sector
- look of success for CIT at a local level, not waiting for a national set of guidelines
- political context with local and federal elections in 2016.

The CEO advised of a current audit by the Australian Skills Quality Authority (ASQA) being conducted in the CIT electrical trades department. The CEO further advised that up to 70% of RTOs audited by ASQA need to make adjustments following an audit, noting that the statistic does not distinguish between TAFEs and private RTOs. CIT currently holds a low risk rating from ASQA and there is a push to have TAFEs considered in a different risk category than private RTOs.

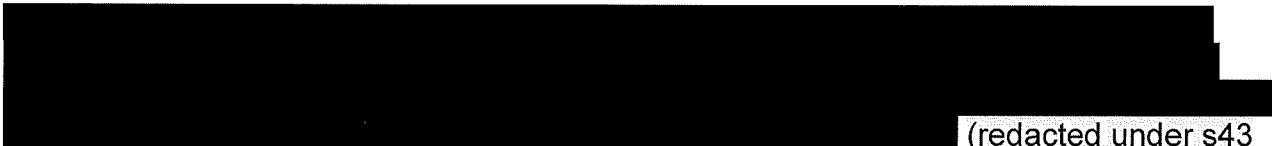
Members also discussed CIT course offerings and were advised that CIT has 450 courses on scope with 410 active courses. Of those active courses 208 have less than 40 students and CIT will be looking at 50 of those courses to assess ongoing viability. Members also discussed the quality and cost of courses questioning whether CIT needed to be broad in its offerings or focus on unique offerings?

## **5. CHIEF OPERATING OFFICER REPORT**

### **5.1 Finance Report – August 2015**

Members noted the August 2015 Finance report and were pleased with the positive result with overall revenue above expected budget except for Commercial Contracts, User Choice and Government/External Grants & Programs and expenditure under control. The Chair noted that he would like to see a surplus.

Members noted a weakness around Commonwealth funding, particularly with the loss of the Adult Migrant English Program (AMEP) in early 2015 which is counteracted with the rent received from Navitas, who won the AMEP contract and are delivering out of CIT.

 (redacted under s43 of the FOI Act – the business affairs, including the financial affairs, of an international provider would be unreasonably affected by the release of information)

Members discussed the cost of sales and the comparison between course cost and delivery and noted the importance of benchmarking. CIT should not be afraid to spend money to make money.

Members discussed partnering with other RTOs to be more agile and flexible and taking a more strategic approach to CIT competitors.

Members noted that CIT Solutions is not doing as well as other pathways providers (private RTOs) in terms of profit and agreed that closer Board involvement could lead to a strategic and profitable result.

### **5.2 Workplace Health and Safety Report**

Members noted the Workplace Health and Safety Report. Members were interested in the quarterly summary of incidents and sought further clarification on mental stress issues. Members were pleased to note good improvements in the overall number of accident and incident reports, with the exception of the CIT Health, Community and Science College.

### **5.3 People and Workplace Culture**

Members noted the People and Workplace Culture Report and were pleased to note improvement in teacher productivity. Members were interested in any benchmarking activities across TAFEs and were advised of the second round of Tribal Benchmarking Report.

**Action: The secretariat to provide Board members with the results of the Tribal Benchmarking Report at the February 2016 Board meeting.**

[REDACTED] (redacted under s 43 of the FOI Act - the business affairs, including the commercial affairs, of an organisation would be unreasonably affected by the release of information)

Members queried the level of personal leave and were advised that CIT has been addressing this issue in areas where personal leave is high (non-teaching areas) while noting that the overall rate was relatively low when compared across government.

Members were advised that the staff survey results are being discussed at department levels and actions plans are in place to address improvements. Overall report will be provided to the Executive Management Group and the People Committee with a final report uploaded to the CIT Staff Intranet site.

**6. BOARD COMMUNIQUE**

The Board Communique was finalised out of session with the Chair.

**7. OTHER BUSINESS**

There was no other business.

**8. Meeting Closed**  
11.10 am

# MINUTES

---

Meeting No. 03/2015

E Block Conference Room, Constitution Avenue, CIT Reid  
**Wednesday 25 November 2015**

8:30 am – 12.30 pm

## IN ATTENDANCE

Members: Mr Craig Sloan (Chair), Ms Michelle Melbourne (Deputy Chair), Mr Kent Chambers, Ms Leanne Cover, Mr David Dawes, Dr Stephanie Fahey (by telephone), Ms Natalie Howson, Mr Peter McGrath, Ms Anita Wesley

Secretariat: Dr Nicole Stenlake, Ms Grace Concannon

## 1. WELCOME AND APOLOGIES

The meeting opened at 8.30 am. The Chair welcomed members and called for additional agenda items. None were received.

### Acknowledgement of Country

The Chair provided an Acknowledgement of Country

### Conflict of Interest Declarations

The Chair asked members whether they had any conflict of interest disclosures to make. Ms Leanne Cover, as current CIT Chief Executive Officer, declared a potential conflict of interest for agenda item 4.5 relating to CEO recruitment and offered to leave the room during the discussion, as would the secretariat.

## 2. MINUTES AND ACTIONS

### 2.1 Minutes

The meeting minutes of 28 October 2015 were confirmed.

### 2.2 Out-of-session decisions

There were no out-of-session decisions since the meeting of 28 October 2015.

### 2.3 Member reports from external meetings

The CEO advised that she had attended the TDA meeting where they discussed a revision of the TDA strategic plan. The Chair advised that he was hosting a meeting of TAFE Chairs at CIT on

7 December and will consider providing a communique of the meeting. Members also noted that CIT attended the National Training Awards in Hobart and while it did not take out any major awards CIT had a number of student finalists.

### 3. FUTURE DIRECTIONS FOR CIT

#### 3.1 Planning Session next steps

Members considered and approved a number of next steps based on the four key areas of the planning session held on 28 October 2015: role of the board; vision and mission; products and services; and CIT 5 year financial strategy.

##### Role of the Board

Members considered the draft protocol document and agreed to amendments at 4.1 to include “on behalf of the board” following the CIT Board Chair and to include additional text on accountability of the Board and freedom of the Board to make decisions. Members also sought confirmation of Board accountability as prescribed in *the Canberra Institute of Technology Act 1987* and agreed to adopt the draft protocols as amended and provide a copy to the Minister.

The Board also agreed that a CIT Board Communication Strategy be developed and presented to the Board for discussion and decision on 24 February 2016.

***ACTION: Amend protocols document to include information on legislative accountability of the Board and provide a copy to the Minister.***

***ACTION: Draft communication strategy to be developed for the Board meeting of 24 February 2016.***

##### Vision and Mission

The Board agreed to the suggested approach, including external and internal consultation, for development of a new strategic plan to be in place by mid-2016. Members also discussed incorporating student and client perspectives.

***ACTION: Secretariat to provide an update on progress towards the development of the new strategic plan at the meeting on 24 February.***

##### Products and Services

Members noted a shift in products and services and agreed to start the culture change program discussed further at agenda item 3.2.

##### CIT Financial Strategy

The Chair advised he is meeting with the Economic Development Directorate to discuss the CIT campus modernisation plans. Members discussed a range of issues regarding the modernisation plans and agreed that more work was required to ensure CIT is well advanced in its thinking to present to Government. The management and approach of revenue from land sales currently under CIT lease arrangements was discussed.

Members were keen to identify how the campus modernisation plans are linked to future student needs and educational outcomes as this would enhance the complete picture to put forward to Treasury.

Members also noted the Government development agenda around the Reid precinct, Kingston foreshore precinct (arts and fashion) and city master plan and questioned how the CIT modernisation plan fitted in with the government agenda and developments.

Members agreed that they would like a briefing on the campus modernisation plan including an overview of the main CIT assets at the next Board meeting on 24 February 2016.

Members also agreed to a report on the Tribal Benchmarking results at the meeting of 24 February 2016.

***ACTION: Briefing on the campus modernisation plan to be provided at the next Board meeting on 24 February.***

***ACTION: CIT CEO to come back to the Board on the way forward for progressing the campus modernisation plan.***

***ACTION: A report on the Tribal Benchmarking results will be provided at the meeting on 24 February 2016.***

### 3.2 CIT Business Development

Members noted the main market segments related to CIT and CIT Solutions were: CIT Profile; CIT Contestable Sources of Government Funding; CIT Commercial Offerings; and, CIT Solutions.

Members also noted CIT's current internal capability and capacity is largely focussed on addressing the biggest market segment (the CIT Profile primarily funded by ACT Government) while CIT Solutions is largely focussed on contractual work to large Government clients.

Members considered and approved the business development priority for 2016 of growing CIT's market share in the CIT Contestable Sources of Funding and the Commercial Offerings market segments.

Members noted that more work need to be done in all segments to build capability and capacity for commercial offerings for success, including the need to grow the CIT share of Skilled Capital and Australian Apprentices.

Members discussed the need for 'A more commercial focus in CIT – people, processes, new opportunities and partnerships' program and approved the development and implementation of the program for CIT commencing in early 2016. Members agreed to establish a Board sub-committee to work with the CEO on the 'A more commercial focus in CIT – people, processes, new opportunities and partnerships' program and business development for CIT and nominated the Chair, Deputy Chair and Ms Stephanie Fahey as sub-committee members.

***ACTION: The Board Chair, Deputy Chair and Ms Stephanie Fahey will form a Board sub-committee to work with the CIT CEO on the 'A more commercial focus in CIT – people, processes, new opportunities and partnerships' program and business development for CIT.***

Members also discussed the relationship between CIT and CITSOL noting that CIT Solutions is a separate entity and that the yearly profit return should be raised with the CIT Solutions Board. The Chair advised that he is meeting with the CIT Solutions Board Chair and attending the Board meeting to start to shape that relationship and discuss other matters.

The Board approved the development for early 2016 of a Board paper on options for improving working arrangements between CIT and CIT Solutions to maximise both entity's financial sustainability and profitability; and pilots to trial working arrangements between CIT and CIT Solutions.

***ACTION: Develop a Board paper on options for working arrangements between CIT and CIT Solutions to maximise CIT's financial sustainability and CIT and CIT Solutions profitability.***

***ACTION: Establish a pilot project to trial working arrangements between CIT and CIT Solutions.***

Members discussed the need for an international strategy to focus on students in country as well as transnational delivery and agreed to conduct further analysis on international markets of China, India, Indonesia and Singapore and potential industry priority areas of renewable energy, health services and safety and security.

Members agreed that further detailed analysis, through the 'A more commercial focus in CIT – people, processes, new opportunities and partnerships' program and business development sub-committee, of potential international/country markets and industry markets to inform the identification of priority markets for CIT be conducted.

***ACTION: The 'A more commercial focus in CIT – people, processes, new opportunities and partnerships' program and business development sub-committee will conduct a detailed analysis of potential international/country markets and industry markets to inform the identification of priority markets for CIT.***

## **4. GOVERNANCE**

### **4.1 CIT Audit, Risk and Finance Committee Report**

The Board noted the first meeting of the Audit, Risk and Finance Committee was held on 13 November 2015. Mr McGrath provided an update of the meeting which included:

- audit reports on tax compliance and contract management;
- signing off the audit committee charter and internal audit and review charter;
- discussion re the audit plan for 2016 working towards the 2017 ASQA audit;
- comprehensive internal and external audit program; and
- advised that contractors are selected from the ACT Government panel.

A formal communique from the Audit, Risk and Finance Committee will be provided to the Board Chair following each meeting ensuring a clear line of communication between the two chairs and the Minister.

The Board Chair and the CIT CEO also attended the meeting as observers. The Chair noted there were no matters of concern raised at the meeting and was confident of the make-up of the committee and pleased with the structure and quality of the meeting.

Members were particularly interested in the risk register and requested that a copy be circulated. Members questioned the CIT risk appetite and agreed that the 'A more commercial focus in CIT – people, processes, new opportunities and partnerships' program sub-committee should look at the CIT "people risk" as part of the program. Members also noted that the CIT risk register is not recorded on the ACTIA risk template and David Dawes agreed to provide a copy of the LDA risk register for review against CIT's existing template.

Members noted the next Audit, Risk and Finance Committee meeting is scheduled for 9 February 2016.

***ACTION: Circulate the CIT risk register to Board members and the Audit Risk and Finance Committee communique from the meeting of 13 November 2015.***

***ACTION: David Dawes to provide a copy of the LDA risk register.***

***ACTION: The 'A more commercial focus in CIT – people, processes, new opportunities and partnerships' program and business development sub-committee to look at "people risk" as part of the program.***

#### **4.2 2016 Budget Forecast**

The CIT Chief Operating Officer provided an overview of the 2016 CIT budget advising that it was developed in a consistent manner with previous CIT Budgets. Mr Kay advised that a bottom line \$1 million surplus has been proposed for 2016. Members noted the operating budget has remained stable over the last ten years as CIT has been managed along the same lines as a Government directorate and not been profit motivated.

Members also noted:

- the new funding model for Australian Apprenticeship training subsidies from the Education and Training Directorate will commence in 2016
- there is a 3 year strategy to increase revenue from international students
- slight increase in non-salary expenditure has been budgeted
- expenses related to maintaining facilities have been included at functional levels
- recurrent rental cost of CIT Tuggeranong is being funded.

Members noted that funds have been put aside for market research and the cultural change project but considered that greater investment may be needed for the cultural change project.

The Board endorsed the CIT budget including the target of \$1 million profit. The Board also agreed that at least \$.5 million be put aside for the 'A more commercial focus in CIT – people, processes, new opportunities and partnerships' program and that this money should come savings in the budget not the profit.

### 4.3 CIT Audit Strategy

The Board noted the Audit Office strategy for the Audit of CIT Financial Statements and Statement of Performance for the year ending December 2015. The Board also noted its obligations under the *Financial Management Act 1996* and the Australian Auditing standards in relation to acknowledgement of responsibilities. Members agreed for the Chair to sign the "Acknowledgement of Responsibilities" form on behalf of the Board.

**Action: Chair sign "Acknowledgement of Responsibilities" and return to ACT Audit Office by 30 November 2015.**

### 4.4 CIT Solutions Audit Strategy

The Board noted the Audit Office strategy for the Audit of CIT Solutions Financial Statements for the year ending December 2015. The Board also noted that the CIT and CIT Solutions audits would be conducted simultaneously and the acknowledgement of responsibilities would be signed by CIT Solution's Board Chair.

### 4.5 CEO Recruitment

The CEO and the Secretariat left the room.

## 5.1 CEO REPORT

The Board was provided with an update from the CEO that highlighted current themes in the Commonwealth Government Agenda including issues relating to access of VET FEE-HELP by unscrupulous RTOs and the upcoming *Innovation and Science Statement from the Prime Minister*. From an ACT Government perspective the CEO reported on the Education and Training Directorate's review of User Choice funding, CIT's relationship with CBR Innovation and the outcomes of the Minister's visit to India in October, noting that the CIT Director, Business Growth and Transformation was currently in India further developing the relationship with the company NEST.

The CEO noted the positive impact of the attendance of the Board Chair at the Legislative Assembly Annual report hearing on 23 November 2015. The CEO also advised that the Chair and CEO met with Mr Steve Doszpot MLA and will be meeting with Professor Stephen Parker and the ACT Chief Minister to discuss opportunities and the role of Board.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

(redacted under s 40(1)(e) of the FOI Act – disclosure would or could reasonably be expected to have a substantial adverse effect on the conduct of industrial relations)

Members were also advised of a potential program review being conducted by Treasury which could result in funding reduction to CIT's Government appropriation. Members considered the best approach for engaging with Treasury on the proposed program review paper and the need to convince Treasury of the strategic direction of CIT.

The Chair advised that he would be meeting with the Treasurer and Under-Treasurer to confirm whose roles it was to provide "program review" information to the Government.

***ACTION: The Chair to meet with the Treasurer and Under-Treasurer to confirm a response strategy to the program review request from Treasury.***

Members were also interested in the ASQA audit being conducted in the electro-technology department on 26 November. Members were advised that this was a proportional audit focussing on two units of competence with a particular interest is the Capstone unit. CIT expects to receive a verbal update at the end of the day, followed by a written report in 15 days. CIT will then have 20 days to respond.

## **6. OPERATIONAL REPORTS**

### **6.1 Finance Report**

Report was taken as read. The Board continues to be satisfied with the sound financial results and agreed they provided a very solid platform for the organisation to move forward.

### **6.2 Workplace Health and Safety Report**

Report was taken as read. No major risk or issues were identified. Clarification was sought around compensation cases and members discussed the strategic benefit for CIT to review its worker's compensation insurance provider.

***Action: CIT Chief Operating Officer and Chair to discuss compensation arrangements at CIT.***

### **6.3 Workplace Culture**

Members noted the report. In addition, the Executive Director People and Organisational Governance, reported current work on developing HR priorities to be presented in February and advised of the inaugural Empower Skills Summit, a CIT professional development opportunity, which has 280 enrolments from CIT staff.

Members also discussed the staff achievement awards and agreed that the Chair write to staff acknowledging the winners and nominees. Members also agreed to establish a standing process to congratulate staff and students who receive awards or are acknowledged for their achievements in other ways.

***ACTION: A communication from the Chair to be sent to staff acknowledging the winners of the CIT Staff Achievement Awards.***

***ACTION: Establish a standing process to congratulate staff and students who receive awards or are acknowledged for their achievements in other ways.***

#### **6.4 Due-Diligence requirement under Workplace, Health and Safety Act**

The Board was briefed on their due diligence obligations under the *Workplace Health and Safety Act 2011*. The Board acknowledged and agreed to implement their due-diligence obligations noting the six elements of responsibility in relation to the Act. Members agreed to include due-diligence as a standing agenda item for future meetings. Members also agreed to report to the Audit, Risk and Finance Committee and David Dawes agreed to provide a copy of the whole of government template for recording due diligence and WHS.

***ACTION: Add Due-diligence as a standing item to the Board meeting agenda.***

***ACTION: David Dawes to provide whole of government template for recording due-diligence and WHS.***

#### **7. BOARD COMMUNIQUE**

The Board communique was agreed to with minor amendments to come from the Chair, prior to publication on the CIT website.

#### **8. OTHER BUSINESS**

No other business

#### **9. Meeting closed**

12.40 pm

# MINUTES

---

Meeting No. 01/2016  
E Block Conference Room, Constitution Avenue, CIT Reid  
**Wednesday 24 February 2016**  
8:30 am – 12.30 pm

## IN ATTENDANCE

Members: Mr Craig Sloan (Chair), Ms Michelle Melbourne (Deputy Chair),  
Mr Kent Chambers, Ms Leanne Cover, Mr David Dawes, Dr Stephanie Fahey (by telephone),  
Ms Diane Joseph, Mr Peter McGrath, Ms Anita Wesney

Mr Dawes left the meeting at 10:30 and returned at 11:30

Secretariat: Dr Nicole Stenlake, Mr Matt Ryan

## 1. WELCOME AND APOLOGIES

The meeting opened at 8.30 am. The Chair welcomed members and called for additional agenda items. None were received.

### Acknowledgement of Country

The Chair provided an Acknowledgement of Country.

### Conflict of Interest Declarations

The Chair asked members if they had any conflict of interest disclosures to make.

Ms Leanne Cover, as CIT Chief Executive Officer, declared a potential conflict of interest relating to Item 4.2 regarding her contract.

  
(redacted under s35 (1) (d) of the FOI Act  
– disclosure would involve the disclosure of deliberations or decision of the Executive)

## 2. MINUTES AND ACTIONS

### 2.1 Minutes

The previous minutes of 25 November were confirmed.

### 2.2 Out-of-session decisions

The decision to become a foundation member of CBR Innovation (CBRIN) was noted.

### 2.3 Member reports from external meetings

Ms Michelle Melbourne reported on the recent meeting of the Australian Industry and Skills Committee. She advised that a number of training packages were endorsed at the meeting.

Ms Leanne Cover referred to the upcoming TAFE Directors Australia Innovation and Applied Research Roundtable that was to be held at CIT Reid in the following week. CIT will be presenting its work in forensic science with Dr Kym Turnbull from CIT and AFP partners and a student participating. Mr Craig Sloan will be attending a TAFE Chairs Association meeting at the Gold Coast on 8 March.

### 3. FUTURE DIRECTIONS FOR CIT

#### 3.1 Campus Modernisation Plan

The revised campus modernisation strategy document was reviewed. It was agreed not to endorse the plan at this time as further work needed to be done around the timing and financial analysis of options. In addition the outcomes of the campus modernisation strategy will need to support achieving the aims and directions determined in the strategic plan, and so will be reviewed in that context when the strategic plan is released mid-year.

Members requested that financial modelling of different options proceed to inform decision making. The Board also requested that some data visualisation tools be applied to display the information about the usage and financial returns on the activities at the existing campuses.

***ACTION – CIT management to undertake further work on the campus modernisation strategy including: financial modelling; generation of a visual representation of the campus locations; and, the activity that represents both financial and non-financial value; stakeholder engagement; and, links with the urban renewal project within the Economic Directorate.***

#### 3.1.1 [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

(redacted under s35 (1) (d) and s43 of the FOI Act – disclosure would involve the disclosure of deliberations or decision of the Executive; and the business affairs, including the commercial affairs, of an organisation which has commercial dealings with the Territory would be unreasonably affected by the release of information)

**3.2 Business Development and Cultural Change Sub-committee update report**

The Chair also gave a summary of the recent meeting of the Business Development and Cultural Change Sub-committee.

The focus in the short term will be to identify CIT's areas of strength and to pursue opportunities in the national market in those areas. Renewable energy, forensic science, cybersecurity, and aged care were four areas identified where CIT has a strong presence in the industry market. CIT would identify and develop pillars of excellence and then pursue wider markets in those areas of strength.

The sub-committee considered it necessary that CIT pull back from involvement in international markets, both acknowledging that CIT's main responsibility is to the ACT and region, and also that it is a very small player on the international VET scene. In the long term, CIT might pursue opportunities in the international space in partnership with other institutions.

**Decisions:**

**Members endorsed the sub-committee terms of reference presented and noted that the sub-committee will meet quarterly while the business development plan was being established. The Board agreed to the development of a business development strategy for CIT as outlined in the paper but noted that local business also needed to be included.**

**The Board also endorsed the 'hub and spoke' model that was outlined in the report.**

**3.3 Strategic Plan**

The Board considered the proposed process for developing the strategic plan. Some revisions to the proposal for engaging with external stakeholders were agreed. The approach favoured by the Board is to initiate consultation by holding workshops and forums with groups of similar stakeholders rather than the industry breakfast that was proposed. The input gained through these sessions will be synthesised into a draft plan that would be refined by reviewing it at a larger forum later in the process.

Internal consultation with CIT staff on the strategy will be led by the Chief Executive Officer.

***ACTION – A paper is to be provided for out-of-session distribution to summarise the revised strategic planning process.***

### **3.4 Tribal Benchmarking results**

The presentation was delivered by Mr Daniel Gayton of Tribal Group, with CIT Chief Operating Officer, Mr Shane Kay, also available to answer questions. The benchmarking was applied to similar organisations across Australia, New Zealand and the UK.

The findings identified some areas where CIT's cost profile was greater than is typical of comparable institutions. These areas of activity may be targeted to achieve overall cost reduction. It was noted that the biggest savings could be made in non-salary areas such as IT. Members noted the higher costs of international student recruitment. It was also noted that although salary costs were approximately equivalent CIT had on average 50 less FTE indicating higher salary costs per individual.

## **4. GOVERNANCE**

### **4.1 CIT Audit, Risk and Finance Committee Report**

The report was taken as read.

### **4.2 CEO Contract**

Leanne Cover and secretariat left the room.

## **5. CEO REPORT**

### **5.1 CEO update**

The CEO update report was noted.

The CEO also updated the Board on the recent media relating to the ASQA audit of CIT's delivery of two units of competency in Electrotechnology. The final report from ASQA, in which further evidence submitted by CIT was considered, was received by CIT on 16 February and stated that CIT was compliant with the Standards for RTOs 2015 and maintained its low risk status.

The Board noted a media article that was in response to the tabling in the Legislative Assembly of an Interim Report by the Standing Committee on Education, Training and Youth Affairs on 18 February. The Standing Committee report made three recommendations. CIT will advise the Minister directly on the recommendations and also contribute to the coordinated government response.

The CEO also reported that University of Canberra has a new Vice President International who is keen to pursue greater joint marketing initiatives to attract international students.

## **6. OPERATIONAL REPORTS**

### **6.1 Finance Report**

The report was noted.

The Board expressed concern at the budget outcome and some of the elements that contributed to the unanticipated additional expenditure. Members asked whether there were any lessons learned from the

## Board-in-Confidence

past that could be applied to better inform the next budget cycle and factor in measures that led to the shortfall.

It was observed that to achieve cost reduction while maintaining service delivery, an end-to-end review of back-office processes to remove inefficiencies will be required to achieve a more nimble response.

The Board observed that the current appropriation received from the ACT Government was not expected to continue in its current form beyond the next eighteen months and during this period every opportunity must be taken to become more efficient and identify commercial funding sources in order to prepare for new funding arrangements.

***ACTION – A paper is to be drafted for out-of-session distribution to outline measures being taken to reduce overall costs, including ways of reducing program costs in response to less than budgeted income.***

### **6.2 Workplace Health and Safety Report – including due diligence requirement**

The report was noted.

The Chief Operating Officer reported that the increase in personal leave taken for five days or more that occurred at the end of 2015 was due to people taking bereavement leave or carers leave.

***ACTION – Chief Operating Officer to provide information regarding the large number of reported student incidents in March 2015 and advise the Board out-of-session.***

### **6.3 People and Workplace Culture**

The report was noted.

The Board raised some concerns about the liability incurred through the excessive accumulation of annual leave.

## **7. BOARD COMMUNIQUE**

The Board Communique was completed out of session with the Chair.

## **8. OTHER BUSINESS**

No other business

## **9. Meeting closed – 12.30 pm**

# MINUTES

---

Meeting No. 02/2016  
E Block Conference Room, Constitution Avenue, CIT Reid  
**Tuesday 31 May 2016**  
8:30 am – 12.30 pm

## IN ATTENDANCE

Members: Mr Craig Sloan (Chair), Ms Michelle Melbourne (Deputy Chair), Mr Kent Chambers, Ms Leanne Cover, Mr David Dawes, Dr Stephanie Fahey, Ms Diane Joseph, Mr Peter McGrath, Ms Anita Wesney

Secretariat: Dr Nicole Stenlake, Ms Grace Concannon

## 1. WELCOME AND APOLOGIES


The meeting opened at 8.30 am. The Chair welcomed members and called for additional agenda items. None were received.

### Acknowledgement of Country

The Chair provided an Acknowledgement of Country.

### Conflict of Interest Declarations

The Chair asked members if they had any conflict of interest disclosures to make.

  
(redacted under s35 (1) (d) of the FOI Act – disclosure would involve the disclosure of deliberations or decision of the Executive)

The Chair noted the retirement announcement made by Ms Dianne Joseph, Director-General ACT Education Directorate, and being her last meeting thanked her for her contribution to the CIT Board and her outstanding contribution to education in the ACT.

The Chair noted that the election for student member was currently underway and thanked Mr Kent Chambers for his valuable contribution.

## 2. MINUTES AND ACTIONS

### 2.1 Minutes

The meeting minutes of 24 February 2016 were confirmed, noting the amendment requested by Dr Stephanie Fahey to reflect email correspondence regarding the requirement for independent analysis of the Watson Campus land value. The email records will be maintained.

All action items were noted as complete.

## Board-in-Confidence

It was further noted that a review of the establishment, and first 12 months of operation of the Board was required as part of the ACT implementation plan of the National Partnership Agreement on Skills Reform. An independent review will be conducted in collaboration with the Board and Economic Development Directorate. It is anticipated that information from the review will inform the incoming government.

The Chair noted that there are two vacancies on the Board and members suggested the Board also conduct regular internal reviews that could also include a skills audit to inform the recruitment of additional Board members.

Members noted the change in ACT Government administrative units, with training (VET) moved to CMTEDD and questioned the ongoing need for the Director-General from the Education Directorate to be on the CIT Board, as prescribed in section 10(e) of the CIT Act. Any change to this would require a legislative amendment. This could be picked up after the review of the CIT Board.

The Chair advised that the CEO and he would be meeting with the Chief Minister and the Minister for Higher Education, Training and Research on 1 June 2016.

### **2.2 Out-of-session decisions**

There were no out-of-session decisions.

### **2.3 Correspondence register**

Members noted the register as an ongoing log of incoming and outgoing mail.

### **2.4 Member reports from external meetings**

The Chair reported attending a TAFE Chairs Association meeting at the Gold Coast on 8 March 2016. A presentation from TAFE Qld indicated that CIT is on right path to reforms, with Qld being 2-3 years ahead of CIT in their reform agenda.

The CIT CEO reported attending the TAFE Directors meeting and AGM on 26 May 2016 in Brisbane. At the meeting the VET FEE-HELP discussion paper was considered and views on industrial relations in different jurisdictions were shared. The TAFE Director's AGM was attended by both the Minister for Vocational Education and Skills, Senator Ryan, and the Minister for Education and Training, Senator Birmingham. The Ministers expressed interest in the higher education space but offered no clear commitment of TAFE as a public provider and also indicated that their focus was on outcomes of the VET system as opposed to the provider.

Ms Melbourne, as the ACT representative, reported her attendance at the Australian Industry and Skills Committee on 16 May 2016. At the meeting a further three cases for endorsement of training packages were approved, bringing the total endorsements to 49 in less than 12 months. She advised that while the committee is taking a consistent approach to simplify training packages, it is being met with some resistance to change from industry representatives. The next meeting will be held in Canberra on 15 June and will be attended by Minister Fitzharris. Ms Melbourne also advised that the committee is undergoing a review with some changes to membership expected.

## **3. FUTURE DIRECTIONS FOR CIT**

### **3.1 Strategic Planning (including presentation from Cre8tive)**

The Chair welcomed representatives from Cre8tive, the consultancy firm engaged to develop the CIT roadmap, following the CIT Board Strategic Planning Workshop held on 28 April 2016.

## Board-in-Confidence

Members noted the working document from the Board workshop identified four key factors of success and associated elements (with the development of a roadmap being the first factor). Members agreed this was a working document and one of multiple input sources to inform the Board's strategic thinking.

Cre8tive provided an overview of the process to develop a roadmap titled Evolving Together and sought feedback from members. Board members provided significant feedback. The feedback was captured by CIT Brand and Business Development who will work with Cre8tive to incorporate the feedback and refresh the roadmap document for circulation out-of-session.

Members also discussed the communication strategy to align the release of the strategic roadmap with the official launch of CIT Tuggeranong on 28 July 2016.

**Decision: The Board agreed to the communication strategy approach.**

**Action: The CIT Roadmap document will be revised based on feedback from Board members and circulated out-of-session.**

**Action: Secretariat to advise Board members of the time of the launch of CIT Tuggeranong scheduled for 28 July.**

The Chair invited members to view the new Tuggeranong office if desired before the official opening. This will be organised through the secretariat if members wish to do so.

The student member, Mr Kent Chambers, advised that he has been developing a survey for students on what they want and their priorities – formulating questions that might drive the Board's strategic direction. It was suggested that the use of social media, such as Facebook, to seek comments and monitor issues was a more contemporary approach than conducting a survey and could result in better engagement.

**Action: Mr Chambers to consider the best ways to get students involved and to seek feedback from students on the strategic direction of CIT.**

Members noted that CIT has an active Facebook profile that is managed by CIT Marketing and information is provided to the CEO on a monthly basis, or as required.

### 3.2 [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] (redacted under s35 (1) (d) and s43 of the FOI Act – disclosure would involve the disclosure of deliberations or decision of the Executive; and the business affairs, including the commercial affairs, of an organisation which has commercial dealings with the Territory would be unreasonably affected by the release of information)

Members discussed the future of the Woden site and were advised that no decision had been made to sell the asset and that options are being considered, including discussions with potential investors. The Chair advised that CIT has an opportunity to explore business models that could utilise the asset to secure a source of regular on-going income stream, a more attractive proposition than a one-off cash injection.

### 3.3 Enterprise Agreement Process

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] (redacted under s40(1)(e) of the FOI Act – disclosure would or could reasonably be expected to have a substantial adverse effect on the conduct of industrial relations)

### 3.4 Business Development and Cultural Change Sub-committee update report

The Chair outlined two collaborative projects for working with CIT Solutions. The Teacher Training Project will build on the strengths of both organisations to develop a contemporary training model that will provide the skills required for the CIT teaching workforce. The project will also identify cultural barriers which currently exist between CIT and CIT Solutions and develop mitigating strategies.

The second project is a Learning Resource Development Project which aims to drive future revenue growth through high quality, contemporary teaching and learning resources.

Members also discussed:

- a phased approach to delivery of the cultural change program;
- the effectiveness of the current co-director model and possible options for the future;
- processes and systems to improve interactions with clients such as online enrolments, and mapping the end to end student experience;
- the importance of understanding the CIT client base – why people choose CIT; and
- opportunities for funding the cultural change work and the review of the Board and implementation of changes through the National Partnership agreement.

## 4. GOVERNANCE

### 4.1 CIT Audit, Risk and Finance Committee Report

Mr McGrath, noted the disconnection between the previous Audit Committee and the CIT Council and advised that the Audit, Risk and Finance Committee was seeking a better alignment to the current Board arrangements and was mindful that its key function is to assist the Board with its work.

### 4.2 CEO Contract

This item was noted.

## 5. CEO REPORT

### 5.1 CEO update

The CEO update report was noted. The CEO also advised members:

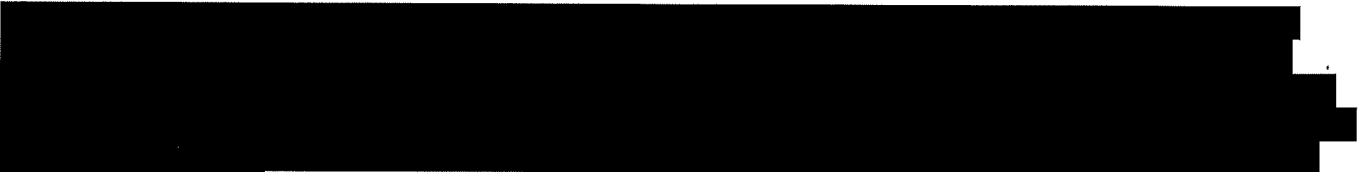
- the taking over of VET is not off the Commonwealth Government agenda and there is no clarity from either of the major parties on the position of TAFE in policy announcements made to date;
- CEO is working with CMTEDD staff on refreshing the ACT Business Development Strategy - Confidence Business Ready (CBR) and Study Canberra and is also seeking to get VET presence in government priority areas including the ACT International Student Strategy and leveraging off direct flights to Singapore beginning in September;
- CEO also attending Vice-Chancellor Working Group which is very focused on higher education;
- process for obtaining advice from the ACT Government Solicitor on reviewing the CIT Solutions constitution is underway with the inclusion of the CIT Board's role in approving a CIT Solutions statement of intent and the appointment of CIT Solutions Board members;
- CEO thanked members for contacts and referrals provided to stakeholders; and
- CEO met with representatives from CISCO and Optus to discuss approaches to smart campuses. There is a genuine interest from both OPTUS and CISCO in growing the VET sector in the digital environment.

## 6. OPERATIONAL REPORTS

### 6.1 Finance Report

The report was noted. The Board noted the continuing financial challenges facing CIT including CIT losing market share to other RTOs. CIT's profile delivery fell last year and is 6% under anticipated delivery this year. Members also noted the ACT Budget would be announced on 7 June and the expectation of some efficiencies. Members requested a briefing on the implications of the ACT budget at the next Board meeting on 6 July 2016.

**Action: ACT 2016/17 Budget outcomes and implications for CIT to be provided at next Board meeting.**

  
(redacted under s43 of the FOI Act – disclosure would or could reasonably be expected to unreasonably affect the lawful business, commercial or financial affairs of an organisation)

### 6.2 Workplace Health and Safety Report – including due diligence requirement

The report was noted. Members were particularly interested in the decrease in incidences in the student population compared to an increase in staff incidents. Members noted there were two notifiable incidents.

### **6.3 People and Workplace Culture**

The report was noted. Members were advised that the personal leave levels which were significantly above average in 2015 and are currently back to normal usage rates. Members noted the accumulation of annual leave and were advised that the Audit, Risk and Finance Committee also discussed this issue, given the \$17m liability for annual leave.

**Action: Information on annual leave to be provided at the meeting on 14 September 2016.**

## **7. OTHER BUSINESS**

Members discussed potential opportunities available through the Kingston Arts Precinct such as the provision for a fashion school. Members also noted the great marketing opportunity presented by the Kingston Foreshore.

**Action: CIT to consider potential opportunities for CIT in the Kingston Arts Precinct through discussion with CMTEDD.**

Members noted the CBR innovation network meetings held on the first Wednesday of each month attracting attendance of 250-300 people. A CBRIN Wednesday Connect meeting will be held at CIT Tuggeranong.

Ms Dianne Joseph, Director General Education Directorate, thanked the Board and acknowledged and congratulated the leadership of the Chair and CEO in steering CIT into a new era.

## **8. Meeting closed - 12.35 pm**

# MINUTES

---

Meeting No. 03/2016  
CIT Tuggeranong  
**Wednesday 6 July 2016**  
8:30am – 12.00pm

## IN ATTENDANCE

Members: Mr Craig Sloan (Chair), Ms Michelle Melbourne (Deputy Chair), Ms Leanne Cover, Mr Peter McGrath, Ms Anita Wesney

Secretariat: Ms Grace Concannon, Ms Lequita Young

Apologies: Mr David Dawes, Dr Stephanie Fahey, Ms Natalie Howson

## 1. WELCOME AND APOLOGIES

The meeting opened at 8.30am. The Chair welcomed members and called for additional agenda items. None were received.

The Chair outlined the recent election process for the Board's student representative. Cabinet has endorsed the appointment and it is currently with the Standing Committee for comment. The Chair and CEO met with the incoming student representative to discuss possible conflicts of interest. The Board is still awaiting a signed Conflict of Interest form.

The election process for the student members should form part of the governance review as current arrangements limit the scope of the Board to make recommendations to the Minister.

### Acknowledgement of Country

The Chair provided an Acknowledgement of Country.

### Conflict of Interest Declarations

The Chair asked members if they had any conflict of interest disclosures to make. None were noted

## 2. MINUTES AND ACTIONS

### 2.1 Minutes

The minutes of the meeting held 31 May were endorsed, noting that feedback from Dr Fahey in regard to Item 3.2 had been included.

#### Action Items:

Item 3: The Minister sought feedback from Chief Minister, Treasury and Economic Development Directorate (CMTEDD) prior to sign off. Amendments suggested by CMTEDD have been incorporated into the document. The Board agreed that this document is not intended for public distribution.

## Board-in-Confidence

### **Action: Circulate the amended protocols document out of session.**

Item 4: A communication strategy paper will be prepared. The strategy will advise opportunities for when the Board might formally acknowledge staff or student achievements.

Item 5: Following advice from the Government Solicitor's Office, a draft revised CIT Solutions Constitution has been provided to the CIT Solutions Chair for distribution to their Board. The Constitution will be considered at the CIT Solutions Board meeting on 18 August. When finalised, the Board may wish to consider further working arrangements for the CIT Board and CIT Solutions Board.

Item 12: Completed. A meeting has been held with the CEO, CIT Marketing and the CIT Student Association (CITSA) with Ernst and Young representatives on social media engagement.

Item 16: Completed. This information is provided at Item 6.3.

All other actions are noted on the action sheet.

## **2.2 Out-of-session decisions**

The CIT Strategic Compass 2020 was circulated out-of-session to Board members on 30 June 2016. Members endorsed the document to be officially launched on 25 July. The CEO acknowledged the work of Ms Jayne Miller, Ms Bec Sporcic and Ms Monica Fettell in preparing the CIT Strategic Compass 2020.

## **2.3 Correspondence register**

Members noted the register as an ongoing log of incoming and outgoing mail.

## **2.4 Member reports from external meetings**

Ms Melbourne reported that there was a meeting of the Australian Industry Skills Committee (AISC) in Canberra. Although an apology for that meeting, Ms Melbourne advised that an address to the Committee by Minister Fitzharris had been well received and provided an opportunity for Canberra to showcase what is happening in the VET sector.

Ms Melbourne recently addressed the Commonwealth Department of Education on VET and AISC intentions for the future. There was also an impressive presentation on 3D printing and the future. Ms Melbourne will provide information on this presentation to the CEO.

### **Action: Ms Melbourne to provide information to the CEO on 3D printing.**

The CEO attended a TAFE Directors Australia (TDA) meeting in Brisbane on 25-26 May. Members discussed the TAFE NSW commissioned Boston Consulting Group report on ways to make TAFE more efficient.

TDA will be meeting with the Australian Skills Quality Authority (ASQA) Commissioner, Mr Michael Lavarch on 21 July. CIT will be represented to discuss risk profiling and options for regulation of 'low-risk' providers.

The Chair will be attending the TAFE Chairs meeting in Sydney on 7 July.

## **3. FUTURE DIRECTIONS FOR CIT**

### **3.1 Strategic Planning**

#### **3.1.1 CIT Strategic Compass 2020 Launch**

The launch of CIT Strategic Compass 2020 will be held on 25 July 2016. Minister Fitzharris has agreed to give a speech at the launch outlining the government's support for CIT and its new direction. Key industry and government stakeholders have been invited to attend. Following the launch, the CEO will run a series of forums for staff in order to discuss the Strategic Compass and the Board's strategic directions for CIT.

Members noted the paper.

### 3.1.2 New Commitments Funding

Members noted the recently secured funding from the *National Partnership Agreement on Skills Reform (NP)* held by CMTEDD for four discrete projects.

CIT will now be seeking funding from Skills Canberra under the *National Partnership on Skills Reform (NP)* for a further five key projects, outlined in the paper. Some funding is proposed to be used to engage consultants on two projects: Learning Resource Development Project; and, Evolving Teaching Project. This will be raised with the Directorate prior to the release of the Strategic Compass. CIT is mindful of the ongoing risk on cost control in Attachment A, *Learning Resource Development Project*.

Members endorsed the recommendation to seek funding from Skills Canberra for five key projects, totalling \$3.8m.

**Action: As part of the National Partnership on Skills Reform funding will be sought for an additional five projects prior to the Strategic Compass launch on 25 July.**

### 3.1.3 Review of CIT Board

As part of the NP Implementation Plan, there is a requirement to review and evaluate the governance arrangements of the CIT Board. Consultation has been undertaken with Skills Canberra on the review. It is expected that this will occur between August and October.

The Board provided the following initial feedback on issues to be considered as part of the review, including:

- overview of membership including the need for Director-Generals from EDD and ED
- skills audit of current members and future need
- role of the Board in selection of the student member (including current election process)
- how to be a more independent public provider
- consideration of the three options presented to Cabinet in 2015
- opportunity for Board to shape challenges through highlighting legislative limitations on moving forward (review of legislation).

**Action: The Board's feedback on the scope of the review and a recommendation to conduct a review [redacted] will be forwarded to Skills Canberra for consideration.** (redacted under s41 of the FOI Act as disclosure would involve the unreasonable disclosure of personal information)

### 3.2 Campus Modernisation – Centres of Excellence

A meeting has been held with the Chief Minister and Minister outlining CIT's vision for campus modernisation and Centres of Excellence. Their preference is for the Centres of Excellence to be included in a Cabinet Submission on campus modernisation to be drafted for the Minister, including funding models and a strategy to work with CMTEDD on progressing this initiative. Members noted the draft brochure on Campus Modernisation - Centres of Excellence attached to the papers. Members requested under the Centres of Excellence for Trades and Renewables (Fyshwick) that the reference to Hume be removed. This brochure will be finalised and available at the opening of CIT Tuggeranong on 28 July 2016.

## Board-in-Confidence

Members endorsed the preparation of a Cabinet Submission on campus modernisation for the Minister and the implementation of a steering committee to work on the project.

**Action: A Cabinet Submission on campus modernisation will be prepared for the Minister, including the establishment of a steering committee.**

Members endorsed the finalisation of the *Centres of Excellence* brochure for distribution at the Strategic Compass launch on 25 July.

**Action: The reference to Hume under the Centres of Excellence for Trades and Renewables (Fyshwick) will be removed.**

**Action: The Centres of Excellence brochure will be finalised for distribution at the Strategic Compass launch on 25 July.**

[REDACTED] (redacted under s35 (1) (d) and s43 of the FOI Act – disclosure would involve the disclosure of deliberations or decision of the Executive; and the business affairs, including the commercial affairs, of an organisation which has commercial dealings with the Territory would be unreasonably affected by the release of information)

A paper on the CIT heavy vehicle training site at Sutton Road will be prepared and sent out-of-session.

**Action: A paper on the CIT heavy vehicle training site at Sutton Road will be prepared and sent out-of-session.**

### 3.3 ACT Budget Outcomes

The Chief Operating Officer provided an overview of the recent ACT Budget handed down on 7 June. The presentation outlined areas of interest to CIT.

## 4. GOVERNANCE

### 4.1 CIT Audit, Risk and Finance Committee Report

Mr McGrath reported on the CIT Audit, Risk and Finance Committee (AR&F) meeting held on 24 June. A paper for information was tabled. It was confirmed that budget information and processes will be approved at the AR&F Committee before being considered by the Board.

Issues had been raised at the AR&F Committee on legal obligations for members of that committee and the Board in relation to solvency of CIT, taking into account the current asset/liability ratio.

**Action: Independent legal advice will be sought on Board members' obligations in relation to solvency and clarifying this information within current legislation.**

**Action: Secretariat to provide information on Diligent Boards of the Board's Code of Conduct, Financial Management Act, the CIT Act and any other relevant information.**

## 5. CEO REPORT

### 5.1 CEO update

The report was noted.

## Board-in-Confidence

The CEO confirmed that CIT had been short-listed for the 2016 ACT Training Excellence Awards in the category of Large RTO Provider. Staff and student nominees who have been shortlisted for the awards will be sent a letter of acknowledgement from the Board. The CEO acknowledges achievements and/or retirement of long-term CIT staff. The CEO will update the Board on significant retirements and achievements in future CEO updates. There are plans to nominate [REDACTED], for a Public Service Medal in 2017 (redacted under s41 of the FOI Act as disclosure would involve the unreasonable disclosure of personal information as in this case the nomination did not proceed). Mr Michael Axelsen, General Manager, CITSA, is retiring following a long career at CIT. A letter of acknowledgement will be sent from the Board.

**Action: Letters of congratulations will be prepared for CIT staff and students short-listed for the 2016 ACT Training Excellence Awards.**

**Action: A letter of acknowledgement from the Board will be provided to Mr Michael Axelsen on his retirement.**

The CEO acknowledged the Chief Operating Officer and the Facilities team, Shared Services ICT, Ms Liz Nair and Ms Jaci Ganendran on their contribution to the new Tuggeranong campus, which will be ready to operate on time and within budget.

Work is continuing with government officials to ensure that VET has a place in their thinking. This has been evident in CIT's involvement in Canberra's strategy *Confident & Business Ready*, the Vice-Chancellor's Forum, CBRIN and the International Student Strategy.

The CEO acknowledged the Chair's attendance and contribution to the Estimates Hearings on 23 June.

There have been meetings with UC at various levels to ensure that the partnership continues to strengthen.

CIT was well-represented at the NAIDOC flag-raising ceremony on 4 July. Reconciliation Australia has approved the *CIT Stretch Reconciliation Action Plan*.

**Action: The CIT Stretch Reconciliation Action Plan will be provided to Board members.**

The CEO met with relevant staff at CMTEDD in relation to upcoming Enterprise Agreements (EAs) for teachers and general staff. In-principle support was provided on industrial relations approaches and the ACT Government has provided their perspective on how the government will work with the Board and unions. The Chair and CEO will meet with the unions and present a strategy paper on progressing the next EAs following the Strategic Compass launch.

**Action: The Chair and CEO will meet with the unions and present a strategy paper following the Strategic Compass launch.**

The CEO outlined information on deregistration of students who default on payment of fees. There are steps to ensure students are provided with opportunities to pay their fees before deregistration is implemented. The Board discussed potential options for streamlining enrolment and fee payment before a debt occurs.

## 6. OPERATIONAL REPORTS

### 6.1. Finance Report

The report was noted.

The Chief Operating Officer reported that costs are being monitored and managed in meetings with College Directors. There was discussion about the level of outstanding debts. It was reported that this is

usual during the enrolment periods and will be reduced significantly when it is confirmed that a student will not be attending CIT.

## **6.2 Workplace Health and Safety Report – including due diligence requirement**

The report was noted.

## **6.3 People and Workplace Culture**

The report was noted.

## **7. OTHER BUSINESS**

The Chief Operating Officer reported that a letter had been received from the Acting Head of Service, CMTEDD, regarding *Related Party Disclosures*. CMTEDD are now developing a policy for Board members and ACT Government executive. This policy will be relevant for those officers who may have a majority interest in a company that deals with ACT Government. Financial disclosure will take effect from 1 July 2016. A copy of the letter will be sent to Board members and more information on the policy will be provided when received.

***Action: The letter on Related Party Disclosures from the ACT Government will be provided to members.***

## **8. Meeting closed – 12.00pm**

# MINUTES

---

Meeting No. 04/2016  
CIT Bruce  
**Wednesday, 14 September 2016**  
8:30am – 12.00pm

## IN ATTENDANCE

Members: Mr Craig Sloan (Chair), Dr Stephanie Fahey, Ms Leanne Cover, Ms Natalie Howson, Mr David Dawes (until 9.00am), Mr Peter McGrath (from 9.00am), Ms Anita Wesney, Mr Waris Mughal

Secretariat: Ms Grace Concannon, Ms Lequita Young

Apologies: Ms Michelle Melbourne

## 1. WELCOME AND APOLOGIES

The meeting opened at 8.30am. The Chair welcomed members and called for additional agenda items. None were received.

The Chair congratulated Ms Howson on her appointment as Director-General of the Education Directorate and welcomed her to the Board.

The Chair welcomed Mr Mughal as the student member, elected by CIT students, to the Board.

### Acknowledgement of Country

The Chair provided an Acknowledgement of Country.

### Conflict of Interest Declarations

The Chair asked members if they had any conflict of interest disclosures to make. None were noted.

## 2. MINUTES AND ACTIONS

### 2.1 Minutes

The minutes of the meeting held 6 July 2016 were endorsed.

The Chair congratulated CIT on being awarded the Large RTO of the Year at the 2016 ACT Training Excellence Awards. The teaching staff and students were also acknowledged by the Board for their success at the Awards.

### Action Items:

All current actions completed.

### 2.2 Out-of-session decisions

## Board-in-Confidence

There were no out-of-session decisions.

### 2.3 Correspondence register

Members noted the register as an ongoing log of incoming and outgoing mail.

The Chair has provided a letter to the ACT Remuneration Tribunal in response to a request for the annual review of remuneration for part-time office holders.

**Action: A copy of the letter to the ACT Remuneration Tribunal will be provided to members.**

### 2.4 Member reports from external meetings

Ms Wesley has been appointed to the ACT Board of Senior Secondary Studies (BSSS). This board has oversight of senior secondary curriculum in the ACT. The BSSS is currently working on a new strategic plan.

The CEO will be attending the last meeting of the current TAFE Directors Australia (TDA) Board in Melbourne on 4 October. TAFE Directors and TAFE Chairs are then aligning to form a new Board on 6 October. The CEO has been nominated by the Chair to represent the ACT.

The CEO is seeking feedback, through CMTEDD officials, on the National Partnership Agreement on Skills Reform which is finishing in 2017.

It was noted, in Ms Melbourne's absence, that a meeting of the Australian Industry Skills Council was held on 28 July and that the Council is gaining momentum in endorsing training packages.

## 3. FUTURE DIRECTIONS FOR CIT

### 3.1 Deloitte Presentation – Qualification Financial Review

Mr Tim Norman, Head of Financial Advisory, Deloitte, gave a presentation on the work they have undertaken on a qualification financial review for all programs at CIT. The project examined CIT data from 2015 to determine the profitability of courses, colleges and departments. A financial model has been developed which will enable CIT to replicate the analysis with 2016 data across a broader range of courses. The results of this modelling will assist with the decision-making around future direction. The final modelling tool will be delivered by the end of October. While there was some concern that the model did not capture the detailed corporate knowledge that explained the low profitability of some of the courses, it was determined that this information could be included at a later stage.

A final report will be provided to the Board when completed.

### 3.2 CIT Program Offerings

The Deputy Chief Executive provided a snapshot of CIT programs and the work undertaken on identifying programs with low enrolments. Members were pleased to note the reduction in courses from 388 to 222. Members noted that further work will be conducted with the financial modelling tool being developed by Deloitte and the excellent engagement of College Directors in the process to date. Members noted the report.

### 3.3 Implementation of Strategic Compass – New Commitments Projects

The new commitments projects, outlined in the Strategic Compass 2020, are discussed and monitored by the Business Development and Cultural Change Sub-committee. The Sub-committee will provide a summary to the Board on each of the projects. It was agreed that a more sophisticated project

management tool was required to assist in tracking, monitoring and reporting. Work has commenced on sourcing and implementing a project management tool for use across the new commitments projects.

There was discussion on ensuring that a risk management strategy is implemented to identify and assess risks with the projects, including financial and HR aspects. Members requested that high level reporting to the Board should describe key milestones (whether achieved or not), financial data and change management enablers that underpin performance measures. Members also requested a high-level briefing on the governance structure that will drive change management. The CIT 2016-18 Strategic Risk Profile mapped against implementation of the new commitment projects will be tabled at the Audit, Risk and Finance Committee on 30 September 2016, prior to being provided to the Board.

**Action: The CIT 2016-18 Strategic Risk Profile mapped against implementation of the new commitment projects will be tabled at the Audit, Risk and Finance Committee on 30 September 2016, prior to being provided to the Board.**

**Action: A high-level briefing on the governance structure that will drive change management to be provided to the Board at the meeting of 30 November.**

The CEO reported that recent changes to the *Public Sector Management Act 1994* had implications for CIT's ability to implement change without the approval of the Head of Service. The CEO is working with the Office of the Commissioner for Public Administration to address the issues and a meeting with the CIT Chief Operating Officer and the Head of Service is scheduled 28 September 2016.

The CEO reported on early planning of an event to be held before the end of the year to engage with external members of Industry Advisory Groups (IAGs) on the Strategic Compass 2020. IAGs provide advice and feedback on industry and employer training needs and changes to inform CIT products and services. It is proposed that Board members, external IAG members and CIT Honoured Friends be invited to the event.

**Action: A date for an event to engage external members of Industry Advisory Groups on the Strategic Compass 2020 will be confirmed with Board members.**

### 3.4 CIT Bruce Micro-grid Loan Approval

[Redacted]

[Redacted]

[Redacted] (redacted under s43 of the FOI Act – disclosure would or could reasonably be expected to unreasonably affect the lawful business, commercial or financial affairs of an organisation)

### 3.5 Enterprise Agreement 2017 – Progress Update

The report was noted.

The CEO will be discussing with the Head of Service the CIT priorities for the upcoming enterprise agreement teacher negotiations. This is one of the key priorities for briefing the incoming ACT government. [REDACTED]

[REDACTED] (redacted under s40(1)(e) of the FOI Act – disclosure would or could reasonably be expected to have a substantial adverse effect on the conduct of industrial relations)

### 3.6 CIT Sutton Road and Earthmoving Program Offerings

The report was noted. The Board endorsed the recommendations in the paper.

### 3.7 Principles of Teaching and Learning Framework

The General Manager, CIT Student and Academic Services, provided an overview of the proposed Teaching and Learning Framework, to be implemented in 2017. The five pillars identified in the framework align with the Strategic Compass and were endorsed by the Board. The implementation of the framework will include conversations with staff, feeding into business plans, performance plans and professional development opportunities.

### 3.8 CIT Board Communication Strategy

The CIT Board endorsed the proposed communication strategy which will ensure regular communication with staff, students and the broader community. The strategy presented is operational but will evolve to engage more strategically and meaningfully in the future. It was agreed that work will continue on finding ways to improve messages from the Board to staff and students. Members endorsed the recommendations in the paper.

The CEO reported that a whole-of-staff development day will be held late January or early February. Board members will be invited to attend. Information will be provided on how the Board will engage with CIT staff at this event.

**Action: Board members will be invited to attend the whole-of-staff development day early in 2017. Options for how the Board will engage with CIT staff at this event will be provided at the meeting of 30 November.**

**Action: The CIT Board email address will be added to the CIT Board web page to encourage direct communication between staff, community stakeholders and the Board.**

## 4. GOVERNANCE

### 4.1 CIT Governance Review

The report was noted.

Skills Canberra sought input from CIT on the review of governance arrangements as part of the National Partnership Agreement on Skills Reform. There was discussion on the scope of the review and who would be best positioned to complete the review. CIT is awaiting confirmation of the terms of reference from Skills Canberra. Members discussed options for a consultant to begin the preliminary work of scoping the Board's views for the governance review.

**Action: CIT, in consultation with the Chair to identify and engage a consultant to begin the preliminary work of scoping the Board's views for the governance review.**

## 5. CEO REPORT

### 5.1 CEO update

The report was noted.



(redacted under s35(1)(d) – disclosure would involve the disclosure of deliberations or decision of the Executive)

The CEO also noted the revised CIT Solutions constitution has been provided to CIT Solutions Board members and will be discussed by the CIT Solutions Board. There was discussion on how the CIT Board and the CIT Solutions Board could work together in the future.

## **6. OPERATIONAL REPORTS**

### **6.1. Finance Report**

The report was noted.

### **6.2 Workplace Health and Safety Report – including due diligence requirement**

The report was noted.

The Chair noted that the 26% reduction in the compensation premium was an outstanding result.

### **6.3 People and Workplace Culture**

The report was noted.

## **7. OTHER BUSINESS**

Members had no items for other business.

## **8. Meeting closed – 12.10pm**

# MINUTES

---

Meeting No. 05/2016  
CIT Reid  
**Wednesday, 30 November 2016**  
8:30am – 12.00pm

## IN ATTENDANCE

Members: Mr Craig Sloan (Chair), Ms Michelle Melbourne (Deputy Chair), Dr Stephanie Fahey, Ms Leanne Cover, Mr David Dawes, Mr Peter McGrath, Ms Anita Wesney, Mr Waris Mughal

Secretariat: Ms Grace Concannon, Ms Lequita Young

Apologies: Ms Natalie Howson

## 1. WELCOME AND APOLOGIES

The meeting opened at 8.36am. The Chair welcomed members and called for additional agenda items. None were received. The Chair acknowledged the retirement of the COO and thanked him for his work.

### Acknowledgement of Country

The Chair provided an Acknowledgement of Country.

### Conflict of Interest Declarations

The Chair asked members if they had any conflict of interest disclosures to make. None were noted.

## 2. MINUTES AND ACTIONS

### 2.1 Minutes

The minutes of the meeting held 14 September 2016 were endorsed.

### Action Items:

All current actions completed.

### 2.2 Out-of-session decisions

The 2017 meeting dates for the CIT Board were endorsed out-of-session.

### 2.3 Correspondence register

Members noted the register as an ongoing log of incoming and outgoing mail. The student member raised a student complaint that he received and asked that it be included on the register.

### 2.4 Member reports from external meetings

The Chair reported that on 4 October 2016 he attended the last TAFE Chairs meeting. A newly formed TAFE Directors Australia (TDA) Board met on 6 October, with elected members of the TDA Board and a representative of TDA Chairs. The CIT CEO is the ACT representative on the TDA Board. The TDA Chief Executive Officer has announced his retirement in March 2017. Recruitment is underway to fill this position.

Ms Melbourne reported attending the Australian Industry Skills Committee in Darwin on 17 November. She advised that the Committee continues to progress through its program of works, discussed the future of VET policy and moved for the Committee to have an independent consultant to work with the Chair.

### 3. FUTURE DIRECTIONS FOR CIT

#### 3.1 Deloitte Report – CIT Customer Experience Journey

Representatives from Deloitte attended the meeting and presented a summary of their findings to the CIT Customer Experience Journey report noting key findings of lack of flexibility and teacher quality impacting on students choosing CIT. Members were interested in skills demand in Canberra 2016-2021 and statistics on jobs growth predictions based on ABS data and work done by Access Economics. Deloitte agreed to provide this information. There was discussion on the student research used in the report and seeking relevant feedback with members keen to know what the learner profile of existing CIT students is. The General Manager, CIT Student and Academic Services advised that specific research into student profiles has been conducted and agreed to provide to members.

**Action: Deloitte to provide information on skills demand in Canberra 2016-2021.**

**Action: The General Manager, Student and Academic Services, to provide research on CIT student profile.**

Members agreed to the way forward including increasing strategies to increase flexibility and the CIT Brand, reviewing non-profitable qualifications and communication with minister and directors.

Members also noted that the financial review has been delayed due to assumptions around costings and were advised that CIT is in further discussion with Deloitte on how this will be implemented. A report will be presented to the Board at the February meeting.

**Action: Presentation from Deloitte on the financial review for the next Board meeting 22 February 2017.** (redacted under s36 (1) (a) of the FOI Act)

#### 3.2 CIT Bruce Micro-grid



[REDACTED]

(redacted under s43 of the FOI Act – disclosure would or could reasonably be expected to unreasonably affect the lawful business, commercial or financial affairs of an organisation)

The Chief Executive provided an update on the demand for battery training and advised that a industry group has approached the ACT Government seeking CIT's commitment to unaccredited training in battery technology for domestic use. There are risks to CIT in providing the proposed unaccredited training. A meeting is being held with Skills Canberra to go through a final analysis of the risks. There seems to be little demand for training in the ACT at this stage. Once the qualification is on the national list, CIT will run the training. Members requested further information about competitors in this space.

**Action: CIT CEO to follow up with the Skills Service Organisation on the status of competitors for battery storage training.**

### 3.3 CIT Staff Development Day 2017

The CIT Evolving Together Staff Development Day is scheduled for 1 February 2017. An outline of the morning session has been provided to members. Members were extended an invitation to attend the morning tea and networking opportunity. Members also discussed the messaging to staff on the day.

**Action: Secretariat to invite members to the CIT Staff Development Day on 1 February 2017.**

### 3.4 Events Calendar

An events calendar was tabled for information. If members would like to attend any events they should advise the Secretariat.

## 4. BUSINESS DEVELOPMENT AND CULTURAL CHANGE SUB-COMMITTEE

### 4.1 Strategic Compass Communication Strategy

The Strategic Compass communication strategy was presented at the Business Development and Cultural Change Sub-committee meeting on 26 October 2016. There was discussion on the TV and radio advertising campaign currently being finalised for 2017. It was agreed that the Deloitte market research work would assist in targeting advertising in areas that are future-focused i.e. cyber security, data analytics and digital transformation. Members agreed to the communication strategy as a dynamic document that will evolve as required. The feedback received will be provided to CIT marketing and discussed at the Business Development and Cultural Change Sub-committee meeting on 12 December 2016.

**Action: Feedback on the advertising campaign will be provided to CIT Marketing. This will be discussed at the Business Development and Cultural Change Sub-committee meeting on 12 December 2016.**

### 4.2 Project Management

A consultant from EY is working with CIT on a program to co-ordinate and track the Strategic Compass New Commitment Projects. Training is being provided to the project sponsors and managers, to ensure standardisation and consistency of language and processes. Members noted the recruitment process underway for a senior project manager to oversight the nine Strategic Compass projects and agreed that the role of the senior manager was to enable capability in key CIT staff.

Members would like to see information on timelines and achievements with the projects and requested the project manager from EY provide the Board with recommendations on where to from here.

**Action: Members would like information on timelines and achievements with the Strategic Compass New Commitment Projects.**

**Action: EY to provide recommendations to the Board on the way forward prior to completion of the project.**

## **5. GOVERNANCE**

### **5.1 Governance Structure – Change Management**

The Chief Executive Officer presented information on the work undertaken by Mr Andrew Balmaks of Noetic to look at CIT's management structure and internal governance arrangements. Members agreed that they would like further information on the detail and the timeline for implementation to be brought to the next Board meeting for discussion. Members were invited to provide feedback on the proposed structure.

Members also discussed the CIT Solutions Board and how it aligns with the CIT Board. To achieve greater alignment members agreed that the CIT Board Chair and Deputy Chair would become members of the CIT Solutions Board.

**Action: Further information on the CIT management and governance structure will be presented to the Board on 22 February 2017.**

Two recruitment processes have been completed. Ms Anita Hargreaves has been appointed as the Executive Director, Transformation and Change, starting on 12 December 2016. Mr Yew Weng Ho has been appointed as the Chief Operating Officer, starting on 30 January 2017.

### **5.2 Campus Modernisation Update**

The update was noted by members. A Campus Modernisation Sub-committee will be formed with representatives from Treasury and the Environment and Planning Directorates participating. A brief is being prepared for the Chief Minister and Minister on membership of the sub-committee. CIT is seeking a consultant to assist in conducting the work on the implementation of the Campus Modernisation Strategy. It was particularly noted that given the sensitivity from recent auditor-general findings in relation to land acquisition, that CIT ensure a transparent process in the engagement of any external consultants. CIT has received three quotes as required by the ACT Government procurement process.

### **5.3 Audit, Risk and Finance Committee Report**

The report was tabled as read. Of particular note was the 2017 audit and review schedule, the 2016-2018 fraud and corruption plan and the endorsement of the CIT 2017 Budget.

#### **5.3.1 2017 Budget**

The budget outcome for 2016 is on track. User Choice is a risk if results are not entered into the system. There has been a reduction in profile activity but expenditure is being reduced accordingly. Changes to the National Partnership Agreement mid-2017 may affect profile delivery. There has been a saving of \$2.7m in corporate expenditure, as a result of the closure of CIT Woden, software contract savings and a small reduction in staffing. Skilled Capital numbers have been low with expectations for this to continue reducing. Work is being undertaken to address the market share of Skilled Capital. It was noted that salaries have increased but student numbers are decreasing.

The 2017 Budget has been recommended for endorsement by the CIT Audit, Risk and Finance Committee. Members endorsed the 2017 Budget noting that the loss of students is not reflected in the operating cost and that the increase in salaries will need to be considered.

## 6. CEO Report

The report was noted. The CEO reported that CIT Solutions have won a contract with the Department of Foreign Affairs and Trade for \$21m. Decisions on VET FEE-HELP are expected to be tabled with the Senate this week. 138 small businesses participated in a RibIT event, hosted by the CIT Student Association, with 32 CIT students linked to potential businesses. Initial conversations have been held with TAFE NSW and TAFE Queensland about sharing in the product development space. The CEO acknowledged all CIT staff for their efforts during 2016 to meet compliance with the Australian Quality Standards and CIT's re-registration process early in 2017.

## 7. OPERATOINAL REPORTS

### 7.1 Finance Report

The report was noted.

### 7.2 Workplace Health and Safety Report – including due diligence requirement

The report was noted.

### 7.3 People and Workplace Culture

The report was noted.

## 8. OTHER BUSINESS

### 8.1 Student Concerns

There was discussion on complaints received by students and a focus on teacher quality. Students are encouraged to provide feedback through subject evaluations. The CEO will follow up with Student Services on the student perception of the quality of teaching, as part of the Learner Engagement Survey.

***Action: The CEO will follow up with Education Services on the student perception of the quality of teaching, as part of the Learner Engagement Survey.***

## 9. Meeting closed – 12.40pm

# MINUTES

---

Meeting No. 01/2017  
CIT Reid  
**Wednesday, 22 February 2017**  
8:30am – 12.00pm

## IN ATTENDANCE

Members: Mr Craig Sloan (Chair), Ms Michelle Melbourne (Deputy Chair), Dr Stephanie Fahey (by phone), Ms Leanne Cover, Ms Natalie Howson, Mr Peter McGrath, Ms Anita Wesley, Mr Waris Mughal

Secretariat: Ms Grace Concannon, Mr Greg Haustead

Apologies: Mr David Dawes

## 1. WELCOME AND APOLOGIES

The meeting opened at 8.30am. The Chair welcomed members and called for additional agenda items. None were received.

In his opening remarks the Chair noted:

- This was the last meeting for Dr Stephanie Fahey following her appointment as CEO of Austrade and congratulated her on her appointment and thanked her for her contribution to the CIT Board.
- Ms Anita Wesley was studying the Company Director's Course through the Australian Institute of Company Directors.
- The Business Development and Cultural Change Sub-committee, at its meeting of 12 December 2016 agreed that it had been successful during 2016 in building momentum around cultural change, business development and the Strategic Compass and was no longer required and that CIT's work on cultural change should now report directly to the Board.
- On 6 February 2017, at the Evolve Together all staff event, CIT released its new cultural traits (developed by the CIT Cultural Working Group) to support the implementation of the Strategic Compass 2020.
- It was suggested the next Board meeting be convened at Fyshwick to enable the conduct of a site visit as well as a specific due-diligence agenda item to ensure board members are meeting their due-diligence requirements.

***DECISION: Members agreed to hold the next Board meeting at CIT Fyshwick and include a dedicated session on due-diligence requirements.***

## Acknowledgement of Country

The Chair provided an Acknowledgement of Country.

## Conflict of Interest Declarations

The Chair asked members if they had any conflict of interest disclosures to make. None were noted.

## Board-in-Confidence

Ms Michelle Melbourne advised that she had been invited to join the Australian National University Board of Governors. No conflict of interest was identified in relation to this declaration.

### 2. MINUTES AND ACTIONS

#### 2.1 Minutes

The minutes of the meeting held 30 November 2016 were endorsed.

#### Action Items:

Members noted the actions as listed.

In relation to action item 13, Ms Wesley provided an update on data collection through the Learner Engagement Survey that is reported to Australian Skills Quality Authority (ASQA) annually. This data collects student satisfaction rates through a range of quality indicators including quality of teaching. The data is collected down to college/department level. Focus groups are also conducted on teacher quality through CIT and the CIT Student Association.

#### 2.2 Out-of-session decisions

[REDACTED]

[REDACTED]

[REDACTED] (redacted under s43 of the FOI Act – disclosure would or could reasonably be expected to unreasonably affect the lawful business, commercial or financial affairs of an organisation)

#### 2.3 Correspondence register

Members noted the register.

#### 2.4 Member reports from external meetings

There were no external meetings to report. The Chair advised that the TAFE Chairs sub-committee has been setting up terms of reference and the TDA Board meeting is scheduled for 9 March followed by a planning day on 10 March. The Chair also advised that TDA is meeting with the defence sector to develop a national training response for TAFE. The Chair and the CEO have been invited.

### 3. FUTURE DIRECTIONS FOR CIT

#### 3.1 Deloitte Report – Qualification Financial Review Report

The Board was joined by the CIT executive team for this presentation.

Mr Tim Norman from Deloitte presented the final results of the qualification financial review. The presentation focused on the financial model, the decision support tool, the allocation methodology and its limitation as well as proposed next steps.

Members noted CIT will be applying the Deloitte Qualification and Financial Model (QFM) and overlaying the Deloitte Market Research (MR) findings and that CIT has begun the analysis to progress with rationalisation or revitalisation for areas identified in both the QFM and MR.

Members noted the report including the limitations and inaccuracies of the data analysis based on 2015 but agreed that the model presented a useful tool and could be used in the first instance to upload 2016 data – providing two data sets for comparative purposes.

Members were advised that course rationalisation was a long term prospect and decisions were not made on profitability alone but were informed by the economic and social impact. CIT is mindful of its community obligation and of the public provider role and is seeking clarity from the Government of its expectations of its public provider. The CEO advised that she is working with Skills Canberra on the community service obligation expanding the conversation at the Director-General level.

It was further noted that analysis on differing costs between CIT and private RTOs has been conducted, with private RTOs being nimble and asset light. CIT has concerns of high overheads which may not be significantly reduced through closing courses down.

Members requested a response to the recommendations in the final report.

***ACTION: CIT will prepare a formal response to the recommendations in the Deloitte Qualification Financial Review final report.***

### **3.2 Campus Modernisation Strategy Update**

Members noted that the Chief Minister and the Minister for Education, Training and Research had appointed the Under-Treasurer and the Director-General Environment, Planning and Sustainable Development Directorate to the Campus Modernisation Sub-committee, as well as the CIT Board Chair and CIT CEO.

The first meeting of the sub-committee is scheduled for 6 March 2017.

The CEO advised that the Under-Treasurer is keen to be personally involved and will be providing options at the first meeting for accessing resources within the ACT Government to support CIT in the implementation of the Strategy.

Members noted that recommendations from the sub-committee will be coming to the Board for endorsement.

## **4. STRATEGIC COMPASS EVOLVING TOGETHER PROJECTS**

### **4.1 Project Management Consultancy – final report**

The report was noted.

### **4.2 Strategic Compass Program Dashboard**

The Program Manager, Mr Marcus Kanagasuntherie, provided an overview of the current status of the Strategic Compass Program and presented the Board with a reporting dashboard for the projects.

Members were interested in the governance of the projects and were advised that a Strategic Compass Implementation Group (SCIG) had been established to oversight the projects and operate as an advisory group for the CEO. Final decisions in relation to scope of projects and financial management and budget rest with the CEO.

## Board-in-Confidence

The Program Manager sought feedback on the dashboard. Members were pleased with the overall dashboard and requested additional information be included in relation to reporting of finances (i.e. numbers versus graphics) and the projected spend against actual spend.

Members also sought to have the visual of complexity included in the dashboard i.e. going from most complex to least complex in terms of the value of each project to CIT - and an additional section on emerging issues.

The Program Manager agreed to rework the dashboard to incorporate members' suggestions and provide to members out-of-session.

Members noted that risk management of the projects sits within the audit and risk framework and will be escalated to SCIG if required. Detailed monitoring of the projects will also be conducted through the CIT Audit, Finance and Risk Committee.

Members noted that the Board will receive the overall dashboard for comparative purposes across the projects as well a separate dashboard report for each project.

***DECISION: Members agreed to the project reporting dashboard with minor amendments as discussed.***

***ACTION: The revised dashboard will be circulated out-of-session when completed.***

## 5. GOVERNANCE

### 5.1 Market Focus for CIT and CIT Solutions and Executive and Functional Structure

#### Executive and Functional Structure

The CEO updated members on the revised governance arrangements and executive structure including three new executive positions – Chief Education Training Officer, Chief Operating Officer, and Chief Business Development Officer – that will be sized by Mercer in the coming weeks. As previously advised the two director college model has not been successful and CIT has shifted to a one director model. The first priority is to fill college director positions, which may also be resized. Consultation will occur as necessary.

[REDACTED]

(redacted under s40(1)(e) of the FOI Act – disclosure would or could reasonably be expected to have a substantial adverse effect on the conduct of industrial relations)

#### Market Focus

The Chair and CEO advised that following a number of meetings with the General Manager CIT Solutions, a view was formed that CIT should focus on its core business of delivering in the profile market segment and the contestable market segment and that CIT Solutions should expand further in the commercial market segment. This was a different model than that presented at the November Board meeting.

[REDACTED]

(redacted under s40(1)(e) of the FOI Act – disclosure would or could reasonably be expected to have a substantial adverse effect on the conduct of industrial relations)

***DECISION: Members endorsed the new market focus for CIT to increasingly focus on the profile and contestable market segments and CIT Solutions increasingly expanding its focus to the broader commercial market outside of its traditional narrow focus.***

#### CIT Solutions Board

Members noted the refreshing of the CIT Solutions Board. Members also noted that CIT Solutions Board members have been advised that the CIT Solutions Board will need to reflect and align its directions with the CIT Board's future market focus. Given the change in CIT focus and the need to consider both CIT and CIT Solutions within the CIT entity there is a need to review the skills needed on the CIT Solutions Board. The CIT Board Chair and Deputy Chair will become members of the five member CIT Solutions Board. The CIT Board Chair will liaise with the CIT Solutions Board Chair and current CIT Solutions Board members as required.

Members noted their responsibility in relation to CIT Solutions as the CIT Board is responsible for CIT Solutions as a company wholly owned by CIT.

#### CIT Board

Members also noted the current vacancy on the CIT Board with the resignation of Dr Fahey. A skills audit to meet the CIT strategic plan will be conducted as part of the governance review which is currently being commissioned by Skills Canberra before the vacancy is filled.

### **5.2 Statement of Intent**

Members discussed the draft 2016-17 Statement of Intent (SOI).

Members noted the current National Partnership Agreement (NPA) will expire by 30 June 2017 and the potential risk to CIT that this presented. While it is unlikely that a replacement NPA will be completed before the SOI is published any new NPA may have significant changes to CIT performance metrics, focus of resources and systems.

Members suggested that the SOI include the nine strategic compass projects under the 2017-18 priorities and a vision statement on where CIT is heading, using more 'visionary' language. The CEO agreed to draft this content.

Members agreed to the draft SOI with the additional information as requested.

Members noted the timing of the finalisation of the Statement of Intent and agreed that the Board Chair sign off out-of-session once completed.

***DECISION: Members agreed that the Board Chair sign off the Statement of Intent once finalised.***

***ACTION: Amend the draft Statement of Intent to include the nine projects of the Strategic Compass as a 2017-18 priority and use more visionary language about where CIT is heading.***

### **5.3 Audit, Risk and Finance Committee Report**

The report was noted.

### **6. CEO Report**

The CEO update report was noted.

## Board-in-Confidence

The CEO also advised of the work of the CIT cultural working group and the launch of the cultural traits at the evolve together event held in February. Results of the working group will continue to be incorporated into the transitional work at CIT.

The CEO also provided an update on the Cyber Network and the Apprentice Link event held on 8 February 2017, which has so far resulted in four confirmed matches of students with employees.

The CEO provided an update on the CIT Governance review and advised that Skills Canberra have selected the preferred consultant. The review work is anticipated to commence in the coming weeks with the consultants contacting Board members individually. Members agreed for their details to be provided to the consultant. As part of the review, Skills Canberra has also requested the names of any additional stakeholders Board members think should be consulted.

***ACTION: Board members to provide the names of stakeholders that should be considered for the CIT Governance review.***

### **7. OPERATOINAL REPORTS**

#### **7.1 Finance Report**

The report was noted.

#### **7.2 Workplace Health and Safety Report – including due diligence requirement**

The report was noted.

#### **7.3 People and Workplace Culture**

The report was noted.

### **8. OTHER BUSINESS**

There was no other business.

### **9. Meeting closed – 12.05 pm.**

# MINUTES

---

Meeting No. 02/2017  
CIT Fyshwick  
**Wednesday, 10 May 2017**  
8:30am – 12.00pm

## IN ATTENDANCE

Members: Mr Craig Sloan (Chair), Ms Michelle Melbourne (Deputy Chair), Mr Peter McGrath, Ms Leanne Cover, Ms Natalie Howson, Mr David Dawes, Ms Anita Wesney, Mr Waris Mughal

Secretariat: Ms Grace Concannon, Ms Lequita Young

Observer: Mr Raymond Garrand

## 1. WELCOME AND APOLOGIES

The meeting opened at 8.30am. The Chair welcomed members and called for additional agenda items. None were received.

In his opening remarks the Chair noted:

- Mr Raymond Garrand's attendance at the meeting as an observer.
- An acknowledgement of Mr David Dawes' contribution to the Board for the last two years. Mr Dawes will be retiring as Director-General of the Economic Development Directorate.
- Mr Waris Mughal's last meeting due to his term expiring on 30 June and acknowledged his contribution to the Board as the student representative.
- Additional changes to Board membership is currently undergoing the Cabinet and Assembly process and will be finalised by 30 June.
- The paper relating to CIT CEO Delegations has been removed from the agenda. Advice is being sought from the Government Solicitor on delegations and any requirement for the Board to take action.

## Acknowledgement of Country

The Chair provided an Acknowledgement of Country.

## Conflict of Interest Declarations

The Chair asked members if they had any conflict of interest disclosures to make.

Ms Howson advised a conflict of interest for Item 5.2 *Review of CIT Governance Arrangements*. Ms Howson will decline to participate in discussion or decisions on this item.

## 2. MINUTES AND ACTIONS

### 2.1 Minutes

The minutes of the meeting held 22 February 2017 were endorsed.

**Action Items:**

Members noted the actions as listed.

Item 4: CIT is waiting for the training package in battery storage and solar storage units for electricians to be endorsed and made available to RTOs nationally. A training course is being developed for delivery by August 2017.

Item 5: [REDACTED]

[REDACTED] (redacted under s43 of the FOI Act – disclosure would or could reasonably be expected to unreasonably affect the lawful business, commercial or financial affairs of an organisation)

All other actions completed, as noted on action list.

**2.2 Out-of-session decisions**

Nil

**2.3 Correspondence register**

Members noted the register.

**2.4 Member reports from external meetings**

Ms Melbourne reported that the Australian Industry and Skills Committee (AISC) is working on methodologies for understanding training packages, to make amendments or additions as required. This will ensure a consistent and transparent approach. The AISC is also assisting Industry Reference Committees (IRCs) with governance to ensure that industry bodies and employer representatives, particularly in smaller states, have a voice.

The CEO advised that TAFE Directors Australia (TDA) have convened informally following the Commonwealth's pre-budget announcement of Commonwealth Supported Places (CSPs) being extended to sub bachelor qualifications for universities. The TDA Board meeting on 18 May will focus on CSPs and the TDA Tuition Assurance Scheme.

**3. FUTURE DIRECTIONS FOR CIT**

**3.1 Campus Modernisation Strategy Update**

[REDACTED]

[REDACTED]

[REDACTED] (redacted under s35(1)(d) and s36– disclosure would involve the disclosure of deliberations or decision of the Executive; and the document would disclose opinion, advice or recommendation of the deliberative processes of CIT, and would be contrary to the public interest)

### 3.2 Deloitte Qualification and Financial Review

The Chief Operating Officer provided an update on the work being undertaken on the Deloitte Qualification and Financial Review. The model will be updated with 2016 data for financial performance, student funding and fee income. The data has exposed some challenges with the model with assumptions being made about the allocation of corporate costs but these can be managed within the model and 2016 data will now be applied to the model. The results from this data and a funding model will be presented to the Board on 26 July. This will ensure a forecasting tool that can be used to inform decisions on how CIT prices programs and allocates costs to teaching hours.

***ACTION: A funding model will be prepared to review and forecast course profiles and costs. This will be tabled at the Board meeting on 26 July 2017.***

## 4. STRATEGIC COMPASS EVOLVING TOGETHER PROJECTS

### 4.1 Strategic Compass Evolving Together Projects

Information on the progress of Strategic Compass Evolving Together projects was discussed, including a revised program dashboard. Members agreed that the quality of the dashboard was improved. It was agreed that the Audit, Risk and Finance Committee would discuss risks and elevate to the Board when required. The CEO would also provide details around the level of risk in CEO reports. Work is required on projects including further defining the benefits to be realised from each project. There is a need to define the baseline measure and how we can outline benefits realisation and communicate this to the Board. There was discussion about how the Board may obtain information about further details of the projects if required.

It was also agreed that in order for the Board to maintain strategic oversight of the Strategic Compass Program, the quantitative program metrics be presented in the Program Dashboard and the qualitative program outcomes be presented as part of the CEO's report for future Board meetings.

***ACTION: Strategic Compass Evolving Together Projects will be presented for discussion at each of the Board meetings.***

***ACTION: Project outcomes and project risks will be included in the CEO update report for future Board meetings.***

## 5. GOVERNANCE

### 5.1 CIT Solutions Board Update

The General Manager, CIT Solutions, provided an overview of CIT Solutions. There has been significant continued growth, ensuring a return to CIT through a surplus arrangement. Changes to the CIT Solutions Board were noted including the addition of the CIT Board Chair and Deputy Chair. The change to the constitution of the CIT Solutions Board would strengthen the link between the two Boards. There are advantages for CIT Solutions being a separate entity to CIT and competing in the private RTO market. Members noted the report, the benefits that CIT Solutions brings to CIT and acknowledged the work of the CIT Solutions General Manager.

## 5.2 Outcome of Governance Review

Mr Ian Cox, Executive Director, Innovate Canberra, provided an overview of findings of the CIT governance review. This review was a requirement of the National Partnership Agreement on Skills Reform Implementation Plan and was a condition on the last tranche of funding. The review was conducted by a consultant engaged by Skills Canberra who interviewed Board members and other stakeholders. The Minister has been briefed verbally on the review, but the final report has been delayed to ensure that other key stakeholders are consulted. This process could take an additional 3-4 weeks to finalise. The review may include recommendations for legislative changes, which could take a further five months to implement if accepted (due to timelines for Legislation consideration). Members noted that this was also an opportunity to include any other legislative changes that CIT may require.

The CEO noted that the timing is important for board appointments and to take into account the rate of change in the sector. Greater clarity on the way we report to the Minister and ACT Government is required. When the final report is received, feedback on the recommendations will be made.

***ACTION: CIT to work with Mr Ian Cox (Innovate Canberra) on a collective way forward to present to the Minister.***

## 5.3 Audit, Risk and Finance Committee Report

Mr Peter McGrath reported that an Audit, Risk and Finance Committee meeting had been held on 31 March. The strategic compass projects will be discussed at the next meeting. An internal audit and review program for 2017 was tabled. The Chair of the CIT Board has signed off on an unqualified audit report from the ACT Auditor-General.

### 5.3.1 CIT Strategic Risk Profile 2017-2018

The CEO met with the external Audit, Risk and Finance Committee members recently. There was discussion on the Strategic Risk Profile and audit program, which the CEO is reviewing in light of recent Commonwealth government policy and funding announcements in the higher education and skills sector and the ongoing changes to CIT's training market share. The revised CIT executive structure and functional review presents an opportunity to consider the role and function of the internal CIT Audit and Review arrangements and how the audit work can assist the Board. The CEO will present an updated paper at the next meeting of the Audit, Risk and Finance Committee on 23 June 2017. The Audit, Risk and Finance Committee can assist the Board who has ultimate responsibility for the strategic risks. Members discussed the relationship between the ARFC and CIT Solutions. Members will consider the annual audit plan later in the year.


## 6. CEO Report

The CEO update report was noted. The following was reported by the CEO:

- As part of a restructure CIT is moving to a single director model for the colleges. These positions have been confirmed. Ms Anita Wesney, the Board member staff representative, was a successful candidate and will take up the position as Director, Trade Skills and Vocational Learning. This comes into effect on 1 June 2017.
- At the launch of the Australian Cyber Security Growth Network, CIT was announced as a Canberra node of the Cyber Security Sector Competitiveness Plan. Mr Craig Davies is the head of the government's new Cyber Security Growth Centre. Meetings are being held with Box Hill, AFP and other stakeholders to further this work. CIT is continuing to be active within the ACT Cyber Network including liaising with Data 61 and Mr Alistair MacGibbon, the Prime Minister's Cyber Security Special Advisor on the ACT training needs for the sector.

## Board-in-Confidence

- CIT was unsuccessful in renewing its commonwealth government contract for the SEE Program (Skills for Education and Employment) and winning the tender for the Adult Migrant English Program (AMEP). CIT cost structures are not competitive in this area. A transition arrangement will be put in place for teachers of the SEE program.
- Staff across CIT are focused on the re-registration ASQA Audit, taking place 15-17 May, with potential follow-up. Ten programs are being audited for compliance. Results are provided as they meet with 20 days then to produce evidence, if required. It is important that compliance and other governance structures are elevated to the Board. Members agreed that a celebration event should be held following the audit to acknowledge the achievements of staff in their collaboration and cooperation for the audit.
- The ACT Government has agreed for CIT to negotiate its enterprise agreement independent of the common core arrangements led by CMTEEDD. The next enterprise agreement will be for a shorter duration and an enterprise agreement strategy and negotiation strategy is currently being developed for future negotiations.

-   
(redacted under s41 of the FOI Act as disclosure would involve the unreasonable disclosure of personal information about a matter before the courts)

***ACTION: CIT to organise an event to acknowledge staff efforts in preparation for the ASQA Audit once the final results are received.***

### Commonwealth Budget

- The CEO provided an overview of the Commonwealth budget:
  - Commonwealth Supported Places (CSPs) have been extended to public universities at sub-Bachelor level i.e. Diploma and Advanced Diploma. This could see TAFEs increasingly having to focus on Certificate III and below, because many Certificate IVs are a transition to diplomas. This will have a significant impact on TAFEs nationally, with no incentive for universities to partner in this space.
  - \$1.5 billion over four years from 2017 will be provided to establish a permanent Skilling Australians Fund (the Fund) to support the skilling of Australian workers. The Fund will prioritise apprenticeships and traineeships for occupations in high demand, occupations with a reliance on skilled migration pathways, industries and sectors of future growth, trade apprenticeships and apprenticeships and traineeships in regional and rural areas. The Fund, when matched with funding from the states, will support up to 300,000 more apprentices, trainees and higher level skilled Australians over the next four years.
  - The Commonwealth government will provide \$60 million over two years to establish an industry specialised mentoring service to complement the existing In-Training Support services available under the *Australian Apprenticeship Support Network* program. The mentoring service will support 45,000 Australian apprentices and trainees, particularly in the first two years of training, in order to improve completion rates and support the supply of skilled workers in industries undergoing structural change.

The Manager, CIT Marketing, presented the new CIT advertisement which will be released in the lead-up to Semester 2 enrolments. The ad was well-received by members.

## 7. OPERATIONAL REPORTS

### 7.1 Finance Report

The report was noted.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] (redacted under s43 and s36 of the FOI Act – disclosure would or could reasonably be expected to unreasonably affect the lawful business, commercial or financial affairs of an organisation; and the document would disclose opinion, advice or recommendation of the deliberative processes of CIT, and would be contrary to the public interest)

## 7.2 Workplace Health and Safety Report

The report was noted.

## 8. OTHER BUSINESS

### 8.1 WHS Due-diligence Presentation

The Manager, Safety and Employment Relations, provided an overview of the due-diligence requirements for CIT Board members. There was a request for online training to be made available to members.

***ACTION: The Manager, Safety and Employment Relations will check if WHS online training can be made available to members.***

### 8.2 Site Inspection of Fyshwick

The Director, CIT Trade Skills and Vocational Learning and the WHS Advisor, Safety and Employment Relations, escorted members on a site inspection of the CIT Fyshwick campus.

## 9. Meeting closed – 12.00pm

Teleconference  
12 August 2015

Meeting opened 8.00 am

**1. Welcome and Apologies**

**Present:** Craig Sloan (Chair), Michelle Melbourne (Deputy Chair), Leanne Cover, David Dawes, Stephanie Fahey, Diane Joseph, Peter McGrath, Anita Wesney  
**Apology:** Kent Chambers

**2. Matters for Board Decision**

**2(a) Out of Session Papers**

- Members noted the proposed process for approving out of session papers i.e. papers will be circulated for a minimum of five working days with a majority of Board members approval required for decision.

**DECISION: The proposed process was accepted with amendment noting that a majority of Board members was required for out-of-session approvals.**

**2(b) CIT FEE Increase**

- Members were advised that CIT was seeking to increase fees in line with the CPI
- fees have not been amended since January 2014
- Members questioned the impact of cost on students and were advised that fees could increase up to \$100 per semester (\$200 per year) for diploma courses
- support mechanisms in place for disadvantaged students were noted
- Fee setting will be significant part of Board's work over next six to nine months – shaping fees for 2017
- Member's agreed to notify the Board student representative to ensure that the CIT student Association was advised on the fee increase

**ACTION: Notify Kent of decision**

**DECISION: Board Members approved the fee increase of 5.2 per cent as proposed.**

**3. UPDATES FROM BOARD MEETING**

**3 (a) Audit, Risk and Finance Committee**

- Members noted:
  - Final meeting for current audit committee is scheduled for 24 September
  - Minister confirmed that the CIT Board can appoint chair and members
  - Three external members plus one Board member will be appointed (Board members can attend at observers at meetings)
  - CIT Board Chair / Deputy Chair cannot be members
  - Peter McGrath agreed to be the Board member on the Audit, Risk and Finance Committee
  - Remuneration being agreed by CEO and Chair
  - Working through process to seek EOI (plan in place)
  - Charter from LDA – adopting vast majority of that charter
  - Charter and process approved out of session mid-September

## Board-in-Confidence

- Chair CEO met with current chair (Kevin Patchell) – acknowledged that he is not continuing in that role (thanked him on behalf of Board for his contribution in that role)
- New committee meeting in November
- Members noted Mr Patchell's 17 years of service to CIT and agreed to look at ways to acknowledge his contribution.

**ACTION: Look at ways to acknowledge Kevin Patchell.**

**DECISION: Members agreed to adopt the proposed process to appoint members to the Audit, Risk and Finance Committee.**

### **3 (b) Electrical trade matters**

**CEO provided the following update on electrical trades**

- Working through workplace cultural issues of staff as a result of bringing electrogroup employees and CIT teachers together
- Executive Director, People and Organisational Governance working with group two afternoons per week addressing issues identified in staff survey
- Skills Tech consultant from QLD has been engaged to provide external perspective for going forward
- Members agreed that the process was sound and expressed interest in the final report from Skills Tech.

### **3 (c) October meeting**

Members noted that the Board meeting scheduled for October will include a planning session. Ideas for the agenda were discussed and it was agreed that the agenda would be further developed for the Board's consideration.

### **3 (d) CIT Tuggeranong**

- The ACT Government budget for CIT Tuggeranong was confirmed
- Signing of the lease is experiencing some delays due to upgrading plant equipment and confirmation on a fire stairwell – need to make sure CIT is compliant
- On track for opening semester two 2016.

## **4. Other Business**

- CEO attended TAFE directors meeting – also lobbying Chris for differentiated model between public and private providers – not recognised in the current regulatory model
- TEQSA also went through the regulation process with small and large HE providers.
- Secretariat left meeting at 8.48 am
- Board members discussed CEO recruitment process (in-camera).

Teleconference

26 August 2015

1. Welcome and Apologies

**Present:** Michelle Melbourne (Deputy Cahir), Kent Chamber, Leanne Cover, David Dawes, Stephanie Fahey, Diane Joseph, Peter McGrath, Anita Wesney

**Apology:** Craig Sloan (Chair)

2. Finance Risk and Audit Committee

Members noted:

- last meeting of current Audit committee is on 24 September
- Chair met with Audit Committee Chair
- Chair will short list with Peter McGrath
- draft timeframe was noted
- Peter McGrath will be the Board member on the sub-committee
- Peter McGrath will join chair to short list nominations
- Current remuneration for audit committee is - chair \$1000, deputy chair \$750, members \$500

**ACTION:** Get comparative remuneration figures for Audit committee from across the ACT Government.

3. CEO Update

The following was noted:

Electrical trades

- electrical trades issues reported in Canberra Times - no comment sought from CIT
- Mr Heazlewood appearing before the Legislative Assembly Standing Committee on Education and Training as part of its inquiry into vocational education and young people
- CIT continuing to work with Mr Heazlewood
- process of Continuous Improvement in place

India

- Minister and CIT CEO travelling to India 26/9 to 4/10
- CIT International strategy has three pillars – attracting international students to CIT, transnational partnerships to increase revenue and off shore delivery
- visa issues have impacted number of inbound students from India
- working with study Canberra to promote students to Canberra
- 4 areas of focus in India
- CIT International Strategy has focussed on bringing students to Canberra but is expanding out to build institution to institution relationships

**ACTION:** *Distribute CIT Draft International Strategy and cost of trip.*

**ACTION:** *Include International Strategy on future face to face meeting.*

CEO also provided the following:

- Developments in the establishment of the wind farm
- lease for Tuggeranong
- CIT Open Day, 30 August
- October and November Board meetings to be considered in parallel

**4. Other Business**

There was no other business.

- Secretariat left the meeting 8.37 am.

**5. CEO Recruitment**

***DECISION: Board members discussed and agreed to the proposed strategy for the recruitment of the CIT CEO.***

## Board-in-Confidence

### Teleconference 9 September 2015

#### 1. Welcome and Apologies

**Present:** Michelle Melbourne (Deputy Cahir), Kent Chamber, Leanne Cover, David Dawes, Stephanie Fahey, Diane Joseph, Peter McGrath

**Apologies:** Craig Sloan, Anita Wesney

Members agreed that a record of each teleconference, including actions and decisions, should be confirmed at the next official Board Meeting.

All out-of-session decisions will be formally recorded at the next scheduled official Board meeting as previously agreed.

#### 2. Audit, Risk and Audit Committee

Members noted the amendments to the timeline and were advised that the amendment did not impact the first meeting of the Audit, Risk and Audit Committee, scheduled for November.

#### 3. Planning Session

Members discussed priority agenda items for the planning session. Priority items identified included the role of the board, vision and mission, financial strategy (including fee structure), products and services.

Members also considered the overall CIT strategy to be important and what the Board will drive over the next 12 months.

Members agreed to having a facilitator for the planning session, pending comment from the Chair.

**ACTION:** Revise planning session document to address at next teleconference.

**ACTION:** Follow up with facilitator from Strategic Board (Lynette Glenn-Dinning)

**ACTION:** Provide a link to Student Services in the absence of Anita to get the student view.

**ACTION:** Kent to consult with stakeholders.

#### 4. CEO Update

CEO advised that the Standing Committee of Education, Training and Youth Affairs have scheduled an in-camera hearing with the Minister and CIT officials to address allegations around the CIT electro technology department. CEO also advised of partnership with TAFE QLD Skills Tech.

#### 5. Other Business

Deputy Chair advised she had attended the Australian Industry and Skills Committee (AISC) on 3 September. The Committee Chair is Mr John Pollaers. Two meetings have been held so far in NSW and QLD and the next meeting is scheduled for 12 October 2015 in Adelaide. State Ministers have been briefing the committee on state VET strategies.

Secretariat left meeting closed 8.55 am.

#### 6. CEO recruitment

Discussed in camera

## Board-in-Confidence

Teleconference  
23 September 2015

### 1. Welcome and Apologies

**Present:** Craig Sloan (Chair), Michelle Melbourne (Deputy Cahir), Kent Chambers, Leanne Cover, David Dawes, Stephanie Fahey, Diane Joseph

**Apologies:** Anita Wesley, Peter McGrath

### 2. CEO recruitment

Discussed in camera

### 3. Audit, Risk and Finance Committee

The Audit, Risk and Finance Committee Charter was circulated out of session for approval. Comments were discussed and the charter was approved.

**Decision: Audit, Risk and Finance Committee Charter approved**

The CIT Board Charter was also discussed with minor amendments suggested.

### 4. Planning Session Update

Members discussed the agenda for the planning session being held on 28 October and agreed to the following agenda items:

- role of board
- vision and mission
- products and services
- CIT Financial Strategy

Members noted that the Board is still in establishment phase and it is important for the Board to understand its role in setting strategy and direction.

It was noted that the International Strategy will be discussed at the November Board Meeting.

**Decision: The Agenda for the planning session was agreed.**

### 5. CEO Update

The CIT CEO advised the following:

- Australian government Ministerial changes (VET, Education and Training, Industry and skills)
- CIT involvement in review of NPA on skills reform
- met with capital metro (Emma keen to brief Board on early plans for constitution avenue -)
- chair and CEO are rebuilding relations with electro technology, Bob Taylor and Industry Advisory Group.

### 6. Other Business

#### Floriade

There was a discussion regarding Floriade moving to Glebe Park. Members agreed for the Chair to provide a short supporting statement regarding CIT's support to enhance Floriade and continued engagement.

**ACTION: Secretariat to draft supporting words for Board Chair.**

#### ACT Training Excellence Awards

Members noted CIT achievement at the ACT Training Excellence Awards and agreed that the Board Cahir should send a message to CIT Staff.

**ACTION: Board to congratulate and recognise achievement through message to staff.**

## Board-in-Confidence

### **Student Overdue Notices**

Members noted some media in relation to student data being incorrectly provided to CIT debt collection agency. CEO advised that the matter was a result of human error and had been dealt with swiftly. All affected students had been contacted and all files were securely destroyed. CIT has commissioned an independent external audit to review the process.

The CEO acknowledged the support provided by the CIT Student Association in this matter.

### **7. Meeting closed**

8:54 am